Mindtree
Welcome to possible

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Bengaluru-560059, Karnataka, India.
Corporate Identity Number (CIN): L72200KA1999PLC025564
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Ref: MT/STAT/CS/16-17/42

June 21, 2016

The Bombay Stock Exchange Limited,
Phiroze Jeejeebhoy Towers,
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National Stock Exchange of India Limited,
Exchange Plaza, Bandra Kurla Complex,
Bandra East, Mumbai 400 051
NSE: fax: 022 2659 8237 / 38
Phone: (022) 2659 8235 / 36
Email: cmlist@nse.co.in

Dear Sirs,

Kind Attention - Mr. Gopala Krishna and Mr. Hari

Sub: Submission of Sustainability Report 2015-16

We attach herewith the Sustainability report 2015-16, for your kind information and records please. Kindly acknowledge receipt of the same.

Thanking you.
Yours truly,

for **Mindtree Limited**

Vedavalli S
Company Secretary

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Mindtree

Welcome to possible

"Technical competence"

"Social sensitivity"

"Environmental responsibility"



Sustainability Report 2015-16



“We are Mindtree:

An evolving organization that nurtures a technically competent, socially sensitive and environmentally responsible mindset in our people.

Mindtree Kalinga exemplifies the spirit.”

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Welcome to possible

Welcome to possible



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



Founded by visionary leaders in 1999, Mindtree Ltd., headquartered at Bangalore, has grown over the last 16 years to be a successful information technology company of repute. It stands at a turnover of USD 715.2 million, supported by its 16,623 people spread across locations in India, North America, Europe and Asia Pacific regions.

We set out to make digital 'real' for our clients, constantly striving to create transformative value. Our strengths lie in agile software, mobility and cloud computing, driven by real people, real expertise and real solutions. Our strategic focus on key areas - digital solutions and managed services, in select industries, continues to bring us success year after year.

We are well poised to further leverage the emerging opportunities in the global IT sector, which is becoming a positive prospect for India. In fact, Mindtree is on the threshold of unleashing greater potential than ever before. In the future, success will increasingly yield to organizations with inclusive vision, which has been innate to Mindtree.

Responsible business has been inherent in Mindtree's vision and mission. Our inclusive path of growth is evident in our

corporate social responsibility (CSR) endeavors and environmental initiatives. A United Nations Global Compact (UNGC) signatory and an endorser of international principles on responsible business, Mindtree charters its responsibility agenda through its sustainability framework, its CSR charter and several supportive policies and systems.

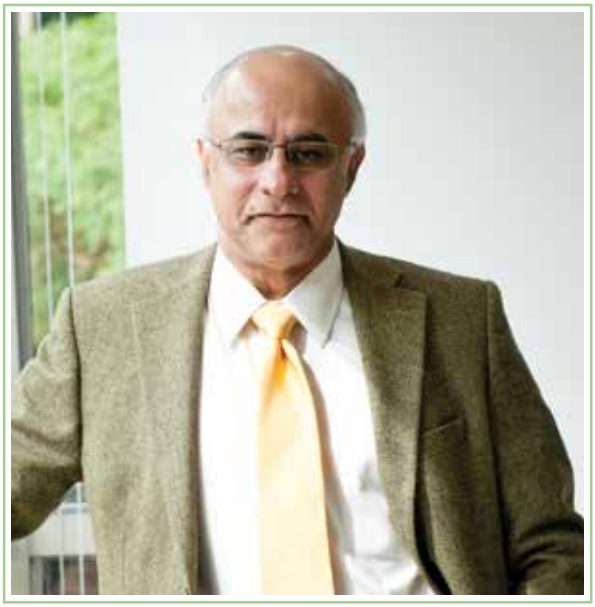
Committed to regular reporting to Carbon Disclosure Project (CDP) and sustainability reporting, Mindtree maps its sustainability performance to the principles of UNGC and The National Voluntary Guidelines (NVGs) of the Government of India.

Mindtree also publishes a Business Responsibility Report (BRR) as a part of its annual report, as per the recommendations of the Securities Exchange Board of India (SEBI).

The sustainability report of 2015-16 is the fourth in a series of reports by Mindtree. It is in accordance with Global Reporting Initiative (GRI) G4-Core criteria, and is externally assured by KPMG. The report illustrates how we drive a set of issues material to our sustainability and evolve as a sustainable organization, creating a holistic, responsible mindset among our people.



Executive message



Subroto Bagchi
Non-Executive Director



Krishnakumar Natarajan
Executive Chairman

Mindtree is a learning organization that is evolving in sustainability.

While sustainability is about smart business sense, nurturing individual responsibility and harnessing team and community potential for sustainable impact have been crucial paths for us. By leveraging our core competencies to create platforms that address sustainability in society, we create sustainable value and evolve as an organization.

We are making satisfactory progress in achieving our short-term goals for sustainability, and our medium term goals are increasingly moving into a short-term range. Our plans for renewable energy in the future have scaled up. In fact, we will reduce our dependence on fossil fuels sooner than we expected, with a solar project at Bangalore that should be functional next year.

Our economic performance has been consistently strong, and our outlook for the future is highly positive. We have always been intent on inclusive growth and will continue on a path that creates opportunity for both internal and external stakeholders.

Deepening our agenda for gender diversity is an important part of our future plans. The groundwork we did last year resulted in the launch of exclusive programs for the development of women leaders.

The Mindtree Foundation continues to make transformations in the areas of education, disability and livelihood through a select set of projects specifically chosen for deep impact and synchronization with our vision. A recent meeting of our CSR Committee and our esteemed non-governmental organization (NGO) partners helped us strengthen ties with these co-creators of social change.

Mindtree is committed to sustainability reporting that aligns with GRI-G4, and includes the principles of NVGs (Non Voluntary Guidelines of the Government of India). As a signatory of the UNGC, we are committed to the vision and principles of UNGC and map to these principles when reporting our sustainability performance.

An exclusive consultation exercise we carried out with our stakeholders in 2014 and 2015 helped us formally arrive at a set of material issues for sustainability. Mindtree is committed to addressing these issues, which range across economic, social and environmental categories. We are sure that the attention we pay to social and environmental material issues will influence our economic performance and drive our future success. Our stakeholders will hear from us regularly on our performance and on the progress we make in addressing issues that are critical to sustainability.

This report describes Mindtree Kalinga, our Learning Center at Bhubaneswar, Odisha. Here we create the "engineers of tomorrow" and nurture a holistic mindset that integrates technical competence, social sensitivities and environmental responsibility.

In other words, we aim at a mindset with triple bottom lines.

Welcome to possible.

After a year-long succession planning process, FY 2016-17 sees Subroto Bagchi stepping down as Executive Chairman, with Krishnakumar Natarajan taking over the mantle. Subroto Bagchi will continue to guide Mindtree in a non-executive capacity, at the Board. Rostow Ravanan is the new CEO & Managing Director, chartering paths of future growth for Mindtree.

Highlights of sustainability performance: 2015-16

Thriving workplace

- Our talent pool increased by 17% and grew to 16,623 this year.
- Women accounted for 28% of our talent pool.
- We launched Exuberance, an exclusive women leadership development journey, to strengthen the movement of our women leaders from middle to senior levels.
- We brought voluntary attrition down to 16% from the earlier 18.29%.
- We now have 49 people with disabilities adding value to our work – up from 44 last year.
- We further enhanced the virtual components of our learning programs.
- We adopted the concept of micro-learnings and introduced ShotClass apps, bringing bite-sized learning into our learning portfolio.
- We trained and produced over 1,400 "engineers of tomorrow" at Mindtree Kalinga, our new Learning and Development Center at Bhubaneswar.

Protecting the environment

- We crossed our internal targets for improving efficiencies in emissions, water, energy and waste management.
- Our per-capita energy consumption reduced from 189.22 kWh/employee/month to 167.6 kW/employee/month.
- Our per-capita water consumption decreased from 1.03 KL/employee/month to 0.91 KL/employee/month.
- Our per-capita GHG emissions reduced from 3.29 tons CO2e/employee/annum to 2.44 CO2e/employee/annum.
- We increased our wet waste processing capacity to 90%.
- I Got Garbage (IGG) is our digital platform to enhance waste picker livelihood and landfill reduction through micro-businesses. It enabled 10.2 million kgs of waste recycling - worth 40,000 trees.
- IGG launched another program, Donate Dry Waste (DDW) - a volunteer app-based program that enabled dry waste collection in eight areas of Bangalore, onboarding 57 volunteers, 15 waste pickers, 2,100 waste generators, recycling 99,860 kg of dry waste in the year 2015-16.
- Towards the end of the year 2015-16, we launched I Got Crops, a cloud-based platform for sustainable agriculture and agri-related microbusinesses across five states, targeting to benefit 120,000 farmers in the first year, with threefold increase in their income.

Serving the under-served

- We consolidated our efforts in education and disability at taluk levels.
- We focused on end-to-end support for disability and education.

- Our CSR Foundation touched 21,769 beneficiaries during the year.
- We streamlined our data measurement and monitoring system for CSR project management and impact measurement.
- We are working through NGOs to create taluk-level impacts in Kanakapura, Koratagere and Vijayapura in Karnataka, Pune in Maharashtra, Hyderabad in Telangana and Tiruvallur in Tamil Nadu.
- During the year, 7,236 volunteers served various causes.
- IGG enrolled 9,300 waste pickers via 38 city engagements as recycling managers with dignified livelihood who earned a collective annual revenue of over INR 12 crores.
- We also launched I Got Skills, an educational platform aiming at benefiting 70,000 rural primary school students across Rajasthan, Gujarat and Delhi, with multiple education enhancement interventions, and also enabling 92,000 labor training through 600 skill training centers.



Creating economic value

- Our revenues grew to USD 715.2 million, representing an industry-leading growth of 22.5%.
- Revenue at INR 46,896 million indicates a growth of 31.7%.
- Net profits grew by 4.7% to USD 92 million.
- 348 active clients contributed to our stellar performance.
- One third of our revenues accrued from digital services.
- One more of our clients crossed USD 50 million in revenue, increasing the number of clients with more than USD 50 million revenue to two.
- USD 25 million clients grew to six; USD 10 million clients grew to 15; USD 5 million clients grew to 31; USD one million clients grew to 80.
- Our Customer Experience Survey (CES) continued to show highly robust scores on all key dimensions.



Being recognized

- Mindtree has been ranked amongst the 100 "Fastest Growing Companies" by Business world.
- We won Best Corporate Governance award in the technology sector for Asia from the Ethical Boardroom Corporation.
- Mindtree named a Top 10 Outsourcing Provider in the Americas and EMEA regions by Information Services Group (ISG).
- Mindtree was among the top ten selected for the prestigious BEST award by Association for Talent Development (ATD) in 2015.
- Mindtree was selected for the leadership zone in Zinnov's Global Product Engineering Service Provider Ratings.
- Relational Solutions, a Mindtree company, named a 2016 Readers' Choice in Demand Data Analytics by Consumer Goods Technology Magazine.
- Krishnakumar Natarajan, our new Chairman from FY 2016-17, has been named as the EY Entrepreneur of the Year 2015 under the Services category.
- Our CIO was given the Digital Transformation Czar award in the Digital Transformation category at the CIO 100 Awards organized by IDG.
- Mindtree named as the "Most Popular Organization" in the space of Talent Acquisition by the TA Leadership League Awards.

Way forward: 2016-17



Aim at 32% women talent by 2017.



Create more women leaders through our new, women leadership program.



Encourage bite-sized learning modes.



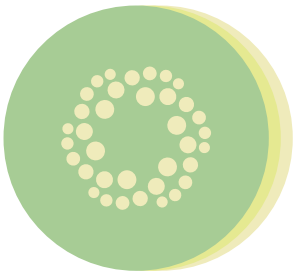
Scale up our panchayat level work and continue to expand our CSR efforts to taluk level.



Launch a renewable power project at Bangalore and reduce dependence on fossil fuels.



Further balance our qualitative and quantitative measurements of the impacts of our CSR endeavors.



Continue to improve on environmental resource efficiencies:

- Reduce per-capita emissions by 3% in the next year
- Reduce per-capita energy consumption by 5%
- Reduce per-capita water consumption by 4%
- Increase waste recycled by 2%.



Sustainability

Sustainability at Mindtree – Overview of the report



Chitra Byregowda
Head of Sustainability and Diversity

We are happy to present our fourth annual sustainability report. The report for fiscal year (FY) 2015-16 is in accordance with GRI G4-Core criteria, and maps to the principles of UNGC and the NVG of the Government of India.

As a part of the reporting process, we conducted an exclusive stakeholder consultation exercise and arrived at a set of material issues across three bottom lines. Validated by Mindtree, the material issues guided our performance during 2015-16. This report shares our progress on these issues. The report defines and captures content, within the aspect boundaries defined, using detailed steps recommended by GRI. The assurance statement by KPMG who verified the information, appears in the annexure of this report which is self-declared as GRI-G4-Core.

The key profile parameters such as scope, data assumptions, measures, reporting period and reporting cycle, remain the same as in previous reports, while the report has evolved to GRI-G4 expectations in terms of focus on the metrics on material issues.

No changes in structure, ownership or expansion have taken place that could have a bearing on the purpose and scope of this report. There are no restatements of information from previous reports. In the interest of brevity and to avoid repetition, this report may omit details of some constant features or regular initiatives that were covered in previous reports.



We continue to report our data on economic performance across our global operations. And we report our social and environmental performance data across India, because the majority of our people, our CSR efforts and our environmental initiatives are based in India.

This report offers an opportunity to share with our stakeholders, the story of Mindtree Kalinga, our Learning and Development Center at Bhubaneswar, Odisha. Mindtree Kalinga illustrates Mindtree's vision of sustainability, which involves creating and developing a holistic mindset in our people right from the time of their entry into our organization.

Our sustainability report for 2013-14 expressed our conviction in nurturing responsibility at the individual level and shared stories of individuals who epitomized individual responsibility. In our sustainability report 2014-15, we shared with our stakeholders, how Mindtree harnesses the power of teams and communities to bring about sustainable impacts.

In the 2015-16 report, we look at the organizational vision and commitment involved in embedding sustainability into Mindtree Minds, as illustrated at Mindtree Kalinga.

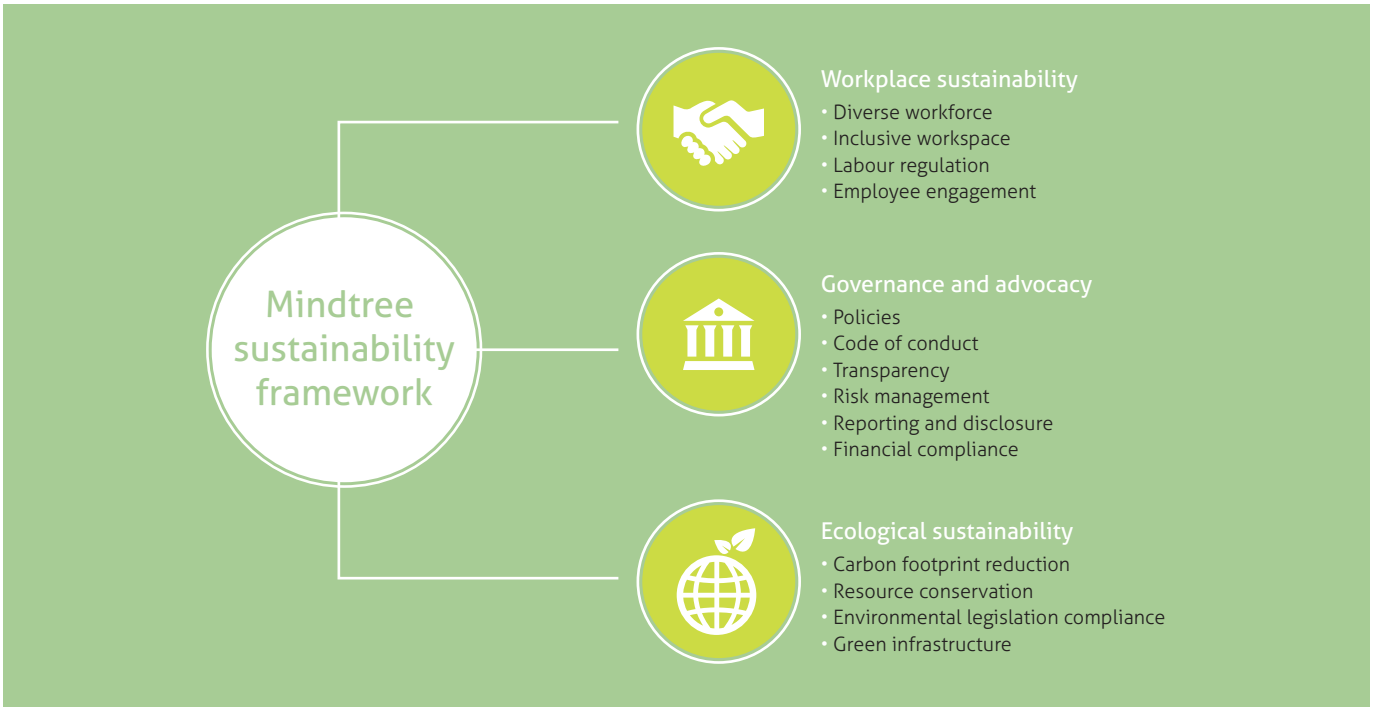
Please share your views and feedback with me.

Welcome to possible.

