



# urboonisation

SUSTAINABILITY REPORT 2016-2017

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Mahindra Lifespace Developers Ltd., the real estate and infrastructure development business of the Mahindra Group, is one of the leaders and pioneers in sustainable urban development, through the creation of residential and integrated large format developments across multiple city-clusters.

As of March 31st, 2017, the Company's residential and commercial development footprint includes 1.29 million sq. m. (13.87 million sq. ft.) of completed projects and 0.83 million sq. m. (8.89 million sq. ft.) of ongoing and forthcoming projects. The Company is developing two large format integrated business cities, under the 'Mahindra World City' brand, in Chennai and Jaipur; built on the philosophy of 'Livelihood-Living-Life'. These developments span over 4,000 acres, house over 130 global and Indian companies, and serve to drive economic growth and community development. In addition, Mahindra Lifespaces enables access to quality housing at affordable prices via its brand 'Happinest'.

Mahindra Lifespaces is the first Indian real estate company to have voluntarily released its GRI compliant sustainability report. In 2016, Mahindra Lifespaces has been ranked 28th amongst the 'Top 100 companies in Asia' in the 2016 Channel NewsAsia Sustainability Ranking.



MWC Club, Chennai

# urboonisation

Urbanisation is like a dual-edged sword. When wielded well, it has the power to transform lives of large swathes of humanity by providing greater employment opportunities along with higher wages, higher productive capacities owing to spatial agglomeration, more and better social services, and more varied cultural and spiritual opportunities. Unfortunately, the way it is practiced and implemented, it has come to represent crumbling infrastructure, skyrocketing real estate prices, pollution, slums, poverty and inferior quality of life.

At Mahindra Lifespaces, we want to ensure that urbanisation delivers on its true potential and thus practise a different brand of urbanisation, which we call Urboonisation. Our mission is to transform urban landscapes by creating sustainable communities. These new cities and developments within existing cities, will be hubs of **Prosperity, Social Parity, Better Quality of Life and Environmental Sustainability**. Concurrently, we also seek to achieve the highest possible return on capital to strengthen the faith reposed by our shareholders.

We plan to achieve our mission through three distinct business divisions:



Lifespaces - Residential projects that optimise natural resource consumption across their lifecycles

World cities - Integrated cities that improve the quality of life, living and livelihood for their occupants, and provide a stable infrastructure for organisations to invest in

Happinest - Affordable homes that help thousands of Indians realise their dream of owning a house

## 'Urboonisation' yields



Urboonisation has helped us understand and cater to the needs of not just the affluent or large corporates, but also those of the burgeoning and ambitious middle class. We continue to spearhead Urboonisation as an act of business responsibility as well as environmental stewardship.

During the year, we also released the Business Responsibility Report, which is testament to our accountability towards all stakeholders. In line with SEBI's proposed index and the nine principles of the Government of India's 'National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business', the report summarises our effort to conduct business with responsibility.

## 'Urboonisation' framework

### financial **responscity**

Urbanisation that is responsible and responsive to all three bottom-lines

### natural **ecosystemic**

A holistic approach that helps manage the complex cause and effect relationships between various economic and ecological phenomena

### human **happitat**

Vibrant communities that enhance culture, commerce and connectivity

## Message From The Chairman



problems like unsustainable population densities in city centres, an over-burdened public transport, rapid rise in traffic congestion, urban pollution, sewerage, garbage disposal, housing shortage and massive slum proliferation, which has resulted in a third of urban Indian families living in a house that does not include a kitchen, a bathroom, a toilet and in many cases, no power and water supply. There is a dire need to manage urbanisation and its implications in a more systematic manner.

The Government of India through its Smart City initiative, Housing for All and Swachh Bharat Abhiyan is attempting to address many of the pain points of urbanisation. At Mahindra, we have been committed to developing 'smart cities', even before they became the buzzword. Today, Mahindra World City, Chennai and Jaipur boasts of all the features that constitute a Smart City – ample job creation, inspiring living spaces, intelligent water management solutions, integrated energy solutions and smart surveillance.

'India lives in its villages' is a statement that was true once upon a time. With every passing day more and more Indians live in its cities and by 2031, approximately 50% of India's population is expected to reside in urban areas. This accelerated exodus from rural to urban is not surprising as cities trump villages in almost every socio-economic parameter, be it income generation, literacy levels, health indicators, infant mortality and access to basic amenities like electricity, drinking water and sanitation.

While urbanisation has been an instrument of economic, social and political progress, hyper-urbanisation has also led to serious socio-economic

Another welcome policy change has been the introduction of RERA, a legislation that seeks to bring clarity and fair practices in the real estate development sector, protect the interests of buyers and address issues like delays, price, quality of construction and land title. While it will usher a big transformation in the real estate sector, given our compliance and governance standards, the impact on us, from a cost of doing business will be minimal.

