

# ESG Impact Book

2023 - 2024





# Contents

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<u>Message from CEO</u>	<b><u>03</u></b>	<u>ESG Risks</u>	<b><u>12</u></b>	<u>Workforce</u>	<b><u>24</u></b>
<u>About the Report</u>	<b><u>04</u></b>	Indicators	12	Health & Safety	24
Context	04	Climate Change Imperatives	13	Diversity & Inclusions	25
Reporting Frameworks	04	TCFD Compliant ESG Risk		Talent Nurturing,	
Forward-Looking Statements	04	Indicators	14	Development and Retention	27
<u>Shaping a Sustainable Future</u>	<b><u>05</u></b>	<u>ESG Scorecard</u>	<b><u>18</u></b>	Human Rights	28
Drive to Net-Zero Highlights	05	<u>Partnerships for Climate Advocacy</u>	<b><u>21</u></b>	<u>Corporate Social Responsibility</u>	<b><u>29</u></b>
Sustainability Approach	05	<u>Accelerating Green Logistics</u>	<b><u>22</u></b>	<u>Governance</u>	<b><u>30</u></b>
Sustainability Governance	06	Energy Management	22	<u>Case Study: eDel</u>	<b><u>31</u></b>
<u>Stakeholder Engagement &amp; Materiality Assessment</u>	<b><u>07</u></b>	One Carbon Report	22	<u>Case Study: Sustainable by Design Warehouse</u>	<b><u>32</u></b>
Stakeholder Engagement	08	Water Recycling	23	<u>Annexure</u>	<b><u>33</u></b>
Materiality Matrix	10	Low-Emissions Pallet Deployment	23	Taskforce for Climate	
Key ESG Materials	10	Sustainable Supplier Impact Program (SSIP)	23	Related Financial Disclosure (TCFD) Index	33
		Electrifying Last Mile	23	Global Reporting Initiative (GRI) Content Index	35

# Message from **CEO's Desk**

It gives me immense pleasure to share our first ESG Impact Report, at times when the shift towards a more environmentally conscious supply chain ecosystem is not merely an aspiration but an urgent necessity. At Mahindra Logistics, we believe tackling climate change is not just about reducing emissions, but also about balancing environmental, social and governance responsibilities to ensure progressive transition towards green logistics. Decarbonization is pivotal in our strategy, prompting a shift to low carbon fuels, improved energy efficiency with RE powered warehouses, material circularity and last mile electrifications with owned EV / Alternate fuelled fleet.

**We are  
committed  
to action as  
we believe  
in creating a  
better  
today  
for a  
brighter  
tomorrow**

**Rampraveen Swaminathan**  
CEO,  
Mahindra Logistics Limited



# 1 Context

As a leading integrated Supply Chain and Mobility solutions provider in India, we strongly believe the transportation and logistics sector, backed by several policy reforms and initiatives from the Government of India (GOI) in recent years, has a critical role to play in the growth story of India.

In the ever-evolving supply chain landscape, the emerging imperative of sustainability is not merely a mandated requirement from the regulators and investors. At Mahindra Logistics, we believe sustainability is a transforming force preparing us to be future-ready while balancing profitability and value creation.

India's aim to reduce logistics cost from ~14% of GDP to less than 10% of GDP, by 2030 leads to a huge opportunity for responsible players like us to embed quality, efficiency, scalability and sustainability at the heart of our operations, process and culture.

Our purpose principles are:

- Shaping the industry
- Transforming lives
- Reimagining solutions
- Earning trust
- Sustaining our environment

From renewable energy initiatives to circular economies to optimizing transportation routes; we are continuously challenging and evolving ourselves to improve our resiliency, agility, cost efficiency and streamline operations to accelerate the Net Zero transition in collaboration with all stakeholders.

With this, we are delighted to present our strategy, performance and commitment towards environment, social and governance materials in FY 2023-24.

# 2 Reporting scope and framework

The disclosures in the report provide details for the non-financial performance of Mahindra Logistics Ltd. entities for the reporting period from 1 April 2023 to 31 March 2024.

In line with best practice, this report has been developed to align with the following international frameworks, standards and guidelines:

- United Nations (UN) Sustainable Development Goals (SDGs)
- Global Reporting Initiative (GRI)
- Taskforce for Climate Related Financial Disclosure (TCFD)

# 3 Forward-looking statements

As we disclose our sustainability approach, performance and goals, forward-looking statements, if any included in the report centered around our plans and aspirations for the overall ESG strategy. It is recommended to note that certain assumptions may change over time. Such statements are contingent of developments in the industry, business expansions, government regulations, market dynamics, amongst other factors.

\*Hereafter, Mahindra Logistics Limited is referred as MLL.



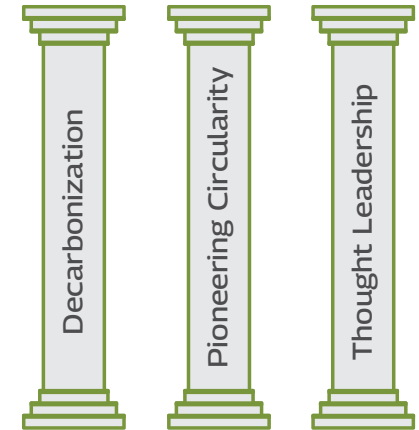
# 4 Drive to Net Zero Highlights

Committed to be Carbon Neutral by 2040 (Scope 1&2)



# 5 Sustainability Approach

Our ambition to decarbonize the supply chain solutions is inspired by Mahindra Group's ethos to become **Planet Positive**, striking synergy between business and the planet. Aligned to our commitment and continuous effort towards decarbonizing our operations, offerings and enabling the industry and the ecosystem for **green logistics**; we have defined our sustainability framework in 2022 led by 3 pillars:



DECARBONIZATION	PIONEERING CIRCULARITY	THOUGHT LEADERSHIP
<ul style="list-style-type: none"> <li>• <b>Scope 1+2 emission</b> reduction through</li> <li>• Low Carbon Fuel for owned vehicles - Deployment of CNG</li> <li>• Expand EV portfolio for Last Mile Delivery</li> <li>• IGBC certified facilities &amp; warehouses</li> <li>• <b>Improve energy productivity</b></li> <li>• Switch to renewable energy (RE)</li> <li>• RE purchase from grid</li> <li>• Energy saving</li> <li>• <b>Scope 3 emission reporting and optimisation</b> aligned to SBTi target through</li> <li>• One carbon report</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Enhance material circularity-</b> pallettes, racks, eWaste and other waste</li> <li>• <b>Act on water positivity</b></li> <li>• Report and practice responsible consumption of water at sites</li> <li>• Rain-water harvesting/STP - Zero Liquid discharge/ use recycled water</li> </ul>	<ul style="list-style-type: none"> <li>• <b>The Climate Pledge (TCP)</b> Partnership for building EV charging infrastructure</li> <li>• <b>Empower community</b></li> <li>• <b>Natural Carbon Sequestration -</b> Mahindra Hariyali</li> <li>• <b>Green logistics</b> advocacy</li> </ul>

Post-covid, our first attempt to define a sustainability approach was done through a collaborative process wherein the leadership team actively engaged with internal and external stakeholders through surveys and interviews.

# 6 Sustainability Governance

We have adopted a multi-tiered approach to strengthen sustainability governance resulting in transparency, accountability and integration of ESG criteria in business decision making.



## 6.1 BOARD OF DIRECTORS

Sustainability leadership starts with our Board of Directors and extends throughout Mahindra Logistics. Considering the key challenges and opportunities sustainability presents to the company, a risk committee and corporate social responsibility (CSR) committee have been appointed at the Board level to oversee the Company's policies, programs, and strategies related to environmental stewardship, climate change, responsible investment, corporate citizenship, health and safety, human rights, human capital management and ESG risk management; as well as other social and public matters of significance to the company. The CSR committee also reviews and monitors the development and implementation of the Company's sustainability roadmap and reviews the company's public disclosures with respect to the Business Responsibility and Sustainability Report (BRSR) mandated by the Security Exchange Board of India (SEBI).





## 6.2 SUSTAINABILITY COUNCIL

Mahindra Logistics Sustainability Council is responsible for driving sustainability investment and initiatives across the organization. **Our Chief Executive Officer (CEO), Rampraveen Swaminathan**, is an active advocate of green logistics.

Our **Chief Sustainability and CSR officer (CSO), Swayantani Ghosh**, is accountable for sustainability strategy, performance and reporting.

The council comprises of leadership and senior management from operations, business and other responsible functions. The purpose of the council is to accelerate the integration of sustainability into strategy and actions focusing on value creation for people, clients, investors and the environment where we live and work. Initiatives by the council are monitored on 3 impact axes:

Capability building

Greening infrastructure

Decarbonizing transport solutions

To reinforce accountability across the company, drive to Net Zero is an integral metric for the overall performance of Mahindra Logistics as part of the Balanced Scorecard (BSC) and remuneration mechanism.

“ We are on an accelerated path to drive the transition to green logistics and enabling our stakeholders to rise.

**Chief Sustainability Officer (CSO),  
Swayantani Ghosh**

## 6.3 POLICIES, ASSURANCE, INTERNAL ASSESSMENT

**Business Responsibility Policy** is designed to ensure a unified and common approach across all operating locations and shall be applicable to all employees of Mahindra Logistics Ltd. (MLL). The objective of this policy is to:

- Ensure a unified and common approach to the dimensions of business responsibility across MLL.
- Act as a strategic driver enabling MLL to respond to complexities and emerging challenges and be abreast of changes in regulation.
- The policy is reviewed and updated at regular intervals. The next review cycle is due in F25 in order to update the policy in alignment with latest guidance and amendments proposed by SEBI for the issuance of the BRSR report.

