



**Mindtree**  
*Welcome to possible*



# Sustainability Report

2016-17

**“We are Mindtree:  
An organization with social wellbeing  
embedded into our vision,  
encouraging a culture of volunteering  
- for sustainability impacts at individual levels.”**





# Contents



## 1 Welcome to Mindtree

About Mindtree	04
Executive message	06
Top news (2016-17)	08
Our commitments (2017-18)	10



## 2 Sustainability Enablers

About sustainability reporting	14
Frameworks for sustainability and CSR	16
Governance and advocacy	17
Materiality and stakeholder management	22



## 3 Spirit of Volunteering

Volunteering	30
Volunteering - the Mindtree way	31
Volunteering? What's in it	36



## 4 Giving Back to Society

Leader speak	42
CSR Charter	44
The Mindtree Foundation	47
Empowering communities	49



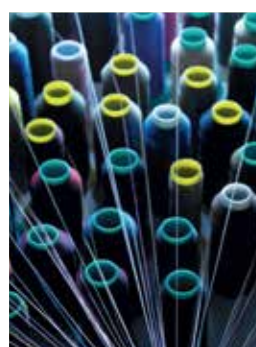
## 5 Conserving Resources

Leader speak	54
Smart business through resource efficiency	57
Responsible procurement	60
Ecological performance	62



## 6 Nurturing Mindtree Minds

Leader speak	68
Focus on people-culture	71
Engaging and developing talent and leadership	72
Enhancing transparency	76
Improving diversity	77



## 7 Enhancing Economic Value

Leader speak	89
Inclusive growth	92
Business value creation	92
Economic value addition	95

### Annexures

Global presence	97
Assurance statement	100
Data techniques & assumptions	103
UNGC & NVG application	105
GRI-G4 content index	110
Glossary	121
About the writer	124





# Welcome to Mindtree



# About Mindtree



Seventeen years ago, Mindtree was built with the intention of serving transformative technology solutions to markets while helping societies flourish. Innate in our vision is the ideology of societal wellbeing, and apparent in our actions, the will to translate it into impacts on the ground.

With annual revenues of ₹52,364 million and net profits at ₹4,186 million in 2016-17, Mindtree is poised well for strong growth, given our strengths in emerging technologies including digital, cloud and analytics.

Mindtree enables digital transformation for Global 2000 clients, from ideation to execution. Expertise-led, culture-backed organization that we are, we place our people at the core of our success, and ensure that growth stays inclusive in multiple ways, for the society and the planet as well.

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

Our sustainability framework consists of three pillars: governance and advocacy, workplace sustainability and ecological sustainability. Our CSR framework—non-strategic in intent and nature, is driven through Mindtree Foundation and also new initiatives involving technological leverage. Our CSR policy, the board-level CSR Committee, CSR Steering Committee, our strong set of relevant policies, CXO-level oversight on sustainability, and our functional focus on sustainability form our architecture for responsible business.

A United Nations Global Compact (UNGC) signatory and a regular reporter of the

carbon footprint (Carbon Disclosure Project), Mindtree endorses global guidelines and frameworks in business responsibility. We have been publishing our sustainability report based on the Global Reporting Initiative (GRI) framework since 2012-13, mapped to the UNGC principles and National Voluntary Guidelines of the Government of India (NVG). We also publish our Business Responsibility Report, as a part of our Annual Report.

Each of our sustainability reports is based on a theme close to our vision of sustainability. Our reports have shared with our stakeholders, stories of individual

responsibility we treasure, the power of our communities to cause sustainability impacts and our efforts to remain a learning organization with state-of-the-art technologies.

This report shares the spirit our people bring to volunteering, an important expression of an organization's way of serving the cause of sustainability. Our volunteers help us sustain our responsibility vision at all levels, at all times. This report is dedicated to the spirit of our volunteers!

*Welcome to possible.*



# Executive message



Krishnakumar Natarajan,  
*Executive Chairman*



Rostow Ramanan,  
*CEO & MD*

## Technology and partnerships are key to solving larger sustainability issues.

Sustainability is ingrained into our vision of making societies flourish. While sustainability makes smart business sense in terms of resource conservation, attracting high quality talent, our technological competencies give us an opportunity to solve larger issues of sustainable development. Mindtree is increasingly involved in taking these opportunities forward. Our priorities are set by pressing sustainability issues in the global and national contexts, issues that touch us deeply and our capabilities to execute ideas.

Our short term goals are satisfactorily bearing fruit in terms of resource efficiencies, and our medium term plans for clean energy have progressed well. Our commitment to taking renewable energy component to 20% of our energy mix in the medium term remains strong. Our growth stands testimony to strong fundamentals and remains as inclusive as ever.

Mindtree Foundation continues to serve the society in multiple ways and Mindtree Minds are volunteering more than ever to bring about social change. We, as an organization, have deployed our technological capabilities to serve a set of sustainability causes. Technology is a powerful path to solve larger



issues, and our focus and investments have been growing in this direction. Our technologically powered platforms and programs (e.g. I Got Garbage, I Got Crops, I Got Skills) have made considerable inroads into addressing issues of urban waste, agricultural inefficiencies, skills and unemployment, and are transforming the lives of waste-pickers, farmers and youth, and helping them evolve innovative, new solutions.

Partnering with different organizations is yet another effective way of solving sustainability issues. We have initiated a five-member partnership model to address the issue of quality of education in government schools, the impacts of which should be visible by next year.

We believe transparency is key to a sustainable organization and continue to endorse key global and national frameworks and guidelines for responsible business. We are regularly reporting our non-financial performance based on GRI framework, mapping to UNGC and NVG guidelines.

The journey of non-financial reporting has been beneficial for us in terms of better

structuring and monitoring of our sustainability actions and impacts. It has evolved over the last five years, reiterating its value all along. We are keen to further fine-tune and align it with changing global benchmarks. For us, transparency is not about compliance. It's the right thing to do.

This year's sustainability report celebrates the spirit of our volunteers—our foot soldiers who are translating our vision for social change into ground-level action. An organization's endeavor in social responsibility can only be complete when its people take up ownership and channelize it into their personal capacities. We are proud to say that our volunteer Mindtree Minds are doing exactly that and transforming us into a socially responsible organization.

Welcome to possible.

# Top news: 2016-17



Women intake at entry level rose to 49%



Trailing 12 months attrition at 15%



Launched Yorbit, online learning platform offering 1,013 courses

100 lady Mindtree Minds identified for leadership under the Exuberance program



6 months' maternity leave. Milady, an app exclusively for lady Mindtree Minds launched

Two key leadership programmes launched



CSR total funds spent ₹ 109,065,812

32,117 beneficiaries impacted through our CSR projects of Mindtree Foundation



Transformed the lives of over 8,000 waste pickers, and recycled 20 million kilograms of waste



Transformed the lives of 1,20,000 farmers in 2,000 villages



Imparted over 1,00,000 trainings in 25 states to promote micro entrepreneurship

University of Commons, a shared platform for NGOs, Government and citizens, launched 300 community initiatives through 5,000 (external and internal) volunteers



100% clean energy at our headquarters (West campus, Bengaluru) and 80% at our East campus, Bengaluru



Per capita emissions showed a decrease from 2.44 tons CO<sub>2e</sub>/employee/annum to 2.29 tons CO<sub>2e</sub>/employee/annum



89.28% of waste recycled



Our water consumption was at 1.02 kl/employee/month



Revenues grew by 9.4% in the turbulent market

328 active clients  
16,470 Mindtree Minds



Launched a major drive for delivery and operational excellence: Project DRIVE



Five more one-million clients added, taking the total to 111

# Recognitions: 2016-17

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- Voted as one of the *50 Happiest Companies in America* for 2016.
- *The '2016 New Jersey Corporate Culture Award'* by Smart CEO's for its successful cultural practices.
- Ranked in the *NASSCOM Top 20 IT-BPM Employers* in India FY2016 list.
- Named as *2016 Azure Innovation Partner of the Year* by Microsoft.
- Recognized as an *overall leader* in software testing services by Nelson Hall, in its Vendor Evaluation and Assessment (NEAT) Report 2016.
- Named in *Forbes India's Super 50 Companies List 2016* for the second consecutive year based on consistent shareholder returns, sales growth and return on equity.
- Recognized as a *Leader in IAOP's 2016 Global Outsourcing 100* for global excellence.
- *Ranked #3* under the categories '*Best CEO, IR Professional, IR program, Analyst Days, Website*' and the '*Most Honoured Company*' in the IT Sector *for 2016* in the All Asia Executive Team rankings by Institutional Investor.
- Placed in the inaugural '*Working Mother and AVTAR 2016 Top 10 Best Companies for Women in India*'.



\* For a more detailed list of awards, please look at <https://www.mindtree.com/about-us/awards-and-achievements/awards-conferred-mindtree>

# Our commitments: 2017-18

## Workplace

Continue focus on diversity at entry and middle levels

Strengthen the behavioural and social elements of our learning modules from entry to middle levels

Make significant progress in leadership development programme for women

Launch a renewed system for career planning at various levels

## CSR

Continue taluk-based focus for CSR projects

Enhance the full spectrum services in each taluk, filling gaps, if any

## Environment

Solar power plant (200 KW to 300 KW) at our Pune location

Solar power plant (500 KW to 600 KW) at Mindtree Kalinga campus

Promote individual responsibility towards resources conservation

## Economic

Strengthen capabilities in new technology areas

Strengthen our sales force further to align to the future requirements of the market

Pursue economic growth based on our strengths - a growth which is inclusive in impacts







# Sustainability enablers



# About sustainability reporting



Chitra Byregowda  
*Head, Sustainability & Diversity*

Sustainability reporting is of great value to Mindtree.

Mindtree approaches its social responsibility through nonstrategic CSR—with its policies, Foundation, and a strategic sustainability framework comprising governance and advocacy, workplace sustainability and ecological sustainability.

For Mindtree, transparency is a key value: We submit Carbon Disclosure Report (CDP) annually. Our annual report contains a Business Responsibility Report (BRR). We have been publishing our sustainability report since 2012-13, based on the GRI framework, mapped to UNGC and NVG. Our sustainability reports are annual, based on our performance in the financial year.

The journey of sustainability reporting, five years ago, was started because it is the right thing to do. It has brought in great value for us in turn, not only in sketching our sustainability profile clearly for our external stakeholders, but also in defining our focus on what is truly 'material' to our sustainability, and aligning our internal processes in that direction. This is still work in progress, and is evolving. Reporting uplifts our performance to new levels. The leadership stands unanimous in recognizing the value of reporting, and is committed to evolve internal focus and enablers to emulate global benchmarks in this journey which is both external and internal. With the imperative of GRI standards next year, and the imminent Integrated Reporting raising the bar further, we are aware that we have our work cut out. We are ready to evolve further.

This sustainability report covers the financial year 2016-17, with our financial performance across our global locations and environmental and social performance covering our India operations, as did our previous reports. There is no change in scope or structure of the organization which may have bearing on this report, in its comparability with previous ones. The report is in accordance with comprehensive criterion of GRI-G4 framework, and is

externally verified by KPMG. The report content has been defined and captured as per the GRI guidance, and is based on the material issues that were determined in an extensive exercise in 2015-16 and refined and modified internally for 2016-17.

The theme of this report is the spirit of volunteering. Volunteering is an important way of giving back to the society, and Mindtree promotes volunteering in all possible ways it can. However, we do not share here, our investments or efforts in

promoting volunteering. Our people share their experiences of volunteering and how it has changed them and their lives. They have chosen to be anonymous in sharing their stories.

We thank everyone who shared their positive feedback on our previous sustainability reports. I invite each one of you to share your invaluable feedback.

*Welcome to possible.*





# Mindtree sustainability framework



# Mindtree CSR framework



# Governance and advocacy

Governance and advocacy form key pillars of our sustainability framework and anchor us as an ethical business.



## Our guiding principles

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



## Global endorsements

- We endorse OECD principles.
- We are a UNGC signatory.
- We endorse the precautionary principle for resources.
- We support internationally proclaimed human rights.
- We report our carbon performance as per CDP.
- We report our sustainability performance based on GRI framework.
- We map our reporting to the global UNGC and the national NVG principles.
- We publish BRR as a part of our annual report.



## Governance anchored on

- Honesty
- Integrity
- Fairness
- Transparency



## Our policy architecture

- We endorse OECD principles.
- Code of conduct
- Integrity policy
- Anti-bribery and anti-corruption policy
- Whistle-blower policy
- Prevention of sexual harassment policy
- Non-discrimination policy
- Equal remuneration policy
- Open door policy for communication
- Environmental health and safety policy



## Key advocacy platforms we are engaged with:

- CII
- NASSCOM
- FICCI
- ASSOCHAM
- BCIC

# Ethical Governance

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Having laid out a strong policy architecture for responsible governance, our communication mechanisms ensure all Mindtree Minds are oriented to the expectations right from the beginning. Information on the intranet, training modules, periodic mailers on policies and our consistent message, frequent sessions from Mindtree leaders on zero-tolerance to deviations go a long way in aligning our people with the culture that we desire to inculcate.

Our extensive trainings and risk assessments regarding anti-corruption were carried out at all locations. Our open door policy and various grievance mechanisms continue to keep the access open for issues and complaints of all nature. Our workers had a representation of 3.69% in health and safety related committees, actively taking part in the action.

There were 2 cases of sexual harassment reported in the year 2016-17 and resolved. Total number of cases of breach of integrity were 39, and all were resolved. We resolved

324 stakeholders grievances totally, with one pending at the end of the financial year 2016-17.

Owing to our robust Compliance Framework, and our principle of adhering to the spirit of the law and not just the letter of law, incidences of non-compliance have been prevented effectively. Compliance framework of Mindtree which captures all the statutory requirements (voluntary requirements being decentralised at the functional level) constantly scans the emerging trends in regulation across the globe. With the support of external content providers, we educate the relevant internal stakeholders on the requirements and expectations, and monitor adherence through functional owners.

No incidents of breach of law reported regarding environmental compliance, marketing communication, anti-competitive behaviour, unfair business practice, product/service regulation, penalties or sanctions, breach of customer privacy or human rights reported in the year 2016-17.



## Our Board and its Committees

Our Board of Directors is secured on the set of our core, ethical values and the legacy set by our founders for over a decade and a half. It is structured to leverage a balance between directors and independent directors, executive and nonexecutive capacities and also gender-diversity. Two members of our board of directors are women.

While the definition and direction of vision, values, and strategies are set and led by the board of directors, the direction on Sustainability and CSR (policies, strategies and goals) is also set at the board level at Mindtree. Critical concerns, issues and conflicts get channelized to the highest governance body through the relevant communication channels that remain open for ground level feedback. There were no critical concerns related to sustainability matters that were communicated to the board in the year 2016-17.

## Structure for Sustainability

CSR Committee and CSR Steering Committee spearhead the CSR agenda, performance and review. The CSR Committee of the board meets once every quarter and on a need-basis to ensure periodic focus on topics of social impact.

We do not have a board level committee on Sustainability. Sustainability, including reporting, is overviewed by our Executive

Vice Chairman and President (who is also a CSR Committee member), and is driven by the Sustainability function- which includes the Diversity Function, categorized under our People Function. Our Executive Chairman chairs the CSR Committee and the CEO sits on the CSR Committee as well, bringing the top level attention to the domain.



**Board competency in sustainability:** Our board members hail from backgrounds of high excellence and performance from diverse fields, bringing with them a plethora of competences and capabilities- which include business responsibility aspects. Apart from being leaders in their respective domains, several of them have been actively involved in social causes, campaigning and contributions.

Being philanthropists for diverse causes, some of them have set examples for personal volunteering in the company. In 2013, our then Chairman, Subroto Bagchi, set up the White Swan Foundation as a personal initiative. The not-for-profit organization offers knowledge services in mental health- an often neglected area of societal wellbeing.

**Evaluation of board performance on Sustainability:** Evaluations of the performance of the board are carried out regularly; sustainability performance is a part of this evaluation, with no exclusive focus on EES criteria. Some of our board members and some CXOs carry within their mandate, a set of CSR or Sustainability goals naturally embedded into their roles. The goals are a part of the performance management system, which is in turn linked to remuneration. For example, our Chairman's goals include CSR plans, our COO's goals include carbon footprint reduction, energy savings and so on. We are yet to move to a system where all CXOs have EES goals built into their roles and remuneration. We at present have not implemented overt measures to develop and enhance the collective knowledge of the highest governance body on EES topics.

**Selection process and EES aspects:** Statutory provisions guide diversity and independence criteria during the selection of the board members. Expertise on EES (economic, environmental and social impacts) is considered and due discretion applied. Stakeholder consultation is not involved in nomination/selection process. Approval is sought through voting for appointment of directors.

The process for determination of remuneration of the board members and senior executives starts with an executive benchmarking survey carried out by a third party agency. Taking into account its recommendations and the internal performance evaluations, under the supervision of the Nomination and Remuneration Committee, executive remunerations are set or modified.



# Board of Directors

Director	Designation
Krishnakumar Natarajan, 60	Executive Chairman
Rostow Ravanan, 46	CEO & Managing Director
N. S. Parthasarathy, 56	Executive Vice Chairman, President & COO
Dr. Albert Hieronimus, 70	Vice Chairman & Independent Director
V. G. Siddhartha, 57	Non-Executive Director
Subroto Bagchi, 60	Non-Executive Director
Prof. Pankaj Chandra, 58	Independent Director
Apurva Purohit, 50	Independent Director
Manisha Girotra, 47	Independent Director
Milind Sarwate, 57	Independent Director
Akshaya Bhargava, 60	Independent Director

# Board Committees

Corporate Social Responsibility Committee
Mr. Krishnakumar Natarajan Chairperson
Mr. Subroto Bagchi Member
Prof. Pankaj Chandra Member
Mr. Rostow Ravanan Member
Mr. N. S. Parthasarathy Member

Administrative Committee
Mr. Krishnakumar Natarajan Chairperson
Mr. Rostow Ravanan Member
Mr. N. S. Parthasarathy Member

Stakeholders' Relationship Committee
Dr. Albert Hieronimus Chairperson
Mr. Rostow Ravanan Member

Risk Management Committee
Mr. Krishnakumar Natarajan Chairperson
Mr. Rostow Ravanan Member
Mr. N. S. Parthasarathy Member
Mr. Akshaya Bhargava Member

Nomination & Remuneration Committee
Ms. Apurva Purohit Chairperson
Dr. Albert Hieronimus Member
Prof. Pankaj Chandra Member
Mr. Subroto Bagchi Member
Mr. Krishnakumar Natarajan Member

Audit Committee
Mr. Milind Sarwate Chairperson
Dr. Albert Hieronimus Member
Ms. Apurva Purohit Member
Mr. Akshaya Bhargava Member
Mr. V. G. Siddhartha Member

# Materiality and stakeholder management

The material issues identified by Mindtree and its stakeholders point at areas where we focus our current endeavours, and further strengthen our performance in the future.

The external exercise we started in 2015-16 to determine material issues was an important step in the direction of aligning our performance more closely with what is important and impactful for us and our stakeholders.

Our materiality matrix underwent minor refinements in 2016-17, given our increased clarity on each issue and its actionability. The changes were in the nature of grouping or regrouping, and making a part of an issue more explicit,

with the intent of better focus for action. This did not make significant or substantial changes to the original set of issues identified in the previous year. *(Details of the exercise shared in our last sustainability report - 2015-16)*

Each material issue had its own goals mapped to it, and performance was collated across all of them. Report content was defined based on the GRI procedure, ensuring that GRI principles were adhered to.

