

# THE PARTNERS Post

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## MAHINDRA & MOHAMMED

A significant combination, which represents what might well be termed a co-operative effort to secure for India that industrial development so indispensable to the full realisation of her future dreams.

You have heard of plans, many plans, in this connection. Now comes a positive, concrete and co-ordinated scheme to develop India's resources and raise the standard of living of the masses.

Devised by an Indian business man after a careful three-year study of American wartime achievements, it has secured the support and ready assistance of a group of business men with long experience and a firm faith in their country's destiny.



In their anxiety to further the industrial and agricultural development of this country, the founders of this co-operative organisation believe that they must have the support of those who will benefit most – the general public – and to secure that support it is essential that their aims and objects should be generally acceptable.

Here, then, are the principles which will guide their future activities –

*FIRSTLY, encouragement of private enterprise and the initiative of the individual.*

*SECONDLY, belief in the ability of corporate institutions to oppose anti-social trends, such as monopolies and cartels.*

*THIRDLY, recognition of the fact that the labourer is worthy of his hire and that in co-operative working lies the dignity of human toil.*

*FOURTHLY, confidence in the ultimate success of their ventures and in the capacity and aptitude of the people to give effect to them.*

*FIFTHLY, acceptance of the fact that ability is the sole test of merit and advancement and that neither colour, creed nor caste should stand in the way of harmonious working.*



What, you will have asked yourself, do MAHINDRA & MOHAMMED propose to do, whom do they represent, and what has all this business moralising got to do with me?

Well MAHINDRA & MOHAMMED are concerned with what might be termed basic engineering – providing the tools with which to finish the job of India's industrial and agricultural rehabilitation.

That rehabilitation, of course, has a great deal to do with you – for it holds out the promise of a better land for you to live in and a healthier and happier life for you to enjoy.

As to the moralising, it is intended to place on record that MAHINDRA & MOHAMMED, though a business firm, are imbued with a national purpose and a new outlook.

Whom do they represent? As the name implies, this is a joint venture of Hindus and Muslims. The Chairman is Mr. K. C. Mahindra, who has just returned after three years abroad as Head of the Government of India Supply Mission in America.

This is what the landscape must have looked like to our founders in 1945. A fledgling of a business idea surrounded by the white space of a large opportunity. All of it, driven by a deep sense of purpose. Over time, many successful Mahindra companies have occupied a lot of the white space.

In 2020, with 75 years of growth and performance behind us, we face an even bigger challenge. How can a USD 19.4 billion organization think like a start up? What will it take for us to reimagine the current business landscape in order to recreate that large white canvas that we can paint on? How can we RISE to break barriers, build on every opportunity, and stay true to our purpose?

2<sup>nd</sup> October 2020

**75 Mahindra**  
Rise.





## CELEBRATING 75 YEARS OF MAHINDRA

This, our fourth edition, is a special one, not only for us at Mahindra Partners, but for the larger Mahindra family. October 2, 2020 was a double celebration for us as it was our Founder's Day, and we also completed a milestone 75 years.

Each year in business being a unique one, the past seven and a half decades have brought us many wins, but also many learnings, and most definitely a lot of great moments and memories to cherish. In this special edition, we look back at the years gone by, have our employees pour their hearts out and share their stories, and more importantly, look forward to explore uncharted territories and achieve newer wins!

This edition is set to bring back fond memories for those who have been with the Group for a while now. At the same time, for those who have only recently hopped onto the bandwagon, it'll paint a more detailed picture of our values, culture, and our legacy.

Susanne Rodrigues & Dhaara Thakkar  
Mahindra Partners

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# A year-long celebration

The employees at Mahindra often express that more than belonging to a corporate entity, they feel like they are part of a very large family. And it is this common spirit of belongingness that binds us all. This has often reflected in many of our endeavours, be it a Mahindra business, or a simple marketing campaign. And in this true spirit, Anand Mahindra turned to directly address the employees in his signature style –

*Little did we dream when we were planning our 75th birthday celebrations, that we would be celebrating it in the midst of a global pandemic. Little did we imagine that we would be celebrating in our homes instead of our locations. Little did we know that we would be six months into a lockdown that would*

*turn our lives upside down. But it is when things are darkest that we most need to celebrate, to remind ourselves that no matter how deep the gloom, we CAN and we WILL create our own light. So good morning to you all. Here's to Founders' Day 2020 and 75 great years; here's to over two hundred thousand wonderful colleagues; and here's to celebration.*

*I am truly delighted that I am getting a chance today to virtually visit your homes, to greet you and your families, and to thank you and to those who have gone before you, for bringing us to this wonderful milestone.*

Celebrating this spirit and our 75th anniversary, the Group will see a number of initiatives being announced and unveiled. Here are a few of them –



## MYSEVA

For us, giving back to the community is a norm. We launched MySeva on October 2, 2020, and now you too can come be part of the greater good – Choose the cause or project you would like to be a part of, log your volunteering hours, share your story, and encourage other employees to volunteer too!



## MAHINDRA HAS TALENT

We've always believed in celebrating our people. If you have a talent to show off, we have the stage ready.

Our annual competition, Mahindra Has Talent, will soon be open for entries. Go on, start brushing up your skills!



## MAHINDRA CARNIVAL

The tough times may have dampened our spirits, but resilience finds itself in the DNA of the Mahindra Group.

With a renewed zest, and to reintroduce a sense of playfulness amongst our associates, the Tech Mahindra team has come up with exciting activities. One such is Mahindra Carnival, which is going to be the most-awaited part of our 75th year celebration. More on this, soon!



## THE MAHINDRA FILM PROJECT

Ever wanted to feature in a movie? Here's your chance. The Mahindra Film Project is open to all associates to create short videos about our company.

These videos will then be uploaded on the portal. All videos will be strung together and play on loop to eventually end up in the longest running film ever made.



## THE MAHINDRA RISE UP PROJECT

We turned 75 on October 2, 2020. And we're calling you to join us in the celebrations. As part of the 'great celebration' on October 2, 2020, we decided to show everyone Mahindra's spirit of Rise.

Now, you can embody that spirit and have the world watch you #RiseUp. To know more, head over to mahindra75.com!



Zhooben Bhiwandiwalla  
President-Mahindra Partners & Group Legal,  
Member of the Group Executive Board.



Parag Shah  
Managing Partner, Mahindra Partners

## Of Rich Experiences & Self-discovery

As I commence this reflection on a 36-year journey in the Mahindra group, my mind flashes back to a radical choice I made at the beginning of my career. Having secured a prestigious appointment in a multinational organisation, I chose to join a family managed, loss making entity –MUSCO – at a significant reduction in my starting remuneration.

This decision was based with Mr Anand Mahindra, his thoughts on why he had a youngster like me could help contribute to that goal. I took the risk, relying on this 'perception' that my learning journey would be more fulfilling – a promise of a future payback as compared to an immediate reward. Years later, I stumbled upon a quote supposedly attributed to Christopher Columbus – “you can never cross the ocean unless you have the courage to lose sight of the shore.” This continues to resonate with me even today.

Luckily for me, this gamble paid off and I hit the jackpot. My career trajectory across the group has been a fun ride, occasionally bumpy, but generally exhilarating and full of varied exposures. As I mind travel through this period, I continue to marvel at the astonishingly enriching experiences I have been fortunate to enjoy – roles that have been international, across functions, and business verticals. I often reminisce back to my early days, at the start of my career. Given my family and economic background, even my dreams could not have envisaged the many experiences I have been fortunate to enjoy.

And these amazing, varied experiences seemed to magically appear with regularity – on average, every 3 years. From being handed additional responsibility of a small data processing MUSCO subsidiary at the tender age of 27, to setting up our first international office in London, to the Bristlecone acquisition and the idea of Mahindra Partners, every significant career move has been both risky and fulfilling. And peppered with many additional memorable experiences, like years spent negotiating the Greek plant closure at the RBI, carrying a bagful of garment samples across London trying to dispose an abandoned consignment, entertaining review meetings under Mr Alan Durante, and self-driving my new Armada in the very first Great Escape rally.

I have proudly participated in this journey in the Mahindra group, to see it unfold as a successful globally recognised brand with a diversified presence, from its early limited footprint. In step with the explosion of growth in our country, Mahindra has mirrored and exploited the opportunities with caution and courage. This model of diversified expansion has had many critics during the last 20 years, but has delivered much success, with the brand emerging as a trusted partner in our community.

More importantly, the canvas of these opportunities has moulded me as an individual. These 3+ decades have helped me uncover traits I never knew I possessed – both positive and negative. The positives to be fortified and valued, and the negatives to be disciplined and improved. Being part of this group has engendered a deep desire to always excel, reinforced by the values of community obligation, empathy, intellectual integrity, curiosity and humility, among many others.

This personal growth has flourished in the environment of empowerment and trust that we have enjoyed, and I am convinced this foundation will continue to propel our group into a successful future beyond this 75th year.

*“Success is not the key to happiness. Happiness is the key to success. If you love what you are doing, you will be successful.*

– Albert Schweitzer

In the 20 years that I have been with the Mahindra Group, I have developed a strong attachment with the company. One thing that has been constant over the years is the freedom and sense of ownership given to employees at Mahindra; for me, this has translated into commitment, loyalty and passion.

Mahindra's culture has allowed me to be my true self at work, inciting a sense of belonging – something that makes me proudly say, “This is MY Mahindra”. And in some form or another, this is true for many of my Mahindra colleagues, the core values of Professionalism, Good Corporate Citizenship, Customer First, Quality Focus, and Dignity of The Individual have become a part of who we are. We know of employees, partners and such other stakeholders whose multiple generations continue to interact and do business with us. It speaks greatly about the strength of the Mahindra brand.

Even while there is a sharp focus on business performance, the Mahindra Group gives equal priority to valuing its people and to its positive impact on the society. The culture has trickled down from our leaders and founders who have shaped the organization while retaining our core values way before ‘Triple Bottom line’ became a popular management concept, we had already employed it in our business.

Observing my recent exchange on Twitter with Anand Mahindra, wherein I had referred to him as ‘Anand’, someone pointed out how such a wonderful casual culture shows that Mahindra is a progressive company, and appreciated that we don't seem to have a ‘boss culture’. This reminded me of the first time I met Anand in 1999. I was an ecommerce consultant for the group, and we were presenting a business idea to him. It was interesting to note that when I referred to him as Mr Mahindra, he said – my name is Anand; I'd like to be known as that. He later met me one on one and surprised me by asking if I would like to incubate and run the proposed venture (Officemartindia) for the Group. Quite frankly, in those days, the Mahindra group was more popular among a mature audience. However, that interaction changed everything for me – I saw Mahindra as a group run by humble leaders, and one that is progressive.

Our ability to take calculated risks while being progressive encourages an entrepreneurial streak among our employees. I credit Anand for having influenced my thinking during my early days at Mahindra – to trust people.

I once asked Anand how he relies so easily on people, and he shared an anecdote that indicated – if more people can be trusted to deliver, and if they did, we would be left with possibly a greater number of leaders. This broadened my horizon and changed my perspective on giving responsibility to people.

Speaking of business, the group has always pioneered new initiatives, in both, existing and new businesses. We ventured into the EV segment much before it gained traction. We launched three ecommerce start-ups in 1999 way before ecommerce gained popularity. We were the first corporate in India's renewable energy

space. At Mahindra, we pick the trend early and seize opportunities to pursue new endeavours. We pivot towards new markets, products or services. Every failure is treated as an opportunity to grow.

As a group, we are progressive about organizational structure and corporate governance. This is also how we launched Mahindra Partners. Our sector, in some sense was envisaged to facilitate the Group's future growth and scaling up. We were bringing in the best of Corporate and Private Equity practices and created a unique proprietary governance model which while delivering success also continues to evolve and reinvent.

Our focus on good business practices and a growth mindset translates in our products and services that have stood the test of time as well as in the trust people place in us. There are a myriad of stories where customers have been using our offerings with such loyalty – that only emphasises the power of our brand.

For me, the journey of Mahindra Partners has been the most exciting. When someone enquires what a typical workday looks like for me, I find myself passionately talking about my work and the company. My average day allows me to enjoy every aspect of our business, be it incubating a business, turning it around, or even ideating on how to scale up. While I do enjoy the work-life balance, as they say – when you're having such a great time at work, it doesn't feel like work.

75 years and counting, the Mahindra group continues to remain a youthful organization that is continuously striving to maintain its leadership across businesses, while doing good, sustainable business and creating new opportunities.



# A LEADER PAR EXCELLENCE

2<sup>nd</sup> October is a special and deeply meaningful day for most Indians. It’s the birth anniversary of Mahatma Gandhi, the father of the nation. India’s freedom struggle and independence in 1947 can be traced back to the remarkable leadership demonstrated by Mahatma Gandhi and other political and social leaders of that time. For all Mahindra employees, 2nd October assumes even greater significance as it’s also our Founder’s Day. As we share that very important birthdate with The Mahatma, it’s worth reflecting on his leadership journey, one that has inspired many other great leaders like Martin Luther King and Nelson Mandela, to name a couple. As we celebrate our 75th anniversary at Mahindra, we hope that you too are inspired by this journey.

Not without reason is he called the Mahatma ie the great Soul. He is also referred to as the ‘Father of the Nation’. Mahatma Gandhi was not just a freedom fighter, he was an inspiring leader who galvanized 361 million Indians to fight for their freedom, and finally secured it. And this was completely non-violent, that was the remarkable leadership that Gandhi gave the country.

As the song goes, - de di hume azaadi bina khadag (weapons) bina dhal, Sabarmati ke sant tune kar diya kamaal. Truly, Gandhi through his exemplary leadership led our country to her freedom. The most ordinary looking, short, dark-skinned, unimpressive looking man, with just a loin cloth clad around his waist; yet he brought the British monarchy to their knees, and secured freedom for our country.

Let’s look at the Leadership qualities, that made this little man a ‘towering’ personality and a ‘model’ leader. To understand his leadership attributes better, we shall look at a few critical incidents (turning points) in the timeline of his life.

Gandhi firmly believed in nonviolent civil disobedience, which he termed *satyagraha*, as the basis for achieving independence. He said “If the means employed are impure, the change will not be in the direction of progress but very likely in the opposite. Only a change brought about in our political condition by pure means can lead to real progress.”

For Gandhi, satyagraha went far beyond mere “passive resistance” and became his strength and most powerful weapon which ultimately led to the end of the British rule in India.

## THE CHAMPARAN SATYAGRAHA – 1917

The Champaran Satyagraha was the first struggle that Gandhiji undertook on Indian soil after his great 20-year long movement for the defence of Indians’ rights in South Africa.

In Champaran district of Bihar, most European planters obtained leases for whole villages from the zamindari. And they forced the poor peasants to raise indigo on the best parts of their rented lands. The poor farmers also faced other kinds of ill-treatment at the hands of the planters including beatings and petty bribery.

Gandhi’s handling of the Champaran struggle can be truly seen as a model of serious leadership. He was stepping into an area where the peasants had been kept suppressed for so long that no ‘satyagraha’ of the form he had led in South Africa could be organised here. He, therefore, announced that he had come only to study the conditions and collect information. Through a series of challenges, and sheer persistence and determination, he won the battle for the farmers of Champaran and brought to them their rights.

The Champaran movement brought to the fore Gandhiji’s mature leadership. He stood for the farmers who he knew were right but were being subjugated by the zamindars and the British. Though he was up against the powerful forces, his faithfulness to his purpose remained steadfast. This is an attribute of great leadership.

## DANDI SALT MARCH – 1931

The mass disobedience movement which had already started in India, gained great momentum with the Dandi Salt March. The success of the Bardoli satyagraha of 1928, in a sense paved the way for the Dandi march. This march was undertaken to protest against the imposition of tax on Salt. Salt was an essential commodity for the poor man, and imposing a heavy tax would cripple him. Gandhi always fought for the common man. Most of the leaders thought this was an incredulous action, but Gandhi knew what he was doing, and forged ahead. This shows his insight and leadership vision.

The 24-day march lasted from 12 March- 6 April 1931 as a direct action campaign of tax resistance and nonviolent protest against the British salt monopoly. What started as a small movement soon had gained huge momentum with young and old alike joining the movement. Several women also joined the non violent disobedience movement. Gandhi had galvanized the support of the entire nation, through this effective technique, in order to fight against social and political injustice.

Though social media was almost non existent then, Gandhi through his powerful and impassioned speeches ignited the spirit of freedom in the minds and

hearts of the people. The march received foreign footage too. *Time* magazine called him “Man of the Year”. The *New York Times* covered it on their front pages. Towards the end of the march, Gandhi declared, “I want world sympathy in this battle of right against might.

The march was the most significant organised challenge to British authority since the Non-cooperation movement and gave a huge impetus to the movement for Indian independence. It forced the British to recognise that their hold on India was weakening by the day.

Gandhi’s deep insights, ability to see the long term picture, and ability to go against the tide, to stand for what he strongly felt was right - all these great leadership qualities come shining through this example.

Key takeaways are; leaders should not limit themselves, but should stretch beyond existing paradigms of thinking. They should embrace and bring people along with them to collectively achieve their dreams.

## FIGHT AGAINST UNTOUCHABILITY – TOUR OF 1933

Gandhi felt very strongly for this cause, and he put heart and soul together for eradicating untouchability, and upliftment of the ‘Harijans’. To work towards this cause, he decided to undertake an All-India tour in November 1933, moving to various cities and towns with the sole motive of eradicating untouchability.

He categorically stated that “birth cannot determine one’s superiority or inferiority. Character is the only determining factor.”

During the course of his tour to eradicate untouchability, Gandhiji performed the ceremony of opening up some of the temples to all Hindus, including Harijans. In fact during his tour, he even stayed and dined at the homes of some Harijans. Through sheer example, he led the movement of upliftment of the Harijan community. He felt that untouchability was a burning issue and was a blot on the Indian society. Here, his strong determination and unwavering relentlessness to the cause helped to bring about reforms in the Indian society. Though it could not be eradicated altogether, the conditions for them and their inclusion in the mainstream definitely improved. And in a way, it heralded a new era of social emancipation.

Through this shining example, Gandhi exhibited the attributes of being a revolutionary and transformational leader. He not only sought to get India her freedom, but also took great efforts to clean-up societal issues like untouchability. And what is worth mentioning is that he did this with the full knowledge that some of the high caste Hindus may go against him, and he may lose some valuable supporters. But his fearlessness and firmness of resolve made him forge ahead in this noble work.