**Sustainability Assurance Audit** for MLL ESG performance in F24 has been successfully completed by external auditor DNV. Non-conformance reporting (NCR) by the auditor is Nil.

**The Mahindra Way (TMW) – Internal Assessment** by Mahindra corporate is the Unified Excellence Approach with 'Spread & Depth' to drive excellence across all entities of the Group. It is a common, internal yardstick to measure excellence maturity for **7 Group policies and practices:**



Risk Management



Employee Relations



Safety



Diversity & Inclusion



CSR



Corporate Governance



Sustainability

# 7 Stakeholders Engagement

We encourage a healthy dialogue and maintain a good relationship with all our stakeholders, delivering on our objectives that contribute to the well-being of the Company. The interaction at regular intervals helps us manage our stakeholders' expectations and concerns, thereby co-creating long-term value. We recognise that our activities impact our various stakeholders such as employees, suppliers, communities, customers, regulatory bodies, and channel partners.

Aligned to our business priorities and commitment towards long-term value creation, we have identified nine critical stakeholder groups that are listed in the table below:

## Stakeholders Engagement

Key Stakeholders Groups	Mode of Engagement	Materials / Priority Topics
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Customer satisfaction survey</li> <li>• Key account mgmt., webinars, digital events</li> <li>• Outreach programs, go-live events</li> <li>• Complaint and feedback mgmt.</li> </ul>	<ul style="list-style-type: none"> <li>• Quality service</li> <li>• Competitive offerings</li> <li>• Differentiation and product relevance</li> <li>• Safety</li> <li>• Data privacy</li> <li>• Eco-friendly solutions</li> </ul>
<b>Business Associates (BA), Suppliers</b>	<ul style="list-style-type: none"> <li>• BA development program</li> <li>• Interactive session with CEO, COO</li> <li>• Online/offline meetings - Chai Pe Charcha (cluster-wise)</li> <li>• BA council &amp; helpdesk</li> </ul>	<ul style="list-style-type: none"> <li>• Best practices and compliance to vendors' code of conduct</li> <li>• Rewards &amp; recognitions</li> <li>• Input materials / resource circularity</li> <li>• Operational and cost efficiency</li> <li>• New business opportunity</li> <li>• Social and Human Rights</li> <li>• Capability building</li> </ul>
<b>Employees, Workers, Employee Councils / Representatives and the like</b>	<ul style="list-style-type: none"> <li>• Intranet portal</li> <li>• Trainings, learnings and development Performance Management System</li> <li>• Internal communications - emails, newsletter, circulars</li> <li>• Employee engagement</li> <li>• Functional and cross-functional committees</li> <li>• Wellness programs</li> <li>• MCARE survey - Employee voice</li> <li>• Union meetings</li> <li>• Hiring / interview</li> <li>• Diversity &amp; Inclusion initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous learning</li> <li>• Career development</li> <li>• Retention and succession</li> <li>• Talent Management</li> <li>• Employee Value Propositions</li> <li>• Safety &amp; security</li> <li>• Diverse and inclusive</li> </ul>
<b>Investors, Shareholders, Equity Analysts, Financial institutions</b>	<ul style="list-style-type: none"> <li>• Annual shareholder meetings, Investor presentations and conference calls</li> <li>• Earning calls</li> <li>• Investor conferences and meets</li> <li>• Press releases</li> <li>• Emails</li> <li>• Integrated annual report</li> <li>• Audits and assurance of financial &amp; non-financial performance</li> </ul>	<ul style="list-style-type: none"> <li>• Financial performance review</li> <li>• Improved profitability, return on investment</li> <li>• Financial and non-financial risk management</li> <li>• Fair business practices</li> <li>• Transparency and disclosures</li> </ul>





Key Stakeholders Groups	Mode of Engagement	Materials / Priority Topics
<b>Regulatory Bodies</b>	<ul style="list-style-type: none"> <li>• Disclosures and filings</li> <li>• Formal dialogues</li> <li>• Participation in policy formulation</li> <li>• Govt. council representations</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory compliance</li> <li>• Tax payment</li> <li>• Fair and ethical business trade</li> </ul>
<b>Industry Associations</b>	<ul style="list-style-type: none"> <li>• Representation through various trade bodies</li> <li>• Membership of industry associations</li> <li>• Conferences</li> <li>• Events, seminars, workshops, white papers</li> <li>• Press releases and newsletters</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborations on industry growth agenda</li> <li>• Thought leadership</li> <li>• Climate advocacy</li> <li>• Sustainability pledges</li> </ul>
<b>Communities &amp; NGOs</b>	<ul style="list-style-type: none"> <li>• Partnerships for CSR initiatives</li> <li>• Skill development, livelihood opportunity</li> <li>• Community development program</li> <li>• Disaster relief and rehabilitation program</li> <li>• Employee volunteering / Social Options (ESOPs)</li> </ul>	<ul style="list-style-type: none"> <li>• Long term value creation</li> <li>• Empowering communities</li> <li>• Restoring ecosystem</li> </ul>
<b>Innovation / R&amp;D Incubators / Academia / Start-ups / Experts Network</b>	<ul style="list-style-type: none"> <li>• Longstanding partnership / alliances for low carbon / green technology</li> <li>• Capability building through exchange of know-how conferences and meetings</li> <li>• Academia tie-ups</li> <li>• Endorse innovation platform, R&amp;D / Startup / incubators / green funds</li> <li>• Technology licenses</li> </ul>	<ul style="list-style-type: none"> <li>• Co-creation to address Industry evolution in the context of climate change mitigation &amp; adaptation</li> <li>• Technologies &amp; digitalisation maturity</li> <li>• Energy trilemma: affordability, security and sustainability</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• Round tables</li> <li>• Briefing, interactions, interviews</li> <li>• Media visits to operating sites</li> <li>• Press release, industry story</li> <li>• Social media mgmt.</li> <li>• Communications tools - website, press toolkit</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency</li> <li>• Brand image, credibility and valuation</li> <li>• Sharing information</li> </ul>



We identified our material ESG topics with our stakeholders' participation in our ESG materiality assessment in 2022.

## 8 ESG Materiality

Our materiality assessment involves extensive stakeholders' engagement. Materiality priorities have been reviewed at a regular interval of three years in lieu of the evolving dynamics of the logistics industry and ESG reporting standards. Based on interactions with customers, partners, suppliers, and non-governmental organizations we have mapped key ESG materials. The materiality assessment exercise to identify material ESG topics was conducted in 2022.

Following approach was adopted to conclude the assessment:

Understanding the purpose and scope of the assessment in context of the Mahindra Logistics business.

Identifying potential industry-specific materials/issues and topics with reference to best-in-class sustainability reporting framework.

Categorizing topics in relation to impact on environment, social and governance.

Preparation of materiality survey with identified key stakeholders groups.

Data analysis done post survey with key stakeholders.

The outcome of the exercise was validated by then sustainability council, reviewed by the CEO and subsequently presented to the Board for their strategic inputs and guidance.

The materiality assessment and the resulting matrix remain unchanged in FY24. Furthermore, ESG scorecard has been devised to focus on issues of high importance to stakeholders where Mahindra Logistics can make a strong business impact.

### 8.1 MATERIALITY MATRIX

The ESG materiality matrix identifies our ESG priority topics and our main sustainability challenges for the coming years. The identification of these material topics helped us to develop a blueprint of our ESG scorecard.





## 8.2 KEY ESG MATERIALS

### Environment

1. Energy
2. GHG inventory for facilities and sites
3. Circularity/sustainable use of resources
4. Environment footprint of our offerings

### Social

1. Health and safety of our people
2. Skill development and talent management
3. Diversity, equity and inclusion (DE&I)
4. Labour practice and human rights
5. Community well-being and development

### Governance

1. Ethical sourcing and sustainable supply chain
2. Upholding highest standards in ethics and complete adherence to code of conduct
3. Engaging responsibly with clients and other stakeholders
4. Facilitating sustainability governance

# 9 ESG Risks

ESG risks are social, environmental, and governance variables that could affect a company's financial position or operating performance.

## 9.1 INDICATORS

### Environment

#### Risk Materials to MLL

- Climate changes: Physical
- Climate change: Transition
- Material circularity, waste mgmt.
- Water availability

#### LEAD Indicators

1. Supply chain disruption
2. Loss of revenue/ market share to competitors
3. Impacted business continuity

#### LAG Indicators

1. Restricted access to emerging business / market
2. Actual vs Net Zero / SBTi target gap
3. Material circularity, waste mgmt.

