Mindtree
Welcome to possible

Sustainability Report
2017-18

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Our organization

Welcome to Mindtree

Mindtree started 18 years ago as a technology solutions Company with an embedded intent of making societies flourish. We believe we have lived up to our vision on both counts — technology and societal wellbeing.

Mindtree, with its global 338 clients across geographies, revenues of USD 846.8 million, with profits after tax (PAT) grown by 41.8% in FY 2017-18, remains well poised on economic as well as social and environmental sustainability. Pursuing a new dream of creating a 'Memorable Mindtree', and aligning our strategies and competencies towards this aspiration, our 17,723 Mindtree Minds engage themselves with our core values of collaborative spirit, unrelenting dedication and expert thinking, to create sustainable value.

Mindtree operates at the frontiers of new technology and thrives on its increasing competences in new age, smart technologies such as agile, Artificial Intelligence (AI), cloud etc.

"We are Mindtree: Innovation for sustainability is key to our further growth as an inclusive organization."

Our ideology of being a technology company with a 'human face' provides an inherent balance to our business. Our CSR initiatives, environmental conservations and our growing commitment to transparency through responsibility reporting illustrate the inclusive and responsible nature of how we do our business.

This report shares our sustainability performance as per GRI G4- Comprehensive criteria, and a few illustrations of our passion for sustainability innovation.

Welcome to possible.

Top view

Krishnakumar Natarajan
Executive Chairman

Rostow Ravanan
CEO & MD

There is an undisputable need for businesses to zoom out to see the big picture of sustainable development and own the responsibility for solutions to the many problems facing the planet today. Mindtree, having a social mission embedded into our vision, has been serving several causes by leveraging our core competence in technology. We would continue to do so in the future.

Our medium term focus on resource conservation and renewable energy would be strengthened by our plans of expansion of solar power across locations. Our long term vision of partnership with other players in the ecosystem of sustainable development is highly important to us. We would be strengthening our path of collaboration with

Government(s) and other players to bring about large scale solutions.

Mindtree plans to bring speed to the front and centre of our sustainability strategy for the long term vision. Mindtree would also be looking at involving itself in more active advocacy on responsible business, joining the growing voice of business to solve pressing issues of development.

Strengthening the model of partnerships, technology and innovation.

We have evidence that our sustainability conviction has turned out into a differentiator in the market. We stand committed to global principles and frameworks of responsibility such as UNGC, CDP and GRI, and we are now moving to Integrated Reporting. Our six year long journey in sustainability reporting has gone a long way in establishing us as an organization of sustainable value—responsible, trustworthy and evolving.

At the same time, the reporting journey has helped us internally as well, opening us up to issues that we were unaware of. Gender pay gap, for instance, was unwrapped for us by our reporting journey, and is being explored further by us now.

Mindtree believes in innovation which not only leverages technology but which is also people-centric in its impacts. Neither siloed

nor cast into a mere function, innovation at Mindtree, is an organization-wide phenomenon, leading to outcomes of participative engagement. That is the Mindtree way to innovation for sustainability.

And that forms the theme of this sustainability report.

Welcome to possible.

Overview - Highlights

- Launched Samruddhi Abhiyan in Kanakapura, Karnataka.
- Launched livelihood interventions for 125 women prisoners in Karnataka.
- The 18th NCPEDP-Mindtree Hellen Keller Awards recognized 10 exemplary achievements in the field of disability.
- INR 124,184,861 on CSR initiatives across its focal areas.
- Our I Got suite of technology platforms impact multiple stakeholder segments enabling sustainable social transformations. (Our Annual Report describes the impacts in detail.)

- 550KW solar plant at Mindtree Kalinga gets ready to take off while Pune location will get a 300KW solar plant next.
- Bengaluru East campus gets IGBC certification and the Emerson Cup award.
- Our IOT platform gets ready for real-time resource monitoring.
- Our energy consumption, GHG emissions and water per-capita saw improvement while waste recycling performance stayed stable.
- Volume of waste generated saw a decline due to our efforts.

- Industry leading revenue growth of 8.6% in the year.
- Mindtree signed contracts worth over USD one billion in 2017-18.
- Signed our single largest contract in our history.
- 338 active clients being served across the globe.
- Our 10 million USD clients grew from 16 to 17; 5 million USD clients went up from 30 to 38.
- Our best scores so far on independent Customer Experience Survey.

- YORBIT, our digital platform further enhances virtual learning at Mindtree.
- Mindtree launches new initiatives in workplace sustainability-LEAD, Career Scape, oZone and the Diversity Index.
- 29.5% women in our talent pool.
- Exuberance, our women leadership program goes through its second batch.

Recognitions

- Special commendation in 2017, Golden Peacock award for Excellence in Corporate Governance.
- Emerson Cup award for our IGBC-Platinum building at our Bengaluru East campus.
- Mindtree Kalinga campus received IGBC Platinum rating, and recognition by STPI and Odisha Government for green initiatives.
- NHRD award 2017 for best practice in building leadership in digital era.
- Placed in 'Working Mother and AVTAR 2017 Top 100 Best Companies for Women in India'.
- IFC, a World Bank organization, develops a case study on our childcare facilities.
- Mindtree received several awards and recognitions in different technological areas during the year. (Our Annual Report shares the details.)

Looking ahead

- The Mindtree Foundation continues to deepen its integrated models of social change, serving interconnected issues with a grassroots approach focussed on a chosen set of taluks, involving passionate volunteers from Mindtree.
- Ecological sustainability is expected to get a further boost as a result of using the new solar plants and IOT solutions for real-time resource monitoring. Other measures for resource efficiency across energy, emissions, water and waste are also expected to grow from strength to strength.

- The workplace is poised to become more engaging as a result of our digital learning platform and a host of other newly launched programs.
- Our business is poised to consistently deliver industry-leading growth. Our excellent growth trajectory, highly encouraging customer satisfaction scores, order bookings worth over USD one billion, our cutting-edge operation and delivery systems and a talent pool getting future-ready, place us in a confident zone.
- Our social, environmental and financial bottom lines would come together to create a 'Memorable Mindtree'.
- Mindtree has launched itself into integrated reporting, thus approaching the new frontiers of reporting and transparency.

Our sustainability

Top view

Chitra Byregowda,
Head, Sustainability and Diversity

Sustainability as a driving philosophy at Mindtree has been as old as Mindtree, with societal welfare being embedded into our mission right from inception. The journey of reporting started in 2012-13, based on the third generation GRI framework. We gradually evolved to GRI 4-Core in 2015-16, and to GRI 4-Comprehensive in 2016-17. We present here, our sixth annual sustainability report based on GRI 4-in accordance with Comprehensive criterion. The scope and boundary for our annual FY 2017-18 sustainability report remains the same as in our previous reports, with no changes in structure that may have any significant bearing on the report.

The journey in reporting has been valuable for us. Our stakeholders have encouraged and supported this journey in transparency.

Our esteemed customers have acknowledged our sustainability efforts shared through our reports.

With non-financial performance gaining ground as a strong driver for creation of long term value, relevance and trust, we are aware of the task ahead of us. As an organization, we have learnt to address sustainability in a more structured way, and are keen to evolve it further by adopting Integrated Reporting.

Mindtree strengthens its commitment to transparency and its evolution.

Mindtree's way of sustainability reporting presents our reports anchored by a theme which tells a story untold by the GRI framework. Over the years, we have shared the stories of individual responsibility, internal community impacts on sustainability, Mindtree as a learning organization and our spirit of volunteering. This report touches upon our passion for innovation for sustainability.

Do feel free to provide your feedback on this report.

Welcome to possible.

Overview

Mindtree Sustainability Framework

Workplace sustainability
- Diverse workforce
- Inclusive workspace
- Labour regulation
- Employee engagement

Mindtree sustainability framework

Governance and advocacy
- Policies
- Code of conduct
- Transparency
- Risk management
- Reporting and disclosure
- Financial compliance

Ecological sustainability
- Carbon footprint reduction
- Resource conservation
- Environmental legislation compliance
- Green infrastructure

Values guiding us

Honesty

Integrity

Fairness

Transparency

Sustainability enabling structure

CSR Steering Committee

CSR Board Committee

CSR Policy

Executive oversight on Sustainability: Vice Chairman and COO

Head of Sustainability

Advocacy platforms

CII — Confederation of Indian Industry

NASSCOM

FICCI

ASSOCHAM INDIA

BCIC — BC INNOVATION COUNCIL

Governance and advocacy

Global endorsements and adherences in sustainability

- OECD principles
- UNGC signatory
- NVG RBSEE
- The Precautionary Principle
- Internationally proclaimed human rights
- CDP
- BRR
- GRI-based sustainability reporting

Our sustainability policies

- Integrity policy
- Anti-bribery and anti-corruption policy
- Whistle-blower policy
- Prevention of sexual harassment policy
- Code of conduct for our people
- Code of conduct for suppliers
- Non-discrimination policy
- Equal remuneration policy
- Open door policy for communication
- Environmental health and safety policy
- CSR policy
- Maternity policy
- Reasonable accommodation policy

Governance and advocacy, a pillar of our sustainability framework, is built to empower us as a responsible business.

Do what is right and not what is convenient.

Act in the spirit of law and not just the letter of law.

Follow openness in our communication to all our stakeholders.

Provide complete transparency on our operations.

Sustainability at the board

Our board sets the direction for sustainability. The Vice Chairman and President is the leader in-charge of sustainability, including sustainability reporting. Our CSR Committee is chaired by our Chairman. Our esteemed board reflects a wide range of expertise and excellence across diverse domains, including business responsibility aspects, with members involved in social causes and contributions. We are yet to formally bring in an exclusive focus on EES (Economic, Environmental, Social) in goal-setting, selection, training, evaluation and remuneration of the board. EES aspects, at present, form a natural part of selection, leadership development and evaluation of performance of board members. Some of our top leaders carry EES goals as a natural part of their roles. (Please refer to our Annual Report for more details on our board-related disclosures.)

Board of Directors

Sl. No.	Director	Designation
1	Mr. Krishnakumar Natarajan, 61	Executive Chairman
2	Mr. N.S. Parthasarathy, 57	Executive Vice Chairman, President & COO
3	Mr. Rostow Ravanan, 47	CEO & Managing Director
4	Mr. Subroto Bagchi, 61	Non-Executive Director
5	Prof. Pankaj Chandra, 59	Independent Director
6	Ms. Apurva Purohit, 51	Independent Director
7	Ms. Manisha Girotra, 48	Independent Director
8	Mr. Milind Sarwate, 58	Independent Director
9	Mr. Akshaya Bhargava, 61	Independent Director

Notes:
1. Mr. V. G. Siddhartha, Non-Executive Director, resigned from the Board on March 09, 2018.
2. Dr. Albert Hieronimus, Independent Director, retired from the Board on April 01, 2017.

Audit Committee

Mr. Milind Sarwate
Chairperson

Ms. Apurva Purohit
Member

Mr. Akshaya Bhargava
Member

Stakeholders' Relationship Committee

Prof. Pankaj Chandra
Chairperson

Mr. Rostow Ravanan
Member

Nomination & Remuneration Committee

Ms. Apurva Purohit
Chairperson

Prof. Pankaj Chandra
Member

Mr. Subroto Bagchi
Member

Mr. Krishnakumar N
Member

Corporate Social Responsibility Committee

Mr. Krishnakumar N
Chairperson

Mr. Subroto Bagchi
Member

Prof. Pankaj Chandra
Member

Mr. Rostow Ravanan
Member

Mr. N.S. Parthasarathy
Member

Risk Management Committee

Mr. Krishnakumar N
Chairperson

Mr. Rostow Ravanan
Member

Mr. N.S. Parthasarathy
Member

Mr. Akshaya Bhargava
Member

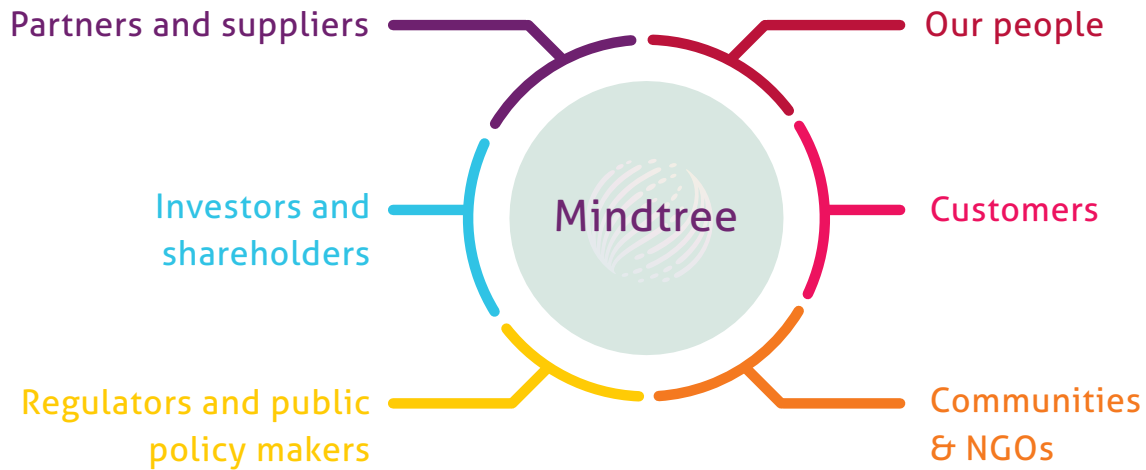## Administrative Committee

Mr. Krishnakumar N
Chairperson

Mr. Rostow Ravanan
Member

Mr. N.S. Parthasarathy
Member

Stakeholders and materiality

Our stakeholders

Our exercise of identification and prioritisation of stakeholders has shown us several segments to be constantly engaged with. The wide range of engagement platforms we have designed help us be in touch with their concerns and expectations in a two-way dialogue. These platforms also work as a source of critical stakeholder feedback for us. Mindtree keeps evolving these platforms periodically, revamping and refining them as per the needs and requirements of the stakeholders and the business. (Please refer to our key stakeholder engagement table in this section for a detailed view.)

EMPLOYEES

Ongoing Engagement

PeopleHub – content-rich intranet portal	Access to comprehensive organization-wide information encompassing all policies, practices, programs, people systems and applications
Genie	An online resolution and interaction platform for queries
Global Contact Center	24/7 Call Centre help desk for queries on employee benefits, payroll, expense reimbursements
Senior management interactions and webcast	New changes within the organization addressed during open house sessions by senior management
Blogs and discussion groups	Konnect - Mindtree's social platform
MindSpace	CEO wall - direct communication from the CEO

EMPLOYEES

Ongoing Engagement

MindSpeak	Dialogues on issues related to career progression and promotion, favouritism / discrimination, performance management. Attended to by the concerned People Function representative and brought to satisfactory closure.
Whistleblower	Ensuring a fair and equitable workplace: An opportunity to blow the whistle against anyone who bypasses the integrity norms of the organization.
Open door policy	For accessibility, openness and transparency in communication. One can reach out to anyone, including the Chairman of the Company, at any point in time.
Skip level meetings	Helps sort out concerns that one might not be comfortable discussing with the immediate manager.
Specific engagement events for different groups	Mindtree Minds celebrate their respective business function related events (e.g.: IMTS Bash, Mindtree Got Talent, Ethnic Day)

Periodic Engagement

MiVoice	Employee satisfaction survey
PACE – Performance Management System	Performance appraisal discussions (Annual) Formal mid-year review discussion (Half-yearly)
Award Functions	Chairman Awards (Annual) Pillars Awards (Annual)
All Minds Meet Open Sessions	A platform to interact with the senior management, ask questions and voice opinions (Quarterly) CEO interaction with middle management and above (Biannual)

CUSTOMERS

Ongoing Engagement

Project feedback through surveys

Customer visits

Periodic Engagement

Customer Experience Survey (CES) – CXO and Sr. level contacts (Annual)

Project Feedback Survey – Operational and Mid-level contacts (Quarterly)

Steering committee meetings for larger customers (Quarterly)

COMMUNITIES AND NGOs

Ongoing Engagement

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

PARTNERS AND SUPPLIERS

Ongoing Engagement

Operational reviews, vendor meets

Periodic Engagement

• Supplier satisfaction survey • Supplier / Vendor evaluation (Annual)

INVESTORS AND SHAREHOLDERS

Ongoing Engagement

Dedicated email id for investors, Stakeholder Relationship Committee

Newsletters on Mindtree website

Periodic Engagement

• Annual Report • Annual General Meeting

• Quarterly shareholder reports / updates • Investor / Analyst meets

REGULATORS AND PUBLIC POLICY MAKERS

Ongoing Engagement

Workshops

Panel discussions

Steering committees

Periodic Engagement

Participation in NASSCOM, CII events and other regulatory bodies

Issues material to us

At Mindtree, stakeholder feedback, concerns and issues flow in through various engagement platforms. We carried out an extensive materiality exercise in 2015-16 to arrive at and prioritize a set of key issues material to us and our stakeholders. Over the last two years, we have been revisiting and revising this set internally. For the year 2017-18, the issues pertinent to materiality saw a combination of consolidation and a few gaining more focus.