## QUIT INDIA MOVEMENT - AUG 1942

On 8th August 1942 at the All-India Congress Committee session at Gowalia Tank in Bombay, Gandhi launched the ‘Quit India’ movement. He called for ‘Do or Die’. The next day, Gandhi, Nehru and many other leaders of the Indian National Congress were arrested by the British Government. There were several non-violent demonstrations which took place throughout the country in the following days.

By 1942, Japanese troops were fast approaching the borders of India. Pressure was mounting from China, the United States and Britain to solve the issue of the future status of India before the war ended. In March 1942, the Prime Minister dispatched Sir Stafford Cripps to India to discuss the British Government’s Draft Declaration. It granted India Dominion status after the war but otherwise conceded few changes to the British Government Act of 1935. The draft was rejected by the Congress Working Committee. And it further estranged the Congress and the British Government.

Gandhi seized this opportunity and called for a voluntary British withdrawal from India. On 14 July 1942, the Congress Working Committee resolved that it would authorise Gandhi to take charge of the non-violent mass movement. The ‘Quit India’ resolution, was passed on 8th August 1942. The next day, on 9th August 1942, Gandhi, members of the Congress Working Committee and other Congress leaders were

arrested by the British Government. The arrest led to mass demonstrations throughout India. Thousands were killed and injured in the wake of the ‘Quit India’ movement. Strikes were called in many places. The British swiftly suppressed many of these demonstrations by mass detentions; and imprisonment.

The ‘Quit India’ movement, more than any other movement, united the Indian people against British rule. Upon his release in 1944 Gandhi continued his resistance and went on a 21-day fast. By the end of the Second World War, Britain’s place in the world had changed dramatically and the demand for independence had become a burning passion for every Indian. Gandhi’s steadfastness and his ability to motivate and mobilise the entire Indian population pointed to his Inspiring leadership.

## SERVANT LEADERSHIP

What emerges from the above examples is that Gandhi was a humanistic leader, a person who acts without self gain, and who has great personal concern for followers. This is the main principle behind Servant Leadership.

Through the powerful tools of Ahimsa (non-violence) and Satyagraha (holding on to truth) Gandhi led an entire nation to their freedom. He mobilized them, not through a game of powerplay, but by willing to be one among them, by serving them. By being ordinary, he became extra-ordinary.

Servant leadership has six different dimensions of leadership behavior. They are – Voluntary Subordination, Authentic Self, Covenantal Relationship, Responsible Morality, Transcendental Spirituality, and Transforming Influence.

## Voluntary Subordination

This quality is a revolutionary act of will to



voluntarily abandon one’s self to others by being a servant and by acts of service. Gandhi was a symbol of service to mankind. While most leaders identify with symbols of power to elevate themselves above the people they lead, Gandhi symbolized the people he was trying to serve. In his own words, “Service of the poor has been my heart’s desire, and it has always thrown me amongst the poor and enabled me to identify myself with them”.

## Authentic Self

Authenticity is manifested in certain qualities such as humility, integrity, accountability, security, and vulnerability. Gandhi personified all these attributes. He did not hanker after top posts. Though he was the real leader of the people, he did not demand a post of Prime Minister or any other designation.

He always followed his conscience, and never let his deep sense of purpose ever stray. He practised

what he preached. There was always a consistency between his words and actions.

Vulnerability is the ability to be honest with your feelings, doubts, fears, and the ability to admit mistakes openly. Gandhi admitted he was not perfect, and that he had made mistakes. That is an endearing attribute of a true leader.

## Covenantal Relationship

Covenantal relationship is when two parties agree to behave in the same way, in good times and bad times. Irrespective of what happens, they are consistent. The positive takeaways in the aspect of leadership are Clarity, Control, Consistency, Contentment.

## Clarity

In such a leadership, decisions become clear even in the midst of uncertainty. The values enable the leader to remain steadfast in his every action.

## Control

The leader remains in control of his decisions, and does now allow external forces to make him waver on his decisions.

## Consistency

This makes the leader trustworthy and dependable in the eyes of his people. And their loyalty multiplies manifold.

## Contentment

The leader is content at all times, because he has not swayed from his purpose. And has not allowed unethical means or people to flourish. He can sleep on his pillow every night with the thought that he stood for what is right.

## Responsible Morality

This came across in his every action, every thought. Gandhi fought the injustice of the British through the most peaceful means of Satyagraha ie truth and

Ahimsa ie non violence. And he never strayed from truth. He championed love, non-violence, forgiveness, and peaceful civil disobedience as a response to the unjust laws of the British.

So strong was his sense of responsible morality that at the time of the First World War in 1914, when he reached Britain, even though India was at the time fighting for independence, Gandhi, along with Indian men and women whom he mobilized, did their part in the war by treating the injured English soldiers. In his own words “it was our duty to win their help by standing by them in their hour of need ... I thought that England’s need should not be turned into our opportunity and that it was more becoming and far-sighted not to press our demands while the war lasted.”

## Transcendental Spirituality

Gandhi led with an inner sense of conviction that there is a power beyond self and the material world which makes life complete and meaningful. He always heeded that power. He strongly followed the Bhagvad Geeta, and all the principles embodied in it, towards a holistic way of living.

## Transforming Influence

Central to the idea of servant leadership is its transforming influence on other people through trust, mentoring, modeling, vision, and empowerment. Servant leaders are willing to delegate responsibilities, share authority with others and trust them, even if doing so is risky. The above attributes influence one so greatly that they transform the other person in a positive manner. Gandhi had such a transforming influence on people.

– *Shernaz Kapadia, Mahindra Partners*

# Signature Learning Program – Gandhian Phase



Inspired by Gandhi’s values and aligned to the six dimensions of servant leadership, we attempted to design SLP phase 4 in a completely different manner. In October 2019, SLP participants attended a transformative leadership program called the Mission Impossible Leaders Program. Over a period of 5 days, participants emulated how Gandhi transformed himself from an ordinary person to an extraordinary leader and visionary.

The program offered some powerful modules which are designed to bring about deep personal transformation, keeping in mind Gandhi’s own transformation and values. It began from letting go of one’s ego and personality to listening into the unsaid and being completely present to the other. Gradually the focus moved towards building authentic relationships that are profound even with people who dislike you; to enable one to see the best in the other person so that they rise to



their true potential. The participants also worked on cleaning up their past and letting go off anger which eventually created space for them to discover their true life purpose, something much larger than themselves. They were also able to put their life into “action” in alignment with their purpose.

On day 5, a 12 month GAP-Intensive (Global Action on Poverty) program was launched. This brought together Changemakers (NGO founder) and Changeleaders (SLP participants) to create accelerated impact and magic in the larger society. This was a pivotal point where the corporate and social world came together. Post this program and “milan” between the changemaker-changeleader, each participant started working on an individual social impact project, which is still in progress.

**24 projects were launched focusing on 7 key causes:** Skilling & Education, Mental Health, Livelihood & Women Empowerment, LGBT Empowerment, Healthcare, Agriculture & Water, and Financial Inclusion.

**Glimpses of some Big Impact Goals set by Changemaker and Changeleaders:**

- To provide eye healthcare service to 3600 people, 5000 children and 10,000 registrations for eye donation.
- To create livelihood opportunity for 10,000 blinds in Maharashtra by 2021 through our training program.



- To provide dignified life to 1500 farmers (currently 1000) by decreasing post harvest loss and bringing a 25% increase in market price of the produce.
- Provide livelihood opportunities for LGBT community in Madurai and create awareness program for their health and well being.
- To facilitate Need based Quality Education for 25,000 children of 125 Schools & e-learning in 5 Schools.
- To provide financial education for SBI rural customers focusing on 1000 families upto 2024 to solve their financial needs with products and services of Search Foundation.
- Solve water problem in the Housur village by constructing water sheds.
- Mental health awareness, counseling and advocacy with 300 students in Bellary district of Karnataka.

Another key highlight for this phase was the venue. The 5-day program was conducted at Environmental Sanitation Institute (ESI) which is an extension of the Safai Vidhyalaya in Ahmedabad. This was the exact same place where Gandhiji told Padma Shri Ishwarbhai Patel to go clean up India. ESI is a sacred place where every corner is beautifully thought through and made with love and compassion. The entire campus is serene, with a lot greenery and several corners marked with Gandhian values such as ‘karuna’, ‘prem’, etc. Unlike any other phase where participants stay in a luxury resort, this place was minimalist. 8-10 participants stayed together in a dormitory, ate simple yet delicious food and washed their own vessels. In every possible way, this phase truly provided an opportunity to emulate Mahatma Gandhi.

Every SLP phase offers an offbeat experience to participants to broaden their perspective. In this phase, ESI created a space and joy of interacting with people who are truly Gandhian. Participants got an opportunity to interact with:

- Ishwarbhai’s son, Jayeshbhai Patel, who is the Director of Safai Vidhyalaya and Trustee of Sabarmati Harijan Ashram Trust
- Atulbhai Pandya who is the Director at Sabarmati Ashram Preservation and Memorial Trust
- Udaybhai Rickshawalla who is famous for not charging people for their ride and urges them instead to pay from their heart. He calls the concept ‘Ahmedabad no rickshawalo’ and works on the principle of giftivism.

Additionally, we visited the Seva Café which brought in further perspective to the concept of giftivism. The phase would have been incomplete without a trip to Sabarmati Ashram. This Ashram visit was truly memorable and surreal where participants saw Gandhiji’s place of stay, his charkha and in a way, got an opportunity to relive key historical events that shook up the British Empire.



# Our Leaders Speak

The Mahindra Group has reached its 75th year – a milestone year of its existence. On this occasion, we spoke to the CEOs of our Partner portfolio companies to get their thoughts. They shared their views about the 75-year journey of Mahindra, highlighting key factors that have kept the Group going so far and that will continue to propel us in the future. This is what they had to say. We couldn't agree more.



**Hiten Ghelani**  
Managing Director, Mahindra Marine

I firmly believe that an institution is formed not just on a business model but on the bedrock of values. A legacy of 75 years is a huge achievement especially with these values being upheld steadfastly for such a long period. This is possible only when the top leadership demonstrates consistency and is not lured into short term gains.

In these years, even through multiple business cycles, the Group has remained steadfast, resilient and determined to succeed on the cornerstone of its values. The Mahindra journey is a culmination of the visions of a set of employees, and a unique example of unity in diversity. Where business leaders and employees speak the same language and stand for the same principles whilst being distinct in culture, business, sector, or geographical location.



**P. Palaniappan**  
Chief Executive Officer, Mahindra Waste To Energy Solutions Limited

My experience within the Group has been that of an intrapreneur. A great work culture, respect for all and the enabling of all stakeholders to RISE, is something



**Phil Sarkari**  
CEO, Mahindra Healthcare

It was 2010, I had been working with UPS for over a decade; MD of India, MD for the Philippines and had got a transfer order in hand to report to Singapore; that's when I serendipitously met Zhooben and Parag. UPS being over 100 years old, consistently a great place to work, one of the most admired logistics brands in the world, always an employer of choice and amongst the top 10 brands in the world (already), I was understandably skeptical of coming over to Mahindra. But I saw in Zhooben and his passion for

Customer centricity and respect for all stakeholders including employees, are the key factors that have kept the Group going so far. This, coupled with quick adaptive readiness and assimilation of changing technology while being frugal has helped the Group stay ahead of the curve. Constantly articulated ambitions, intuitive yet a calculated risk-taking appetite, the spirit of innovation, relentless effort, strong governance, and a DNA of resilience – helps the Mahindra Group march ahead from year to year, and will help it become even stronger.

Employees have a strong sense of empowerment, which builds entrepreneurship – something that has led to the successful incubation of new businesses, which have later grown to become standalone organizations. To give you Mahindra Marine's example, deep entrenchment in the Automotive sector and a penchant to be a full line mobility solution provider, made us consider entering the Marine sector ahead of its time. A firm foundation has been laid to build a sustainable and scalable business model. This is showing positive results, and more importantly it continues to add to the National infrastructure, befitting "Corporate Citizenship" value embedded in our DNA.

Marching further to centenary and future milestones, the onus to preserve and uphold the values will be a key responsibility. Shrinking global boundaries will further pose opportunities beyond India. I personally have participated in multiple business ventures in Mahindra Group – and I have seen the common thread of the Mahindra DNA flowing across all these businesses.

that reflects everywhere in the Mahindra Group. I still remember the warmth and guidance of my first boss, late Mr Gautam Nagwekar. I was touched when Mr Anand Mahindra described the virtues of Gautam long after Gautam left all of us, in one of the bluechip events. To quote him, "Gautam's motivation for coming to office every day was his people". Our Group has many such leaders and many who graciously acknowledge them in public forums.

Whilst the Group has stable and steady leadership, it reinvents itself regularly to stay relevant amidst the changing external environment. Even through transitions, it not only keeps its core values intact, it also retains its focus on sustainability and CSR.

The freedom to work and exposure to different kinds of jobs provides ample growth opportunities for employees. I joined the Group in June 2007, and thanks to such opportunities, I had the fortune of not only playing a role in Powerol's growth but incubated many new businesses within Powerol. And it all culminated in the starting up of socially and environmentally impactful Waste-to-Energy projects.

the Group, a stark similarity to Charlie Adams – a Korean War, TWA and UPS veteran – who had convinced me to join UPS in early 2000. To cut a long story short, I took the plunge and never regretted it.

I saw the same *sine qua non* values; culture, governance, dignity of the individual, empathy for the community, all deeply embedded in the genetics of Mahindra. I was astounded. I had left a 100-year-old, 70 billion dollar (at the time), truly global business to join the Mahindra Group, only to find every positive aspect exemplified and accentuated here. What was incredible was that it was not something to be merely written down and spoken about in interviews and press comments; rather, it reflected in every action and interaction within the Group. It was so congruent with what I believed in, that I just knew I would proudly retire from here.

At the Mahindra Group, it's never been something to be spoken of trivially, glorified by external comment or otherwise sullied by promotion, rather a deep-seated and universal belief in knowing that just doing well is not enough unless we are doing good as well.

The outcomes of this have been stupendous. Wherever I have gone, there has been an unspoken realization and acknowledgement of our Group's value system. Customers, business partners,



**KM Pugezhendhi**  
Chief Operating Officer, Mahindra Water Utilities

## Investing in people and building a great culture

The Mahindra Group have a straight-forward culture and put their people first in all their endeavours. Unlike most other corporates, Mahindra is not dependent on a single leadership. People development is seen as the core focus of the senior leadership, who effectively groom future leaders for the Group. "Mahindra Learning University" is a valid example of the Group's focus on people development and building a learning culture across the Group.

Anand Mahindra as a Leader has taken the Group from one big win to another through the years. He has influenced us to always think big, inculcate perseverance, learn to resolve differences peacefully, keep learning and most importantly have a localized focus.

## Portfolio-driven organization

For us, portfolio management is the driving force behind the achievement of organizational strategy. With a wide portfolio of companies in key sectors, we are accountable for everything from the process of identifying opportunities to the attainment of benefits. We ensure that all non-operational elements are aligned to optimize the ability to achieve goals and objectives.

Always adopting the right strategy and implementing it efficiently and effectively, not only sets us apart from our competitors, but we're also better aligned to customer needs and end up growing faster. It also ensures the organization always optimizes its resources, achieving the highest possible return on investment. In today's highly competitive, fast-paced world of business, the right strategy, delivered in the right way, really makes all the difference between success and failure.

## Taking a long-term view

Not only in the current volatile business environment, but even in normal situations, the Mahindra Group takes a patient

approach to achieving their corporate goals. The Group works on taking a long-term view and establishes guiding principles on what the company should and should not do in uncertain and volatile environments.

## Customers at the heart of business decisions

Business leaders across the Group are united in their efforts to deliver a reliable and differentiated customer experience. Intense customer focus drives the overall plan for what's developed and delivered. Teams work jointly on planning, decision-making, creating and delivering a superior customer experience rather than working on projects in silos.

## Continuous innovation and collaboration

Right from efficient durable diesel engines back in the day, continuous innovation has been the foundation of Mahindra's success story. Another major reason for Mahindra's success story is collaboration within the Group companies to optimize available resources, expertise and talent.

## Corporate Social Responsibility

The Mahindra Group has always had a keen interest in giving back to the society. Project Nanhi Kali was started with a view to support girl child education for the underprivileged. The Group has contributed to the society at large through several other initiatives. Anand Mahindra is also known to have donated USD 10 million to Harvard's Humanities Center, which is one of the largest gifts received by the university; he has also extended support through scholarships to well deserving students in India. The Nandi Foundation is known for its efforts in academic support and providing daily meals to more than 1.3 million children in government schools. Mahindra also helps increase the efficiency of farmers by providing knowledge support and natural resource management, amongst others.



**Sumit Issar**  
Managing Director - Mahindra Intertrade Ltd & Mahindra Steel Service Centre Ltd (Mahindra Accelo)

At Mahindra Accelo, we feel proud and privileged to represent the steel business, the very first business of the Mahindra Group. Although it started with steel trading, the business has transformed itself significantly. We've set up India's largest independent steel service centre network and are now setting foot into automotive and allied recycling businesses – a perfect blend of traditional and futuristic businesses. Similar story goes for multiple other businesses within the Group which have transformed themselves to lead various industries and also represent India on a global stage.

What's fascinating is that each business under the Group operates independently – since we're a federated structure – but is bound by the common thread of our philosophy of Rise. When I think of how this is possible, the reason has to be without a doubt the strongest of foundations laid by our founders. Stronger the base, more stable is the structure.

Another thing that's striking about the Group is the trust that the leadership has vested in each business and provided them access to appropriate resources. In 1993, Mahindra Intertrade Ltd. (the then M&M steel division) was planning to form a joint venture with a Japanese trading house to begin steel processing – an apparent next step after steel trading. The then CFO, Mr Bharat Doshi convinced the leadership to put what was close to all of the Group's profits from 1992, into this JV. It was a difficult decision for the management under the leadership of Mr Keshub Mahindra and Mr Anand Mahindra, but they showed their

trust in the new business. Today, Mahindra Accelo (erstwhile Mahindra Intertrade) is the 5th most profitable company within the Group. A strong leadership at the top, strong business ethics and values, high standard of corporate governance, social responsibility, customer centricity coupled with employee centricity are some of the qualities which have paved the way for all Mahindra companies till now and will continue to do so in the future.