### Social

#### Risk Materials to MLL

- Health & safety
- DE&I
- Industry relations
- L&D / Talent development
- Employee benefits
- Community / CSR/ ESOPS

#### LEAD Indicators

1. Loss of productivity
2. Lack of talent pipeline/ Social capital
3. Supply chain disruption

#### LAG Indicators

1. High attrition, cost of replacement
2. Talent & skill gap
3. Execution inefficiency

### Governance

#### Code of Conduct (CoC)

- Business ethics: Code of Conduct (CoC), grievance mechanism, licences to operate
- Governance
- Sustainable procurement
- Human Rights across value change
- Data & Cyber security

#### LEAD Indicators

1. Value chain corruption and bribery
2. Compliance risk
3. Loss of license to operate

#### LAG Indicators

1. Non-conformance/ under reporting - BRSR
2. Low investors confidence
3. Low customers satisfaction

## Energy Transition Risk

Loss of new business opportunity, profitability, operational inefficiency, business continuity impact



## 9.2 CLIMATE CHANGE IMPERATIVES

**Risks related to climate change have a significant impact on the Company's and clients' activities throughout the entire value chain. Therefore, the identification and management of risks related to climate change and actions to seize opportunities are key for MLL.**

In F24, a high-level analysis was performed to present to the Board. We ensured that the alignment of identified risks was with the Task Force on Climate-Related Financial Disclosures ("TCFD") These risks can be found in the table below. However, time horizons have not been fully integrated in our ESG risk assessment yet; this is work in progress and will be disclosed in the years to come.

### Identifying physical climate risks:

Regarding physical climate risks, in 2023, Mahindra Logistics carried out a study to assess the risks of climate change for our employees, customers, and assets. The aim was to provide information to site teams to conduct more local investigations, bearing in mind that different regions within a country may be affected differently. The risk rating analysis will continue to be developed in 2024 to support our projects and sites to identify and implement adaptation solutions within their respective EHS and risk management plans.

### Physical Risks

#### Acute Risks

- Extreme weather event

#### Chronic Risks

- Changing precipitation
- Heat wave
- Water scarcity
- Impact of fire

### Transition Risks

- Regulations and directives
- Technology (Energy transition)
- Client's expectations: Optimum price + value
- Growing economy and urbanization resulting significant near-term rise in road transport
- Competition threat with sustainable offerings

### OBSERVATIONS

- **Acute risk identified for sites - Low (L)**
- **Chronic risk to business continuity - Medium (M)**
- **Transition risk impact - High (H)**

#### Micro Contributors

- 1.Low operational control
- 2.Upfront investment
- 3.Mindgap - cost saving vs total value creation
- 4.Pricing model excludes offsetting cost savings
- 5.Low optimisation in transportation solution

#### Macro Contributors

- 1.Geo-political multiverse
- 2.Technology and infra maturity gap
- 3.Evolving emission trading system and regulated carbon tax market in country
- 4.Rise in road transport by 3%-6% near term
- 5.Green skill shortage
6. Supply chain volatility and low ESG adaptation for Micro, Small and Medium Enterprises (MSMEs)

The ESG related risks for MLL are integrated into three categories aligned to its Enterprise Risk Management (ERM) framework:



**Strategic risks**

**Operational risks**

**Legal and regulatory/Compliance risks**

Here below is the table with a summary of MLL response to ESG-related risks and opportunities:

### 9.3 ESG RISK AND OPPORTUNITY COMPLIANT TO TASK FORCE FOR CLIMATE RELATED FINANCIAL DISCLOSURE (TCFD)

Material Issue	Risk	MLL ERM Axis	Impact in absence of mitigation	Financial implications	Mitigation / Opportunity
<b>Climate change and adaptations</b>	Transition risk: emerging & current regulations	Compliance	Existing (SEBI BRSR guidelines) or future laws and regulations related to GHG emissions reporting and climate change, may impose litigation risk to business continuity and penalty fees.	YES	Adherence to SEBI guidelines and International reporting framework like GRI, TCFD Integration of ESG risk management in Business Continuity Plan (BCP).
	Transition risk: technology maturity	Strategic	Inability to accelerate technological innovation for clean fuel to substitute current fleet with low emission solutions may result in loss of business.	YES	Active investment in partnership / alliance for technology innovations through Catapult (collaboration with start-ups) and clients, value chain engagement on energy transition.
	Transition risk: reputation mgmt.	Strategic	Increased awareness about climate change and thereby, demand from stakeholders for low carbon transport and warehouse solutions could lead to loss of brand reputation and sales for logistic company like us.	YES	Commitment to CAPEX investment to strengthen EV fleet, materialy circularity and Renewable Energy footprint in addition to optimizing emissions from road, ocean, air freight.
	Transition risk: decarbonisation traget and tools	Operational	Absence of integration of ESG criteria into operations and lack of emission monitoring tools would lead to failure to deliver on SBTi target for scope 1, 2 and 3.	NO	Mahindra Logistics has developed One Carbon Report to measure emission footprint for road transport and also introduced low-carbon scenario supported by solutions to engage with clients; such as: improving load consolidation, providing multi-mode solutions, back haul / empty miles reduction, upgrading vehicle, fuel efficiency, pilot with low carbon fuel eg.CNG, Electrifying last mile.
	Transition risk: Emerging market for green product & services / Offerings	Strategic	Failure to keep up with clients' increasing awareness and preferences for environment-friendly logistic solutions can lead to the loss of market share.	YES	Stay abreast of market trends and continue to redesign solutions that could cater rapidly evolving green logistics market. Conduct trainings and improve capability to keep workforce to innovate for better tomorrow.

## Contd. ESG Risk and Opportunity Compliant to Task Force For Climate Related Financial Disclosure (TCFD)

Material Issue	Risk	MLL ERM Axis	Impact in abesence of mitigation	Financial implications	Mitigation / Opportunity
<b>Climate change and adaptations</b>	Physical risk: <u>Acute</u> - extreme weather event (eg: flood, heat wave, cyclone, etc.) <u>Chronic</u> - temperature and rainfall variability, water crisis	Operational Compliance	Any weather events could impact MLL in several ways: • Disruption in the site operations • Health and safety of employees and potential liabilities • Low margins (unforeseen additional costs due to disruption in supply chain)	YES	Carry out environment assessment and risk analysis prior to site selection. Investment in making warehouses climate-resilient by using green cement, low emission equipment installation, cool roof painting, temperature control devices, and installation of water recycling units like sewage treatment plant.
<b>Energy</b>	Potential loss on long term over short-term gain	Operational	Increasing cost of operational inefficiency, loss of competitive advantage.	YES	Progressive investment in renewable energy, low emission fleet, energy optimization, electrifying last mile, tie up with technology strat-ups and continuous collaboration with clients on new technogy deployment and to scale up.
<b>Environment</b>	Water crisis, loss of bio-diversity and waste to landfill	Operational Compliance	Depletion of natural resources and its adverse impact on natural ecosystem would lead to potential disruption in business operations.	YES	MLL being 3PL contract logistics service provider, its operations has limited / insignificant use of water, waste generation and exposure to bio-diversity loss. MLL is committed to operational excellence in compliance with ISO14001:2015, ISO9001:2015 and ISO45001:Occupational Health & Safety Standard as part of Integrated Management System (IMS). We are also in compliant with local regulations w.r.t warehouse license to operate and consistently collaborate with local stakeholders including land owners to impact local eco-system positively.



## Contd. ESG Risk and Opportunity Compliant to Task Force For Climate Related Financial Disclosure (TCFD)

Material Issue	Risk	MLL ERM Axis	Impact in absence of mitigation	Financial implications	Mitigation / Opportunity
<b>Social</b>	Occupational health & safety	Operational	Lost time injury and cost associated with accidents and incidents.	YES	MLL has a robust safety management system in place in compliance to ISO 45001: Occupational Health & Safety Standard as part of IMS. Additionally regular site audits and capability & awareness program conducted by the dedicated safety team for the workforce including third party employees to build a zero-harm work culture across the value chain.
	Diversity, Equity and Inclusion	Strategic Operational	Lack of creativity, diverse ideation can potentially impact sense of belongingness; resulting in increased attrition and negative employer image.	NO	We are committed to gender equality, diversity and inclusion in the workforce. We have D&I policy and equal opportunity employability policy to ensure safety, family welfare and and social sustainability. MLL is also signatory to UN Women Empowerment Principles (UNWEP). Our workplace infrastructure is designed for persons with disabilities in addition to skill development.
	Employee development	Operational	Shortage of skilled and semi-skilled resources in India logistics industry is a key contributor.	YES	Our Employee Relations framework has 6 pillars: two-ways communications, capability building & growth, inclusions, welfare and legislations & discipline. MLL is invested in continuous learning & development programs for its people to bridge skill gap prevalent in logistic industry. In order to make the workforce future-ready with increasing automation, energy transition it is mandatory by MLL to report minimum 20hrs/employee/year.
	Community	Strategic Compliance	Absent or poor community engagement leads to the resistance from community to business operations resulting loss of reputation, profitability, inefficiency as well as violation of Ministry of Corporate Affairs (MCA) Act subject to applicability to the entity.	YES	We continue to focus on community development activities in pockets of rural, marginalized and unprivileged communities. As per the approach and direction of the Board of Directors of the Company, the Company's CSR efforts continue to be focused towards Skill Development, Building Communities, Sustainability, Disaster Relief and Rehabilitation. Our commitment to Corporate Social Responsibility is manifested by investing resources in the aforementioned areas aligned to Schedule VII, MCA 21.
	Labour practice & human rights	Compliance	Violation of Human Rights Act can lead to significant damage to the brand value and infringement of legal compliances.	YES	In compliance to the Code of Conduct, MLL is committed to efficient labour and human rights practices to ensure a safe workplace and boost overall productivity. Periodic assessments of human rights is done to ensure equal treatment of employees, which promotes their well-being. In F25, MLL aims to define a more structured Human Rights Management System.