SOCIAL

* HIGH, MEDIUM and LOW denote level of concern with each issue

- People Focus
- CSR Projects
- Supplier Sustainability

- Employee Wellbeing
- Talent Development
- Diversity & Inclusion

- Vendor Engagement

ECOLOGICAL

- Green Energy

- Climate Change Stewardship

- Environmental Management Systems

ECONOMIC

- Delivery Excellence
- Automation
- Sales Transformation

- Agile

Goals on material issues: 2017-18

People focus

- Create a smarter workplace by enhancing people experience, using technology and simplifying policies and processes.
- Sustain the culture that Mindtree Minds value.
- Increase people satisfaction and reduce attrition.

CSR projects

- Sustain current programs.
- Make at least one CSR project to handover to the State Government.
- Get our CSR projects audited by third party.

Supplier sustainability and vendor management

- To drive sustainability as a key agenda point with supply chain partners.
- Identify enterprises comprising either minority or women entrepreneurs and engage them as local suppliers.
- Manage labour conditions, regulations and compliance, code of conduct and policies.

Employee wellbeing

- Engage Mindtree Minds with habits that promote wellbeing.
- Implement online campaigns to improve positivity and reduce stress.
- Identify and implement new activities that promote wellbeing and can also be extended to families of Mindtree Minds.

Talent development

- Groom talent by focusing on talent assessment and development.
- Build a leadership pipeline with a focus on on-boarding, integration and development of leaders.
- Create developers, full stack engineers, leads and architects as per organizational needs.
- Continue to add new genres/courses and implement learning policy.

- Create account/project packages for all major accounts and projects.

Diversity and inclusion

- Groom talent by focusing on diversity index.
- Engage men as champions for women's advancement.
- Identify part time jobs for second career women.
- Create a community and a buddy system for the differently-abled Mindtree Minds.
- Strategic focus on creating a pipeline of technology women in the mid-management level.

Delivery excellence

- Create a more proactive, productive and consultative global delivery model with deeper engineering expertise.
- Continue to focus on upskilling teams.

Sales transformation

- Prepare for engaging with customers with higher expectations from Mindtree and be mutually significant to clients.

Automation

- Adopt and manage the disruption brought about by automation with a humane approach.

Agile

- Make Mindtree a more agile organization.

Environmental focus

- Achieving 20% solar energy component in the overall energy mix, in the medium term.
- Continuous reduction in resource consumption: per capita energy, GHG emissions and water consumption, and increase in waste management efficiency.
- Continue to ensure stringent environmental compliance.

Our innovation
for sustainability

Overview
Innovating on social change, people learning and environmental processes

Mindtree is committed to sustainability and recognizes innovation as a path to achieve it. Innovation for social and environmental sustainability is a form of innovation that is of special significance. Sustainability innovation occurs in Mindtree spontaneously, just as social responsibility is naturally embedded in our vision.

Our Finance function perspective recognizes and encourages innovations in social and environmental value creation, and is a strong supporter of sustainability innovations.

This stance, we believe, is an important enabler for sustainability innovations. This is because sustainability cannot thrive in an environment where economic considerations are seen as a trade-off instead of as a complementary endeavour.

Innovating for our people
YORBIT- a digital innovation for learning

New technology trends, especially automation and artificial intelligence, are posing both risk and opportunity disruptions for organizations. While organizations are gearing up to get future-ready on new capabilities, there are concerns surfacing on skill redundancies. Organizations owe a responsibility to their employees to mitigate these concerns.

Mindtree has leveraged technology as a medium to mitigate these risks. In 2016, we launched YORBIT, our digital learning platform

to up-skill, re-skill and multi-skill our talent pool, across the globe, on a continuous basis. In 2017-18, the platform has grown both horizontally and vertically, by adding many new courses and also going deeper into several areas, taking our virtual learning component to a whopping 82% of all learning initiatives.
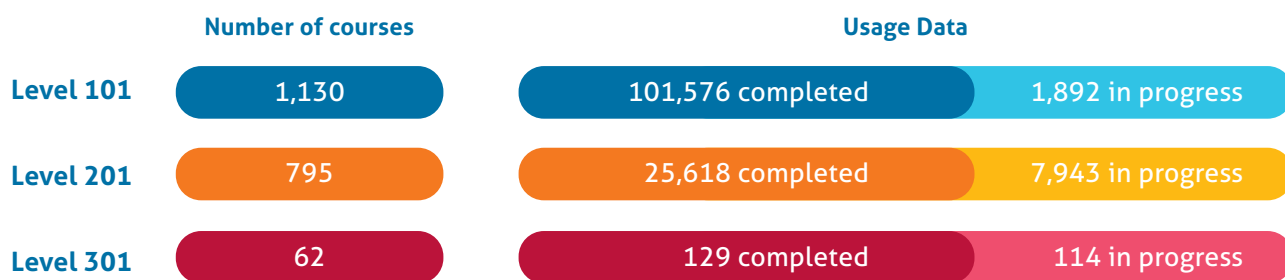
YORBIT is unique in that it allows learners to learn at their own time, place and pace. Being virtual, it eliminates constraints of location and time, and allows all Mindtree Minds, across

the globe, to reap the benefits. Learners are encouraged to select their own courses from a wide selection of technology, engineering, consulting, domain, business and leadership genres.

Courses in YORBIT are structured as bite-sized modules, which allow for easy assimilation. They are organized as 101, 201 and 301 courses based on the depth of the skill that they cover. This is supplemented by our CloudLab which allows users a safe environment to practice and apply their learning.

YORBIT has also got account and project level courses, specifically designed to meet the learning needs of customer projects and accounts.

With multiple benefits built into its design, it is not surprising that our people have taken to YORBIT in such a big way. We have received numerous positive feedback validating that YORBIT has been making a significant impact on learners and their careers.

	Number of courses	Usage Data	
Level 101	1,130	101,576 completed	1,892 in progress
Level 201	795	25,618 completed	7,943 in progress
Level 301	62	129 completed	114 in progress

Innovating for communities
Samruddhi Abhiyan - a model in social innovation

The Mindtree Foundation has been pursuing its focal themes of support for education, disability and sustainable livelihood in the rural regions of India. With our taluk-based approach, and often linking our themes for integrated solutions, we strive to bring in sustainable social transformation.

Our in-depth work in Kanakapura taluk of Karnataka led us to a first-hand witnessing of how health, hygiene, fitness, sanitation, culture and environment are all interconnected with poverty, education and livelihood. We reflected on the need for more integrated models. We were also keen to strengthen Swachh Bharat agenda in the rural areas.

The result was Samruddhi Abhiyan. (Samruddhi stands for 'abundance/prosperity' in Kannada language.) The model combined education with health and fitness, sanitation and hygiene, culture and environment. It included multiple stakeholders and beneficiaries. The idea was to empower 13,395 rural children with right knowledge and avenues to create and inspire sustainable environment. A physical survey of 161 schools in the taluk provided the baseline. We announced a contest among schools as an incentive for the behavioural change intended. Bringing in the technology lever, we developed an app for the schools to upload their activities and progress. Screening, short listing and physical verification followed. Advocacy, dialogue, engagement, collaboration, competitive spirit, monitoring, and finally, awards and recognition came together in this exciting project.

The on-the-ground changes spearheaded by rural children and the enthusiasm they displayed for the cause, were heartening. A grand ceremony was held to honour the winning schools. The project caught the attention of the government and was recognized as a role model for social transformation. The State Government has now adopted our model to scale it up further across the State, touching the lives of several hundred thousand children.

Sustainability innovations need to be accessible, replicable and scalable to be able to impact society and environment. They also need to be integrated in thought and design, to begin with.

Innovating for our resources:
IoT-enabled buildings to enhance productivity

At Mindtree, we have always believed in application of our technological expertise to create sustainable solutions that contribute towards making our planet green and clean. We are poised to implement 'Gladius Connected Buildings', a full-fledged building IOT solution, which will integrate all aspects of building management systems with the IT systems.

The solution developed after two years of groundwork, turns buildings into smart buildings by automating, measuring and monitoring different systems to deliver user comfort increasing productivity, apart from delivering increased energy efficiency and life expectancy of assets. It works on the principle of 'connect-collect-compute-control', and is executed in a phased and sequential manner. The connect part involves building a robust and secure device infrastructure for data gathering, rule based filtering and granular data of usage and consumption details. Availability of hardware, maintenance, data, equipment sourcing and support are ensured 24/7 here.

The collection part involves gathering the data from the assets and creating digital twins with categorized data. As part of this step, consumption data and asset operational information are stored categorically for ease of analysis and anomaly detection.

The compute component of the system involves remote monitoring and predictive diagnostics. System learning and customized programming generate alerts and improve utilizations resulting in cost benefits. Early detection of wear and tear, failure forecasting and performance engineering bring in enormous efficiencies by enhancing asset life. Proactive maintenance and engineering interventions bring in better control further resulting in streamlined operations.

Real-time corrections and adjustments in ambient temperature, freshness of the air, humidity levels — all have a subtle but definite effect on the physical and mental comfort of the people engaged at our workplace. IOT has the potential to deliver many innovative solutions. At Mindtree, we customize it to enhance our people comfort, wellbeing and productivity, and at the same time, make our systems more energy efficient and increase asset life.

Our communities

Top view

Abraham Moses
Head, General Manager,
Mindtree Foundation

Mindtree's CSR initiatives are unique. Articulated as a part of Mindtree's mission to make societies flourish, CSR at Mindtree is non-strategic in intent, and anchored on grassroot work with direct involvement of top leadership.

The Mindtree Foundation uses a taluk-based approach to development initiatives for better focus and to string several themes within a taluk. The purpose is to serve our chosen causes in an integrated way. The ground level experience gives us a sense of interconnection between issues and spurs us to offer integrated models. We have been successful in linking disability, education and livelihood in need-definitions and our integrated projects have strived to meet these multiple need gaps.

CSR needs integrated models and social innovations.

We have gone a step further now, innovating on our model, bringing in new themes and needs which are related to our central vision. Samrudhhi Abhiyan, our new project in Kanakapura, enmeshes our formal themes of education, poverty and health with national themes such as cleanliness (Swacch Bharat) along with culture, sports and environment. With thousands of rural children engaged in the program and diverse rural stakeholders participating as well, our project has received the Karnataka State Government's appreciation, which has adopted our programs and spreading across the Government schools in Karnataka. Another important factor for the success of our social interventions is the shift we enabled in the common public from the role of mere recipients of benefits to that of active stakeholders. This is possible only through the long-term relationship and trust we build with the society.

Our regular projects, with the support of our valuable NGO partners, continue to grow their roots in states across India, thereby making a difference to the disadvantaged segments of society.

Welcome to possible.
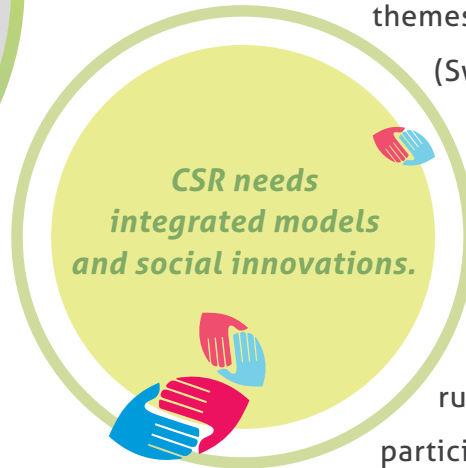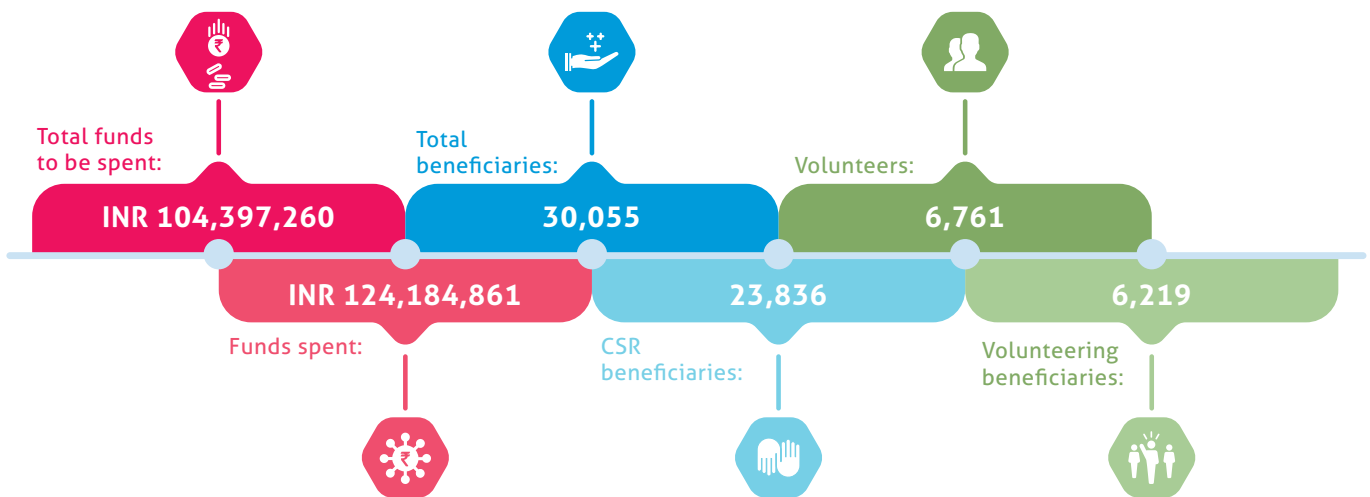
Overview

Total funds to be spent:
INR 104,397,260

Funds spent:
INR 124,184,861

Total beneficiaries:
30,055

CSR beneficiaries:
23,836

Volunteers:
6,761

Volunteering beneficiaries:
6,219

- Launched Samruddhi Abhiyan in Kanakapura, Karnataka
- Launched livelihood interventions for 125 women prisoners in Karnataka

- The 18th NCPEDP - Mindtree Hellen Keller Awards recognized 10 exemplary achievements in the field of disability

Leveraging technology

DIGNI⦿
Digital Nethra for Eye

DIGNI⦿ is an assistive technology solution which has the goal of transforming the lives of a million visually impaired children by 2020.

Mindtree developed the prototype of this product over several years. It was presented to Arvind Eye Hospitals in 2017-18. Arvind Eye Hospitals came in to support Mindtree in 2015 to support the concept by validating and testing the product on the ground.

DIGNI⦿ is an Android application software. A smart phone fixed on a fixture captures the page of printed text and sends the audio to the headset of the low-vision or visually-impaired user. Currently, it is only available in English language. The innovation is set to develop further by converting charts, diagrams and pictures to audio for the benefit of the visually impaired children. We also plan to launch the product in 23 Indian languages, going forward.