Personally, I have been fortunate enough to be associated with Mahindra Group for over 25 years and feel proud to lead Mahindra Accelo, with able colleagues in the senior leadership team. I joined M&M in 1994 as a graduate engineer trainee and have a first-hand experience of the growth this company has seen over the last 3 decades. We have tried to pursue the excellence keeping the values and aspirations set by our founders at the core. When I discussed with my colleagues about what they think of the Group completing 75 years, Vijay Arora highlighted the federated structure, Diwakar Srivastava pointed out how humanity and empathy were seeded in the genes of the company, Nora Bhatia said she was enthralled at how the vision of our founding fathers and values depicted in the first advertisement in the 40s, are still alive today; she too lauded the empowerment of businesses due to our structure. Saroj Khuntia spotted the longstanding values that have been the pillars of our business.

I cannot help but agree with each of these. Simply put, as a Group, we stand for good corporate citizenship, dignity of the individual, transparency in doing business, ethics, empathy, customer focus and quality.



**Al Majumdar**  
CEO, Mahindra Retail

My association with the Group has been since 2001 when I joined Mahindra Holidays. I still remember my first day at work at Mahindra Towers in



**Dr B Suresh**  
CEO & Managing Director, Mahindra Consulting Engineers Ltd

When I look back at the 75 years of Mahindra, the first thing I think about is how the Group's approach of seamless integration of economic, environmental and social aspects in its business model is the cornerstone of everything we do. The Group is continuously looking for new ways to provide value in all its offerings. As a workplace, it is inclusive, and always pushing boundaries. While we seek long term wins, we do not fear failure or shy away from thinking outside the box. With customer centricity at its core, and massively diversified businesses, it is delivering value in rural pockets as well as urban cities, in India and internationally.

I recall the Senior Executives Conference in Kuala Lumpur, Malaysia, where we were introduced

Mumbai. The first impression was being amazed at the architecture of the building. By the mid-nineties, large corporate structures in India had already started following the glass and concrete template. But here was a building that clearly stood out from rest of the herd. To me this was not just an architectural statement but a first brush with the ethos of the Group – that was open and willing to be different.

It has been 19 years since, and the last two decades have been the most significant for me and shaped me into the person I am today. This journey, complete with triumphs and failures, would not have been possible without the opportunities that were afforded to me by the Group, the individuals who reposed their trust in me and my many colleagues from across the Group, whom I will also proudly call as my friends. For all this I remain forever grateful.

Somewhere around 2008 and before social media had really taken off, I received a mail. It had an attachment of a Mahindra print advertisement in a leading newspaper from around the time of India's independence. For me this was a profound

to a film on Pattori village in Bihar's Madhepura district, an eco-friendly village – a project uniquely, innovatively conceptualized, engineered and executed by Mahindra Consulting Engineers Limited. It represented Anand Mahindra's new vision for the Mahindra Group – to be innovative and rise above the ordinary. This vision has found expression through a new brand positioning and a new core purpose – Rise.

Mahindra has some very unique factors that have kept it going over the years. People trust Mahindra. We are a responsible brand. Not only driving quality to our customers and stakeholders but also enhancing all the communities around us. The Mahindra Group is always thinking beyond the boundaries of economic and commercial performance to create a positive impact. The very act of developing and reinventing ourselves consciously over the years, has transformed the Group. We are constantly learning, unlearning and developing competencies for the future. There has also been an undeniable focus on ethics and values.

The companies are judged not merely on financial performance, but on how they conduct themselves in the current environment and social perspectives. So, the leaders have to devise inclusive growth solutions and blend all three dimensions of sustainability in the business model, not merely engage in CSR activities. The Mahindra Group understands this well and adopts a sophisticated corporate-driven approach, blending economic, environmental and social perspectives; making conscious efforts to innovate and create a sustainable value proposition while driving home positive change.

experience. I never felt more proud of being part of this Group. I also realized that the ad reflected the foundational principles and vision of the Group that were a mirror image of the principles and vision of the Indian constitution which was still 3 years away from being formally adopted by India in 1950.

Today, 75 years later the Mahindra Group has stood by those foundational values of creating a plural, open and progressive organization that continues to see its purpose as integral to nation building going beyond just maximizing wealth for its shareholders.

Today our country, and the world at large, are facing unprecedented times. Amidst a tense sentiment, I believe that there's an even greater need and imperative for a progressive institution like the Mahindra Group in this country and the world. For it plays a powerful role that goes beyond its economic contribution. It is incumbent on all of us and the leadership of this great Group to continue to walk the path set forth 75 years ago by the founders.



**Ravindra Vaidya**  
Managing Director, Mahindra Tsubaki

It was after a year of the Scorpio launch when I happened to be in Kuwait to close a big order for conveying systems for a cement plant owner. In the last meeting with the owner, a Sheikh, I was to give a presentation of our products along with a brief on the Mahindra Group. The mention of the Group got him interested as he enquired about purchasing a Scorpio there; he was very keen to own one. Suffice to say, that "connect" with the Mahindra brand helped us bag the order against strong competition from international players, even though we were relatively new in the field.

A powerful brand transcends across product lines. It gives the buyer the confidence to invest, without prior association or even when the product is new for the seller. When businesses across diverse products have such connect with a strong brand, longevity is certain. All of this has led to Mahindra's growth into becoming the truly global Indian brand that it is today, and will be the driving force behind its future growth as well.

This has been largely achieved through a deep seated belief in core values and respect for the individual. It is a satisfying experience for employees to see these best practices followed over the years. Employees take pride in being associated with and working for the Mahindra Group. I think this sense of ownership and commitment of employees translates into trust in the minds of customers and partners, which helps in building enduring relationships.

In fact, our business association with our Japanese collaborators that progressed into a joint venture, was possible only because our partners felt comfortable to trust us beyond the purchase order terms and written agreements, knowing that we would not let them down any time.

Personally, I feel proud to be associated with the Group for almost twenty-five years. Although our business has been minuscule compared to the Group's size, our sense of belonging is disproportionately large. My best wishes to the entire Mahindra team on this momentous occasion!



# One Mahindra: Our 75-year journey

What does it take for a company that started as a steel-trading venture to soar beyond its origins? What does it take for a company that operates in 20 key industries in over 100 countries to unify its employees towards one vision? Fuelled by an ambition to position Mahindra as a global conglomerate, its governing spirit of 'Rise' binds all as 'one Mahindra'. This is the overall culture imbibed by all across the globe – at work or beyond. The spirit of Mahindra transcends boundaries. Over the years, Mahindra has transitioned from

being a homegrown automaker to a multinational corporation spanning geographies. Anand Mahindra sums up, "How do we ensure that we will pause before we punch, deliberate before we deliver and reflect before we react? How do we get to that point where reflection is not something you do away from work? Because we know reflection is productive. It causes breakthrough innovation."

Here is a glimpse of our innovative, diverse and empowered journey we have taken over the past 75 years.



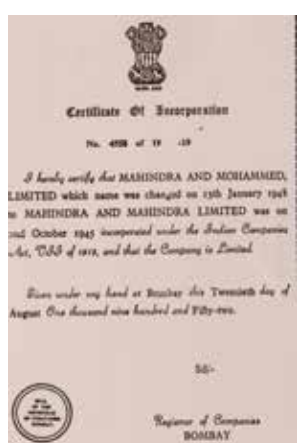
**M&M founded**  
On October 2nd, 'Mahindra & Mohammed' is set up by brothers, JC and KC Mahindra along with Ghulam Mohammed.

**The Jeep hits Indian shores**  
75 Jeeps come in from Willys Overland Export Corporation, USA in CKD condition; assembly of which commences at Mazgaon, Bombay.

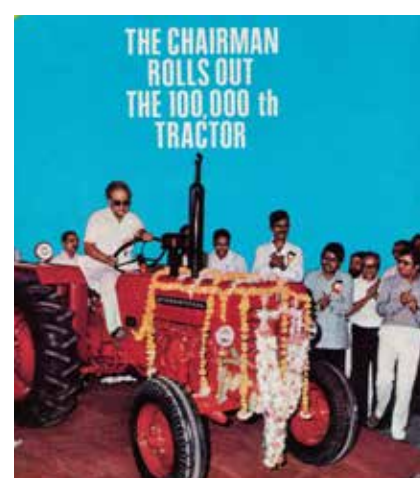


We go public and listed on BSE

**Mahindra & Mohammed becomes Mahindra & Mahindra**  
Ghulam Mohammed moves to Pakistan post partition and goes on to become the country's first Finance Minister. Mahindra & Mohammed subsequently changes its name to Mahindra & Mahindra.



**M&M ties up with International Harvester, USA**  
Mahindra joins hands with the US manufacturer of agricultural machinery, construction equipment, trucks, automobiles, and household and commercial products, for the manufacture of tractors.



**We become Market Leader & 100,000 tractors are flagged off by Mr. Keshub Mahindra**  
Mahindra Group reorganises into six Strategic Business Units: Automotive, Farm Equipment, Financial Services, IT, Infrastructure Development Services and Steel Trading.

**Tech Mahindra**  
Joint Venture with British Telecom (now Tech Mahindra)

**UV and tractor factory comes up in Bombay**  
Mahindra shuts down the factory in Mazgaon and establishes a plant in Kandivali to consolidate its operations for the manufacture of UVs and tractors.

**We set up Maxi Motors Financial Services, (now Mahindra Finance) to finance Mahindra vehicles**  
After retirement, R.K. Pitamber hands over the reins to Anand Mahindra.



**Club Mahindra is born**, providing holidays on a timeshare basis

**Project Nanhi Kali is born**, providing primary education to underprivileged girl children



**"Mahindra Tractors wins Japan Quality Medal (JQM) as a recognition of innovation and quality"**



**"Our acquisition of Punjab Tractors (now Swaraj) consolidates our market leadership"**

**We set up Mahindra International, a truck & bus business** through a JV with Navistar International and International Truck & Engine Corporation (ITEC), USA

**Mahindra launched Bolero**  
The Mahindra Bolero would go on to become India's largest selling SUV for ten years in a row.

**Mahindra WORLD CITY**

**The 1st Mahindra World City is set up in Chennai** – a step in creating sustainable urbanisation

**Mahindra launched Scorpio** - the new generation sports utility vehicle that redefined the Sports Utility Vehicle segment

Mahindra unveiled the bio-diesel Scorpio and Bolero DI vehicles

"We acquire Gipps Aero, Australia and Aerostaff, entering the aerospace sector"



**Mahindra PARTNERS**

**Mahindra Partners sector was established**  
"The PE & Corporate VC arm of the Mahindra Group is born, with a USD 1bn+ fund to invest in businesses that shape the future"



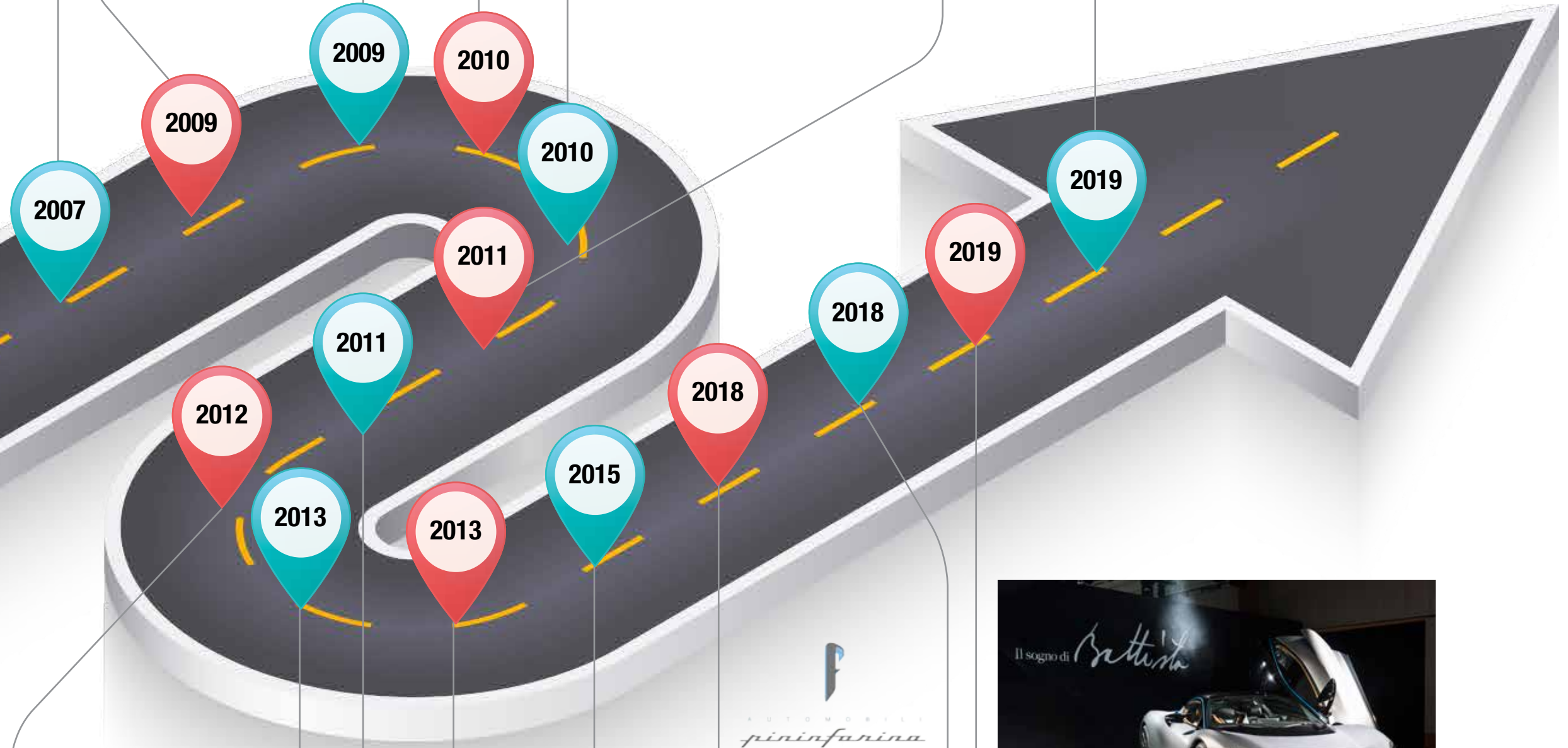
"Our acquisition of Bangalore startup, Reva, helps expand our electric vehicle portfolio to personal vehicles"



**Greenfield automotive facility opens in Chakan, Pune.** Mahindra inaugurated its Rs. 5,000-crore future-ready manufacturing plant in the industrial hub of Chakan.

**XUV300**

**Mahindra Launches the Stylish & Thrilling New XUV300.**  
XUV300's head-turning, cheetah-inspired design, 'fun-to-drive' performance, best-in-segment safety features, first-in-segment hi-tech features



Mahindra inaugurated its **state of the art R&D facility MRV** in Chennai



Mahindra pioneers electric mobility in India with the launch of **E20**



Mahindra launched the cheetah inspired **XUV500**

**SSANGYONG MOTOR**  
Award winning SsangYong Tivoli launched

**Mahindra MAHINDRA AUTOMOTIVE NORTH AMERICA**

Established Mahindra North America Technology Center for Mahindra's global vehicle platforms

**pininfarina**  
Automobili Pininfarina, promoted by Mahindra & Mahindra Ltd., the world's newest sustainable luxury car brand



World's first electric hypercar – **Battista**, launched at the Geneva Motor Show by Automobili Pininfarina



Mahindra launches the Alturas G4, a luxury SUV to redefine the high-end SUV segment  
"The iconic Jawa comes back to India, brought in by M&M subsidiary, Classic Legends"



# WHAT MAHINDRA MEANS TO ME

## Mitesh Jadhav

Manager – Business Development, Mahindra Steel Service Centre Limited (Mahindra Accelo)

In 2015, when I graduated, I secured a job at Mahindra. On knowing this, my friend exclaimed, "very good....It's a launch Mitesh....mark my words, it's a launch....you should be proud!". Five years down today, when I reflect on his words, I realise he was absolutely right. Mahindra is a great place to work. What differentiates the company is the employee empowerment and trust, to be associated with Mahindra is a matter of pride for me and my family. Every

## Mukesh Yadav

Head – Maintenance & Business Excellence, Mahindra Accelo

The first word that comes to my mind on thinking about Mahindra is Rise – not only because one hears it everywhere in Mahindra, but because of the culture that naturally drives everyone here, to evolve. Having joined the Maintenance team, several opportunities including training and mentorship allowed me to work in almost all functions. I got a chance to learn different business courses in and out of the organization and implemented their learning to the workplace.

## Rajendra More

Manager – Business Operations, Mahindra Accelo

Mahindra is like extended family for me. When I started my corporate journey with Mahindra Accelo (Mahindra Intertrade back then) in 2008, I was excited, anxious too but more importantly, I felt proud. I have learned a lot of positive things from everyone and this has transformed my life. The Group has so much more to offer its colleagues than just a paycheck at the end of a month. I experienced this when I got the opportunity to take part in the SLP program.

One of the most powerful and effective training programs is the Signature Learning Program (SLP), in which I got selected following a rigorous assessment. The program's objective is to create whole-brained leaders with 360-degree development method. Highly effective sessions on subjects across the spectrum were conducted – from business finance to relationship management, and even politics, to list a few. Practical visits, projects and case studies were arranged to help accelerate our learning. Even during the pandemic, online sessions were conducted with the same effectiveness.

I feel proud to be associated with the Mahindra Group. Many congratulations to everyone in the Group on completing 75 years of business. Together we will RISE!

In this VUCA world where nobody can predict a year ahead, let alone two years, the organizing team and leaders created this wonderful platform of SLP to groom standalone leaders with distinct skills and qualities, and to enable us to become whole-brained leaders. There is a systematic approach and intent to get grass root level of employees to strive for their own betterment.

Apart from the various subjects we learnt, through the Potentiallife platform, we were enabled to make a difference in the society, by working with an NGO.

We often underestimate the power of an intervention but learning programs go a long way in redefining one's career, and often, also one's life. At Mahindra Partners, the Signature Learning Program was designed keeping in mind the needs of the organization to nurture and develop its own people into future leaders. The program is aimed at catalysing the transition of young, high-potential managers into middle management. Once selected, what follows is a rigorous 18 months of trainings, interactions with business leaders, and mentorship, and these bright managers emerge from the program as whole brained leaders. Here's what some of our managers who've undergone the training program have to say about how it has impacted their careers and journey at Mahindra.