## Contd. ESG Risk and Opportunity Compliant to Task Force For Climate Related Financial Disclosure (TCFD)

Material Issue	Risk	MLL ERM Axis	Impact in absence of mitigation	Financial implications	Mitigation / Opportunity
<b>Governance</b>	Supply Chain	Strategic Operational	Increasing climate-related risks as well as the evolution of trade and market barriers w.r.t fair business practice and collective bargaining demands a company to adapt to sustainable supply chain. Absence of supply chain sustainability may lead to supply chain disruption: <ul style="list-style-type: none"> <li>• Delays in production and delivery, incurring costs</li> <li>• Impact on client's experience</li> <li>- Violations of human rights and fundamental freedoms</li> <li>• Reputation and brand image</li> </ul>	YES	De-risking supply chain is critical for a 3PL company like MLL. We have Suppliers Code Of Conduct and dedicated team to engage with suppliers periodically for capability building and assessment. In order to build risk resiliency and leverage on green logistics opportunity, Company is committed to introduce ESG qualification criteria and audit effective from F25.
	Cyber and data security	Operational	Failure of our IT infrastructure as a result of cyber-attacks, could adversely impact our business and violation of stakeholders data confidentiality.	YES	To ensure cyber safety for the organisation, we are maintaining a secure infrastructure to protect the confidentiality, integrity, and availability of business-critical data. This includes data security, application security, end-point security, network security, and perimeter security. We use advanced security tools and solutions like next-generation firewalls, border routers, IDS, IPS, anti-malware protection, DLP, encryption, and dual factor authentication, among others, at each layer to ensure highest level of security.
	Ethics & Compliance	Operational Compliance	Exposure to the risk of violating anti-corruption laws and bribery could damage to brand image and reputation due to non-ethical business behavior.	YES	The Company is committed to highest standard of integrity and ensures 100% compliance to the Code of Conduct applicable to all employees and stakeholders across the value chain. MLL also has in place an adequate internal audit framework to monitor the efficacy of the internal controls with the objective of providing to the Audit Committee and the Board, an independent, objective and reasonable assurance on the adequacy and effectiveness of the Company's processes. The Internal Audit approach verifies compliance with the operational and system related procedures and controls.

# 10 ESG SCORECARD

Our ESG scorecard will continue to evolve inspired by our people, planet and value creations #TogetherWeRise

Environment	Material	Goal	UoM	F24 (baseline)	Target
	Climate change mitigation & adaptation	Report and reduce scope 1 & 2 emissions (absolute)	tCO <sub>2</sub> e	6,482	Net Zero by 2030
		Reduce emissions through material circularity at WH	tCO <sub>2</sub> e	215	Up to 10% increase YoY
		Report scope 3 emissions (upstream & downstream)	tCO <sub>2</sub> e	7,27,332	100% by 2027
		Reduce scope 3 emission intensity	gCO <sub>2</sub> e/t-km	168.6	50% by 2030
		Avoided scope 3 emissions for clients	tCO <sub>2</sub> e	1,44,867.2	30% by 2030
	Energy	Total energy consumption from renewable sources	GJ	4,454	50% increase by 2030
		Total solar installation capacity	MWh	1.36	Capacity addition 2 MWh annually
	Water	Water Restoration	kl	To initiate in F25	50% by 2030
	Waste	No. of sites Zero Waste to Landfill (ZWL) certified	Count	To initiate in F25	50% sites by 2030
	Energy Transition	% of capex and R&D investment in sustainable solutions	%	To define methodology in F25	100% by 2030

Scope 3 - Categories considered for reporting are 8 and 9.

## Contd. ESG Scorecard

Social	Material	Goal	UoM	F24 (baseline)	Target
	Safety	Zero fatality	Count	0	Report annually
		Lost time injuries by Full Time Employees (FTE) and Third Party Contract (TPC)	hrs	0	Report annually
	Diversity, Equity & Inclusion	% of women in total workforce	%	10.66	50% by 2035
		% of women in GM above	%	19.14	40% by 2030
		% of women in core leadership	%	22	25% by 2027
		LGBTQIA+ and PWD in workforce	%	0.4	2% by 2030
	Training, Development & Engagement	Employees participation in engagement survey (MCares)	%	81	Report annually
		Training hrs per FTE per year	Count	20	40 hrs by 2030
	Community	Total no. of beneficiaries from community engagement	Count	1,07,251	3,00,000 by 2030
		Increase total volunteering hrs: Employee Social Options (ESOPs)	Count	14,150	30% by 2030





## Contd. ESG Scorecard

Governance	Material	Goal	UoM	F24 (baseline)	Target
	Diversity at Board of Directors	Women at Board of Directors	%	22	Report annually
	Lead responsibly	Suppliers and Business Associates (BAs) monitored and audited on ESG performance	Count	To initiate in F25	Report annually
		Onboarding suppliers on Human Rights Mgmt system	%	To initiate in F25	100% by 2027
	Information security breaches or cybersecurity incidents	Number of incidents reported	Count	0	Report annually
	Anti-bribery & Corruption (ABC) training	% of employees covered	%	100	Report annually



As a growing 3PL business, our focus has been to maintain an adequate scope of reporting across years. Customer demand necessitates setting-up of operations in newer geographies, which often results in the closure of old and the opening of new operational facilities.

The independent external assurance is conducted at Group Level (Mahindra & Mahindra).

For the reporting year the independent external assurance was conducted by DNV. Being a subsidiary Mahindra Logistics Limited along with other group companies is covered as a part of this assurance exercise. As part of independent external assurance verification, the audit was conducted at two levels:

- a. Company level
- b. Location specific

The conclusion of the assurance suggested that data and information of the selected location and at company level are found to be in compliance with the BRSR reporting guidelines mandated by SEBI and Integrated Management Standards (IMS) comprising of ISO 14001, ISO 9001 and ISO 45001.



# 11 PARTNERSHIPS FOR CLIMATE ADVOCACY

In addition to our efforts as an organization towards mitigating climate change, we are also collaborating with other eminent contributors in this space of climate change mitigation.

i. MLL is a signatory to **The Climate Pledge (TCP)**, Co-founded by Global Optimism and Amazon, it is powered by 495 companies in 45 countries around the globe. It brings the world's top companies together to accelerate joint action, cross sector collaboration, and responsible change. TCP is a commitment to reach net zero carbon emissions by 2040. As a signatory to TCP, we measure and report greenhouse gas emissions on a regular basis; implement decarbonisation strategies like efficiency improvements, renewable energy, material reductions, and other carbon emission elimination strategies; and take actions to neutralize any remaining emissions with additional, quantifiable, real, permanent, and socially beneficial offsets to achieve net zero annual carbon emissions by 2040. We have joined forces with other signatories in India for a project to establish EV charging infra that will be powered by Renewable Energy.

ii. Under the guidance of M&M Group, MLL jointly worked with **United Nations Global Compact (UNGC)** for the **Sustainable Supplier Impact Program (SSIP)**. Around 23 of our valued suppliers whom we address as business associates (BAs) participated in this program and one of the key topics that was covered as a part of this program was 'Climate'. This program included knowledge, initiatives, achievement, and experience sharing through online sessions, online training portals and live interactive sessions on current emission trends and its impacts and actions required for mitigating the emissions.



# 12 ACCELERATING GREEN LOGISTICS

## 12.1 ENERGY MANAGEMENT - SWITCH TO CLEAN ENERGY AND FURTHER OPTIMIZATION

We continue our efforts on electrical energy efficiency through the accelerated cost efficiency project. Energy efficiency initiatives implemented at facilities during FY 22-23 were continued along with horizontal deployment at other locations. Around 21.5 lakh kWh of savings were achieved resulting in avoidance of 1500+ tCO<sub>2</sub>e of emissions.

Enhancing the renewable energy component of our total energy mix was achieved in a big way owing to the solar installations on the rooftop of our BTS facilities and some of the warehouses. The warehousing space powered with renewable energy reached 3.6 Mn sq. ft and contributed to around 11% of MLL's total energy consumption during reporting year.



## 12.2 ONE CARBON REPORT - MEASURING AND AVOIDING EMISSIONS FOR CLIENTS

As a responsible organization, we are aware that transportation business forms a major component of our business, and we recognize the importance of reducing our climate impact and the growing urgency to operate our transportation, warehousing, and people mobility operations in an efficient way mitigating emissions.

To this end, the Company is committed to achieving carbon neutrality by 2040.

Moreover, the Company is one of the few companies in the logistics sector to get validation from Science Based Targets Initiative (SBTi) for our target to reduce carbon emissions.

To realise the target, the Company is taking various initiatives including expanding the share of energy efficient technologies across assets, deploying clean transportation solutions, implementing energy efficiency initiatives and technologies, increasing renewable energy content in the energy mix, establishing green warehouses etc. which have aided, thereby making our operations and warehousing infrastructure more sustainable.

**The Company's commitment to SBTi continues with a specific target to:**

- **Reduce scope 1 and 2 GHG emissions by 88% per employee**
- **Reduce Scope 3 GHG emissions by 69% per million kilometres by the year 2033 from a 2018 base year.**

In addition to all these initiatives we have adopted a novel approach of **Scope 3 emissions calculator** - **'One Carbon Report'**, wherein mapping of customer wise emissions is achieved. This mapping is done at a granular level enabling measurement of shipment level emissions. This will help to build visibility on the carbon emissions of our customers (shippers) and help to achieve their climate action targets. This will contribute towards our efforts to support a net-zero supply chain as part of the Planet Positive strategy adopted at the group level.