VIKAS
Visual Intervention Kit with Analytics for Special Children

The kit VIKAS, developed under the leadership of Mindtree Foundation helps parents or caretakers of children with Cognitive Visual Dysfunction (CVD) to conduct optical and perceptual function exercises at affordable prices at home. The prototype was presented to Arvind Hospitals, our partners for specification definition, validation and testing.

Mindtree Foundation which works closely with children with disability is keen on taking this assistive technology product further to transform the lives of children with CVD.

School of Possibles, Mindtree Kalinga: Taking sustainability to children, teachers and parents

Our learning and development centre at Kalinga campus is host to several CSR contributions, hugely enabled by our Mindtree volunteers. Under a new initiative called School of Possibles, we extended our unconventional and creative learning models beyond our Campus Mindtree Minds.

Children in the age-group of 4 to 15 years, teachers from urban slum and rural schools and parents were offered workshops designed for each segment.

Children's workshops, most of them about a week long, had usefulness, sustainability and entrepreneurship as themes. A large number of activities had people such as gardener, housekeeping staff, chef and hospitality staff as mentors. The little minds say they would love to come back for more.

Nurturing the grassroots: The Mindtree Foundation way

Rise in our beneficiaries

Total Beneficiaries	Volunteers Program Beneficiaries	CSR Beneficiaries	Volunteers	Total Fund (INR)
Annual Plan (2017-18)				
30,613	5,500	25,113	3,400	78,508,740
As on end of March 2018				
98%	113%	95%	199%	62%
Achieved in 2017-18				
30,055	6,219	23,836	6,761	48,665,804
-	-	-	-	-8%
Plan for 2018-19				
22,500	5,500	17,000	3,400	72,500,000

CSR Projects & Focus Areas

18 CSR Projects

3 Livelihood
5 PwD
10 Education

CSR Project Locations ▶▶▶
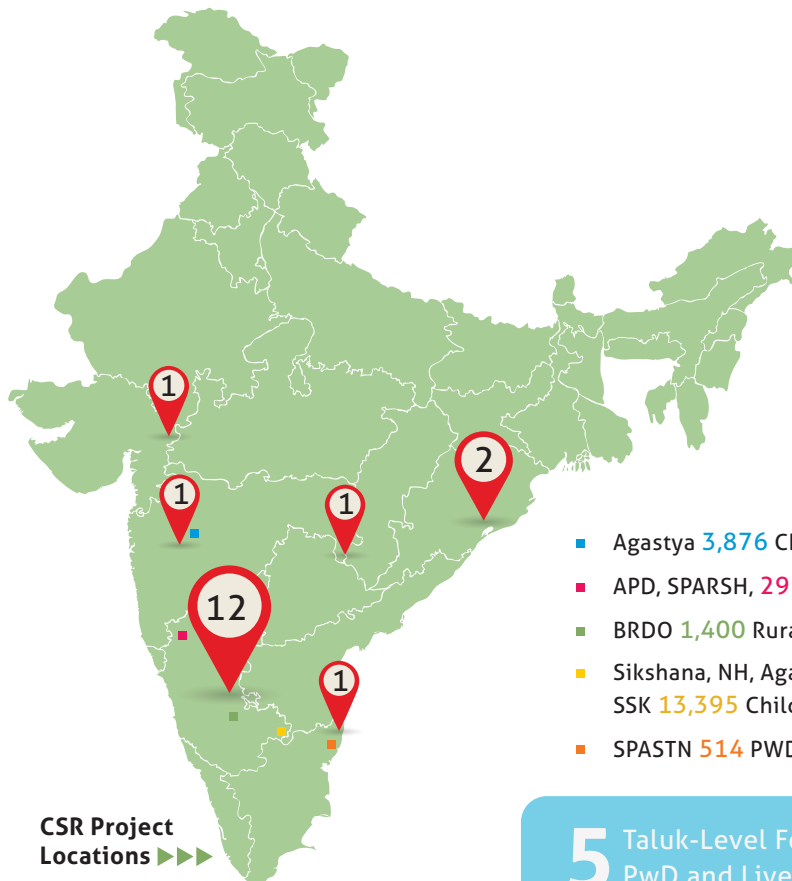
- Agastya 3,876 Children, Pune
- APD, SPARSH, 291 CWD, Bijapur
- BRDO 1,400 Rural Youth, Korategere
- Sikshana, NH, Agastya, Edzilla, SSK 13,395 Children, Kanakapura
- SPASTN 514 PWD, Tiruvallur

5 Taluk-Level Focus on Education, PwD and Livelihood

Education

90,456

students benefitted.

25,710

rural students got hands-on exposures in Science.

1,516

children with learning difficulties improved their hope and confidence.

Year 2017-18

13,395 students are motivated to learn basic Mathematics and Kannada in the entire Kanakapura Taluk, Karnataka. On an experimental basis, Mindtree Foundation and Sikshana start working with Government of Karnataka to scale up this program across Karnataka State.

6,000 students are provided with opportunities to do hands-on experiments in elementary school Science in Pune, Maharashtra, through Agastya, and in Kanakapura Taluk in Karnataka.

232 students with learning difficulties are identified and provided with special coaching to improve their learnability in Kanakapura Taluk, Karnataka, through SSK.

800 students from 5th to 7th standard are provided with opportunities to learn Mathematics and Science through tablets and technology platforms in Kanakapura Taluk in Karnataka (through Suvidhya).

175 students from 7th to 10th standards are provided with special coaching in Maths, Science, English, Social Studies, and Kannada subjects from 10 villages around Bychapura in Koratagere Taluk, Karnataka (BRDO).

26 students are provided opportunities to pursue their medical education and become doctors from Kanakapura Taluk, Karnataka (Narayana Health).

Sustainable livelihoods

5,996
people trained in
various livelihood skills.

2,294
people are
self-employed.

774
people are placed in BPOs,
Government outsourced agencies
and garment factories.

Year 2017-18

1,400 rural youth are provided with livelihood skills such as computer data entry, tally, tailoring, embroidery, electrical motor winding and wiring at Bychapura and Koratagere, Karnataka. This program with BRDO covers the entire Koratagere Taluk.

125 prison women are trained to earn livelihood in mushroom, watermelon cultivation, computer data entry, tailoring and embroidery which helps them earn remission from their tenure of punishment.

52 urban poor women, youth and children are provided entrepreneur skills and computer education to create sustainable livelihood opportunities in Bhubaneswar, Odisha, with UMBC partnership.

40 urban poor women are provided with livelihood skills needed to teach and nurture children from Balavadis in Bangalore, Karnataka, through KSCCW.

Support for people with disability

317
children received mobility aids.

847
children received corrective surgeries.

774
children enrolled in schools.

5
barrier-free schools brought up.

Year 2017-18

291 rural children with disabilities are provided with mobility aids, corrective surgeries, physiotherapies and access to school education at Bijapur Taluk (through APD).

514 rural children with disabilities are provided with early interventions, home based physiotherapies at Tiruvallur Taluk, Tamil Nadu (SPASTN).

75 children with disabilities are provided with education fees, corrective surgeries, assistive devices and physiotherapies in Bangalore, Karnataka (KSCCW).

247 intellectually challenged youth with less than IQ-60 are trained in computer data entry operations to earn their livelihoods through 12 centres from Andhra Pradesh and Telangana (AMBA).

237 rural unemployed youth including people with disabilities (1,000 in five years) are provided with livelihood skills at Bhubaneswar, Odisha (Gram Tarang).

Our planet

Top view

Padmanabhan Kannan

General Manager, Administration and Facilities

Ecological sustainability is one of the three pillars of sustainability framework of Mindtree, and resource efficiency is a key goal to pursue. Sustainability is about the environment and also about smart business. Our relentless efforts at resource optimization, particularly in the last 2-3 years, have not only helped the cause of resource conservation but also brought in direct benefits to the bottom line. Our savings on energy costs alone add up to more than 20% year on year.

With our solar power plans taking off at Mindtree Kalinga in 2018 and our Pune location following suit, we are confident about being able to meet our goal of 20% solar energy by next year.

Our efforts at using data analytics for resource efficiency have begun to bear fruit. The endeavours have been a combination of technological innovation and process innovation.

Sustainability is about the environment as well as business benefit.

Making the green convenient and attractive is the real pursuit of sustainability. At Mindtree, this task forms an overarching goal. While we are constantly developing ways to boost behavioural aspects of going green, we visualise 'occupant comfort' as one of the key outcome goals for our IOT infrastructure. The real-time monitoring and remediation of indoor temperature and air quality made possible through IOT, we believe, would have a subtle and significant impact on the comfort of our people.

Welcome to possible.

Overview

Energy per capita improved to 167.25 kWh/FTE/month from 170.74 kWh/employee/month in the previous year.

Water consumption per capita decreased from 1.02 kl/employee/month to 0.85 kl/FTE/month. Absolute water consumption decreased as well.

GHG emissions per capita decreased from 2.29 tons CO2e/employee/annum to 2.17 tons CO2e/FTE/annum.

Renewable energy: 61% of our overall energy needs are being met from renewable energy (100% Hydro at our West and 69% solar at our Whitefield, Bengaluru campuses).

Waste generation decreased from 398,342 kg to 362,676 kg; we recycled 89% of our waste generated.

Investments in environment initiatives: INR 4,024,069

Our IOT platform gets ready for real-time resource monitoring.

Bengaluru East campus gets IGBC certification and the Emerson Cup award.

An additional building at Mindtree Kalinga campus comes under process for USGBC certification.

Mindtree Kalinga gets IGBC Platinum, and recognition by STPI and Odisha Government for green initiatives.

550KW solar plant at Mindtree Kalinga to take off in 2018. Pune location to follow suit.

A green accolade:
Emerson Cup award for our Bengaluru East campus.

The year 2017-18 saw our IGBC-platinum rated project at Bengaluru East campus winning the prestigious Emerson Cup 2017 in the 'IGBC Green Existing Buildings Category'.

The Platinum rating stands for global leadership in green buildings, and the Emerson Cup award looks at criteria: improved energy performance; onsite renewable energy; offsite renewable energy; carbon dioxide monitoring and control; thermal comfort, indoor temperature & RH; heat island effect for roof; eco-friendly landscaping practices.

Our Bengaluru East campus has been a work of innovation in design and resource efficiency led by our Infrastructure team. The combination of features we have built in, such as heat recovery, precooling and VAV (variable air volume) methods, and the entire HVAC system being monitored through the building management system, provide multiple benefits in terms of energy consumption, bottom line savings and increased occupant thermal comfort.

With CO_2 monitoring and control in place, 92% of the exposed roof covered with high SRI (Solar Reflectance Index) roofing panels and vegetation, and 91% of the total landscape having been greened with locally adaptive species of plants, our work shows a high level of performance across the criteria set by the Emerson Cup.

More importantly, we have the satisfaction of conserving the scarce resources of the planet while managing people comfort and achieving good returns on investments. Green buildings are all about multiple benefits on multiple bottom lines, the crux of sustainability, and the award is a testimony to our conviction and relentless efforts.

Preserving resources

Energy conservation

- Energy performance per capita improved in the year.
- Best practices were implemented, through which we were able to save over 18.13 lakhs units per annum with a net cost savings of over 14.51 M INR.
- 2.51 million units of solar power wheeled back from off-site source to our East campus, Bengaluru, meeting 69% of requirement, reducing cost by INR 5.26 million and saving 2,181 tons of carbon emissions.
- Solar water heating system was implemented which helped in avoiding the usage of electricity by 3.10 lakhs units, reduction of cost by 2.19 M INR and reducing the carbon emission of 284 tons.
- Our past investments in LED, battery monitoring systems with sensors, magnetic tapes in chiller pipes and other initiatives continue to give us benefits. A total of 10,500 LED fittings have helped save 50% of our total lighting consumption.
- Package AC unit which works with refrigerant was replaced with water-based air handling units which work with

Emissions reduction

- GHG emissions per capita reduced in the year.
- Our efforts at reducing energy consumption and our use of clean power consistently try to contain emissions. Our proposed steps in solar power will further cut down our footprint in the years to come.

centralized water cooling system. This has resulted in energy saving of 4.3 lakhs units per annum and reduction of CO_2e by 390 metric tons.
- A small step such as using heat resistant paint in our cafes has brought in considerable energy savings.
- Our drive to reduce the use of paper and printing through increased digitization continues as ever. More than 1,500,000 sheets of paper were saved in nine months alone by avoiding printing.
- Replacing desktops with laptops gave us additional power savings.
- We have seen a significant reduction in our energy costs over the previous year in our headquarters.
- The use of IOT from 2018 onwards is expected to bring in further energy efficiencies.
- Our advanced lighting management system gives us additional 2% to 3% savings in energy.

- Installation of Ultra Violet Germicidal Irradiation (UVGI) in HVAC system has benefits in terms of multiple sustainability impacts such as better heat transfer, better air flow and indoor air quality, less energy, emission and costs.

- A range of plans is underway for reducing travel/commuting footprint. Our talent acquisition procedure is making extensive use of WebEx platform for interviewing a large number of candidates, thus cutting down on travel related emissions. Shifting our guest houses closer to our location has helped as well. Business travel continues to be under scrutiny in order to control the carbon footprint.
- Our business travel decreased marginally.
- Employee commuting continues to be supported with Common Bus System at our headquarters. All our efforts at promoting eco-friendly commuting, including cycling and metro connectivity continue to encourage lower emissions at individual levels.
- Air emissions and Ozone depleting substance emissions decreased over the previous year.
- Usage of mud bricks instead of burnt bricks for on-going projects reduces our carbon footprint.

Water management

- Water consumption, both in absolute terms and per capita, decreased.
- Our water management is anchored on recharge-reuse-recycle approach.
- Water drawn by us is recycled at our RO plant. The treated and desalinated water is used for chiller cooling tower. This has helped reduce ground water usage by 1,200 KL per month. It has also further reduced our dependency on water supply by 12.5%. Converting tertiary treated water to potable water through UV RO plant which is being used for HVAC operations has also considerably reduced our dependence on groundwater.
- Our dependence on water purchase has come down by 33% at our Bengaluru West location. Excess water from our rainwater harvesting system is used for recharging the ground water table. To our good fortune, the water table has risen in the surrounding areas as well. As a result of this, the water processing costs have come down. RO-rejected water volumes have dipped from 60% to 20%, increasing the reclaimed water to 80%.
- Filtering of STP-rejected water enables us to reuse it for purposes such as gardening, landscaping and restroom flushing, thus optimizing our water consumption.

- Waste generation in absolute terms decreased; waste recycling is stable.
- Our food composting systems introduced organic converter/digester last year. This year we invested in a shredder machine to better use garden waste for composting. Mindtree continues to improvise its processes year-on-year.
- A large part of the solution lies in cutting down waste generation, and we are performing well in that direction with the volume reducing by 9%.

- Shifting away from the use of disposables has reduced our solid waste volumes considerable. (Mindtree has moved back to conventional steel cups and cutlery, as a measure of commitment to sustainability.)
- Our efforts at stringent waste segregation has been more effective in 2017-18.
- Cafeteria management system at our Mindtree Kalinga campus started analysing real-time food waste.

Renewable energy

With our East campus at Bengaluru running 69% on solar energy and West campus at 100% hydro, our overall energy needs being met from renewable energy stands at 61%. Our goal of reaching 20% of total energy through solar is backed by a strong commitment. We are extending our clean energy plans to other locations. Mindtree Kalinga campus would have a 550KW solar system with best technology based on monocrystalline panels in 2018 and is all set to meet 30% of the energy requirements. We propose to introduce 300KW solar plant in our Pune location as well.

Our supply chain

Our supply chain approach follows a local sourcing approach as a responsible practice and as smart business. Our supply base being predominantly local at locations of purchase brings in price and time efficiencies. Our supplier code of conduct keeps issues of human rights and labour violations at bay.

Grievance mechanisms are well placed to capture issues as they arise. Our policy has an emphasis on minority vendor on-boarding. We are glad to encourage women-based enterprises in our supplier base.