Currently, the housing shortage in India is estimated at 18.78 million units and this number will increase, as demonetisation, GST and RERA resulted in a slowdown in construction and announcement of new projects, while the influx of population continues unabated.

As one of India's leading real estate developer, we are geared to meet the growing challenge of rapid urbanisation by building for its physical, social, cultural and economic aspirations. Our focus is on environmental-friendly developments, be it integrated cities branded as 'Mahindra World City', quality residential projects under the brand 'Mahindra Lifespaces' for the mid and premium segments, or the 'Happiest' brand for the affordable housing segment. By the end of the reporting period, we had over 13.87 million sq. ft. of completed projects and over 8.89 million sq. ft. of ongoing and forthcoming projects.

**As thought leaders in Sustainable Urbanisation, we also forged strategic partnerships like the Mahindra-TERI Centre of Excellence for Sustainable Habitats - focussed on research in energy efficient housing for Indian climatic conditions, and Sustainable Housing Leadership Consortium (SHLC) - a private sector led initiative aimed at mainstreaming green homes in India.**

At MLDL, our goal is to leverage urbanisation to accelerate progress, to trigger and cascade inclusive growth, and to ensure that both of these are done with minimal impact to the environment. The sustainability report is a tool that helps us monitor whether we are on the right path and how far we have travelled towards our goal. We would be delighted if you can send us your comments on what we are good at, but more importantly, what we can do better.

Regards,

**Arun Nanda**  
Chairman

## Message From MD & CEO



Our demonstrated commitment and consistent performance led to MLDL finding a pride of place in various sustainability rankings. The Global Real Estate Sustainability Benchmark (GRESB) Survey, 2016 ranked MLDL 2nd in the Diversified/Listed category-Asia and MLDL was ranked 28 amongst Top 100 companies in Asia in the 2016 Channel NewsAsia Sustainability Ranking.

Cities embody the hope for a better and more prosperous life. The strong positive correlation between the degree of urbanisation of a country and its per capita income has long been recognised. Resource optimisation, quicker and better matching of demand and supply, accelerated innovation and ease of collaboration are key drivers of higher productivity in cities. In addition to economic and environmental gains, urbanisation when done right can even help break down legacy barriers of gender, caste and religion.

But as we have seen in many cities, urbanisation often ends up as just being de-ruralisation for most new entrants. Beyond proximity to economic opportunities, they barely get any benefits of a city, while they forego all the positives that their rural home offered - the low cost of living, the clean environs and most importantly, the community warmth with its strong safety net. They are victims of India's housing paradox - where cities have large inventory of houses on sale and rent, while residents still experience an acute shortage of homes.

At Mahindra Lifespaces, we practise and promote urbanisation that is led by an integrated approach in design, processes and execution, while being strongly rooted in ethical and social considerations. We have institutionalised this ethos in a framework called 'Urboonisation'. It comprises three pillars, Responcity - responsive and responsible urbanisation, Ecosystemic - economic progress without losing focus on ecology, and Happitat - communities that enhance culture, commerce and connectivity.

During the reporting period, we continued to pursue our two-pronged strategy of steering change in the sector through thought leadership and demonstrating excellence within the organisation across all three pillars.

### responcity

MLDL hosted the third edition of Confluence on 2nd March, 2017, in Delhi. Global experts representing academia, industry, government, technology, arts & culture, city creation and sustainability, from cities as diverse as Singapore, Delhi, Barcelona, New York, Tel Aviv and Mumbai, shared their experiences and beliefs about current and future issues impacting global cities, together with potential solutions for the same. Knowledge partners, McKinsey India, enriched the platform with their expertise across geographies on sustainable urban development and the national television channel ET Now, partnered the conference, to proliferate the cause of sustainable

urbanisation, both in India and across the globe. At the organisation level, our residential project Splendour, in Mumbai, was among the three projects chosen from across the world, which were honoured with the 'Global Human Settlements Model of Residential Area' at the United Nations Conference on Housing and Sustainable Urban Development.

Continuing our focus on timely delivery, we gave possession of 2,200+ units to customers across 8 projects. Safety is non-negotiable, and this timely delivery was achieved along with zero fatalities and zero reportable incidents.

It is with pride that I share that Mahindra Lifespaces won The Porter Prize 2016 for Excellence in Governance, a recognition of the standards of Corporate Governance and approach to doing business in an opaque industry.

During the year, we also completed acquisition of 268 acres for a new industrial cluster near Ahmedabad. An MoU has been signed with the Government of Gujarat for development of this project.

### ecosystemic

As per the report of the Central Electricity Authority (CEA), the residential sector consumes 21% of the total electricity generated in India, which is about three times more than that of the commercial buildings. Couple it with the fact that the energy use of residential buildings is on the rise, due to growing affluence leading to increase in climate controlled areas and a spurt in ownership of appliances. Mahindra TERI Centre of Excellence (CoE), our joint venture with The Energy and Resources Institute (TERI), focusses on improving energy and water efficiency, use of low-cost green material, and addressing the existing gap in available statistical datasets relevant to the Indian residential building sector.