### Benefits:

**Accurate tracking of value chain emissions from shipment of products**

**Progress towards emission reduction goals by reducing emissions from shipment of products by adopting low carbon solutions.**

MLL's Scope 3 emissions mainly comprises of category 8 and category 9 i.e. Upstream and Downstream Transportation and Distribution and were around 7,27,332 tCO<sub>2</sub>e for the reporting year.



## 12.3 WATER RECYCLING

Our operations are not water intensive, but we do realize the importance of water as a resource and take all possible actions for water conservation across our major facilities. At our BTS facilities and warehouses, wastewater generated is treated in Sewage Treatment Plants (STP) and reused for internal domestic purposes and landscaping. We are installing flow meters and sensors as well as using water-less urinals. We have STP at our BTS facilities located at Bhiwandi, Pune, Chennai, Nashik, Luhari and Hyderabad and also at a few other warehouses and stockyards.

## 12.4 LOW EMISSION PALLETS DEPLOYMENT

Our teams are always on the lookout to provide green solutions to our customers and reduce environmental impact. During the previous reporting year, we introduced an eco-friendly pallet called Eco Pallet in collaboration with our vendor-partner. These pallets are made out of post-consumer recycled wood with a patented Polyurethane coating which is durable and can be used for a period of ~10 years. These Eco Pallets can be deployed as a storage solution in a warehouse. Around **2,400 nos. of Eco Pallets** were deployed across facilities. They can be handled effectively by reach trucks or forklifts and MHEs. Not being limited to the above option, our teams are exploring novel options like environment friendly pallets made out of agro-waste. We are planning to deploy these pallets at our upcoming BTS facilities..

## 12.5 SUSTAINABLE SUPPLIER IMPACT PROGRAM (SSIP)

M&M Group has been a leader in Sustainability related activities at National and International level. Mr. Anand Mahindra, Chairman - Mahindra Group with his keen interest in Sustainability and Corporate Social Responsibility has served on several influential bodies globally. Currently, in addition to various leadership roles, he is also a member of the United Nations Global Compact (UNGC) Board. Sustainable supply chain plays a crucial role for Business continuity and growth. UNGC proposed a program with the intent of increasing awareness on sustainability and related initiatives amongst the supply chain of M&M Group and as a result UNGC, Accenture - US & India and M&M Group (Mahindra Logistics Limited & Automotive and Farm Equipment Business) collaboratively executed a program for enhancing awareness and extending sustainability initiatives across a selected group of Business Associates (BAs).

A total of **23 BAs** were identified and involved in this program representing the supply chain of Mahindra Logistics Limited (MLL). The topics addressed through the program were **Business value of Sustainability, Climate, Gender and Sustainability Journey**. The program duration was approximately 5 months and consisted of Live touch points i.e. online sessions and panel discussions, e-learning modules and periodic surveys i.e. pre, mid and post program for taking feedback from participants for improving the overall program quality. The **34 BA participants** from MLL completed the requisites of the program i.e. attending all sessions and completing the e-learning module and as a result were certified by UNGC.

## 12.6 ELECTRIFYING LAST MILE

We continue to enhance our electric vehicle (EV) cargo revolution in India with eDeL, our cutting-edge last mile delivery solution. This last mile delivery service operates exclusively on EVs, reflecting our commitment to sustainability and reducing our carbon footprint contributing to around >34% of our last mile delivery business. EV ecosystem comprises of electric vehicles (3W and 4W), bikes and charging infrastructure to support clean and green last mile delivery.

Catering to B2C deliveries across major cities in India, eDeL serves a diverse range of industries, including E-commerce, consumer goods, pharmaceuticals, and retail. With its innovative technology platform for asset management, real-time tracking, and flexible operating models, eDeL has been giving its customers a significant competitive edge.

We have grown our presence in EV Last Mile space with expansion of our eDeL services which provides multiple offerings to customers. Over the year, we enhanced our fleet to over **1,500 vehicles**, operating in **23 cities**. The **EV fleet** has cumulatively covered **~31 Mn km** since inception.





# Workforce

Our people are our key assets and at the cornerstone of our success. Their welfare, safety, and personal growth are top priorities for us.

We are certified as a 'Great Place To Work', evaluated through the trust index and the culture audit to understand the relationship an employee shares with the organisation, own job and colleagues at work.



[View Certificate](#)



**~5,300**

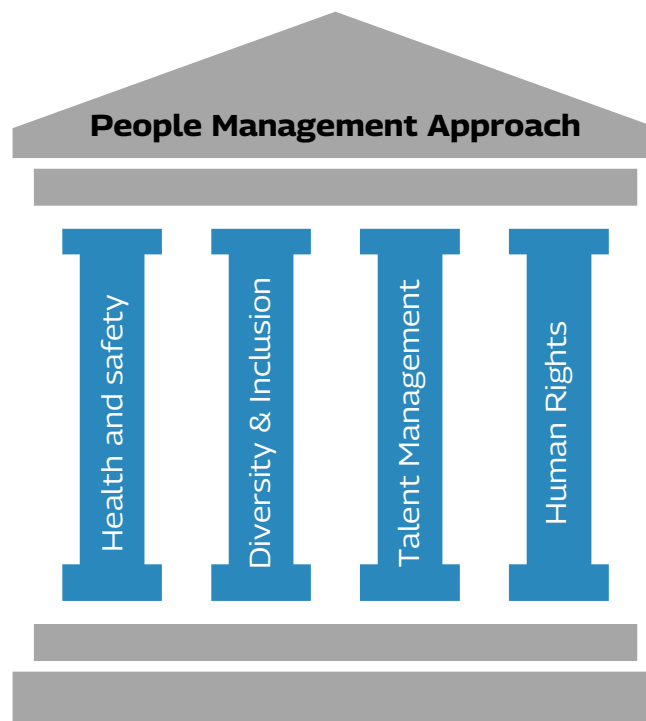
Employees on Payroll

**33%**

People associated for  
5 years

**~1,90,000**

Hours of E-Learning



## Health and Safety

Health & safety is among the top priorities at MLL, as any accident has a major impact in terms of cost, life, and reputation, among others. MLL is an ISO 45001 certified organization, and regular trainings are imparted to employees across locations through various online and offline channels.

Safety Incident/Number	Category*	2023-24	2022-23
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0	0
	Workers	0	0.01
Total recordable work-related injuries	Employees	0	0
	Workers	0.16	0.37
No. of fatalities	Employees	0	0
	Workers	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	0	0

[G4-LA6]

Health and safety topics are covered in the formal agreements with the Trade Unions and are as below:

- All workmen will observe safety instructions within the working premises.
- Appropriate Personal Protective Equipment (PPE) will be provided wherever necessary. PPEs are to be used by workmen to whom they are allotted. [G4-LA8]

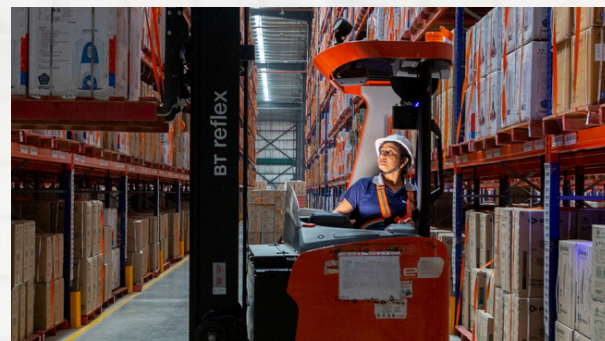


## Diversity & Inclusions

Traditionally, logistics industry has been perceived as male-dominated. At MLL, we are actively reshaping the narrative to embrace diversity, equity, inclusivity and belonging (DEIB) by acknowledging, following fair policy system and continuous working to overcome unconscious biasness to address under representation of women, LGBTQIA+, and PwD individuals.

Women Representation	Women/LGBTQ+/PwD/Veteran
10.66%	11 %

Representation of women at the board level:			
Board of Directors	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
	9	2	22.22%



Representation of Women in Subsidiaries			
10.53%	20.54%	6.86%	13.78%
2x2 Logistics	Lords	MESPL	Mobility



Women in Leadership Roles		
Women in DH bands	2022-23	16%
	2023-24	18%
Women in Managerial bands	2022-23	10%
	2023-24	13%

At 6 of our operational sites, gender diversity ratios surpass 30%, with an additional 15 sites exceeding 20% gender diversity.



## Employee Diversity & Inclusion Initiatives

### PRERNA (Inspiration)

In June 2023, we launched PRERNA, our Employee Resource Group (ERG) initiative, comprising of 100 self-nominated members, constituting 19% of the total female headcount (HC) across MLL and other group companies.

### Supporting Women's Health

At MLL, we drive several initiatives to support women's health through a series of educational and empowering sessions with reference to PCOS & PCOD, cervical cancer, motherhood by choice and likewise.

### Parental Leave Policy and Return-to-Work

We are committed to fostering an inclusive workplace culture that transcends traditional gender roles, recognising the diverse needs of caregivers during the transition to parenthood. Our comprehensive New Parental Policy reflects this commitment by empowering caregivers, regardless of gender, to select the caregiving role that best suits their family dynamics.