A small survey we conducted in 2017 February has given us ideas on refinements needed, and we plan to conduct a larger survey in 2018-19 to include larger segment of our suppliers in the feedback and dialogue.

The year 2017-18 saw us putting in methods and measures for increasing price efficiencies and rationalizing our vendor classification among tiers and sub-tiers. Procurement at Mindtree initiates, supports and executes sustainable purchases. We initiated an AI-based tool for efficient workforce management, bought cycles as green commuting options for our people, state-of-the-art building management systems, and a host of green purchases such as organic textiles and more sustainable carpets. Replacing conventional purchases with more sustainable options has been an ongoing journey in the last few years, and the last year was no exception.

Our people

Top view

N.S. Parthasarathy
Executive Vice Chairman & COO

Being an information technology Company serving customers across the globe, it is essential for us to apply and leverage technology internally in ways that benefit not only bottom lines but also people and the environment. YORBIT, our digital learning platform and IOT, our technology path to resource monitoring are illustrations of this internal vision.

Going further, as a part of our deepened vision for technology, we want to see technology go all pervasive at Mindtree, touching every function, changing day-to-day work-life of all people. This year, all functions at Mindtree are going to see pursuing problem-solving on changing themes through technology, with able support of tech professionals within the organization.

Innovation, technology and people form the integrated vision at Mindtree, with innovation coming from people, technology making it come alive and people benefiting in multiple ways from this integration.

People, technology and innovation form an integrated whole in Mindtree vision.

Mindtree is aware that while creativity is natural, innovation needs to be enabled. We create the environment for innovation to take place across the organization and do not believe in relegating it into a function.

Gender diversity would be pursued constantly as an important agenda under the people function at Mindtree, and our entry-level focus on women uptake and leadership program for our Lady Mindtree Minds would continue to strengthen our endeavour in our vision for gender diversity. Gender pay adjustment is a new area we are exploring now, the reporting data having sensitized us to the gap.

Having evolved our journey in sustainability reporting over the last six years, we are now taking it to Integrated Reporting.

Welcome to possible.

Overview

YORBIT, our digital platform significantly enhances virtual learning at Mindtree.

127,323 educational courses taken by our people on YORBIT.

Osmosis, our annual technology festival, showcased experiential solutions.

Two leadership programs merged for better integration.

Introduced oZone, a technology-based opportunity finder for our people within Mindtree.

29.5% women in our talent pool.

We launched Diversity Index for better monitoring of the agenda.

46 people with disability are mainstreamed in our organization.

Placed in 'Working Mother and AVTAR 2017 Top 100 Best Companies for Women in India'.

IFC, a World Bank organization, does a case study on our childcare facilities.

NHRD award 2017 for best practice in building leadership in digital era.

Mindtree accorded with Gold level of recognition in the 2017 Healthy Workplace Awards, given by Arogya World India Trust in partnership with Public Health Foundation.

Our talent pool

Our culture recognizes our people as 'people' and not 'employees' or 'resources'. Nurturing them and enabling them to succeed, forms a key aspect of our culture.

Our talent pool continues to gain from our constant endeavours at nurturing our people. Learning is a key part of people engagement at Mindtree. The learning opportunities we offer to our people are one of the key factors behind our relatively low levels of attrition.

Our digital learning platform YORBIT has further enhanced the learning opportunities this year. (Refer to our theme story for details).

2017-18 saw yet another initiative to inspire and challenge the potential of the star performers at middle level. Our leadership journeys draw learnings from unusual sources and are aligned to our strategic priorities for building a Memorable Mindtree. Building an emotional infrastructure is a crucial part of leadership at all levels. The 'First Five' program was conceived to create a strong organizational bond for campus hires through their first five years in Mindtree. The blueprint of this program is ready for launch this year.

Our top talent continues to be recognized through our Pillars program while Team Magic Tool gets busy with measuring the impact of the Pillars program to make it more meaningful and impactful.

We piloted the **Future Leader** learning program for mid-management leaders to trigger and sharpen the entrepreneurial streak, exposing them to critical components of entrepreneurship. Structured as an exciting journey of deep-seated learning, co-creating solutions to apply to live projects.

While we constantly work on refining our learning programs, our **Enterprise Leadership Program** for Senior Management had another successful engagement with global leaders coming together at Mindtree Kalinga and working on CXO-defined, action learning projects on current and future business

opportunities. The program had a mix of business, technology and delivery leaders being groomed to climb further echelons of leadership.

In parallel, **Exuberance**, our exclusive leadership grooming program for lady Mindtree Minds touched another batch of high potential leaders and gave them exposure to cross-functional knowledge, mentoring and coaching by top leaders, nudging members into unfamiliar and challenging zones and prepare them for future leadership roles.

The year saw us creating an internal pool of faculty for **Behavioural Learning Programs**, developing country-specific courses in culture for our delivery teams, and also launching 'train the trainer' workshops in the USA for our senior leaders who would facilitate behavioural leadership programs.

Mindtree Kalinga (our Global learning and development centre at Bhubaneswar) brought our young Campus Minds in close interaction with our top leaders for guidance and several industry-connect talks and visits for inspiration. Top talent from our Campus Minds are in for a five year long journey to be groomed for lead roles, which would also reduce lateral hires. Our Campus Minds come with a good cultural fit with Mindtree, and we want to leverage it further, anchoring them on a well-crafted emotional infrastructure platform.

Our leadership journeys draw learnings from unusual sources and are aligned to our strategic priorities for building a 'Memorable Mindtree'. Building an emotional infrastructure is a crucial part of leadership at all levels.

Our philosophy

- Horizontal & Vertical Development
- Each person's development
- Collective Leadership is spread through the networks
- HR as an enabler of environment
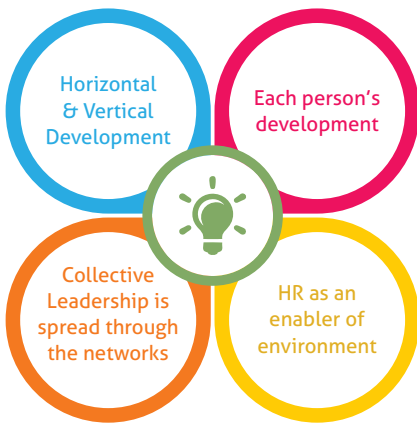
Our principles in designing leadership journeys

- Learning from unusual sources
- Individual Experiences/ Stretch Assignments
- Learning from external Experts/Peers
- Real-Time Strategic Projects/Experiences
- Real-Time Customer Challenges

Saved $60 million in reinsurance costs
Next-generation global exposure solution.
40+ million customers.
160+ countries.

150 million passengers fly safe
Flight planning system
130+ airlines
13,000+ flight plans

Millions of passengers travel efficiently in two European countries

MINDTREE 3.0

PROGRAMS
- Young Leaders - Pillar
- Enterprise Leadership
- Future Leadership- Lead and Exuberance
- Top Management

LEADERSHIP VISION
- Global Leaders
- Cultural Champions
- Expertise/ Depth Led
- Impact on Communities

EMOTIONAL INFRASTRUCTURE
- Proximity
- Support Network
- Exclusivity
- Rituals
- Conversation

Feedback and development form two key aspects of our performance management approach. We moved away from performance ratings for mid-levels, two years ago. In 2017-18, we introduced mid-year review for all our people, focusing on mid-year feedback (no ratings) in a forward-looking mode. Individual Development Plans which are self-driven by individuals open an opportunity for Mindtree Minds to co-create professional and personal growth.

Career Scape

Our career planning initiative has been revived in 2017-18 after an in-depth research. An extensive role repository customised for Mindtree and driven through a portal, has brought in greater role clarity and purpose. With performance ratings abolished at certain levels, role clarity and goal setting has assumed greater significance. Using role descriptions, Career Scape provides a landscape of career map, empowering Mindtree Minds to pursue prospective career opportunities. Our relentless research into this domain has now begun to accrue benefits across several areas and functions of the organization. Career Scape serves as a platform for long-term employee engagement initiative.

Arboretum

Our induction space for lateral hires revamped its programs in 2017-18, keeping them comprehensive and efficient. At the same time, we have introduced new e-learning modules at senior levels, calendarized CXO level interactions for newcomers and brought them into a plethora of engagement and enculturation initiatives. Experiential, personalised and culture-steeped modes of induction have characterized our endeavours.

Osmosis

Osmosis, our annual technology festival showcases the best technology solutions in the organization. This event is one of our Knowledge Management initiatives. This year Osmosis featured four tracks designed around the 'Future of Technology' and the 'Future of Engineering'. The **DevOps hackathon**, at account level competition, shortlisted 15 ideas at account levels, which will be developed further as solution accelerators. The **Techie of the Year** contest had our best technologists competing, using latest technologies such as machine learning, computer vision and augmented reality to create solutions in areas such as video analytics, sentiment analysis and phygital retail. **Tech-talks** featured external experts addressing us on new age subjects such as AR/VR, NLP, Cognitive Computing, AI, and so on. The **K-Safari** event, showcased Mindtree solutions where idea stalls became experiential zones, bringing in novelty and a real-life feel to the solutions demonstrated.

Engaging our people

A multitude of platforms and approaches come together at Mindtree to involve Mindtree Minds in a valuable engagement.

Our various learning programs (detailed earlier in the section) are invaluable tools of engagement with our people. New initiatives keep emerging, bringing in novelty and evolving approaches. Our Lead program and oZone illustrate our ever-evolving programs in learning and development.

As a part of our intent to transform Mindtree into a next-generation 'uberized' workplace, we launched oZone (opportunity zone), a technology-based platform that enables Mindtree Minds to upload their skills and experience, explore opportunities within for the next move and find suitable assignments. Thousands of opportunities get created and used through the platform, creating an agile, connected and dynamic workplace.

Our Spot On program continues to spot excellence in performance and recognize and reward it. Chairman's Awards continue to identify and celebrate individual achievements that have had a large impact on Mindtree and inspires all Mindtree Minds. Our employee wellbeing focus and the range of initiatives that comes with it further boost the engagement levels.

We are channelling all our internal data onto a single platform, MindSight, to be able to have a dashboard view of any topic for planning actions and interventions. We have further simplified goal-setting, for the benefit of our people. A plethora of engagement platforms are kept active at Mindtree to keep our internal stakeholders engaged deeply. (Refer to our stakeholder engagement table for a sample of platforms.)

Employee wellbeing

Our workplace is designed to offer a healthy and safe environment. OHSAS certification of all our locations, our health and safety policy, and a plethora of policies go a long way in ensuring employee wellbeing.

Refer to our data tables for GRI related disclosures on performance on health and safety.

Health Mind Healthy Body

Mindtree accorded with Gold level of recognition in the 2017 Healthy Workplace Awards, given by Arogya World India Trust in partnership with Public Health Foundation.

Our health and wellbeing initiatives span diverse programs such as health camps, webinars, wellness and counselling sessions and so on. The year 2017-18 saw Mindtree Minds increasingly making use of these programs over physical, online and digital platforms throughout the year. Towards the end of FY 2017-18, we launched a booster program in February in the form of a Wellness Week focussing on holistic health and fitness, with initiatives across physical health and

fitness, psychological wellbeing, diet and nutrition, mindfulness and so on. 'Happy Mind, Happy Lives' was an additional campaign we ran during this time.

Our digital initiative on healthcare, powered by zoojoo.be saw involvement of 11,429 active users taking up 11,701 challenges during the year. *Refer to data annexures for details.*

Diversity

To help meet our gender diversity goal (35%), our talent acquisition initiative has been pursuing women recruitment target and achieving 49% campus hires as women for the last two years. The avenues we have created for second career women and women returning to work after a hiatus, will help boost the numbers. The diversity index launched in 2017-18 is designed to monitor our performance against our goals. Our MiLady app keeps women on leave connected with our organization and engages Lady Mindtree Minds in several beneficial ways. We launched a unique initiative, Unconscious Bias Training, with 'men as champions', where business leaders sensitize others on unconscious bias towards gender. To promote regional diversity in the workplace, local language classes were started in Bengaluru, Chennai and Pune where close to 300 Mindtree Minds learnt the local language.

Our policies and practices are oriented towards supporting working mothers, and we are recognized for our stance on this imperative.

- We are placed in 'Working Mother and AVTAR 2017 Top 100 Best Companies for Women in India'.

- All our locations have childcare facilities, either on-premise or within a 500 metre distance.

- Significant investment has been made to offer day care services for children of our employees in all Mindtree locations at close quarters.

- IFC, a World Bank organization, conducted a detailed study of our childcare facilities and published a case study in 2017.

Our Diversity Charter

Ethnicity / Nationality

People with **D**isabilities

Gender

Sexual Orientation

Our business

Top view

Jagannathan Chakravarthi Narasimhan
Vice President, CFO

Sustainability is about creating economic value for society and the planet through ways that are beneficial to business. Both society and business need value creation, and sustainability can empower businesses to create it. For instance, our investments in solar power replaces fossil fuels. This reduces the demand on the Government for increased power generation.

It further creates additional resources that are clean and which benefit business in the long run. Mindtree is committed to renewables as a significant portion of its energy mix.

As part of our CSR initiatives, we continue to share our financial fortunes with society in several ways. Our CSR projects are focused on bringing about social impact in a sustainable

manner. We are strengthening our endeavours for the visually impaired, through assistive technology products.

Integrated reporting is the new frontier of reporting and indicates leadership in integrated performance. Mindtree welcomes the wave of Integrated Reporting (IR) recommended by SEBI, and has geared up for the challenge.
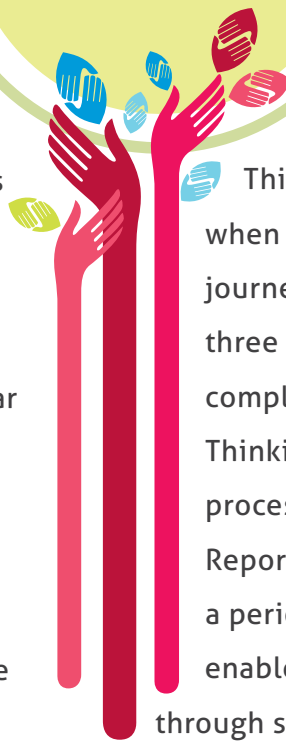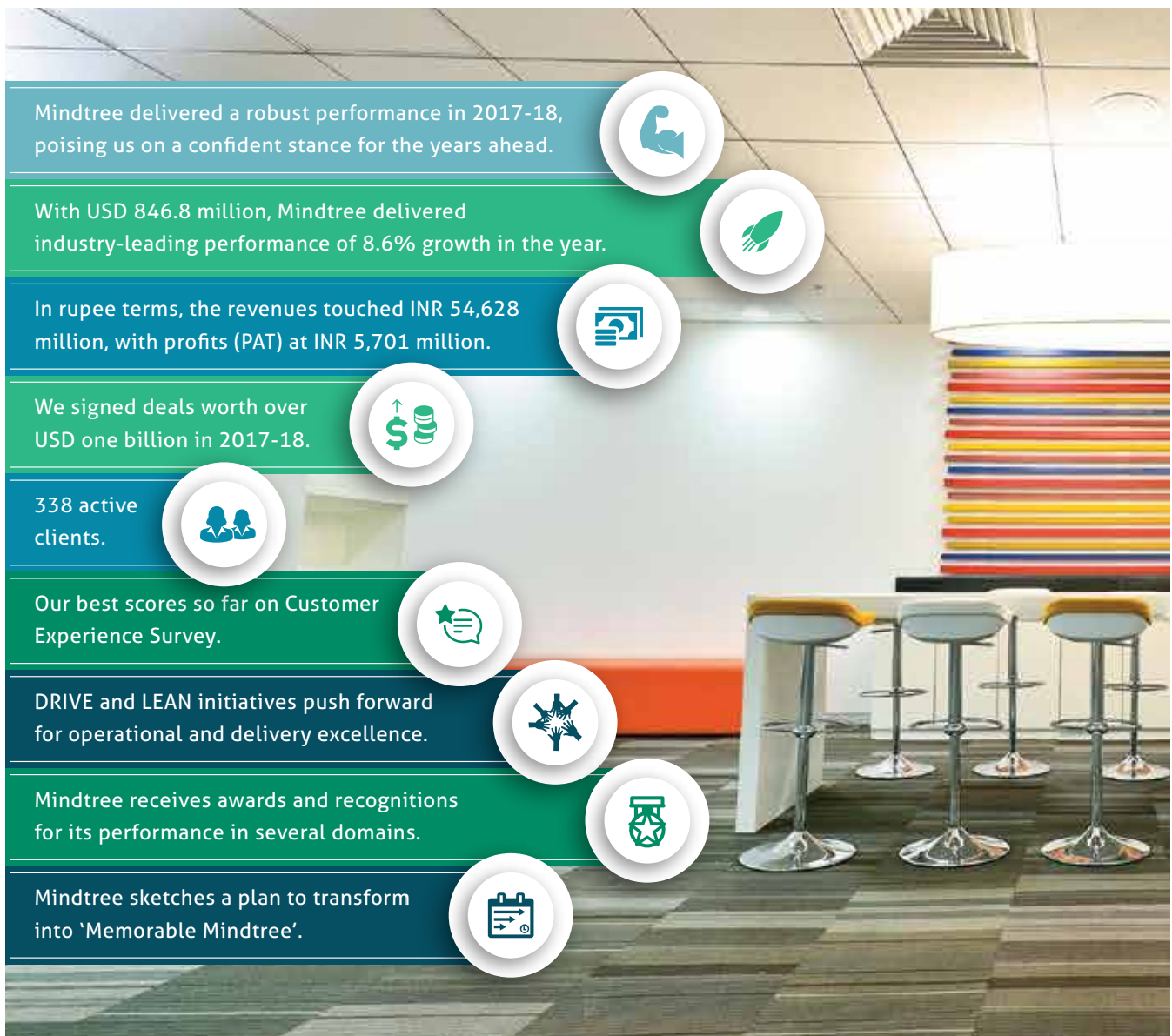
This year would be the first year when we would be embarking on this journey and we see it as a two to three year journey in which we will completely embed Integrated Thinking and setup systems and processes to develop Integrated Reporting, which will be reviewed on a periodic basis by us, which will enable better decision making through strategic focus and efficient resource allocation.