## Krishna Prasad G

Manager – Planning, Mahindra Retail

Mahindra is a great place to work and grow. I have fond memories of my SLP days – a journey of learning and transformation. SLP introduced me to the different perspectives in different facets of business life. I found the Potentiallife program very interesting. It uses positive psychology to help strengthen the muscles of SHARP Strengths (Performance & Passion), Health (Physical & Mental), Absorption (Flow & Mindfulness), Relationships (Positivity & Authenticity), Purpose (Meaning & Commitment),

## Parijat Deshmukh

Head – Projects & Operations, DEVCO, Mahindra Susten

I recall the sense of pride I felt the day I got my final joining letter. Seven years in and that sense of pride keeps getting stronger. Today, I live by the values of commitment, humility, a positive mindset and zeal, all of which have been prompted by the culture at M&M. For me, in the last seven years including the twelve months as part of SLP, two things have stood out – the opportunity for on-the-job learning, performance and growth; and the efforts aimed towards cultural experiences and social causes.

which greatly helped me learn the science and psychology behind each of the concepts and enabled me to shift and anchor at will. Mission Impossible Leader (MILP) was a journey of understanding of the self at being level, different dynamics of listening, differentiation of oneself at the ego/personality/being level, using intention to enable and achieve desired outcomes; finding a purpose and operating from that space is mind-blowing.

The Signature Learning Program gave me an opportunity to work closely with members of other businesses in Mahindra Partners, interact with leadership across M&M as well as with institutions like Mahindra Learning University and Mahindra Research Valley.

Overall, M&M is a place where an idea can turn into a start-up, carve a niche, and go strong for a decade; a place where a GET can aspire to be an MD; a place which is always hungry for innovation and promotes cross company ideation.

## R. Chinnaiyan

Maintenance Manager, Mahindra Water Utilities Limited

Even after 14 years with Mahindra I am very happy to continue here. People often confuse it with comfort, but I synonymize it with challenge, growth and opportunities. Exposure and quality work is why I choose to be here. A culture of learning and upskilling is deep rooted and unlimited. The Signature Learning Program is a great opportunity to transform people from normal to extraordinary, where I got great exposure and learnt a lot. Without SLP, it may not have been possible for me to

meet so many leaders and industrial experts. For me, my work is an extension of who I am, and it always has been something I'm proud of. Mahindra has created an encouraging environment which allows new ideas to be tried and empowers employees with the decision-making authority that enables them to perform well. People, process and the ecosystem together make Mahindra a great place to work.



# The Glorious Roots of the Mahindra Group: The Steel Division

What started as a dream of three people, evolved into the mighty steel business and subsequently the Mahindra Group, which completes 75 years of operations in 2020.

It is said 'A journey of a thousand miles starts with a single step.' The story of a behemoth, the Mahindra group also started with a spark in 1945 when two visionary brothers, KC Mahindra and JC Mahindra foresaw that the newly independent India will require a lot of steel to fuel her growth. JC Mahindra was the first Indian to hold the post of 'Iron and Steel controller' and KC Mahindra's report on concerns around coal led him to be appointed as the first non-government director of Hindustan Steel Ltd. Both the brothers, having a strong background and knowledge of steel, sowed the seeds of a company with Steel trading as its first business.

They sold their house in Kolkata for a mere three lakh rupees to raise capital for their new entrepreneurial venture with KC as the Chairman, M&M began as a trading and indenting firm with its first import of 200 tonnes of galvanized sheets from England.

To fuel the growing demand for steel that was expected in the industrialization in free India, M&M began the operation of a steel stockyard in Queens Park where steel was imported and stocked in bulk for delivery throughout the country. The core business of steel trading started gaining traction with the onboarding of the Indian Railways as a key client.

In 1940s, M&M came up with its first advertisement (yes, the same ad you saw on the front page of this issue) depicting the company's aspirations and setting ground rules for doing business. These values were reflected in the company's first advertisement, and still hold strong and are guiding the new age businesses even today.

7 decades later, that seed has grown into a huge tree creating billions of dollars in wealth across 11 other sectors and more than 125 companies.

Since its inception, the growth of the business has been based on its ability to quickly seize opportunities and continually push boundaries. M&M largely imported steel from the West until it got an opportunity to foray into the Asian market. A deal to import 5000 tonnes of steel billets from a Japanese company, Yawata Steel Works in 1951 was one of the milestone events that paved the further course of the company. It made M&M the first Indian company to deal with Japanese steel mills. This deal bloomed into a partnership based on trust and mutual respect for both parties. The association has defied the test of time and continues to hold strong seventy-five years later.

despite changing foreign trade regulations and leadership. This deal bloomed into a partnership based on trust and mutual respect for both parties. The company has always believed in nurturing and strengthening great business relations. The Japanese partners became the cornerstone of these values the company was built on.

In 1970s, under Keshub Mahindra's leadership, M&M steel division let go of a major opportunity due to inappropriate demands from a channel. This deal would have compromised the principles over which the company was built and Keshub Mahindra and Somnath Roy categorically asserted that the group would not buy favours. M&M feared that this would upset our partners in Japan, but the mills and trading houses applauded M&M's uprightness. Later on, Mr Keshub Mahindra said that "we should celebrate not taking such an order". Instances like these are a testament to high ethical standards deeply inculcated in all Mahindra businesses.

As business expanded further, exports to South Asian countries like Pakistan and Thailand contributed to the expansion of the company thereby making business sense for the company to venture into value-added services related to steel processing and eventually into an independent subsidiary, Mahindra Intertrade in 1999. Mahindra Intertrade started as a steel trading business and gradually diversified into the steel processing service for the automobile, power, home appliances, and automobile recycling segments.

Since its inception, the business has continually expanded its global operations through joint ventures with global steel mills and trading companies. A steel processing unit was opened at Sharjah in UAE that aided in establishing the business in the Middle East, Brazil, and China. Other units opened in Nashik, Vadodara, and Bhopal in India. In 2012, Accelo opened a second unit at Kanhe to focus exclusively on electrical stampings. Today, Accelo has close to about 10 facilities in India and a facility in the UAE which caters to the processed steel requirements of transformer manufacturers in the Gulf region.

India's first steel processing unit in the organized sector at Kanhe, Maharashtra was set up in 1993 and is historic for multiple reasons. It was able to implement the Just In Time (JIT) delivery of processed steel to clients. This unit was also instrumental in sensing a shift in market demand thereby diversifying

their product portfolio into the niche segment of electrical stampings. Electrical stamping is a complex process of converting split CRNO coils into motor cores that are widely used in home appliances. These motor cores have recently found use in the electric vehicles (EV) industry, giving Accelo a competitive advantage to foray into this emerging market of the future. Kanhe is the only Indian plant with end-to-end services right from steel sourcing to processing along with ancillary services like annealing and aluminium injection. The most recent win for the plant was in 2017 when they won the coveted JIPM TPM Excellence Award by the Japanese Institute of Plant Maintenance.

Always a trailblazer, in 2016 Mahindra Accelo took its most recent bold decision to enter a new avenue. Cero is an automobile recycling business that aims at zero pollution, zero waste, and zero import of metal scraps. It is a joint venture between Accelo and MSTC Ltd. (a Government of India enterprise) to contribute to the larger 'Make in India' goal by increasing employment opportunities. In 2017, India's first vehicle recycling factory in the organized space was opened in Greater Noida, India. Cero has collaborated with teams from across the globe to ensure best practices are implemented and aims to be among the biggest recycling companies in the next 5 years.

The foundation of the company is based on its people who continue to remain its strongest resource. Through their journey of growth and change, Accelo has fostered an entrepreneurial culture where creativity is encouraged. Most of the current leaders started their careers on the plant shop floors and have risen through the ranks to senior leadership. This is a clear testament to the importance given to investing in the development of people. The company holds its employees, partners, and customers with high regard, garnering goodwill and support along the way.

The journey of Mahindra Accelo is a classic example of how a company that continuously adapts itself to the changing environment can withstand the test of time. The company's relentless focus on technology and quality has been a key factor in its continued growth and success. In such a rapidly evolving sector, it is imperative to be agile, to thrive in any given circumstance and this is exactly what Mahindra Accelo has demonstrated over the years.





# How Far Can you Go?

Most cars are built to take you from point A to point B. And then there are cars where point A and B don't really matter. They take you on very different kind of journey, one that can't be measured on your odometer. The 1930 Volkswagen Beetle, the 1955 Mercedes 300 SLR (Gullwing), the 1961 E Type Jaguar, the 1964 Ford Mustang, and closer to home the 1983 Maruti 800, the 2000 Mahindra Bolero and the 2011 Mahindra XUV 500.

And now the 2020 Mahindra THAR. High performance sports cars, small budget cars, or SUVs; from the moment they are launched they capture our imagination, and before you know it, your mind is racing away so fast, that you have to tell yourself, calm down, slow down....

The new 2020 Mahindra THAR does that..... one look and you are transported to so many other worlds, ..... point A and point B don't just matter anymore.



#### CAPTIVATING LED DRLs

The all-new Thar has front fender-mounted daytime running LED lamps that give it extra visual oomph.



#### WHEELS OF FORTUNE

The new Thar marries performance with style, thanks to Its Deep Silver 45.72 cm R18 alloy wheels.



#### CHEW MILES FOR BREAKFAST

With the all-new Thar's adaptive cruise control, long drives on highways are so effortless and such wicked fun, you'll never want to stop.



#### SEE THINGS CLEARLY

Bad light holds no fear for the Thar, as its new daytime running LED lamps ensure clear visibility under any conditions.



#### A BEAST OF A BUMPER

The all-new Thar's dual-tone bumpers enhance the vehicle's design with their rugged good looks, and can handle anything.



#### STEER CLEAR OF UNEASE

The Thar adapts to your needs, even its steering wheel. Tilt it and adjust its height to suit your ideal driving position.



#### YOUR PROTECTIVE SHIELD

Built-in interior Roll Cage and 3-Point Seatbelts add structural rigidity to the Thar and safeguards its passengers during a rollover or accident.



#### GLUED TO YOUR SEAT

Sporty front seats with body-hugging contours to keep you comfortably planted even during the bumpiest rides.



# Mahindra and I, Together We Rise.

*"Alone we can do so little; together we can do so much."*

- Helen Keller

In any business relationship, nurturing the needs of the stakeholder can go a long way in forging relationships that last forever. It is the key to building long lasting business relationships.

The benefits are many – competitive advantage, networking opportunities, building on brand advocates for your business, consolidating your marketing efforts, and building great loyalty.

This is why at Mahindra Partners, we value our relationships with our external stakeholders and business partners. Don't take our word for it; hear it from some of our key business partners that work with Mahindra Partners' portfolio companies.

**Rolen Wu**, Vice President of Commercial Division, China Steel Corporation India Pvt Ltd & Director, Mahindra Auto Steel Pvt Ltd

According to him, the Mahindra Group focuses heavily on product quality. CSC's steel products are appreciated by domestic and foreign customers alike, for their quality. Mahindra's stringent requirements push them to raise the bar further and enable them to in turn become a trusted supplier. They are proud to be a stable supplier to Mahindra.

Wu speaks about Mr. Sumit Issar, adding that he is a firm leader who cares deeply. A respected predecessor, he is admired for balancing being heavily performance-driven and taking interest in questions or queries posed by employees. "We are delighted to work closely with leaders like Mr. Issar", adds Wu.

**Haruaki Fukuma**, Mitsui

Mitsui & Co. Steel Ltd. currently supplies Grain Oriented Electrical Steel (GOES) to transformer manufacturers in India. One of their important roles is to secure allocation from Nippon Steel for Mahindra Intertrade Ltd. (MIL) so that MIL can have stable supply to our customers.

"We are very impressed with the close communication MIL has with our customers as well as with the general market", says Mr Fukuma, thank MIL's GOES team, Ms Purvi, Mr Pankaj, Mr Maharshi, to enable them smooth communication with both, their supplier and customers. He adds that MIL also plays an important role of being a bridge between Indian customers and Japanese suppliers.

For example, he explains they currently supply a grade of GOES not yet included in the IS standard. This results in conflicting views on the material from transformer manufacturers, end customers, and Nippon Steel. He recalls, "There was a big claim from one of our customers due to them not fully understanding the supplied grade, but MIL has been able to give us the detailed background of the customer's request and allowed us to explain the correct situation to Nippon Steel." He says that due to MIL's ability to listen to and understand customers' needs, they were able to involve Nippon Steel to have the situation cleared with the customer.

"Our business in India would not be possible without the support of MIL. We would like to continue to build a supply chain based on our strong relationship with MIL."

**Ajay Tiwari**, Facility Engineering at Escorts Kubota India Pvt Ltd

Speaking of his experience with MTC, from start to project completion, Mr Tiwari says, "People working in the project have vast experience and knowledge, and whenever we have faced any issue, MTC has come up with good solutions."

He admires the company's expertise as well as the hygiene in the plant setup in Pune. He reckons that during installation, they once found some errors, but with the MTC team's quick support on the design front, the project was complete as per schedule, without them having to compromise on quality.

**Ritesh Bhambani**, PG, PGTR, is Head of Supply Chain Management Transformers at ABB Power Products and Systems India Limited, Vadodara

For Bhambani and his company, the experience has been really good working with Mahindra. Trust and collaboration have fortified the business partnership between ABB and Mahindra. The two companies have always worked together to find solutions to overcome challenges arising in business and to ensure end customer satisfaction.

He shares how despite unprecedented challenges due to COVID, Mahindra ensured continuity in supply of material, which has safeguarded ABB from any instance of production loss. He recalls another incident where an ABB customer had put on hold ABB's production due to some process change observed in the Mahindra factory. To ensure ABB wasn't pushed to delay the project and end up paying huge penalties, Mahindra worked with ABB to arrange technical experts from Nippon and Mitsui within a few days, who clarified the process to the end customer. The resolution happened in the shortest time possible, saving ABB big production loss or financial impact.

**Mr Premnath Kannan**, Executive Director of NGINE Technologies (Software service provider for our Water Utility Billing Software)

Mr Kannan says that working with Mahindra Water Utilities (MWUL) is a continuous learning curve. He refers to the very requirement that they learnt about right at the beginning. At first, they assumed MWUL requires a simple software for water billing. On interacting with the Manager-Customer support and billing team, they learnt the underlying complex intricacies and logics – this helped them in improvising their own offerings.

Apart from that, he says that the MWUL team went above and beyond in supporting them through development, implementation and testing, to get the requirements right. Even 7 years down, that kind of support remains consistent, and Mr Kannan points out that the MWUL team is approachable and professional, while being ever willing to share their experience and technical and business skills.

NGINE Technologies and MWUL have been business partners since 2011. Mr Kannan says "The experience right from enquiry has been memorable." He adds that back then, NGINE was a budding IT company with a small team. They learnt through online marketing services that a client required water billing software in Tirupur. Only when he visited the premises, he learnt it was Mahindra. He credits his meeting with the top management to have helped him and his company to learn and groom themselves to talk to highly experienced professionals, and how to engage partners.

The COO initiated the meeting, took the time to introduce every team member, briefly introduce the company and its offerings, and in a way, inducted NGINE as a partner. "I was astounded because till then none of our clients had spared so much time to patiently explain in such detail...I could see the same kind of polite and professional people across MWUL campus, and then I understood the culture of Mahindra."

It is indeed encouraging to see the trust our partners place in us. As we forge new partnerships, this helps us pave the way to develop interdependent, mutually-beneficial relationships, and to better our chances of succeeding, together.

As Napoleon Hill said, "It is literally true that you can succeed best and quickest by helping others to succeed."

**Hiroshi Tsunochi**, Senior Manager & Head of Department, Electrical Steel Sheet Global Marketing Department at Nippon Steel Corporation

For Tsunochi – who has been in charge of exporting electrical steel for Nippon Steel since 2019 – 'challenge' and 'creation' are two words that they associate most with Mahindra. The business of electrical steel between Mahindra and Nippon Steel has expanded geographically in the past two years. Focusing on India and expanding to the Middle East, they now see an opportunity to establish a footprint in ASEAN.

It was not easy to expand in the region, under adverse market conditions such as political and economic uncertainty and the threat of COVID-19. The obstacles were as much internal as they were external – to break free from a conservative attitude and approach. Luckily, both companies resonate with the challenger spirit. At present, they are in talks to further their project in ASEAN, which Mr Tsunochi believes will be another example of their 'Challenge and Creation' approach.

"I believe it is worth the effort to challenge, in order to create a new way for the future"

**Gagandeep Vijay Sehmbi**, M/s POLESTAR Engineering Co

The Ahmednagar-based businessman manages a biogas plant owned by Mahindra Waste To Energy Solutions at Waluj MIDC, Aurangabad, where they mostly handle the telecom sector.

"We were given this responsibility by Sir Palaniappan, under whom I worked as Service Dealer for Powerol Business. I am with this team since 15 years", he says, adding that the sector is very demanding and aggressive with respect to timely service to their equipment supplied by Mahindra.

About 2 years back, he was asked to handle an upcoming biogas plant at Waluj, Aurangabad. Since he was new to the business, he took up this challenge and employed his younger son – they overlooked operations and maintenance of the plant, and sale of biogas and compost. The company collects garbage as raw material and processes and sells bottled compressed biogas and compost made of slurry.

He credits Sri Palaniappan and Mr Sundharababu to have guided his son in identifying valuable customers. His son currently handles operations independently, and has made an SOP to ensure benefit to all stakeholders. Happy that his company has contributed to encourage end users to use green energy, he adds that sales happen mostly through hotels and restaurants, but also through a dedicated supply chain team.

He is thankful to the top management at Mahindra for being encouraging overall and giving a free hand to his son in making certain crucial marketing decisions.

**Vijay Kumar Bajaj**, COO of APAR (Cable manufacturer)

"Congratulations to the Mahindra Group on your 75th anniversary. We are grateful for your trust, support and inspiration – one of the biggest drivers of the continued growth of our association with Mahindra Susten", says Mr Bajaj.

They have a long association with Mahindra Susten. They have worked on various prestigious solar projects like 250MW Rewa Ultra Mega Solar (RUMS), 100MW and 250MW Softbank, and 300MW Sakaka Saudi, amongst many others. Mahindra Susten appreciated and recognised Apar as a top quality vendor for supply of LT, HT and DC Solar cables for ground mounted projects for 2019-20 in a vendors' meet. Mr Bajaj adds that Apar's cable manufacturing factories being certified by Mahindra for Green Channel Partner initiatives, further motivated Apar to be a quality supplier.