	PEOPLE / SOCIAL	ECOLOGICAL	ECONOMIC
HIGH	<ul style="list-style-type: none"> <li>• People focus</li> <li>• Transparency &amp; disclosure</li> <li>• Green procurement</li> <li>• CSR – community investment projects</li> </ul>	<ul style="list-style-type: none"> <li>• Green IT</li> </ul>	<ul style="list-style-type: none"> <li>• Sales &amp; delivery transformation</li> <li>• Industry leading growth</li> <li>• Deep domain expertise</li> <li>• Digital transformation</li> </ul>
MEDIUM	<ul style="list-style-type: none"> <li>• People engagement</li> <li>• Talent &amp; leadership development</li> <li>• Diverse workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental stewardship</li> </ul>	<ul style="list-style-type: none"> <li>• Customer privacy &amp; data security</li> </ul>
LOW		<ul style="list-style-type: none"> <li>• Environmental compliance &amp; management</li> </ul>	

\* Low, medium and high denote level of concern with each issue

# Goals we set forth for our materiality issues



## Social

### People focus

- Create a differentiated culture that Mindtree Minds value
- More fun at work and greater work-life balance
- Rigor on making Mindtree a great place to work for talented people
- Safety & wellbeing initiatives

### Transparency and disclosure

- Processes for greater fairness in the performance management system, compensation and career progressions
- Revised performance management process with focus on continuous feedback, and removal of ratings from certain competency level and above
- Continue People Advisory Council as a part of the policy making process
- Continue processes for grievance redressal
- Continue focus on 360 degree feedback, leadership development programs and other such initiatives

### Green procurement

- Identify enterprises that are run by minority or women-based entrepreneurs and encourage them with proportion of procurement spend
- Vendor engagement & training- labor conditions, regulations & compliance, code of conduct, policies
- Grievance system to track issues- strengthen vendor feedback to CFO

### CSR – Community Investment Projects

- Sustain current programs
- Extend programs to taluk levels
- Increase monitoring and capacity-building of NGOs for better impact assessment

### People Engagement

- To increase employee satisfaction
- To reduce attrition

### Talent & Leadership Development

- Run world-class KM programs to create minds of the future
- Evangelize Global Learning Centre as a world class corporate institute
- Personal value-add to build
- Strengthen leadership development



## Ecological

### Green IT

- Achieving 20% or more clean energy component (solar, wind, micro hydro) in the overall energy consumption – in a three-year time frame

### Environmental stewardship

- Further reduction in GHG emissions.
- Reduction in per capita energy
- Reduction in per capita water
- Increase in waste recycling component

### Environmental Compliance & Management

- Stringent environmental compliance
- Upgradation of environmental management systems



## Economic

### Sales and delivery transformation

- Sales transformation – to equip our customer-facing teams to adapt to the changing expectations of our customers and prospects
- Delivery transformation -with dual focus -Project DRIVE for improving efficiency and strong technology and execution focus

### Industry-leading growth

- Achieve industry-leading growth through deep domain expertise in our chosen verticals combined with technology depth, customized for clients

### Deep domain expertise

- Achieve industry-leading growth through deep domain expertise in our chosen verticals combined with technology depth, customized for clients



## Mapping our material issues with GRI aspects, indicators

Our material issue	Mapping to GRI aspect	GRI performance indicators for the aspects	Sig. Impact (Internal/ External)
People Focus	Occupational health and Safety Non-discrimination	LA5, LA6, LA7, LA8 HR3	I
Transparency & disclosure	General disclosure- Ethics and integrity General disclosure-Governance Compliance Marketing communication Anti-competitive behaviour Non-discrimination Anti-corruption Environmental grievance mechanism	G4-56, G4-57, G4-58 G4-34 to G4-55 SO8 PR7 SO7 HR3 SO3,SO4,SO5,SO6,SO7 EN34	I
Green procurement	Procurement practices Freedom of association Child labour Forced labour Assessment Supplier Human rights Labour-management relations Human rights grievance mechanism Labor practices grievance mechanisms	EC9 HR4 HR5 HR6 HR9 HR10, HR11 LA4 HR12  LA16	E
CSR – community investment projects	Indirect economic impacts Local communities Indigenous rights Grievance mechanisms for impacts on society	EC7, EC8 SO1, SO2 HR8 SO11	E
People engagement	Employment Economic performance Human rights grievance mechanisms Market presence	G4-10, LA1, LA2, LA3 EC3 HR12 EC5	I
Talent & leadership development	Training & education Investments Security practices	LA9, LA10, LA11 HR1, HR2 HR7	I
Diverse workforce	Diversity and equal opportunity Equal remuneration for women and men Market presence	LA12 LA13 EC5, EC6	I
Green IT	Overall investment Energy Emissions	EN31 EN6, EN7 EN19	I&E
Environmental stewardship	Economic performance Energy Water Emissions Effluents and waste Biodiversity Products and services Transport Overall investment	EC2 EN3, EN4, EN5, EN6, EN7 EN8, EN9, EN10 EN15, EN16, EN17, EN19, EN20, EN21 EN22, EN23, EN15, EN26 EN13 EN27, EN28 EN30 EN31	I&E
Environmental compliance & management	Compliance (environmental) Environmental grievance Mechanisms	EN24, EN29 EN34	I
Sales & delivery transformation	Product and service labelling	PR3, PR4, PR5	I
Industry-leading growth	Economic performance	EC1, EC4	I
Deep domain expertise	Economic performance	EC1, EC4	I&E
Digital transformation	Product and service labelling	PR5	I&E
Customer privacy & data security	Customer privacy	PR8	I&E

# Stakeholder management

The various stakeholder engagement platforms we have put in place reflect the range of our stakeholder set and our customised attention for them, with a constant dialogue in mind. The platforms constantly see new ideas and modifications emerging within them. They communicate and clarify our policies to

our stakeholders, listen to their voices, address their issues and concerns, and evolve with their needs and our innovations. These engagement forums are a highly significant aspect of our work culture—humane, performance-centric, values-based, open-ended and inclusive.

Employees
<b>Ongoing engagement</b>
<ul style="list-style-type: none"> <li> <b>• People Hub – content-rich intranet portal</b>                      The intranet houses comprehensive organization-wide information accessible by Mindtree Minds, across the globe. All policies, practices, programs, people systems and applications are available on People Hub.                 </li> <li> <b>• Genie</b>                      An online resolution &amp; interaction platform for queries.                 </li> <li> <b>• Global Contact Centre</b>                      Call center help desk available 24/5 serving Mindtree Minds globally on employee benefits, payroll, expense reimbursements and related queries.                 </li> <li> <b>• Senior management interactions &amp; webcast</b>                      New changes within the organization are addressed at open-house sessions by senior management.                 </li> <li> <b>• Blogs &amp; discussion groups</b>                      Konnect - Mindtree's social platform                 </li> <li> <b>• MindSpeak</b>                      A platform promoting equality at the workplace, where Mindtree Minds can raise a dialogue on issues relating to career progression &amp; promotion, preferential treatment / discrimination at the workplace, performance management. All dialogues are attended to by the concerned People Function representatives, involving respective stakeholders, and brought to closure ensuring satisfaction and redress.                 </li> <li> <b>• Whistleblower</b>                      Mindtree's platform ensuring a 'Fair and Equitable Workplace' by providing an opportunity to blow the whistle against anyone who bypasses the integrity norms of the organization.                 </li> <li> <b>• Open door policy</b>                      Encourages accessibility, openness and transparency in communication. One can reach out to anyone, including the Chairman of the company, to address concerns at any point in time.                 </li> <li> <b>• Skip level meetings</b>                      To help sort out concerns that one might not be comfortable discussing with the immediate manager.                 </li> <li> <b>• Specific engagement events for different groups</b>                      MiLady App to engage with Lady Mindtree Minds, Zoojoo.be for wellness engagement, Fundo club for celebrating events like Mindtree Got Talent, Ethnic Day etc.                 </li> </ul>
<b>Periodic engagement</b>
<ul style="list-style-type: none"> <li> <b>• MiVoice</b>                      Employee satisfaction survey (Annual)                 </li> <li> <b>• PACE – Performance management system</b>                      Performance appraisal discussions (Annual)                      Formal mid-year review discussion (Half-yearly)                 </li> </ul>

- **Award Functions**  
Chairman Awards (Annual)  
Pillars Awards (Annual)

- **All Minds meet**  
A platform to interact with the senior management, ask questions and voice opinions (quarterly)

- **Open session**  
CEO interaction with middle management and above

### Customers

#### Ongoing engagement

- Project feedback through surveys
- Customer visits

#### Periodic engagement

- Customer Experience Survey (CES) – CXO and senior level contacts (Annual)
- Project Feedback Survey – Operational and Mid-level contacts (Quarterly)
- Steering committee meetings for larger customers (Quarterly)

### Communities & NGOs

#### Ongoing engagement

- Interaction with communities and NGOs through Mindtree Foundation such as social and volunteer programs

### Partners & Suppliers

#### Ongoing engagement

- Operational reviews, vendor meets

#### Periodic engagement

- Supplier satisfaction survey
- Supplier/ vendor evaluation (Annual)

### Investors & Shareholders

#### Ongoing engagement

- Dedicated email ID for investors, Stakeholder Relationship Committee
- Annual report
- Annual general meeting

#### Periodic engagement

- Newsletters on Mindtree website
- Quarterly shareholder reports/ updates
- Investor/ Analyst meets

### Regulators & Public Policy Makers

#### Ongoing engagement

- Workshops
- Panel discussions
- Steering committees

#### Periodic engagement

- Participation in NASSCOM, CII events and other regulatory bodies





# Spirit of volunteering



# Volunteering at Mindtree

Volunteering is a natural outcome of Mindtree's vision of social impact.

Helping societies flourish, an important part of our vision, stated right from inception, is not possible without volunteering. While our business, as an enterprise can strive its best to cause social impacts, our intent can be far-reaching, sustainable and effective only when our people embrace volunteering.

Ours is a culture carefully built over a decade and a half, to nurture not only the technically competent mind but also social sensitiveness. Volunteering connects with that intent, and strengthens our organizational culture. The 'Mind' part of the Mindtree, we believe, is complete only when our heart is in the right place. Volunteering is both an expression and a validation of our conviction.

We present here, our approach to volunteering, our way of seeing the volunteering opportunity, and our volunteers' experience in their own words.

We refrain from quantifying any aspects of volunteering such as our investments and number of beneficiaries, so as to keep the focus on the experience and the spirit of volunteering.

In a demonstration of the spirit of true volunteering, our volunteers have requested for anonymity, and we are glad and proud to share their experiences with our readers as per their request.



Our volunteers at a blood donation camp



Swachh Global Village Abhiyan

# Volunteering, the Mindtree way

Volunteering, for Mindtree, is a non-strategic commitment. A natural phenomenon, built into our vision and DNA. Hence, the growth in our volunteering is organic rather than driven by stringent chasing of numbers or accolades.

## Walk the Talk

The seeds of volunteering have been sown by our top leaders since the inception of our organization. Our people, right from their joining the organization, have seen our top leaders being engaged with social causes in one way or the other. Leaders not only make philanthropic contributions (monetary and in-kind), but also get involved in volunteering. They set an example for our people, an authentic pitch for individual volunteers to take the plunge. The inspiration is all-pervasive: even our housekeeping staff insists on volunteering.

When Mindtree partnered with the Ugly Indian (an independent organization that fixes ugly spots in the city) for spot fixing in Bengaluru, our CXOs (including our present Chairman, and CEO) also rolled up their sleeves and involved themselves in cleaning the city. Our Chairman meets our volunteer champions at annual lunch sessions. Our President and COO joins our volunteers for Joy of Giving visits, as and when the schedules permit. Our CEO, recently, after

visiting a vocational training site supported by the Mindtree Foundation, made a personal appeal to all Mindtree Minds to associate themselves with social causes and make a difference.



## Volunteering is a celebration for us, a joyous activity.

Our volunteers, when asked to describe their experiences in a few key words, invariably use words such as 'joy', 'cheer', 'happy', 'satisfying', 'gratifying', 'energetic', and also 'fun'.

Our volunteers wait for the volunteering days, for they know they bring joy and cheer. Volunteers across locations concur in saying how the

beneficiaries reward them with inexplicable sense of pure joy.

Each year, our anniversary month includes celebrations of this nature, in fact, and has come to remind us how connected we are to the society at large.

A volunteer from our Pune location says, "The most joyous and most colourful Holi for me happens to be the ones I've celebrated these last few years with the poor kids of the schools we volunteer at. I'm amazed at their poise and cheer."



### Volunteering at Mindtree is about direct involvement, not delegation.

Our NGO partners are a commendable support. Mindtree Minds, with the help of our partners, take the direct plunge into field-level action. When volunteers from our Chennai location reached out to the remote schools affected by floods, with support material and infrastructure, they also got down to teaching. A volunteer

recalls: "I can never forget the warmth of the thanksgiving ceremony the villagers organised for us volunteers, for they expected only aid, and they said we went beyond." We often receive appreciation from the grassroots, for the deep involvement of our volunteers.

Our support at the Urban Micro Business Centre at Bhubaneswar involves Mindtree Minds bunching themselves into teams and teaching key digital skills to underprivileged youngsters and making them job-ready. "We discovered the 'teacher' in us in this process and gained students which we would never have, if we had outsourced or just delegated the teaching", says a volunteer.

### Volunteering is not about winning a brownie point.

Mindtree recognizes the commitment of volunteers and strives to support individual initiatives as well. The most prestigious internal set of awards, the **Chairman's awards**, includes a category called '**Social Impact**', where individuals who demonstrate high impact on the society are felicitated. Our volunteering champions bag this award, inspiring the spirit of volunteering in others. The recognition from the very top indicates the significance that we, as an organization, attach to the power of volunteering.



The messaging on volunteering is anchored on intrinsic motivation. Volunteers expend their personal time for volunteering. **"We are expected to be our best at work too. The reporting managers encourage and accommodate. But no compromise with work or a 'discount' on excellence in work because of volunteering "**, clarifies a volunteer.

### **Volunteering must be encouraged from the very beginning.**

Exposure to volunteering is designed to take place right at the point of entry into Mindtree at every level. It is an integral part of induction, a way of 'enculturation'. Our Campus Minds get initiated into our culture of doing **"one good deed a day"**, and gradually get involved into active volunteering.

**"The Campus Minds, fresh from college, carrying only 'job' and 'money' in their minds, are thrown into the waters of volunteering here, and find themselves enjoying it, and learn to swim"**, says a seasoned volunteer from Chennai.

Our Global Learning Centre at Bhubaneswar, Mindtree Kalinga, is witness to several of our Campus Minds turning into dedicated volunteers, serving diverse causes, even in a short span of time they spend at the Centre. They have developed a simple app that helps senior citizens with doorstep neighbourhood services

such as shopping, transport, appointments and household work.

### **Volunteering is a great engagement tool.**

Gen Y being a socially-responsive generation, is drawn towards organizations which serve social causes. Though Mindtree recognizes this trend and strives to create platforms for them to engage in, this is not the key reason why Mindtree Minds volunteer. We volunteer because it is in our vision to help societies flourish. Gen Y finds a natural alignment with this vision and gets engaged deeply.

**"Volunteering is innate in these young Mindtree Minds. What's needed is just giving them access to opportunities. And we do exactly that"**, says a volunteer leader.

**"It's a great place to work, not just because work is great but because there's volunteering beyond work!"**, exclaims a young Mindtree Mind, excited with what the combination brings for him.

Roles in volunteering often overlap and cut across formal hierarchies, bringing all Mindtree Minds on the same page of social impact.

The act brings in a camaraderie that lingers on and spills into their work environment. Good deeds can be a great connector beyond formal, role-defined boundaries.

"There are no rules or norms on who should do what. It's all about what all you can do.", explains a volunteer. "No formal boundaries here, all aligned just to see the beneficiaries break into big smiles."

### Volunteering is global.

Mindtree Minds in our New Jersey location are volunteers too, participating in Jersey Cares Day (JCD), ever since 2005. (JCD is a day of true partnership and community building for

revitalizing and beautifying communities in New Jersey.) Our volunteers undertake various activities such as painting and beautifying school premises, raising funds for the movement, sorting out donations into the Food bank that feeds the poor and the hungry. A volunteer leader shares how the volunteers work on the field with little shade through rain or heat, united in the common cause. She says how heartening it is to see not only Mindtree Minds participating but also their families joining in, lending a hand. "Busy professionals, like the IT lot, can also take up volunteering if it is planned and calendarized in advance for individual choice", she says.

## Many causes, multiple avenues



TSA Technologies for Social Action



Vocational training



Pinkathon



Swachh Global Village Abhyaan



Blood donation



Joy of Giving



RR Nagar Run



Stem cell donation



One Good Deed a Day



I Got Garbage



Other programs

## Rewarding our clients through volunteering

Beyond just committing a two-dollar donation to a charity for every response we receive on our customer experience survey, our Quality Function wanted to make the entire exercise meaningful and effective. We decided to volunteer and own this entire exercise keeping the outcome visible to our clients.

In collaboration with UNESCO and YARDS (Youth Awareness and Rural Development Society), and with the help of Mindtree volunteers, we planted avocado saplings on behalf of customers who responded to our survey, in an impoverished tribal zone near Mysuru, in Karnataka, on December 5th (coinciding with World Soil Day). Besides being a premium super-fruit, a good harvest of

avocado fruits can get a family out of poverty in about three to four years.

1200 saplings of avocado for 240 families – five saplings per family, were planted in seven tribal villages, and the tribes were trained to maintain them. We shared the details of this event with our clients and they were very appreciative of our efforts. Customers who missed responding on our survey, wrote to us expressing their regret for having missed an opportunity for changing lives. We expect to get bigger response for our survey next year, and plant more trees. While the NGO provides periodic field feedback, our volunteers also plan to visit them personally to assess the progress. We plan to plant 5000 saplings by mid-year 2017, as part of our overall plan to benefit 1000 families.



# Volunteering? What's in it?

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## Holistic leader

"I learnt to manage my time and balance my life much better after I started volunteering", says a volunteer, adding, "Since we must be good at our work too, we just grow higher from where we were before."

"I was a complete introvert. Volunteering made me mingle with everyone. Today I lead myself differently", says a veteran volunteer.

"I saw life's realities I was blind to earlier. Now my lens is different", admits a young volunteer. Volunteering creates a space where individuals go beyond their roles, beyond their comfort zones into an unstructured terrain, and grow into their holistic potentials. They learn to manage uncertainties of an unstructured environment, to face rejections, to move ahead despite the naysayers, to cope with, and innovate over constraints.

They also bring their competencies to volunteering. A lady who joined us as a delivery manager years ago, now at a senior level, recalls how Mindtree Foundation supported her to continue her donation of clothes to her village when she faced a shortfall. It spurred her to take up the drive within Mindtree, build a team for this cause, and her project management skills came handy when the scale grew.

Giving what you have in you and learning what volunteering teaches you, helps one become a holistic leader. This is an unusual way of learning, and at Mindtree, we value its potential immensely.

## Busting myths, breaking limitations

Due to lack of awareness, stem cell donations and blood donations still face barriers in India. Volunteering for these drives not only involves coordination and field level activities but also advocating its safety, addressing mental barriers, counselling, encouragement and a soft nudge too, when required. "While on the field camps, I started persuading people who come along with the blood donors- their friends and family, and gradually convinced them for blood donation too.", shares a volunteer.

It's a myth that leprosy is contagious. People with leprosy are unfortunately alienated. Our Mindtree Foundation volunteers learnt to break these myths and ventured into caring for people with leprosy at the MoC (Missionaries of Charity). The learning, they say, has been liberating for them, as they take on the job of busting the myth amongst people.

"When the Head of Mindtree Foundation instructed me to wear a smile while serving the old and the orphaned and the diseased, I wondered why and how to do that in such pathetic surroundings; but I did it anyway, and later realised how happy it made me too, and not just the beneficiaries", recalls one volunteer from her first volunteering experience.

A lot of volunteers admit to doing the kind of work in volunteering which they never do at home. It changes them, they say. Every second Saturday of the month, volunteers across locations hop into a bus at 7 am in the morning to visit the old, the infirmed and the orphaned at MoC, as a part of Mindtree's Technologies for Social Action initiative. They spend half a day with them helping in the kitchen, cleaning the premises, playing, singing, or simply sitting and talking with those who can barely move, and feeding those who cannot help themselves.

A lady Mindtree Mind, a regular volunteer, says she is both surprised and gladdened to see her children joining in Mindtree's volunteering trips and doing chores they totally avoid at home.

## Changing perspectives

Tending to the old strengthens one's own bonds with parents and family. The regular volunteering at MoC has produced lasting bonds

between our volunteers and the inmates."They miss me if I skip a trip once in a while. They're like family now. I hate to disappoint them", a volunteer says.

"Volunteering broadens your outlook", she continues, "I couldn't believe how intensely the nuns at MoC value and celebrate life, apart from silence and prayer. I learnt hugely."



Another volunteer is deeply moved by what the beneficiaries taught her. A regular and committed volunteer across causes, she was once asked to attend a graduation ceremony of women whose MBA was sponsored by Mindtree Foundation. She was moved to tears by the gratitude of the three women benefited. One of the women beneficiaries shared how she keeps a gratitude dairy where she records all her blessings. "Just a little bit of help can change their entire lives and our perspectives", she declares, deeply touched by the meeting.

Visiting AMBA, an NGO-partner of the Foundation, was an eye-opener for some volunteers. Looking at the intellectually-challenged people doing data entry work excellently was a humbling experience for them. **"It put our pride in its place. If they can do so much, what we do in our work is really no big deal "**, says a volunteer.

Several volunteers say volunteering is a two-way street, a win-win. Some say they have reaped much more than what they have given. Some say, what they receive is so intangible and indescribable that they have no words to describe.

### **Evolving individual journeys**

A rural boy whom we groomed under our Dream to Reality (D2R) program completed his engineering, joined us as a Mindtree Mind and today is a volunteer champion at our Chennai location.

Another engineer joined us as a developer, tasted volunteering, joined our Foundation to help with its work on assistive technologies, travelled with our team to the field, and is now due for a placement in the mainstream domain of Mindtree. But he says he will continue to be associated with volunteering from wherever he is going to be placed. "He cannot help it, he has

caught the bug", his colleagues say, teasing him in good cheer.