Welcome to possible.

**Sustainability is about creating economic value.**

Overview

Mindtree delivered a robust performance in 2017-18, poising us on a confident stance for the years ahead.

With USD 846.8 million, Mindtree delivered industry-leading performance of 8.6% growth in the year.

In rupee terms, the revenues touched INR 54,628 million, with profits (PAT) at INR 5,701 million.

We signed deals worth over USD one billion in 2017-18.

338 active clients.

Our best scores so far on Customer Experience Survey.

DRIVE and LEAN initiatives push forward for operational and delivery excellence.

Mindtree receives awards and recognitions for its performance in several domains.

Mindtree sketches a plan to transform into 'Memorable Mindtree'.

Creating business value

Mindtree stands strong in terms of constantly creating value for its customers, investors, employees and larger stakeholders, inspired by its futuristic vision and empowered by its strategy. The intent now is to catapult Mindtree into a 'Memorable Mindtree' zone. Several strategies, plans and programs have already come together to translate this vision into reality.

Our best scores in customer satisfaction achieved

All the energy that we put in through the year manifests itself as our annual customer satisfaction scores, and this year, we have achieved the best ever. Our scores on overall satisfaction and advocacy exceeded the industry average: we are setting the benchmark. This is definitely an indicator that our initiatives and actions are yielding extremely positive results.

The annual Customer Experience Survey (CES) is conducted by an independent market research agency. The survey period is around six weeks and usually carried out in November-December timeframe. The survey measures aspects like Overall Satisfaction, Loyalty, Advocacy and Value for Money, in addition to qualitative feedback on key expectations, business priorities, our strengths and areas to strengthen.

We also conduct quarterly Project Feedback Survey (PFS), which is transactional, and measures project execution parameters like Quality, Governance, Skills and so on. Similar to CES, our performance in PFS has also been consistently great, exceeding the targets that we have set internally.

It is a matter of pride for us as we define our strategies to sustain and improve this performance.

CES - Customer Experience Survey

	Satisfaction	Loyalty	Advocacy	Value for Money
CES'15	5.45	5.42	5.59	5.21
CES'16	5.41	5.27	5.37	5.11
CES'17	5.55	5.5	5.56	5.35
CES'18	5.86	5.77	5.95	5.66
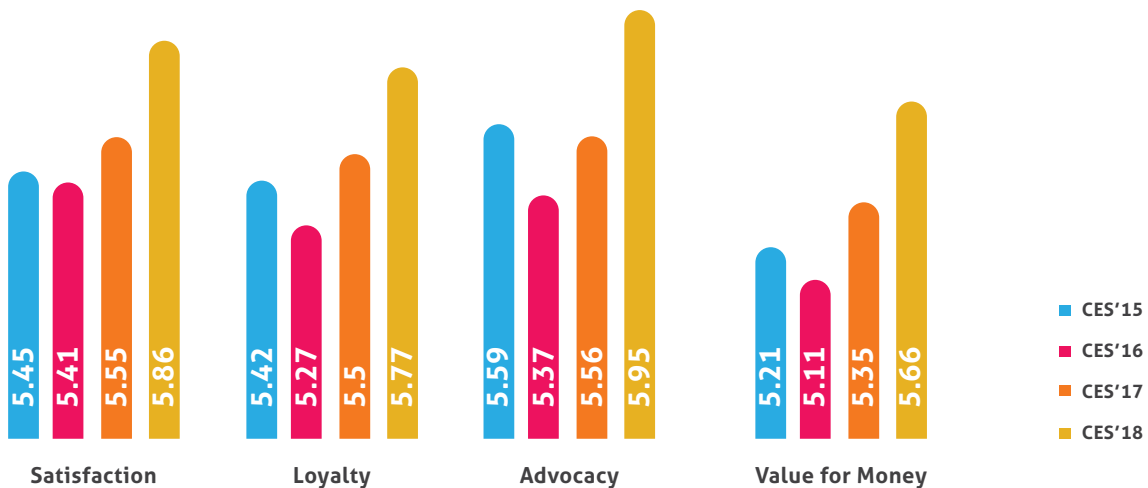
Operational and delivery transformation

Delivery excellence has been a key contributor to our high customer satisfaction scores. We have been strengthening our capability in that domain, along with operational excellence.

DRIVE, one of the key initiative from Chairman's office launched in 2016-17 and evolved further in 2017-18, has spread across our verticals, optimizing productivity, quality, cost, time, documentation, automation and so

on. LEAN, our key initiative for operational and delivery excellence has run its seventh wave in 2017-18, spanning across locations. Each of these waves has helped us identify 15%-20% potential opportunity to leverage. The program helps us release, redeploy and reroute Mindtree Minds for increased value-added services to our customers, yielding both efficiency and enhanced customer value. The earlier redundancies have now turned into differentiators, with the power of LEAN.

Mindtree's approach is to orient our people towards LEAN and its potential through boot camp and training, and get a buy-in for adoption before every wave. The LEAN initiative is witnessing multiple benefits, with LEAN Score Card built for project sustenance tracking. LEAN is now undergoing a process of institutionalization, with thousands of our people being trained on LEAN, and the rest being oriented through 17 courses accessible organization-wide on our digital platform YORBIT. Mindtree has proudly shared its journey towards LEAN in external platforms such as Lean day @ Siemens, BSPIN and others.

Automation and AI

Automation is a trend on the rise both in our internal and external landscape. Our internal initiatives in automation are set to bring in efficiencies along with people comfort. For example, our IOT infrastructure which is currently underway, will not only make resource monitoring real-time but also ensure occupant comfort in terms of ambient temperature and air quality. Our philosophy guides us to look at the human side of automation closely.

As a response to concerns regarding automation in our external space, we have adopted a people-oriented stance of reskilling and multiskilling to sustain relevance of talent and skills at all times. YORBIT represents our endeavours in that direction. (Please read our story on YORBIT in the theme section of this report.)

The AI wave in our industry and others is pervasive. Mindtree is keen on not only embracing the trend but looks to lead the trend, as a part of our aspiration of making Mindtree 'memorable' (Mindtree 3.0). AI is already here as a disruptive force capable of transforming industries with many organizations yet to adopt it. With $100-200 billion in productivity gains estimated for IT Enabled Services companies and $400 billion to be unlocked in new solutions by 2025, we

at Mindtree, see this as a positive opportunity to seize. We have been incubating and building our capabilities in machine learning and areas of deep learning in the recent past. More recently, we launched AI Solutions as a new practice in Mindtree. Our leaders in charge of the new practice are currently forming the team to take this offering forward.

Agile and GATE

Growing need for Agile across our markets keeps us growing tool in terms of developing our capabilities in the domain. In addition, there is a need to practice agile principles with consistency across sales and delivery. We have therefore developed a framework, GATE – Global Agile Teams for the Enterprise, to

standardize Agile and to ensure high quality and predictable deliveries. This framework has been defined by our Global Agile Center of Excellence. We are confident, it will enable us to offer consistency in design and execution in all our markets.

Outlook ahead

With global economic growth expecting to pick up in the next two years, and especially with India expected to lead the growth phase with 7.4% and 7.8% growth, the context for overall growth is positive. For India, IT-BPM revenues have grown to USD 167 billion at 8.4% growth, and domestic market has grown by 7.9% to USD 41 billion.

By 2020, the sector revenue is expected to be in the range of USD 200-225, growing to USD 350-400 by 2025. A significant part of the growth ahead will come from digital technologies. Digital technologies now stand at 20% and are growing at 30%. At Mindtree, digital technologies are a strength, and

making businesses digital is a crucial vision. One third of our revenues already come from the digital space and we expect it to grow up to 50% in the next couple of years. When disruptive technologies are getting stronger globally, strengths in digital business, block chain, IOT and AI are going to prove themselves as growth drivers. Mindtree is placed on a strong position on all these growth drivers. With our capabilities in automation, integrated services and digital competencies complementing each other, we are set for a positive journey ahead, and are committed to excellence in our performance across multiple bottom lines - social, environmental included.

Annexures
Data tables, charts and graphs

Our growing economic value additions

(INR in crores)

	2017-18	2016-17	2015-16
Direct Economic Value Generated (A)			
Revenue (through core business segments)	5,462.83	5,236.39	4,672.97
Other Income (through other sources)	190.22	55.33	83.90
Total	**5,653.05**	**5,291.72**	**4,756.87**
Economic Value Distributed (B)			
Operating cost	1,167.53	1,134.15	1,067.71
Personnel expenses (wages+benefits)	3,550.19	3,392.92	2,780.68
Interest charges	16.91	19.10	16.04
Taxes and royalties (given to various govt. wherever business units are located) - **Taxes expenses**	172.22	136.23	170.60
Taxes and royalties (given to various govt. wherever business units are located) - **Dividend tax paid**	25.37	32.57	39.40
Dividends (payments to capital providers)	148.79	167.93	209.50
Donations (political parties/politicians)	-	-	-
Community development/CSR investments - paid to **Mindtree Foundation**	4.60	4.80	3.60
Total	**5,085.61**	**4,887.69**	**4,287.53**
Economic Value Added (A - B)	**567.44**	**404.03**	**469.34**

Our contribution to employee benefit plans

(INR in crores)

	2017-18	2016-17	2015-16
Contribution to Benefit Plan			
Contributions to Provident and other funds	210.03	188.23	158.84
Staff welfare expenses	13.86	19.74	18.46
Total	**223.89**	**207.97**	**177.30**

Government assistance received

(INR in crores)

	2017-18	2016-17	2015-16
Financial Assistance Received			
IT exemption	301.22	282.75	352.40
Land provided at subsidised rate incentives	-	-	-
Custom, excise duties waived	6.38	6.54	14.95
Others	-	-	-
Total	**307.60**	**289.29**	**367.35**

Growing talent pool	2017-18			2016-17			2015-16		
Categorization	Male	Female	Total	Male	Female	Total	Male	Female	Total
By employee category									
Associates (T4-C4)	9,357	4,672	14,029	8,600	4,222	12,822	9,113	4,162	13,275
Middle Management (C5-C7)	2,680	443	3,123	2,621	425	3,046	2,415	368	2,783
Senior Management (C8-C9)	196	17	213	170	15	185	138	10	148
Top Management (C10- C12)	19	1	20	17	1	18	15	2	17
Subsidiary employee	126	54	180	5	5	10	52	22	74
By employee contract									
Permanent	12,378	5,187	17,565	11,413	4,668	16,081	11,733	4,564	16,297
Contract	991	328	1,319	849	282	1,131	869	345	1,214
By employee type									
Total no. of employees in FTEs	12,378	5,187	17,565	11,413	4,668	16,081	11,733	4,564	16,297
Full time employees (Headcount)	12,378	5,187	17,565	11,413	4,668	16,081	11,733	4,564	16,297
Part Time employees (Headcount)	991	328	1,319	849	282	1,131	869	345	1,214
By region									
India	9,707	4,635	14,342	9,016	4,230	13,246	9,437	4,161	13,598
UK	316	91	407	206	44	250	226	50	276
US	1,970	399	2,369	1,780	340	2,120	1,637	296	1,933
Others	385	62	447	411	54	465	433	57	490
By age									
<30	5,285	3,276	8,561	4,951	2,959	7,910	5,570	3,018	8,588
30-50	6,878	1,862	8,740	6,303	1,673	7,976	6,024	1,509	7,533
>50	215	49	264	159	36	195	139	37	176
Total	12,378	5,187	17,565	11,413	4,668	16,081	11,733	4,564	16,297

People with disabilities

Male	Female	Total
37	9	46

Excellent return-to-work and retention, post-parenthood

Types of parental leave	Employees entitled to parental leave	Employees that took parental leave	Employees who returned to work after leave ended	Employees who returned to work after leave ended and were still employed after 12 months	Return to work rate	Retention rate
Maternity Leave	All full time women employee	445	429	419	96%	94%
Paternity Leave	Mindtree Minds who become fathers with a child birth or in cases where wife undergoes pre-mature termination of pregnancy	933	933	863	100%	92%

New hires	2017-18			2016-17			2015-16		
Categorization	Male	Female	Total	Male	Female	Total	Male	Female	Total
By employee category									
Associates (T4-C4)	2,817	1,267	4,084	1,998	1,040	3,038	3,482	1,613	5,095
Middle Management (C5-C7)	305	42	347	388	54	442	498	81	579
Senior Management (C8-C9)	25	3	28	28	3	31	19	2	21
Top Management (C10- C12)	3	-	3	2	-	2	1	1	2
Subsidiary employee	162	69	231	0	0	0	59	28	87
By region									
India	2,681	1,162	3,843	2,065	994	3,059	3,546	1,580	5,126
UK	142	61	203	12	3	15	19	2	21
US	445	139	584	309	92	401	428	126	554
Others	44	19	63	30	8	38	66	17	83
By age									
<30	1,971	1,072	3,043	1,377	835	2,212	2,509	1,322	3,831
30-50	1,247	288	1,535	994	252	1,246	1,472	374	1,846
>50	94	21	115	45	10	55	78	29	107
Total	3,312	1,381	4,693	2,416	1,097	3,513	4,059	1,725	5,784

Attrition among new hires	2017-18			2016-17			2015-16		
Categorization	Male	Female	Total	Male	Female	Total	Male	Female	Total
By employee category									
Associates (T4-C4)	195	67	262	172	78	250	291	106	397
Middle Management (C5-C7)	23	7	30	32	7	39	38	8	46
Senior Management (C8-C9)	1	0	1	1	0	1	1	0	1
Top Management (C10- C12)	0	0	0	0	0	0	0	0	0
Subsidiary employee	36	15	51	0	0	0	7	6	13
By region									
India	162	58	220	153	66	219	287	108	395
UK	24	13	37	1	1	2	1	0	1
US	58	15	73	49	17	66	47	12	59
Others	11	3	14	2	1	3	2	0	2
By age									
<30	105	57	162	99	44	143	189	77	266
30-50	135	29	164	101	38	139	142	39	181
>50	15	3	18	5	3	8	6	4	10
Total	255	89	344	205	85	290	337	120	457