At the organisation level, four of our projects, Windchimes - Bengaluru, Luminare - Gurugram, Aura - Gurugram and Aqualily Villas - Chennai, received IGBC Certifications/Pre-certifications. With E-rickshaws becoming operational and distribution of LED lights to over 1,000 households in nearby villages, Mahindra World City, Jaipur (MWCJ), is well on its way towards Stage 3 implementation of the C40 roadmap. The C40 project is a network of the world's megacities, committed to addressing climate change.

### happitat

Proactive investment in community empowerment has been a Mahindra philosophy long before the 2% CSR spend mandate came into being. A host of progressive initiatives under Rise for Good, plus large scale interventions like Nanhi Kali and Pride School are placed on the Group's timeline.

Towards the goal of holistic development, nationwide programmes are undertaken at the Group level while we at MLDL, undertake targeted initiatives that address pressing needs of the local community. Education we believe, is a key aspect of holistic development and thus it continues to get a lion's share of our CSR investment. Our Green Army programme of creating catalysts through one million caring citizens continued in the reporting period and sensitised school children about the environment, and how they can lead a more sustainable lifestyle. Covering 40 more schools this year, the programme has so far reached 100 schools, 8,000 students/families and over 32,000 citizens.

Similarly at MWCJ, the vocational skill training was designed for school dropouts / unemployed youth. Till date 1060 students have been trained, of which 200 students have been trained in FY 2016-17. The results are encouraging - around 74% trained youth are placed in MWCJ and our campus clients, and 12% have started their own business.

At MLDL, we plan and execute CSR projects with the same degree of professionalism and vigour as we conduct our business. While higher social impact per rupee invested is the primary objective of this approach, it does result in recognition and awards. During the reporting period, MWCJ was awarded the CSR Excellence Award by the Department of Industries & CSR, Government of Rajasthan.

Like an ideal city, this journey of Urboonisation too, is a collaborative one and can only cross milestones when we take along all stakeholders. This is the 6th edition of the sustainability report in line with GRI G4 (core) guidelines. So, do go through the report and share your valued views.

Regards,

Anita Arjundas  
Managing Director & CEO

# Sustainability

## A business imperative

At Mahindra Lifespaces, we believe that providing quality homes and workspaces is no longer enough to build a sustainable business. Stakeholders, including governments and customers, expect us to demonstrate greater responsibility towards the environment and the society. Buying decisions, licence to operate - legal and societal, plus the ability to attract and retain good talent; all of these have a direct relationship to our sustainability performance. Thus, it is no surprise that all members of our team integrate in their daily business decisions, these three objectives:



### Business Responsibility

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



### Environmental Stewardship

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



### Community Reach

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



Sustainability risks are now part of the risk management framework at Mahindra Lifespaces, and are identified and monitored through a real time online platform.



**Mahindra Lifespaces won The Porter Prize 2016 for Excellence in Governance. The prize, awarded by the Institute for Competitiveness, recognises corporates for their exemplary acumen in competitive strategies.**

# Sustainability

## A collective responsibility

The process of transforming urbanisation into urboonisation is a collective and collaborative responsibility. Thus, we continually engage with a wide spectrum of stakeholders like:

- Policymakers
- Planners & Practitioners
- Academia
- Industry Collectives
- Global Platforms



The aim is to promote sustainable infrastructure and evolve sustainable frameworks to nurture the future of cities.

### Sustainable Housing Leadership Consortium (SHLC)

Last year, we became one of the five founding members of SHLC - a new consortium which is a CEO-led think tank. Convened by International Finance Corporation (IFC), it aims to develop a low carbon roadmap for the housing industry which would also contribute towards the achievement of India's climate change goals. The key motivation is to mainstream sustainability in India's urban housing sector and support the transition to a low-carbon economy. The objectives set for the consortium are:

To make 100% of own housing portfolio sustainable by 2017 as evidenced by appropriate green building certification(s)

To achieve 20% reduction in incremental variable costs for sustainable housing construction to further improve the business case for green buildings

To provide leadership and advocacy for broader industry and government policy actions that aim to make 20% of India's new multi-family housing construction sustainable by 2022

**MLDL has been given a special commendation under the Indo-Swiss Building Energy Efficiency Project (BEEP) for P-17 Residential Project, Mahindra World City, Chennai, for participating and making a commitment in design and construction to build energy efficient buildings through the BEEP Integrated Design Charrette.**



This year, SHLC identified and worked on the following four levers for enabling the objectives:

**Policy lever** - to conduct a review of the policy landscape in India as well as globally, draw from best practices, and propose two-three key policy approaches to the government for incentivising the delivery of sustainable housing in India.