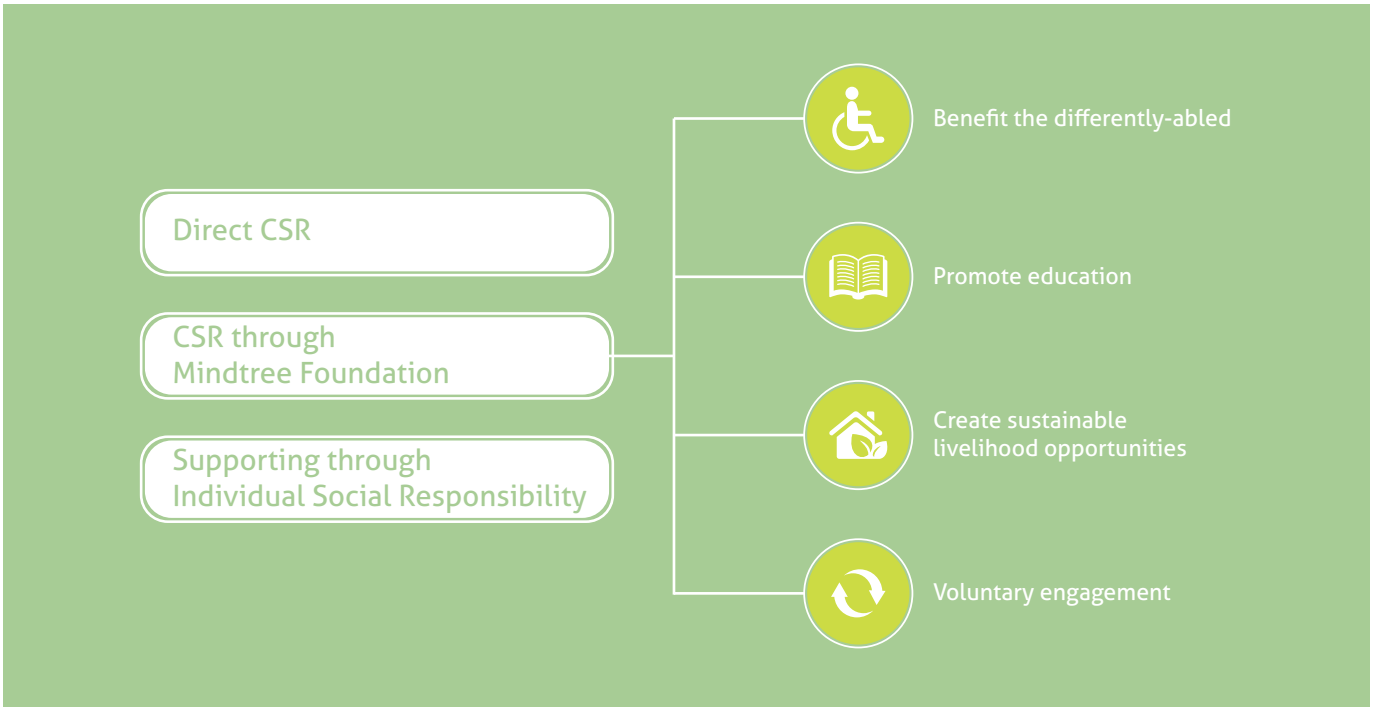




Mindtree sustainability framework



Mindtree CSR framework



Materiality and stakeholder inclusiveness

Mindtree engages in the determination of its material issues by involving its internal and external stakeholders.

Together, our people, customers, investors, partners and suppliers, current and future generations, community and NGOs, academia and regulators form a fullset of Mindtree stakeholders. Our engagement platforms for segments of stakeholders bring their voices into our policy-making and our initiatives. We are an organization that has always held feedback as a critical component for guiding and shaping our policies and practices.

For FY 2015-16, we launched a formal exercise with an external agency to conduct a stakeholder consultation process with our key stakeholder segments, identified and prioritized methodically, to understand their concerns, issues and priorities. The exercise involved the same scope and boundaries that our reporting follows: We continue to report our economic performance across global locations and our social and environmental performance across our Indian locations. Our material issues were considered for their internal and external impacts.

The exercise carried out as per GRI recommendations, surveyed a representative sample of prioritized stakeholder segments, asking them to prioritize and rate a comprehensive range of issues and related aspects, on a ten-point scale. The aggregated scores averaged across the segments resulted in a set of material issues, which were further classified as low, medium and high across social, environmental and economic categories in the materiality matrix. This analysis was further validated internally by Mindtree.

Each material issue was assigned to a function-owner, and goals were set for performance. Our overall sustainability performance in 2015-16 included actions on the goals and targets set at this stage. Report content was defined as per GRI recommendations after the compilation of performance across the material issues, and ensured all the key principles of GRI-based sustainability reporting were followed.

	Social	Economic	Environmental
High	• Talent acquisition & retention • Transparency of policies & disclosures • Responsible supply chain • Community investment projects	• Business growth • Digital inclusion • Service stewardship & client value	• Green IT & renewables
Medium	• People engagement • Talent development • Diversity & inclusion	• Customer privacy & data security	• Environmental stewardship & climate change • Employee volunteering framework
Low			• Environmental compliance

Low: Low concern; Medium: Moderate concern; High: High level of concern

Our key goals for the material issues

Talent acquisition & retention
- Improve employee engagement
- Reduce attrition
- Rehire former Mindtree Minds
- Strengthen acquisition strategies for diversity goals

Community investment projects
- Sustain current programs
- Extend programs to taluk levels
- Increase monitoring and capacity-building for better impact assessment

Green IT & renewables
- Strengthen data reporting through analytics
- Initiate plans for solar power
- Further steps towards achieving a greater clean energy proportion in a three-year timeframe

Transparency
- Simplify and improve communication
- Involve Mindtree Minds in policy-making

Responsible supply chain
- Identify and include minority/women-founded enterprises in the supply chain
- Encourage local suppliers
- Hold vendor summit for greater alignment

Environmental stewardship & climate change
- Improvement over 2014-15 in per-capita energy consumption
- Improvement in per-capita water consumption
- Improvement in waste recycling

People engagement
- More fun at work and greater work/life balance
- Make Mindtree a great place to work

Business growth
- Aim for higher than industry growth rate
- Sustain profitability

Volunteering framework
- Link our employee volunteers with our sustainability endeavors
- Incentivize sustainability lifestyles

Talent development
- Extend all our programs outside India
- Influence business outcomes through communication trainings
- Enhance virtual modes

Service stewardship & client value
- Better account mining from existing top customers and through new customers
- Delivery enabled strong growth
- Maintain high levels of customer privacy and data security

Environmental compliance & management
- Sustain compliance at the current high levels

Diversity & inclusion
- Enhance along several axes: gender, nationality, culture, disability

Digital inclusion
- Be recognized as experts in our chosen domains
- Be in the forefront of digital transformation and newer technology areas

Stakeholder inclusiveness

The detailed listing of our key stakeholders – internal and external – and our keenness on getting their views on board have historically led us to design and offer several engagement platforms for them.

Ranging from periodic to ongoing, from occasional to regular, from weekly to annual, these platforms connect us with our stakeholders in different ways, enriching us with stakeholder feedback, suggestions, concerns and ideas for improving our performance.

Because of these engagement platforms, we have been able to make confident strides in our sustainability journey, the success of which we duly share with our stakeholders.

We owe many of our green ideas, innovative initiatives, resource conservation efforts and motivational workplace mechanisms to the processes and outcomes of the crucial conversations held in these platforms.

Stakeholder	Ongoing engagement		Periodic engagement	
Employees	PeopleHub – content rich intranet portal	The intranet makes accessible to Mindtree Minds, comprehensive organization-wide information: all policies, practices, programs, people systems and applications.	MiVoice	Employee satisfaction survey (annual)
	Genie	An online resolution & interaction platform for any queries.	PACE – Performance Management System	• Performance appraisal discussions (Annual) • Right to Feedback (anytime)
	Senior management interactions and webcast	New changes within the organization are addressed at open house sessions by senior management.	• All Minds Meet • Open session	• A platform to interact with the senior management, ask questions and voice opinions (quarterly) • CEO interaction with middle management and above (biannual)
	Blogs and discussion groups	Konnect - Mindtree's social platform		
	MindSpace	CEO wall - direct communication from CEO		
	MindSpeak	A platform for promoting equity at the workplace, where Mindtree Minds can raise a dialogue on issues relating to career progression and promotion, favoritism / discrimination at the workplace, performance management. All dialogues are attended by the concerned People Function representative, involving the respective stakeholders, and brought to closure to ensure satisfaction and redress.		

Stakeholder	Ongoing engagement		Periodic engagement	
Employees	Whistleblower	The intranet makes accessible to Mindtree Minds, comprehensive organization-wide information : all policies, practices, programs, people systems and applications.		
	Open door policy	Encourages accessibility, openness and transparency in communication. One can reach out to anyone, including the Chairman of the Company, to address concerns at any point in time.		
	Skip level meetings	To help sort out concerns that one might not be comfortable discussing with the immediate manager.		
Customers	Project feedback through surveys		Customer satisfaction survey – CXO and Sr. level contacts (annual)	
	Customer visits		Project Feedback Survey – Operational and Mid-level contacts (quarterly)	
	Skip level meetings		Steering committee meetings for larger customers (quarterly)	
Communities & NGOs	Interaction with communities and NGOs through Mindtree Foundation such as social and volunteer programs			
Partners & suppliers	Operational reviews, vendor meets Supplier profile questionnaire		• Supplier satisfaction survey • Supplier / Vendor evaluation (annual)	
Investors & shareholders	Dedicated email id for investors, Stakeholder Relationship Committee		Annual report	
	Newsletters on Mindtree website		Annual General Meeting	
			Quarterly shareholder reports / updates	
			Investor / Analyst meets	
Regulators & public policy makers	Workshops		Participation in NASSCOM, CII events and other regulatory bodies	
	Panel discussions			
	Steering committees			

Risk management

Our approach to risk management is supported by best-in-class Enterprise Risk Management framework and backed by a risk-aware culture across the organization.

Our risk framework is based on standards such as COSO, ISO31000:2009 and IRM Risk Management Standard which enable us to structure our systems and mechanisms of risk management effectively.

Mindtree has been recognized as the "Firm of the Year" in the Information Technology sector of the CNBC-TV18 India Risk Management Awards. The awards recognize organizations that understand risk and consistently practice it with high integrity.

Several sustainability risks are tracked under the risk segments within our framework such as strategic, operational, financial and compliance.



The risk management committee at Mindtree, chaired by the CEO with the CFO and Chief Risk Officer (CRO) as permanent invitees to meetings, provides the oversight and direction. Risks have designated risk owners who are responsible for risk treatment as per Mindtree's **risk management policy**. A detailed update of the significant risks across the organization is discussed along with risks that have emerged during the course of the year.

In 2015-16, we added initiatives such as:

- Risk index for new geographies based on security / safety, ease of doing business, corruption perception, political / economic / financial system stability.
- Implementation of process to provide security guides for Mindtree Minds on international travel.
- Along with the above, we enhanced other existing initiatives such as the quarterly Account Risk Index, contract risk management, risk awareness, client acceptance procedures and credit risk analysis.
- We engaged an external partner to review and further enhance the Mindtree Business Continuity Plan, and incorporate industry best practice.

Disaster management: The flood at Chennai in 2015 was an unprecedented event and put our business continuity to test. The situation was managed well, driven by our effective business continuity management, there by ensuring minimal disruption for our clients. We ensured safety of our people and extended support to Mindtree Minds and support staff.



The cross-functional team addressed the emergency head-on. The Administration and Facilities function kept the office operational and at the same time relocated Mindtree Minds based on client need and safety. Our Finance Team, People Function and People Shared Services Function brought in timely support.

Our Central Information System team ensured that desktops / laptops were arranged swiftly, and also tackled the issues in networks and equipment. Space Management team accommodated the relocated teams into the workplace. The Delivery teams were involved in tracking the people and communicating relevant updates to our clients.

Our risk management function kept in constant touch with stakeholders and support functions for emergency assessment and redressal feedback.



Governance and advocacy

Honesty, integrity, fairness and transparency are central to our shared vision. Our corporate governance systems and mechanisms reflect our ideology and values.

Governance and advocacy form one of the three pillars of our sustainability framework. Our ideology looks at ethics and values as a strong foundation and an absolute imperative for organizational success.

Mindtree is a UNGC signatory organization. We endorse Organization for Economic Cooperation and Development (OECD) Principles of Corporate Governance. Our environmental responsibilities are based on the precautionary principle. We support the protection of internationally proclaimed human rights.

We are members of industry associations such as the Confederation of Indian Industries (CII) and the National Association of Software and Services Companies (NASSCOM), the Associated Chambers of Commerce of India (ASSOCHAM) and Bangalore Chambers of Industry and Commerce (BCIC). Our leaders engage in many public policy platforms and contribute to policy dialogues that include ethics, values-led leadership and sustainable development.

We have strengthened the governance and advocacy pillar of our sustainability framework with a range of policies and codes of conduct in integrity, transparency, human right protection, anti-corruption and compliance. Our governance structure – The Board of Directors and its various committees, including the CSR Committee – provide the much-needed direction and inspiration on matters of ethics, social contribution and sustainability.

Principles that guide us:

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

Integrity policy of Mindtree mandates the organization to conduct all of its business activities with honesty, integrity and the highest possible ethical standards while vigorously enforcing its business practice of not engaging in bribery or corruption, anywhere it operates throughout the world.

All our employees are educated on the expectations on integrity. Our zero-tolerance approach to breach of the policy keeps adherence levels high.

Anti-bribery and anti-corruption policy of Mindtree deals with prevention, deterrence and detection of fraud, bribery and all other corrupt and unethical business practices, including extortion. We undertake extensive trainings and assessments for risks pertaining to this area in order to avoid and prevent issues. No incidents were reported in FY 2015-16. We do not make any contributions to any political party.

Whistleblower policy of Mindtree covers issues such as related party transactions, siphoning of funds, non-compliance with the law of the land, concealing legal mandatory disclosures, breach of fiduciary responsibilities, financial irregularities, sexual harassment, misuse of intellectual property, breach of integrity and any suspicious activity or event that indicates a potential threat to the security of Mindtree's assets and people.

Our communication platforms and trainings on our policies cover all our people including our security personnel, and our audit of all units and critical functions keeps the risks of deviation at bay.

Our approach to human rights protection is embedded in our vision and reflects in our inclusive philosophy and humane culture. Our sensitization programs on human rights cover our employees and include our contractual workers. Our grievance mechanisms open their doors to human rights violation issues as well. Our supply chain management systems place a set of checks and balances on risks of human rights violations across our rapidly growing supply chain. The supplier code of conduct ensures compliance on ethics, child labor, forced labor norms and so on.

We respect the right to freedom of association and collective bargaining. We have no trade unions in our organization.

Our worker representation in various health and safety related committees is at 2.25%, and they actively participate in the discussions and decisions.

Prevention of Sexual Harassment (POSH) policy of Mindtree is in line with the requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. Frequent communication and an e-learning module keep the awareness levels high on the subject. The Internal Complaints Committee (ICC) comprising men and women, chaired by a senior Lady Mindtree Mind, investigates the cases reported and offers its recommendation to the apex body. All the 12 cases reported in FY 2015-16 (ten in India and two in our global locations) were addressed and resolved.

There were no incidents of discrimination reported. 35 number of employee/human rights grievances were received and 34 resolved.

In 2015-16, Mindtree encountered no cases of breach of law or compliance regarding environment, marketing, marketing communications, anti-competitive behavior, unfair business practices, product/service-related regulation, human rights protection, or any other legal or regulation-related areas. No penalties or sanctions were faced or incurred. No customer privacy or security breaches were reported.

Our **Board of Directors** comprises an array of leaders with diverse backgrounds and expertise, each bringing a unique strength to the echelons of our governance. Well balanced between directors and independent directors, executive and non-executive capacities, the board is also gender-inclusive with two women directors.

The board shapes and defines our values, strategies and mission, guiding the journey on social, environmental and economic bottom lines of the organization.

Our CSR Committee of the Board, supported by a steering committee for CSR, leads matters of social contributions. Its chairman and members decide on the frequency and agenda of meetings.

The board assesses the performance of business responsibility at a frequency of the board's choosing. Sustainability and diversity at Mindtree are clubbed together under the People Function, and receive guidance and oversight at the CXO level.



N. S. Parthasarathy, Executive Director, President and COO, leads this domain and nurtures its endeavors, including sustainability reporting. He is also a member of the board's CSR Committee, thus ensuring a synergy between sustainability and CSR.

The open door policy for communication and our various platforms of engagement provide points of access to the higher levels of our organization, enabling any issues of stakeholder grievances and conflicts of interest, if any, to be captured.



Board of Directors

Composition of the board	Designation
Subroto Bagchi, 59	Non-Executive Director
Krishnakumar Natarajan, 59	Executive Chairman
Rostow Ravanan, 45	CEO and Managing Director
N.S. Parthasarathy, 55	Executive Director, President and Chief Operating Officer
Dr. Albert Hieronimus, 69	Vice Chairman and Independent Director
Apurva Purohit, 49	Independent Director
Manisha Girotra, 46	Independent Director
Prof. Pankaj Chandra, 57	Independent Director
Ramesh Ramanathan, 52	Independent Director
V.G. Siddhartha, 56	Non-Executive Director

Board committees

Administrative Committee

Krishnakumar Natarajan....Chairman
Subroto Bagchi.....Member
N.S. Parthasarathy.....Member
Rostow Ravanan.....Member

Nomination & Remuneration Committee

Apurva Purohit.....Chairman
Dr. Albert Hieronimus.....Member
Subroto Bagchi.....Member
Prof. Pankaj Chandra.....Member

Audit Committee

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

Corporate Social Responsibility Committee

Subroto Bagchi.....Chairman
N.S. Parthasarathy..... Member
Prof. Pankaj Chandra.....Member
Rostow Ravanan.....Member

Stakeholders Relationship Committee

Dr. Albert Hieronimus.....Chairman
Rostow Ravanan.....Member

Risk Management Committee

Krishnakumar Natarajan....Chairman
Rostow Ravanan.....Member
N.S. Parthasarathy.....Member



Mindtree Kalinga

The learning organization

View on Mindtree Kalinga and sustainability



Panduranga Pai
General Manager, Infrastructure

In its true sense, sustainability is neither about retrofitting nor about following standards or norms and getting certifications. It is about a vision for the long term and an integrated thinking across the business right from the beginning.

Our vision for Mindtree Kalinga was based on this kind of integrated thinking. The purpose of the artificial lake we constructed on the campus was to make the location self-sufficient in water for at least ten months of the year. Currently, we are working for better sealing against water percolation in the lake so that water is available all the time. We are confident we can attain this goal by next year. In addition, we have also created rain water recharging facility to improve the ground water table.

> Sustainability is about integrated thinking right from the beginning.

The passive cooling systems in the 250 rooms of transit accommodation block on the Mindtree Kalinga campus consume as little as 15% of the energy consumed by conventional air conditioning. We plan to meet our daytime energy consumption over the next three years with solar.



Another example of our integrated thinking is the production of soil cement blocks at site, which we have nick-named 'Magic Brick'. Excess soil at site has been used for making bricks. Using specially procured automatic machine that produces uniform quality bricks stronger than locally available concrete block, we produced over one million bricks and constructed the walls for our building measuring 272,000 sq.ft. We fondly call this plant, our 'Brick Temple'.

We believe, ours is the largest institutional building in the world built with soil cement blocks.

While we expect to qualify for Leadership in Energy and Environmental Design (LEED) Platinum certification soon, our innovations at Mindtree Kalinga go beyond the dictates of any such standards. It is our ability to translate systems thinking into innovative design and execution that inspires these innovations. For us, this represents the spirit of sustainability.

We built Mindtree Kalinga to train "engineers of tomorrow". Infrastructure has a great role to play in next-generation learning. At Mindtree Kalinga, we use classrooms equipped with video conferencing to extend learning across the globe.