"I myself had the opportunity to interact with the senior procurement and technical team members", he adds. Close interactions with these teams better allowed him to better explain his product. As a result, it was chosen, even over standardised imported makes. "It shows that once a supplier is able to give them confidence, Mahindra Susten is open to trying out new vendors. The team has been very professional, and we enjoyed working with them."

Mr Bajaj says that even the leaders are approachable and remembers his interactions with CEO Mr Rakesh Singh and also Mr Rajesh Pandey, where they discussed the industry, environment, competition and tariffs at length. The two companies have also been leveraging video calls – one such was a project of SoftBank, where they interacted with the technical team to work out redesign of the cable product to reduce cost, offer competitive pricing.

**Rafi Shaik**, Manager – Service, Small Medium Marine Business at Yanmar India Pvt Ltd, Chennai

Thanking Mahindra Marine for choosing Yanmar as a business partner, Mr Shaik says that the team has been very supportive during the entire tenure of the project. He adds that the Marketing team rightly identified that Yanmar engines are relatively easy to maintain, extremely reliable and efficient, having high lifecycle value, low emission. Winning this project propelled Yanmar into the small engine segment with Indian Defense as well as with other Government agencies.

Crediting the service team to have been a strong bridge between Yanmar's installation and commissioning team, and the Indian navy, he says that they offered full support to ensure timeliness in delivery and maintaining of high standards. "At the same time, they coordinated with Indian navy to satisfactorily complete the trials and class requirement at the time of sea trials", he adds.

"After two to three installations, the Mahindra team got familiar with installation and commissioning of Yanmar engines. So, due to this familiarity, we successfully commissioned all twenty three boats with the support of MMPL team well ahead of time, with ease and to entire satisfaction of the customer."

He recounts an incident when during a sea trial of a boat, there was some problem with the safety panel, which the Class and Navy personnel were concerned about too. He credits Mr Akshay from the production team to have managed stakeholders as well as for his support in troubleshooting the problem.

While talking about Mahindra offering after-sales support for the boats, in conjunction with Yanmar coming in for technical support, he remembers another incident. "Mr Chandrakant Jadav from service team, during a regular visit to the customer at Odisha encountered a major problem of engine overheating. He was able to successfully troubleshoot the issue on call." This saved them time and additional resources.

**Mr Naresh Kumar GS**, Reginal Sales Head at AVK Valves India Pvt Ltd

"First and foremost, we want to congratulate Mahindra for completing your 75th anniversary. It is always a pleasure working with Mahindra."

Mr Kumar commends Mahindra for professionalism, referring back to his first visit to MWUL's water treatment plant and Pump house – the plant was so well maintained and even as a manufacturer, they couldn't find faults in the operation or maintenance of any mechanical component.

He says their interactions with Mahindra employees have always been pleasant. "We really enjoyed working with Mr Pughazendhi and Mr Ganesh...We truly appreciate the support, patience and trust they had in us." A learning they take from Mahindra is clarity and vision – creating short and long-term goals, developing plans to reach those goals, correspondingly keeping an eye on budgets and schedules, coming up with new ideas and encouraging vendors to train and upgrade the field workers and addressing problems immediately in a professional way.

**Mr Jacob George**, Sr Vice President of Engineering & Marketing at Toshiba (Transformer manufacturer)

Since the year 2016, Toshiba Transmission & Distribution Systems India (TTDI), Hyderabad have been associated with Mahindra Susten (MSPL). Mr George credits MSPL to have ever since been pivotal in expanding Toshiba's business footprint in the Indian solar industry. "We are working together for overseas opportunities also. MSPL has quickly adopted TTDI's strength to understand the technical competence of the product, stringent quality procedures being followed and additional strength of bringing new values to the product i.e. Inverter Duty Transformers, as well as to deal with higher capacities in bulk quantity, through which, both of us are moving together to become leaders in Indian solar industry." He proudly mentions that having together executed 750MW of various solar projects, and with 1000MW of solar projects under progress, Toshiba has been awarded the first Green Channel Partner from MSPL, for supply of transformers.



# Setting New Benchmarks – The Mahindra Susten Way

The solar business was founded in 2010 with a vision that works towards a greener, brighter, and cleaner future for India. Mahindra Susten's cutting-edge energy solutions span across various sectors like utility-scale solar, rooftop solar, solar DG hybrid solutions, solar PV O&M, energy, and energy management services. Our futuristic ideology focuses on utilizing innovation, quality, and excellence to enable every Indian business, household, and individual to adopt cleaner and more sustainable solutions.

Initially founded as Mahindra EPC, the brand name Susten came into effect in Feb 2015. The new name comes from Sustainability – the core objective of the business, right from sourcing manpower and raw materials locally to conserving the environment. (Don't understand the language outline in red.

Mahindra Susten ensures we 'Walk the Talk' by demonstrating efficient practices not only in our projects but also within their daily operations. The 'Go Paperless' initiative since the year 2014-15 resulted in a 75% reduction in paper consumption in their offices. Their business commitment is to create innovative solutions for the future. They strive to optimize the use of resources while driving environmental efficiency.

They began their journey as an EPC company that built and operated solar plants on behalf of their clients. The collective effort of the team in

conducting extensive market research and familiarization with the auction process led to a landmark win of the bid for 250 MW of the Rewa Ultra Mega Solar Park (RUMS) in 2017, despite stiff competition from seasoned players. The company won this project by bidding one of the lowest tariffs in the reverse auction process.

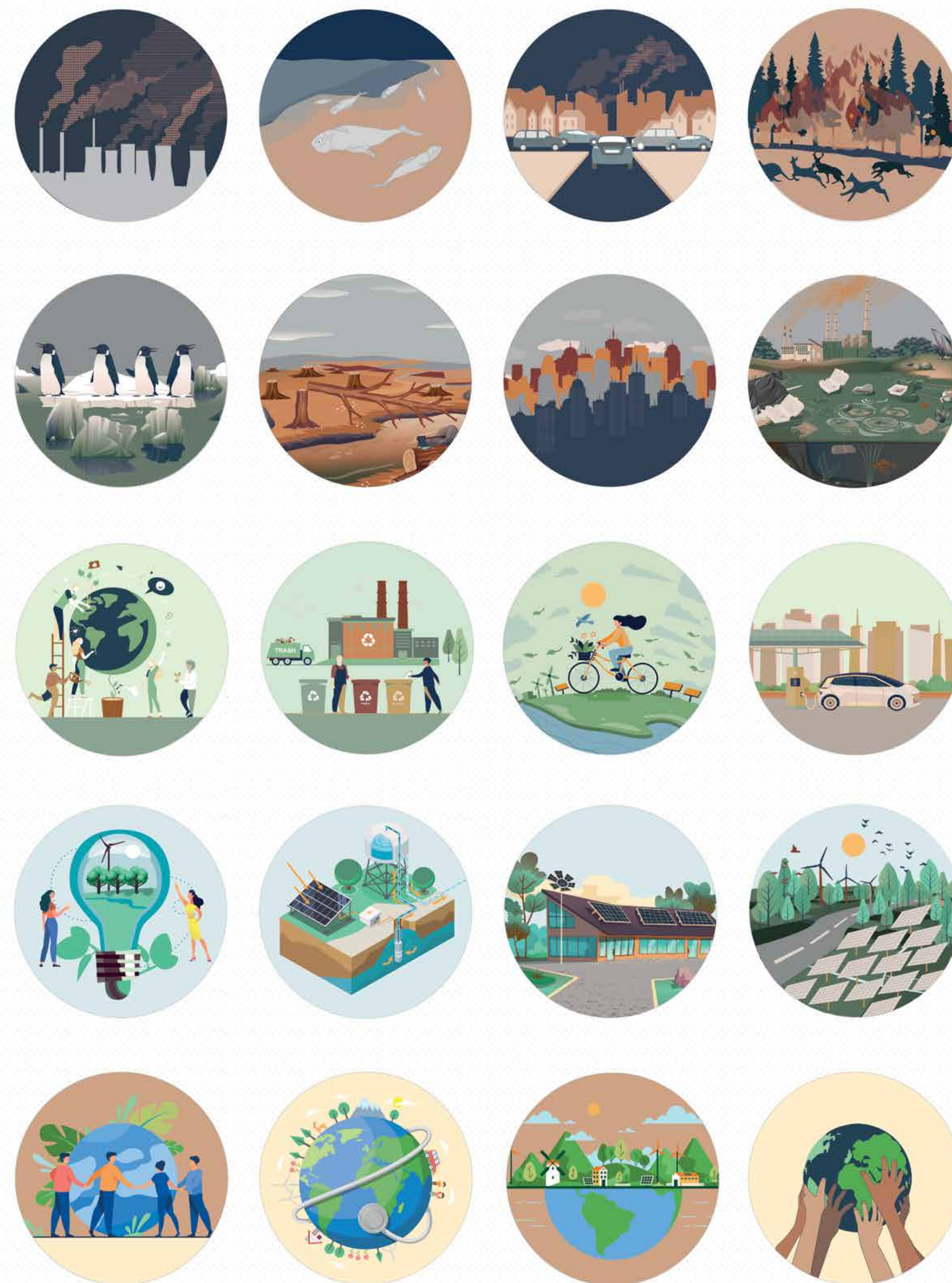
**The Rewa project is expected to reduce carbon emissions to the tune of 15 lakh tonnes of carbon dioxide a year.** In this project, the innovative mindset of the team played a part in combatting the irregular terrain of the land that was not suitable for digging cable laying trenches. RUMS was the first-ever photovoltaic project where an all-terrain cable tray was used with vertical posts erected for the module mounting structure. The highly efficient team also came up with a quick alternative for a switchyard related issue that arose due to demonetization and the introduction of GST.

**Rewa is a small town in Madhya Pradesh with a population of roughly 1500 residents. True to their long-term objective, Susten also worked to ensure the well-being of the community of this underdeveloped town with a poor unemployment rate. They took care of sanitation and healthcare facilities, created check dams, and reforested local tree varieties for the village. Skill-building workshops were organized for local women and education imparted to**

**girl children of the community. Susten also distributed 400 energy-efficient stoves to replace the smoke-emitting 'chulhas' commonly used for cooking by the locals. This project has received the World Bank Group President's Award for innovation and excellence.** This is also the first renewable energy project to supply to an institution outside the State with 24% of the energy from RUMS going to the Delhi Metro while the remaining 76% is supplied to the State of Madhya Pradesh.

**The Rewa project was inaugurated by Prime Minister Narendra Modi in July 2020 via a video-conference. As the largest solar power project in Asia, Rewa is credited as a medium to meet the energy needs of the 21st century.** The project is in alignment with India's commitment to installing a 175 GW of installed renewable energy capacity by the year 2022.

Mahindra Susten has made its mark in the renewable energy space with offerings covering every aspect of the sector right from engineering, procurement, and construction (EPC) to renewable energy asset management. Their sustainable solutions are a cut above the rest in terms of quality and innovation and their end objective focuses on benefiting the 3 Ps – People, Planet, and Profit. Mahindra Susten aims at creating a sustainable ecosystem for stakeholders and the environment where both can progress in harmony.



Sustainability is more than a buzzword for Mahindra Susten – a Mahindra Partners portfolio company that is helping rewrite a more sustainable future for the world. Here's a visual representation of how we are helping the world transition from grey at the top of this page to green at the bottom.

**susten**  
By Mahindra



# INJECTING NEW LIFE INTO HEALTHCARE

## Mahindra Partners' New Billion Dollar Bet

India has made significant strides in the last few decades in improving some key health indicators through narrowly targeted programs in addition to the impact of rising incomes, sanitation and education levels. However, COVID-19 has exposed deficiencies in India's Healthcare system. Our country ranks 145th among 195 countries on the Healthcare Access and Quality Index (HAQ). Our healthcare expenditure at 3.5% of GDP, is significantly lower than comparable economies. Lack of access to a robust primary healthcare system, increasing out of pocket medical costs and poor bed-to-patient and doctor-to-patient ratio continue to be the key challenges.

In the last decade, significant investment and discussion in healthcare tech has centered around areas that push the boundaries of what's possible today. Genetic testing, artificial intelligence, robotics and wearables all hold the exciting promise of highly personalized care recommendations and outcomes.

However, all around the world and particularly in India, when consumers are asked what they really want from the healthcare system today, consumers seek ease of access, improved quality of care and transparency.

The pandemic has accelerated key shifts driven by these patient needs –

- From episodic care to comprehensive care**
  - Currently, the Indian health system is episodic and primarily focused on secondary and tertiary care. Care seeking is delayed due to poor access resulting in poor health outcomes
  - Adoption of technology will shift care from hospital to clinic, and from clinic to 24/7 ubiquitous access to care, driven by mobile phones
  - Consumerism (patient's self-involvement in their care) will influence an increase in Demand for Out-Patient (OPD) care
- From fragmented to integrated ecosystem**
  - Currently, the provider ecosystem is extremely fragmented with no continuity of care and inefficiencies in multi-stakeholder processes and interactions
  - Digital tools and associated redesign of clinical processes will enable warm handoffs and data interoperability
  - Payer-provider integration will simplify on-boarding, administration and claim processing
- From volume based to value-based Healthcare**
  - Currently, incentives across health stakeholders are misaligned. Payers try to withhold money from providers while providers try to increase patient footfall
  - Better patient data availability along care continuum and data analytics will align ecosystem incentives with clinical outcomes

Further, the Government has demonstrated commitment to support this transformation in Indian Healthcare as evidenced by the notification of teleconsulting guidelines and the announcement of the National Digital Health Mission (NDHM).

### The Problem? Primary Care is Fragmented & Inefficient

The neglect of primary care in India is one of the reasons for the increasing disease burden and medical costs. The COVID-19 situation has also highlighted the importance of primary care. A robust primary



healthcare system helps patients manage their health on an ongoing basis, allows patient triaging thereby reducing the load on tertiary care resources.

Traditionally, this role was performed by the Family Physician – a profession slowly fading into oblivion. This system was driven by trust and affordability but lacked standardization in terms of processes, quality and service levels. The other two components of the primary ecosystem – diagnostics and pharmacy – are still fragmented and not integrated with the larger healthcare ecosystem, despite having a few organized players. Further, the absence of out-patient insurance and large out-of-pocket spend has caused the primary care ecosystem to be plagued with poor experience, inefficiencies and low quality and health outcomes.

The pandemic has precipitated digital adoption in Healthcare which had hitherto been slow in terms of patient and provider adoption and a lack of enabling policy and regulations. The prevailing conditions present the best conditions to build a digital outpatient care platform.

### The Solution – Integrated Digital Outpatient Care



At Mahindra Healthcare, our vision for an integrated out-patient care platform is a Digital Health app that provides seamless access to Outpatient Healthcare services across the continuum incl. (i) Wellness & prevention (ii) Consultation, Diagnosis & treatment and (iii) Disease Management & Rehab. This will require a digital backbone that provides interconnectivity with a Closed provider network and payer partners viz. Corporates & Insurance providers.

From a customer perspective, the digital platform will redefine access and care delivery experience by offering

- Confirmed appointments with GPs/ Specialists within 24-48 hours. Consultations can happen over voice/ video (Tele-medicine) or in-person
- Access to wide spectrum of services incl.

diagnostics, medicines, urgent care/ ambulance across multiple settings (at clinic, remote, at home)

- Preferred pricing within the proprietary network and Integration of payors (insurers and/ or corporates) for cashless payments

- Care continuity and warm handoffs along with a referral ecosystem

While technology can simplify access and improve patient experience, assuring clinical quality will be imperative to build & reinforce trust and long-term patient loyalty. This will require a rigorous provider on-boarding process, standardized protocols, strong QA and service audits. Over the longer term building in-house clinical expertise along with a Medical Board will ensure superior clinical quality.

### Benefits to Provider & Payor Partners



The digital platform will also benefit the provider and payor partners.

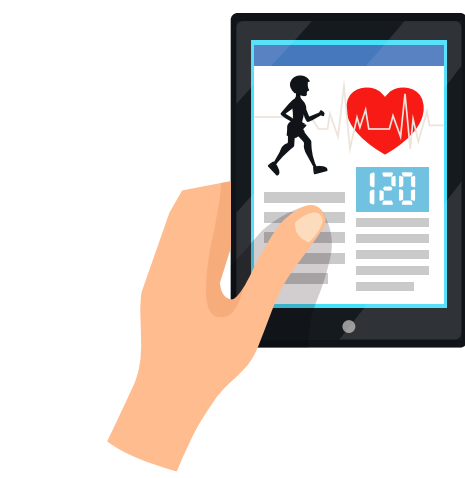
Providers can benefit from plugging into the digital platform to extend their reach and gain new customers. The technology platform will enable them to enhance patient communication, optimize patient health monitoring and thereby improve overall care delivery.

Payors on the platform can be either Insurance companies and/ or Corporates. Unlike developed nations, health insurance in India is predominantly available for hospitalization. Group Medical Insurance where Corporates provide hospitalization cover to their employee's accounts for >40% of the overall health insurance premium. In this case, the Digital health platform can potentially improve administrative efficiency by reducing the need for manual processing. More importantly, they allow the payors to engage with customer more regularly and improve retention.

The digital health platform can also enable the adoption of Out-Patient insurance in the country. Having a closed network reduces the risk of frauds besides allowing payors to gain better understanding of individual requirements and care pathways to offer innovative products.

### The Power of Data

Seamless data sharing is at the core of the digital health platform. A strong data foundation will help capture longitudinal data from customers, providers, social networks, fitness devices, and nutrition apps. This will allow more comprehensive understanding of



consumer needs and preferences.

Seamless integration of health data can smoothen the transfer of patients between care providers. Combining data on patient treatment and outcomes with advanced analytics can make it possible to develop personalized care pathways and improve health outcomes

Current underwriting by insurers relies on a single point-in-time risk assessment, and insurers usually have little knowledge of how their policyholders' health is evolving. Insurance partners on the platform will be able to utilize clinical and behavioral data of customer to dynamically underwrite risk and reward patients for proactive health management. This alignment of risks and incentives can potentially lead to overall better health outcomes.

As outlined above, the power of data and analytics can create value for the entire ecosystem while achieving the goal of improved health outcomes. However, it will be prudent to look at this as a medium to long term goal and will require cooperation between the participants and the optimal level of policy & data stewardship.