We offer a 6-month leave period, with the added flexibility of remote work options for up to 1 year to support a seamless return to work. Financial reimbursements for creche or nanny services are available to both primary and secondary caregivers of newborns.

### Centralised Induction in Inclusion, Diversity, Equity, and Accessibility (IDEA)

Our centralised induction now includes comprehensive training on IDEA principles, fostering a culture of respect and inclusion. We've also set ambitious diversity targets for our hiring teams to drive progress towards a more inclusive workforce. We endeavour to cultivate an environment where every employee feels appreciated, assisted, and empowered to flourish.

96%

Employees Trained on POSH  
(Program on Sexual Harassment)



### UDAAN

This programme is tailored to empower women professionals who have/had taken a career break, encouraging their return to full-time employment. It's a thoughtfully crafted internship initiative that considers diverse aspects of workplace management. Women who've joined us through the Udaan programme have seamlessly integrated into various roles within the organisation and are actively being prepared for elevated responsibilities.

### Employee Assistance Programme (EAP)

This programme provides access to counselling and consulting services with professional well-being experts in a confidential and non-judgmental environment. We believe in fostering a workplace culture where our employees feel supported and empowered to address any personal or professional challenges they may encounter.

### Other benefits

All employees are eligible for the benefits like life insurance, healthcare, disability coverage, parental leave and permanent employees enjoy the added benefit of stock ownership.

~2970

Employees Trained on Diversity & Inclusion Initiatives





## Talent Nurturing, Development and Retention

At Mahindra Logistics, we place strong emphasis on nurturing and developing our talent pool through comprehensive initiatives. Key aspects include leadership and functional capability building programmes across levels, continuous improvement projects like Six Sigma certifications, and personalised learning via platforms like Harvard Manage Mentor Spark and Udemmy Business, a robust talent management framework, grooming high-performers and high-potential employees for critical roles like Account Delivery Managers through our FLEX programme, nominating talent for leadership development at the group level through Shadow Boards, and Mahindra Future Shapers. We also invest in developing our senior critical talent and promoting women empowerment through 'Aadhya' - a training programme for female employees and associates' families, fostering mutual growth and tapping into the talent pool. Our best practices on people management are designed to support the personal and professional growth of our employees, while ensuring that they are equipped with the resources and support they need to realise their full potential. [G4-LA2]

### Turnover rate for permanent employees:

Segment	FY 2023-24			FY 2022-23		
	Male	Female	Total	Male	Female	Total
Employees	24%	34%	25%	31%	36%	32%

[G4-LA1]

## Performance Management

Our Appraisal Grievance Redressal mechanism addresses employee concerns promptly, resolving 21 grievances within an average of 10 days.

We foster a high-performance environment where employees are motivated and aligned with our Company's purpose and strategy, facilitating the cascading of objectives across all levels. Our revamped performance management process, career growth, and compensation practices underwent a thorough review, ensuring transparency and fairness. Decentralising the calibration process has increased ownership, with assigned calibrators evaluating performance. To enhance feedback during appraisals, we mandated the Unnati framework programme, tracked in our Learning Management System (LMS). The Standard Achievement Matrix simplifies goal setting and reduces turnaround time. Policy amendments have been done to promote fairness and transparency. [G4-LA11]

### Holistic Well-being for Fixed Term and Third-Party Contract - Sanjeevani Impact

**~13,700**

People covered through Medical Check-Ups

**~22,300**

Engagements through Monthly Celebrations, FUN@WORK, Birthday Celebrations

**~4,000**

Rewards & Recognition

**~25,400**

People covered through Health and Wellness, Yoga, Sports activities

## Rewards & Recognition

With the digital recognition platform, over 1500+ permanent and Full Time Contract (FTC) employees have been recognised through nomination-based programmes, while more than 2500 third-party contract (TPC) employees were recognised through offline processes. Additionally, 3800 spot recognitions were issued through the online spot recognition process as part of the Triumph Awards designed to recognise excellence in performance and behaviour, thereby, fostering a culture of appreciation.

## Employee Engagement

We've engaged our permanent, FTC, and third-party employees through various initiatives to align with our Purpose statement. The Sanjeevani platform provides training for functional capabilities like Excel and Safety, along with virtual HR Connect Sessions, ensuring open communication channels. Toolbox training and welfare programmes on health awareness and personal hygiene enhance capability and well-being have been introduced. Holistic onboarding for Management Trainees foster collaboration, in addition to assigning mentors for seamless integration. Swayam Health and Wellness platform offers counselling sessions for financial and mental wellness. Quarterly townhalls led by our Company's Leadership Team facilitate transparent communication. Fun and celebration events under the Funstitute initiative aim to strengthen team bonding.

**18+** Swayam sessions were conducted on financial, nutrition, and emotional wellness, covering **900+** unique participants.





## Human Rights

### Upholding Human Rights

As part of the Mahindra Group, we strive to enable a more equal world where discrimination, bias, forced labour, and child labour are unacceptable. During the reporting year, zero incidents of discrimination were reported.  
[G4-HR3]

### Zero Tolerance Policy

At MLL, we adhere to all applicable labour laws and regulations while going beyond to uphold values of equality, equity, mutual respect, integrity, fairness, and transparency. We intervene through our businesses to enhance justice, fairness, and equitable growth for our stakeholders.

### Employee Awareness and Training

We ensure our employees understand and appreciate our commitment to upholding human rights through our Human Rights Policy and Employee Code of Conduct. Regular training on these aspects are conducted across all levels of our Company.

### Applied to Value Chain - Supplier and Contractor

All our suppliers and third-party contractors are expected to adhere to our human rights policy at all times. No incidents involving violation of the rights of indigenous people have been reported during the past three years. This is ensured through the Vendor Code of Conduct.

### Freedom of Association

Our policy allows employees to exercise freedom of association or collective bargaining. We have trade unions at certain locations and have signed long-term settlements with contract workers, reflecting our cordial relationships. We leverage our Sanjeevani framework for employee engagement to maintain healthy relationships with unions and workers. There were no incidents involving violations of rights of indigenous people during the reporting year. [G4-HR8]

### Suppliers / Business Associates Engagement

MLL is a 3PL Company and works on asset light model. As a result, we rely heavily on our suppliers whom we identify as business associates (BAs) for all the services. All our service providers have to conform to the ESG aspects covered as part of our Vendor Code of Conduct before they are onboarded.  
[G4-LA14, G4-HR10]

### Our Business Associate Life Cycle Management (BA-LCM) process encompasses following initiatives:



Pinnacle, annual recognition program for high-performing BAs.



Development program to support BAs with new business opportunities.



Engagement programs like Coffee with MD, Chai pe charcha (tete-a-tea).



Aadhya - designed specifically for women suppliers.



Online training & workshops on sustainability, industry trends and strategy.

# Corporate Social Responsibility

*Commitment towards empowering the community is ingrained in our DNA.*

## CSR Policy and Objectives

We have a comprehensive CSR Policy approved by the Board, outlining our ethos, strategy and knowhow for community initiatives. We aim:

- To promote a unified and strategic approach to CSR across our Company by identifying selective location close to our operations and support social causes aligned to our industry need.
- To foster the culture of giving back to society in an organised manner through the employee volunteering programme called ESOPs (Employee Social Option Programmes).

## CSR Governance [G4-S01]

### Board of Directors

Strategy, Fund Mgmt. and Impact Review

### CSR Council

- Review progress, fund mobilization
- Lead by action to promote ESOP culture
- Fund mobilisation to disaster and/ or need specific actions

### CSR Team at MLL








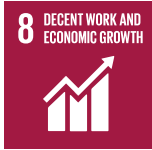
- NGO liasoning due to diligence, budget mgmt
- Drive implementation, impact tracking, reporting, assessment
- Collaborations with finance, procurement, compliances and secretary
- Engage employees on CSR roadmap

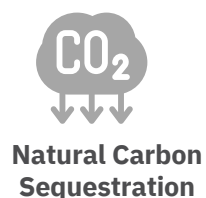
### ESOP Champions Network

- Lead and engage in community initiatives
- Enable local implementation
- Brand advocacy



## Value Creations | FY24

Impact Axis	Initiatives	Value Creation	SDGs Alignment
Building Communities	Samantar - Infra support to schools, Mumbai Donation to orphanage, Sehat - health program	91,067 Beneficiaries ESOPs - 11,494 hrs	 
Education	Nanhi Kali - Education for girl child	1116 Girls ESOPs - 120 hrs	 
Restoring Environment	Hariyali - Sapling plantation Swachh Bharat campaign	14829 saplings 900 Kg+ plastic waste recycled ESOPs - 2161 hrs	 
Skill Development	Skill Development for LGBTQ+ PwD, Women - Hunnar	239 beneficiaries ESOPs - 375 hrs	 



Note: all figures pertaining to value creations are inclusive of MLL and its subsidiary Lords community initiatives

## Governance

As part of the Mahindra Group, MLL adheres to the highest standards of corporate governance and values its role in the society as a responsible corporate citizen. Initiatives that strengthen corporate governance at MLL can be highlighted as follows:

- 100% adherence to the Code of Conduct
- Savdhaan insider for prevention of insider trading
- Prevention of Sexual Harassment (POSH)
- WeComply, and MLL Ethics Helpline

The MLL Code of Conduct for employees covers all important aspects like Safety, Sustainability, Human Rights, D&I, Anti-Corruption etc. All our employees are trained on the Code of Conduct. [G4-SO4]

### Reporting on corruption and information & cyber security incidents:

During the reporting year 22 confirmed incidents of corruption/bribery were reported and necessary actions were taken. [G4-SO5]

There were zero incidents reported pertaining to Information security breaches or cybersecurity during the reporting year of FY 2023-24.