More importantly, by providing the "engineers of tomorrow" with a state-of-the-art environment built for sustainability, Mindtree Kalinga creates champions of integrated thinking for sustainability. Regardless of which organizations our Campus Minds choose to work with in the future, they take the change-making solutions from Mindtree Kalinga with them to inspire future sustainability initiatives in their particular spheres of activity. For Mindtree, that multiplier effect represents the ultimate impact of our endeavor.

Welcome to possible.







Folding the future in

Mindtree has created a state-of-the-art global learning center at Bhubaneswar, Odisha, based on a futuristic vision of creating 'engineers of tomorrow', with sustainability embedded into the endeavor.



Mindtree Kalinga was born out of our larger vision of nurturing our young entrants, with tomorrow's challenges in mind. Vision 2020 for Mindtree was the key driver for the vision behind Mindtree Kalinga as we sketched it out at the drawing board.

Operational since March 2015, Mindtree Kalinga has nurtured and produced more than 1,400 young Mindtree Minds by the end of FY 2015-16. We built Mindtree Kalinga to create complete software professionals out of campus-fresh entrants and gift them to Mindtree, to the industry and to the society.

The products of this endeavor are engineers, complete with not only advanced engineering skills but also with a business and a social mindset. The process of creating these engineers is an integrated one, based on learning modes of the future, ably supported by state-of-the-art digital infrastructure.

The ideology of Mindtree places the ultimate ownership for social responsibility at the level of the individual, from entry level to the top. As an organization, we take up the responsibility of influencing the mindset of our people, creating a continual learning environment for them to soak in, offering support systems, and setting an example through role models. Mindtree Kalinga illustrates this approach and aims to produce professionals who will trigger and inspire sustainable changes in all the spheres of their lives, creating multiple impacts.



Learning: "always beta" and socially sensitive

The 'how' of learning is as important as the 'what' of learning. No teachers and no permanent faculty can be seen at Mindtree Kalinga, since this endeavor is not about teaching but about enabling young minds to learn. We expect our Campus Minds to learn by 'doing' rather than by 'knowing'.



Curiosity about how things work, courage to make mistakes and responsibility for actions are the core values that pivot around all things involved in learning – content, curriculum, pedagogy and infrastructure.

The status is set at 'always beta', implying constant room for improvisation. To keep our products and processes in this status requires tremendous courage and conviction. We want our young minds to learn this attitude right from here and carry it into their future.

Technical leads on sabbaticals and senior leaders expose the young minds to case studies and real-life projects, challenging them to learn and create real outcomes. For instance, during java and .NET learning programs, they work on real applications such as cafeteria management system and building management system.

The learning outcomes are arrayed through the prism of not one but three lenses: creating an engineering mindset, a business mindset and a social mindset. Sustainability is always a part of the challenges that Campus Minds need to address. As a result, during their induction our Campus Minds have produced innovative apps for improving our waste management and energy management. We are already using a few of these apps at the organizational level and scaling others.



Responsibility and human sensitivities are ingrained at the individual level, first by setting an example at senior levels to inspire emulation, and second, by encouraging the young people to participate in several good deeds.

Good deeds are a part of the learning calendar at Mindtree Kalinga. With 16 initiatives to choose from, our young people commit to volunteering in various activities: supporting the housekeeping staff with daily chores such as cooking and cleaning, painting the walls, clearing litter off the premises, connecting with poor school children and fulfilling some of their needs and wishes through donations, participating in blood donation campaigns and more.

The layout of the campus

The layout we have designed for our Mindtree Kalinga campus reflects how we contextualize learning and growth in the larger journey of the lives and evolution of our young people.



The sprawling campus spreads over 20 acres within the Chandaka Special Economic Zone (SEZ) park in Bhubaneswar. The main pathway, which runs East to West from the rising sun behind the mountains to the setting sun in the forests, is referred to as The Path of Life. We see the software blocks, the piazza and the park that interlock with them as parts of the "Social Circle".

Courtyards in the areas where people stay are stitched together by "Streets of Friendship", creating what we call a “convivial society“. They often morph into "Streets of Ideas", exactly as we hoped and planned for. These arteries and the collaboration spaces dotted around them keep life and innovation throbbing at Mindtree Kalinga.

The best of Nalanda and Harvard inspire us. We call the break-out areas in the learning center "Nalanda". The stay areas are modeled on Harvard’s G8 formats, where groups of eight stay in four bedrooms and share a common study area with 24/7 connectivity and infrastructure for self-learning, peer-to-peer learning and collaboration. Each block is provisioned for hosting people with disabilities.



Cutting-edge infrastructure for learning

Digital invasion of the learning space is inevitable in the future. The digital infrastructure of our learning center has been planned and designed with this realization. It is executed with the simple and yet powerful objective of enhancing the overall learning experience to build curiosity, courage and responsibility in Kalinga Mindtree Minds.



The digital infrastructure at Kalinga actively enables the cohesive integration of the technological, physical, intellectual and emotional facets of the learning experience, designed to create 'Engineers for Tomorrow'.

The digital infrastructure of Mindtree Kalinga is considered the first of its kind in the APAC region. More than 40% of classrooms are fitted with high definition video-conferencing facilities with ceiling-suspended microphones to allow an expert from anywhere in the world to educate the Mindtree Minds. People can seamlessly interact across rooms and across locations in real time. To make the experience "real", mobile ceiling microphones pick up voice from people sitting in flexible furniture that can be arranged to suit the need.

Digital technology enabled by IT infrastructure is an all-pervasive presence at Mindtree Kalinga – not only in the training rooms but in all other spaces such as cafeteria, amphitheater, town hall sessions and several other zones.

The solutions implemented in the Social Center (residential campus) with a flatscreen HD display, High speed internet connection over Wi-Fi and Video collaboration enable G8's (group of eight Campus Minds) to connect to any expert of Mindtree across globe when in need. The digital infrastructure has capability to support G8 teams to be part of the live projects across the globe.

The power of digital technology to integrate itself into different aspects of life and learning has been explored to the hilt here, and is evolving further.



Infusing art

We call our software center, our "Temple of Work".

We are reverential towards our work, and our young Mindtree Minds quickly absorb this attitude. Elements of the structure are inspired by the architecture of the traditional temples of Odisha.

The three palm trees in the center of the building, which were the only trees available at site when it was handed over to us, are named after the local deities of the region, driving home the notion that Nature is sacred.

The main entrance welcomes the visitor with an enormous design of the sun-mural art on the ground, made of multi-colored, broken pieces of tile. A group







of poor, leprosy-cured artisans in the region toiled in the hot sun to put the pieces together. As a mark of respect to the artisans, our people started walking around that part of the ground rather than stepping over it.

The campus records and displays the names of individual workers who are behind the work - as a tribute to their artistry.

Preserving Mother Nature

Mindtree Kalinga is built with a deep respect for the planet, integrating sustainability values and practices right from the design stage.

Built to be water-neutral, the location employs several mechanisms such as rainwater harvesting systems and rain pits for recharging the ground water tables. Our integrated water management system at Mindtree Kalinga also includes state-of-the-art water treatment plants and a sewage treatment plant. Treated effluents are being recycled to meet the water requirements of our gardens.

The building is going to be LEED Platinum rated. The location is a zero-wet waste zone. The entire back-end infrastructure is optimized for energy efficiency.

The tree cover provides natural protection from the sweltering heat of the region. The passive cooling method employed provides comfort cooling in the transit accommodation blocks. Solar power heats up the water. The bio-rich gardens full of the local fauna and flora are pesticide-free. The entire campus is a no-smoking zone.



Our reverence for Life and Nature is evident is the way we name things here: The training rooms are named after the local trees – Amla, Bahada, Chandan, Dimri. And the three palm trees preserved at the center of the location are named after the local trinity of deities – Lord Jagannath, Balabhadra and Subhadra. These are Mindtree's ways of acknowledging the interconnectedness between work, nature and a higher purpose.



The eternal pond

Determined to be self-sufficient in water in this dry and hot, water-scarce area, we decided to construct an artificial lake to store natural water for using in the dry months. We dug up the earth, coated the bed for anti-percolation, and created capacity for a water inventory for our total requirement across ten months of the year.

Built to quench our needs without depending on external resources, our "eternal pond", which is undergoing a few improvisations now, will be a success story in the coming year.



Magic bricks



Excavation of the earth for the construction of the lake and the leveling of the slopes of the campus resulted in huge mounds of mud. Because our values don't permit us to waste the precious earth, we decided to make bricks out of it and use them in the construction of our walls.

We learned brick-making, got machinery to the location, made highly strong and stabilized bricks right on the site and used all of them in our buildings. One million bricks made on-site, now stand as strong and natural walls covering 2,72,000 square feet of area.

The story of software makers learning brick-making is a motivational one for us, for it reminds us and proves to us how the journeys of growth, learning and deep caring for Nature can be simultaneous ones.

We encourage our new entrants - fresh or lateral, our customers - new and old, and our dear guests to make a visit to the brick factory, which we call the "Brick Temple", and witness the integration at work.





Multiple bottom lines of sustainability

Thriving workplace ▪ Serving the society ▪ Protecting the environment ▪ Adding economic value



Thriving workplace

View on workplace sustainability



N.S. Parthasarathy
Executive Director, President and COO

Constantly evolving through learning



The spirit of learning is crucial to a sustainable organization. To be creators of relevant value in this knowledge-driven industry, our people need continual learning. That's why our organization constantly looks for new ways to create a "learning environment".

At Mindtree, we are creating a workplace where learning takes place dynamically, regardless of location or time. Our serious journey into virtual modes of learning is now moving to bite-sized learning on our mobile ShotClasses platform. The new portal we are developing for learning, combined with our state-of-the-art digital infrastructure at the Learning Center at Mindtree Kalinga, forms a robust architecture capable of touching Mindtree Minds across distance and time.

We want to push the overall gender ratio at our workplace up from the current level and improve it across the lifecycle of a woman's career. We are now pursuing level-specific targets to improve gender diversity, especially at mid-levels, along with interconnected measures in career planning, coaching, mentoring and leadership development for women. This year, we launched an exclusive program to help women reach senior leadership positions.

We are committed to sustainability reporting based on the global framework of GRI-G4 and the national framework of NVG.

The material issues we identified for workplace sustainability – retention, transparency, people engagement, talent acquisition, talent development and diversity – are success drivers for our workplace. We address these drivers at all levels – policy, strategy, systems, monitoring and communication. We assign each material issue to a functional

head, set goals and targets for each issue, and provide adequate latitude for process innovation.

To strengthen our reporting capability, we are improving reporting processes. We see opportunity for creating better mechanisms for real-time data monitoring, periodic collation and analytics for intervention cues.

Welcome to possible.







Workplace sustainability

Mindtree strives to create an environment around its people to help them grow a technically competent, socially sensitive and environmentally responsible mindset.



Mindtree refers to its Human Relations function as "People Function", and its people as "Mindtree Minds". Our work culture is carefully cultivated to reflect our core values: Collaborative Spirit, Unrelenting Dedication and Expert Thinking.

The workplace is one of the key pillars of our sustainability framework. It is supported by our policies of non-discrimination and equal opportunity of employment. Our Environmental Health and Safety (EHS) Policy and OHSAS1800: 2007 (Occupational Health and Safety Advisory Services) certification across locations help keep the workplace safe and healthy. A host of people engagement platforms channel the views and voices of our people across different levels. Our diversity charter EDGES (Ethnicity, Disability, Gender and Sexual Orientation) drives our inclusion endeavors.

In our workplace, a constantly evolving set of people increasingly involve themselves in social and green projects, bringing in green ideas and volunteering. Our organization is a nurturing organization that enables and grooms the responsibility streak both at individual and team levels.

FY 2015-16 has been a year of focusing on the material issues for our workplace and progressing on the performance of each issue.

Our learning programs have evolved along with the learning needs of the organization. New initiatives have been launched and existing programs restructured to make them more relevant to our minds.

Developing talent



Technology, management, teaming and relationships, innovation and a need for balance are the five learning disciplines governing our learning mandate.

Dynamic learning

Going beyond 'knowing' and focusing on learning by 'doing' and 'applying', ours is an ever-evolving mode of learning. Our learning and organizational development initiatives cater to all levels of the organization from campus hires to leadership.

Freshers are being groomed into our work and culture in our new learning center at Bhubaneswar. While technology forms a large part of our training initiatives, an equal emphasis is given on communication, management, business and leadership skills to ensure the holistic development of all our minds.

Leadership development forms a crucial part of our talent development endeavor and spreads across levels.

Our programs are a blend of classroom and virtual sessions allowing for accessibility across locations while maintaining personal touch points. The blend of virtual to classroom programs has increased to 60% this year, up from 40% last year.

Our heavy investments in in-house curated content and video conferencing infrastructure which connects our people from across locations around the globe keep our learning in a dynamic, real time mode.

On the verge of a massive learning program to upskill our people in an effective manner, we are introducing app-based ShotClasses. The self-paced, virtual and bite-sized learning mode helps learners learn anytime, anywhere, in compact slots of time of their choice. The connecting technologies will further enable peer-to-peer collaborations and expert guidance.

The New Lead Program for mid-managers has progressed on the motto of "concepts to context", where learning partners bring in curriculum and Mindtree leaders conduct case study-based sharings. We also map the learning goals on our performance management system, not for rating performance but as an indicator of training effectiveness. In FY 2015-16, we stabilized and refined our Hi-Fi manager program.

Our knowledge communities are an active element in disseminating knowledge, not only with internal subject matter experts but often reaching out and involving our partners and clients. Osmosis, the traditional knowledge fest at Mindtree, has shifted from being an annual event to multiple, focused events through the year. The intent is to celebrate the atmosphere of learning and sharing throughout the year.

Learn to lead

Mindtree Leadership Model is the foundation of our leadership journey. Based on a set of agility factors, competence factors and the imperative of self-awareness, the model strives to create a common leadership signature.

Our leadership development programs are designed to be an experiential, progressive and immersive journey that prepares people well in advance for the transitioning phases of leaders. Our leader-hiring and on-boarding endeavors insist on the cultural integration of new leaders.



We have designed our Leadership Homing Program to institutionalize sustaining engagements with leaders (new leaders and existing leaders). Our leaders go through regular annual performance feedback, 360-degree assessments, leadership assessments, talent reviews, customer experience feedback and people experience survey feedback.

Mindtree is placed among the top ten BEST Award Winners in 2015 by the Association for Talent Development for its most innovative talent development initiative. The program recognizes organizations that demonstrate enterprise-wide success through employee learning and talent development.



Attracting talent

Our talent acquisition strategies are not only designed for attracting the right talent for the organization but also to meet our specific thrusts on diversity.



Attracting talent plays a significant role in workplace sustainability. Our All India Talent Partner Summit in December 2015 went a long way in forging our partnerships and connecting our partners with our vision, agenda and leadership. Our talent acquisition strategies play a crucial role in ensuring diversity and inclusion in a way that enriches organizational performance.

FY 2015-16 saw us focusing on a major drive for rehiring former Mindtree Minds - through 'alumni reconnect program'. It resulted in the homecoming of 70 former Mindtree Minds. Our specific initiative for rehiring former Lady Minds has been successful in bringing back our female talent. Twenty-six percent of our rejoinees are women. We also conducted a by-invite talent acquisition event to get women on break into the Mindtree world.

The payout under our employee referral program gives an additional 50% referral bonus to referrers of successful women joinees. We also announced increased vendor fees for women talent acquisition. We are targeting 32% women talent by 2017 and 35% by 2018. Level-specific targets will ensure the increase is reflected across levels.





Diverse and inclusive

Being inclusive since inception, we stay committed to our diversity vision. Gender diversity, especially at mid-rungs, is of high significance to us.

We have an exclusive charter, EDGES, to drive our diversity and inclusion programs. People with disabilities have been a part of our organization since inception.

Our Charter: EDGES

- Ethnicity / Nationality
- People with Disabilities
- Gender
- Sexual Orientation

Gender

Women form 28% of our talent pool. We conducted a benchmarking study on gender diversity last year and used the findings to help us shape specific interventions and programs.

One part of the challenge is to give a push from talent acquisition and another is to strengthen the growth of women across their work lifecycle. We address both aspects to improve our diversity performance. Special emphasis is placed on the mid-rungs for developing women talent upwards, with exclusive leadership programs, with mentoring and coaching components built in. We aim at growing the percentage of women in senior leadership from the current 6% to 10%.

As a part of the plan, we launched Exuberance, a leadership journey for women, towards the end of the year. This exclusive program for women leaders covers our India and US locations.





People with disabilities

Mindtree included people with disabilities in its fold right from the time of its inception. Last year, we took in three more people with disabilities, taking the total to 49.

Mindtree has a policy of reasonable accommodation, which helps to better align people with disabilities with organizational needs and roles. Mindtree has a culture of valuing people with disabilities for their capabilities and contributions, and offers physical, technical and social infrastructure conducive to their growth.

In 2015-16, we initiated discussions with talent partners to define the necessary process for formal tie-ups with agencies that train people with disabilities and to plan relevant role-matching recruitments with them.

Retaining talent

Mindtree's approach to retention looks at its linkages with reducing attrition, people participation, people engagement, communication, rewards and recognition. Our focused approach for different segments has been effective in reducing attrition.

Ensuring retention is a key focus for us. Keeping attrition levels at reasonable levels is crucial for our success, and we have in place, a host of initiatives to strengthen retention and address the risks of attrition. The focused approach we followed for different segments we identified, brought down our voluntary attrition from slightly over 18% in 2014-15 to around 16% in 2015-16.

Our retention-focused mechanisms, such as comprehensive reviews to identify critical issues and corrections and involving people from all levels in our People Advisory Council, have been effective, along with our Retention Council's influence and action. Actions that have helped achieve retention include realigning people with projects, plugging early exits, the right rewards and 12 specific engagement initiatives for people-connect. In fact, over 70 ex-Mindtree Minds rejoined us this year.



Being transparent

Transparency at Mindtree includes constant improvement in communication and bringing in more of people participation.

Communication is a tool that enables transparency. We addressed the need to improve communication in multiple ways during the year - across the areas of compensation, policies and rewards. We brought in a higher focus on ensuring workshops or group meetings where specific issues were addressed. This brings in higher level of transparency into the design of policies and their implementation.

To build a higher participation, we expanded the People Advisory Council. Instead of comprising only senior Mindtree Minds, this council now consists of representatives from the campus batches as well. This is a forum where a cross-section of Mindtree Minds come together to discuss, debate and review policies which impact all Mindtree Minds.

We also introduced topic-specific workshops and group meetings. Examples of such workshops include sessions for representatives from the delivery leadership to participate in the process of career grade-mapping for compensation benchmarking and read-out sessions for sales and delivery leadership teams to explain variable computations and so on. These sessions have received positive feedback.