Total attrition	2017-18			2016-17			2015-16		
Categorization	Male	Female	Total	Male	Female	Total	Male	Female	Total
By employee category									
Associates (T4-C4)	1,889	784	2,673	2,286	928	3,214	2,205	957	3,162
Middle Management (C5-C7)	399	61	460	417	69	486	348	54	402
Senior Management (C8-C9)	21	3	24	24	0	24	22	2	24
Top Management (C10- C12)	2	0	2	4	1	5	4	0	4
Subsidiary employee	36	15	51	0	0	0	7	6	13
By region									
India	1,854	741	2,595	2,298	903	3,201	2,249	976	3,225
UK	41	17	58	11	5	16	16	1	17
US	367	88	455	358	80	438	267	39	306
Others	85	17	102	64	10	74	54	3	57
By age									
<30	947	495	1,442	1,278	610	1,888	1,385	654	2,039
30-50	1,331	353	1,684	1,411	372	1,783	1,170	359	1,529
>50	69	15	84	42	16	58	31	6	37
Total	2,347	863	3,210	2,731	998	3,729	2,586	1,019	3,605

Turnover rate, well contained	2017-18			2016-17			2015-16		
Categorization	Male	Female	Total	Male	Female	Total	Male	Female	Total
By employee category									
Associates (T4-C4)	20.2%	16.8%	19.1%	26.58%	21.98%	25.07%	24.20%	22.99%	23.82%
Middle Management (C5-C7)	14.9%	13.8%	14.7%	15.91%	16.24%	15.96%	14.41%	14.67%	14.44%
Senior Management (C8-C9)	10.7%	17.6%	11.3%	14.12%	0.00%	12.97%	15.94%	20.00%	16.22%
Top Management (C10- C12)	10.5%	0.0%	10.0%	23.53%	100.00%	27.78%	26.67%	0.00%	23.53%
Subsidiary Employee	28.6%	27.8%	28.3%	0.00%	0.00%	0.00%	13.46%	27.27%	17.57%
By region									
India	19.1%	16.0%	18.1%	25.49%	21.35%	24.17%	23.83%	23.46%	23.72%
UK	13.0%	18.7%	14.3%	5.34%	11.36%	6.40%	7.08%	2.00%	6.16%
US	18.6%	22.1%	19.2%	20.11%	23.53%	20.66%	16.31%	13.18%	15.83%
Others	22.1%	27.4%	22.8%	15.57%	18.52%	15.91%	12.47%	5.26%	11.63%
By age									
<30	17.9%	15.1%	16.8%	25.81%	20.62%	23.87%	24.87%	21.67%	23.74%
30-50	19.4%	19.0%	19.3%	22.39%	22.24%	22.35%	19.42%	23.79%	20.30%
>50	32.1%	30.6%	31.8%	26.42%	44.44%	29.74%	22.30%	16.22%	21.02%
Total	19.0%	16.6%	18.3%	21.17%	23.50%	21.85%	22.04%	22.33%	22.12%

Our senior management- 100% locally hired
No. of senior management employees

2017 - 18			
Region	Local Hires	Total Number	% of Locals
India	16	16	100%
UK & Europe	6	6	100%
US	9	9	100%
Others	0	0	-
Total	31	31	100%

Entry level wages well above local minimum wages

2017-18	India (INR)		UK (GBP)		US (USD)	
(Per day)	Male	Female	Male	Female	Male	Female
Entry level wage	1,100	1,100	102.8	100.8	133.1	124.8
Local minimum wage	358.1	358.1	60	60	100	100
Ratio	3.07	3.07	1.71	1.68	1.33	1.25

Remuneration

As on 31 Mar 2018: Ratio of Basic Salary & Remuneration of Women to Men

Employee category	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)	206,160	184,468	0.89	40,786	39,366	0.97	65,539	64,654	0.99	53,507	45,696	0.85
Middle Management (C5-C7)	517,951	448,431	0.87	73,102	64,923	0.89	93,266	91,366	0.98	82,520	86,645	1.05
Senior Management (C8-C9)	1,163,519	1,065,504	0.92	129,018	135,333	1.05	165,294	174,830	1.06	173,839	173,839	1.00
Top Management (C10-C12)	2,025,715	2,025,715	1.00	180,451	230,000	1.27	278,015	278,015	1.00	-	-	-
Remuneration												
Associates (T4-C4)	759,639	647,795	0.85	43,517	41,896	0.96	73,157	71,315	0.97	57,234	48,835	0.85
Middle Management (C5-C7)	2,063,739	1,819,149	0.88	80,484	71,969	0.89	111,205	106,420	0.96	91,150	97,845	1.07
Senior Management (C8-C9)	4,600,703	4,123,832	0.90	156,302	184,133	1.18	215,395	210,301	0.98	225,260	225,260	1.00
Top Management (C10-C12)	8,912,898	8,912,898	1.00	240,000	330,000	1.38	399,314	399,314	1.00	-	-	-

Remuneration ratio	India	UK	US	Others
As on 31 Mar 2018 ratio of basic salary & remuneration of Women to Men				
Employee category				
Basic Salary				
Associates	0.89	0.97	0.99	0.85
Middle Management	0.87	0.89	0.98	1.05
Senior Management	0.92	1.05	1.06	1.00
Top Management	-	1.27	-	-
Remuneration				
Associates	0.85	1.01	0.97	0.85
Middle Management	0.88	0.94	0.96	1.07
Senior Management	0.90	1.27	0.98	1.00
Top Management	-	1.38	-	-

Standard Benefit Provided	India		US		UK		ROW	
	Full Time	Part-Time/Contract	Full Time	Part-Time/Contract	Full Time	Part-Time/Contract	Full Time	Part-Time/Contract
Group Term Life insurance	Yes	No	Yes	No	Yes	No	Yes	No
Health care - Medical insurance	Yes	No	Yes	No	Yes	No	Yes	No
Disability - Eg: Cab facility	Yes	Yes	No	No	No	No	No	No
Parental leave	Yes	No	Yes	No	Yes	No	Yes	No
Retirement provision (PF+Gratuity)	Yes	No	Yes	No	Yes	No	Yes (Superannuation in Australia)	No
Stock ownership	Yes (As approved by Compensation committee)	No	Yes (As approved by Compensation committee)	No	Yes (As approved by Compensation committee)	No	Yes (As approved by Compensation committee)	No
B+ve (Counselling program)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Healthy Mind Health Body (wellness program)	Yes	Yes	Yes	Yes	No	No	No	No
Personal Accident insurance	Yes	No	Yes	No	No	No	No	No
Special needs leave	Yes	No	No	No	No	No	No	No
Emergency Medical fund	Yes	No	No (Salary advance covers)	No	No (Salary advance covers)	No	No (Salary advance covers medical emergencies)	No
Loans & Advances (House deposit, Two wheeler, Salary advance)	Yes	No	Yes (Car, House)	No	Yes	No	Yes	No
Reduced working hours	Yes	No	Yes	Yes	Yes	No	Yes	No
Sabbatical	Yes	No	Yes	No	Yes	No	Yes	No

Extensive training coverage	Total no. of employees per category			No. of hours of training per category			Average hours of training per year per employee		
2017-18 Training Data									
Category/Level/ Grade of employees	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	9,357	4,672	14,029	810,986	502,593	1,313,579	86.67	107.58	93.63
Middle Management (C5-C7)	2,680	443	3,123	45,158	8,510	53,668	16.85	19.21	17.18
Senior Management (C8-C9)	196	17	213	444	444	888	2.27	26.12	4.17
Top Management (C10- C12)	19	1	20	10	-	10	0.53	-	0.50
Sub-Contractors	991	328	1319	1,807	525.35	2332	1.82	1.60	1.77
Total	13,243	5,461	18,704	858,405	512,072	1,370,477	64.82	93.77	73.27

Average per capita training hours has increased from 53.38 hours last year to 73.27 hours in 2017-18

Our trainings covered our people extensively; our talent reviews are still in progress and scheduled for October 2018.

Workplace injury incidents	Overall	By gender		By region	
Category		Male	Female	Headquarters	Whitefield
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.	311	159	152	284	27
No. of lost days due to injuries	32	14	18	32	0
Total no. of person hours worked	24,042,744	17,066,808	6,975,936	21,909,096	2,133,648
Total no. of employees (LA1)	10,119	7,183	2,936	9,221	898
Incident rate per 100 employees = $\dfrac{\textit{No. of incidents X 100}}{\textit{Total no. of employees}}$	2.81	2.21	5.18	3.08	3.01
Frequency Rate = $\dfrac{\textit{No. of incidents X 100000}}{\textit{Total person hours worked}}$	1.29	0.93	2.18	1.30	1.27
Severity Rate = $\dfrac{\textit{Total no. of lost days}}{\textit{Total no. of incidents}}$	0.11	0.09	0.12	0.11	0.00

4.71% of our workforce participates in health and safety committees.

Health and safety program coverage

Online (Zoojoo.be) platform	
No. of campaigns	5
Total no. of employee participation	11,429
No. of health challenges taken	11,701
No. of webinars conducted	27
No. of onsite sessions	0
No. of group activities	24

One-to-one	
Total no. of counselling sessions	206
Total no. of self-assessment tests	287
Total no. of articles	841
Total no. of counselling follow ups	55
Total no. of priority alerts	71

In house sessions	Sessions	People impacted
Health talks	30	1,200
Health camps	16	1,600
Total no. of articles	45	1,800

Supply chain composition and local spends of procurement

Region	Active suppliers	% of suppliers	Spend (USD)	% Spend
India	910	62%	76,355,584	46%
US	278	19%	67,549,389	40%
UK	119	8%	8,479,870	5%
Others	164	11%	14,835,031	9%
Total	1471	100%	167,219,874	100%

Women owned org.	% of suppliers	Spend (USD)	% Spend
14	0.95%	4,621,145	2.764

Numbers indicated are based on businesses carried out with partners.

Environmental performance
Year-on-year snapshot

Category	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
GHG Emissions	3.38 tons CO2e/ employee/ annum	3.39 tons CO2e/ employee/ annum	3.29 tons CO2e/ employee/ annum	2.44 tons CO2e/ employee/ annum	2.29 tons CO2e/ employee/ annum	2.17 tons CO2e/ FTE/annum
Energy	201 kWh/ employee/ month	200.04 kWh/ employee/ month	189.22 kWh/ employee/ month	167.6 kWh/ employee/ month	170.74 kWh/ employee/ month	167.25 kWh/ FTE/month
Water	1.05 kl/ employee/ month	1.28 kl/ employee/ month	1.03 kl/ employee/ month	0.91 kl/ employee/ month	1.02 kl/ employee/ month	0.85 kl/FTE/ month
Waste	65% Recycled	89.68% Recycled	80.62% Recycled	89.66% Recycled	89.28% Recycled	88.99% Recycled

Note: Our per capita measures in this year, exclude our support staff, unlike in the previous year, as a step towards more stringent adherence to GRI G4 guidelines.

Energy and emissions management

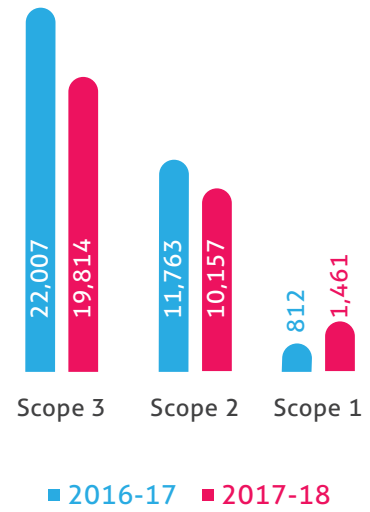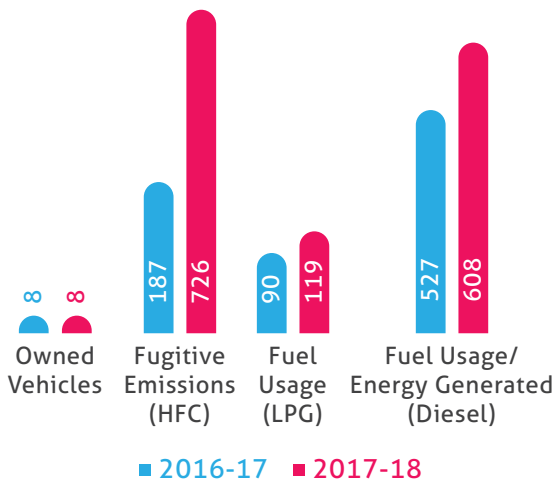## Energy performance *(kWh)*

	DG Units	Electricity Purchased
2016-17	637,465	30,269,592
2017-18	717,083	28,408,536

■ 2016-17 ■ 2017-18

Emissions performance *(tons CO2e)*

	Scope 3	Scope 2	Scope 1
2016-17	22,007	11,763	812
2017-18	19,814	10,157	1,461

■ 2016-17 ■ 2017-18
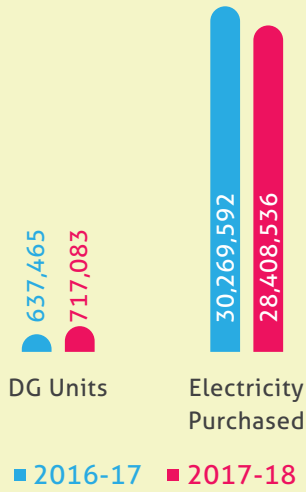
Scope 1 emissions performance *(tons CO2e)*

	Owned Vehicles	Fugitive Emissions (HFC)	Fuel Usage (LPG)	Fuel Usage/ Energy Generated (Diesel)
2016-17	8	187	90	527
2017-18	8	726	119	608

■ 2016-17 ■ 2017-18

Scope 3 emissions performance *(tons CO2e)*
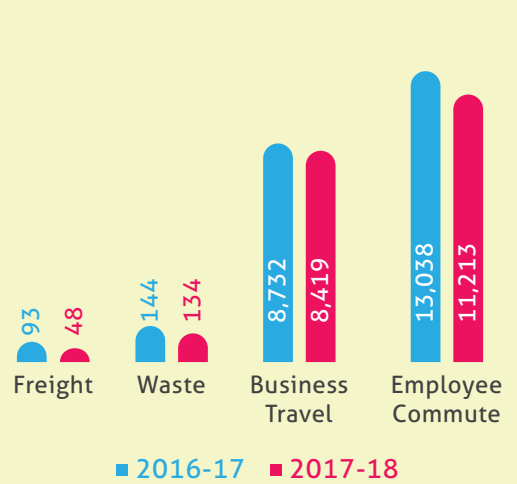
	Freight	Waste	Business Travel	Employee Commute
2016-17	93	144	8,732	13,038
2017-18	48	134	8,419	11,213

■ 2016-17 ■ 2017-18

Business travel *(km)*

	Rail	Road	Client Cabs	Air- Domestic	Air- Short haul	Air- Long haul
2016-17	649,356	242,561	292,812	1,584,632	1,682,048	71,896,952
2017-18	547,498		250,139	154,152	1,573,059	71,600,433