# Case Study

## eDel: EV 3W

We are proud to have ignited the electric vehicle (EV) cargo revolution in India with eDEL, our cutting-edge last mile delivery solution. This last mile delivery service operates exclusively on EVs, reflecting our commitment to sustainability and reducing our carbon footprint. By streamlining B2C deliveries across major cities in India, eDEL serves a diverse range of industries, including E-commerce, consumer goods, pharmaceuticals, and retail. With its innovative technology platform for asset management, real-time tracking, and flexible operating models, eDEL promises to give its customers a significant competitive edge.



### Building the electric Eco-system

We are not only deploying a large fleet of EVs but also creating a conducive environment for EV deployment and operations across the country by building supporting infrastructure and technology such as charging stations and parking lots, training workforce, route planning and even battery swapping stations.



### Impact

we have reached significant milestones in less than 2 years of operations. Our successful operation of EVs in the Last Mile segment quickly gained the trust of our customers and paved the way for increased adoption of electric vehicles. Our strong performance has elevated our position as a leader in EV conversions for Last Mile deliveries.



**~1450** EV 3W



**26** Mn Green kms covered



**23** Cities and expanding



**~5500** tCO<sub>2</sub>e emissions avoided



**~70** Charging hubs





# Case Study

## Sustainable by Design Warehouse

In recent years, warehouses have evolved from mere storage spaces to value-added facilities, revolutionising packaging, inventory management, and product extraction. Production Linked Incentive (PLI) scheme announced for key sectors by the Government has led to a boost in local production and livelihood opportunities for the community fuelling demand for Grade-A warehousing facilities. Recognising this opportunity, we have embarked on an ambitious journey, establishing our large format multi-user Built-to-Suit (BTS) warehouses across the country.

Our Built-To-Suit warehouses are state-of-the-art, energy and water efficient, renewable energy powered, multi-client warehouses developed across strategic locations in India. We have around 4.4 Mn sq. ft. of BTS warehousing space and is growing consistently aligned to the demand. Greening infrastructure is a continuous effort driven by the Company involving 'sustainable by design' principles by:

1. Optimizing energy use
2. Investing in energy efficient products
3. Switching to renewable energy
4. Embedding circularity in materials, waste and water management
5. Using nature -based solutions
6. Efficient utilization of space and MHEs
7. Enhancing digitalization



## Green Indicators for Luhari - NCR



**1.4 Mn sq. ft.** Total Warehousing space



Green Building - **IGBC certified Platinum rated**



**500 kW** Installed Solar capacity



**3 nos.** EV charging points



Green Cover - **3.5 acres** of area developed by applying Miyawaki forest technique



**250 kld capacity** - Sewage Treatment Plant

The best representative of our efforts in this space is the **Luhari - NCR Logistics Estate** in Delhi, which represents India's largest warehousing facility in a single park. This facility is an important part of MLL's pan-India network of multi-client facilities that manages the fulfilment and distribution of its clients' services within the e-commerce, consumer and engineering industries. The facility is designed in line with MLL's sustainability standards, including Green Building, Liquid Discharge Management, Renewable Energy, Waste Management requirements and state-of-the-art automation.



# Annexure

## Taskforce on Climate Related Financial Disclosure (TCFD) Index

We support the principles and recommendations of TCFD. Currently TCFD relevant metrics are disclosed where aligned with GRI standards. The Table below provides section and page references from this report on where information recommended for disclosure by the Task Force on Climate-Related Financial Disclosures (TCFD) can be found.

Pillars	Recommended Disclosures	Reference	Comments
Governance	Describe the boards oversight of climate related risks & opportunities	Page 6	At Board level, we have a dedicated Risk and Corporate Social Responsibility committee
			The Risk and Corporate Social Responsibility committee is responsible for reviewing and approving our sustainability Strategy and managment of ESG matters. The Committee also reviews and approves sustainability policies, programmes, targets and performance, and recieves regular reports on the progress and effectiveness of the sustainability programme. They also provide guidance on Business Responsibility and Sustainability reporting, ensuring that it meets the needs of the stakeholders base and Securities and Exchange Board of India (SEBI) mandate.
	Describe Management's role in assesing and managing climate-related risks and opportunites		At manangement level , we have the Sustainability Council chaired by our Chief Sustainability Officer (CSO). The Council is composed of senior memebers of the leadership team and responsible functional stakeholders. The Sustainability Council is primarily responsible for defining the strategic roadmap and action plan to accelerate the transition to green logistics ensuring alignment with the overall business strategy.
			Also at management level, we have Safety, Risk, CSR, People council to drive organisation-wide initiatives from ESG perspective.
			The CEO and board is responisble for advocating and the sponsorship of MLL Decarbonisation Strategy. At organisation level, the Balance Scorecard includes the target for Drive to Net Zero by reporting green kms and emission reduction through renewable and alternate energy.
			Business leadership support organisation's sustainability strategy and approach by overseeing energy optimization initiatives in their respective operations. These CO <sub>2</sub> e emission reduction targets are cascaded from the CEO to all business and functions as part of balance scorecard.
			ESG risks and opportunities for MLL has been identified and presented to the Risk Committee at Board level.
Strategy	Short, medium and long term climate-related risks and opportunities	Page 12	LEAD and LAG indicators for ESG materials have been identified
	Impact of climate-related risks & opportunities on business, strategy, and financial planning		Impact of physical risk to the sites business continuity is low. Transition risk remains high with reference to the disclosure of GHG emissions as per SEBI guidelines for Business Responsibility and Sustainability Reporting (BRSR), evolving global reporting standards and guidelines for our domestic and international clients that call for our continued focus on value chain emission reduction and ESG compliant supply chain.

## Contd. Taskforce on Climate Related Financial Disclosure (TCFD) Index

Pillars	Recommended Disclosures	Reference	Comments
<b>Risk Management</b>	Organisation's processes for identifying and assessing climate-related risks.	Page 14 - 17	MLL has adopted an integrated, multi-disciplinary process that has a company-wide approach to the identification, assessment, and prioritisation of climate-related risks, including the way these are managed, monitored, and reported over short, medium and long-term time horizons across all stages of our value chain.
	Organisation's processes for managing climate-related risks.		Management within our business units, regions, divisional management and corporate functions constantly review, challenge and monitor risks on an ongoing basis as part of day-to-day business activities and responsibilities. This is formalised into our risk reporting cycle through 'Sustainability Champions' network and sustainability council.
	Integration of processes for identifying, assessing, and managing climate-related risks into organisation's overall risk management.		Identified risks are evaluated to establish root causes, financial and non-financial impacts and likelihood of occurrence. A prioritised risk profile is also created. As risks are prioritised and assessed, Management Controls are implemented to mitigate impacts on operations.
	Organisation's processes for identifying and assessing climate-related risks.		Risk Monitoring and Reporting Management is responsible for monitoring progress of actions to treat key risks and is supported through the Group's Internal Audit Programme, which evaluates the design and effectiveness of controls. The Risk management process is continuous and key risks are reported to the Audit and Risk Committee.
	Organisation's processes for identifying and assessing climate-related risks.		Our Enterprise Risk Management framework incorporates a continuous exercise of "bottom up" and "top-down" risk review to support the delivery of our vision and strategy.
	Integration of processes for identifying, assessing, and managing climate-related risks into organisation's overall risk management.		The "bottom up" risk management exercise is Performed by businesses across the Company. They identify significant risks to achieving their objectives and specify mitigation strategies to manage risks. Risks are assessed based on impact and likelihood, enabling prioritisation of major and significant risks. Risks are collated in risk profiles and reported at local, regional, divisional management and Group levels.
<b>Metrics and Targets</b>	Metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Page 18-20	As part of the "top down" exercise, the Board overviews the overall risk identification, impact assessment and mitigation plan for the Company. Output from the aggregated results of the top-down and bottom-up exercises is reported as part of the Enterprise Risk Management.
	Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (OHS) emissions, and the related risks.		The Company's commitment to SBTi continues with a specific target to: • Reduce scope 1 and 2 GHG emissions by 88% per employee and, • Scope 3 GHG emissions by 69% per million kilometres by the year 2033 from a 2018 base year.
	Targets used by the organisation to manage climate-related risks and opportunities and performance against targets.		To realise the target, the Company is taking various initiatives including expanding the share of energy efficient technologies across assets, deploying clean transportation solutions, implementing energy efficiency initiatives and technologies, increasing renewable energy content in the energy mix, establishing green warehouses etc. which have aided, thereby making our operations and warehousing infrastructure more sustainable. In addition to all these initiatives we have adopted a novel approach of scope 3 emissions calculator - 'One Carbon Report', wherein mapping of customer vs shipment wise emissions is achieved.