Engaging our people



Our engagement approach focuses on interlinked systems of performance management, comprehensive reviews, 360-degree feedback, engagement platforms, hard and soft targets across levels, and action insisting on targets.

Performance management process is a crucial topic of conversation in the industry today. Our Pillars program picks up high performers and places them on a fast track for learning and growth. We have been increasingly empowering our managers with better control of reviews, compensation planning and budgeting.

We have also started on an exercise to review the performance management process. This is being done by partnering with an external consultancy. Intensive focus group discussions have been conducted with a cross-section of Mindtree Minds to take in their views and incorporate the feedback into the design of the new process.

Our rewards and recognition program "Spot on" continues to be our program for promoting a culture of appreciation, and drives performance as a culture. FY 2015-16 gave a more human touch to the rewards and recognition program, since we felt a digital connect was insufficient for the purpose. We also enhanced visibility components of the program.

Our analysis further identified and determined a few steps for increased effectiveness, which will be rolled out next year.

Voice of our People (I Belong): In our endeavor to sustain Mindtree as a great place to work, we keenly heard our people's voices through MiVoice, our engagement platform, and shaped our learning into four specific initiatives under an umbrella platform we call "I Belong".

Each initiative involves a set of cross-functional volunteers with diverse perspectives to provide innovative solutions.



Career and learning

aims to transform the career and learning framework in Mindtree and make it world-class, global, digitally-enabled and Gen-Y friendly. This will result in an increase in learning, growth, engagement and satisfaction amongst Mindtree Minds.

Care for Fellow Mindtree Minds

will explore and define items that spell "care", and take these into policy and action. Work of this nature seeks views from diverse segments, touches upon unusual aspects, and deals with several intangible and subtle facets of 'care'.

Bottom-up communication

will ensure the organization lends an ear to each Mindtree Mind through at least one channel of access and thus enable every voice to be heard.

Visibility and recognition

will refine and evolve the existing initiatives to a new level ensuring that we recognize excellence and effort and improve the employee experience of reward, recognition and visibility.

A set of standard benefits is offered to all our full-time employees, with minor variations across geographies: term and medical insurance, accident insurance, disability support facility, parental leave, retirement provision, wellness program, counseling, special needs leave, reduced working hours and sabbatical.

All our locations are OHSAS certified. Our Healthy Mind Healthy Body program, supported by our health portal program, addresses our people's health and well-being at various levels. An ISO 9001: 2008 certified external partner supports our endeavor by bringing in structured, module-based counseling, workshops, mailer campaigns, mobile app, online library, self-assessments and more.

During the year, 511 people across Mindtree locations in India participated in work life seminars, 1,522 people benefited from counseling sessions and 848 people took up assessments while the mailers and the resources on the portal reached out to all Mindtree Minds across locations.

Additionally, in the last two years, our people have been trying to develop healthy habits and lifestyles, thanks to the health portal, www.zoojoo.be. The platform has been highly effective in motivating our people to take on challenges, inspire each other. Our people took 80,500 challenges, engaging in 70,000 social interactions during the year; we see the number of challenges taken up and the number of peer-to-peer interactions growing on a monthly basis.

Our talent pool

Categorization	2015-16			2014-15			2013-14		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	9,113	4,162	13,275	8,105	3,561	11,666	5,789	2,836	8,625
Middle Management (C5-C7)	2,415	368	2,783	2,014	286	2,300	3,493	748	4,241
Senior Management (C8-C9)	138	10	148	127	9	136	37	1	38
Top Management (C10-C12)	15	2	17	16	1	17	21	1	22
Subsidiary Employees	52	22	74	-	-	-	-	-	-
Permanent	11,733	4,564	16,297	10,262	3,857	14,119	9,340	3,586	12,926
Contract	869	345	1,214	869	317	1,186	726	223	949
Total no. of Employees in FTEs	11,733	4,564	16,297	10,262	3,857	14,119	9,340	3,586	12,926
Full Time Employees (Headcount)	11,733	4,564	16,297	10,262	3,857	14,119	9,340	3,586	12,926
Part Time Employees (Headcount)	869	345	1,214	869	317	1,186	0	0	0
India	9,437	4,161	13,598	8,571	3,629	12,200	7,866	3,400	11,266
UK	226	50	276	174	33	207	168	25	193
US	1,637	296	1,933	1,185	157	1,342	955	126	1,081
Others	433	57	490	332	38	370	351	35	386
<30	5,570	3,018	8,588	5,128	2,640	7,768	4,889	2,552	7,441
30-50	6,024	1,509	7,533	5,051	1,206	6,257	4,380	1,022	5,402
>50	139	37	176	83	11	94	71	12	83

New hires: 5,784 people joined us in 2015-16

Total Number of New Employee Hires by Category, Region, Age and Gender									
Categorization	2015-16			2014-15			2013-14		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	3,482	1,613	5,095	3,009	1,170	4,179	1,880	739	2,619
Middle Management (C5-C7)	498	81	579	345	39	384	560	106	666
Senior Management (C8-C9)	19	2	21	24	3	27	10	0	10
Top Management (C10-C12)	1	1	2	1	0	1	2	0	2
Subsidiary Employees	59	28	87	-	-	-	-	-	-
India	3,546	1,580	5,126	3,092	1,159	4,251	2,265	791	3,056
UK	19	2	21	11	0	11	8	3	11
US	428	126	554	226	44	270	139	44	183
Others	66	17	83	50	9	59	40	7	47
<30	2,509	1,322	3,831	2,143	949	3,092	1,638	681	2,319
30-50	1,472	374	1,846	1,200	259	1,459	792	157	949
>50	78	29	107	36	4	40	22	7	29
Total	**4,059**	**1,725**	**5,784**	**3,379**	**1,212**	**4,591**	**2,452**	**845**	**3,297**

Attrition among new hires and overall attrition

Total Number of New Employee Hires leaving the organization by Category, Region, Age and Gender									
Categorization	2015-16			2014-15			2013-14		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	291	106	397	170	45	215	233	124	357
Middle Management (C5-C7)	38	8	46	129	28	157	38	9	47
Senior Management (C8-C9)	1	-	1	14	2	16	0	0	0
Top Management (C10-C12)	-	-	0	0	0	0	0	0	0
Subsidiary Employees	7	6	13	-	-	-	-	-	-
India	287	108	395	272	67	339	250	124	374
UK	1	-	1	2	0	2	0	1	1
US	47	12	59	34	6	40	20	8	28
Others	2	-	2	5	2	7	1	0	1
<30	189	77	266	186	54	240	201	115	316
30-50	142	39	181	121	20	141	68	16	84
>50	6	4	10	6	1	7	2	2	4
Total	**337**	**120**	**457**	**313**	**75**	**388**	**271**	**133**	**404**

Total Employee Attrition by Category, Region, Age and Gender									
Categorization	2015-16			2014-15			2013-14		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	2,205	957	3,162	2,072	877	2,949	1,213	597	1,810
Middle Management (C5-C7)	348	54	402	368	63	431	440	103	543
Senior Management (C8-C9)	22	2	24	26	0	26	9	1	10
Top Management (C10-C12)	4	-	4	7	0	7	3	0	3
Subsidiary Employees	7	6	13	-	-	-	-	-	-
India	2,249	976	3,225	2,189	878	3,067	6,134	671	6,805
UK	16	1	17	19	5	24	10	3	13
US	267	39	306	221	51	272	130	27	157
Others	54	3	57	44	6	50	27	0	27
<30	1,385	654	2,039	1,267	592	1,859	929	479	1,408
30-50	1,170	359	1,529	1,179	343	1,522	709	218	927
>50	31	6	37	27	5	32	27	4	31
Total	**2,586**	**1,019**	**3,605**	**2,473**	**940**	**3,413**	**1,665**	**701**	**2,366**

Satisfactory ratios on entry level: local minimum wages

2015-16	India (INR)		UK (GBP)		US (USD)	
(Per day)	Male	Female	Male	Female	Male	Female
Entry level wage	800.0	800.0	122.7	122.7	240.0	240.0
Local minimum wage	429	429	119.6	119.6	213.1	213.1
Ratio	**1.86**	**1.86**	**1.03**	**1.03**	**1.13**	**1.13**

Majority of senior management hired locally

Region	2015-16		
	Local Hires	Total Number	% of Locals
India	8	8	100%
UK & Europe	3	4	75%
US	11	11	100%
Others	0	0	-
Total	**22**	**23**	**96%**

Excellent return-to-work rates after maternity/paternity leave; Good retention rate after 12 months.

2015-16	No. of employees entitled to parental leave	No. of employees that took parental leave	No. of employees who returned to work after leave ended	No. of employees who returned to work after leave ended and were still employed after 12 months	Return to work rate	Retention Rate
Maternity Leave	All full-time women employees	358	356	322	99%	90%
Paternity Leave	Mindtree Minds who become fathers with a childbirth or in cases where his wife undergoes pre-mature termination of pregnancy, are entitled for the paternity leave	882	881	803	100%	91%

Ratio of basic salary and remuneration by category and gender

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	150219.98	133497.28	0.89	38822.98	37131.81	0.96	61004.87	62274.82	1.02	48134.41	40150.86	0.83
Middle Management	477433.45	414928.07	0.87	56862.31	55956.50	0.98	87272.99	90166.39	1.03	73761.26	59991.65	0.81
Senior Management	1165426.96	1115718.00	0.96	106227.50	106227.50	1.00	154817.60	175723.75	1.14	152935.44	152935.44	1.00
Top Management	2026198.00	2080512.00	1.03	230000.00	230000.00	1.00	252255.80	252255.80	1.00	-	-	-
Remuneration												
Associates	672952.97	585818.39	0.87	41787.79	39916.77	0.96	69715.99	70856.76	1.02	51466.36	42996.68	0.84
Middle Management	1938252.72	1689892.03	0.87	62846.27	61286.83	0.98	104747.49	106030.88	1.01	81710.49	65990.84	0.81
Senior Management	4686219.77	4462859.83	0.95	137848.50	137848.50	1.00	209640.14	231130.50	1.10	209504.93	209504.93	1.00
Top Management	9806497.25	10402561.00	1.06	330000.00	330000.00	1.00	401646.80	401646.80	1.00	-	-	-

Our average training hours per head moved up from 37 hours last year to near 71 hours in 2015-16

Category/Level/ Grade of Employees#	2015-16 Training Data								
	Total No. of Employees per Category			No. of Hours of Training per Category			Average hours of training per year per employee		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates	9,113	4,162	13,275.00	747,037.00	445,961.00	1,192,998.00	81.97	107.15	89.87
Middle Management	2,415	368	2,783.00	36,476.00	6,303.00	42,779.00	15.10	17.13	15.37
Senior Management	138	10	148.00	83.00	59.00	142.00	0.60	5.90	0.96
Top Management	15	2	17.00	-	-	-	-	-	-
Subcontractors	869	345	1,214.00	484.00	203.00	687.00	0.56	0.59	0.57
Total	**12,550**	**4,887**	**17,437**	**784,080**	**452,526**	**1,236,606**	**62.48**	**92.60**	**70.92**

* The data does not include top management training & development since our leadership journeys do not fit into hourly measurements.

92% of our eligible employees received talent review in the year.

Talent Review Data for the year 2015-16			
	Male	Female	Total
Total Number of Employees	205	34	239
Total Number of Eligible Employees	175	8	183
Total Number of Employees Participating in Review Discussions (ongoing)	161	8	169
Percentage	**92.0%**	**100.0%**	**92.3%**

Incidence and rate of injury during 2015-16

Parameter	Overall	By Gender		By Region			
		Male	Female	MTW	MTE	UK	Other location
Total no. of injury incidents including: * Injuries sustained at the workplace * Injuries sustained during travel, commuting etc. * Occupational disease incidents like ergonomic injuries, both major and minor like RSI, Stress, etc.	1689	993	696	1322	367	-	-
No. of days lost due to injuries*	180	107	73	103	77	-	-
Total No. of person hours worked	30712176	22191840	8520336	26768016	2587464	468072	924264
Total no. of employees	12926	9340	3586	11266	1089	197	389
Incident rate per 100 employees = No. of incidents X 100 / Total no. of employees	10.22744855	10.63169165	19.40881205	11.73442216	33.70064	-	-
Frequency rate = No. of incidents X 100000 / Total person hours worked	5.499447516	4.474617697	8.168691939	4.938729863	14.18377	-	-
Severity rate = Total no. of lost days / Total no. of incidents	0.0772254	0.11	0.104885057	0.077912254	0.209809	-	-



Serving the society

View on serving the society



Abraham Moses
General Manager
Head of Mindtree Foundation

Consolidating our CSR journey at the local (taluk) level



Mindtree's vision has always included social responsibility. It is important to make societies flourish, and CSR makes that possible. The intent of CSR at Mindtree is non strategic - delinked from business strategy or self-benefits.

The Mindtree Foundation has been serving a set of carefully chosen causes in deep and impactful ways with the help of a valuable network of NGO partners. Having made considerable strides in the area of education, we have strengthened our endeavors in skill development and started consolidating our support for people with disabilities.

We believe developing skills among rural Indian youth is crucial to strengthening Government of India's agenda for 'skilling India'. Our way of contributing to this grand vision for nation building is two-pronged: to take skill development right to the heart of rural India - to the level of villages, and bring in people with disabilities into the fold of skilled population. While urban areas catch much attention of skill development initiatives, there is a gap in rural areas which needs to be addressed. Our project Yuva Jyoti brings skill development training facilities right to the center of a village in Karnataka and creates sustainable livelihood opportunities for the poor, rural youth.

We believe that skilling young people with disabilities brings untapped potential into nation-building. Being committed to an inclusive vision, we have embraced this endeavor which is full of challenges. Gram Tarang, our program in Odisha, trains young, tribal people with disabilities, empowering them with a capacity for sustainable livelihoods.

In our commitment to mainstreaming people with disabilities, we focus our efforts at the taluk level. In the past two years,

we extended our capabilities and offered end-to-end support for people with disability in one taluk in Karnataka.

The Mindtree Foundation's approach of deep involvement at the field level of projects is complemented by further strengthening of our process and impact monitoring systems.

Mindtree continues to encourage social responsibility initiatives at the individual level. The Mindtree Foundation continues to leverage the power of volunteering to create social impacts in several ways.

The long-term direction for CSR at Mindtree is set at the board level, and we are initiating a formal board-level engagement with our NGO partners.

Welcome to possible.







Serving the society

Serving the society has been an integral part of Mindtree's vision from our inception.



The organization was conceived as a knowledge-enabled, global software solutions enterprise with social sensitivities. We pursued the purpose of "creating societies that flourish" as a part of our vision. Hence, CSR has been a natural expression of this DNA. Our CSR vision is inclusive in nature and committed to the socio-economic issues of disabilities, poverty, lack of livelihood and education.

Mindtree approaches CSR with an ideology de-linked from financial fortunes, strategy or regulation. Historically, our contributions have been ahead of regulation. We constantly seek to support CSR ideas and projects in ways that resonate with our vision and values.



Mindtree's CSR manifests itself in three distinct ways: through its direct social projects, through the Mindtree Foundation and through individual social initiatives nurtured by the organization. (Our last two sustainability reports went into detail on these modes.)

Our CSR policy, a board-level committee on CSR, a CSR Steering Committee, an exclusive charter on CSR and the dynamic team of the Mindtree Foundation come together to manifest our CSR vision through various initiatives that the CSR charter defines.

Mindtree's CSR primarily focuses on programs that:

- Benefit the differently-abled;
- Promote education; and
- Create sustainable livelihood opportunities.

Refer to: http://www.mindtree.com/corporate-social-responsibility-policy for details about our CSR policy.



CSR in 2015-16

In 2015-16, Mindtree saw its total CSR spend of INR 93,737,300 well-spent on projects in sync with its vision.

The Mindtree Foundation ran a set of 14 CSR projects across five states in India, covering the focus areas of the CSR charter.

While I Got Garbage continued to create enhanced socio-environmental impacts through its technology-based platform, a host of individual volunteers came together in different ways to take up numerous socio-environmental initiatives.

Apart from volunteer activities led by Mindtree Foundation such as blood donation, stem cell donations, gifting and so on - which are now regular features of volunteering, FY 2015-16 saw over 1,300 lady Mindtree Minds and friends and relatives of Mindtree Minds register for Pinkathon, India's biggest women's run.

Floods at Chennai in the year gone by spurred the Mindtree Foundation and the organization as a whole into immediate action, because ensuring safety, relocation, hospitality and financial aid for the affected Mindtree Minds needed to take place with no loss of time. INR 60 lakhs and a loan of INR 18 crores supported the initiative.

In 2015-16, we took our CSR steps beyond our Indian operations by partnering with our customer, Home Depot, to sponsor an American veteran event. We also contributed to a children's charity organization in the UK, which cares for children with disabilities.

Our CSR Charter



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



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



To provide relief of distress caused by calamities of nature.



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

The Mindtree Foundation

The Foundation continued to focus on four defined areas in 2015-16:



Benefiting the differently-abled



Creating sustainable livelihoods



Promoting education



Volunteering through Mindtree Minds

With 14 CSR projects across its four focal areas, the Mindtree Foundation spreads its action across the states of Karnataka, Maharashtra, Andhra Pradesh, Odisha and Tamil Nadu with a wide network of NGO partners.

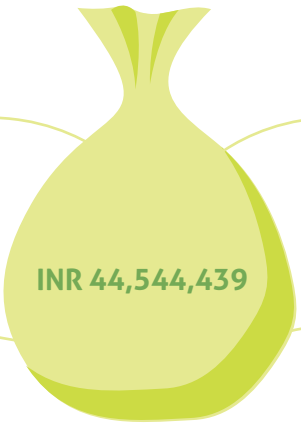
Six projects in education, four in livelihoods and four for people with disabilities are deployed through a network of our NGO partners across the five states. The Mindtree Foundation spent INR 26,271,304 on CSR projects in 2015-16, benefiting 21,769 beneficiaries.

Seven thousand two hundred and thirty-six volunteers from Mindtree supported the Mindtree Foundation in various social causes, taking the total number of beneficiaries to 35,013. Each volunteer program showed a marked rise in the number of our volunteers and benefited more beneficiaries than last year.

Women form nearly one half of our beneficiaries, and 3% of our beneficiaries are people with disabilities. Education and support for people with disabilities formed the largest projects of impact for the Mindtree Foundation in 2015-16.



Mindtree Foundation overall fund Spent
39,121,305





Mindtree Foundation spend on CSR projects
26,271,304



Fund unspent
5,423,134

Mindtree Foundation Budget Planned for 2015-16



Avg. cost per beneficiary
17,373

Number of NGOs: 13

CSR beneficiaries: 21,769

Volunteers engaged: 7,236

Total beneficiaries: 35,013

2015-16 was the year when we not only kept our focus intact on our core areas but also extended our scope taluk-wide in education and support for disability.