■ 2016-17 ■ 2017-18

Air emissions *(kg)*

	SPM	SOx	NOx
2016-17	38	34	41
2017-18	22	15	20

■ 2016-17 ■ 2017-18

Ozone depleting substances *(kg)*

Category	2016-17	2017-18
R22 (Refrigerant)	315	195
CFC Equivalent	17	11

Legend: ■ 2016-17 ■ 2017-18
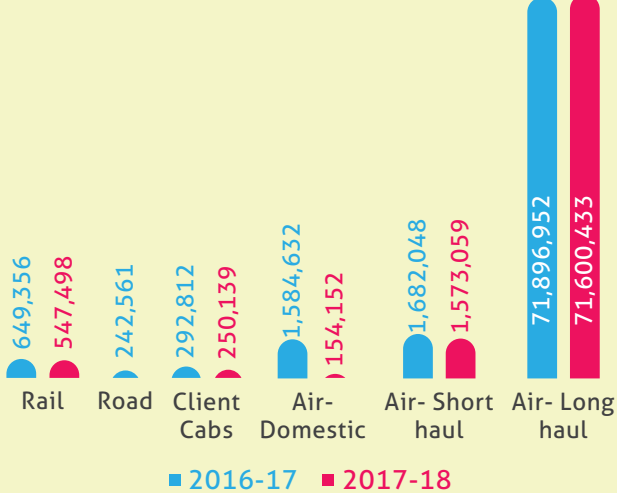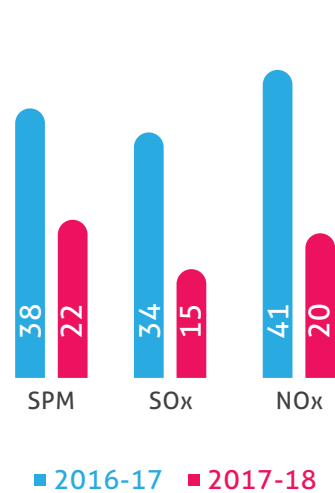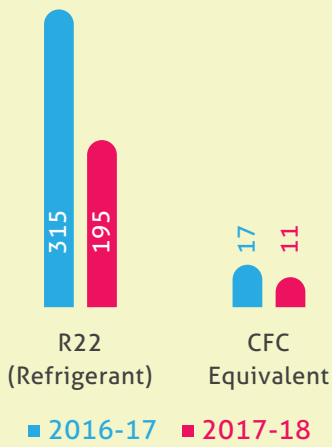
Water management
Water performance *(kl)*

Category	2016-17	2017-18
Packaged Water	4,393	4,375
Private Suppliers	120,987	74,094
Municipal Corporation	48,655	43,610
Ground Water Extraction	10,360	26,339

Legend: ■ 2016-17 ■ 2017-18

Water conservation *(kl)*

Category	2016-17	2017-18
Recharged to ground		756
Rainwater harvested	4,200	4,838
Total water recycled	47,376	40,137
Total water consumption	184,394	148,417

Legend: ■ 2016-17 ■ 2017-18
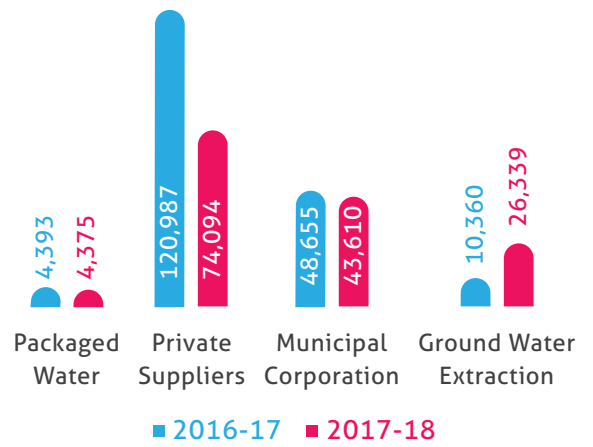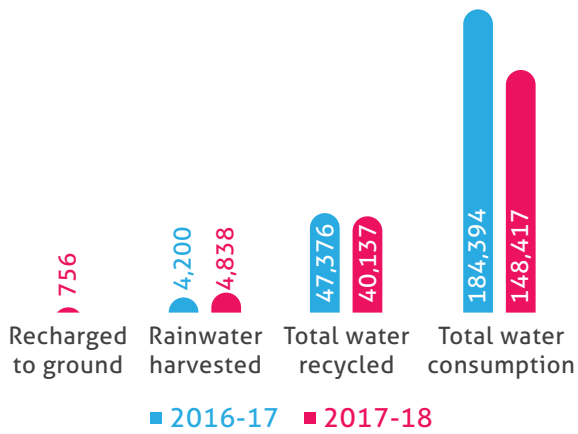
Waste management
Waste disposal

- Recycle: 88.99%
- Incineration: 0.15%
- Landfill: 10.86%

Legend: ■ Recycle ■ Incineration ■ Landfill
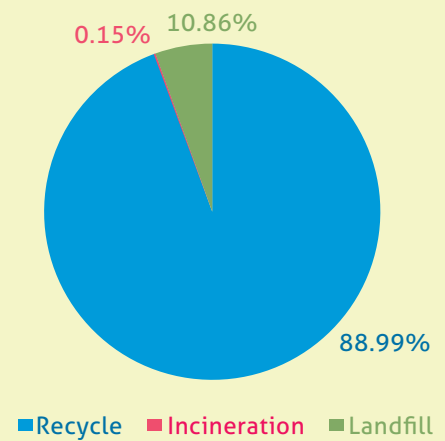
Waste management performance *(kg)*

Category	2016-17	2017-18
Other	99,434	79,489
Packaging	27,287	26,261
Organic	161,333	192,555
Inorganic	37,836	40,153
Hazardous	37,890	8,598
Electronic	34,562	15,620

Legend: ■ 2016-17 ■ 2017-18
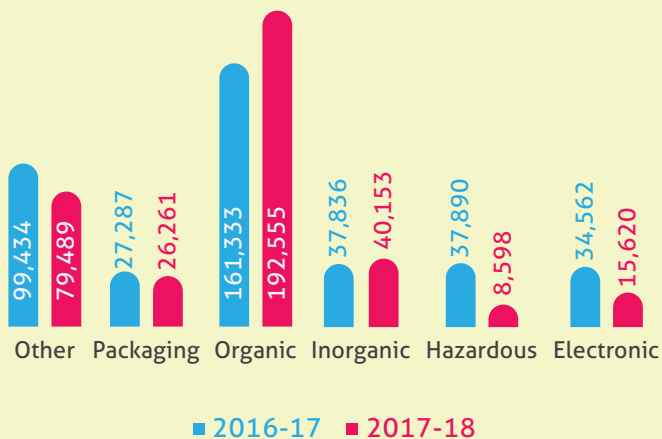
The United Nations Global Compact (UNGC) Guidelines

The Ten Principles		
PRINCIPLES	**STATEMENT**	**PAGE NO.**
HUMAN RIGHTS		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	10
Principle 2	Make sure that they are not complicit in human rights abuses	10
LABOUR		
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 labour;	10, 37
Principle 5	The effective abolition of child labour; and	10, 37
Principle 6	The elimination of discrimination in respect of employment and occupation	10
ENVIRONMENT		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	10
Principle 8	Undertake initiatives to promote greater environmental responsibility; and	10
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	35-38
ANTI-CORRUPTION		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	10

NVG Report Application

SUB PART	ASPECTS	PAGE NO.
A	Part A of the report includes basic information and data about the operations of the business entity. Thus, the reading of the report becomes more contextual and comparable with other similarly placed businesses. It may be written in a free format incorporating at least the following:	

SUB PART	ASPECTS		PAGE NO.
A-1	Basic information about the business	Name	3
		Nature of ownership	3
		Details of the people in top management	11
		Location of its operations - National and International	Annual Report
		Products and services offered	3
		Markets served	Annual Report
	Economic and Financial Data	Sales	3
		Net profit	52
		Tax paid	56
		Total assets	Annual Report
		Market capitalisation	Annual Report
		Number of employees	3
A-2	Management's commitment statement to the ESG Guidelines		4, 10
	Priorities in terms of the principle and the core elements		4
	Reporting period/ cycle		8
	Whether the report is based on this framework or any other framework		8, 10
	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		17
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 the 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.		

SUB PART	ASPECTS		PAGE NO.
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	12
		Mandate and composition (including number of independent members and/or non-executive members) of such committee with the number of oversight review meetings held	11, 12
		State whether the person/committee head responsible for oversight review is independent from the executive authority or not. If yes, how	11, 12
		Mechanisms for shareholders and employees to provide recommendations or direction to the Board/Chief Executive	Annual Report
		Processes in place for the Board/ Chief Executive to ensure conflicts of interest are avoided	Annual Report
		Internally developed statement on ethics, codes of conduct and details of the process followed to ensure that the same are followed	10
		Frequency with which the Board/ Chief Executive assesses BR performance	11, Annual Report
	Principle 2 – products life cycle sustainability	Statement on the use of recyclable raw materials used	NA
		Statement on use of energy-efficient technologies, designs and manufacturing/ service-delivery processes	32
		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 used in the value chain	38
	Principle 3 – employees' wellbeing	Total number of employees with percentage of employees that are engaged through contractors	57
		Statement on non-discriminatory employment policy of the business entity	10

SUB PART	ASPECTS	PAGE NO.
	Percentage of employees who are women	5, 41
	Number of persons with disabilities hired	41
	Amount of the least monthly wage paid to any skilled and unskilled employee	63, 64
	Number of training and skill upgradation programmes organized during the reporting period for skilled and unskilled employees	20, 67
	Number of incidents of delay in payment of wages during the reporting period	None
	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	13
	Statement on significant issues on which formal dialogue has been undertaken with any of the stakeholder groups	13-15
Principle 5 – human rights	Statement on the policy of the business entity on observance of human rights in their operation	10
	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	71
	Statement on use of energy-saving processes and the total energy saved due to use of such processes	35
	Use of renewable energy as percentage of total energy consumption	37
	Total water consumed and the percentage of water that is recycled and reused	72
	Statement on quantum of emissions of greenhouse gases and efforts made to reduce the same	35, 36

SUB PART	ASPECTS		PAGE NO.
B-1		Statement on discharge of water and effluents indicating the treatment done before discharge and the destination of disposal	36
		Details of efforts made for reconstruction of bio-diversity	34
	Principle 7 – policy advocacy	Statement on significant policy advocacy efforts undertaken with details of the platforms used	9
	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	25, 27
		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	25, 26
	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 on 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	6
		Environmental	6
		Economical	6, Annual Report

GRI G4 Content Index

General Standard Disclosures			
Strategy and analysis			
Gen Standard Disclosure	**Disclosure Item**	**Location/ page no.**	**Assurance**
G4-1	Statement by the MD, CEO and the Chairman	4	Yes
G4-2	Description of key impacts, risk & opportunities	Annual Report	Yes
Organizational profile			
G4-3	Name of the organization	3	Yes
G4-4	Primary brands, products, services	3	Yes
G4-5	Location of the headquarters	Annual Report	Yes
G4-6	Number of countries of operation	Annual Report	Yes
G4-7	Nature of ownership and legal form	3, Annual Report	Yes
G4-8	Markets served	Annual Report	Yes
G4-9	Scale of the organization	3	Yes
G4-10	Employee profile	57	Yes
G4-11	Percentage of employees covered by collective bargaining agreements	None	Yes
G4-12	Organization's supply chain	37, 38	Yes
G4-13	Significant changes during the year	None	Yes
G4-14	Precautionary approach principle	10	Yes
G4-15	Externally developed charters, principles or other initiatives to which the organization subscribes	10	Yes
G4-16	Memberships of associations	9	Yes
Identified material aspects and boundaries			
G4-17	Entities included in the organization's consolidated financial statements	Annual Report	Yes
G4-18	Defining the report content and aspect boundaries	16, 81-87	Yes
G4-19	Material aspects	16, 81-87	Yes

G4-20	Aspect boundary within the organization	81-87	Yes
G4-21	Aspect boundary outside the organization	81-87	Yes
G4-22	Effect of any restatement of information provided in previous reports	70	Yes
G4-23	Significant changes from previous reporting periods	None	Yes
Stakeholder engagement			
G4-24	Stakeholder groups engaged by the organization	13	Yes
G4-25	Basis for identification and selection of stakeholders	13	Yes
G4-26	Organization's approach to stakeholder engagement	13-15	Yes
G4-27	Key topics and concerns raised through stakeholder engagement	13-15	Yes
Report profile			
G4-28	Reporting period	8	Yes
G4-29	Date of most recent previous report	8	Yes
G4-30	Reporting cycle	8	Yes
G4-31	Contact point for questions regarding the report or its contents	Back page	Yes
G4-32	'Comprehensive' option chosen	8	Yes
G4-33	External assurance	89-92	Yes
Governance			
G4-34	Governance structure of the organization	11, 12	Yes
G4-35	Process for delegating authority for EES topics from highest governance body to senior executives and other employees	11	Yes
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	11	Yes
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	11	Yes
G4-38	Report composition of the highest governance body	11	Yes
G4-39	Report whether the chair of the highest governance body is also an executive officer	11	Yes

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	11, Annual Report	Yes
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)	Annual Report	Yes
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	11	Yes
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	11	Yes
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	11	Yes
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. Whether stakeholder consultation is used to support	Annual Report	Yes
G4-46	Highest governance body's role in reviewing the effectiveness of risk management processes for EES topics	Annual Report	Yes
G4-47	Frequency of highest governance body's review of EES impacts, risks and opportunities	Annual Report	Yes
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	11	Yes
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	13, 14, Annual Report	Yes
G4-50	Nature and total number of critical concerns communicated to the highest body, and the mechanism used to address and resolve them	13, 14, Annual Report	Yes

	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	Annual Report	Yes
G4-52	Process for determining the remuneration report- whether consultants are involved, whether independent of management/any other relationship with the organization	Annual Report	Yes
G4-53	How stakeholders' views are sought and taken into account regarding remuneration	Annual Report	Yes
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	Yes
	Ethics and Integrity		
G4-56	Organization's values, principles, standards and norms such as codes of conduct and codes of ethics	10	Yes
G4-57	Internal and external mechanisms for seeking advice on ethical & lawful behavior and integrity-such as help lines or advice lines	13-15	Yes
G4-58	Report the internal and external mechanism for reporting concerns about unethical or unlawful behavior and matters related to organizational integrity	13-15	Yes

Specific Standard Disclosures

Material issue	Material aspect (GRI)	Aspect boundary (Internal / External)	Specific standard disclosure	Indicator	Location/ remarks	Assurance
Social category						
People Focus		I & E		DMA	42	Yes
	Employment	I	G4-10	Total workforce by employment type, employment contract, and region, broken down by gender	57	Yes
			LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	59-62	Yes
			LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	66	Yes
			LA3	Return to work and retention rates after parental leave, by gender	58	Yes
	Human Rights Grievance Mechanisms	I	HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms.	Annual Report (BRR)	Yes
	Market Presence	I	EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operations.	63	Yes
			EC6	Proportion of senior management hired from the local community at significant locations of operation	63	Yes
	General disclosure - Ethics and Integrity	I		G4-56, G4-57, G4-58		Yes
	General disclosure- Governance	I		G4-34 to G4-55		Yes
	Non-discrimination	I	HR3	Total number of incidents of discrimination and corrective actions taken	None	Yes

Material issue	Material aspect (GRI)	Aspect boundary (Internal / External)	Specific standard disclosure	Indicator	Location/ remarks	Assurance
Supplier Sustainability		I & E		DMA	37	Yes
	Procurement Practices	E	EC9	Proportion of spending on local suppliers at significant locations of operations	69	Yes
Vendor Engagement		E		DMA	38	Yes
	Child Labour	E	HR5	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 (code of conduct)	Yes
	Forced or Compulsory labour	E	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 (code of conduct)	Yes
	Labor Management Relations	E	LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	NA	Yes
	Labor Practices Grievance Mechanisms	E	LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	None	Yes
CSR Projects		E		DMA	24	Yes
	Indirect Economic Impacts	E	EC7	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	28-30	Yes
			EC8	Significant indirect economic impacts, including the extent of impacts	28-30	Yes
	Indigenous Rights	E	HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	NA	Yes
	Local Communities	E	SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	100%	Yes
		E	SO2	Operations with significant actual and potential negative impacts on local communities	None	Yes