Another engineer with a passion for volunteering took up personal initiatives such as fixing leaky faucets around the neighbourhood area, and participated in every volunteering activity at Mindtree. Being a fitness enthusiast, he has conducted a marathon for children in his native village in Tamil Nadu, with a team of 20 core volunteers around him, and with the support of 220 volunteers. **"There are cross-learnings on this journey when we take up several opportunities for volunteering, which we can leverage when we want to create and grow something big"**, he says.

A Mindtree Mind from our Hyderabad location launched an ambitious volunteer project 'Ride for better India'. The volunteer has embarked on a 5000 km-long cycling expedition from Kashmir to Kanyakumari, raising awareness about climate change, environmental protection, promoting green initiatives along the way.

Another Mindtree Mind has taken a personal initiative of volunteering on weekends supporting BCTP (Bengaluru City Traffic Police) in its Community wing, "because standing outside the system and screaming doesn't work." A Lady Mindtree Mind who has started her own terrace

gardening workshops in Bengaluru for kids in the age-group 5-15 years, is planning to conduct one for Mindtree Minds soon.

**Individual journeys are triggered at some point-sometimes within Mindtree, sometimes outside Mindtree, and they evolve to grow into paths under a nurturing environment available here, and touch and transform many lives around.**



## Multiplier effects

At our Hyderabad location, people from neighbouring companies joined our blood donation drive. **Acts of volunteering can be contagious too.**

A volunteer at Bengaluru and another at our Hyderabad location share how they took a slice of their volunteering experience back home and shared it with their family. Their kids are now a part of the Mindtree volunteer trips. Friends and families have joined the visits to MoC. "My dad's friend insisted and celebrated his birthday there!", says one of the ladies.

**"There is a lot of energy not only in Mindtree but beyond Mindtree too"**, says a Mindtree Mind from IGG which is involved with a wide network of external stakeholders. "It needs to be tapped well and made use of." He is witness to the emerging ecosystem of responsible citizens, schools, parents, school management committees, external volunteers- including college students, social workers and the Government officials. He vouches that volunteering is a movement that is growing strong and has transformative potential.

Mindtree values the work of its volunteers immensely and continues to create more opportunities for volunteering. Together, with constant organizational commitment and enablers, and individual volunteers' dedication and unending energy, we can make a difference in all possible ways we can.

Welcome to possible.







# Giving back to society



# Leader speak



Abraham Moses  
*General Manager and Head,  
Mindtree Foundation*

Only grass root-level and integration-oriented CSR can have sustainable impacts.

CSR has been a non-strategic expression of what Mindtree represents. And Mindtree Foundation (MTF) is built to give full expression to this purpose, guided by the CSR policy. Being independent in paving its own approach and focus, the Foundation has evolved its own distinct way of approaching CSR. One that goes deep down to the grass root level, coupled with personal involvement of leaders and rendering full spectrum of services to the needy, using a taluk-wide focus. This is different from the perhaps more popular approach to CSR, of wide coverage of a

multitude of areas and projects. We, at Mindtree, often sense a trade-off between depth and breadth in CSR work, and prefer to do niche and deeply integrated work.

Unless CSR gets deep down into the field, there is no way it can find and meet latent or hidden needs. Nor can CSR projects evolve in a relevant manner. Unless we see the connections between different issues of the beneficiary and serve the beneficiary in an integrated manner, there is no way the outcome will have a lasting impact. For CSR impacts to be sustainable, the service has to be grass root-focused and the solutions have to be integrated ones.

Recognizing this fact, we brought in education aspects to our disability projects. Integration was the key approach. The impacts on the beneficiary are thus becoming not only faster but also more meaningful.

Our taluk-wide focus for our services is being validated by the results we actually see on the ground. We see our initiatives bearing fruit satisfactorily across education, poverty, disability and livelihood. MTF has been planning and leading the volunteering initiatives since long, and is happy to see it growing in many ways, spreading to several functions, even influencing stakeholders outside Mindtree.



Beyond these measurements, we also rely on our personal experience of the results. We do not measure our impacts only by the feedback we get. We try and actually see the results personally: The committed leadership team of the Foundation travels to remote corners of the field at various stages of the projects, in direct engagement with beneficiaries. That's the Mindtree way!

Welcome to possible.

In line with the emerging trends, we have made efforts to quantify CSR project outcomes in a methodical manner since the last few years. Yet, we know quantification can never present the full picture, even to us. In 2016-17, we developed our own measurement methodology—CSR Effective Index, which factors in qualitative measures into the metric. This innovation is helping us assess our own performance from both quantitative and qualitative perspectives.



# CSR at Mindtree

Our CSR endeavours, non-strategic and deep-rooted, continue to make societies flourish, as a part of Mindtree's vision.

Total CSR spend by Mindtree  
**INR 109,065,812**

Total fund allotted to Mindtree Foundation  
**INR 53,942,810**

Total fund spent by Mindtree Foundation:  
**INR 40,344,144**

Total beneficiaries: **58,930** > CSR beneficiaries: **32,117** + Volunteering beneficiaries: **26,813**

**Volunteers involved: 8,819**

**Launched MTF Effectiveness Index for CSR projects | Strengthened our on-going projects**

## CSR enablers at Mindtree

Our CSR has been voluntary and ahead of regulation right from the beginning. We put in place a set of strong enablers to take forward our nonstrategic vision for CSR. With the CSR policy, the board level committee for CSR, a steering committee, CSR at Mindtree is well guided by the top level. (Our CSR policy can be viewed at

<https://www.mindtree.com/corporate-social-responsibility-policy>).

CSR at Mindtree includes the initiatives by the Mindtree Foundation as well as the suite of technology-enabled platforms for social transformation (I Got Garbage, I Got Crops and I Got Skills).

## Our technology platforms for sustainability solutions

78% of India is self-employed. These 78% citizens of India take real business risk every day. They are the farmers, rag-pickers, artisans, vegetable vendors, small grocery shops and the like. At Mindtree's "I Got" platform initiative, they are referred to as "Independent Entrepreneurs" (IE). In a world with diminishing jobs, the role of IEs will be key—for IEs are job-creators, not job-seekers.

The concept of PIE or the "Power of Independent Entrepreneurs" is central to everything that Mindtree's **I Got** platform works towards.

The focus of this initiative is to help build innovative micro-businesses and support ecosystems around them using cutting-edge digital technology paradigms. The goal is to empower key stakeholders across various domains to become entrepreneurs running sustainable business models creating more jobs while solving pressing social issues—be it a waste-picker in the case of "I Got Garbage", or a farmer in the case of "I Got Crops" or a skilled labourer through "I Got Skills".

## I Got Garbage

A Cloud based IT platform that offers ERP capabilities for rag-pickers—Citizen Engagement Platform, Waste Management Services Marketplace, and a Rag-picker Benefits Tracker. Additionally, they work with social businesses for process improvement and to help build partner ecosystems; such that they can collectively help achieve the goals of "dignified livelihood for rag-pickers" and "less landfills for all". So far, it has created impact as much as being able to facilitate 20 million kilograms of recycled waste across five cities, aggregating over 8,000 rag-pickers and bringing over 200,000 waste generators on the platform.



## I Got Crops

Towards the end of the year 2015-16, Mindtree launched I Got Crops, a cloud-based platform for sustainable agriculture and agri-related micro businesses across five states, targeting to benefit 120,000 farmers, with threefold increase in their income. The objectives are to become a digital national asset for 10 crore farmers in India, making it easy for them to adopt good agricultural practices, enable rural supply chains, access to finance and market linkages and leverage digital technology to improve efficiency and scale. So far, I Got Crops along with its social partners have an active engagement with 225,000 farmers in over 2,000 villages across five states.



## I Got Skills

Has been developed to address the employability-employment gap, and creating a streamlined marketplace available for ready employment in a multi-stakeholder fashion. All the above-mentioned initiatives are path-breaking endeavours attempting to address structural issues in the micro-business ecosystem of the informal economy. It is an attempt to give control of economic activities to the aforementioned 78% independent entrepreneurs of India through technology platforms.



# The Mindtree Foundation

CSR, as guided by our CSR Policy, is anchored by the Mindtree Foundation. Across the themes of poverty, disability, education and livelihood, the Foundation strives to make a difference to the needy in an integrated fashion.

Supporting a diverse range of projects across the above themes, are a set of 15 NGO partners who complement the Foundation's strengths in diverse ways.

## The Foundation's approach to CSR

- We take a personal 'deep-dive' approach to need assessment, problem-solution and monitoring.
- Our focussed projects often evolve into full spectrum programs.
- We adopt a taluk-level focus in our CSR planning.



## Taluks we cover

- Kanakapura (Karnataka)
- Koratgere (Karnataka)
- Vijayapura (Karnataka)
- Pune (Maharashtra)
- Hyderabad (Telangana)
- Thiruvallur (TamilNadu)
- Khandapada (Odisha)

## CSR effectiveness Index

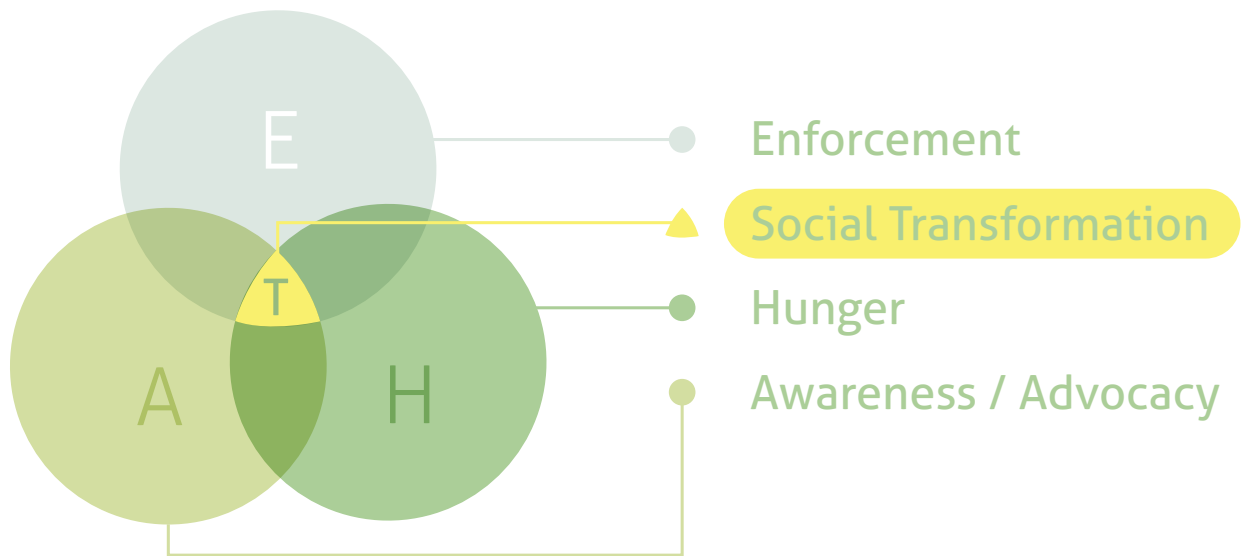
The index we have developed allows us to factor in qualitative measures into our project evaluation, which is highly important while assessing CSR projects of intangible nature. Also, every project needs to be evaluated from many angles, several stakeholder feedback and takeaways. Hence the Mindtree Foundation launched the index in 2016-17.

The CSR Effectiveness Index factors in five elements into it. The uniqueness lies in the fact that our personal field visit carries the highest weight:

- ▶ Field visit and meeting beneficiaries
- ▶ Hope and confidence in the delivery teams
- ▶ Hope and confidence in the leaders, government, shareholders
- ▶ H-E-A-T evaluation
- ▶ NGO reports

The index is an illustration of the way we see social transformation. According to us, there are three enablers to social transformation: enforcement, awareness/advocacy, and

hunger/fear. The way we measure effectiveness of our project involves our assessment of these three enablers.





# Empowering communities

## Rural Karnataka

- 15,000 government school children given supplementary education (Shikshana, our NGO partner).
- 1285 children from 15 government schools inspired by Lab-on-bike initiative (Agastya).
- 914 rural children taught various subjects using tablets (Suvidya).
- 750 rural dropouts supported with vocational training (Yuva Jyothi).
- 247 rural children with learning disability getting special coaching (SSK).
- 227 rural children with disability assisted with mobility aids (APD).
- 40 children with disabilities identified and being supported with corrective surgeries/ assistive devices/physiotherapy (KSCCW).
- 37 poor, urban women trained in teaching (KSCCW).
- 26 government school children being supported for medical career (Udaan-NHCT).

## Odisha

- 8137 kids being served mid-day meals (Akshaya Patra).
- 298 unemployed youth with disability being trained in livelihood skills (Gram Tarang).
- 58 youth with disabilities supported for education and mobility (Government ITI).
- 67 urban, poor women and children trained in entrepreneurship and education (UMBC).

## Rural Maharashtra

- 3876 children from 28 government schools inspired by Lab-on-Bike initiative. The program runs in Karnataka as well, benefiting additional number of children (Agastya).

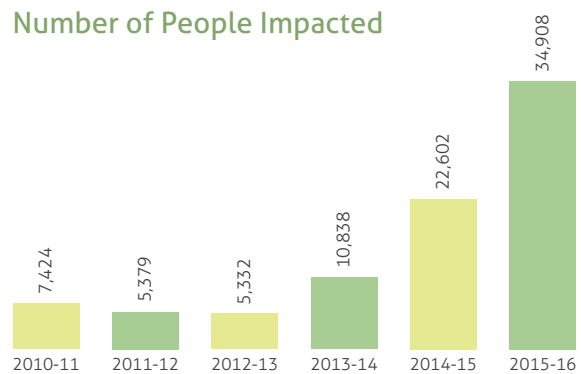
## Rural Andhra Pradesh and Telangana

- 176 intellectually-challenged youth trained across 8 centres in livelihood skills such as data entry (AMBA).

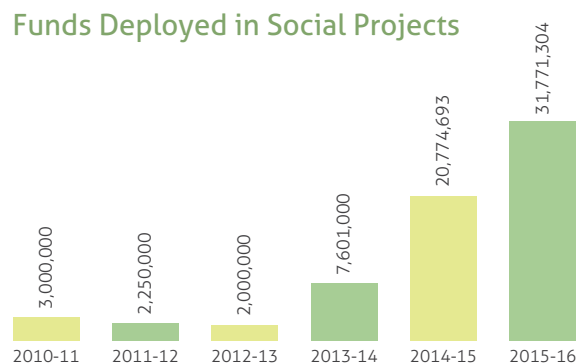
## Rural Tamil Nadu

- 510 children with disability getting early interventions and home-based physiotherapy.
- 224 engineering students obtaining IT skill enhancements.

### Number of People Impacted



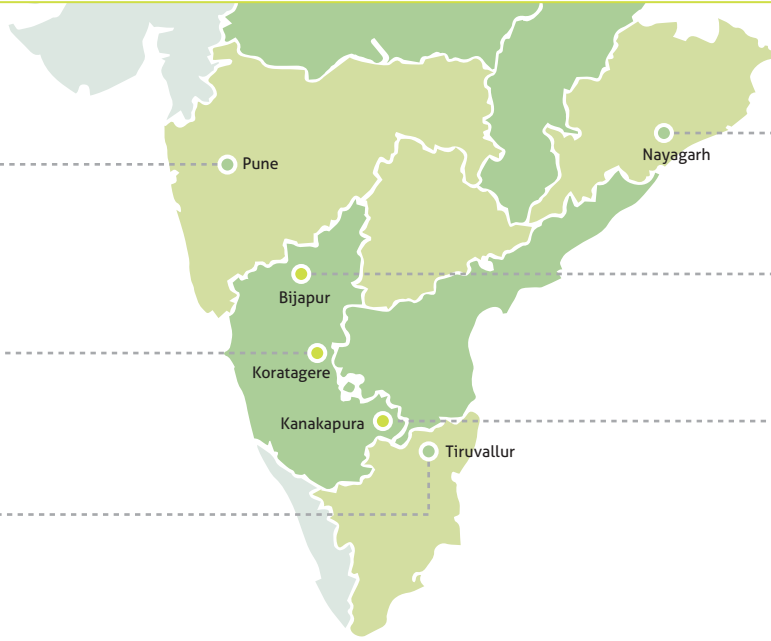
### Funds Deployed in Social Projects



Agastya  
3,876 Children

BRDO 755  
Rural Youths

SPASTN  
500 PWD



Akshaya Patra  
8,137 Children

APD, SPARSH  
260 CWD

Sikshana, NH,  
Agastya, Edzilla,  
SSK 15,000 Children



Total NGOs : 1  
Total Project : 1  
Total Fund : 17,87,440  
Total Beneficiaries : 3,972

• Agastya



Total NGOs : 9  
Total Project : 10  
Total Fund : 21,064,611  
Total Beneficiaries : 18,766

• BRDO • APD • Sikshana Fundation  
• Agastya International Fundation  
• K.S.C.C.W • edzilla • SSK • Narayana Health  
• SPARSHA Fundation



Total NGOs : 2  
Total Project : 2  
Total Fund : 29,94,990  
Total Beneficiaries : 724

• Spastics Society Tamil Nadu (SPASTN)  
• Radix Learning Pvt. Ltd.



Implementation Agencies : 4  
Total Project : 4  
Total Fund : 13,207,100  
Total Beneficiaries : 8,511

• GTET • UMBC • Akshaya Patra • Govt ITI for PWD



Total NGOs : 1  
Total Project : 1  
Total Fund : 12,90,000  
Total Beneficiaries : 176

• AMBA

Total fund allotted to Mindtree Foundation

**INR 53,942,810 / 822,989 USD**

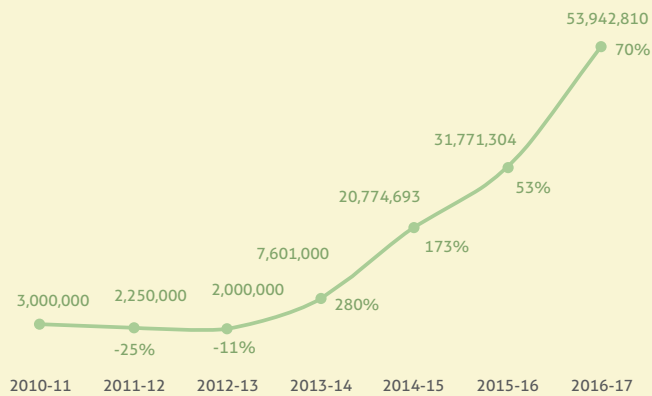
Overall Beneficiaries	124%	100%
	Actual	Plan
	58,930	47,356

Volunteer Program Beneficiaries	179%	100%
	Actual	Plan
	26,813	15,000

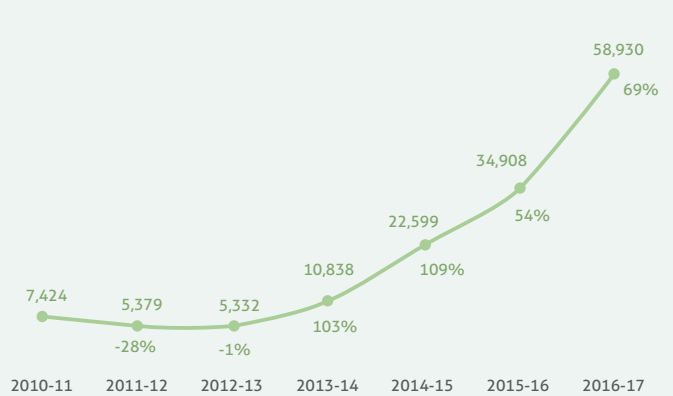
CSR Beneficiaries	99%	100%
	Actual	Plan
	32,117	32,356

Volunteers Participation	88%	100%
	Actual	Plan
	8,819	10,000

Overall Funds Y-o-Y



Overall Beneficiaries Y-o-Y



## Plans for 2017-18

- Continue with our taluk-based focus
- Enhance the full spectrum services in each taluk, filling gaps, if any







# Conserving Resources



# Leader speak



Padmanabhan Kannan  
*General Manager,  
Administration and Facilities*

Volunteering for the environment is not an option but an imperative.

We continue to pursue progress in managing our material issues—energy, emissions, water and waste, and have increasingly taken the technology route to bring in efficiencies.

Our range of technology enablers for resource conservation today includes not only energy equipments but also data analytics and IOT platforms. Two key prototypes in digital technology developed by us are ready and waiting to be taken forward in our Whitefield campus in Bengaluru and our Learning Centre at Kalinga.

We are taking constant steps in the direction of clean energy and solar power. We took our energy composition to 100% clean energy at our headquarters and 80% at the Whitefield facility at Bengaluru. We have laid the groundwork for rooftop solar systems, and next year we will be installing them at three of our locations - Bhubaneswar, Pune and Bengaluru-East campus.