Both education and support for disabilities had taluk-wide expansion and application in their intent: Kanakapura, Koratagere and Vijayapura in Karnataka, Pune in Maharashtra, Hyderabad in Telangana and Thiruvallur in Tamil Nadu were chosen for taluk-wide expansion of our projects.



2015-16 was a significant year for the Mindtree Foundation in terms of internal capacity - building for project monitoring.

Our work has been characterized by our deep involvement at the field level and working along with our NGO partners on the grassroots. Measuring the results of our deep efforts is very crucial.

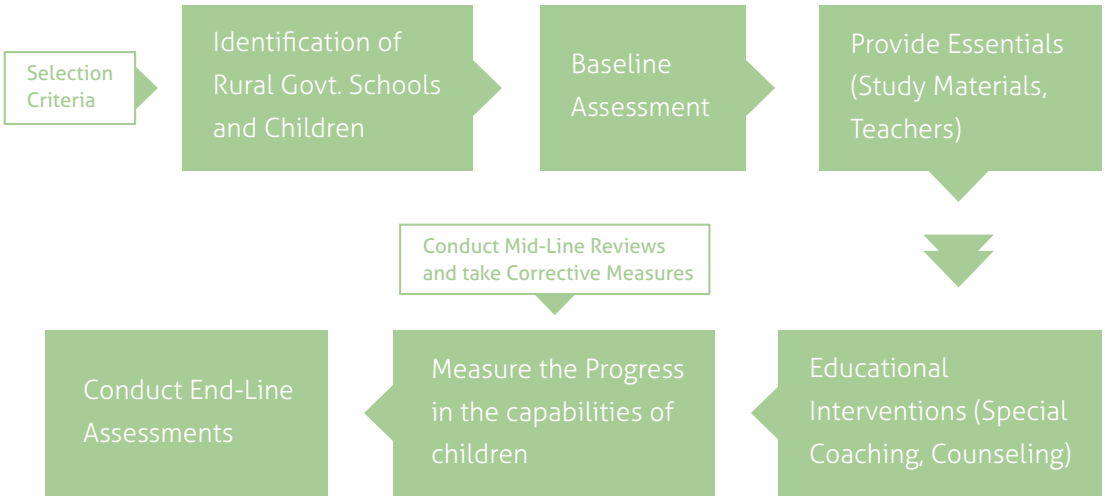
We have taken further steps in improving our approaches and methods, and at measuring and monitoring the progress and outcomes of our projects.

As a result, our reporting mechanisms are getting sharper, which helps us roadmap further action more efficiently.

A few highlights of our work

Education

The range of our project models for education



Sikshana Foundation

Fifteen thousand two hundred forty-one children from 161 rural schools throughout the Kanakapura taluk are supported for education from first to tenth standard, including those subsequently supported for medical education.

- Our partners Sikshana Foundation accomplish this task.
- Support with writing material, spot prizes and counseling sessions keeps the children motivated. Para-teachers and train-the-teacher programs further enhance the capacity.



Agastya Foundation

Three thousand eight hundred ninety four children from 43 government schools in Pune were exposed to 36,000 hours of science education through the Agastya Foundation.

- The vision of the Lab on Bike project is to stimulate creative thinking and curiosity for solution-seeking among school children and teachers.

EdZilla

The program at Kanakapura aims at enhancing the quality of education at Government primary schools

- Children from 5th, 6th and 7th standard from 13 schools are given access to software-based learning, with English and Maths curricula placed on android tablets.
- The program has benefited 463 children so far and continues to expand.

Udaan

Under Udaan, our joint endeavor with Narayana Hrudayalaya, 36 children from 34 government schools in Kanakapura Taluk are supported towards a medical education beginning at the high school level.

- The program includes special coaching classes - strengthening maths, science and English proficiencies, medical check-ups and visits to Narayana Hrudayalaya for motivation.
- The program has the huge challenge of keeping parents motivated and committed throughout the long journey of a medical education.
- Counseling and mentoring for the parents are a part of the project.
- The Mindtree Foundation is glad to observe gradual improvement in the students' studies, attitude and behavior, and hopes they will turn into competent medical professionals in the future.

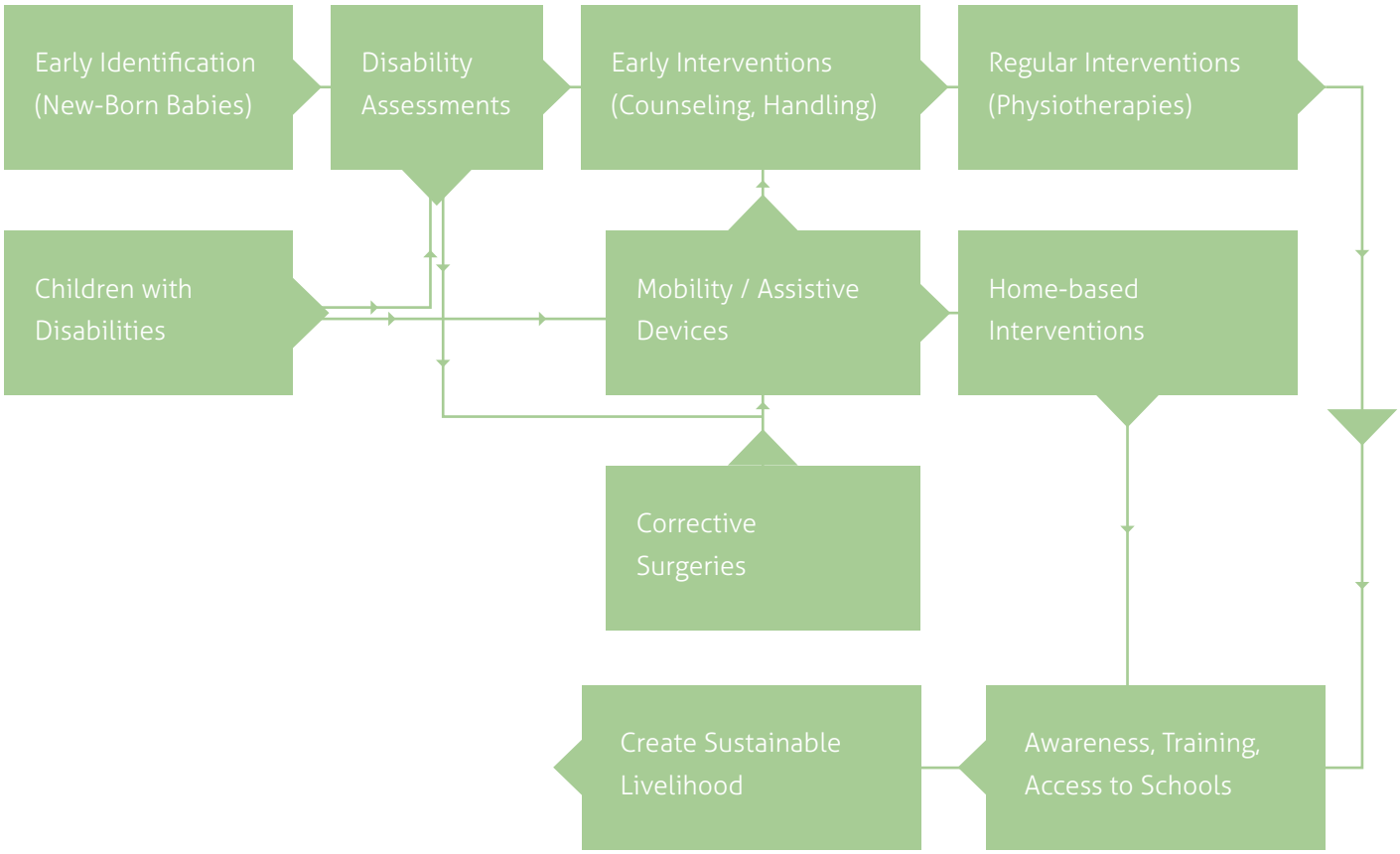
Mindtree Innovation and Learning Center

Two hundred eighty-six engineers from a rural college in Nallanur, Tamil Nadu, trained with Radix Learning to bridge the gap with IT-industry-ready skills, through the Mindtree Innovation Center.



Benefit the differently-abled

The range of our project models for the differently-abled



Sanchalana

Two hundred and one rural children with disabilities from the entire Vijayapura Taluk are assessed for disabilities and supported with mobility aids, corrective surgeries and physiotherapy through the Association for People with Disability (APD).

- One hundred and thirty-nine of the children had locomotor disabilities and 13 had multiple disabilities. There were 45 with cerebral palsy and 4 with other disabilities.
- Mobility aids were provided for 91 children, and 78 received various therapies.
- We are assessing more children and in the process of providing for interventions.
- All the 201 children are attending school regularly.
- Two rural government schools are chosen for enhancing accessibility features for the children.

CBR-DID (Disability Inclusion and Development Project) - Community Based Rehabilitation program

SPASTN (the Spastics Society of Tamil Nadu) helped 486 rural children with disability from Tiruvallur Taluk through early interventions, home-based interventions, rehabilitation and non-formal education.

- The community-based rehabilitation center intends to improve physical well-being of children with disabilities through early detection, early intervention and post-corrective therapies.
- The project in 2015-16 included screening of 519 newborns and identifying babies at high risk for disabilities.
- The 18 awareness programs saw 1,342 people attending the sessions.
- Four hundred and forty-one special educators received training on handling people with disabilities.

Bal Roshni

Sixty underprivileged children were given educational fees, and nine children received assistive devices and therapies through Karnataka State Council for Child Welfare (KSCCW) in Bangalore.

Gram Tarang

The Mindtree Foundation aims at training 1,000 unemployed rural youth with disabilities to render them employable in Odisha.

- Gram Tarang focuses on rural, tribal youth with disabilities, for training in sustainable livelihoods.
- The youth gets trained in areas such as carpentry, quick-service restaurants, sewing machine operations, communication and life skills.
- The program has made a beginning with 99 young people this year and plans to extend its reach in the future.
- The project is a challenging one since it aims to transform the lives of people with multiple challenges at the same time: rural context, tribal background, unemployment and disability.

Literacy enhancement through SSK

Children with learning difficulties in the age group 6-15 years from 12 governmental schools in Kanakapura, Karnataka, are benefited through this program.

- They are supported with maths education, socio-emotional skills, language development programs and activity-based learning.
- A set of 12 trained resource teachers bring in the needed education interventions.
- Remedial teaching benefited 270 underprivileged children in the last year with them.

Creating sustainable livelihoods

The range of our project models for sustainable livelihood



Yuva Jyoti

Four hundred rural school-drop-outs are trained in vocational skills to enhance employability in Koratagere taluk in Tumkur district of Karnataka through the BEEM Rural Development Organization (BRDO).

- The project, named Yuva Jyoti, trains them in tailoring, computer education, data entry, electrical wiring, motor rewinding, carpentry and plumbing.
- English language and life skills form a part of the curriculum.

Urban Micro Business Center in Odisha

Twelve poor urban women receive skills, infrastructure to run Meals on Wheels food service centers and beauty salons, and training to deliver products and services.

- The program is designed to bring positive social and economic impacts into the lives of poor urban youth and adult women.
- The program also includes training for youth in local market surveys relevant to low-income micro-enterprises.

Bal Sevika

Twenty-nine women are enrolled in the Bal Sevika Training Institute run by the Karnataka State Council for Child Welfare (KSCCW). This empowerment program trains women to be tutors for pre-school rural children.

- The projects aim to bring positive social and economic impacts into the lives of underprivileged young women.
- Training includes 100 hours of theory and practical sessions, and preschool visits.

Learn and Earn Centers, AMBA

One hundred and twenty one intellectually challenged youngsters over 16 years of age are being trained at Hyderabad to gain confidence and error-free operation in their data-entry work.

- Learn and Earn Centers at AMBA focus on vocational skills and quality of life for intellectually challenged youngsters.
- Adaptive training builds operational capacities of the intellectually challenged and aligns them for the professional requirements of data entry.
- Collaborative associations with organizations bring in the back-end data entry work assignments for the trained youngsters.



Protecting the environment

View on environmental sustainability



Padmanabhan Kannan
General Manager
Administration and Facilities

We have an ambitious vision for renewable energy.



Our efforts go beyond environmental compliance management to embrace efficiencies across resources. Resource efficiency is a material issue for us. In FY 2015-16, we decreased our per-capita consumption of water and energy beyond our internal targets. We also set out to reduce our emissions and increase our waste management performance.

We are maturing our environmental responsibility with a vision that calls for further greening of our operations, and we believe leveraging technology with robust data analytics such as energy monitoring, management systems and service management innovations will enable improved carbon footprint performance. We believe, our success will depend on building awareness on environmental responsibility among all our stakeholders, and we will continue to invest on training sessions devoted to resource efficiencies and data analytics, along with smart and efficient equipment operations and processes.

Using clean energy to reduce dependencies on fossil fuels is a key environmental goal for us. We run our Bangalore location, which represents over one half of our total power usage across India, on wheeled green power. We also have an ambitious vision for renewable energy adoption, and are currently in talks with third parties to carry our vision forward. Starting in FY 2016-17, our Whitefield campus (MTE) would be meeting over 70% of its energy demand through renewable solar energy. We are also exploring possibilities of adopting renewable energy at our other locations.

Collaboration with our people is a key driver and a priority for us to be successful in managing our environmental sustainability goals; we believe, only when every Mindtree

Mind is mindful of the larger intent of sustainability initiatives, we can achieve the holistic intent behind environmental sustainability. We are happy to see the young Campus Minds at our Learning Center in Mindtree Kalinga campus contributing innovative applications for resource conservation and developing technologies for efficient resource consumption, monitoring and analytics platforms.

Our people have been volunteers for environmental and social causes for a long time. We solicit ideas and invite our Mindtree Minds to be part of larger organizational sustainability initiatives through Green community initiative, and encourage them to turn into green commuters by providing a common bus system at two locations, a corporate carpooling app, reserved parking for eco-friendly vehicles and car poolers, and other such green incentives.



Encouraging a sustainable lifestyle is part of our task, because sustainability is a journey that involves organizational and individual commitment. We continue to align our people with our sustainability goals and invite them to undertake the goals in various innovative ways.

Welcome to possible.



Strengthening our responsibility: 2015-16

FY 2015-16 saw us improving our performance on all key areas: energy performance, water management and waste management. We achieved per-capita reductions across key measures despite the expanded scale of our operations and rise in our employee base.

Performance at a glance

Category	2013-14 Performance	2014-15 Performance	2015-16 Performance	2015-16 Target	Achievement against targets
GHG Emissions	3.39 tons CO2e/ employee/annum	3.29 tons CO2e/ employee/annum	2.44 tons CO2/ employee/annum	3.19 tons CO2e/ employee/annum	**Exceeded by 23.51%**
Energy	200.04 (kWh/ employee/month)	189.22 (kWh/ employee/month)	167.6 (kWh/ employee/month)	183.54 (kWh/ employee/month)	**Exceeded by 11.43%**
Water	1.28 KL/ employee/month	1.03 KL/ employee/month	0.91 KL/ employee/month	1 KL/ employee/month	**Exceeded by 9%**
Waste	89.68% (recycled)	80.62% (recycled)	89.66% (recycled)	83.04% (recycled)	**Exceeded by 7.97%**

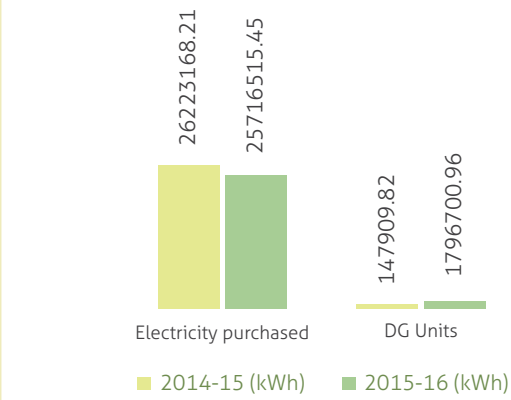


Energy: We crossed our internal targets of efficiency

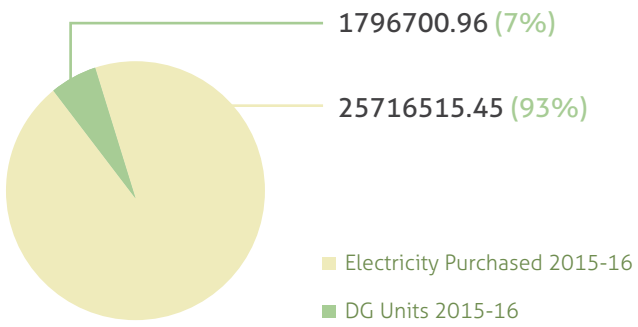
Our energy performance has been consistently progressive with consistent dips in per-capita base of energy consumption despite an increasing scale of operations and increasing base of employees.

Energy consumption decreased marginally overall and decreased by 11.43% on per-capita basis.

Energy Performance (Scope 2 Emissions)



Energy Footprint (kWh)



Our data analytics and monitoring systems, which bring in real-time data to our energy managers, have resulted in better awareness and control of energy use and conservation. Training calendars we follow for orienting our managers and the best practices we share across locations have gone a long way toward achieving consistent efficiencies.

Our initiatives for the air conditioner units involving chiller conversions have been completed, thus completing the efficiency potential of the idea we envisaged in recent years.

Our overall improved discipline in maintenance cycles contributed to our energy efficiencies. We have also realized improved efficiencies by increasing the indoor temperature by a mere one degree – per ASHRE standards – without affecting the comfort of the workplace.

A host of other efforts have contributed to our increasing performance on the energy front, such as optimizing lighting and UPS systems, scheduling equipment operations, using sewage treatment plant (STP) water for flushing and a wheeling energy mechanism.

Our Green IT initiatives also include apps developed in house for motoring waste management, energy conservation and so on. We have seen a series of innovations in this space by our people, including fresh entrants from our Development & Learning Center - Mindtree Kalinga at Bhubaneswar. Some of our innovations are already running as pilots. We are

working with a few external partners to take some of them forward and looking forward to wrapping up current work-in-progress.

Apart from our initiatives in LEED buildings, we have been working on BEE certifications for our locations. In 2015-16, we contributed to our energy performance profile with various energy-saving initiatives. We have taken up the implementation of workspace policy, smart buildings, and the upgrading of heating, ventilation and air conditioning (HVAC).