**Financial instruments lever** - to identify two-three financial instruments that can catalyse the sustainable housing industry. National Housing Bank (NHB) is likely to join the SHLC as a steering committee member to enable this lever.

**Technology lever and integrated design approaches** - a comprehensive list of technologies have been developed (market ready, scalable, viable and sustainable) to help further enhance the business case for sustainable housing. The analysis of the shortlisted technologies that could be scaled up for reducing the incremental cost of building green will be released in the next reporting year.

**Consumer/Public awareness lever** - to conduct a first-of-its-kind post-occupancy evaluation (POE) of housing projects to understand the performance of green-certified projects and occupant perception. A nationwide multi-media consumer awareness campaign has also been designed to educate the Indian homebuyer about the benefits of buying green, which will be released in the next reporting year.

# Sustainability Roadmap 2020 and Performance

Our sustainability roadmap spells out targets on material issues which were arrived at after detailed inputs from associates, customers, competitors, vendors, consultants and local community. Not only does it help us align efforts with the real need of the enterprise and our stakeholders, it also helps enhance accountability and motivation of our team.

Business Responsibility			
Targets	Actions Taken		Status*
<b>Set and uphold the highest standards of ethics and transparency with all our stakeholders</b>	Training on Code of Conduct and ethics to 100% of employees Published Business Responsibility Report (BRR) Adherence and disclosure to Real Estate Regulatory Authority (RERA) norms		●
<b>Increase shareholder value by significantly enhancing return on capital employed</b>	Asset-lite model for growth through JDs & JVs Inducting strategic partners in long gestation projects Divestment of non-core assets		● 18% ROCE
<b>Be recognised among the most trusted brands for customers in the markets we operate, through reputable survey(s)</b>	Brand health survey in different markets New brand positioning of 'Joyful homecomings' Enhancement initiatives taken in customer experience management		●
<b>Be among industry leaders in the 'Great Places to Work' survey</b>	Work-life integration policy Counselling on career progression	Culture building and audit Associate Value Proposition launched	● Ranked 24th in India's mid-sized companies
<b>Improve our gender diversity ratio to 30% women</b>	Benchmarking to industry best maternity policy Career coaching and mentoring platform for all women associates		● 22% achieved
<b>Build partnerships to drive innovation in the development of sustainable habitats and ecosystems</b>	Partnership with The Energy and Resources Institute (TERI) for a Centre of Excellence, and founding member of Sustainable Housing Leadership Consortium (SHLC) with IFC and four other developers		●
Environment Stewardship			
Targets	Actions Taken		Status*
<b>10% energy intensity reduction and 10% greenhouse gas intensity reduction</b>	Energy efficient technologies Low frequency vibrator	Pre-cast technology Energy benchmarking study for RMC plants, cranes, etc.	● 2% reduction achieved
<b>10% improvement in water efficiency and exceeding the minimum wastewater standards</b>	Curing compounds AAC block fixing with block adhesives	Self-curing concrete Tile bedding - screed adhesives Water benchmarking for RMCs	● 2% improvement
<b>5% of energy to be met through renewable energy</b>	Evaluated BOOT/OPEX model for RE projects Biogas, geothermal solutions evaluated Group captive solutions for MWCs evaluated		● 3% met

Targets	Actions Taken	Status*	
<b>Reduce waste intensity by 20%</b>	Identified options for debris and construction waste utilisation to convert it into aggregates Use of ready-mix plaster Technology under evaluation to create a building block or landscape furniture from slag, and construction waste to be an input	● 4% reduced	
<b>50% of total building materials (by cost) to be procured within a distance of 400 km</b>	40% of the building materials (by cost) are procured within a distance of 400 km	●	
<b>Build sustainable supply chain by capacity building and establish monitoring mechanism of carbon and water footprint for top 100 suppliers</b>	Rolled out templates to capture water and carbon footprint for top 50 suppliers	●	
<b>Zero fatalities and reportable accidents in all sites, and continued reduction in lost work day accident rates</b>	Safety portal launched in Dec '16 Animated 3D induction movie rolled out in Jan '17 SMAART - Part 2	Training on behavioural-based safety launched in the reporting period Safety handbook in regional languages	● Zero fatalities and reportable accidents
<b>Develop biodiversity plans for at least two key locations</b>	Biodiversity strategy implementation underway for MWC, Chennai and Boisar site Extended the biodiversity work to ecosystem valuation	●	

Community Outreach		
Targets	Actions Taken	Status*
<b>100% of our projects to have community engagement programmes</b>	All our projects implemented community engagement programmes through a structured CSR strategy Initiatives like vocational training programmes, Green Army, skill development programmes, tree plantation, rural infrastructure development (access to roads, school, community centre)	●
<b>Community engagement programmes to reach out/cover &gt;30% of the target group</b>	Across projects the coverage has been >50% Raised awareness of the CSR team to focus on coverage and impact of each CSR intervention Evaluated study on Social Return on Investment (SROI)	●
<b>Enable employability by driving skill development/upgradation programmes reaching out to cover 10,000 persons</b>	Continued with the skill development programmes at Jaipur and Chennai Evaluated and commissioned similar programmes at residential sites	● Covered 5,500 persons



● Achieved ● In Progress

\*At the end of reporting period (% achieved)

Be it a building or a city, it needs to be economically viable, ecologically responsible and socially vibrant. It also needs to be responsive to changing times, emerging social constructs, new technology and morphing lifestyles.