We achieved good performance in emission reductions, energy efficiency, water and waste management.



Resource conservation through energy, water, emissions and waste management is a low hanging fruit, in fact. And we have gained confidence at this level. The next rung is about how to make the green 'convenient' and 'attractive'. This is a huge challenge as well as an opportunity for all those who have achieved a fair level of performance on conservation. It is only when we make the green convenient that it gets embraced by all at the individual level and becomes sustainable in a larger sense. This is a challenge we need to take up



now. We have in place a suite of green options for our people—green commuting, safe driving, environmental volunteering, and green lifestyle promotional events and so on. The real challenge is to ensure that they become attractive options for people to adopt them on a larger scale.

is that it is no longer an option: unless each individual takes up volunteering in different spheres of one's life and work, we cannot address the pressing issues of this planet. Doing something of value for the environment cannot be left to our choice anymore. It is a 'must'.

Welcome to possible.



Our culture of volunteering is built on a strong legacy and we are glad to not only promote volunteering at the organizational level but also appreciate and encourage individual initiatives in volunteering. While giving back to the planet is always a good and nice thing to do, my personal view



# Achievements at a glance

We made further strides towards greater reliance on clean energy. Our West campus at Bengaluru is now 100% clean-energy based. Our East campus at Bengaluru is 80% clean-power based. We invested INR 20 million into our green energy plans.

We increased our environmental investments from INR 33,991,288 to INR 50,667,391 in the year. We maintained our focus on resource conservation at all levels.

## GHG EMISSIONS

2016-17 | 2.29 tons CO<sub>2e</sub>/employee/ annum

## ENERGY

2016-17 | 170.74 (kWh/ employee/ month)

## WATER

2016-17 | 1.02 kl/employee/ month

## WASTE

2016-17 | 89.28% (recycled)





# Smart business through resource efficiency

Resource efficiency, being a material issue, occupies the central theme of our efforts. Renewable energy has emerged as a key area of focus for now and the future.

## Moving towards clean energy

With our commitment to increase the proportion of clean energy within a span of a few years, we are increasing our efforts in the direction of wheeling of clean power and our direct solar investments.

In Bengaluru, our West campus is 100% clean power-based and East campus is 80% solar energy based.

## 2017-18 goals:

- We plan for 200 KW to 300 KW solar power plant at our Pune location which would contribute 10% of total consumption.
- We plan a 500 KW to 600 KW solar plant at Mindtree Kalinga and reduce the dependency on electricity board by 25%.

## Behavioural aspects of environmental responsibility

The focus of this initiative is to help build innovative micro-businesses and support ecosystems around them using cutting-edge digital technology paradigms. The goal is to

empower key stakeholders across various domains to become entrepreneurs running sustainable business models creating more jobs while solving pressing social issues—be it a waste-picker in the case of “I Got Garbage”, or a farmer in the case of “I Got Crops” or a skilled labourer through “I Got Skills”.

The awareness program on the **3R thinking (Repair, Reuse & Recycle)** conducted for the technical team led to an implementation on a continual basis, which resulted in extensive repair and reuse of engineering material, with monetary savings as well.

Our **awareness drives on World Environment day and the Earth Hour** continued to advocate environmental responsibility at the individual level as we came together in several activities to promote the idea. Our awareness drives also included safe-driving campaigns which saw our senior leaders advocating safe driving at the parking lots.

While our **Common Bus System** continues to ferry our people to our Bengaluru campus from across the city, our **campaigning for the Bengaluru Metro** converted 350 Mindtree Minds into Metro users. We filled in their last mile commute with a shuttle bus service. Our people-commute is now automated, with a supporting app, thus ensuring that our people are safe and secure at any time of the day.

### Small steps in resource efficiency go a long way in sustainability.

Resource efficiency is not the onus of just one or two functions. Our diverse functions launch their own steps to conserve resources.

Replacing our CFL lighting with over **10000 LED bulbs** across India locations saved 50% of total lighting consumption and gave us a 2.5% savings in energy. Added advantages accrue in terms of long life, low maintenance, reduced frequency of e-waste generation. Installing **battery monitoring systems with sensors** enabled us to double the life of the batteries through timely interventions and reduced our costs as well as the extent of e-waste. We enhanced our on-premise green belts including our cafeteria areas.

As a pilot project, the insertion of **magnetic tapes** into water pipes not only enhanced the water

quality but also reduced scaling, energy load, carbon footprint and maintenance costs. It demonstrated that small interventions can have multiple effects on energy, emissions, water and wastage, and savings, all at the same time. We plan to replicate it further across locations now.

We started saving 5000 litres of water every day by collecting the rejected water at the STP. During the water treatment process, the back wash process generates rejection water which normally gets wasted. We modified the back wash pipe, ran the water through sand filters and used the water for gardening and landscaping. Our biodiversity initiatives continue as always, with preference shifting from manicured gardens to mini-forests.

The digital water meters installed at our Kalinga campus at Bhubaneswar brought in benefits of better data capture and analytics for water management.

We improvised our enormous onsite food composting system by introducing organic converter/digester, thus enhancing our **conversion capacity to 100%**.

**Mindtree took an extra step in space management through seat optimization in 2016-17 by numbering/mapping AHUs (air**

handler units) to seat numbers leading to shut down of specific AHUs/floors, resulting in saving in energy and maintenance efforts.

Talent acquisition, traditionally, a process-driven, paper-intensive, travel-ridden domain, is adopting a sustainable mode

increasingly over the years. Last year we reduced talent-acquisition travel by 50%, did away with unnecessary paperwork that could be digitised, made good use of the Webex platform and achieved both efficiency and sustainability goals.



# Responsible procurement

A material issue for Mindtree, supply chain management involves social and environmental factors, with links to business strategy through profitability and efficiencies.

Mindtree has a supplier base of 1818 active Suppliers out of a total supplier base of 10,210 across geographies includes 22 women-owned enterprises, thanks to our ongoing efforts at identifying and on-boarding minority-based ventures.

Our emphasis on local sourcing is as stable as ever. Our Indian suppliers, 66.67% of our base, account for 57.3% of our spend, while US suppliers, 19.69% of our base, account for 34.3% of our spend.

Our **Supplier Code of Conduct** with stringent clauses prohibits child labour, forced labour and

abuse of human rights among the suppliers. We have moved our **grievances mechanism** from hotline to an email-based system, linking it to the Finance and Sustainability functions as well. While our focus on India has been on on-boarding global vendors, in the US, we have taken our **minority focus** forward by on-boarding 3.35% of our base from minority segments.

We have initiated a **small sample survey** among our suppliers in February 2017 with the objective of course-corrections and we plan a larger survey in mid-2017 to bring more control on compliance and governance.

## Our vendor summit (February 2017): a bridge-building initiative

We conducted a vendor summit in the US to align our vendors with our strategies, approaches and values. Sharing with them the expectations of our customers and expectations arising out of our growing emphasis on the digital space, the summit endeavoured to bring our vendors and related functions of Mindtree on the same page.

We shared the best practices inbuilt in our people-focussed culture, and also our efforts at ensuring smooth payments with better cash flow to our vendors. We believe initiatives of this nature go a long way in strengthening confidence and trust in the partnerships.

# Overall environmental performance

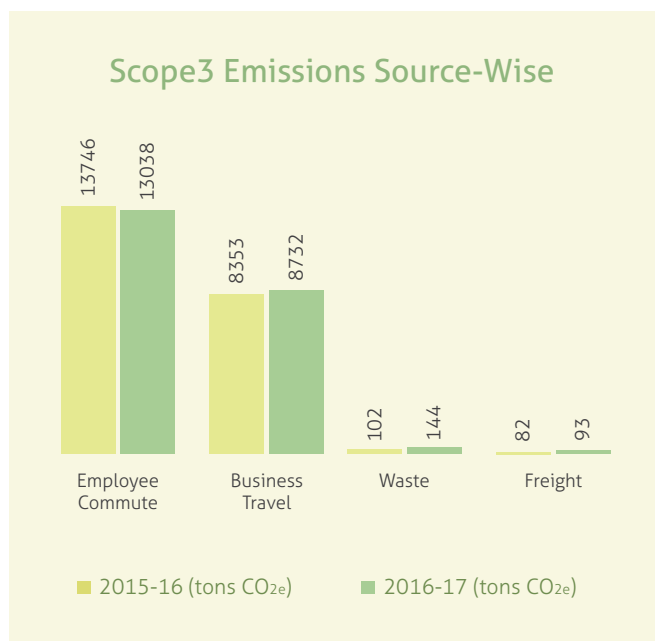
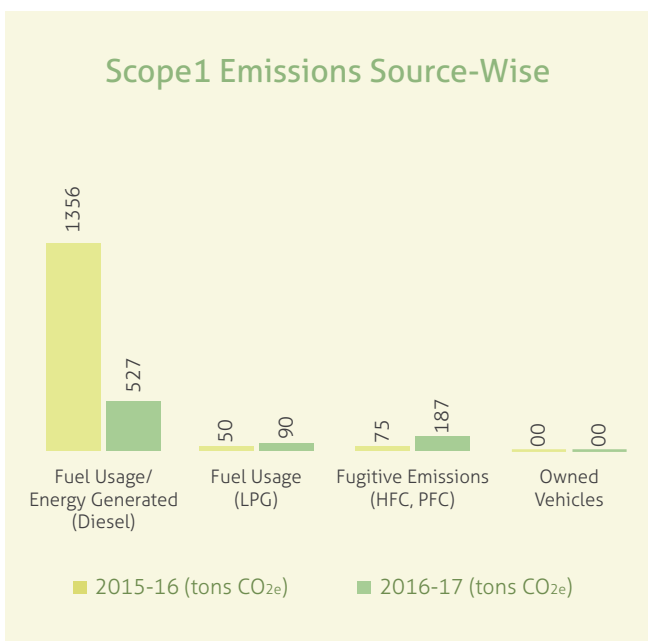
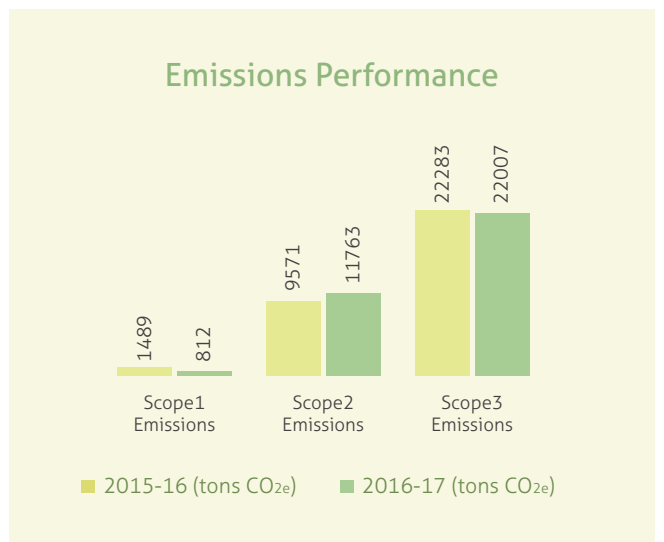
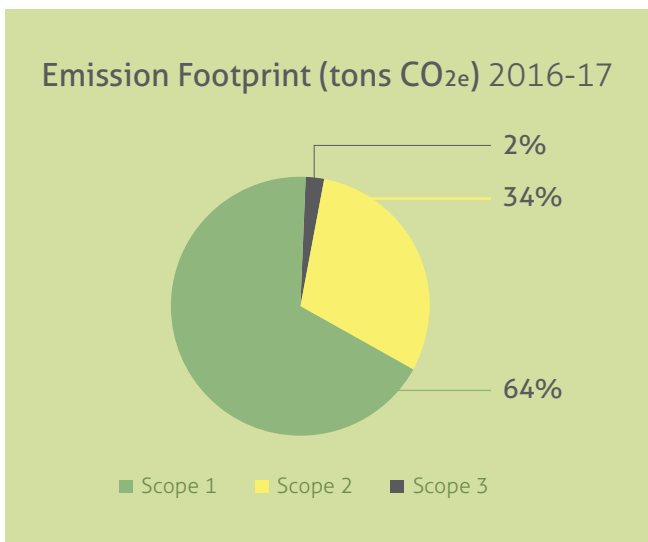
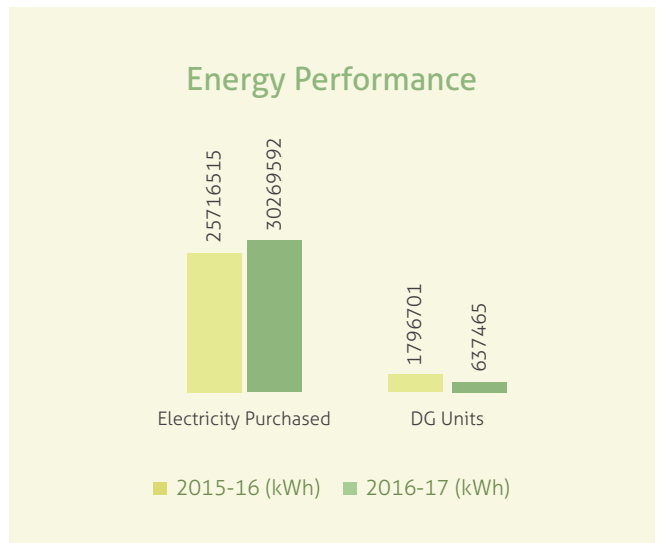
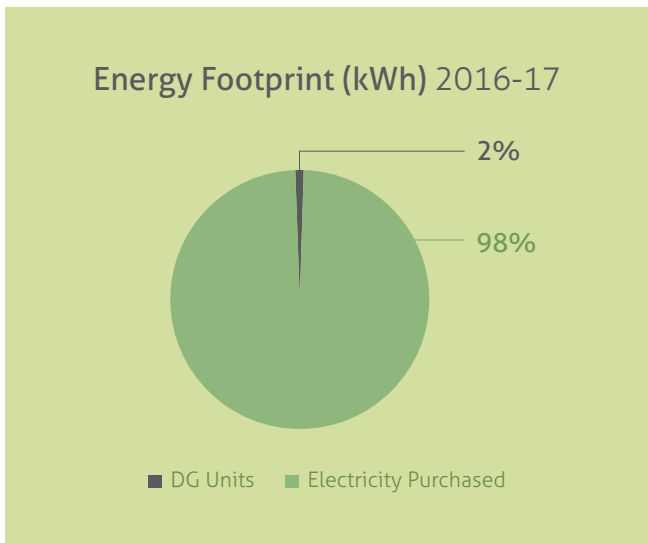
- Our GHG emissions have reduced in the last year.
- Our recycling performance is stable but has not improved in the last year.
- Our energy per capita performance and water per capita performance have increased slightly.

Category	2012-13 Performance	2013-14 Performance	2014-15 Performance	2015-16 Performance	2016-17 Target	2016-17 Performance
GHG Emissions	3.38 tons CO <sub>2e</sub> /employee/annum	3.39 tons CO <sub>2e</sub> /employee/annum	3.29 tons CO <sub>2e</sub> /employee/annum	2.44 tons CO <sub>2e</sub> /employee/annum	2.37 tons CO <sub>2e</sub> /employee/annum	2.29 tons CO <sub>2e</sub> /employee/annum
Energy	201 (kWh/employee/month)	200.04 (kWh/employee/month)	189.22 (kWh/employee/month)	167.6 (kWh/employee/month)	159.22 (kWh/employee/month)	170.74 (kWh/employee/month)
Water	1.05 kl/employee/month	1.28 kl/employee/month	1.03 kl/employee/month	0.91 kl/employee/month	0.87 kl/employee/month	1.02 kl/employee/month
Waste	65% (recycled)	89.68% (recycled)	80.62% (recycled)	89.66% (recycled)	91.66% (recycled)	89.28% (recycled)

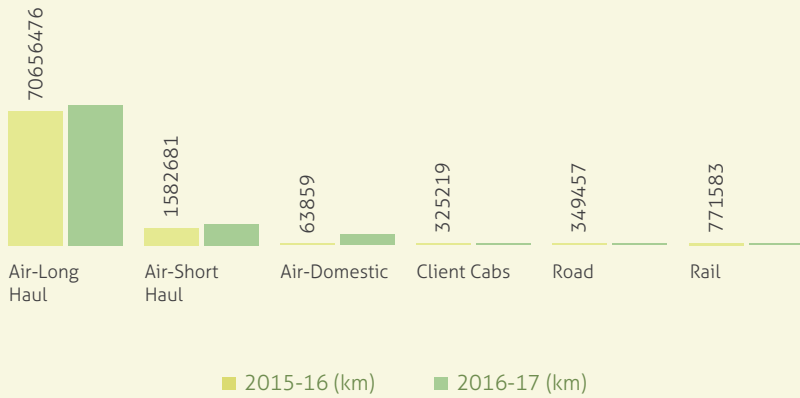
Overall expenditure on environmental initiatives: increased from INR 33,991,288 to INR 50,667,391



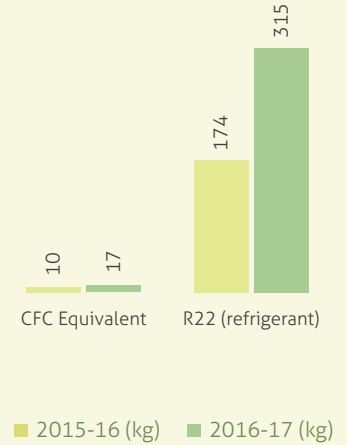
# Ecological performance



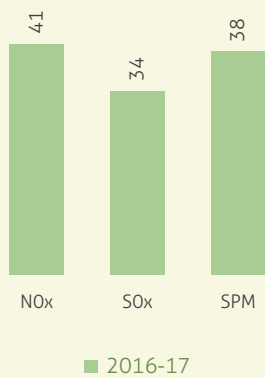
### Business Travel



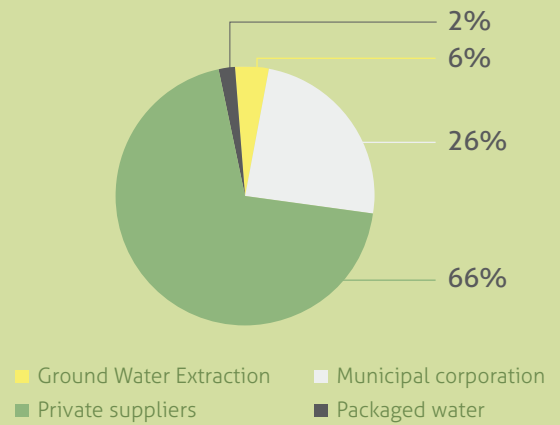
### Ozone Depleting Substances



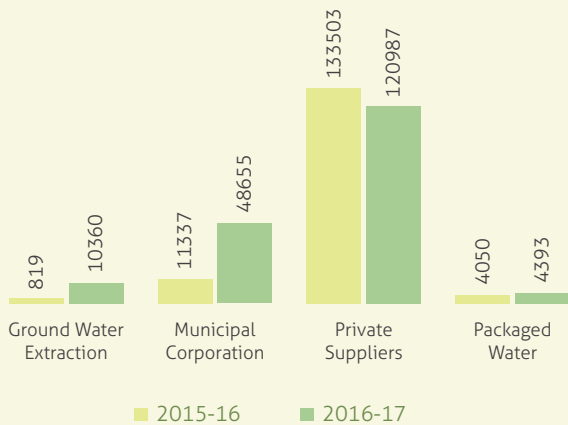
### Air Emissions (kg)



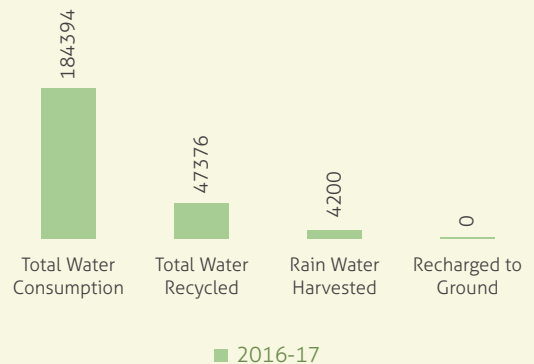
### Water Footprint (kl) 2016-17



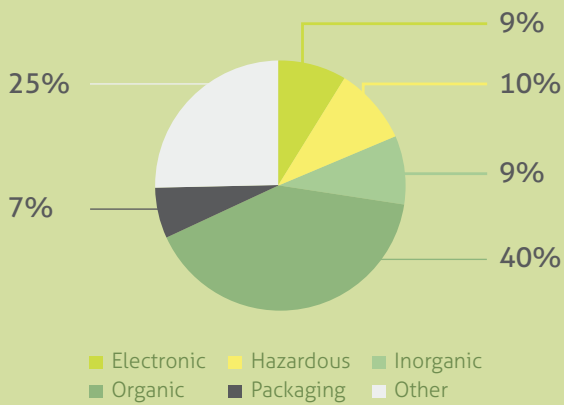
### Water Performance (kl)



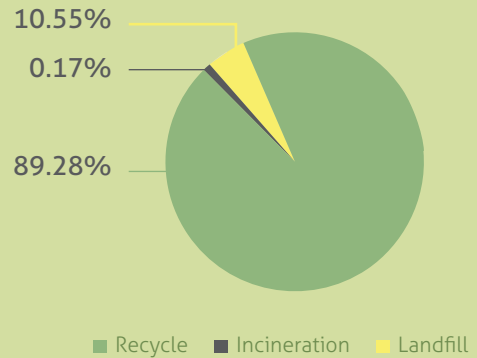
### Water Conservation (kl)



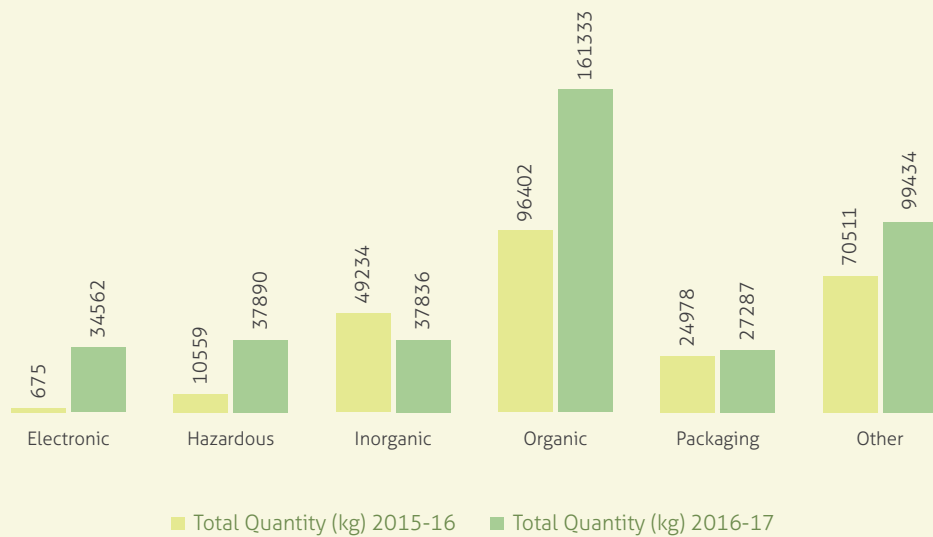
### Waste Footprint (kg) 2016-17



### Waste Disposal 2016-17



### Waste Management Performance







Mindtree  
Welcome to possible

OSMOSIS  
2016





# Nurturing Mindtree Minds



# Leader speak



N.S. Parthasarathy  
*Executive Vice-chairman, President, COO*

Reskilling and/ or multi-skilling people is the mitigation strategy to overcome talent-related risks in the challenging times ahead.