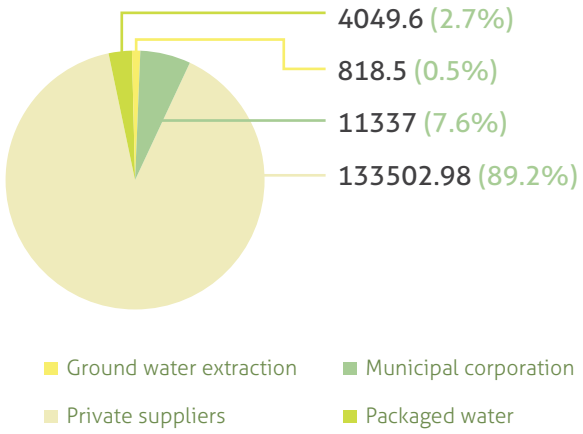
For next year, we have planned a solar wind power project with over 3MW capacity for a Bangalore location. This project will positively shift our clean energy performance in the near future.

Water performance

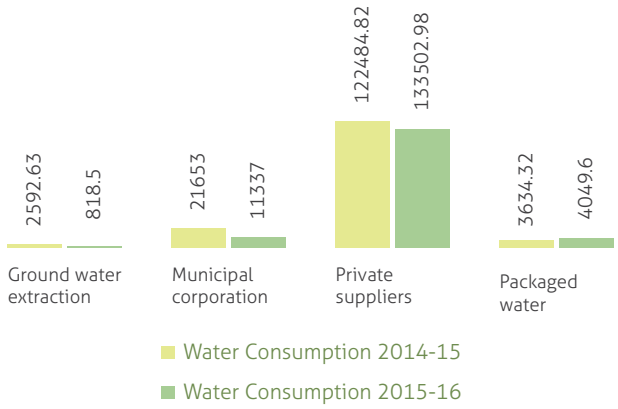
Despite our increasing employee base, we managed to further decrease our per-capita consumption of water.

> Our total water consumption decreased by 0.44%, and our per-capita consumption by 11.21%

Water Consumption (KL)



Water Performance (KL)



Water recycling and reuse

> We recycled 22.31% of our fresh water consumption and our water discharge is nil.

Total fresh water (Kl)	153227.41
Recycled water (Kl)	34198.89

- Our dependence on fresh ground water and on external sources has been constantly decreasing over the years, thanks to increased efficiencies in consumption, treatment, recycling and reuse.
- Our regeneration processes for softeners have proved efficient in decreasing water requirements.
- We've worked constantly over recent years to promote internal awareness for water conservation, an effort that has borne fruit in terms of a continuous dip in our water consumption.
- STP water is used through a reverse osmosis (RO) plant for our chiller cooling tower, thereby reducing the extraction of ground water by 1,200 KL per month. Our dependence on a supplier is reduced by 13% along with a cost reduction of Rs. 48,000 per month.
- Other measures that proved effective for our water performance included replacing all damaged underground pipelines to avoid water wastage, installing metering to ensure correct measurement of actual consumption, and waterproofing the water storage tank to avoid water seepage.

Emissions

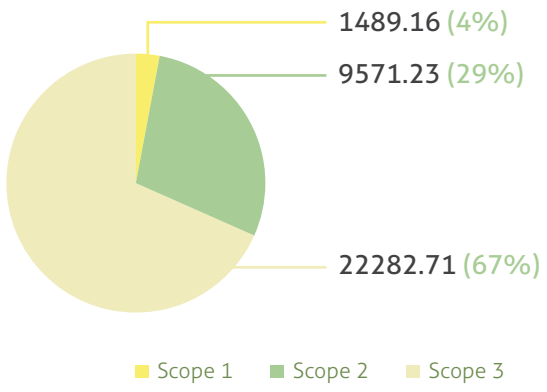
While a host of measures for curtailing our emissions continue as in previous years, FY 2015-16 saw a continued focus on bringing down our total carbon footprint, including the footprint for employee commutes.

While the Common Bus System for the entire tech park at Global Village, Bangalore, has been serving the cause, Mindtree Minds now have access to a carpooling option: They now have an app for organizing their carpool schedules. We hope this tool will be instrumental in bringing down the employee carbon footprint in a significant way in the future, as people learn to adopt to a new mode of commuting and realize its potential.

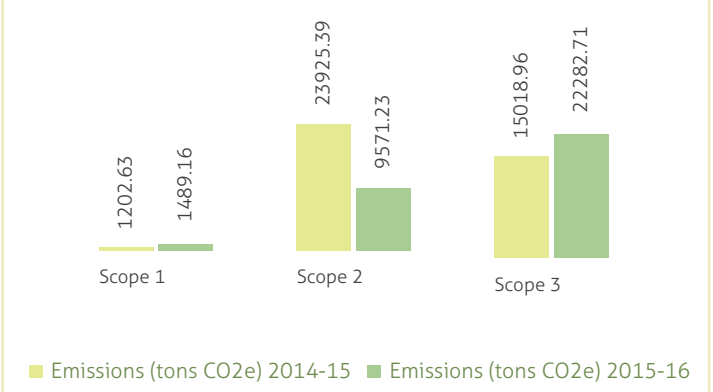
We also encourage our people to buy and use eco-friendly vehicles: We provide charging points for electric vehicles, reserved parking for carpool vehicles and free parking space for green commuters.

Our total emissions reduced by 16.33% over previous year: our per-capita dipped by 25.22%.

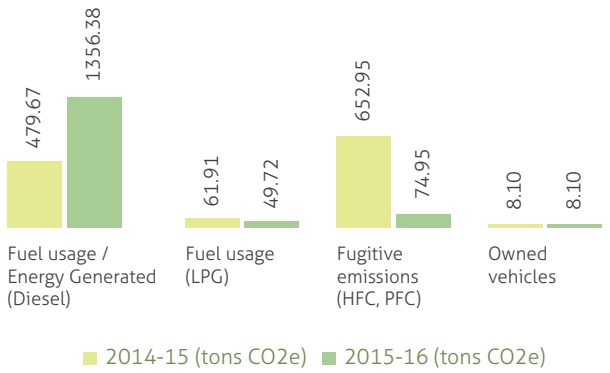
Emission Footprint (in tons CO2e)



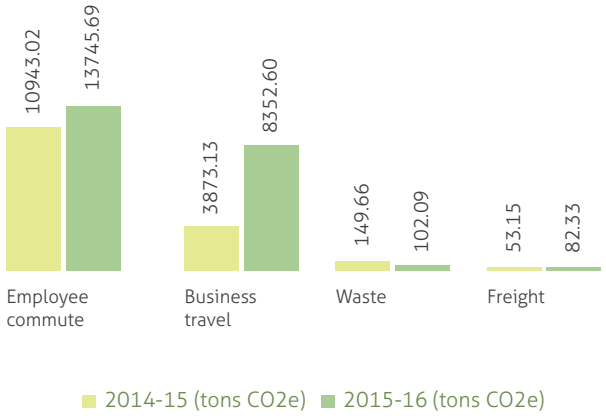
Emission Performance



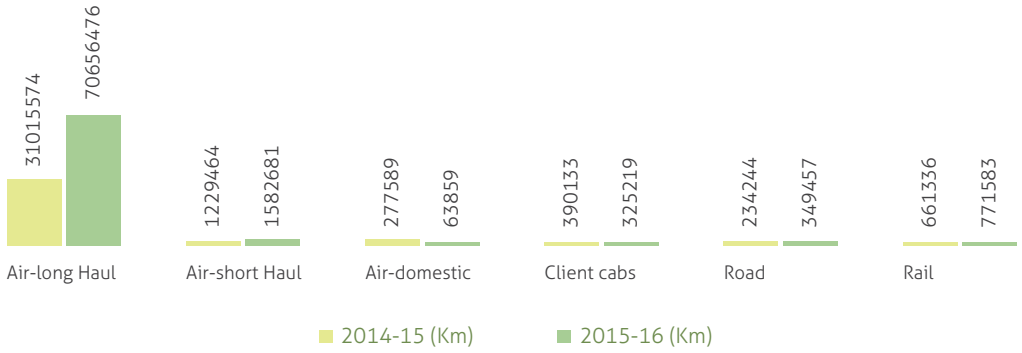
Scope 1 Emissions



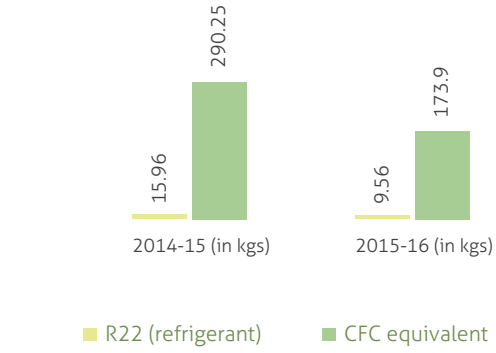
Scope 3 Emissions



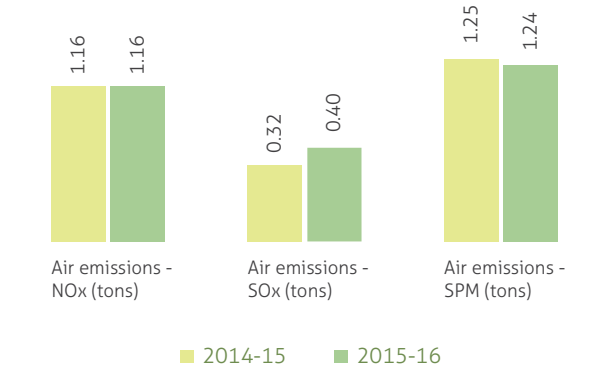
Business Travel



Ozone depleting substances



Air emissions



Waste management

In 2015-16, we expanded our efforts by introducing an additional organic waste converter in Bangalore to treat food waste. We also achieved 90% wet waste conversion across Indian locations.

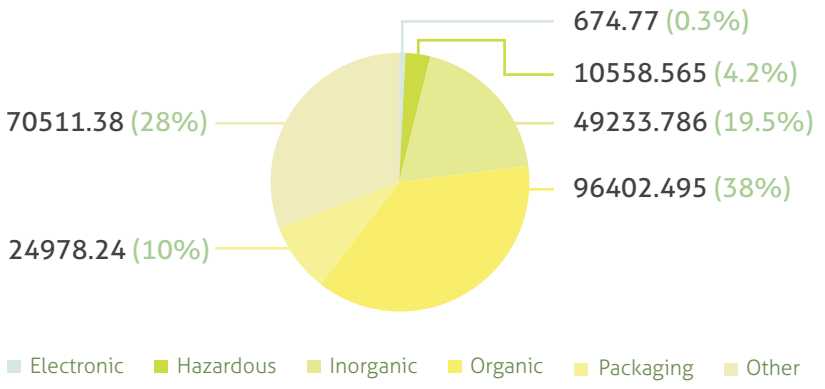
We think that a more effective solution in the future lies in focusing on generating less waste rather than increasing capacity for processing waste. Going forward, we would like our initiatives to focus more on the behavioral aspects of waste generation.

Our waste output does not affect any habitats or water bodies. We do not ship any hazardous waste anywhere, but rather dispose of it responsibly. Our operations do not cause or generate any spills.

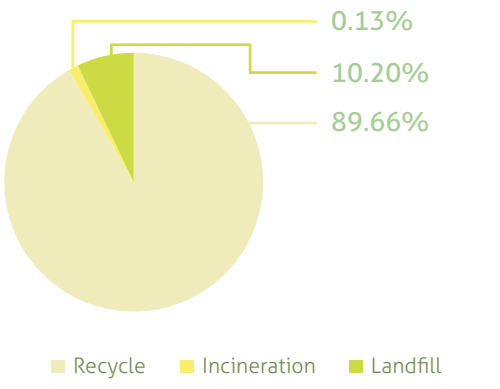
Mindtree's techno-social platform I Got garbage (IGG) has demonstrated how effectively wet waste can be converted through a natural process, without using electricity. IGG continues to address the issue of urban waste outside our premises while transforming the lives of waste pickers.

Our total waste generation as well as per-capita waste generation came down by 3.20% and 13.68% respectively.

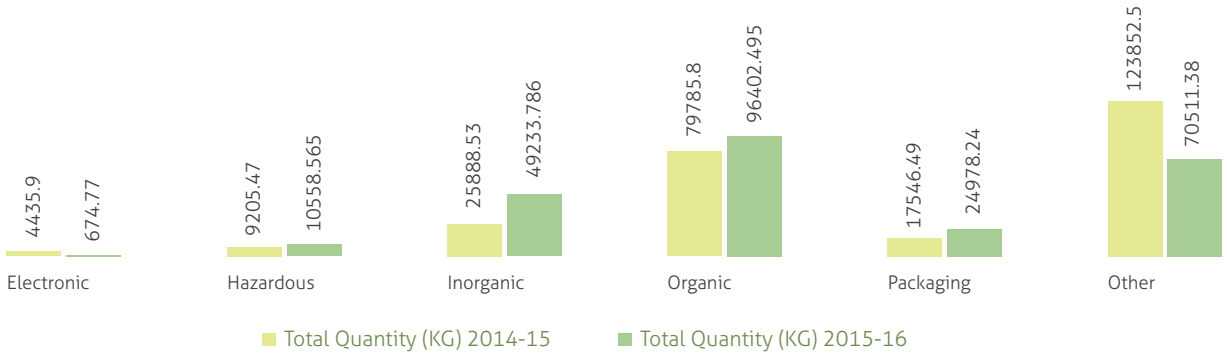
Waste Footprint (Kg)



Waste Disposal



Waste Management Performance



Total expenditure on environmental initiatives:
INR 33,991,288

There have been no fines or non-monetary sanctions for any environmental non-compliance in 2015-16 and we did not receive any grievances regarding any environmental impacts of our operations.

Preserving Mother Earth

We made one million bricks out of the mud excavated at our Mindtree Kalinga site at Bhubaneswar, and constructed walls covering 272,000 sq.ft of area.

Goals: 2016-17

- Have our own water treatment plant
- Kick-start the renewable power project for our east campus in Bangalore
- Strengthen our data analytics further
- Replicate or scale up successful pilots from our in-house innovation apps for environmental resource efficiency
- Continue to align our people with our sustainability goals







Sustainable procurement

Mindtree's approach to supply chain management moves it beyond the level of the tactical to the realm of the strategic. Responsible supply chain is identified by Mindtree and its stakeholders as a material issue.

We treat the procurement domain as a critical component of business strategy, the key to which lies in improved profitability through increased efficiencies. Mindtree's supplier management strategy is designed to deliver significant reductions in the working capital and organizational risks, including social and environmental risks. Procurement integrates social and environmental considerations across its purchases and selection of supply partners.

The strategy rests on the following tenets for efficiency:

Leverage: Procurement typically applies leverage based on historical usage trends coupled with a good prediction for future growth.

Communication: We believe that a clear communication strategy is paramount to creating value through our external resource providers – original equipment manufacturers (OEMs), service providers or product and component suppliers. Our supplier feedback model, which sensitizes our supply partners to business viability challenges, opportunities and threats, is a case in point.

Efficiency: We engage with our supply partners to support our strategies, and contribute to organizational process and operational efficiencies.

Innovation: We seek supply partners who can provide insights and innovations around the solutions they suggest or implement.

Risk management: Procurement at Mindtree constantly identifies potential external risks through a periodic exercise and finds ways to mitigate them across the supply chain. Social risks (such as labor, human rights, ethics) typically fall into this area, and our codes and screeners filter out these risks.

Continuous improvement: Mindtree deploys its supply chain management to act as a critical catalyst for identifying and managing improvement opportunities across external resource and value providers.

Procurement at Mindtree views its supply chain management as a strategic tool anchored on the above tenets and to bring across a value proposition inherent to its role.

Our supply chain

Our supply chain comprises a large network of 10,065 supply partners across geographies, who bring in products, business support services and utility management services. Twenty eight suppliers belong to diversity-based, including 19 women-owned organizations.

Our emphasis on local sourcing ensures that 77% of our suppliers are based in India, contributing to 57.30% of our spend. US has 14.3% of our suppliers contributing to 34.3% of our spend.

Mindtree's Supplier Code of Conduct insists a strict and uncompromising "no-no" on child labor, forced or compulsory labor. It also takes strict cognizance against any human rights violations across the Supply Chain. Mindtree undertakes Supplier screening and evaluations on a random sample basis to check for the possibility of specific social risks. We have not noticed any negative impacts of labor or human rights practices or any specific labor violations in our supply chain.

Year 2015-16

The year saw procurement at Mindtree take further strides in efficiency.

- We rationalized our supplier database of 1,200 service partners by reducing it to 850, and eventually consolidating the number of partners to 100. Thus, we ensured one-eighth of our supplier partners supported 90% of our requirements in this space.
- Eighty-seven of our supplier partners participated in a vendor summit for talent acquisition conducted in December 2015, and 90% of them reported a satisfaction score between four and five out of five. This endeavor helped us address the gap in supplier delivery through direct dialogue.
- Mindtree's procurement function stepped into normalizing the margins paid per candidates hired, generating inputs for policy-making.
- Onboarding of client-specific supply partners for talent acquisition reduced the number of registrations and the number of partners, leading to higher volumes per partner and higher efficiencies.
- We are in the process of using global input to develop a rate card mapped to skill sets as a guideline for talent acquisition.
- We are actively considering a vendor management system that will better equip us to manage our supplier database.
- We are also in the process of reviewing a tool to track the vendor management system.
- Procurement function at Mindtree supported the facilities function in identifying a battery management system that will accrue a five-fold savings in the forthcoming years.
- Candidate onboarding procedures of Mindtree are now completely paperless.
- Sustainability often involves thinking about small steps and making them responsible: we are in a continuous process of making our work environment more healthy and eco-friendly by taking a series of steps such as ergonomical seating, carpeting, herbal options for sanitation, use of indoor plants for better air quality and more.




THE INTERNET OF THINGS
50
BILLION CONNECTIONS BY
2020

Adding economic value

View on economic value



Jagannathan Chakravarthi
Chief Financial Officer

Integrating sustainability and business strategy is key to long term value creation.



Sustainability is an essential investment for the long term viability and success of an organization. For an organization in a knowledge-driven industry, investment into learning is an investment for sustainability. Our investment in our Learning Center, Mindtree Kalinga, is a testimony to our commitment to this perspective.

Our performance on business and sustainability, travel in parallel - as reflected in our annual report and sustainability reports. The futuristic goal of integrated reporting needs integrating business strategy and sustainability rather closely. Economic material issues identified by Mindtree- business growth, service stewardship & client value and digital inclusion, are drivers of our economic success. Economic success which creates value for the organization in the market is in fact derived from our efforts in sustainability, a strong learning culture and deeply anchored corporate governance. In our experience, these key pillars together create a positive differentiator for us in the market.

Our economic performance has been growing from strength to strength. Indian IT sector is pitched for high growth in a global scenario, and Mindtree is poised to leverage its key strengths to reach new pinnacles of success. Continued focus on sustainability, learning and maintaining stringent governance standards are imperatives for sustaining the pace of the phenomenal growth ahead of us.