Material issue	Material aspect (GRI)	Aspect boundary (Internal / External)	Specific standard disclosure	Indicator	Location/ remarks	Assurance
	Compliance (under Society Performance)	I	SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations	None	Yes
	Grievance Mechanisms for Impacts on Society	E	SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	None	Yes
Employee Wellbeing		I		DMA	48	Yes
	Occupational Health and Safety	I	LA5	Percentage of workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational safety program	68	Yes
			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	68	Yes
			LA7	Workers with high incidence or high risk of diseases related to their occupation	48, 69	Yes
			LA8	Health and safety topics covered in formal agreements with trade unions	NA	Yes
Talent Development		I		DMA	42	Yes
	Training and Education	I	LA9	Average hours of training per year per employee broken down by employee category	67	Yes
			LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	20, 46, 47	Yes
			LA11	Percentage of employees receiving regular performance and career development reviews, by gender	67	Yes
	Investment	I	HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	100%	Yes
			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%	Yes

Material issue	Material aspect (GRI)	Aspect boundary (Internal / External)	Specific standard disclosure	Indicator	Location/ remarks	Assurance
	Security Practices	I	HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	100%	Yes
Diversity & Inclusion		I		DMA	49	Yes
	Diversity and Equal Opportunity	I	LA12	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	57	Yes
	Equal Remuneration for Women and Men	E	LA13	Ratio of basic salary of men to women by employee category by significant locations of operation	64	Yes
Economic category						
Delivery Excellence Sales Transformation Automation Agile		I		DMA	52, 54, 55	Yes
	Economic Performance	I	EC1	Direct economic value generated and distributed	56	Yes
		I	EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	33	Yes
		I	EC3	Coverage of the organization's defined benefit plan obligations	56	Yes
		I	EC4	Financial assistance received from government	56	Yes
	Product and Service Labeling	I	PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	NA	Yes
		I	PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	None	Yes
		I	PR5	Results of surveys measuring customer satisfaction		Yes
	Marketing Communications	I	PR6	Sale of banned or disputed products	None	Yes
		I	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	Yes

Material issue	Material aspect (GRI)	Aspect boundary (Internal / External)	Specific standard disclosure	Indicator	Location/ remarks	Assurance
	Customer privacy	I	PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	None	Yes
	Anti-Corruption	I	SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	100%	Yes
		I	SO4	Communication and training on anti-corruption policies and procedures	100%	Yes
		I	SO5	Confirmed incidents of corruption and actions taken	None	Yes
	Anti-Competitive Behavior	I	SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	None	Yes
Environmental category						
Green Energy		I & E		DMA	38	Yes
	Overall	I	EN31	Total environmental expenditures and investments by type	33	Yes
	Energy	I	EN6	Reduction of energy consumption	33	Yes
		I	EN7	Reductions in energy requirements of products and services	35	Yes
	Emission	I	EN19	Reduction of greenhouse gas (GHG) emissions	33	Yes
Climate Change Stewardship		I & E		DMA	32	Yes
	Economic Performance	I	EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	33	Yes
	Energy	I	EN3	Energy consumption within the organization (Direct energy consumption by primary energy source)	71	Yes
		I	EN4	Energy consumption outside of the organization	71	Yes

Material issue	Material aspect (GRI)	Aspect boundary (Internal / External)	Specific standard disclosure	Indicator	Location/ remarks	Assurance
		I	EN5	Energy intensity | Report the energy intensity ratio	71	Yes
		I	EN6	Reduction of energy consumption	33	Yes
		I	EN7	Reductions in energy requirements of products and services	35	Yes
	Water	I	EN8	Total water withdrawal by source	72	Yes
		E	EN9	Water sources significantly affected by withdrawal of water	None	Yes
		I	EN10	Percentage and total volume of water recycled and reuse	72	Yes
	Emission	I	EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	71	Yes
		I	EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	71	Yes
			EN17	Other relevant indirect greenhouse gas emissions	71	Yes
		I	EN18	Greenhouse gas (GHG) emissions intensity	70	Yes
		I	EN19	Reduction of greenhouse gas (GHG) emissions	70	Yes
		I	EN20	Emissions of ozone-depleting substances (ODS)	72	Yes
		I	EN21	NOx, SOx, and other significant air emissions	71	Yes
	Effluents and Waste	I	EN22	Total water discharge by destination and quality	71	Yes
		I	EN23	Total weight of waste by type and disposal method	72	Yes
		I	EN24	Total number and volume of significant spills	None	Yes
		I	EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the base convention2 annex i, ii, iii, and viii, and percentage of transported waste shipped internationally	None	Yes

Material issue	Material aspect (GRI)	Aspect boundary (Internal / External)	Specific standard disclosure	Indicator	Location/ remarks	Assurance
		I	EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff	None	Yes
	Biodiversity	I	EN13	Habitats protected or restored	34	Yes
	Products and Services	I	EN27	Extent of impact mitigation of environmental impacts of products and services	NA	Yes
		I	EN28	Percentage of products sold and their packaging materials that are reclaimed by category	NA	Yes
	Transport	E	EN30	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	71	Yes
	Overall	I	EN31	Total environmental expenditures and investments by type	33	Yes
Environmental Management Systems		I		DMA	32	Yes
	Compliance category-environmental	I	EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	None	Yes
	Environmental Grievance Mechanisms	I	EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	None	Yes

*NA - Not Applicable.

Assurance statement

Deloitte
Haskins & Sells LLP

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Independent Assurance Statement on Mindtree Limited Sustainability Report for FY 2017-18

The Board of Directors

Mindtree Limited,
Bengaluru, India

The Assurance Engagement

We have been engaged by the Management of Mindtree Limited, to provide Independent Assurance Statement by reviewing the Sustainability related Performance Indicators (herein the "SPIs") reported as per the "GRI G4 Sustainability Reporting Guidelines ('In accordance' - Comprehensive)" issued by the Global Reporting Initiative ("the GRI"), as set out in the Sustainability Report (The Report), for FY 2017-18 for Mindtree Limited ("The Company").

Responsibility of the Company

The Company's management is responsible for content of the report, identification of key issues, engagement with stakeholders, the identification and presentation of information including the responsibility for establishing and maintaining relevant and appropriate performance management systems and internal control framework to facilitate collection, calculation, aggregation and validation of the data with respect to the GRI G4 Guidelines based SPIs, included in the report and reported to us for obtaining assurance on the same.

Our Responsibility

Our responsibility is to express a limited assurance conclusion in accordance with International Standard on Assurance Engagement 3000 (Revised) (herein referred as "ISAE 3000") issued by the International Federation of Accountants (herein referred as "the IFAC") and to provide this in a statement to the Company. In providing this limited assurance statement, it is important to note that the procedures performed in a limited assurance engagement vary in nature from, and are less in extent than for, a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The Scope of Work

Our Scope of Work, as agreed with the Company, was to review the SPIs reported in numerical figures, specific to the period from 01 April 2017 to 31 March 2018 followed by submission of an Assurance Statement in accordance with the following standards:

- Limited Assurance as per the ISAE 3000 issued by the IFAC

Regd. Office: Indiabulls Finance Centre, Tower 3, 27th - 32nd Floor, Senapati Bapat Marg, Elphinstone Road (West), Mumbai - 400 013, Maharashtra, India.
(LLP Identification No. AAB-8737)

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Assurance statement

Deloitte
Haskins & Sells LLP

The standard disclosures subject to assurance are:

- Economic
  Economic Performance: G4-EC2; Market Presence: G4-EC5, G4-EC6; Procurement Practices: G4-EC9
- 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; Environment Grievance Mechanisms: G4-EN34
- Labor Practices and Decent Work
  Employment: G4-LA1 to G4-LA3; Occupational Health and Safety: G4-LA5 to G4-LA7; Training and Education: G4-LA9 to G4-LA11; Diversity and Equal Opportunity LG4-LA12; Equal Remuneration for Women and Men: G4-LA13
- Human Rights
  Investment: G4-HR2; Non-discrimination: G4-HR3; Security Practices: G4-HR7
- Society
  Local Communities: G4-SO1; Anti-corruption: G4-SO3 to G4-SO5
- Product Responsibility
  Product and Service Labeling: G4-PR5

Exclusions

The assurance scope excludes:

- The Company's financial performance;
- The Company's statements that describe or report data pertaining to market share assessment; opinion; beliefs; future intentions;
- Any comparison in any form of performance related to any of the SPIs of FY 2017-18 with the SPIs of other Financial Years; and
- Design standards or features or technical assessment of the capacity, efficiency and efficacy of the technologies or utilities of the Company.

Our Approach and Methodology

Our work was carried out by a multi-disciplinary team of professionals and risk advisory assurance specialists in accordance with the ISAE 3000 (Revised). To achieve limited assurance, the ISAE 3000 (Revised) requires that we review the processes, systems and competencies used to compile the areas on which we provide assurance. This is designed to give a similar level of assurance to that obtained in the review of interim financial information. It does not include the detailed testing of source data or the operating effectiveness of processes or internal controls.

The procedures we performed were based on our professional judgment. We:

- Carried out interviews with key personnel including senior executives at respective plant locations and at the corporate office to understand the governance, systems and controls in place during the reporting period;

Assurance statement

Deloitte
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- Carried out site visits at the respective operational locations as specified in the project boundary in order to:
    - Test data, analytical procedures, review of records and review of relevant documentations submitted by the Company, to arrive at the data presented in their sustainability reports for FY 2017-18;
- Analysis and review of key structures, systems, processes, procedures relating to collation, aggregation, validation and reporting of the selected SPI(s) on sample basis.

Following sites were visited:

- Mindtree Limited, Global Village, Bengaluru
- Mindtree Limited, Whitefield, Bengaluru
- Mindtree Limited, Pune
- Mindtree Limited, Chennai
- Mindtree Limited, Bhubaneshwar
- Mindtree Limited, Hyderabad

We have relied on the information, documents, records and explanations provided by the Company for the purpose of our review.

Our Observations

We believe our work provides an appropriate basis for our observation, which are mentioned below:

- The Company has fairly robust data management system, however there is scope for further improvement and consequently to increase the accuracy level of data reported
- During site visits and review of data, it was observed in few instances that all sites are not following the company's Sustainability Guidelines for estimation, resulting into inconsistency in data reporting process. The Company may consider capacity building of sustainability data owners for consistency in data recording and estimation process across all locations.

Our Conclusions

Based on our discussions with relevant stakeholders of the Company; the documents and records that were made available to us for our review and according to the information and explanations provided to us by the Company in connection to the review of the SPIs for the FY 2017-18, we believe our work for the aforesaid scope of work, provides an appropriate basis for our conclusion for the report. As per ISAE 3000, Limited Assurance:

Nothing has come to our attention that causes us to believe that the performances are not presented fairly, in all material respects, in accordance with the GRI G4 Sustainability Reporting Guidelines ('In accordance' - Comprehensive)" issued by the Global Reporting Initiative ("the GRI").

Our Independence and Competencies in Providing Assurance

Our team included professionals having required experience in providing assurance in corporate social responsibility and sustainability related performance indicators. We have complied with independence policies of Deloitte Haskins and Sells LLP, which address the requirements of the IFAC Code of Ethics for Professional Accountants in the role as independent auditors. We have complied with the relevant applicable requirements of the International Standard on Quality

Assurance statement

Deloitte
Haskins & Sells LLP

Control (ISQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.

We also confirm that we have maintained our independence in the Report and there were no events or prohibited services related to the Assurance Engagement which could impair our independence.

For Deloitte Haskins & Sells LLP
Chartered Accountants
(Firm's Registration No. 117366W/ W-100018)

Pratiq Shah,
Partner
(Membership No. 111850)

Mumbai, 2 June 2018

Data assumptions & techniques

Company owned vehicles	The company owns four vehicles. An assumed average of 30 km 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 HFC's the global warming potential of the refrigerant along with a conversion factor of 0.001 is converted into CO2e using standard conversion formulas.
Employee commute	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 litres consumed. Emissions are overstated by at least 20% as the fuel claim also includes personal travel on the part of employees. 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. 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. d) Mindtree uses parking lot figures to determine a factor of the employees using four and two wheelers. e) For four and two wheelers, the emissions on account of employee commuting have been computed based on the assumption arrived from the company leased vehicles that 70% of fuel costs assumed are be associated with petrol, 30% of fuel costs assumed to be associated with diesel. The kilometers are calculated by assuming an average of 30 km per passenger per day – with a similar principle to that of public transport.
Business travel (international & domestic)	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 categorisation to classify all flights as per the categorization below: - Domestic, less than 463 km - Short haul, between 464 and 1108 km - Long haul, greater than 1108 km With this categorization, a majority of the flights (98%) are long haul with the balance under short haul (1%) and domestic (0.2%).
Waste	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. b) Weight of 1 litre 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. 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 CFL's being disposed as opposed to the kg.

	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.
	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.
	f) The average weight of Municipal solid waste (wet/dry) generated is considered as 0.5kg/person/month. 50% of this is considered as dry waste which is recycled.
	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.
	h) Emissions associated with waste disposed have been considered as opposed to disposed + generated + stored.
	i) Since clarity on the disposal methodology is not available, more conservative emission factors are used.
Freight	Emission factor for domestic is used for domestic air freight and emission factor for international is that of long haul.
Water	For smaller locations where the builder maintains the total water consumed, figures are obtained by assuming one employee consumes 65 litres of water per day. 65 litres is derived based on ratio of the total water consumed in locations with accurate measure by the total number of employees. Drinking water is collected in the form of number of cans. This is multiplied in 20 litres (capacity of the bubble top) to provide the total number of litres.
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 INR 45.6013 for the year 2010-11, INR 47.5709 for the year 2011-12, INR 54.2107 for the year 2012-13, INR 60.5237 for the year 2013-14, INR 61.0106 for the year 2014-15, INR 65.5510 for the year 2015-16 and INR 67.1533 for the year 2016-17 and INR 64.5118 for the year 2017-18.

Glossary of acronyms

Acronym	Expansion	Acronym	Expansion
AI	Artificial Intelligence	INR	Indian National Rupee
APAC	Asia-Pacific region	IOT	Internet of Things
AR	Annual Report	ISO	International Organization for Standardization
BOD	Board of Directors	IT	Information Technology
BRR	Business Responsibility Report	kWh	Kilowatt Hour
CDP	Carbon Disclosure Project	LMW	Local Minimum Wages
CFO	Chief Financial Officer	LPG	Liquid Petroleum Gas
CO2e	Carbon Dioxide equivalent	NCPEDP	National centre for Promotion of Employment for Disabled People
COO	Chief Operating Officer	NGO	Non Government Organization
CSR	Corporate Social Responsibility	NOx	Oxides of Nitrogen
DG	Diesel Generators	OECD	The Organization for Economic Co-operation and Development
EBITDA	Earnings before interest, tax, depreciation and amortization	NVG RBSEE	National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business
EDGES	Ethnicity, Disability, Gender and Sexual Orientation		
EES	Economic, Environmental, Social	OHSAS	Occupational Health & Safety Assessment Sequence
EHS	Environment, Health and Safety	PwD	People with Disability
ELW	Entry Level Wages	ROCE	Return on Capital Employed
EMEA	Europe, Middle East, Africa	ROI	Return on Investment
EPS	Earnings Per Share	ROW	Rest of the World
FY	Financial Year	SEBI	Securities Exchange Board of India
GHG	Green House Gases	SOx	Oxides of Sulphur
GJ	Giga Joules	SPM	Suspended Particulate Matter
GRI	Global Reporting Initiative	STP	Sewage Treatment Plant
HFC	Hydro Flouro Carbon	RO	Reverse Osmosis
HVAC	Heating, Ventilation and Air Conditioning	UNGC	United Nations Global Compact
IFC	International Finance Corporation	USD	United States Dollar
IGBC	Indian Green Building Council	USGBC	U.S. Green Building Council
IGG	I Got Garbage	VFM	Value For Money

Mindtree
Welcome to possible

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

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