## Global Reporting Initiative (GRI) Content Index

Disclosure	Reference	UN SDGs
<b>GRI 2: GENERAL DISCLOSURES</b>		
The organisation and its reporting practices		16
<b>GRI 2 - 1: Organisational details</b>	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 2 - 2: Entities included in the organisation's sustainability reporting</b>	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 2 - 3: Reporting period, frequency and contact point</b>	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 2 - 4: Restatements of information</b>	ESG Impact Book Page 4, 7	
<b>GRI 2 - 5: External assurance</b>	Mahindra Logistics Annual Integrated Report 2023-24	
Activities and workers		5,8,16,17
<b>GRI 2 - 6: Activities, value chain and other business relationships</b>	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 2 - 7: Employees</b>	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 2 - 8: Workers who are not employees</b>	Mahindra Logistics Annual Integrated Report 2023-24	
Governance		5,8,16
<b>GRI 2 - 9: Governance structure and composition</b>	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 2 - 10: Nomination and selection of the highest governance body</b>	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 2 - 11: Chair of the highest governance body</b>	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 2 - 12: Role of the highest governance body in overseeing the management of impacts</b>	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 2 - 13: Delegation of responsibility for managing impacts</b>	Sustainability Governance - ESG Impact Book Page 6	
<b>GRI 2 - 14: Role of the highest governance body in sustainability reporting</b>	Sustainability Governance - ESG Impact Book Page 6	
<b>GRI 2 - 15: Conflicts of interest</b>	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 2 - 16: Communication of critical concerns</b>	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 2 - 17: Collective knowledge of the highest governance body</b>	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 2 - 18: Evaluation of the performance of the highest governance body</b>	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 2 - 19: Remuneration policies</b>	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 2 - 20: Process to determine remuneration</b>	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 2 - 21: Annual total compensation ratio</b>	Mahindra Logistics Annual Integrated Report 2023-24	



## Contd. Global Reporting Initiative (GRI) Content Index

Disclosure	Reference	UN SDGs
<b>Strategy, policies and practices</b>		<b>8,16,17</b>
<b>GRI 2 - 22: Statement on sustainable development strategy</b>	<b>Mahindra Logistics Annual Integrated Report 2023-24</b>	
<b>GRI 2 - 23: Policy commitments</b>	<b>ESG Impact Book Page 29</b>	
<b>GRI 2 - 24: Embedding policy commitments</b>	<b>ESG Impact Book Page 29</b>	
<b>GRI 2 - 25: Processes to remediate negative impacts</b>	<b>ESG Impact Book Pages 14 to 17</b>	
<b>GRI 2 - 26: Mechanisms for seeking advice and raising concerns</b>	<b>Mahindra Logistics Annual Integrated Report 2023-24</b>	
<b>GRI 2 - 27: Compliance with laws and regulations</b>	<b>Mahindra Logistics Annual Integrated Report 2023-24</b>	
<b>GRI 2 - 28: Membership association</b>	<b>Mahindra Logistics Annual Integrated Report 2023-24</b>	
<b>Stakeholder Engagement</b>		<b>8,17</b>
<b>GRI 2 - 29: Approach to stakeholder engagement</b>	<b>ESG Impact Book Pages 7 to 9</b>	
<b>GRI 2 - 30: Collective bargaining agreements</b>	<b>Mahindra Logistics Annual Integrated Report 2023-24</b>	
<b>GRI 3: MATERIAL TOPICS</b>		
<b>GRI 3 - 1: Process to determine material topics</b>	<b>ESG Impact Book Page 10</b>	
<b>GRI 3 - 2: List of material topics</b>	<b>ESG Impact Book Page 10</b>	
<b>GRI 3 - 3: Management of material topics</b>	<b>ESG Impact Book Pages 14 to 17</b>	
<b>GRI 202: Market Presence</b>		<b>8,5,10</b>
<b>202-1 Ratios of standard entry level wage by gender compared to local minimum wage</b>	<b>Mahindra Logistics Annual Integrated Report 2023-24</b>	
<b>202-2 Proportion of senior management hired from the local community</b>	<b>Mahindra Logistics Annual Integrated Report 2023-24</b>	
<b>GRI 204: Procurement Practices</b>		<b>12</b>
<b>204-1 Proportion of spending on local suppliers</b>	<b>Mahindra Logistics Annual Integrated Report 2023-24</b>	
<b>GRI 205: Anticorruption</b>		<b>8</b>
<b>205-1 Operations assessed for risks related to corruption</b>	<b>Mahindra Logistics Annual Integrated Report 2023-24</b>	
<b>205-2 Communication and training about anti-corruption policies and procedures</b>	<b>Mahindra Logistics Annual Integrated Report 2023-24</b>	
<b>205-3 Confirmed incidents of corruption and actions taken</b>	<b>Mahindra Logistics Annual Integrated Report 2023-24</b>	
<b>GRI 206: Anticompetitive Behavior</b>		<b>8</b>
<b>206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices</b>	<b>Mahindra Logistics Annual Integrated Report 2023-24</b>	

## Contd. Global Reporting Initiative (GRI) Content Index

Disclosure	Reference	UN SDGs
<b>GRI 302: Energy</b>		<b>7,9</b>
302-1 Energy consumption within the organization	ESG Impact Book Page 18	
302-2 Energy consumption outside of the organization	ESG Impact Book Page 18	
302-3 Energy intensity	Mahindra Logistics Annual Integrated Report 2023-24	
302-4 Reduction of energy consumption	Mahindra Logistics Annual Integrated Report 2023-24	
302-5 Reductions in energy requirements of products and services	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 305: Emissions</b>		<b>13</b>
305-1 Direct (Scope 1) GHG emissions	Mahindra Logistics Annual Integrated Report 2023-24	
305-2 Energy indirect (Scope 2) GHG emissions	Mahindra Logistics Annual Integrated Report 2023-24	
305-3 Other indirect (Scope 3) GHG emissions	Mahindra Logistics Annual Integrated Report 2023-24	
305-4 GHG emissions intensity	Mahindra Logistics Annual Integrated Report 2023-24	
305-5 Reduction of GHG emissions	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 401: Employment</b>		<b>3</b>
401-1 New employee hires and employee turnover	Mahindra Logistics Annual Integrated Report 2023-24	
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Mahindra Logistics Annual Integrated Report 2023-24	
401-3 Parental leave	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 402: Labor/ Management Relations</b>		<b>8</b>
402-1 Minimum notice periods regarding operational changes	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 403: Occupational Health and Safety</b>		<b>8,10</b>
403-1 Occupational health and safety management system	Mahindra Logistics Annual Integrated Report 2023-24	
403-2 Hazard identification, risk assessment, and incident investigation	Mahindra Logistics Annual Integrated Report 2023-24	
403-3 Occupational health services	Mahindra Logistics Annual Integrated Report 2023-24	
403-4 Worker participation, consultation, and communication on occupational health and safety	Mahindra Logistics Annual Integrated Report 2023-24	
403-5 Worker training on occupational health and safety	Mahindra Logistics Annual Integrated Report 2023-24	
403-6 Promotion of worker health	Mahindra Logistics Annual Integrated Report 2023-24	

## Contd. Global Reporting Initiative (GRI) Content Index

Disclosure	Reference	UN SDGs
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Mahindra Logistics Annual Integrated Report 2023-24	
403-8 Workers covered by an occupational health and safety management system	Mahindra Logistics Annual Integrated Report 2023-24	
403-9 Work-related injuries	ESG Impact Book Page 24	
403-10 Work-related ill health	ESG Impact Book Page 24	
<b>GRI 404: Training and Education</b>		<b>4</b>
404-1 Average hours of training per year per employee	Mahindra Logistics Annual Integrated Report 2023-24	
404-3 Percentage of employees receiving regular performance and career development reviews	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 405: Diversity and Equal Opportunity</b>		<b>5</b>
405-1 Diversity of governance bodies and employees	ESG Impact Book Page 19	
405-2 Ratio of basic salary and remuneration of women to men	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 406: Nondiscrimination</b>		<b>10</b>
406-1 Incidents of discrimination and corrective actions taken	ESG Impact Book Page 28	
<b>GRI 407: Freedom of Association and Collective Bargaining</b>		<b>8</b>
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 408: Child Labor</b>		<b>8</b>
408-1 Operations and suppliers at significant risk for incidents of child labor	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 409: Forced or Compulsory Labor</b>		<b>8</b>
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Mahindra Logistics Annual Integrated Report 2023-24	
<b>GRI 413: Local Communities</b>		<b>3,4,5,6,8,10,11,13</b>
413-1 Operations with local community engagement, impact assessments, and development programs	ESG Impact Book Pages 29 to 30	
413-2 Operations with significant actual and potential negative impacts on local communities	Mahindra Logistics Annual Integrated Report 2023-24	

## Contd. Global Reporting Initiative (GRI) Content Index

Disclosure	Reference	UN SDGs
<b>GRI 414: Supplier Social Assessment</b>		<b>7,8,9,12,17</b>
<b>414-1 New suppliers that were screened using social criteria</b>	<b>ESG Impact Book Page 20</b>	
<b>414-2 Negative social impacts in the supply chain and actions taken</b>	<b>ESG Impact Book Page 20</b>	
<b>GRI 416: Customer Health and Safety</b>		<b>3,16</b>
<b>416-1 Assessment of the health and safety impacts of product and service categories</b>	<b>Mahindra Logistics Annual Integrated Report 2023-24</b>	
<b>416-2 Incidents of non-compliance concerning the health and safety impacts of products and services</b>	<b>Mahindra Logistics Annual Integrated Report 2023-24</b>	
<b>GRI 418: Customer Privacy</b>		<b>16</b>
<b>418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data</b>	<b>ESG Impact Book Page 20</b>	



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