Over  
**13.87 mn sq. ft.**  
of completed projects

Over  
**8.89 mn sq. ft.**  
of ongoing & forthcoming projects

**INR 8,310 mn**  
Economic Value Generated

**INR 7,193 mn**  
Economic Value Distributed\*

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



## Lifespaces

At Mahindra Lifespaces, green buildings are nothing but high-performance buildings. They are environmentally responsible and resource-efficient throughout a building's life cycle from siting to design, construction, operation, maintenance, renovation and deconstruction. They complement, and not compromise, the classic building design concerns of economy, utility, durability and comfort.

This year in continuation of our focus on timely delivery, we handed over 2,254 such high-performance units to our customers, almost three times the 823 units handed over in the previous year.

### GREEN CERTIFICATIONS\* DURING THE YEAR

Aura, Gurugram -  
**Platinum Certified**

Aqualily-villas, Chennai -  
**Platinum Certified**

Windchimes, Bengaluru -  
**Platinum Pre-certified**

Luminare, Gurugram -  
**Gold Pre-certified**

\*under Indian Green Building Council (IGBC) Green Homes Rating system

**Our project Splendour in Mumbai was among the three projects chosen from across the world, to be honoured with the 'Global Human Settlements Model of Residential Area' at the United Nations Conference on Housing and Sustainable Urban Development.**



**Our Aura project won the Achievement Award in the Best Construction Projects category at the 9th CIDC (Construction Industry Development Council) Vishwakarma Awards 2017.**

## Centre of Excellence (CoE)

Mahindra Lifespaces and The Energy and Resources Institute (TERI) set up the 'Mahindra-TERI Centre of Excellence for Sustainable Habitats', to explore and evaluate traditional and innovative technologies, and alternative materials that may be customised for Indian building sector and climate zones.

The focus areas of the CoE includes energy and water efficiency, use of low-cost green material, and addressing the existing gap in available statistical datasets relevant to the Indian residential building sector. During the year, the CoE's vision and objectives were set out, and research areas were identified. The upcoming year will see the completion of the physical centre as also the initiation of research work.



## World Cities

We pioneered the concept of sustainable, integrated cities in India through Mahindra World Cities. Built on the philosophy of 'Livelihood-Living-Life', these developments span 4,600 acres in Jaipur and Chennai, house over 137 reputed global companies that have invested more than **INR 74 billion**, employ around 49,000 people, generate exports of more than **INR 104 billion** and provide economic boost to the neighbouring villages. Mahindra World City Jaipur has been selected as one of the 16 projects worldwide by the Clinton Climate Initiative (CCI) and at its full scale of development, it envisions generating direct employment for more than 200,000 people.



**During the year, we completed acquisition of 268 acre for a new industrial cluster near Ahmedabad. An MoU has been signed with the Government of Gujarat to facilitate the development of this project.**

# Happinest

Homes cannot be made affordable by cutting corners. Rather, they need to be brought within the reach of the common man through value engineering, use of innovative materials and technologies, and enhancing accessibility to loans. With Happinest projects in Boisar (Mumbai) and Avadi (Chennai), Mahindra Lifespaces is doing all these and more. These homes, built on the philosophy - 'Healthy Living' and 'Green Design' - are not only environment friendly, but also budget friendly and cater to the housing needs of the emerging Indian middle class.

Phase 3 of Happinest Boisar was launched last year with 160 units, ranging from 351 sq. ft. to 762 sq. ft. In line with Phase 1 & 2, Phase 3 too evoked a good response, with 58% (area) sold during the reporting year.



Happinest Avadi received the 'Best Low-Cost Housing Apartment Project of the Year' at the NDTV Property Awards 2016.



MLIFE - Mahindra Lifespaces  
MWC - Mahindra World Cities

\*Area constructed in sq. ft.

\*\*Area developed and maintained in acre

# FY 2014-15 performance includes the impact of sale of property in Byculla, Mumbai, wherein we had development rights on part of the property.

\*\*The framework of the Company changed in compliance with INDAS vs. Indian GAAP earlier. Consequently, some of the Company's subsidiaries were no longer consolidated on a line-by-line basis, but on the basis of scheme of profits.