Workplace sustainability assumes greater significance, with our industry facing global uncertainties. Trends in robotics and automation replacing repetitive jobs, growing trends of protectionism in the US and other geographies, increased number of skills needed in the Digital Technologies space and so on have emerged as crucial concerns. In spite of many of these concerns, at Mindtree, we remain positive and optimistic.

We are keen to ensure that global risks do not translate into people-level risks. The mitigation path, we are glad to say, lies in the strategic direction we have set for ourselves in terms of reskilling and/or multi-skills; and the rigor and velocity with which we are able to proceed in executing to our strategy. YORBIT, the digital learning platform that we launched last year has taken off in a big way. It has helped reskill our people at all levels through nearly a thousand courses. The courses are designed to render them future-ready. Our Global Learning Centre at Kalinga, Bhubaneswar, not only trains fresh engineers but also our existing talent pool in specific complementary areas. Unlearning, relearning, and learning in different ways are key components of a responsive strategy against the times of flux.

Our gender-based diversity goals remain strong at 35% women talent pool in the medium term. We have not managed to achieve our target of 32% in 2016-17. We achieved a 49% uptake of women at entry levels. Two of our board members are women. We are strengthening the mid-level through Exuberance, our women leadership program which will be extended to locations beyond India soon. The program would give us a ready pipeline of women leaders as and when opportunities arise.



Gender-based diversity is highly important for diversity but not sufficient. Diversity must transcend gender. We are, therefore, strengthening our efforts in ensuring a better diversity based on ethnicity. The diversity index we plan to launch soon would make tracking and comparison possible across all units, and enable us to improve our diversity composition in a broader way.

Sustainability reporting over these years has given us a way to structure and monitor our acts better. It has sensitized our people to efficiencies and imperatives, often spurring needful action based on data.

While we are committed to reporting as 'the right thing to do', we acknowledge the clarity and value it has brought to our people and processes. The functional heads of the organization are a direct witness to this transition. We would like the whole organization to see the benefits of non-financial reporting clearly and play active and interlinked roles in further refining it. We are eager to move ahead in this journey of non-financial reporting by taking significant steps to put in better structural enablers and process innovations.

*Welcome to possible.*



# Nurturing Mindtree Minds

Mindtree has a unique approach to nurturing its people. We view our people as 'people' and not as 'employees' or 'human resources'. Our focus on expertise-led service which is culture-backed is made possible through our

holistic plans for people engagement with enhanced transparency, cutting-edge talent, leadership development and growing diversity performance.



Yorbit, Mindtree's homegrown online learning platform offers 1013 online courses at three levels, covering 84 genres and 6533 skills.



13,157 Mindtree Minds have completed 47,000+ courses in a span of 9 months.



Performance Rating System for mid-levels abolished



Two key leadership development programs launched.



49% of new hires in 2016-17 at the entry were women.



Placed in the inaugural 'Working Mother and AVTAR 2016 Top 10 Best Companies for Women in India'.



MiLady, an exclusive App for Mindtree Lady Minds launched.



Maternity leave extended to 6 months.



23 Mindtree Lady Minds on-boarded on 'Exuberance' program to be developed into leaders. Plan is to reach 100.

# Focus on people-culture

Mindtree's culture looks at their people not as employees or human resources but as 'people'. We continuously strive to make Mindtree a great place to work.

**Our people culture**, carefully cultivated over a decade and a half, places high emphasis on human sensitivities and dignity, across levels, extending the value to contractors, subcontractors and external partners.

Mindtree believes in an **inclusive philosophy** and insists on taking it beyond the non-discrimination policy on paper to actual practice and behaviour in everyday work life.



**Our new entrants** experience our people-culture right from the time they get assessed for recruitment. The feedback that we receive from the people we interview has been more than positive. They have reiterated that our approach to talent acquisition is highly differentiated and personalised. It involves a day-long engagement with customised segments.

**Our top leaders** met Mindtree Minds in smaller focussed groups in 2016-17, engaging them in deeper conversations about integrity and dedication. Our programs to recognise and reward **individual achievements** continue to showcase top talent in motivational ways. Our Pillars program which focuses on the best of the best Mindtree Minds saw 50 Mindtree Minds pursuing Mindtree-sponsored certification programs, 45 enrolling for 'shadowing the leaders'.

Our focus on people makes it an imperative for us to keep searching for ways to better **balance work and life**. The year 2016-17 saw India-specific policy changes regarding working from home and extending maternity leave.

We oriented our subcontractors to our Integrity Policy and POSH (Prevention of Sexual Harassment) policy in 2016-17, introduced both our entry level hires and lateral hires to our open, humane culture in several different ways.

New Mindtree Minds were exposed to our culture of volunteering for diverse causes, and rewarded us back with their positive feedback on the experience and learnings.

# Engaging and developing talent and leadership

Our learning programs are geared towards holistically developing Mindtree Minds and building expertise. Our engagement programs anchor and build a culture of knowledge-sharing through integrated initiatives.

In a world where technology is disrupting industries, Mindtree has constantly been enhancing its virtual mode of learning. Our virtual learning programs now cover 93% of our people across the globe, up-skilling them to meet the diverse requirements.

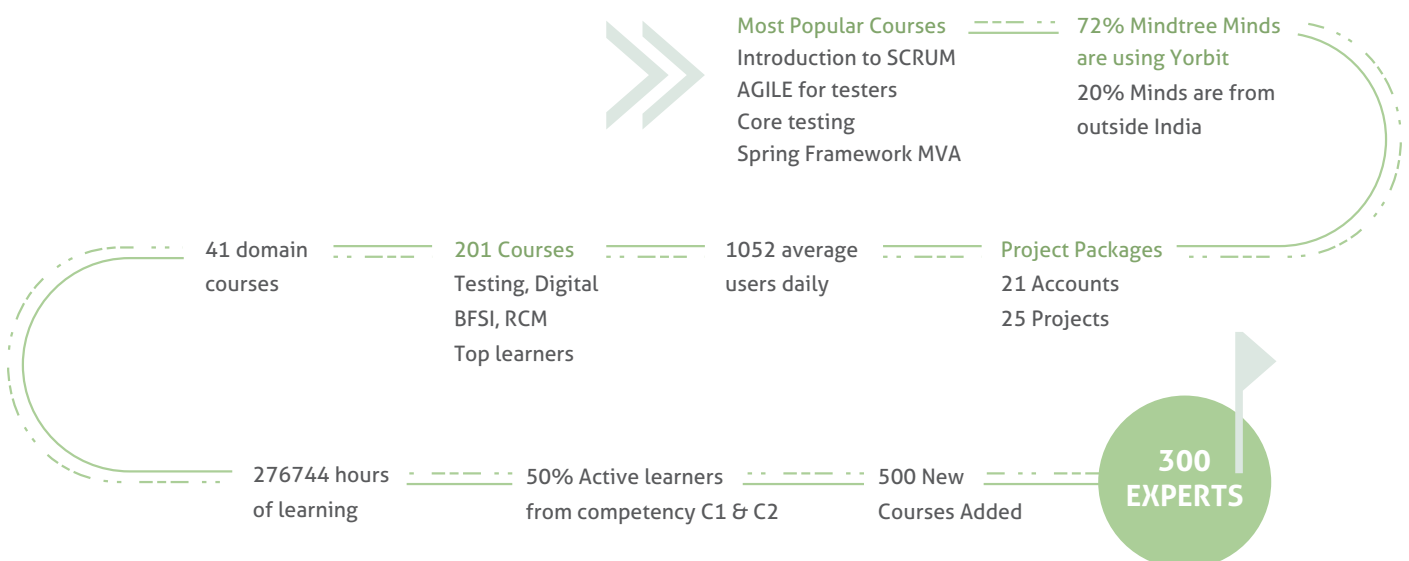
## Virtual learning takes off in a big way in 2016:

YORBIT, our home-grown, cloud-based learning platform, transforms the way we approach learning. It allows our Minds to learn at their own Pace, Space and Time, with bite-sized modules that allow for easy assimilation.

Yorbit allows the learner to select courses designed to meet their individual learning needs while also facilitating learning at a project level, with project packages designed for specific project assimilation and learning needs. Courses are aligned with our organization skilling needs and to meet different levels of expertise. With over 47,000 courses completed in a span of nine months, Yorbit has been successful in improving our organization's skilling capabilities.

### YORBIT CONTENT

84 genres • 653 Skills • 1013 courses • 12,575 videos



This year, our annual knowledge management (KM) event Osmosis picked six cutting edge-technologies viz, Blockchain, Chatbot, Big Data, Cognitive Computing, Cloud Computing and IoT, around which we ran a series of events including talks, contests and technology

showcase. The Techie of the Year contest saw 2518 techies participating, with the selected participants developing and demonstrating working prototypes of innovative products using disruptive technologies.

We continue to extend the boundaries of our stakeholder definition in several possible ways: Our **K-Safari event**, a part of the Osmosis program opened its doors to stakeholders outside of Mindtree, with eight start-ups making a pitch to our Chairman in the areas of emerging technologies.



**Leadership development** got a further boost in 2016-17 with the launch of two leadership journey- **Enterprise Management Leadership Program and Technology Leadership Development Program**, each offering a nine month-long journey in action projects and experiential grooming of leaders. We brought in a special focus on digital skills in our leadership programs for grooming emerging digital leaders, in line with the increasing digital component in our business.

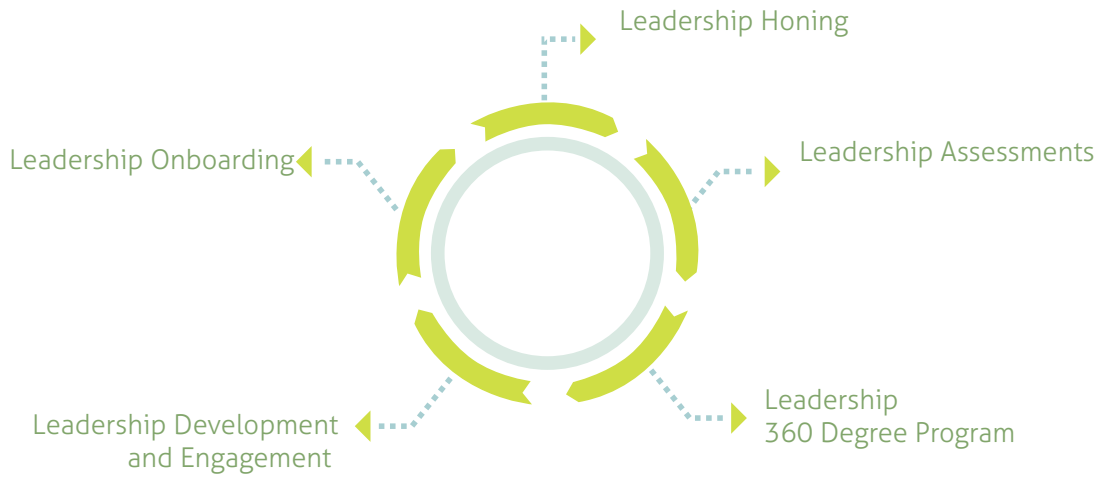
Leadership development shall continue to garner top mindshare and focus at Mindtree, as we nurture leadership capabilities to take up global challenges and leverage multi-pronged approaches to build depth and breadth of experiences.

Succession planning, a key issue in organizational sustainability in India, has always been an area of attention for us. We extended the focus on succession planning from beyond



top leader levels to sub-panel levels in 2016-17. As a result of our focus, 35% of our key role-holders have a named successor each.

Enabling and empowering leaders commits us to building an entire Leadership Ecosystem to take Mindtree to the next level of growth.



**Our lateral on-boarding** inducted 1886 new hires in Bengaluru and one hundred interventions came together to ensure their transition, which we see, is getting smoother every year. **In a gesture of aligning with our culture of voluntary service for the society, all our lateral hires participated in Joy of Giving, our voluntary program of fulfilling the needs and wishes of underprivileged children.**

**Our Global Learning Centre at Bhubaneswar** (Mindtree Kalinga, featured in detail in our previous sustainability report 2015-16) opened its doors for lateral hires from within Mindtree, offering advanced and focussed programs for them.

Mindtree Kalinga, being an intensive meeting point for ideations and experimentations, has

gathered **interest from several universities across the globe** as well as governmental officials, and curious clients. We received **increasing appreciation from our customers** for our ability to scale our capabilities of talent development with technologies of the future. Mindtree Kalinga campus, with its wide range of Sustainability initiatives (detailed in our previous Sustainability report) got recognition by STPI and Odisha government.

We are engaging our people in a nuanced way with **diverse engagement platforms**. (Refer to the stakeholder engagement platforms in the first section of the report). While our focus on career planning is undergoing a major redesign and in-depth work is being carried out in preparation for a launch next year, our structured focus on communication and culture has

acquired a behavioural dimension to it. Yorbit, our learning platform, out of its 1013 courses, offers a wide range of behavioural courses across progressive levels which begin at the basic awareness level and evolve into more advanced scopes.

**Through our experience, we have noticed that learning is a great tool to ensure retention. Our retentions remain healthy** (with voluntary attrition around 15%) despite the churn in the industry, thanks to our emphasis on creating constant learning opportunities and the messaging that goes with it.

Retention needs a wide web of interconnected initiatives. Our **talent acquisition** strategy has increasingly made use of referrals, which, apart from bringing in cost efficiencies in hiring, also strengthens retentions. Our **'n-1' policy** prioritizes replacements from lower levels within Mindtree over external hires, providing them with a reason to stay. We provide ample **opportunities to move within** the organization through internal job postings on the portal. The increased **senior level connect** with our external, lateral hires last year went a long way in reducing the exits at the entry level by 50%. The feedback we received from the **exit interviews** conducted by an external agency is helping us in strengthening our retention and engagement

approach. **Greater visibility** into entry levels and above, as well as **clarity in compensation** contributed to our efforts.

## Healthy Mind Healthy Body

Our Healthy Mind Healthy Body initiative is well established with its wide range of programs. All our locations are OHSAS-certified. With standard benefits offered to all our employees, our work environment has been crafted to promote healthy and safe habits.

Zoojoo.be, the digital platform that encourages healthy habits, saw increased participation in the year. Mindtree Minds took up a wide range of health challenges. Our internal platforms were highly active, with several sessions conducted on subjects as varied as ergonomics, yoga, cancer, parenting, and men's health and so on, through workshops, webinars and fitness camps.

Fun being an integral part of our workplace, Mindtree Minds, under our 'Fun Do' platform, engaged in a plethora of fun activities throughout the year, such as Zumba sessions, DJ evenings, coloring the bay contests, painting contests and art exhibitions.

# Enhancing transparency

Transparency is one of our core values, and a material issue for us. As an organization, our transparency is evident in our various external disclosure commitments. Internally, we drive transparency through communication across people engagement channels.

**Our external commitments to transparency** are evident in our carbon performance disclosures through CDP reporting, overall business responsibility through **Business Responsibility Report** as a part of our annual report and our **sustainability performance disclosure** through GRI-based sustainability reports for several years. We have constantly advanced our transparency levels in our sustainability reporting from 2012-13 to GRI -G4 Core in 2015-16. This year we move to G4 Comprehensive and gear up for GRI Standards next year.

**Transparency has emerged as one of our strengths and has been endorsed by our clients:** Our **Customer Experience Survey** which gave us high scores on satisfaction, positive feedback on our governance and transparency levels, apart from other strengths.

**Internal mechanisms:** Transparency, as a material issue, is of paramount significance for us internally as well.

## **Transparency is not a one-way street at Mindtree:**

We weave in **ground level feedback** into our internal transparency initiatives to make them more responsive. Our **stakeholder platforms** integrate transparency with communication agenda, and our transparency initiatives are designed to be responsive to the feedback gathered from various sources and engagement platforms. (Refer to the platforms list in the chapter: Materiality and Stakeholder Inclusiveness.)

We scaled up our efforts at soliciting and capturing ground level feedback across all functions of the organization in 2016-17. We further **simplified our communication** initiatives. An Idea Jam in 2016-17, one of the initiatives under our **iBelong** suite of programs, focused on **bottom-up communication**, resulted in 1733 ideas that came in from the ground level. Right now 473 ideas have been implemented by various functions and another 293 ideas waiting for adoption.

We took **carbon disclosure to an internal audience** this time: we published our carbon footprint performance on a quarterly basis on PeopleHub, our internal platform. Such internal

organization-wide disclosures, we believe, complement our efforts at building awareness about the low carbon imperative.

A key highlight of our endeavours in 2016-17 lies in our moving away from the bell curve in performance management at the middle levels and doing away with the rating system at that level. While we are transitioning to the new system, we are glad and proud to have taken the bold step in this direction.



## Improving Diversity

We are strengthening diversity by a two-pronged approach: increase the uptake at entry levels and groom the women at mid-rungs into leaders of tomorrow.