For Mindtree, CSR and Sustainability are two sides of same coin. It is a way of giving back to the society – a way of sharing our success. Our financial commitments to CSR continue, picking up projects that a naturally sync with our CSR objectives and approach. Our leaders are involved as ever, in our CSR endeavors, setting personal examples for our people. As a responsible corporate citizen, creating sustainable value for our stakeholders will continue to be our goal in the coming years.

Welcome to possible.

Adding economic value

Our approach to the material issues is to continue to pursue inclusive paths of growth, surpass ourselves in enhanced client value creation, and leverage the potential of the digital to not only create a thriving business for us but also to solve a few pressing, sustainable development issues in the society and the environment.

Inclusive growth

Mindtree's vision for growth is inclusive in nature and embeds within it, the purpose of economic value-add. Our investments in our people and our stakeholders are an expression of our intent to share the value we have created with their support. Our emphasis on gender diversity and the opening of our door to people with disabilities are part of ensuring that value is shared with those who may not have been mainstreamed so far. Our CSR efforts are another way of taking our purpose beyond our organizational boundaries and distributing our economic value with the poor and the marginalized. Sharing our wealth has proved an enriching journey for us.

Mindtree spent a total of INR 93,737,300 in 2015-16 on CSR across direct and ongoing projects, projects through the Mindtree Foundation and activity-based, volunteer-led programs. We have made considerable progress over the last year in measuring and monitoring the outcomes and impacts of our projects. We are committed to investing in projects that are in total resonance with our values, vision and CSR objectives.

Financial performance

In USD terms:

- Revenue at USD 715.2 million indicates an industry-leading growth of 22.5%.
- Organic revenue (excluding acquisitions of the current year) growth is at 15.4%.
- Net profit at USD 92 million has seen a growth of 4.7%.

In Rupee terms:

- Revenue at INR 46,896 million indicates a stellar growth of 31.7%.
- Net profit at INR 6,033 million has seen a growth of 12.5%.
- Market capitalization has increased to INR 109,606 million - a six fold increase in five years.

Clientele:

- 348 active clients as of March 31, 2016.
- USD 25 million clients grew to six in number ; USD 10 million clients grew to 15; USD 5 million clients grew to 31; USD one million clients grew to 80.
- The number of clients with over USD 50 million in revenue increased from one to two.

Financial performance

Particulars	FY 2015-16		FY 2014-15		Growth %
	INR in million	% of revenue	INR in million	% of revenue	
Income from operations	46,896	100.0%	35,619	100.0%	31.7%
Expenses:					
Employee benefits expense	28,026	59.8%	20,710	58.1%	35.3%
Other expenses	10,566	22.5%	7,817	21.9%	35.2%
Earnings before interest, tax, depreciation and amortization (EBITDA)	**8,304**	**17.7%**	**7,092**	**19.9%**	**17.1%**
Other income (net)	412	0.9%	656	1.8%	-37.2%
Foreign exchange gain	393	0.8%	179	0.5%	119.6%
Finance costs	3	0.0%	1	0.0%	200.0%
Depreciation and amortization expense	1,332	2.8%	1,018	2.9%	30.8%
Profit before tax	**7,774**	**16.6%**	**6,908**	**19.4%**	**12.5%**
Tax expense	1,741	3.7%	1,545	4.3%	12.7%
Profit for the year (PAT)	**6,033**	**12.9%**	**5,363**	**15.1%**	**12.5%**

Economic value added

(INR in crores)

Direct Economic Value Generated (A)	2015-16	2014-15	2013-14
Revenue (through core business segments)	4,689.60	3,561.90	3,031.60
Other income (through other sources)	80.50	83.50	49.59
TOTAL	**4,770.10**	**3,645.40**	**3,081.18**
Economic Value Distributed (B)			
Operating cost	1,071.04	794.31	654.33
Personnel expenses (wages+benefits)	2,784.10	2,057.20	1,767.24
Interest charges	0.30	0.08	0.45
Taxes and royalties (given to various govt. wherever business units are located) - Taxes expenses	174.10	154.52	127.47
Taxes and royalties (given to various govt. wherever business units are located) - Dividend tax paid	32.45	29.15	17.99
Dividends (payments to capital providers)	176.14	142.40	104.15
Donations (political parties/politicians)	-	-	-
Community development/CSR investments - paid to Mindtree Foundation	3.60	1.25	-
TOTAL	4,242.19	3,178.91	2,671.63
Economic value added (A-B)	**527.19**	**466.49**	**409.55**

Our contribution to employee benefits

(INR in crores)

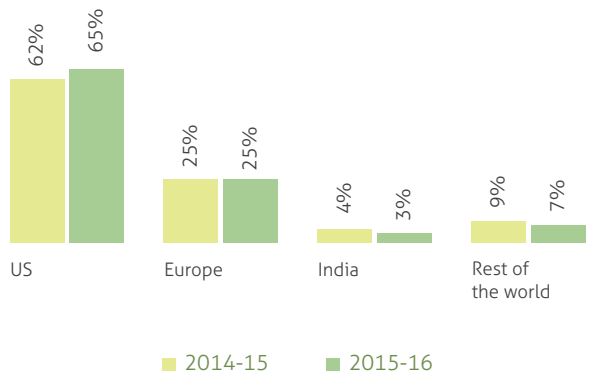
Contribution to benefit plan (in crore)	2015-16	2014-15	2013-14
Contribution to provident and other funds	162.3	163.65	140.47
Staff welfare expenses	18.5	17.5	14.80
TOTAL	**180.80**	**181.15**	**155.27**

Financial assistance from the Government

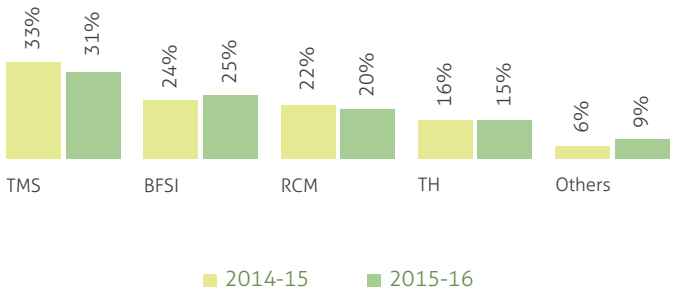
(INR in crores)

Financial assistance received	2015-16	2014-15	2013-14
IT exemption	326.25	256.57	208.40
Land provided at subsidised rate			
Incentives			
Custom, excise duties waived	149.52	14.67	26.49
Others			
TOTAL	**475.77**	**271.24**	**234.88**

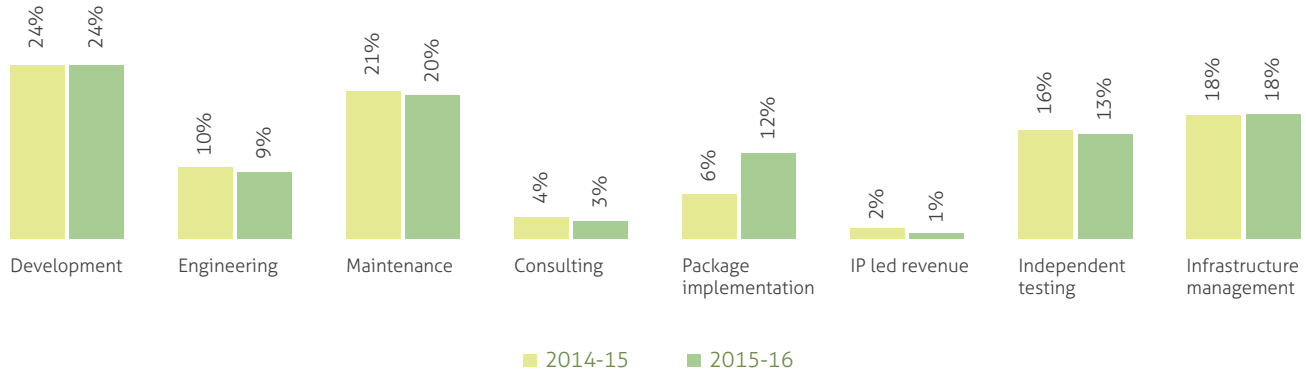
Revenue distribution by geography

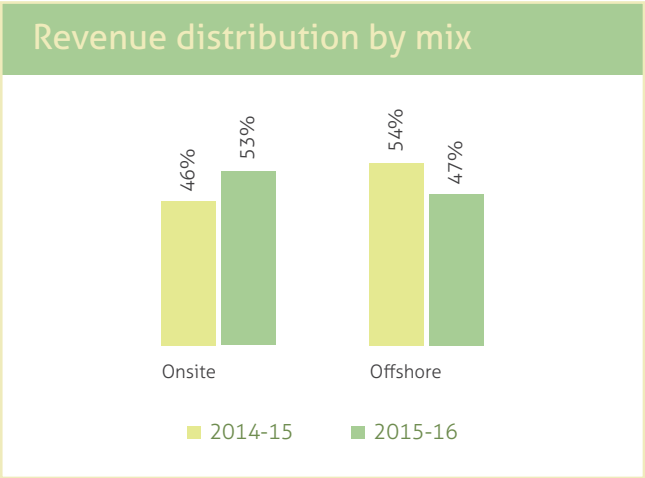


Revenue distribution by industry



Revenue distribution by service offering





Strengths and strategy

We have grown faster than the industry sector and hope to continue to do so, on the foundation of our key strengths and growing opportunities.

Focusing on key areas - digital solutions and managed services - in a select set of industries has been a successful strategy for us and our emphasis on going digital is getting stronger each year.

Digital is proving to be a market-disruptive technology. The digital services market is expected to touch USD 225 billion by 2020. Indications point out that 90% of all incremental spend on IT will be digital in the next five years.

Mindtree, with one third of its business accruing from digital services, is well placed to gain from this growing opportunity.

We have positioned our Digital Business across four broad themes:

- Creating digital customer experiences / touch points that deliver outcomes.
- Digitizing the value chain across the front and back end.
- Developing "sense-and-respond" systems to make enterprises adaptive with data and insights.
- Shaping new, innovative business models and partnerships.

Further strengthening our position in the digital space, we made three strategic acquisitions:

- UK-based Bluefin Solutions, a market-leading consultancy in SAP HANA.
- US-based Relational Solutions, a specialized provider of supply chain optimization and trade promotions analytics for consumer goods and retail execution.
- US-based Magnet 360, a Salesforce Platinum consulting partner with strong expertise across the full suite of Salesforce solutions.

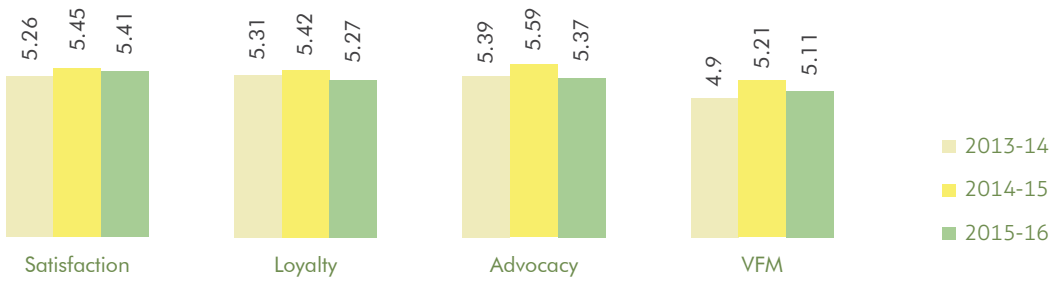
Our deep domain expertise in vertical industries such as banking and financial services, consumer packaged goods, retail and enables us to build agile solutions for web, mobile, data warehousing and UI/UX scenarios, in a client-centric mode.

Our expertise-led, culture-backed, always ready solutions collaborate with our customers to bring about significant business results, consistently. Service stewardship and creating enhanced client value are key imperatives behind our learning and delivery domains.

Our innovation centers - the agile nerve center in Gainesville, Florida, and Digital Pumpkin in Bangalore, take our clients' ideas to market faster, by co-creation and rapid prototyping, thus creating enhanced business value.

Our customer experience surveys show consistently high levels of satisfaction across the years, on the four key parameters we measure - as shown in the graph below.

Customer experience survey findings



Mindtree Strategy Pillars

Digital Transformation

- Partner of choice for our valued customers
- Proactive offering-led deals
- Key partnership and alliances
- Wide and deep technology SME pool
- A strong base of "Digitally enabled" Mindtree Minds

Delivery Transformation

- Drive productivity focus
- Deepening customer engagement
- Increased usage of automation, DevOps and AI

Sales Transformation

- Proactive Sales training and kits
- Enhancing brand reputation -"best in class"
- Account based co-ordinated sales & marketing
- Sense and respond

People Focus

- Mindtree culture
- Best places to work
- Innovation and Intrapreneurship

Outlook

The global scenario expects a gradual improvement in growth (3.1% in 2015-16 to 3.2% expected in 2016-17, 3.5% in 2017). India which continues to grow at 7.3% expects to see 7.5% growth in the next two years.

Although global IT-BPM spends were somewhat flat in 2015, global sourcing, at USD 164 billion in 2015, grew at 8.5%, with India impressively securing 56% of the market share. Indian IT-BPM expects to add USD 11 billion in 2016 to its size, indicating a growth of 8.5%.

With IT services growing at the same rate as overall exports (10.3%), and SMAC technologies driving the new demand, Indian IT services firms have a positive opportunity. Digital is a growing opportunity, clearly, and the IT firms with strengths in the domain are well placed for impressive growth. Our industry-leading growth of 22.5% validates our strengths and strategies. We have set the bar high for the coming years and look at continuing our stellar performance, anchored by our strong governance and leadership, leveraging our key strengths in the emerging opportunities, being engaged with our clients as ever and maintaining our strategic focus on areas of the future.

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Independent Assurance Statement

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

Introduction

We were engaged by Mindtree Limited ('Mindtree' or 'the Company') to provide independent assurance on the Sustainability Report ('the Report') for the Financial Year (FY) 2015-16. Our responsibility was to provide "limited assurance" on the report contents as described in the assurance scope.

Scope of Assurance

Our assurance engagement was intended to provide limited assurance on whether the selected sustainability data is fairly presented in all material aspects, in accordance with the reporting criteria. Our scope of assurance included verification of selected data on material aspects and performance thereof provided for the reporting period 01 April 2015 to 31 March 2016 based on Global Reporting Initiative's (GRI) G4 guidelines.

The General and Specific Standard Disclosures subject to assurance are as follows:

1 General Standard Disclosures:

- Identified material aspects and boundaries – G4 17 to G4 23
- Stakeholder engagement – G4 24 to G4 27

2 Specific Standard Disclosures:

a. Economy
Market presence: G4-EC6. Indirect economic impact: G4-EC8

b. Environment
Energy: G4-EN3, G4-EN6, G4-EN7; Water: G4-EN8, G4-EN10; Emissions: G4-EN15 to G4-EN21; Effluents and waste: G4-EN23; Compliance: G4-EN29; Transport: G4-EN30 and Overall: G4-EN31

c. Labor Practices and Decent Work:
Employment: G4-LA1 to G4-LA3; Occupational health and safety: G4-LA5, G4-LA6; Training and education: G4-LA9, G4-LA11; Diversity and equal opportunity: G4-LA12; Equal remuneration for women and men: G4-LA13

d. Human Rights:
Investment: G4-HR2; Non-discrimination: G4-HR3; Security practices: G4-HR7; Human rights grievance mechanism: G4-HR12

e. Society:
Local communities: G4-SO1; Anti-corruption: G4-SO5

Limitations and Exclusions

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

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

Methodology Adopted for the Assurance

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

1. Site visits to the Corporate Office (Mindtree Limited, Global Village, Bangalore) and following facilities of Mindtree Limited:
   a. Mindtree Limited, Whitefield, Bangalore
   b. Mindtree Limited, Hinjewadi, Pune
   c. Mindtree Limited, Gachibowli, Hyderabad
   d. Mindtree Limited, Taramani, Chennai
2. Review of materiality and stakeholder engagement framework adopted by at Mindtree Limited.
3. Assessment of the systems used for data collection and reporting of the General Standard Disclosures and

Specific Standard Disclosures of material aspects as listed in the assurance scope above.

4. Interviews with Mindtree's personnel responsible for data collection, collation and reporting.
5. Testing of the sample data and the supporting evidences through a risk based approach.
6. Comparing the information presented in the Report to corresponding information in the relevant underlying sources to determine whether all information mentioned in the report is supported by underlying data.
7. Review of the Sustainability Report to ensure that there is no misrepresentation of disclosures as per scope of assurance and our findings.

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

Observations and Recommendations

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

- The Company has carried out an independent stakeholder engagement and materiality assessment. However the Company can strengthen this process by involving a more comprehensive sample of stakeholder groups for making the process objective.
- The Company can consider strengthening its data accuracy and reliability through establishing stringent internal controls.

Conclusions

We have reviewed the Sustainability Report of Mindtree. Based on our review, procedures performed and the observations given in this Assurance Statement as described above, nothing has come to our attention that causes us not to believe that the Sustainability Report of Mindtree Limited for the financial year ended 31 March, 2016 is presented fairly, in all material respects, in accordance with the Sustainability Reporting Guidelines (G4) of the Global Reporting Initiative and conforms to GRI G4 'In-accordance' – Core disclosure criteria.