To summarize, the outpatient care space offers the right opportunity for Mahindra Group to build a business that can deliver both economic (in terms of size and economic viability) and social impact (in terms of improved health outcomes and employment generation). A combination of B2B distribution approach combined with Mahindra Brand trust and promise offer the right levers to gain early adoption and acceptance among user. In the long-term success of the platform will require new capabilities related to customer engagement, personalization and data science

### AI for Mental Health



Covid-19 has not only exacerbated issues of mental health but also mainstreamed discussions about it. The National Mental Health Survey,

conducted by NIMHANS (National Institute of Mental Health & Neurosciences) between 2014 and 2016, found that 10.6% of Indian adults – about 150 million people – suffered from a mental-health disorder.

The stigma around mental health prevents many people from seeking help. For those who do want treatment, facilities are limited. As per the survey, an estimated 83% of people with such disorders did not receive treatment.

Despite issues with India's mental health infrastructure, over the last few years the Government has made substantial efforts to improve the system. This includes passing the Mental Healthcare Act 2017 which mandated that every citizen has the right to access mental health services. The Act also introduced advanced directives, allowing an adult to specify how they wish or do not wish to be treated for mental illness. It also mandated insurance companies to cover expenses related to mental health.

However, favorable policy and growing awareness has not completely eradicated the taboos associated with mental illnesses and seeking professional help. It is here that technology is helping to change the scenario.

Like telemedicine, telepsychiatry enables mental wellbeing experts to offer a range of services including psychological assessments, treatments, medication and patient engagement. We are also witnessing the emergence of mobile apps centered on mental health care. While some of these apps act as an aid to the professional treatment – letting the patient self-manage and monitor their symptoms better – some offer relevant information and assistance to people least likely to opt for in-person visits due to social stigma.

Talking to a computer for a therapeutic experience, although not mainstream yet, is picking up quickly. Apart from international apps like Headspace and Calm, a couple of Indian meditation and mental wellness mobile applications are also finding global traction –

- Wysa – a depression and stress therapy chatbot now has 2 million users. Its downloads more than doubled since the pandemic started and its revenues have shot up by five times since a year ago. Users of the app can talk to an AI-based bot for free and get guidance managing anxiety and sleep or pay and talk to a therapist. Wysa does not deal with severe mental illnesses but focuses on early-stage supportive therapy.
- Innerhour – Founded by a doctor, it offers automated self-care programs based on branches of psychology like cognitive behavioural therapy and positive psychology, and access to therapists. It has seen exponential growth with 700k downloads and a monthly user base that is three times since the start of the pandemic

Although the long-term efficacy of AI for mental health is yet to be determined, the potential of technology to transcend geographical and financial boundaries are promising. Technology is finding smarter new ways to measure the mental health of individuals, finding creative ways to boost resilience, and finding ways to treat people physically and virtually.

### Nightingales

The Covid-19 pandemic has shown the importance and relevance of home healthcare in the healthcare



delivery ecosystem. Since the imposition of Covid-19 lockdown, people with chronic diseases or non-emergency cases are more comfortable receiving consultation, medication, and diagnostic at home. Telehealth and Remote monitoring with digitally enabled devices in combination with Home Healthcare has a critical role to play in out of hospital care delivery.

Being the pioneers in home healthcare Nightingales was well positioned to combine digital services with protocol based clinical interventions to serve the needs of patients during such time. The pandemic resulted in a shift in customer behavior, with demand for services like physiotherapy going down while that for long term nursing and teleconsultation went up.

Despite the challenges on account of restriction on movement and staff safety, the company was quick to adapt and put together SOPs and people practices that focused on patient communication and care along with employee safety. The company also revamped sales and marketing with greater focus on B2B customers incl. Corporates and Resident Welfare Associations (RWAs)

In line with corporate customer needs, the company launched a few new products and services, including–

- 'Workplace Health Safety Program' – For screening of employees returning to work, putting in place workplace safety and Responses protocol to handle an unwell employee in Office
- Teleconsultation – Doctor consultation services on Aaraogya Setu app in collaboration with Tech Mahindra. The company also partnered with 'Modern Family Doctor' to offer teleconsultation services to Corporate employees and individual patients. Till Oct-20, the

Over Apr-20 to Oct-20 the company has served customers such as Amazon, Mahindra Logistics, PISPL (Kalpataru Group), Supr Daily, Exim Group and offered teleconsultations to more than 4,500 patients

Specific to Covid-19 patients, Nightingales launched the Covid-19 Home Quarantine Care packages for those who had been advised to quarantine at home during their recovery phase. These 15-day packages were based on the Clinical Care guidelines issued by MoHFW.

The packages were designed to provide holistic clinical care for patients, comprising of testing, regular video consultations with physicians and specialists, as well as twice daily online consultations with trained nurses. In addition, health kits including monitoring devices, medicines and a safety supplies kit were also included as part of the packages. The company had also tied up with ICICI Lombard to include the Home quarantine package as part of the Covid-19 insurance policy offered to its customers.

Recently, the company launched a step-down intensive care" (respiratory, neuro, chemo infusions, intensive monitoring) at home in partnership with 'Cloudphysician' – a provider of tele-ICU platform services to Hospitals.

### Centre For Sight



#### Centre For Sight

The past few months have been a challenging time for all of us, but there have also been lessons and stories of how these obstacles were handled. Centre for Sight's (CFS) operations are spread across multiple cities with Delhi NCR making up more than half of overall business. Their offerings include a mix of surgeries for eye ailments such as cataracts, refractive errors, cancer etc.

When COVID hit the country in mid-March, there was an abrupt halt in patients looking for eye care as most of these issues are not urgent over a short period. On the one hand, the government, called for a lockdown, and on the other they disallowed any elective procedures. The result was that while the centres were kept open to cater to urgent cases, regular business completely dried up.

CFS' business model has a high fixed costs and consequently high leverage. Most of the cost is rent and salaries for the doctors and staff. When the patient flow dried up, the centres went into losses very quickly. This is where the team at CFS showed their mettle as seasoned operators. They were quick to respond and took a three pronged approach:

- Decisive action:** The team reduced operating expenses by:
  - Limiting operating hours of centres to balance between providing service, keeping employees safe and minimizing losses.
  - Limit the number of hospitals operating in cities with multiple points of presence
  - Stopping all discretionary expenses
  - All acquisitions were put on hold as the future was uncertain

**Quick alignment:** It was clear early on that this was an unprecedented crisis and indefinite in nature. Surviving this would require measures much deeper than what can be done unilaterally and would require all stakeholders to work together. All landlords and key vendors were spoken to and each of them agreed to help out in the way they could, from rent moratoriums to extension of service contracts. The founders reduced their compensation by a very large fraction and the employees followed their lead. All stakeholders understood that as the situation

improved, the shared pain would reduce.

- Prepare for recovery:** The team came up with scenarios, they believed, that could play out. It included a scenario which they believed realistic and one if things panned out worse than anticipated. Over the past few months, the recovery has tracked their estimate quite closely.
  - Center working hours and days have been expanded to reduce the density and offer patients a safe environment for eye care
  - Salary reductions have been slowly rolled back
  - Calibrated expansion has begun, new centres are being explored
  - Acquisitions pipeline is being renewed and deals are being structured to balance risk for both CFS and the partners

- Exploring ancillary delivery models, such as smaller footprint vision centres, to reach out to patients closer to where they are and in lower density formats
- Technology has come to the forefront, from chat-bots for basic information, teleconsultation so that patients can consult without coming to our hospitals to equipment which is taking diagnosis to the customer's home without the need for the large hospital paraphernalia

The team's response, as outlined above, has been exemplary: Navigating this uncertainty with a plan for different possibilities, swift and decisive action with all stakeholders aligned and the eye remaining on the path forward. With business broadly back to normal, CFS continues to look at expanding its footprint and offering its clinical excellence to more patients with each growing year. However, it is doing so in a more calibrated manner and with an eye on technology, given the further period of uncertainty which lies ahead.



# CELEBRATING OUR LONGEST SERVING EMPLOYEES

As we celebrate 75 years of Mahindra, we connected with some of our longest serving employees from across the Mahindra Group. This page is dedicated to them, and to the spirit of commitment and loyalty that they have brought to their work every single day.

Out of a possible 4760 hours in a year, the average person will spend over 2000 hours at work. Someone who has worked for 10 years in a company has devoted twenty thousand hours of their life to that organization. That's

more time than they would have spent with their own family. So much of an organization's success can be attributed to this. So many products made, so many people mentored, so many ideas shared, and so much untapped potential, waiting to be unleashed.

As you go through the list, remember that many of our companies are relatively young and that is reflected in the years of experience of our earliest joiners.

## Diwakar Srivastava

*VP – Commercial, Mahindra Accelo*

I have completed 34 years of service with Mahindra. Work life has always been wonderful thanks to the values, pleasant culture and great colleagues. I joined the Steel Division of M&M Ltd, at Kolkata as Jr Executive and over the years have grown to the position of Vice President. When I joined, I saw the Steel Division turn into a Subsidiary in 1999, and kept growing. Today, Mahindra Accelo has 4 subsidiaries.

The company has always been human-centric and ethical. I was diagnosed with high grade Bone Cancer towards the end of 2001. I was devastated as both my children were below 9 years of age and I had very little savings to be able to afford the treatment. But I remember Mr R R Krishnan's reassuring words that he would help me, filled me with hope. 11 months of treatment were the most harrowing days of my life, but with full support from my company, colleagues and boss, I bounced back. During my treatment, my colleagues supported me on the work front and the company helped me with finance and administrative support. Surviving cancer requires Physical, Mental and financial strength, all of which came from and within my company.

This is what made me stay with the company. Right from day one, I've had the finest people as my peers.

## Krishna Kumar Yadav

*Senior Draftsman, Mahindra Susten*

I was among the first few employees to join Susten. As I joined the company during their early days, I have fond memories of being a part of the growth story. The satisfaction derived out of seeing myself contribute to the growth story of our company has been immense. When I look back, I can remember the struggle during the initial 2-3 projects as we were new in the sector; I also remember that it was a learning experience like no other, and I would always cherish it.

As far as my colleagues are concerned, the entire team is like an extended family, where I have friends who will celebrate success and stand by me during difficult times.

## D. Jabez Samuel

*Manager – Process and Quality, Mahindra Water Utilities Limited*

I joined MWUL in 2005 as a junior executive. My career started in a small portion of the big organization. I got an opportunity to work with the team leader to learn more about the process and quality of water, and aligned myself with the culture of seeing every challenge as an opportunity.

Specifically, working on something like water has been truly satisfying – because me and my team, work for the lakhs of people consuming and using that water, daily. With the help and support from my team and peers, we have been able to consistently improve on quality and process. Each day spent at work is a day full of learning and experiencing new things, both, technical and behavioural aspects. It is truly a pleasure to be a part of Mahindra Water Utilities Limited.

## Vishal Shimpi

*Senior Manager – Commercial, Mahindra Marine Pvt Ltd*

I have been associated with M&M for over 15 years, directly and indirectly. When I was approached by the management of Mahindra Partners for Marine, the Mahindra Partners Division was newly set up and they were venturing into Marine, Solar, and Logistics sectors. I have seen a lot of enthusiasm in people here, to create space in these unorganised sectors. In 2011, when I joined as Assistant Manager-Accounts, the company was setting up their manufacturing plant at Ambernath with an ambition to produce our own boats and cater the need of various segments.

As I got to handle more projects, I saw the company grow too. When I look back, I feel proud that, I have been part of this marvellous journey of Mahindra Marine (then Mahindra Ocean Blue).

## G E Muralidhara

*Plant Incharge, Mahindra Waste To Energy Solutions Ltd*

I joined Mahindra in 2010 as a service executive in Mahindra Powerol HUPS Business at Bengaluru. Initially I used to take care of service operations at South Karnataka. During those 3 months, I got the opportunity to provide support to all other Mahindra Powerol HUPS operating states for sales and service requirements. Since it was a new business, we would visit all the districts in the South, to appoint distributors and dealers to make channel partners to our business.

In 2013, I received an appreciation letter from the then CEO Mr Ashok Sharma and in 2015, I got a promotion. In 2016, I got an opportunity through a transfer. Throughout, the management supported me and helped me grow in the company. While these changes were challenging in certain part, they were a period of great learning, and in the process, as I travelled a lot for work, I also learnt new cultures and languages.



## K Anthony

*Supervisor, MACE*

"There are numerous occasions that evoke nostalgia within me, recollecting the memories of my working experience and growth in MACE. Going back to 1998, I was initially given the responsibility of managing the company's guesthouse. Realising my potential and yearning for growth, I was provided with the opportunity to handle more skill-based work. The continuous involvement in the day to day operations of the office has also helped broaden my horizons.

The growth I have experienced over the past 22 years serving MACE has been incredible. I have learnt and grown through my roles – from being an office assistant to becoming Supervisor. The vision of MACE has expanded over the years and I was able to witness and be part of its transformation and sustained growth. MACE has also been instrumental in making me more agile and open to challenges, and my loyalty remains with the company. The leaders of MACE have not only worked to transform the organization but have also ensured each individual grew and recognized their effort and potential.



## Vinay Saluja

*Vice President, Mahindra Retail*

People rightly say time flies and I did not realise until now that I have completed over 11 years at Mahindra.

Though there are lots of experiences to share, my transformational journey from Sales to Buying and then handling both the portfolios was an amazing experience. I joined the organization as Sales Head for Distribution of baby products. The management saw my negotiation skills and encouraged me to enter into buying and merchandising. Initially I was hesitant, I started to realise how I found my new role easier than I had initially thought. Right from the first project, I was performing exceptionally; the management further encouraged me in developing products than just buying them from companies. This was challenging as the quality control is also to be done by me. If anything went wrong, the name MAHINDRA was at stake, so I had to do a lot of homework before selecting a product I had to develop. In a couple of years, I had developed a range of more than 100 SKUs and 97% of them were a big success. This led to developing of our own Mahindra Range: Thar ride-ons, tractor ride-ons, and collectibles, apart from other baby products. The satisfaction on seeing a product you developed in the consumers hands, and seeing them feel happy using it, is a feeling like no other!

Mahindra is a truly a great place having a good work ethic, conducive environment, culture, where all employees are respected and recognized, and where one gets the freedom to express oneself.



## Prashant Panmand

*Senior Manager – Procurement, Mahindra Tsubaki*

I joined this company as a trainee engineer way back in 1998. Looking back through the years, so many pictures flash in front of my eyes. It's with the support and guidance of my seniors and colleagues, that I have been able to enjoy a fulfilling career at Mahindra.

Whenever I reached a stage of saturation, to my luck, the company came up with new assignments, which helped me refresh my portfolio and keep my enthusiasm high. I feel that I am always encouraged to innovate at work and inspired to go beyond my call of duty. My peers have always been encouraging and that has given me the push to pick up new assignments with confidence.

Looking at my experience as a whole, I would consider my organization as a Best Place To Work. Despite several opportunities that came my way, the core values of the company perhaps kept luring me to stay, which is probably how I have been here for so long.



## Anand Salla

*Executive – Admin, Mahindra Marine*

My journey here started back in 2011 as an office assistant with a limited job profile. The company was setting up the manufacturing plant at Ambernath MIDC. Over time, I have seen many transformations in terms of scale of business, the various models we've built and the consecutive, evolving requirement of manpower.

Initially, the company started the manufacturing plant with limited resources. The management has shown faith in me and gave me an additional responsibility to recruit local persons who have talent to do highly sophistic jobs to meet the company's requirements. By providing continuous support in this area, I have learnt all HR related skills, and am happy to have contributed over the years in the growth of company. I am very thankful that the company has and continues to provide me full support in my work.





# Art at Work

*"Art washes away from the soul the dust of everyday life"*

This quote by Pablo Picasso signifies the importance of surrounding ourselves with art, whether it's at home or at work. For the past 3 years, we have been commissioning a work of art by a local artist, and unveiling it at the Mahindra Partners Senior Leadership Conclave. The piece of art is based on the same theme every year - a depiction of the many businesses that are part of the Mahindra Partners portfolio of companies. Each painting is over twelve square feet and can be viewed at the Mahindra Partners Corporate office at Mahindra Towers. Can you spot your company in each of these paintings.



## MUMBAI – DOT ART

For Mumbai, we thought of something different. The artists behind this masterpiece have intellectual disabilities. The entire artwork was created in terms of colourful dots, and was based on the traditional style of the aboriginal art from Australia which is quite useful for children with learning disabilities. The red colour in the background represents the colour of the organization; it is also a symbol of stability. The blue colour symbolizes balance and sustainability in change.



## HYDERABAD – CHERIYAL SCROLL PAINTING

Cherial scroll paintings are one of the earliest forms of audio-visual entertainment and these paintings are prepared by people of the Nakashi caste in Telangana state. The story-telling communities used to travel through villages singing and narrating the stories of the scroll which had numerous tales from various Indian Puranas.

The scroll is painted on handmade khadi cloth specially prepared by applying a paste of tamarind seed along with tree gum and white clay. The colours are all made from natural substances like blue from Indigo leaves, red from the Inglikam stone, yellow from the Pevidi stone, as well as vegetables dyes. Cherial scroll paintings is a dying historic art, left with only one family in Hyderabad that still makes these scrolls.

## PUNE – WARLI ART

One of the oldest forms of folk art, Warli finds its origins in Maharashtra and is made using rice flour on red mud. It features Indian aboriginal people in the form of triangular figures and depicts different aspects of community, music, connection and a simplistic rural lifestyle. The circle, triangle and square form the main shapes of its design.







### MWTESL Jumps Into Intensive Action Plan Amidst Coronavirus

Being nothing short of an essential service in many perspectives, all the plants of the MWTESL were kept operational throughout the lockdown, with minimal manpower and alive digestors. The Mahindra foundation undertook the distribution of for 91 households, with a total of 350+ beneficiaries for one month. The MWTESL has also successfully provided training programs to 37 municipal officials from Andhra Pradesh on the subject of better segregation and quality of input waste. In yet another Mahindra Foundation-supported venture, grocery distribution was conducted for the monthly needs of 150 families, helping 505 beneficiaries in total. Besides all of this, PPE kits as well as groceries were also provided to daily wage workers contracted by the municipality at all of our plants, benefiting 2000+ families in total.



### Pascal Wehrlein Is Vice Champion Of ABB FIA Formula E Race At Home Challenge

The ABB Formula E Race at Home Challenge in support of UNICEF concluded on 7th June, 2020. Pascal Wehrlein and Sam Dejonghe (who stepped in for Jerome D'Ambrosio) took on the virtual Berlin Templehof circuit for Mahindra Racing in the final round of the Esports series, which had double points on offer. After three race victories and two Julius Baer Pole Positions the #94 driver finished as Vice Champion of the driver's grid, in the ABB FIA Formula E Race at Home Challenge. Mahindra Racing finished third in the team's battle.