# Economic Dashboard

Consolidated (MLIFE + MWC)	Unit	FY 2014-15	FY 2015-16	FY 2016-17
Residential Footprint*	In sq. ft.	1,669,673	1,931,177	950,745
Integrated Cities Footprint**	In acre	2,759	2,788	2,788

Consolidated (MLIFE + MWC)	Unit	FY 2014-15#	FY 2015-16##	FY 2016-17**
Total Income (Operating + Other Income)	In INR mn	11,476	6,872	8,310
Profit Before Tax	In INR mn	4,210	1,398	944
Profit After Tax	In INR mn	2,662	946	1,059



# ecosystemic

Environmental responsibility at Mahindra Lifespaces permeates across the organisation, the supply chain and the life cycle of a project.

We focus on three parameters which, we believe, are key for upholding environmental sustainability.

### Reduction of Carbon Footprint

Develop greener, cleaner and smarter cities

### Reduction of Pollution

Compliance with all statutory emission norms

### Conservation of Resources

Conserve energy, water and material across all stages of projects

MLDL was ranked 2nd in the Diversified/Listed category-Asia by Global Real Estate Sustainability Benchmark (GRESB) Survey, 2016

# Reduction of Carbon Footprint

Urban spaces, when designed, built and managed correctly, can add a lot of value to human life while reducing the related carbon footprint and thereby, slowing down climate change. When it comes to buildings and cities, there are multiple sources of emissions and thus, at Mahindra Lifespaces, we follow a holistic mitigation approach.

All buildings developed by Mahindra Lifespaces are by default equipped with

- 1 **Day-lighting and other lighting energy efficiency enhancers**
- 2 **Optimal insulation and HVAC improvement measures**
- 3 **Energy-efficient pumps and motors**

# The C40 Update

C40 is a network of the world's megacities, committed to addressing climate change. Mahindra World City, Jaipur (MWCJ) is stage 2 compliant and is currently progressing under stage 3 of the C40 project.

Under the C40 programme this year, E-rickshaws became operational within the MWC, Jaipur campus, while LED lights were distributed to over 1,000 households in the nearby villages. The first review is due in 2017 for verification as per the submitted C40 roadmap. For the implementation of C40, MWCJ's energy impact reduction strategy focusses on the following three key initiatives:

## Efficient use of energy in buildings (vertical infrastructure)

Reduce building energy demand by 30% compared to the baseline by

- Optimal insulation and HVAC improvement measures
- Switching automation as per requirement
- Maximising daylight in buildings
- Scientifically designed view windows with shading
- Use of automatic light sensors
- Use of LED - energy efficient street lighting
- Energy efficient pumps and motors
- Hydro-pneumatic water distribution systems, auto level controllers, shutoff systems, etc.

Buildings developed in MWCJ so far are either IGBC or LEED certified; moving forward, all the upcoming buildings will be encouraged to build green

Provision is also included as part of the customer lease agreement

## Efficient use of energy for utilities (horizontal infrastructure) in addition to those initiatives in buildings

Reduce building energy demand by 20% compared to the baseline by:

- Energy efficient pumps and motors
- Hydro-pneumatic water distribution systems
- HSD (low sulphur variety) DG sets used for backup power supply
- Use of LED energy efficient street lighting

## Use of renewable energy (solar)

- The rooftop at 'Evolve' has 210 kWp and that of Infosys has 100 kWp Solar PV installed and operational (estimated annual energy savings - 348,000 kWh; estimated annual reduction in CO<sub>2</sub> emissions - 343 ton)



# Conservation of Resources

Construction projects require enormous amounts of materials and resources to be extracted, processed, transported and finally installed in buildings. The enormity of resources consumed, provides an equally large opportunity to conserve them. Some of the key initiatives undertaken at Mahindra Lifespaces, to conserve resources and reduce waste include:

**Ground Granulated Blast Furnace Slag (GGBFS):** A by-product formed during the manufacturing of steel, GGBFS is used for replacing cementitious content up to 62.5% in RCC. It has cementitious/pozzolanic properties which when mixed with cement in the concrete, helps improve properties of fresh as well as hardened concrete.

- Improves workability of concrete
- Increases compressive strength of concrete
- Improves chloride resistance and decreases water permeability, thereby making concrete less vulnerable and more durable

**58 MT of CO<sub>2</sub> emission reduction was achieved at Vivante, Mumbai, by partially replacing cement with GGBFS in the building foundation. With a total construction area of 4.34 lakh sq. ft., there is a potential to reduce CO<sub>2</sub> emission by as much as 3,231 MT.**

GGBFS has also been used in Antheia, Pune and currently trials are in progress for Happinest, Palghar and Aqualily 2E, Chennai.

**Curing Compounds:** Curing compounds are designed to minimise loss of water during concrete cure, produce concrete which is free of cracks, has a dense stain-resistant surface, and has minimal porosity to prevent the ingress of water, chlorides and other corrosive elements which could attack the reinforcing steel. It is being used in projects like Serenes, Windchimes, Vivante and Antheia.