Ethnicity / Nationality



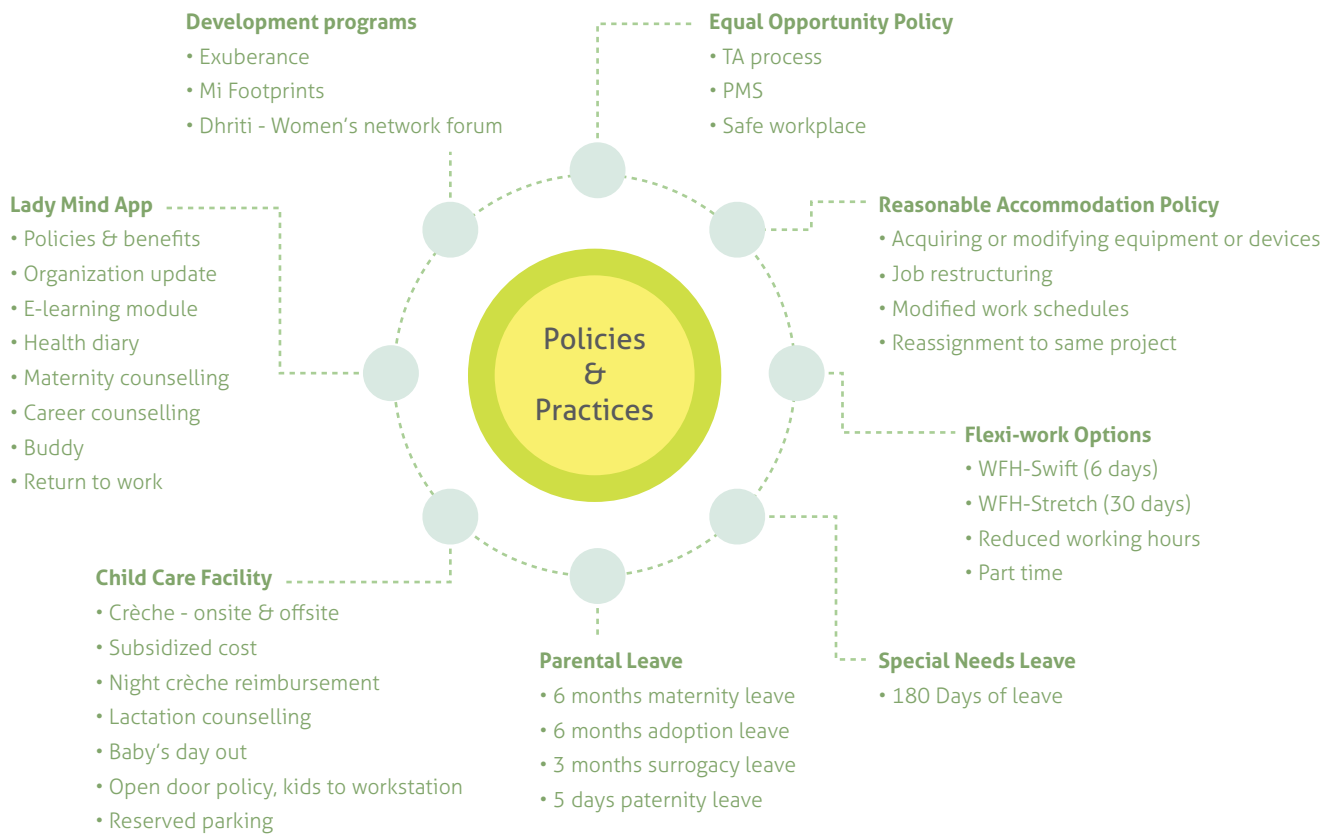
People with **D**isabilities



**G**ender



**S**exual Orientation



To cross the distance from intent to action in diversity, and to ensure lasting impacts, several functions must come together. At Mindtree, we **deploy interlinked enablers** to make this happen. Talent acquisition, organizational development, learning, leadership development and other related functions converge on the agenda on diversity goals.

Mindtree has 46 people with disability contributing to our performance. Our Reasonable accommodation policy couple with disability-friendly infrastructure provide an enabling environment for our people.

**Mindtree's two-pronged approach to gender diversity** strives to boost women talent at entry level and to develop them as leaders especially from middle level onwards.

Our observations on exit reasons for women indicate that **they are increasingly shifting away from family-related reasons to professional ones**, thus implying a greater need for us to make this a thriving workplace that offers challenging work as well as work-life balance.

Our overall diversity continues to be around 29%. We were keen on an equal or near equal ratio at entry levels in 2016-17 without compromising on the quality of talent. The fact that campuses, where we source talent from, do not possess equal or near equal spread, posed a challenge. We added women-only campuses to our talent acquisition sourcing list, and **achieved 49% women talent at entry levels.**

To nurture mid-level women talent into leaders, we launched an exclusive program in 2016-17.

**Exuberance**, a leadership development program for mid-rung Lady Mindtree Minds was launched as an eight month program, power-packed with well-crafted modules, combined with senior level mentoring. Twenty three high potential members were on-boarded in 2016-17 into this leadership launch vehicle custom-built for women. We have a goal of developing 100 women leaders in our plan.



We also launched **MiFootprint**, a unique platform where our women leaders across locations engage with Mindtree Lady Minds to inspire them through sharing their own growth journeys and motivating them to grow as professionals. The very first round saw 26 Lady Mindtree Minds enrolling for this mentorship program which plans quarterly sessions to include more aspirants in its fold, going forward.

Mindtree's women-centric programs include extended maternity leave, exclusive app to keep

women constantly updated about organizational development, helping new mothers get back to work comfortably through the buddy system, exclusive recruitment drives for women on long breaks, and mentorship programs to encourage women leaders. We updated our **maternity policy** benefit, and extended the paid maternity leave from three months to six months.

**MiLady**: We launched an app exclusively for Lady Mindtree Minds and kick-started the app for the benefit of women on maternity leave, to start with. The app keeps them up-to-date with all the happenings at Mindtree, giving them access to all learning platforms, also linking them with the staffing people and their reporting managers even before they re-join work, thus making the transition smother, with no loss of time or work during the transition. This initiative goes a long way in keeping the women on leave constantly connected to our organization and their work.



Women returning to work is a force that is growing in our sector. So is the second career women segment (women returning to work after a long sabbatical). We created avenues to make use of these opportunities.

We created job opportunities for women returning to work and women in search of a second career. We started **'Women in Tech'**, a diversity recruitment drive for women, and selected 50 women out of the 210 who participated. Our Lady Mindtree Minds continued to get inspired by thought leader talks and panel discussions from across the globe, as a part of **Dhriti**, our community platform for women. Going forward, we plan to start identifying and creating role descriptions for part-time work for women.



As a co-sponsor for Pinkathon, a women-only run for awareness of breast cancer, Mindtree supported the initiative for the second

consecutive year, with 1600 Mindtree Minds, friends and family enthusiastically participating in the run. Inspired by the success, Mindtree went for another run in February 2017, at RR Nagar, Bengaluru, for causes served by the local Rotary Club. International Womens' day celebrations included six key initiatives for the benefit of Lady Mindtree Minds, and saw active participation from over 2000 women across eight locations.

Our emphasis on diversity extends to our supply chain management as well, resulting in a special focus on women-based enterprises as part of our supply chain.



## Our talent pool

Total Workforce by Employment type, Employment Contract, and Region, Broken down by Gender.

Categorization	2016-17			2015-16			2014-15		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>By Employee Category</b>									
Associates (T4-C4)	8,600	4,222	12,822	9,113	4,162	13,275	8,105	3,561	11,666
Middle Management (C5-C7)	2,621	425	3,046	2,415	386	2,783	2,014	286	2,300
Senior Management (C8-C9)	170	15	185	138	10	148	127	9	136
Top Management (C10-C12)	17	1	18	15	2	17	16	1	17
Subsidiary Employees	5	5	10	52	22	74	-	-	-
<b>By Employee Contract</b>									
Permanent	11,413	4,668	16,081	11,733	4,564	16,297	10,262	3,857	14,119
Contract	849	282	1,131	869	345	1,214	869	317	1,186
<b>By Employee Type</b>									
Total no. of Employees in FTEs	11,413	4,668	16,081	11,733	4,564	16,297	10,262	3,857	14,119
Full Time Employees (Headcount)	11,413	4,668	16,081	11,733	4,564	16,297	10,262	3,857	14,119
Part Time Employees (Headcount)	849	282	1,131	869	345	1,214	869	317	1,186
<b>By Region</b>									
India	9,016	4,230	13,246	9,437	4,161	13,598	8,571	3,629	12,200
UK	206	44	250	226	50	276	174	33	207
US	1,780	340	2,120	1,637	296	1,933	1,185	157	1,342
Others	411	54	465	433	57	490	332	38	370
<b>By Age</b>									
<30	4,951	2,959	7,910	5,570	3,018	8,588	5,128	2,640	7,768
30-50	6,303	1,673	7,976	6,024	1,509	7,533	5,051	1,206	6,257
>50	159	36	195	139	37	176	83	11	94
<b>Total</b>	<b>11,413</b>	<b>4,668</b>	<b>16,081</b>	<b>11,733</b>	<b>4,564</b>	<b>16,297</b>	<b>10,262</b>	<b>3,857</b>	<b>14,119</b>





## New hires

Total Number of New Employee Hires by Category, Region, Age and Gender									
Categorization	2016-17			2015-16			2014-15		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	1,998	1,040	3,038	3,482	1,613	5,095	3,009	1,170	4,179
Middle Management (C5-C7)	388	54	442	498	81	579	345	39	384
Senior Management (C8-C9)	28	3	31	19	2	21	24	3	27
Top Management (C10-C12)	2	-	2	1	1	2	1	0	1
Subsidiary Employees	0	0	0	59	28	87	-	-	-
India	2065	994	3,059	3,546	1,580	5,126	3,092	1,159	4,251
UK	12	3	15	19	2	21	11	0	11
US	309	92	401	428	126	554	226	44	270
Others	30	8	38	66	17	83	50	9	59
<30	1,377	835	2,212	2,509	1,322	3,831	2,143	949	3,092
30-50	994	252	1,246	1,472	374	1,846	1,200	259	1,459
>50	45	10	55	78	29	107	36	4	40
<b>Total</b>	<b>2,416</b>	<b>1,097</b>	<b>3,513</b>	<b>4,059</b>	<b>1,725</b>	<b>5,784</b>	<b>3,379</b>	<b>1,212</b>	<b>4,591</b>

## Attrition

Total Number of New Employee Hires leaving the organization in the reporting period by Category, Region, Age and Gender									
Categorization	2016-17			2015-16			2014-15		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	172	78	250	291	106	397	170	45	215
Middle Management (C5-C7)	32	7	39	38	8	46	129	28	157
Senior Management (C8-C9)	1	-	1	1	-	1	14	2	16
Top Management (C10-C12)	-	-	-	-	-	0	0	0	0
Subsidiary Employees	-	-	-	7	6	13	-	-	-
India	153	66	219	287	108	395	272	67	339
UK	1	1	2	1	-	1	2	0	2
US	49	17	66	47	12	59	34	6	40
Others	2	1	3	2	-	2	5	2	7
<30	99	44	143	189	77	266	186	54	240
30-50	101	38	139	142	39	181	121	20	141
>50	5	3	8	6	4	10	6	1	7
<b>Total</b>	<b>205</b>	<b>85</b>	<b>290</b>	<b>337</b>	<b>120</b>	<b>457</b>	<b>313</b>	<b>75</b>	<b>388</b>

### Total Employee Attrition by Category, Region, Age and Gender

Categorization	2016-17			2015-16			2014-15		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	2,286	928	3,214	2,205	957	3,162	2,072	877	2,949
Middle Management (C5-C7)	417	69	486	348	54	402	368	63	431
Senior Management (C8-C9)	24	-	24	22	2	24	26	0	26
Top Management (C10-C12)	4	1	5	4	-	4	7	0	7
Subsidiary Employees	-	-	-	7	6	13	-	-	-
India	2,298	903	3,201	2,249	976	3,225	2,189	878	3,067
UK	11	5	16	16	1	17	19	5	24
US	358	80	438	267	39	306	221	51	272
Others	64	10	74	54	3	57	44	6	50
<30	1,278	610	1,888	1,385	654	2,039	1,267	592	1,859
30-50	1,411	372	1,783	1,170	359	1,529	1,179	343	1,522
>50	42	16	58	31	6	37	27	5	32
<b>Total</b>	<b>2,731</b>	<b>998</b>	<b>3,729</b>	<b>2,586</b>	<b>1,019</b>	<b>3,605</b>	<b>2,473</b>	<b>940</b>	<b>3,413</b>

### Rate of Employee Turnover by Category, Region, Age and Gender

Categorization	2016-17			2015-16			2014-15		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	26.58%	21.98%	25.07%	24.20%	22.99%	23.82%	26%	25%	25%
Middle Management (C5-C7)	15.91%	16.24%	15.96%	14.41%	14.67%	14.44%	18%	22%	19%
Senior Management (C8-C9)	14.12%	0.00%	12.97%	15.94%	20.00%	16.22%	20%	0%	19%
Top Management (C10-C12)	23.53%	100.00%	27.78%	26.67%	0.00%	23.53%	44%	0%	41%
Subsidiary Employees	0.00%	0.00%	0.00%	13.46%	27.27%	17.57%	-	-	-
India	25.49%	21.35%	24.17%	23.83%	23.46%	23.72%	26%	24%	25%
UK	5.34%	11.36%	6.40%	7.08%	2.00%	6.16%	11%	15%	12%
US	20.11%	23.53%	20.66%	16.31%	13.18%	15.83%	19%	32%	20%
Others	15.57%	18.52%	15.91%	12.47%	5.26%	11.63%	13%	16%	14%
<30	25.81%	20.62%	23.87%	24.87%	21.67%	23.74%	25%	22%	24%
30-50	22.39%	22.24%	22.35%	19.42%	23.79%	20.30%	23%	28%	24%
>50	26.42%	44.44%	29.74%	22.30%	16.22%	21.02%	33%	45%	34%
<b>Total</b>	<b>21.17%</b>	<b>23.50%</b>	<b>21.85%</b>	<b>22.04%</b>	<b>22.33%</b>	<b>22.12%</b>	<b>24.10%</b>	<b>24.37%</b>	<b>24.17%</b>

## Ratio of entry to local minimum wages are healthy across regions

2016-17	India (INR)		UK (GBP)		US (USD)	
(Per day)	Male	Female	Male	Female	Male	Female
Entry level wage	1100.0	1100.0	128.0	124.8	240.0	240.0
Local minimum wage	622	622	119.6	119.6	221.0	221.0
Ratio	1.77	1.77	1.07	1.04	1.09	1.09

## Local hiring at Senior Management levels 2016-17

Local hiring at GM and above levels			
Region	Local Hires	Total Number	% of Locals
India	19	19	100%
UK & Europe	7	7	100%
US	7	7	100%
Others	0	0	-
<b>Total</b>	<b>33</b>	<b>33</b>	<b>100%</b>

## Healthy return to work and retention rates after parental leave

2016-17	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 employees	336	323	311	96%	93%
Paternity Leave	Mindtree Minds who become father with a childbirth or in cases where his wife undergoes pre-mature termination of pregnancy, are entitled for the paternity leave	743	742	668	100%	90%

## Performance appraisals

2016-2017: Performance Reviews			
	Male	Female	Total
Total No. of Employees	11165	4468	15633
Total No. of Eligible Employees	10200	3875	14075
Total No. of Employees submitting regular performance appraisals (Annual appraisals submitted)	9686	3607	13293
Total No. of Employees receiving regular performance appraisals (Annual appraisals released*)	9571	3546	13117
Percentage	95.0%	93.1%	99.3%

## Health and wellness activities 2016-17

Zoojoo.be platform	No. of activities	
No. of Campaigns	5	
Total no. of employee participation	9549	
No. of Health Challenges taken	8474	
No. of Webinars Conducted	15	
No. of Onsite Sessions	6	
One to one counselling		
Total no. of Counselling Sessions	194	
Total no. of Self Assessment Tests	163	
Total no. of articles	863	
Total no. of Counselling Follow ups	89	
Total no. of Priority Alerts	50	
In house Sessions	No. of Sessions	People impacted
Health Talks	17	1010
Health Camps	12	840
Wellness Sessions	44	2640

## Workplace injury incidents

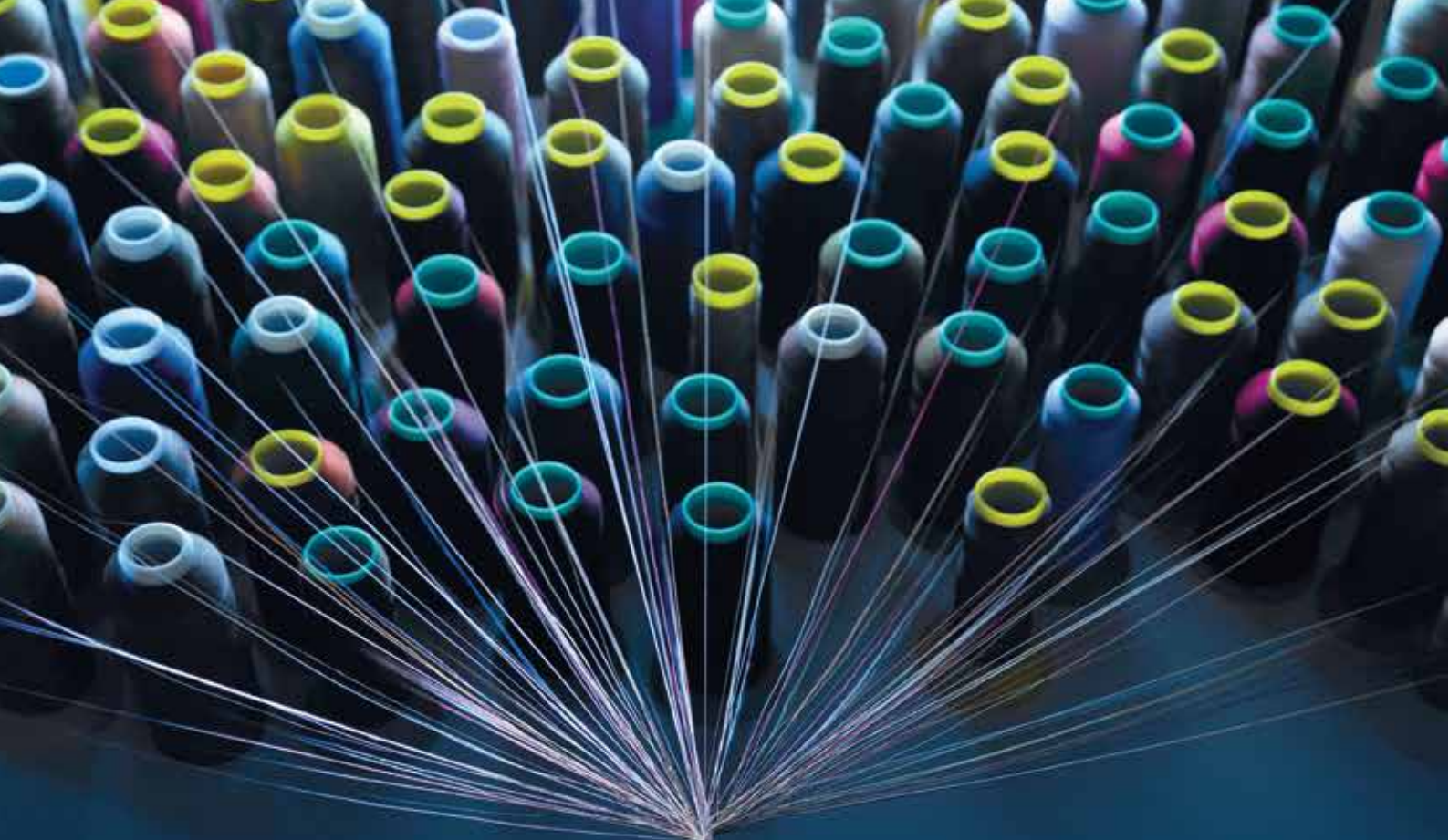
Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.					
Category	Overall	By Gender		By Region	
		Male	Female	Bangalore	
Total No. of Injury Incidents This can include: • Injuries inflicted at the workplace • Injuries inflicted during travel, commuting etc. • Occupational Disease Incidents like ergonomic injuries, both major and minor like RSI, Stress, etc.	357	206	151	291	66
No. of lost days due to injuries *	83	66	17	81	2
Total No. of Person Hours Worked	23788512	16273224	7515288	21208176	2580336
Total No. of Employees	10012	6849	3163	8926	1086
Incident Rate per 100 employees = No. of incidents X 100 / Total No. of Employees	2.91	3.01	4.77	3.26	6.08
Frequency Rate = No. of incidents X 100000 / Total Person Hours Worked	1.5	1.27	2.01	1.37	2.56
Severity Rate = Total No. of Lost Days / Total No. of Incidents	0.28	0.32	0.11	0.28	0.03

## Our training programs spanning across all levels

Training in 2016-17										
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 (T4-C4)	8,600	4,222	12,822	4,89,033	3,89,781	8,78,814	56.86	92.32	68.54	
Middle Management (C5-C7)	2,621	425	3,046	31,902	6,481	38,383	12.17	15.25	12.60	
Senior Management (C8-C9)	170	15	185	374	40	414	2.20	2.67	2.24	
Top Management (C10-C12)	17	1	18	10	-	10	0.59	-	0.56	
Sub-Contractors	849	282	1,131	422	235	657	0.50	0.83	0.58	
<b>Total</b>	<b>12,257</b>	<b>4,945</b>	<b>17,202</b>	<b>5,21,741</b>	<b>3,96,537</b>	<b>9,18,278</b>	<b>42.57</b>	<b>80.19</b>	<b>53.38</b>	

## Remuneration ratio by gender

Employee Category	Ratio of Basic Salary and Remuneration of Women to Men: 2016-17											
	India (in INR)			UK (in GBP)			US (in USD)			Others (in USD)		
	Male	Female	Ratio	Male	Female	Ratio	Male	Female	Ratio	Male	Female	Ratio
	Basic Salary											
Associates (T4-C4)	1,59,946	1,41,117	0.88	39,333	39,163	1.00	63,772	63,364	0.99	49,947	42,524	0.85
Middle Management (C5-C7)	4,90,488	4,23,481	0.86	59,900	56,218	0.94	90,257	88,013	0.98	73,866	66,324	0.90
Senior Management (C8-C9)	11,39,773	10,60,122	0.93	1,16,190	1,16,190	1.00	1,59,866	1,78,298	1.12	1,49,234	1,49,234	1.00
Top Management (C10-C12)	21,00,617	21,00,617	1.00	1,80,451	2,30,000	1.27	2,24,966	2,24,966	1.00	-	-	-
	Remuneration											
Associates (T4-C4)	7,39,172	6,35,725	0.86	42,226	41,960	0.99	71,737	70,698	0.99	53,412	45,640	0.85
Middle Management (C5-C7)	20,10,526	17,47,344	0.87	65,907	61,839	0.94	1,07,228	1,02,031	0.95	81,871	73,485	0.90
Senior Management (C8-C9)	45,79,511	42,40,484	0.93	1,39,532	1,39,532	1.00	2,10,741	2,34,261	1.11	1,94,306	1,94,306	1.00
Top Management (C10-C12)	93,72,041	93,72,041	1.00	2,40,000	3,30,000	1.38	3,34,398	3,34,398	1.00	-	-	-



## Mindtree at a Glance

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



**\$779.8M**  
annual revenue



**16,470**  
Mindtree Minds



**9.4%**  
YOY growth



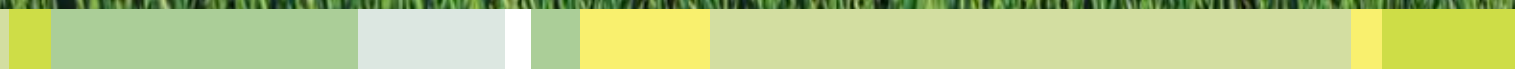
**68%** US  
**22%** EU  
**10%** APAC



**43** Offices  
**17** Countries



**Top 20**  
IT-BPM employer in  
India, NASSCOM





# Enhancing Economic Value



# Leader speak



Jagannathan Chakravarthi Narasimhan  
*Vice President, CFO*

We are committed to our environmental and social investments at all times.