Prior to the ABB FIA Formula E Race at Home Challenge Grand Final weekend, Mahindra Racing announced its commitment to plant a tree for every live viewer watching the championship on the Formula E Twitch channel. Final numbers of this initiative will be confirmed in due course.

### THE MIND GAMES SEASON 7

### MIND GAMES Season 6 Goes Virtual And Sees Energetic Participation And Ideas

December 2019 saw the premiering of Mahindra Partners' "The Mind Games, Season 6", a program focused on talent development and idea generation, and this time around saw the participation of a staggering 92 teams from across locations and grades. While round 1 (Online Business Simulation) saw as many participants, Round 2 saw just 25 teams going through, this time having to choose a live business case of another portfolio company to expand upon. While all the 25 teams were mentored by Company Buddies from the portfolio companies, 7 teams made it to Round 3, The Grand Finale. The process continued with ideas being polished into pristine shape, this time mentored by respective portfolio company CEOs and Senior Leaders. The grand jury comprising of Chandra Iyer (Retired professional, Independent Director & Independent Consultant), Manish Saigal (Managing Director with Alvarez & Marsal), Kausalya Sreenivasan (General Manager, Smart Sustainable Mobility Solutions Glyd) and Ashutosh Pandey (CEO & MD – Mahindra First Choice Wheels Ltd) pored through each of the presentations and selected the winners and runners up. The winning team was from Mahindra Susten and its members were Swapnil Wakade, V Ranganarajan and Roshan Merkhed, while the runners up team was from Mahindra Logistics and its members were Monika Thakkar, Sheetal Chandratte and NS Priya. Season 6 was conducted virtually over a period of 1.5 months, with participants attending about 20 sessions of 1.5-2 hours each. These sessions focused on business analytics, Indian economy post COVID and reimagining business during disruptive times.

# THE MAHINDRA UNIVERSE

Even through these trying times, we have stood strong. On the one hand, we extended our support to the community at large by introducing the Supro Ambulance. On the other, we enjoyed several wins, big and small, with launches, recognition, and advancements in the industry. We are proud to have stood strong and celebrate a staggering number of wonderful happenings in The Mahindra Universe. Here are the most noteworthy activities that Mahindra Group has been part of, in the year 2020:



### Mahindra Launches BS6 Supro Ambulance For Safe Transportation To Save Lives

Mahindra & Mahindra Ltd, part of the Mahindra Group, recently launched the BS6 Supro Ambulance, developed in-house on the company's popular Supro van platform. The ambulance is available in two variants: LX and ZX at a competitive price, making it an attractive proposition for customers. The Supro Ambulance is factory fitted with all the essential equipment including a foldable stretcher cum trolley, medical kit box, provision for an oxygen cylinder, a fire-extinguisher along with internal lighting, flame resistant interiors, and an announcement system. On the exterior, the ambulance is equipped with AIS 125 certified retro reflective decals, 75% frosted windows, and a beacon light with a siren. In a collaborative effort with the Government of Maharashtra towards combatting COVID, the first batch of 12 vehicles were produced in record time and delivered to them. Organizations from multiple other states have reached out to the makers of the Supro ambulance as well, defining it as an absolutely essential service product during this pandemic.



### Mahindra Salutes the Challenger Spirit of Every Indian with the New 'Rise Up' Challenge

According to research done during the ongoing pandemic and prolonged lockdown, music has been a sanctuary for many. Backed by this insight and in alignment with the Group's corporate purpose 'Rise', the new 'Rise Up' Challenge campaign is designed to celebrate the hope and optimism within each Indian that will propel them to victory by overcoming seemingly insurmountable adversities. While, millennials will be the key drivers of the message, the campaign aims to reach a wider target group through social media. The video challenge, a new effort in achieving virality for a cause is centered around supportive video content. The film follows the journey of three individuals – a doctor who devotes himself to the call of duty towards mankind and exudes the spirit of service while remaining far away from his loved ones; a taxi driver who loses his daily earnings and takes up an alternate job to come out stronger from financial troubles, and a COVID survivor who gets back on her feet and fights her illness to set out on a new career path. Definitely a video worth checking out and sharing!



### Mahindra launches New Treo Zor Electric 3-Wheeler Cargo

On October 29, 2020, Mahindra Electric Mobility announced the launch of its new electric 3-wheeler cargo model, Treo Zor, in India. The Treo Zor is based on the proven Treo platform and will come in 3 variants – Pickup, Delivery Van and Flat Bed. Vehicles will be available at Mahindra small commercial vehicle dealerships in select cities across India starting December 2020. Treo Zor offers an excellent value proposition to its owners, with higher savings of ₹60,000+/year versus existing diesel cargo 3-wheelers thanks to its outstanding maintenance cost of just 40 paise/km. It delivers impressive performance with best-in-industry\*\*power of 8kW and best-in-class torque of 4.2 Nm. Treo Zor also comes with best-in-class payload of 550 kg. Speaking at the launch, Dr Pawan Goenka, MD & CEO, Mahindra & Mahindra Ltd said, "On the 75th anniversary of Mahindra, we are driven by purpose for a tomorrow that is clean, green and technologically connected. I believe that India has a huge opportunity to become the world leader in Electric Vehicles for first and last mile connectivity. Our Treo platform demonstrates our commitment to AtmaNirbhar Bharat through latest technology and make in India. The Treo Zor will provide a clean, sustainable and affordable solution for last mile delivery."



### Tech Mahindra Designs First-of-Its-Kind Digital Transformation Course Approved by All India Council of Technical Education

Tech Mahindra has designed a first-of-its-kind digital transformation course approved by All India Council of Technical Education (AICTE). Partnering with Jawaharlal Nehru Engineering College (JNEC), under Mahatma Gandhi Mission (MGM) University, they've rolled out a two year post graduate program in the academic year 2021. The custom-curated curriculum is aimed at addressing the industry-academia skill-gap in new-age technologies including digitalization, mobility, artificial intelligence and machine learning among others. As part of this course, students will be trained to work with dynamic, diverse, and agile teams to find solutions that will benefit people, society, and industry. This interdisciplinary course is aimed at providing holistic training to the students by imparting skills in competencies around digital transformation and technologies and cultivating an environment of entrepreneurship and design-led thinking. The course is based on four main pillars – offering software engineering with relevant processes, methods, and tools to upskill students in new age technologies, helping students hone their skills in designing and applying digital systems, involving people as co-producers by focusing on user-centered development processes and lastly, equipping students in transversal skills with special emphasis on project work and hands-on training, which accredit students with relevant competencies for job market and a progressive attitude.



### MWUL CSR Team Undertakes Social Action With Local Essential Services In Tirupur District

Owing to the many hardships everyone has had to go through locally in recent times, the MWUL CSR Team based in Tirupur conducted a series of drives and activities to aid essential service employees from Tirupur district, Tamil Nadu. This included the handover of a fully-constructed classroom to the Pazhaya Nagar Corporation School, the handing over of food grains to the employees of the Tirupur Corporation Sanitation Department, as well as the handover of 95 masks, surgical gloves, face shields, OT dresses and full-body suits for the front-end warriors comprising of doctors and nurses. With the financial support of the Mahindra Foundation, the MWUL CSR team was also able to provide chyanprash, face shields, gloves, and face masks to the Tirupur Police Station. We are all safe only when we are all safe together!



### Mahindra launches customized vehicle ownership schemes for COVID caretakers

In a move that is being lauded as a necessary and pivotal industry-first, Mahindra & Mahindra Ltd has rolled out its customized vehicle ownership schemes offers to an entire range of essential service providers that includes Journalists/Media Professionals, Railway/Airline Staff and others, beyond Doctors, Nurses, Paramedics, Government Officials and Policemen. Veejay Nakra, CEO Automotive Division, M&M Ltd said "Just like anywhere else in the world, India's frontline and essential service providers are doing commendable work in their respective fields and working tirelessly to keep us safe during these challenging times. We are happy to extend special offers to an entire gamut of frontline caretakers and essential service providers". The total benefits for COVID-19 caretakers go up to Rs 66,500 and Mahindra is empowering these caretakers by working with various financial institutions to offer a host of finance schemes including up to 8 years of funding, 90 days moratorium and 50% processing fee waiver for Doctors.



### Mahindra Launches All New Sarpanch Plus Tractor Series In Maharashtra

Mahindra's Farm Equipment Sector, a part of the Mahindra Group, recently introduced its new Sarpanch Plus range of tractors in Maharashtra, with the launch of the 575 Sarpanch Plus, an upgrade of its popular 575 Sarpanch. The new series offers models spanning multiple HP-points in the 30 HP (22.37kW) to 50 HP (37.28kW) category, and is powered by advanced, fuel efficient ELS (Extra Long Stroke) Di engine, which delivers 2 HP (1.49kW) more power and higher back-up torque, making driving a faster, more comfortable experience. The vehicle is an ergonomically a superior beast. Speaking of the Sarpanch Plus, Hemant Sikka President, Farm Equipment Sector, M&M Ltd said, "As leaders in the Indian tractor market, we at Mahindra have always been at the forefront of introducing the latest technologies and the new Sarpanch Plus series is a step in that direction".



### Mahindra and REE Automotive Sign an MOU to Establish a Strategic Collaboration for the Development of Electric Commercial Vehicles

On August 26, 2020, Mahindra & Mahindra, part of USD 19.4 billion Mahindra Group, and REE Automotive signed a memorandum of understanding (MOU) to explore development and manufacturing of electric commercial vehicles for global markets.

The strategic collaboration will leverage REE's revolutionary electric vehicle corner module and platform technology of integrating powertrain, suspension and steering components in the arch of a vehicle wheel. This coupled with Mahindra's well-established vehicle design, engineering, sourcing capability and manufacturing assets, is set to be a win-win strategic partnership for both companies.

The partnership will support REE's global customer need for 200,000-250,000 electric commercial vehicle units over a few years, including potential Mahindra's domestic and international volumes. Production would be scaled further to support additional volume in the global as well as Indian market.

"Our collaboration with REE has the potential to bring a disruptive approach to a new age of vehicles capitalizing on our respective strengths," said Rajesh Jejurikar, Executive Director (Auto and Farm Sectors), Mahindra & Mahindra.

REE's transformational technology is designed for current and future e-mobility applications, including autonomous vehicles, and offers significant benefits in terms of weight, space and total body design flexibility. The scalability of the platform makes it ideal for any form of electric vehicle such as commercial vehicles, mid-duty delivery trucks, last mile delivery, passenger cars, taxis and shuttles.

# Tech Mahindra

### Tech Mahindra Signs UN Global Compact Initiative Statement On Climate Action

Tech Mahindra reaffirms the science-based commitment of achieving net-zero carbon emissions while calling on governments to "prioritize a faster and fairer transition from a grey to a green economy." By moving towards a zero-carbon resilient economy, Tech Mahindra aims to reduce carbon footprint, emissions and will conserve energy using new-age technologies like internet of things, artificial intelligence and block chain. Furthermore, an internal Carbon Price of \$10/ton CO2 has also been implemented by the company to boost green investments and have also adopted a low emission technology path to increase the use of renewable energy from 1.7% in 2016 to 18% in 2020. Moreover, Tech Mahindra has also taken targets to increase the renewable source of energy to 50% by 2025.

Tech Mahindra has joined 155 global companies in calling for policies that will build resilience against future shocks by supporting efforts to hold global temperature rise to within 1.5°C above pre-industrial levels, in line with reaching net-zero emissions well before 2050. The statement comes as governments around the world are preparing trillions of dollars' worth of stimulus packages to help economies recover from the impacts of the coronavirus pandemic, and as they prepare to submit enhanced national climate plans under the Paris Agreement.





# INVESTING IN GROWING TOGETHER

Success stories of our people from across the Mahindra Partners portfolio companies, who have, with the support of their peers, advanced in their respective careers.

In a rapidly evolving corporate world, it has been identified that even the smallest of interpersonal interactions affect the morale of individuals, positively and negatively, and in turn, impact the workings of a company. A culture of recognition and encouragement, even in cases where it's seemingly small, goes a long way in influencing and nudging employees to give it their best. And so does the culture of growing 'together'. It's common knowledge today that companies that have some of the highest performing teams, are those where leaders invest in their subordinates.

*"If you want to go fast, go alone. If you want to go far, go together."*  
– African Proverb

At Mahindra Partners, it's often stressed that we're a lean team and that we do not believe in a hierarchy. We treat each employee as an asset and while recognizing their strengths, we are interested in grooming them for growth. Through interactions, as often as possible, we try to disseminate this thought process and culture to all our portfolio companies. We have seen a good number of cases where within each of these companies, managers have taken personal interest in the success of their team and in supporting them through the process.

Here are the testimonials of employees at different hierarchal positions, celebrating these practices that have impacted their professional and personal lives.



**Ravi Nadar**  
*Head – Operations, Chennai, Mahindra Accelo*

I was brought up in a middle-class family; my dad was a daily wage earner who drove a three-wheeler tempo. My father wanted me to become a Mechanical Engineer since my childhood days, and since then, I was keen in learning mechanical functionalities like automotive engines and mechanical machines. Today, when I look back, I feel proud that I was able to accomplish what my father wanted for me, and this was only possible because I worked in this company dedicatedly. I started my career as a Diploma Engineer Trainee in Mahindra Accelo immediately after passing out from my college.

Professional life was completely new to me, but not a single day went by where I didn't learn anything – we operated cranes, unloaded heavy machinery, worked with German and Japanese engineers and finally on settling the production operations. After this, I worked for three years as a Line Executive and learnt how to produce qualitatively, quantitatively and innovatively. My professional life took a turn when Accelo offered me an opportunity to grow – I was eventually involved in the production planning process and by the fifth year of my working, I was promoted to a managerial position.

Working at this stage really showed me how much a team was important for a person and nothing was done independently in a workplace.

Today, I am remotely heading the Electrical Steel Processing Section in my plant. Working in this organization makes me proud, knowing that come what may, a team is always there together, and we can together face any challenge.



**Sonu Engle**  
*Head, Operations – Noida Plant, Mahindra Accelo*

My experience and growth with Accelo has been very exciting, engaging and diverse in many ways. I have worked in various roles in my tenure here and at different locations. I joined Accelo in 2011 as DET at Bhopal in the production department. The role opened up to me unlimited opportunities. Apart from my key areas, I started exploring other areas as well like maintenance, quality and planning. As my knowledge and skills grew, my manager's confidence in me grew, because of which now I overlook PPC and customer handling as well. I have faced many challenges on the way to reach this stage, but with the support of my boss's guidance and management, I could do that. The second innings of my career started in 2018, when I joined the Noida plant. My basic background is technical, but my profile in Noida was shifted to other departments like the commercial and legal departments, legal and dealing with government authorities. Again, I grabbed this opportunity too as I knew I had the support of my team and management. I could not reach this level without the advice of the management and the seniors and the support of my team.



**Shahi Shashi Shekhar**  
*Plant In charge, Mahindra Waste to Energy Solutions Pvt Ltd*

I joined Mahindra Powerol in 2011 as a service engineer in Bihar from Amar Raja Batteries. I was taking care of two districts of Bihar with 5 distributors and their service technicians for customer support of Mahindra Home UPS (Inverters). I also worked in Gorakhpur, Aurangabad, Varanasi (Uttar Pradesh) a few years within the similar role. I got the opportunity in Indore to take care of Bio-Gas project Establishment under the supervision of Mr Sundhara Babu, and this has changed my entire life through this perfect example of diversity. I was given the opportunity to coordinate with the municipal corporation officials for the plant establishment and construction within the given time schedule. This plant created a big change in Smart City operations and Indore made an example with Mahindra Biogas plant by processing their wholesale market waste into City bus operations. It was a proud moment for us during the online inauguration by Prime Minister of India Mr Narendra Modi in 2018, followed by almost a daily interaction with different Municipal commissioners and foreign delegates during the plant visit. I am thankful to my seniors for making my life more cheerful.



**Akshay Chavan**  
*Manager – Product Development, Mahindra Marine*

I am part of Mahindra Marine since 2012, and have been closely associated with various key initiatives and projects of the company. My key responsibilities include project planning, market research and monitoring existing client base and industry developments and identifying potential new product opportunities.

Immediately after completing my engineering, I started working for Mahindra Marine as a trainee engineer. It was my first company, and I had selected a vocation that was totally different from what I had studied. It was very difficult for me initially – multiple overwhelming thoughts came together as I had left my core field and jumped into a different field altogether. The only person who kept me going was my Production Manager at that time, what a gentleman he was. He once said, "Boat building is an art. You need to have a powerful imagination to make a beautiful boat, if you have got this skill, you can build everything you ever wanted." His passion kept me going.

I never thought I would stay for longer than a year, but slowly, I developed interests and skills and started learning about boat building. Soon enough, I mastered production. After developing hard skills, I wanted to focus on my soft skills, which I had as a perfect opportunity in term of SLP (Signature Learning Program). This two-year program had put me in different environments altogether. I have not only developed and enhance my leadership skills, but also learned to manage projects effectively. SLP also helped me understand my strengths and weaknesses.



**D. Vedharathinam**  
*Deputy Manager – Billing & Customer Care, Mahindra Water Utilities Ltd*

When we started the business in 2005, MWUL and employees were both new to the Utilities sector. We built a strong foundation by setting-up processes and company SOPs. Based on our analysis and its outcome, we evolve the process, and this helps us move forward in our operations. We have the freedom to implement new strategies. The process of handling customers and revenue generated by them is the key source of the project. As a Billing & Customer Care person, I'm really glad to be a part of it.

Initially when we started our billing operations, the complex calculations were done manually. Then, in 2012, with the support of an indigenous software provider, we developed a customized billing software 'WUBS' for all our complex calculations. All of manual operations were computerized, and everything now is system calculated with 100% accuracy and data safety. In 2019, we went a step further and with the guidance of our COO Mr KM Pugezhendhi, we evolved to SAP.

I joined as an executive – the lowest member of the team hierarchy. Today as Deputy Manager, I lead the same team, and I'm proud to say that my growth is parallel to our company's growth and this has happened because of the support of my peers.



**Pradeep Narayan Bhawe**  
*Sr GM – Operations, Mahindra Tsubaki*

In the last 35 years of my professional journey, one thing that has ironically remained constant is change. I have been fortunate to have worked in diverse functions doing multiple roles across different companies. This diverse knowledge has definitely helped me, not only to grow professionally but it has also helped me immensely in my personal life.