**Block Fixing Adhesives:** Happinest, Boisar and Vivante, Mumbai use factory-mixed block fixing adhesive which requires no curing and is laid in a thin bed as compared to traditional site-mixed mortar.

**Ready Mix Plaster:** Being used in Happinest, Boisar, Vivante and Aqualily 2E, ready mix plaster is a factory mix plaster which offers the following benefits:

- Reduces wastage during plastering
- Smoother finish
- Improves productivity (no mixing required)

# Reduction of Pollution

It is estimated that nearly 70% of the buildings that will exist in Indian cities by 2030 are yet to be built. Curbing pollution in the form of suspended particulate matter, dust, noise and debris, are key tasks that face the construction industry.

Some of the pollution mitigation practices followed at our project locations include suppression of dust / fine particles by sprinkling of water, covering of construction material (sand, fine dust, etc.) and loose earth during transportation and storage. Green netting is also done where required.

We also undertake periodic monitoring of ambient air, workplace, noise, water, soil and DG sets, so as to measure and mitigate the adverse effects. Other areas of focus include control of spillage, plus management of debris and construction waste. In addition to these, we comply with all statutory emission norms laid down by the government and relevant agencies.



# Environment Dashboard

Consolidated (MLIFE + MWC)	Unit	FY 2014-15	FY 2015-16	FY 2016-17
Total Energy Consumption (Direct + Indirect)	GJ	78,478	73,994	68,700
<b>GHG emissions (Absolute)</b>				
Scope 1	tCO <sub>2</sub> e	2,582	1,753	1,608
Scope 2	tCO <sub>2</sub> e	9,934	11,459	10,750
Scope 3	tCO <sub>2</sub> e	1,416	1,329	1,136
Water Consumption	m <sup>3</sup>	2,764,027	2,227,304	2,626,192
Material Consumption	ton	515,504	438,449	113,133
Waste Disposed (Non-Hazardous)	ton	4,497	3,915	3,304

MLIFE - Mahindra Lifespaces | MWC - Mahindra World Cities



The proof of a vibrant ecosystem is the happiness quotient of the individuals residing in it. At MLDL, our energies and strategies are focussed to make a positive contribution in the lives of people who inhabit the ecosystems we create - our associates and the community.

**Rated amongst India's Top 50 great mid-size workplaces in 2017, in a study conducted by GPTW Institute**

**Zero Fatality, Zero Reportable Accidents**

**32 mn Safe Man-hours**

**INR 56.6 mn CSR Spend in FY 2016-17**

### Associate Value Proposition

You can bring out your best here because we care, are fair and this is the place to dare



## The Associates

Enthusiastic and engaged associates are the prime-movers of sustainable growth at Mahindra Lifespaces. We offer a work culture and workplace environment that attracts, values, appreciates and thereby, retains talent. Our 360-degree HR policy covers all aspects, from recruitment to retention, leading to overall development of the associates. Based on the feedback received and emerging workplace trends, our HR policy keeps evolving. To receive and review how we can consistently up the satisfaction level of our associates, we have put into place the following engagement platforms.

### Annual Leadership Conference

In 2016, we remodelled our annual employee conference which focussed on communicating strategy, sharing annual performance and celebrating achievements with a wider group of employees (managers and above) to a more focussed, participative event with operational leadership (DGM and above) - MSPIRE. This year at MSPIRE, a status update on our roadmap 2021 was shared, key priorities for 2018 were crystallised, and specific challenges and opportunities were discussed in a workshop-style environment.

### Quarterly Executive Council Meetings

Each quarter, the Real Estate Executive Council meets at one of our locations to gain a deeper understanding of operations at the site, as well as to discuss the strategic issues and key challenges facing the company. The Council also discusses quarterly numbers and reviews full year estimates. These meetings also provide the Council, a forum to share best practices across regions and businesses.

### Functional Meets

The Sales team, Projects team and CRM team meet quarterly to review their performance over the last quarter, discuss targets for the next year and methods to achieve them. Staff functions such as HR, Finance and Design meet once every year.

**External benchmarking using GPTW (Great Places to Work) data and focussed group discussions were done with 40% of associates across all units, functions and other segments to craft our AVP (Associate Value Proposition). The AVP was launched during Expressions, the town hall meeting, which included a 4-minute video that was circulated on social media.**

### Quarterly Results Update

At the end of each quarter, the financial and operational performance is shared by the CEO across the organisation. Achievements of teams during the quarter are recognised and priorities / focus areas are laid out for the next quarter.

### Expressions

Reach-out forums are held annually across all locations to communicate, connect and collaborate key milestones of the Company. This forum also recognises our Pillars of Strength and Rising Stars.