Our growth has always been inclusive in nature. We have invested in CSR much before the law came into force, and did so even in times of financial challenges. Our commitments, hence, are steadfast, and have crossed national boundaries. Our CSR spend has grown from INR 40 million in FY 2014-15 to INR 109 million in FY 2016-17. Our commitment to CSR is more than the financial commitment and each leader voluntarily commits time to participate and contribute for the CSR activities carried out by us. Each of our CSR activity is effectively

monitored by the leadership team to ensure the best effectiveness for the investment committed.

Our commitment to invest in environmental sustainability, including capex-based ones, continues to be unwavering. We have invested INR 51 million in environmental initiatives during FY 2016-17 and it has grown at a CAGR of 64% over the last three years. Our investments in the technology platform IGG (I Got Garbage) are in the range of INR 51 million during FY 2016-17. We would be making increased investments in cleaner power, especially solar energy, water efficiencies, and green buildings. We are committed to see our plans through.

Mindtree, having faced a short-term impact of global uncertainties, has started to bounce back well. Our fundamentals for future growth are very robust. Our strengths lie in the direction of what the global markets increasingly need. Our strategies focused on agile, digital and managed services prove to be the right recipe for success in the changing times. We are sure that we will bounce back even stronger in the medium term. Our resilient organization did so in the past a couple of times when the industry faced enormous challenges, and we are confident we would repeat our rebound again.





Mindtree is committed to transparency with stakeholders, and our reporting on sustainability is a testimony to this commitment. We follow the global best frameworks and norms in non-financial reporting as we have demonstrated in our financial reporting.

This year's theme for our report is volunteering. Volunteering is an expression of our culture.

We encourage new entrants to volunteer. Leaders set an example and inspire all levels. We are glad to recognize the contributions our volunteers make in creating an equitable society. There is scope to make volunteering go wider than it is today.

Welcome to possible.



# Enhancing economic value

Mindtree continues to pursue industry leading growth that is inclusive as well, and the different material issues contributing to it: deep domain expertise, sales and delivery transformation, digital transformation, customer privacy and data security.



Revenue

**INR 52,364 Million**

(growth of 12.1%)



Net Profits

**INR 4,186 Million**

(decline of 24.2%)



Clientele

**328 Active Clients**

(USD one million clients grew by 5: total of 111)



Total CSR spend

**INR 109,065,812**



Total environmental spend

**INR 50,667,391**

# Inclusive growth

Our economic value-add has consistently increased over the years, demonstrating our ability to share the fruits of our growth with larger stakeholders in multiple ways.

Our CSR expenditure stands at INR 109,065,812 (total of MTF and IGG mentioned as in the annual report) in the year 2016-17. We invested INR 50,667,391 on our environmental initiatives and are steadfast on our investments in clean energy, which will increase in the years to come.

# Business value creation

Our strategy of achieving industry-leading growth through deep domain expertise in our chosen verticals combined with technology depth, customized for our clients remained the same in 2016-17.

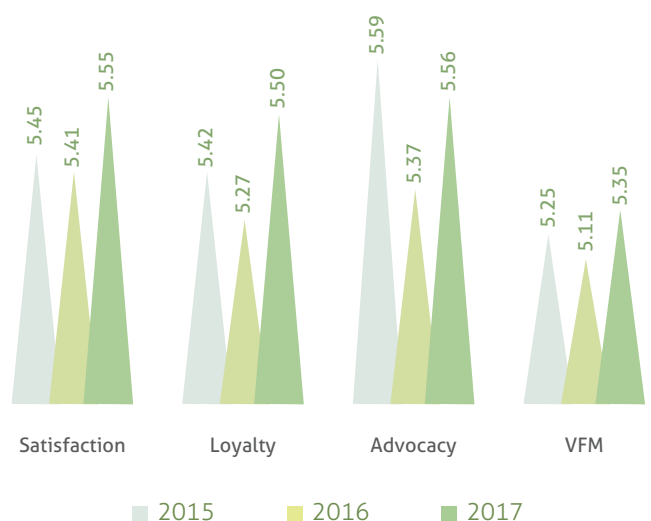
Our digital business, continues as strong as ever, having established a leadership position by our seamless integration with the digital transformation stories of several of our clients. We strengthened our footing in our European segment.

We created a new **Integrated Solutions and Services group**, to create new offerings combining multiple services, newer pricing and delivery models to meet changing customer needs. **Mindtree's culture-backed deep domain expertise** has been achieved as a result of our relentless pursuit of excellence at all levels. (Please refer to the section 'Nurturing Mindtree Minds' for details.) This pursuit has borne results

not only in the form of increasing or repeat business but also in the form of strengthening our customer relationships.

Our Customer Experience Survey bears testimony to this fact. **Apart from giving us high satisfaction scores**, the study revealed to us our strengths as experienced by our customers: governance and transparency, flexibility, professionalism and responsiveness, partnership and service orientation.

## Customer Experience Survey



## Sales transformation

With the market shifting to emerging platforms - digital, cloud, analytics, and the pace of change being drastic, success in the future depends on the sharpness and alignment of sales force with the new realities. Mindtree has embarked on a significant initiative to train and prepare the sales force to plan and execute our sales strategy effectively.

We have launched a self-paced Learning Management System consisting of audio learning modules—ShotClasses to share crisp client stories with our sales force, live training workshops, and social-selling coaching sessions. The intent is to empower them with a set of cutting-edge tools to deliver our message more effectively to the market.

## Marketing

Each business line in Mindtree is led by marketing, working in close association with sales, generating business that has grown constantly overall and impressively in areas of focus. With a high-tech Marketing Opportunity Tool, and personalised, experiential marketing at various touch points, the marketing function at Mindtree makes use of innovative ways to convey the brand values and sustainability profile among its various stakeholder segments.

## Delivery transformation (Project DRIVE)

In 2016-17, we embarked on a major exercise to enhance our capabilities and achieve delivery and operational excellence.

Starting with a diagnostics and benchmarking exercise with McKinsey that led to a clear gap analysis and subsequently to policy definitions and policy enablers, we launched multiple initiatives across five verticals and organizational processes. LEAN was an important focal point here, which helped us cut down wastages in projects, optimize cost, time, documentation, automation and work potential. Having successfully completed three waves in a short span of a few months, we have imparted LEAN principles to 50 projects covering 2300 Mindtree Minds and improved efficiencies by about 35% in each project.

We see our relationships with sub-contractors improving, our utilizations rising, our resource-pyramid better optimized, and our forecasting system for staffing starting to strengthen. We are looking at ways to refine the system of people-forecasting and bringing in a culture of constant improvement at the individual level.

LEAN is not just about process change but about inculcating high performance culture and continuous improvement at the mind-set level. We are aiming at that change through increased accountability and motivation.

## Opportunity

The market is increasingly shifting in the direction in which our strengths and recent emphases lie: digital, cloud, analytics. This augurs well for our prospects. A study by ISG, a leading sourcing advisory firm, concludes that

technology spending continues to be high, but is shifting from traditional outsourcing to cloud, digital and analytics. This puts us on a threshold of new opportunities. With our expertise-led, culture-backed capabilities, we are confident of riding the future with increased impacts on multiple bottom lines—financial, social and environmental.

For further details on our strengths, strategies and outlook, please refer to our annual report.



# Economic value addition

## Economic value generated and distributed

(INR in crores)

Direct Economic Value Generated (A)	2016-17	2015-16	2014-15
Revenue (through core business segments)	5,236.39	4,672.97	3,561.90
Other income (through other sources)	55.33	83.90	83.50
<b>TOTAL</b>	<b>5,291.72</b>	<b>4,756.87</b>	<b>3,645.40</b>
Economic Value Distributed (B)			
Other operating cost	1,134.15	1,067.71	794.25
Personnel expenses (wages+benefits)	3,392.92	2,780.68	2,057.20
Interest charges	19.10	16.04	0.08
Taxes and royalties (given to various govt. wherever business units are located) - <b>Taxes expenses</b>	136.23	170.60	154.52
Taxes and royalties (given to various govt. wherever business units are located) - <b>Dividend tax paid</b>	32.57	39.40	29.15
Dividends (payments to capital providers)	167.93	209.50	142.40
Donations (political parties/politicians)	-	-	-
Community development/CSR investments - paid to Mindtree Foundation	4.8	3.60	1.25
<b>TOTAL</b>	<b>4,887.69</b>	<b>4,287.53</b>	<b>3,178.91</b>
<b>Economic value added (A-B)</b>	<b>404.03</b>	<b>469.34</b>	<b>466.54</b>

## Our contribution to employee benefit plans

(INR in crores)

Contribution to benefit plan (in crore)	2016-17	2015-16	2014-15
Contributions to provident and other funds	188.23	158.84	163.65
Staff welfare expenses	19.74	18.46	17.5
<b>TOTAL</b>	<b>207.97</b>	<b>177.34</b>	<b>181.15</b>

## Government assistance received

(INR in crores)

Financial assistance received	2016-17	2015-16	2014-15
IT exemption	309.91	352.40	273.12
Land provided at subsidized rate			
Incentives			
Custom, excise duties waived #	6.54	14.95	14.67
Others			
<b>TOTAL</b>	<b>316.45</b>	<b>367.35</b>	<b>287.79</b>

Note: We have adopted Ind AS financials in place of IGAAP financials from FY 2016-17 and accordingly have restated the FY 2015-16 numbers.

# Global presence

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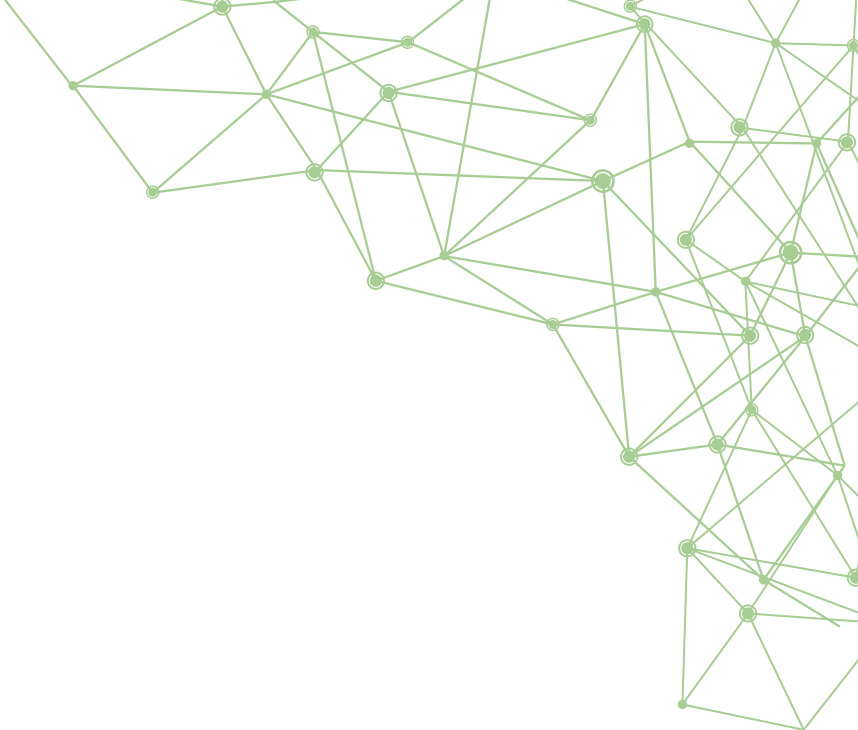
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## **Independent Assurance Statement**

To the Management of Mindtree Limited, Bangalore, Karnataka, India

### **Introduction**

We were engaged by Mindtree Limited ('Mindtree' or 'the Company') to provide independent assurance on the Sustainability Report ('the Report') for the Financial Year (FY) 2016-17. Our responsibility was to provide "limited assurance" on the report contents as described in the assurance scope.

### **Scope of Assurance**

Our assurance engagement was intended to provide limited assurance on whether the selected sustainability data is fairly presented in all material aspects, in accordance with the reporting criteria. Our scope of assurance included verification of selected data on material aspects and performance thereof provided for the reporting period 01 April 2016 to 31 March 2017 based on Global Reporting Initiative's (GRI) G4 guidelines 'In-accordance comprehensive' criteria.

The Specific Standard Disclosures subject to assurance are as follows:

- a) Economic
  - Economic performance: G4-EC1 to G4-EC4; Market presence: G4-EC5 and G4-EC6; Indirect economic impacts: G4-EC7 and G4-EC8; Procurement practices: G4-EC9
- b) Environment
  - Energy: G4-EN3 to G4-EN7; Water: G4-EN8 to G4-EN10; Emissions: G4-EN15 to G4-EN21; Effluents and waste: G4-EN22 to G4-EN26; Compliance: G4-EN29; Transport: G4-EN30; Overall: G4-EN31; Environmental grievance mechanisms: G4-EN34
- c) Labor Practices and Decent Work:
  - Employment: G4-LA1 to G4-LA3; Occupational health and safety: G4-LA5 to G4-LA8; Training and education: G4-LA9 to G4-LA11; Diversity and equal opportunity: G4-LA12; Equal remuneration for women and men: G4-LA13; Labor practices grievance mechanisms: G4-LA16
- d) Human Rights:
  - Investment: G4-HR1 and G4-HR2; Non-discrimination: G4-HR3; Security practices: G4-HR7; Human rights grievance mechanism: G4-HR12
- e) Society:
  - Local communities: G4-SO1 and G4-SO2; Anti-corruption: G4-SO3 to G4-SO5; Public Policy: G4-SO6; Anti-competitive behaviour: G4-SO7; Compliance: G4-SO8; Grievance Mechanisms for Impacts on Society G4-SO11
- f) Product responsibility:
  - Product and service labelling: G4-PR3 to G4-PR5; Marketing communications: G4-PR6 and G4-PR7; Customer privacy: G4-PR8



## Limitations and Exclusions

Our assurance process was subject to the following limitations as we have not been engaged to:

- Determine which, if any, recommendations should be implemented.
- Provide assurance on data and information outside the defined reporting boundary and period
- Verify the data used or referred in the Report from the financial statements published in the Annual report of the company, as the same is audited by the statutory auditors of the company and has been relied upon.
- Verify the Company's statements that describe expression of opinion, belief, aspiration, expectation, aim or future intention and national or global socio-economic and environmental aspects provided by the Company as part of the Report.

## Methodology Adopted for the Assurance

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

- 1 Site visits to the following facilities of Mindtree Limited:
  - a) Mindtree Limited, Corporate Office, Global Village, Bangalore
  - b) Mindtree Limited, Whitefield, Bangalore
  - c) Mindtree Limited, Hinjewadi, Pune
  - d) Mindtree Limited, Gachibowli, Hyderabad
  - e) Mindtree Limited, Taramani, Chennai
  - f) Mindtree Limited, Bhubaneswar
- 2 Assessment of the systems used for data collection and reporting of the Specific Standard Disclosures of material aspects as listed in the assurance scope above.
- 3 Interviews with Mindtree's personnel responsible for data collection, collation and reporting.
- 4 Testing of the sample data and the supporting evidences through a risk based approach.
- 5 Comparing the information presented in the Report to corresponding information in the relevant underlying sources to determine whether all information mentioned in the report is supported by underlying data.
- 6 Review of the Sustainability Report to ensure that there is no misrepresentation of disclosures as per scope of assurance and our findings.

Appropriate documentary evidences were obtained to support our conclusions on the information and data verified. Where such documentary evidences could not be collected on account of confidential information, our team verified it at the Mindtree facilities

## Observations and Recommendations

The following is an excerpt from the observations and opportunities reported to the management of Mindtree. These do not, however, affect our conclusions regarding the Report.

- The Company has strengthened its data management systems for measuring, monitoring and reporting of the environmental performance indicators, leading to improvement in the quality of data submitted for assurance.
- The Company may consider expanding the reporting boundary by covering the international locations, based on the principles of boundary setting and materiality.
- The Company may consider carrying out a comprehensive risk assessment on the supply chain, also covering the value chain partners which will help Company understand the significant impact created on supply chain and develop appropriate sustainability strategy to manage supply chain risks.



## Conclusions

We have reviewed the Sustainability Report of Mindtree. Based on our review, procedures performed and the observations given in this Assurance Statement as described above, nothing has come to our attention that causes us not to believe that the Sustainability Report of Mindtree Limited for the financial year ended 31 March, 2017 is presented fairly, in all material respects, in accordance with the Sustainability Reporting Guidelines (G4) of the Global Reporting Initiative and conforms to GRI G4 'In-accordance' – Comprehensive disclosure criteria.

## Independence

The assurance was conducted by a multidisciplinary team including professionals with suitable skills and experience in auditing environmental, social and economic information in line with the requirements of ISAE 300 standard. Our work was performed in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements, that the members of the assurance team (practitioners) as well as the assurance firm (assurance provider) be independent of the assurance client, in relation to the scope of this assurance engagement, including not being involved in writing the Report. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence. The firm applies ISQC 1 and the practitioner complies with the applicable independence and other ethical requirements of the IESBA code.

## Management's Responsibility

The Management of Mindtree is responsible for developing the Report and the information and statements within it. This responsibility includes designing, implementing and maintaining systems and processes relevant for the development of the report.

## Our Responsibility

Our responsibility is to express our conclusions in relation to the assurance scope listed above. We conducted our engagement with a multidisciplinary team which included professionals with suitable skills and experience in auditing environmental, social and economic information in line with the requirements of ISAE 3000 standard.

This statement is made solely to Mindtree in accordance with the terms of our engagement. Our work has been undertaken so that we might state to Mindtree those matters we have been engaged for 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 statement, or for the conclusions expressed in this independent assurance statement. The assurance engagement is based on the assumption that the data and information provided to us is complete and true. We expressly disclaim any liability or co-responsibility for any decision a person or entity would make based on this assurance statement. By reading this assurance statement, stakeholders acknowledge and agree to the limitations and disclaimers mentioned above.