Independence

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

Management's Responsibility

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

Our Responsibility

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

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



Santhosh Jayaram
Partner
Climate Change and Sustainability Services
KPMG
April 26, 2016

Data techniques & assumptions

Company owned vehicles	The company owns four vehicles. An assumed average of 30KM per day is used. Mindtree has arrived at the average distance commuted by assuming the average round distance of Mindtree facilities from the center of the city. Thus, by multiplying the average km per day by the assumed number of working days in year (250) we arrive at the total kilometres travelled. Emission factors are bifurcated into petrol and diesel based on the make of the vehicle.
Fuel usage	Weight of one full LPG gas cylinder is considered as 19.5kg. This figure has been utilized in the event that locations have provided the number of LPG gas cylinders being used as opposed to the kg.
Refrigerant	a) For HFC's 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 kilometres 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 to be associated with petrol, 30% of fuel costs assumed to be associated with diesel. The kilometres 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 categorization 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 0.88kgs. This figure has been utilized in the event that locations have provided the number of litres of used oil being disposed as opposed to the kg c) Weight of one CFL bulb is considered as 126g. This figure has been utilized in the event that locations have provided the number of CFL's being disposed as opposed to the kg

	d) Weight of one tube light is considered as 250g. This figure has been utilized in the event that locations have provided the number of tube lights being disposed as opposed to the kg e) Weight of one DG filter is considered as 1.5Kg. This figure has been utilized in the event that locations have provided the number of DG filters being disposed as opposed to the kg f) The average weight of Municipal solid waste (wet/dry) generated is considered as 0.5 kg/person/month. 50% of this is considered as dry waste which is recycled. 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 g) Emissions associated with waste disposed have been considered as opposed to disposed + generated + stored. h) 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	a) For smaller locations where the builder maintains the total water consumed, figures are obtained by assuming one employee consumes 65 liters of water per day. 65 Litres is derived based on ratio of the total water consumed in locations with accurate measure by the total number of employees b) Drinking water is calculated in the form of number of cans. This is multiplied by 20 litres (capacity of the bubble top) to provide the total number of litres
Air emissions	a) Air emissions are not measured monthly, and hence are extrapolated for the months not measured

The United Nations Global Compact (UNGC) Guidelines

The Ten Principles of the United Nations Global Compact		
Principles	Statement	Page
Human rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	24
Principle 2	Make sure that they are not complicit in human rights abuses.	24
Labor		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	NA
Principle 4	The elimination of all forms of forced and compulsory labor;	24, 84
Principle 5	The effective abolition of child labor; and	24, 84
Principle 6	The elimination of discrimination in respect of employment and occupation.	46
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	23
Principle 8	Undertake initiatives to promote greater environmental responsibility; and	77-82
Principle 9	Encourage the development and diffusion of environmentally friendly technologies.	77-82
Anti-corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	23

NVG Report Application

NVG report application table			
Sub part	Aspects		Page
A	Part A of the report includes basic information and data about the operations of the business entity. Thus, the reading of the report becomes more contextual and comparable with other similarly placed businesses. It may be written in a free format incorporating at least the following:		
A - 1	Basic information about the business	Name	4
		Nature of ownership	4
		Details of the people in top management	26

		Location of its operations - national and international	4, 94, 95
		Products and services offered	4, 91
		Markets served	4, 94, 95
	Economic and Financial Data	Sales	4, 90
		Net profit	90
	Economic and Financial Data	Tax paid	90
		Total assets	90
		Market capitalization	90
		Number of employees	4, 54
A-2	Management's commitment statement to the ESG Guidelines		7
	Priorities in terms of the principle and core elements		6, 7
	Reporting period / cycle		14
	Whether the report is based on this framework or any other framework		7, 14
	Any significant risk that the business would like its stakeholders to know		21
	Any goals and targets that were set by the top management for improving their performance during the reporting period		76
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.		
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.	26
		Mandate and composition (including number of independent members and/or non-executive members) of such committee with the number of oversight review meetings held.	25, 26

		State whether the person/committee head responsible for oversight review is independent from the executive authority or not. If yes, how.	26
		Mechanisms for shareholders and employees to provide recommendations or direction to the Board / Chief Executive.	14, 20, 25
		Processes in place for the Board / Chief Executive to ensure conflicts of interest are avoided.	25
		Internally developed statement on ethics, codes of conduct and details of the process followed to ensure that the same are followed.	23, 24
		Frequency with which the Board / Chief Executive assesses BR performance.	25
	Principle 2 – product lifecycle sustainability	Statement on the use of recyclable raw materials.	NA
		Statement on use of energy-efficient technologies, designs and manufacturing / service-delivery processes.	77-82
		Statement on copyrights issues in case of products that involve use of traditional knowledge and geographical indicators.	NA
		Statement on use of sustainable practices used in the value chain.	83, 84
	Principle 3 – employees' well-being	Total number of employees with percentage of employees that are engaged through contractors	54
		Statement on non-discriminatory employment policy of the business entity	46
		Percentage of employees who are women	50, 54
		Number of persons with disabilities hired	51
		Amount of the least monthly wage paid to any skilled and unskilled employee	56
		Number of training and skill up-gradation programmes organized during the reporting period for skilled and unskilled employees	57
		Number of incidents of delay in payment of wages during the reporting period	Nil

		Number of grievances submitted by the employees	23
	Principle 4 – stakeholder engagement	Statement on the process of identifying stakeholders and engaging with them	19, 20
		Statement on significant issues on which formal dialogue has been undertaken with any of the stakeholder groups	17
	Principle 5 – human rights	Statement on the policy of the business entity on observance of human rights in their operation	23
		Statement on complaints of human rights violations filed during the reporting period	23
	Principle 6 – environment	Percentage of materials used that are recycled input materials	NA
		Total energy consumed by the business entity for its operations	77
		Statement on use of energy saving processes and the total energy saved due to use of such processes	77, 78
		Use of renewable energy as percentage of total energy consumption	74
		Total water consumed and the percentage of water that is recycled and reused	78
		Statement on quantum of emissions of greenhouse gases and efforts made to reduce the same	79
		Statement on discharge of water and effluents indicating the treatment done before discharge and the destination of disposal	78
		Details of efforts made for reconstruction of bio-diversity	38
	Principle 7 – policy advocacy	Statement on significant policy advocacy efforts undertaken with details of the platforms used	23
	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	66
		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	66-71

	Principle 9 – customer value	Statement on whether the labelling of their products has adequate information regarding product-related customer health and safety, method of use and disposal, product and process standards observed	NA
		Details of the customer complaints on safety, labelling and safe disposal of the products received during the reporting period	NA
C	Part C of the report incorporates two important aspects on BR reporting. Part C-1 is a disclosure by the business entity on any negative consequences of its operations on the social, environmental and economic fronts. The objective is to encourage the business to report on this aspect in a transparent manner so that it can channelize its efforts to mitigate the same. Part C-2 is aimed at encouraging the business to continuously improve its performance in the area of BR.		
C - 1	• Brief report on any material / significant negative consequences of the operations of the business entity		Nil. No impacts
	• Brief on goals and targets in the area of social, environmental and economic responsibilities that the business entity has set for itself for the next reporting period	Social	10
		Environmental	10
		Economical	10

GRI G4 Content Index

General Standard Disclosures		
Strategy and analysis		
Gen Standard Disclosure	Disclosure Item	Location
G4-1	Statement by the MD, CEO and the Chairman	6, 7
G4-2	Description of key impacts, risks and opportunities.	21
Organizational profile		
G4-3	Name of the organization.	4
G4-4	Primary brands, products, services.	4
G4-5	Location of the headquarters.	95
G4-6	Number of countries of operation.	94, 95
G4-7	Nature of ownership and legal form.	4
G4-8	Markets served	4, 94, 95
G4-9	Scale of the organization.	4
G4-10	Employee profile.	54
G4-11	Percentage of employees covered by collective bargaining agreements.	NA
G4-12	Organization's supply chain.	83
G4-13	Significant changes during the year.	14
G4-14	Precautionary approach principle.	23
G4-15	Externally developed charters, principles or other initiatives to which the organization subscribes.	5, 7
G4-16	Memberships of associations.	23
Identified Material Aspects and Boundaries		
G4-17	Entities included in the organization's consolidates financial statements.	94, 95 and Annual Report
G4-18	Defining the report content and aspect boundaries.	14, 17
G4-19	Material aspects.	109-115 (Index)

G4-20 Core	Aspect boundary within the organization.	109-115 (Index)
G4-21 Core	Aspect boundary outside the organization.	109-115 (Index)
G4-22	Effect of any restatement of information provided in previous reports.	14
G4-23	Significant changes from previous reporting periods.	14
	Stakeholder Engagement	
G4-24	Stakeholder groups engaged by the organization.	19, 20
G4-25	Basis for identification and selection of stakeholders.	19
G4-26	Organization's approach to stakeholder engagement.	19, 20
G4-27	Key topics and concerns raised through stakeholder engagement.	17, 18
	Report profile	
G4-28	Reporting period.	14
G4-29	Date of most recent previous report.	14, 15
G4-30	Reporting cycle.	14
G4-31	Contact point for questions regarding the report or its contents.	15
G4-32	'In accordance' option chosen.	14
G4-33	External assurance.	14, 98, 99
	Governance	
G4-34	Governance structure of the organization.	26
G4-38	Report composition of the highest governance body.	26
G4-39	Report whether the chair of the highest governance body is also an executive officer.	26
	Ethics and Integrity	
G4-56	Organization's values, principles, standards and norms such as codes of conduct and codes of ethics.	23
G4-58	Report the internal and external mechanism for reporting concerns about unethical or unlawful behavior and matters related to organizational integrity.	23

Specific Standard Disclosures

Material issue	Material aspect (GRI)	Aspect boundary (I/O)	Specific standard disclosure	Indicators	Location / remarks
Social category				DMA	45
Talent Attraction & Retention		I		DMA	49, 51
	Employment		G4-10	Total workforce by employment type, employment contract, and region, broken down by gender.	54
			LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region.	55
			LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	54
			LA3	Return to work and retention rates after parental leave, by gender.	56
	Economic Performance		EC3	Coverage of the organization's defined benefit plan obligations.	91
	Human Rights Grievance Mechanisms		HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	24
	Market Presence		EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operations.	56
			EC6	Proportion of senior management hired from the local community at significant locations of operation.	56
Transparency of policies and disclosure		I		DMA	52
	General disclosure - Ethics and Integrity			(See G4-56, G4-58)	23
	Labor Practices Grievance Mechanisms		LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms.	24

Material issue	Material aspect (GRI)	Aspect boundary (I/O)	Specific standard disclosure	Indicators	Location / remarks
	General disclosure - Governance			(See G4-34, 38, 39)	26
	Compliance (under Society Performance)		SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	24 (Nil)
	Marketing Communications		PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes.	24 (Nil)
	Anti-Competitive Behavior		SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	24 (Nil)
	Non-discrimination		HR3	Total number of incidents of discrimination and corrective actions taken.	24
	Anti-corruption		SO4	Communication and training on anti-corruption policies and procedures.	23, 24
			SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	23
			SO5	Confirmed incidents of corruption and actions taken.	23 (Nil)
Responsible Supply chain: *Green procurement*		I&O		DMA	83
	Procurement Practices		EC9 (PR)	Proportion of spending on local suppliers at significant locations of operation.	84
Vendor Engagement and Training	Child Labour		HR5 (PR)	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.	84
	Forced or Compulsory labour		HR6 (PR)	Operations identified as having significant risk for forced or compulsory labor and measures taken to contribute to the elimination of forced or compulsory labor.	84

Material issue	Material aspect (GRI)	Aspect boundary (I/O)	Specific standard disclosure	Indicators	Location / remarks
	Labor Management Relations		LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements.	NA
Grievance tracking system for impacts	Human Rights Grievance Mechanisms		HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms.	24
	Grievance Mechanisms for Impacts on Society		SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms.	Nil
	Labor Practices Grievance Mechanisms		LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms.	Nil
	Environmental Grievance Mechanisms		EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms.	24 (Nil)
Community investment projects		I&O		DMA	62
	Indirect Economic Impacts		EC7	Development and impact of infra-structure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	66-75
			EC8	Significant indirect economic impacts, including the extent of impacts.	66-75
	Local Communities		SO1	Percentage of operations with implemented local community engagement, impact assessments, and development program.	All CSR programs of Mindtree Foundation involve engagement & assessments.
Employee Engagement		I		DMA	53
	Occupational Health and Safety		LA5	Percentage of workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational safety program.	24
			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.	58

Material issue	Material aspect (GRI)	Aspect boundary (I/O)	Specific standard disclosure	Indicators	Location / remarks
	Non-discrimination		HR3	Total number of incidents of discrimination and corrective actions taken.	24
Talent Development		I		DMA	47
	Training and Education		LA9	Average hours of training per year per employee broken down by employee category.	57
			LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	47
			LA11	Percentage of employees receiving regular performance and career development reviews, by gender.	58
	Investment		HR2 (PR)	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.	24
	Security Practices		HR7	Percentage of security personnel trained in the organization's human rights policies or procedures.	24 (100% trained)
Diversity & inclusion		I		DMA	50
	Diversity and Equal Opportunity		LA12	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	26, 54
	Equal Remuneration for Women and Men		LA13	Ratio of basic salary of men to women by employee category by significant locations of operation.	57
	Market Presence		EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	56

Material issue	Material aspect (GRI)	Aspect boundary (I/O)	Specific standard disclosure	Indicators	Location / remarks
Economic Category				DMA	88
Business Growth	Economic Performance	I&O		Direct economic value generated and distributed	90
				Financial assistance received from government.	91
Digital inclusion	Indirect Economic Impacts	I&O	EC7	Development and impact of infra-structure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	66-75
			EC8	Significant indirect economic impacts, including the extent of impacts.	66-75
Service Stewardship & Client Value	Product and Service Labeling	I&O	PR5	Results of surveys measuring customer satisfaction.	93
Customer Privacy & Data Security	Customer privacy	I&O	PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	24 (Nil)
Environment category				DMA	74
Green IT & Invest in renewable sources	Overall	I	EN31	Total environmental expenditures and investments by type.	82
	Energy		EN6	Reduction of energy consumption.	77
			EN7	Reductions in energy requirements of products and services.	77
	Emission		EN19	Reduction of greenhouse gas (GHG) emissions.	79
Environmental Stewardship & Climate Change: ~ Resource optimization & tracking with use of data analytics ~ Innovation in Carbon FootPrint reduction with use of Information and communication technology based solutions	Economic Performance	I	EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	82
	Energy		EN3	Energy consumption within the organization (Direct energy consumption by primary energy source).	77
			EN5	Energy intensity | Report the energy intensity ratio.	77
			EN6	Reduction of energy consumption.	77
			EN7	Reductions in energy requirements of products and services.	77

Material issue	Material aspect (GRI)	Aspect boundary (I/O)	Specific standard disclosure	Indicators	Location / remarks
	Water		EN8	Total water withdrawal by source.	78
			EN9	Water sources significantly affected by withdrawal of water.	78
			EN1	Percentage and total volume of water recycled and reused.	78
	Emission		EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	79
			EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2).	79
			EN17	Other relevant indirect greenhouse gas emissions.	79
			EN18	Greenhouse gas (GHG) emissions intensity.	79
			EN19	Reduction of greenhouse gas (GHG) emissions.	79
			EN20	Emissions of ozone-depleting substances (ODS).	80
			EN21	NOx, SOx, and other significant air emissions.	80
	Effluents and Waste		EN22	Total water discharge by destination and quality.	78 (Nil)
			EN23	Total weight of waste by type and disposal method.	81
	Biodiversity		EN13	Habitats protected or restored	37, 38
	Products and Services		EN27	Extent of impact mitigation of environmental impacts of products and services.	NA
	Transport		EN30	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	79, 80
	Overall		EN31	Total environmental expenditures and investments by type.	82

Material issue	Material aspect (GRI)	Aspect boundary (I/O)	Specific standard disclosure	Indicators	Location / remarks
Employee volunteering framework for sustainability initiatives	Local Communities	I&O	SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	All CSR programs of Mindtree Foundation involve engagement & assessments.
			SO2	Operations with significant actual or potential negative impacts on local communities.	Nil
Environmental Compliance & Management	Compliance (under GRI category-environmental)	I	EN24	Total number and volume of significant spills.	Nil
			EN29	EN29: Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	24 (Nil)

Glossary of acronyms

Acronym	Expansion
APAC	Asia Pacific Region
BEE	Bureau of Energy Efficiency
BFSI	Banking, Financial Services & Insurance
BOD	Board of Directors
BSE	Bombay Stock Exchange
BU	Business Unit
C&B	Compensation and Benefits
CDP	Carbon Disclosure Project
CFL	Compact Flouroscent Lamp
CFO	Chief Financial Officer
CII	Confederation of Indian Industry
CIO	Chief Information Officer
CO2e	Carbon Dioxide Equivalent
CSR	Corporate Social Responsibility
DG	Diesel Generators
EBITDA	Earnings Before Interest, Tax, Depreciation and Amortization
EDGES	Ethnicity, Disability, Gender and Sexual Orientation
EHS	Environment, Health & Safety
ELP	Emerging Leaders Program
ELW	Entry Level Wages
EMEA	Europe, Middle East, Africa
EMS	Environmental Management System
EPS	Earnings Per Share
ERM	Enterprise Risk Management
ESOP	Employee Stock Ownership Plan
FY	Financial Year
GHG	Green House Gases
GRI	Global Reporting Initiative
GJ	Giga Joules
HFC	Hydro-Flouro-Carbon
HMHB	Healthy Mind Healthy Body

IGG	I Got Garbage
INR	Indian National Rupee
IP	Intellectual Property
ISO	International Organization for Standardization
IT	Information Technology
ITES	Information Technology Enabled Services
ITBPM	Information Technology Business Process Management (as an industry)
kWh	Kilowatt Hour
LEED	Leadership in Energy and Environmental Design
LMW	Local Minimum Wages
LPG	Liquid Petroleum Gas
NOx	Oxides of Nitrogen
NVG-SEE	National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business
NGO	Non Government Organization
OHSAS	Occupational Health and Safety Assessment Series
RCM	Retail, Consumer & Manufacturing
ROCE	Return on Capital Employed
ROW	Rest of the World
ROI	Return on Investment
RSI	Repetitive Strain Injury
RWH	Rain Water Harvesting
SMAC	Social, Mobile, Analytics and Cloud
SOx	Oxides of Sulfur
SPM	Suspended Particulate Matter
SEBI	Securities Exchange Board of India
STP	Sewage Treatment Plant
TH	Travel & Hospitality
TMS	Technology, Media & Services
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNGC	United Nations Global Compact
UNICEF	United Nations International Children's Emergency Fund
USD	United States Dollar
VFM	Value For Money

About the writer



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This report is conceptualized and co-created by Bhairavi Business & Consultancy (BB&C), a boutique firm that specializes in sustainability roadmaps and sustainability communication.

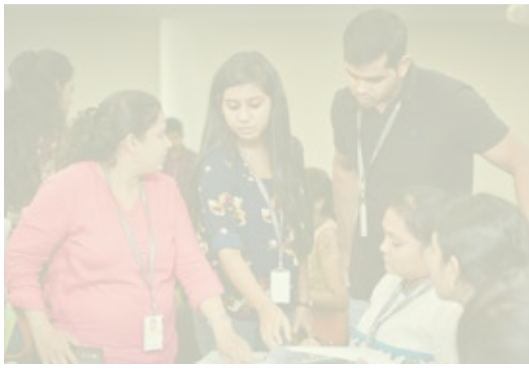
Sangeeta Mansur, Founder-Catalyst, BB&C, has been instrumental in evolving our sustainability communication (reporting) from GRI 3.1 to GRI-G4, widening and deepening our disclosures.

Synthesizing the fluid story of our organic, sustainability journey with the stringent frameworks of reporting, Sangeeta has sketched our evolution, through progressive themes of narration for the last three years.

Mindtree

Welcome to possible





The hard copy of our Sustainability Report is printed on 100% recycled paper certified by the UK-based National Association of Paper Merchants (NAPM) and Germany-based Blue Angel.

Feedback and communication

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

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