## Talent Dashboard

Consolidated (MLIFE + MWC)	Unit	FY 2014-15	FY 2015-16	FY 2016-17
Total Workforce	Numbers	7,635	6,802	4,952
Attrition Rate#	%	15%	14.62%	18%
Men Headcount	Numbers	7,485	6,677	4,871
Women Headcount	Numbers	150	125	81
Training	Person-Hours	15,289	21,898.5	16,617

#Attrition rate is only for permanent employees (male + female headcount)  
MLIFE - Mahindra Lifespaces | MWC - Mahindra World Cities



# Employee Health & Safety

The strength of a building stems from its foundation and 'health & safety' is that foundation which enables us to build a stronger organisation. It is, thus, accorded top priority at Mahindra Lifespaces, and we are committed to protect our environment, associates, customers, visitors, operatives and general public from any harm due to our operations.

A glimpse of the safety initiatives that we undertook during the reporting period:

## SMARRT Training

Two-day SMARRT (Safe Method and Risk Reduction Technique) and 'Jaan Hai To Jahan Hai' training was organised in all zones



# The Community

At Mahindra Lifespaces, we engage with communities to integrate economic, environmental and social upliftment with our operations and growth. A CSR policy is in place to strategically plan, execute and evaluate, need-based interventions. All CSR efforts are governed and implemented by a Board committee.

Major focus areas:

**Environment | Education | Health  
Skill development & community welfare**

**MWCJ was awarded the CSR Excellence Award by the Department of Industries & CSR, Government of Rajasthan.**

During the reporting period, we continued to strengthen efforts in the focus areas through various initiatives.

## EHS Awareness

A fortnightly EHS newsletter 'Soteria' is shared with all associates. A daily SMS-based EHS awareness campaign in vernacular languages ensures that safety retains the top-of-mind position across the workforce.

## EHS Software

The development of user-friendly software for Environment, Health & Safety is under process. It is designed to reduce paperwork by 95%.

## Labour Camp Standards

We revised our onsite workers' housing standards to ensure that the people building our homes are well taken care of. Minimum standards have been defined for ongoing projects and enhanced standards for all new and upcoming projects.



CSR spend in FY 2016-17  
**INR 48.1 million**

## Environment

- MWC Chennai distributed 20,000 tree saplings to neighbouring villages. These were planted by villagers in their backyards.
- Team Nagpur implemented a drip irrigation system to ensure survival of around 200 trees which were planted in Khapri village during a tree plantation drive.
- To improve health and hygiene levels of the community, Happinest, Boisar constructed toilets in 48 houses in Mann village.
- MWC Jaipur illuminated 1,000 homes and public places with LED lights this year, which helped create awareness amongst people regarding its benefits and cost-saving potential. As a result, the villagers are now keen to replace their CFL lights with LEDs.



## Education

- The Green Army programme continued to sensitise school children regarding sustainable living habits. Covering 40 more schools this year, the programme has so far reached 100 schools, 8,000 students/families and over 32,000 citizens.
- MWC Chennai continued its modernisation programme for Integrated Child Development Scheme (ICDS) centres in the neighbouring villages. This year, an ICDS Centre in Kunnavakkam village was equipped with smart furniture, educational wall murals, electrical appliances and safe drinking water. This centre was shortlisted as one of the best ICDS centres in India.



## Health

- MWC Chennai engaged a cultural team to spread awareness about health-related issues through entertaining and inspiring street plays. Performances were held in 10 nearby villages.
- An AIDS awareness camp was organised at Wanadongri by Nukkad Natak group from Aurangabad. Around 100 villagers benefitted from this activity.
- MWC Chennai, under the Swachh Bharat and Public Health Centre initiatives, is providing safe drinking water facility in Anjur village to support 400 families. It has also contributed to a mother-friendly waiting hall with a lactation room.



## Skill Development & Community Welfare

- The CSR team of Happinest, Avadi laid the road from Avadi Poonnamalli high road to Paruthipattu village benefitting people who commute on this road.

- MWC Chennai in association with World Vision India organised a 40-day power sewing machine training for women in Kunnavakkam village. The training was successfully completed by all the ladies and they have been offered placements by one of the customer organisation at MWC.
- Happinest Boisar has contributed to a community centre for women in Umroli village. Constructed at a cost of INR 3.40 lakh, it has provided women, a place to gather, discuss, and act on relevant socio-economic issues like women empowerment, education, health, skill development and entrepreneurship.
- MWC Jaipur has till date equipped 1,060 students with vocational training. 200 of these students were trained in FY 2016-17. The results have been very encouraging with around 74% of the trained youth being placed in MWCJ and its campus clients, while 12% have started their own businesses.
- MWC Chennai is running a safe drinking water project in which they have donated four RO water plants, including one to Anjur village, during the reporting year. Each RO plant can provide eight pots of drinking water to 200 families every day. On an average, around 800 to 1,000 families have benefitted through this project.





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#### Our Presence

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