**Santhosh Jayaram**

**Partner**

KPMG

19<sup>th</sup> May 2017

## Data assumptions & techniques

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 by 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 19.5 kg. 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 HFCs, the global warming potential of the refrigerant along with a conversion factor of 0.001 is converted into CO <sub>2</sub> 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 to 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 the following categorization to classify all flights as per the categorization below:</p> <ul style="list-style-type: none"> <li>- Domestic, less than 463 km</li> <li>- Short haul, between 464 and 1108 km</li> <li>- Long haul, greater than 1108 km</li> </ul> <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 liter of used oil is considered as 0.88 kg. 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 126 g. This figure has been utilized in the event that locations have provided the number of CFLs being disposed as opposed to the kg</p>

	<p>d) Weight of one tubelight is considered as 250 g. 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 1.5 kg. 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 0.5 kg/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>&gt; 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 liters is derived based on ratio of the total water consumed in locations with accurate measure by the total number of employees.</p> <p>&gt; Drinking water is collected in the form of number of cans. This is multiplied in 20 liters (capacity of the bubble top) to provide the total number of liters.</p>
Air emissions	> 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, Rs. 60.5237 for the year 2013-14, Rs. 61.0106 for the year 2014-15, Rs. 65.5510 for the year 2015-16 and Rs. 67.1533 for the year 2016-17

# The United Nations Global Compact (UNGC) Guidelines

The Ten Principles		
Principles	Statement	Page
<b>Human rights</b>		
Principle 1	Businesses should support and respect the protection of internationally-proclaimed human rights; and	17
Principle 2	Make sure that they are not complicit in human rights abuses.	17
<b>Labor</b>		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	NA*
Principle 4	The elimination of all forms of forced and compulsory labor;	17, 18
Principle 5	The effective abolition of child labor; and	17, 18
Principle 6	The elimination of discrimination with respect to employment and occupation.	17
<b>Environment</b>		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	17
Principle 8	Undertake initiatives to promote greater environmental responsibility; and	17
Principle 9	Encourage the development and diffusion of environment-friendly technologies.	57-59
<b>Anti-corruption</b>		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	18

## NVG Report Application

NVG report application table		
Sub part	Aspects	Page
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

\*Not Applicable.

		Location of its operations - national and international	97-99
		Products and services offered	4
		Markets served	97-99
	Economic and Financial Data	Sales	4
		Net profit	92-95
		Tax paid	95
		Total assets	Annual Report
		Market capitalization	Annual Report
		Number of employees	81
A-2	Management's commitment statement to the ESG Guidelines		6, 7
	Priorities in terms of the principle and the core elements		6, 7
	Reporting period / cycle		14, 15
	Whether the report is based on this framework or any other framework		14, 15
	Any significant risk that the business would like its stakeholders to know		Annual Report
	Any goals and targets that were set by the top management for improving their performance during the reporting period		10
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 keeping in view the fact that this framework is equally applicable to small businesses as well. The report may be prepared in a free format with the basic performance indicators being included in the same. 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.	21
		Mandate and composition (including number of independent members and/or non-executive members) of such committee with the number of oversight review meetings held.	21



		State whether the person/committee head responsible for oversight review is independent from the executive authority or not. If yes, how.	21
		Mechanisms for shareholders and employees to provide recommendations or direction to the Board/ Chief Executive.	19
		Processes in place for the Board/ Chief Executive to ensure conflicts of interest are avoided.	21
		Internally-developed statement on ethics, codes of conduct and details of the process followed to ensure that the same are followed.	17, 18
		Frequency with which the Board/ Chief Executive assesses BR performance.	19
	Principle 2 – products life cycle sustainability	Statement on the use of recyclable raw materials.	NA*
		Statement on use of energy-efficient technologies, designs and manufacturing/ service-delivery processes.	58, 59
		Statement on copyrights issues in case of the products that involve use of traditional knowledge and geographical indicators.	NA*
		Statement on use of sustainable practices in the value chain.	60
	Principle 3 – employees' well-being	Total number of employees with percentage of employees that are engaged through contractors.	81
		Statement on non-discriminatory employment policy of the business entity.	17
		Percentage of employees who are women.	81
		Number of persons with disabilities hired.	78
		Amount of the least monthly wage paid to any skilled and unskilled employee.	84
		Number of training and skill upgradation programmes organized during the reporting period for skilled and unskilled employees.	86
		Number of incidents of delay in payment of wages during the reporting period.	None

\*Not Applicable.

		Number of grievances submitted by the employees.	BRR (Annual Report)
Principle 4 – stakeholder engagement		Statement on the process of identification of stakeholders and engaging with them.	22
		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.	17, 18
		Statement on complaints of human rights violations filed during the reporting period.	BRR (Annual Report)
Principle 6 – environment		Percentage of materials used that are recycled input materials.	NA*
		Total energy consumed by the business entity for its operations.	62
		Statement on use of energy-saving processes and the total energy saved due to use of such processes.	57, 58
		Use of renewable energy as percentage of total energy consumption.	57
		Total water consumed and the percentage of water that is recycled and reused.	64
		Statement on quantum of emissions of greenhouse gases and efforts made to reduce the same.	62
		Statement on discharge of water and effluents indicating the treatment done before discharge and the destination of disposal.	63
		Details of efforts made for reconstruction of biodiversity.	58
Principle 7 – policy advocacy		Statement on significant policy advocacy efforts undertaken with details of the platforms used.	17
Principle 8 – inclusive growth		Details of community investment and development work undertaken indicating the financial resources deployed and the impact of this work with a longer-term perspective.	44-51
		Details of innovative practices, products and services that particularly enhance access and allocation of resources to the poor and the marginalized groups of the society.	44-51

\*Not Applicable.

	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.	NA*
		Details of the customer complaints on safety, labelling and safe disposal of the products received during the reporting period.	NA*
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.		
C - 1	• Brief report on any material / significant negative consequences of the operations of the business entity.		Nil. No significant impacts
C - 2	• Brief on goals and targets in the area of social, environmental and economic responsibilities that the business entity has set for itself for the next reporting period.	Social	10
		Environmental	10
		Economical	Annual Report

\*Not Applicable.

# GRI G4 Content Index

General Standard Disclosures		
Strategy and analysis		
Gen Standard Disclosure	Disclosure Item	Location
G4-1	Statement by the MD, CEO and the Chairman	6, 7
G4-2	Description of key impacts, risk & opportunities	Annual Report
Organizational profile		
G4-3	Name of the organization.	4
G4-4	Primary brands, products, services.	4
G4-5	Location of the headquarters.	4
G4-6	Number of countries of operation.	97-99
G4-7	Nature of ownership and legal form.	4
G4-8	Markets served	97-99
G4-9	Scale of the organization.	4
G4-10	Employee profile.	81
G4-11	Percentage of employees covered by collective bargaining agreements.	None
G4-12	Organization's supply chain.	60
G4-13	Significant changes during the year.	14
G4-14	Precautionary approach principle.	17
G4-15	Externally developed charters, principles or other initiatives to which the organization subscribes.	17
G4-16	Memberships of associations.	17
Identified Material Aspects and Boundaries		
G4-17	Entities included in the organization's consolidated financial statements.	Annual Report
G4-18	Defining the report content and aspect boundaries.	14, 15
G4-19	Material aspects.	24

G4-20	Aspect boundary within the organization.	24
G4-21	Aspect boundary outside the organization.	24
G4-22	Effect of any restatement of information provided in previous reports.	14
G4-23	Significant changes from previous reporting periods.	14
<b>Stakeholder Engagement</b>		
G4-24	Stakeholder groups engaged by the organization.	25, 26
G4-25	Basis for identification and selection of stakeholders.	25
G4-26	Organization's approach to stakeholder engagement.	25, 26
G4-27	Key topics and concerns raised through stakeholder engagement.	22
<b>Report profile</b>		
G4-28	Reporting period.	14
G4-29	Date of most recent previous report.	14
G4-30	Reporting cycle.	14
G4-31	Contact point for questions regarding the report or its contents.	15, Back page
G4-32	'Comprehensive' option chosen.	14
G4-33	External assurance.	15
<b>Governance</b>		
G4-34	Governance structure of the organization.	19
G4-35	Process for delegating authority for EES topics from highest governance body to senior executives and other employees.	19
G4-36	Report whether the organization has appointed an executive level position with responsibility for EES topics and whether the post-holder(s) report directly to the governance body.	19
G4-37	Process for consultation between stakeholders and highest governance body on EES topics. If delegated, to whom. Any feedback process to highest governance body.	19
G4-38	Report composition of the highest governance body.	21

G4-39	Report whether the chair of the highest governance body is also an executive officer.	21
G4-40	Nomination and selection processes for the highest governance body and criteria used- how diversity, independence, EES competence are considered and if stakeholders involved.	20, Annual Report
G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders. (Cross-board membership, cross-shareholding, controlling stakeholders, related party disclosures.)	19, Annual Report
G4-42	Highest governance body's and senior executives' role in development, approval and updating the organization's purpose, value or mission statements, strategies, policies, goals related to EES impacts.	19
Highest Governance body's competencies and performance evaluation		
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of EES topics.	20
G4-44	Processes of evaluation of highest governance body's governance of EES topics. Whether such evaluation is independent or not and its frequency. Whether it is self-assessment. Actions taken in response to such evaluation.	20
Highest body's role in risk management		
G4-45	Highest body's role in identification and management of EES impacts, risks and opportunities. Role in implementation of due diligence and whether stakeholder consultation is used to support.	20, Annual Report
G4-46	Highest governance body's role in reviewing the effectiveness of risk management processes for EES topics.	Annual Report
G4-47	Frequency of highest governance body's review of EES impacts, risks and opportunities.	Annual Report
Highest governance body's role in sustainability reporting		
G4-48	Highest committee/position that formally reviews and approves the sustainability report, and ensures that all material aspects are covered.	19
Highest governance body's role in evaluating EES (Economic, Environmental, Social) performance		
G4-49	Report the processes for communicating critical concerns to the highest body.	19
G4-50	Nature and total number of critical concerns communicated to the highest body, and the mechanism used to address and resolve them.	19

Remuneration and incentives		
G4-51	Remuneration policies for the highest body and senior executives (with details- fixed, variable, sign-on bonuses, termination pay, clawbacks, retirement benefits). Report how performance criteria in remuneration policy relate to their EES objectives.	20, Annual Report
G4-52	Process for determining the remuneration report- whether consultants are involved, whether independent of management/any other relationship with the organization.	20, Annual Report
G4-53	How stakeholders' views are sought and taken into account regarding remuneration.	Annual Report
G4-55	Ratio of percentage increase in annual total compensation for the highest paid individual in each country of significant operations to the median percentage increase in the same for all employees (excluding the highest paid individual) in the same country.	Annual Report
Ethics and Integrity		
G4-56	Organization's values, principles, standards and norms such as codes of conduct and codes of ethics.	17
G4-57	Internal and external mechanisms for seeking advice on ethical & lawful behavior and integrity-such as help lines or advice lines.	17, 25, 26
G4-58	Report the internal and external mechanism for reporting concerns about unethical or unlawful behavior and matters related to organizational integrity.	19, 25, 26

## Specific Standard Disclosures

Material issue	Material aspect (GRI)	Aspect boundary (I/E)	Specific standard disclosure	Indicators	Location / remarks
Social category					
People Focus		I		DMA	71
	Occupational health & safety		LA5	Percentage of workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational safety program.	75
			LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.	85
			LA7	Workers with high incidence or high risk of diseases related to their occupation.	85
			LA8	Health and safety topics covered in formal agreements with trade unions.	NA*
	Non-discrimination		HR3	Total number of discrimination and corrective actions taken.	BRR
Transparency of policies and disclosure		I		DMA	76
	General disclosure-Ethics and Integrity			(See G4-56, G4-57, G4-58)	
	General disclosure-Governance			G4-34 to G4-55	
	Compliance (Society)		SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	None
	Marketing Communications		PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes.	None
	Anti-Competitive Behavior		SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	None
	Non-discrimination		HR3	Total number of incidents of discrimination and corrective actions taken.	BRR

\*Not Applicable.



Material issue	Material aspect (GRI)	Aspect boundary (I/E)	Specific standard disclosure	Indicators	Location / remarks	
	Anti-corruption		SO4	Communication and training on anti-corruption policies and procedures.	100%	
			SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	100%	
			SO5	Confirmed incidents of corruption and actions taken.	BRR	
			SO6	Financial/in-kind contributions to political parties, politicians and related institutions.	None	
			SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, monetary policies and outcome.	None	
	Environmental Grievance Mechanisms		EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms.	None	
Green procurement		I&E		DMA	60	
	Procurement Practices		EC9	Proportion of spending on local suppliers at significant locations of operation.	60	
	Freedom of association & collective bargaining		HR4	Operations and suppliers identified where freedom of association and collective bargaining may be violated or at significant risk, and measures taken.	None	
	Child labor		HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	None	
	Forced or Compulsory labor		HR6	Operations identified as having significant risk for forced or compulsory labor and measures taken to contribute to the elimination of forced or compulsory labor.	None	
	Human rights			HR9	Number and percentage of operations subject to human rights review/impact assessment.	100%
				HR10	Percentage of new supplier screening on human rights criteria.	100%
				HR11	Significant actual/potential negative human rights impacts in supply chain and actions taken.	Action under planning

Material issue	Material aspect (GRI)	Aspect boundary (I/E)	Specific standard disclosure	Indicators	Location / remarks
	Labor Management Relations		LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements.	NA*
	Human Rights Grievance Mechanisms		HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms.	BRR
	Labor Practices Grievance Mechanisms		LA16	Number of grievances on labor practices filed, addressed, resolved through formal grievances mechanisms.	BRR
CSR Community investment projects		I&E		DMA	44
	Indirect Economic Impacts		EC7	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	44-51
			EC8	Significant indirect economic impacts, including the extent of impacts.	44-51
	Local Communities		SO1	Percentage of operations with implemented local community engagement, impact assessments, and development program.	100%
			SO2	Operations with significant actual or potential negative impacts on local communities.	None
	Grievance Mechanisms for Impacts on Society		SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms.	Nil
	Indigenous rights		HR8	Violations and incidents related to human rights in sites around tribal or indigenous populations.	None
People engagement		I		DMA	72
	Employment		G4-10	Total number of employees by employment contract, type, gender, region, and significant variations, if any.	81
			LA1	Total number of new employee hires and turnover by age group, gender and region.	82

\*Not Applicable.

Material issue	Material aspect (GRI)	Aspect boundary (I/E)	Specific standard disclosure	Indicators	Location / remarks
			LA2	Benefits provided for full time employees that are not provided to temporary/part-time employees, by significant locations of operation.	75
			LA3	Return to work and retention rates after parental leave, by gender.	84
	Economic performance		EC3	Coverage of defined benefit plan obligations.	95
	Human rights grievance mechanisms		HR12	Number of grievances about human rights filed, addressed and resolved through formal mechanisms.	BRR
	Market Presence		EC5	Ratio of standard entry-level wage by gender compared to local minimum wage at significant locations of operations.	84
Talent Development		I		DMA	72
	Training and Education		LA9	Average hours of training per year per employee broken down by employee category.	86
			LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	72-75
			LA11	Percentage of employees receiving regular performance and career development reviews, by gender.	84
	Security Practices		HR1	Total number & percentage of significant investment agreements that include human rights clauses/ underwent human rights screening.	100%
			HR2	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.	100% coverage
			HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations.	(100% trained)

Material issue	Material aspect (GRI)	Aspect boundary (I/E)	Specific standard disclosure	Indicators	Location / remarks
Diversity & inclusion		I		DMA	77
	Diversity and Equal Opportunity		LA12	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	21, 81
	Equal Remuneration for Women and Men		LA13	Ratio of basic salary of men to women by employee category by significant locations of operation.	86
	Market Presence		EC5	Ratios of standard, entry-level wage by gender compared to local minimum wage at significant locations of operation.	84
			EC6	Proportion of senior management hired from local community at significant locations of operations.	84
Economic category					
Economic material issues		I&E		DMA	91
Industry-leading growth & deep domain expertise	Economic performance	I	EC1	Direct economic value generated and distributed.	95
			EC4	Financial assistance received from the government.	95
Digital transformation	Product & service labelling	I&E	PR5	Results of surveys measuring customer satisfaction.	92
Sales & delivery transformation	Product & service labelling		PR3	Product & services' information required for product & services' labelling; percentage of products & service categories subject to such labelling.	NA*
			PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product & services' information and labelling, by type of outcomes.	None
			PR5	Results of surveys measuring customer satisfaction.	92
Customer privacy & data security		I&E	PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	None

\*Not Applicable.

Material issue	Material aspect (GRI)	Aspect boundary (I/E)	Specific standard disclosure	Indicators	Location / remarks
Environment category					
Green IT		I&E		DMA	57
	Overall	I	EN31	Total environmental expenditures and investments by type.	61
	Energy		EN6	Reduction of energy consumption.	62
			EN7	Reductions in energy requirements of products and services.	62
	Emissions		EN19	Reduction of greenhouse gas (GHG) emissions.	62
Environmental stewardship		I&E		DMA	57
	Emission Economic Performance		EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	61
	Energy		EN3	Energy consumption within the organization (Direct energy consumption by primary energy source).	62
			EN4	Energy consumption outside the organisation.	62, 63
			EN5	Energy intensity   Report the energy intensity ratio.	62
			EN6	Reduction of energy consumption.	62
			EN7	Reductions in energy requirements of products and services.	58
	Water		EN8	Total water withdrawal by source.	63
			EN9	Water sources significantly affected by withdrawal of water.	63
			EN10	Percentage and total volume of water recycled and reused.	63
	Emissions		EN15	Direct greenhouse gas (GHG) emissions (Scope 1).	62
			EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2).	62
			EN17	Other relevant indirect greenhouse gas emissions.	62, 63

Material issue	Material aspect (GRI)	Aspect boundary (I/E)	Specific standard disclosure	Indicators	Location / remarks	
			EN18	Greenhouse gas (GHG) emissions intensity.	62	
			EN19	Reduction of greenhouse gas (GHG) emissions.	62	
			EN20	Emissions of ozone-depleting substances (ODS).	63	
			EN21	NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions.	63	
	Effluents and Waste			EN22	Total water discharge by destination and quality.	63
				EN23	Total weight of waste by type and disposal method.	64
				EN24	Total number and volume of significant spills.	Nil
				EN26	Identity, size, status, biodiversity of water bodies and related habitats significantly affected by discharge of water and run-offs.	None
	Biodiversity			EN13	Habitats protected or restored.	58
	Products & services			EN27	Extent of impact mitigation of environmental impacts of products and services.	NA*
				EN28	Percentage of products sold and packaging material reclaimed, by category.	NA*
	Transport			EN30	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	58
Overall			EN31	Total environmental expenditures and investments by type.	61	
Environmental Compliance & Management		I		DMA	57, 58	
	Compliance			EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws & regulations.	None
				EN24	Total number & volume of significant spills.	None
	Grievance mechanism			EN34	Number of grievances about environmental impacts filed, addressed and resolved through grievance mechanisms.	None

\*Not Applicable.

# Glossary of acronyms

Acronym	Expansion
APAC	Asia-Pacific region
AR	Annual Report
BEE	Bureau of Energy Efficiency
BOD	Board of Directors
BRR	Business Responsibility Report
C&B	Compensation and Benefits
CDP	Carbon Disclosure Project
CFO	Chief Financial Officer
CO <sub>2</sub> e	Carbon Dioxide equivalent
CSR	Corporate Social Responsibility
DG	Diesel Generators
EBITDA	Earnings before interest, tax, depreciation and amortization
EDGES	Ethnicity, Disability, Gender and Sexual Orientation
EHS	Environment, Health & Safety
EES	Economic, Environmental, Social
ELW	Entry Level Wages
EMEA	Europe, Middle East, Africa
EPS	Earnings Per Share
ERM	Enterprise Risk Management
FY	Financial Year
GHG	Green Houses Gases
GRI	Global Reporting Initiative
GJ	Giga Joules
HFC	Hydro-Flouro-Carbon
HMHB	Healthy Mind Healthy Body
IGG	I Got Garbage
INR	Indian National Rupee

IP	Intellectual Property
ISO	International Organization for Standardization
IT	Information Technology
ITES	Information Technology Enabled services
ITBPM	Information Technology Business Process Management (as an industry)
KWh	Kilowatt Hour
LEED	Leadership in Energy and Environmental Design
LMW	Local Minimum Wages
LPG	Liquid Petroleum Gas
NOx	Oxides of Nitrogen
NVG-SEE	National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business
NGO	Non Government Organization
OHSAS	Occupational Health & Safety assessment Sequence
PwD	People with Disabilities
ROCE	Return on Capital Employed
ROW	Rest of the World
ROI	Return on Investment
SMAC	Social, Mobile, Analytics and Cloud
SOx	Oxides of Sulfur
SPM	Suspended Particulate Matter
SEBI	Securities Exchange Board of India
STP	Sewage Treatment Plant
TA	Talent Aquisition
UNGC	United Nations Global Compact
USD	United States Dollar
VFM	Value for Money



## About the writer

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Sangeeta Mansur, Founder-catalyst, Bhairavi Business & Consultancy, has created the content for our sustainability report. A researcher, writer, trainer and advisor in Sustainability Leadership, Sangeeta specializes in framework-based sustainability roadmaps and sustainability communication. She has guided and ably supported our journey in sustainability reporting from GRI 3.1 to the current GRI-G4 Comprehensive level over four years. She has woven the narrative of our sustainability performance with maturing frameworks of GRI, offering a glimpse of our innate sustainability facets through an evolving theme story.



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### Feedback and communication

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

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