Over the years, I have personally felt that the diversity in the team always fosters a more creative and innovative team. I have always found that diversity across our companies has been highly beneficial in making them more productive, creative and agile. Even from my personal experience of preceding roles in multiple functions and companies, I can tell the varied experience always helps make the right decisions for my organization.

My functional expertise of project execution and specialization in power plant, EPC Contract/Turnkey projects has helped me immensely in finding out innovative ways to overcome business challenges for the company. That, along with my exposure to sales and marketing in my early career helps me in product development, and to create opportunities for the new ash handling orders for the Thailand and Australia projects.

I moved through various organizations and have seen diverse cultures. I've interacted with different personalities and developed multiple contacts over the years. All of this helps me in my current role, in overcoming execution challenges, finding out new options, and taking decisions, amongst other things. I am proud that at MTCS, we believe in and implement this in the true sense.



**Ajay Pawar**  
*Sr Manager – UMH Sales, Mahindra Tsubaki*

My professional journey started with this company as a Trainee Engineer in the QA department. In the early days, I worked on inspection of standard equipment on the shop floor, and actively contributed in building new and critical conveyor systems and all types of special conveyor systems built for a Toyota paint shop for the first time. This gave me in-depth knowledge of the customer's design requirement and quality expectation.

Though I was heading the QA department, I took up sales-related activity and learnt through training alongside. We got a breakthrough by getting our first order from Tata Johnson Controls for the supply and installation of an overhead conveyor system. This way, my role was diversified and eventually, I took up UMH sales activity. We got them orders from Mahindra Vehicles manufacturing, Suzuki Motors, Toyota Kirloskar Motors, Swaraj Tractors, Mahindra Two Wheelers, India Kawasaki, to name a few. Recently we did a prestigious project with Escorts Kubota for a tractor handling system which was not in our standard product range, and designed it considering the three pillars of Mahindra rise – accepting no limits, alternate thinking and driving positive change. We manufactured it, and trials and inspected were done by Kubota Japan team. The installation and commissioning was successfully completed in August 2020, and since the beginning of September 2020, full production of Kubota Tractors has been in the process.





# THE FIRST REAP AWARDS

As we brace ourselves and manoeuvre through these turbulent times, a look-back at our past achievements brings with it a sense of respite. Looking ahead at reclaiming a sense of normalcy, this track record of success forms the basis for our confidence to emerge stronger, against all odds.

Over the past few years, most of the Mahindra Partners portfolio companies have demonstrated enviable growth and profitability. On this journey, we have clearly seen how high-performance teams, operating in a culture of transparency and trust, deliver outstanding outcomes, while simultaneously laying the foundations of resilient institutions. Innovation, quality, safety, diversity, employee and stakeholder commitment, along with community contribution have been equal contributors to this journey of growth and success.

Amidst the current gloom, it is an appropriate time to pause, reflect and recognize our

achievements on the many dimensions that result in strong and sustainable organizations. The first REAP (Recognizing Excellence among Partners) Awards is a significant step in celebrating the many contributions of our teams on their trajectory of excellence.

Here's a look at the various award categories, along with the criteria that will be used to evaluate outstanding contributions. Some awards acknowledge the achievement of the entire organization, some recognise functional excellence, and a few celebrate individual contributions.

We would encourage all our companies to participate, and to submit entries in as many award categories as possible. While the best will be recognized, the very act of participating will raise the bar in all our companies, and push all of us to accelerate improvement, and learn from each other.

## AWARD CATEGORIES

### OVERALL PERFORMANCE:

#### ★ RISE COMPANY OF THE YEAR

Recognizing the accomplishments of a company that has excelled on all fronts – financial, customer, employee and other stakeholders. Running a great organization is about balancing the needs of all stakeholders, focusing on the short and the long term and building a culture of excellence. The RISE company of the year accomplishes all of these.

#### ★ FINANCIAL PERFORMANCE

One of the key measures of organizational success is superior financial performance. Great companies ensure that they are able to deliver consistent profitability, in a constantly changing and challenging environment. This requires, discipline, good planning, strong MIS systems, a strong performance-oriented culture and the ability to grow the business.

#### ★ BALANCED SCORECARD DESIGN

The balanced scorecard is an extremely versatile strategy deployment tool, and this award recognizes the company that has put in serious effort in designing and deploying the balanced scorecard. This includes, identifying the right kind of measures that can deliver performance; focusing on the key strategic business opportunities; and cascading initiatives across the length and breadth of the organization. The organizational alignment that a good balanced scorecard deployment can achieve, helps an organization outperform the rest of the market.

#### ★ MOST SIGNIFICANT COST SAVING INITIATIVE

This category will recognize one high-impact initiative taken by the company to significantly reduce costs under any of the heads – material, sales, people, administration et al. The focus is on how wastage has been eliminated by deep thinking and analysis, careful planning, reconfiguring of processes. Reducing costs by eliminating obvious activities – for example, travel – is easy; defining new ways of working that eliminate waste and enhance impact is what builds organizational capability.

#### ★ SYNERGY

The Synergy award will recognize initiatives taken by companies to partner with other Mahindra Group companies or with entities outside of the Mahindra Group, to deliver on significant business outcomes. In a complex, highly specialized business environment that we live in, the ability to spot opportunities for synergistic working and then leveraging those opportunities through strong relationships, can give an organization a significant head start.

#### ★ MOST IMPACTFUL SUSTAINABILITY PROJECT

Our planet needs our thoughtful and caring attention, and responsible organizations understand this better than most. The award for the most impactful sustainability project will be awarded to the organization that has understood the magnitude of this responsibility and has worked on projects that are innovative and have a significant positive impact on the environment. Sometimes short-term profit has to be sacrificed for the long-term wellbeing of the planet.

### PEOPLE PRACTICES

#### ★ LEARNING CULTURE

Learning culture as a set of values, processes and initiatives increases the knowledge, competence and performance of the organization. Learning opportunities is also a powerful factor that drives engagement and higher productivity. With changing times, it's more crucial for our businesses today to create a culture that facilitates agility and continuous upskilling. This award will recognize the evolution of L&D in our businesses and their continued effort to build a strong learning culture.

#### ★ COMMITTED FOCUS ON EMPLOYEE ENGAGEMENT

Great companies ensure alignment between the company's mission and individual goals, creating opportunities for employees to contribute effectively and succeed. Engaged employees are more likely to feel valued, happy coming to work, put in more efforts and proud to work for the organization. High engagement levels are directly proportional to higher productivity as well. This award is to recognize the efforts of businesses to create a great place to work.

#### ★ COMMITMENT TO DIVERSITY AND INCLUSION

Diversity and Inclusion plays an integral part in shaping an organization's culture and employer

brand. It makes employees feel valued, heard and empowered to do their best. Greater diversity in backgrounds, personalities, talents, experiences brings in varied perspectives, leading to better decision making and faster problem solving. In a way it's a phenomenon that has a direct impact on an organization's financial performance. This award is for businesses that have created a diverse yet inclusive organization.

#### ★ SAFETY

Employee health, safety and well-being is a priority and a moral responsibility for all organizations. It enables a company to protect its employees against workplace accidents or dangers and also enhances their efficiency by reducing absenteeism and stress. Safety protocols and training also ensures employees are equipped to deal with any unforeseen situations. This category aims to bring about uniformity in practices and learning from companies or sites that are doing exemplary work.

#### ★ FRONT-END TRANSFORMERS

Shop floor colleagues and front-line staff are the core of any organization. Businesses that focus their efforts on their workmen and frontline staff are investing in the people who can help deliver on significant business outcomes. It is important to keep these frontline employees engaged, and enthusiastic at work. This award category will help empower and reward front-end associates and colleagues who are living the Rise pillars.

#### ★ EMPLOYEE SOCIAL OPTIONS (ESOPS) AWARD

Bringing about positive change is one of the most difficult tasks, as most problems are deep-rooted in our society. We continue to face many challenges like poverty, sanitation, healthcare infrastructure, unemployment, illiteracy, child labour, women's safety, and several others. One person alone may not be able to change the society at large, however, when a group of volunteers or organizations get together, it could have a huge impact. This award category is to recognize company projects that made a positive impact on urban and rural communities.

#### ★ EMPLOYEE SOCIAL OPTIONS (ESOPS) – STAR PERFORMER AWARD (INDIVIDUAL)

To bring about societal change one important thing is to inspire others, one person at a time. There was a time when people chose to work only to earn their salary. Today, individuals are driven by a higher purpose and willing to go the extra mile to think beyond themselves and create a social impact. This special award category is to acknowledge employees who go beyond their call of duty to make this world a better place.

#### ★ INTERNAL COMMUNICATIONS

In organizations, it's crucial to facilitate streamlined and clear communication on initiatives, business decisions and goals, values and any other guidelines. Regular connect and superlative employee experience through creative campaigns and creatives is equally important in building engagement especially in this new digital world. This award category is to recognize individuals or teams who have been able to implement an impactful campaign and creatives aligned to the business and functional objectives.

### INNOVATION

#### ★ INNOVATION AWARDS

Innovative companies are constantly reinventing themselves. Whether it's a product innovation, or a dramatically different business model; the culture in these companies supports new ideas and the successful implementation of these ideas, all leading to market leadership.

#### ★ DESIGN OF THE YEAR

Great design lies at the intersection of art and science. It must deliver on functionality and ease of use, and at the same time delight us by appealing to our aesthetic senses. The Design of the Year award could be a product design, a well designed customer service, or even for a system or experience that impacts people working in our organizations.

#### ★ BEST PRACTICE IN THE NEW NORMAL

The COVID-19 pandemic is changing life as we know it. Companies are trying hard adapting to the new normal. However, the disruption brought about by the pandemic also offers a unique opportunity for organizations to re-calibrate routines and ways of working. From virtual conferencing, to shifting business models online, many positive new activities have emerged. This award will recognize companies that actively support the new normal by identifying the positive new work practices that lay the foundations for their continuation.

### RISE CULTURE

#### ★ RISE STORY OF THE YEAR

The RISE philosophy drives everything we do, and the three RISE pillars inspire all Mahindra employees to stretch and go beyond the ordinary. The award for the RISE Story of the Year will be given to individuals who have taken specific actions to deal with very challenging situations, going way beyond what would be considered as expected behaviour; and in the process of doing so, inspired many others to follow in their footsteps.

### CUSTOMER SERVICE

#### ★ CUSTOMER DELIGHT STORY

Awarded to an individual or a team that has gone way beyond the ordinary to provide outstanding service to a customer. The success of all companies depends on how far individual employees and teams stretch to exceed customer expectations. Stories of great customer service are the foundation for customer loyalty and for building a great reputation in the marketplace.

#### ★ ENHANCING CUSTOMER EXPERIENCE

Leadership teams in the most forward-looking companies are always on the lookout for how to improve their customer processes and experience. This could relate to how they listen to customers, the standards that they lay down for memorable customer experiences, their customer relationship management processes or processes focused on continuously enhancing product or service features. This award is for teams that put the customer at the heart of everything that they do.

### BUSINESS EXCELLENCE

#### ★ BUSINESS EXCELLENCE JOURNEY

Superior business results are the outcome of well-designed and thoroughly deployed processes. The Mahindra Way is the approach we use in the Mahindra Group, to drive organization wide quality and business excellence. This award will recognize the business excellence journey that our companies have undertaken, and also recognize the leadership teams that show genuine commitment to making business excellence a way of life in their organizations.

#### ★ KAIZEN AWARD

Thousands of small improvements, when aggregated can add up to significant efficiency in an organization. A culture of Kaizen not only improves efficiency but builds morale and belongingness. While Kaizen tools and techniques are important, what is equally important is to create a climate where employees feel a strong pride in improving their work and strengthening their organization. No idea is too small, and the best companies have hundreds of ideas contributed by each employee.

### DIGITAL AWARDS

#### ★ WEBSITE

A website is a company's online address and a great one can set you apart from your competition. It needs continuous development and an analytical approach to cater to your business strategy and your customer's needs, simultaneously. Improving your performance by incorporating user feedback can make a website a powerful tool for selling solutions.

#### ★ DIGITAL CAMPAIGN

Running a successful marketing campaign online is a combination of having a good creative strategy and a robust digital media plan. As marketing spends are shrinking, showing efficacy on brand campaigns is the main goal. Returns on ad spends also helps determine the business advantage brought on by a campaign.

#### ★ SOCIAL MEDIA PRESENCE

As a brand on social media, we have the dual responsibility of establishing and leveraging communication and a connect with our customers. We are always competing with other brands online, which may not even be in the same product category as us. So, having a creative social media presence can be a make or break for any brand in today's times.





# Reinventing Learning & Development for 2020 and beyond

The history of learning and development shows significant events have often played a part in human progress; from survival-driven learning to the advent of on-the-job training during the Industrial Revolution, in the early 1900s; from the IT revolution in 1980s to the rise of the internet in 1990s and the expansion of mobile and social network in mid 2010s. Such events have led to newer business opportunities, seamless interactions across the globe and most importantly, opened a plethora of new age learning opportunities.

More recently, the pandemic has nudged businesses are to continuously experiment with different strategies, to thrive in this extraordinarily uncertain environment; it has been a catalyst for the learning and development function. Changing business priorities required employees to build a range of new skills; which resulted in L&D teams swiftly transitioning all in-person learning interventions to virtual engagements. There was also an immediate need to meaningfully engage with all employees while working from home and creating opportunities to learn from each other.

As the reality of remote working became the norm for most organizations, L&D teams swiftly responded with plans to integrate virtual learning in our daily work by leveraging common technology tools and external platforms. At the Group level, Mahindra Leadership University (MLU) launched its Digital Learning World and liaised with external learning partners such as McKinsey & Co, Skillsoft, Knolskape, UpGrad, et al, to offer diverse online courses to employees. Additionally, MLU academics such as IT, HR, Customer Experience, etc also offered webinars and courses to build specific leadership and functional skills. At Mahindra Partners too, there were new initiatives offering varied learning experiences or resources for each day of the month. Below are some key initiatives rolled out between April and October at the sector level as well as by individual businesses.

## PARTNERS PATHSHALA

Launched in 2018, the platform seeks to bring together relevant opportunities for continuous learning

across our portfolio companies. It aims to identify common learning requirements and design programs based on these needs. This leads to a relevant design of programs, lower costs and better synergy among our companies.

While initially focusing on only classroom programs in Mumbai, in its current form Pathshala offers diverse online opportunities to all employees. One such initiative is a 30-Day learning calendar, which was launched especially during the lockdown, to help employees reflect on how they can enhance their own capabilities and build a habit of conscious learning every day. This calendar covered concise learning bits in the format of articles, webinars, videos and even self-paced courses.

There is also a continuous focus on building specific skills in our employees through ongoing virtual sessions focusing on diverse themes delivered either by SMEs or experienced leaders.

## SIGNATURE LEARNING PROGRAM

One key aspect of the Signature Learning Program journey, over 18-20 months, is the strong emphasis on continuous learning through classroom sessions, virtual connects and everyday reflection nuggets. While this cohort meets once in 4 months, in the current scenario we had a unique challenge of providing rich learning inputs while maintaining the essence of the program.

## MINDGAMES

Mindgames is one of the most sought-after talent development and idea generation initiatives at Mahindra Partners. For the first time in 7 years, Mindgames season 6 finale was conducted from our respective remote locations. Season 7 too was scheduled to run virtually over a period of 3 months, including an engaging business simulation in round 1, business case presentation to an internal jury in round 2 and the finale presentations with 6-7 teams.

## MAHINDRA ACCELLO'S UDAAN

UDAAN focuses on capability development for

our Gen Next (for employees up to managerial level) across all our offices and plants. It has been specifically designed with the objective to nurture Gen Next leaders for the future and a goal-driven culture based on agility, to build and develop capabilities for the future, and to create a robust talent pool at Accelo.

The program focuses on the 7 leadership competencies classified further into 21 skills, behaviours and habits. The methodology is on KASH – Knowledge, Attitude, Skills and Behavior, and the programs are customized keeping the Accelo business context in perspective. Our Leaders as Teachers, lead Udaan and partner with Team HR @ Accelo in the leadership intervention.

## LEADERS TEACH SERIES BY MAHINDRA ACCELLO

Leaders Teach Series is an Accelo HR Best Practice focused on making knowledge accessible to everyone. A program facilitated by subject matter experts and Team HR, it benefits both the learners and teachers, as the learners keep learning and the teachers get a platform to expand their knowledge by sharing.

Even before the pandemic hit, we had gone virtual with Leaders Teach Series, understanding the wider reach for the program and greater accessibility and convenience to the employees. All the sessions are open programs where anyone can join basis their interest.

## MAHINDRA SUSTEN'S SUBJECT MATTER EXPERT (SME) WEBINARS

SME Webinars have been launched with the objective of delivering high quality, short duration learning sessions of 1-1.5 hrs by internal subject matter experts (SMEs) to employees spread across locations. Basis the training needs expressed by individuals and teams, SMEs are identified for developing a structured knowledge sharing session. These interactive sessions are delivered via video conferencing platforms wherein the participants can listen and/or view the presentation and learn from the materials shared by the SME.

Since inception, 6 SME Webinars have been conducted till date with most of it being conducted in this lockdown period.

## L.E.A.D. (LEADERSHIP EMPOWERMENT AND DEVELOPMENT) BY MAHINDRA SUSTEN

'L.E.A.D.' (Leadership Empowerment and Development) is Susten's Flagship Leadership Learning Program, a 6-month leadership journey carried out in 3 phases wherein people leaders across Susten are encouraged to discover their own leadership style and bring a project-based approach to self-development in collaboration with an executive coach.

## MLU DIGITAL LEARNING WORLD

MLU Digital Learning World (DLW) is a unified learning management system launched specifically for Mahindra companies. MLU DLW empowers learners to learn anytime anywhere from the world's best subject matter experts at the click of a button. Employees can discover and experience a plethora of online courses on various topics.

## L&D AT MAHINDRA TSUBAKI

Mahindra Tsubaki constantly strive to foster an environment that is conducive for learning and growth. Until March 2020, the team followed the conventional mode of Instructor-led Classroom trainings which included nominating employees to training programs organized by various agencies, participation in open trainings or inviting professionals and experts at our facility to conduct customized programs. Following the nation-wide lockdown in early 2020, the team explored technological platforms to enable employees to achieve their learning objectives.

In association with M&M's HR (Digital), they formally launched the platform for all MTC employees in August 2020. Additionally, the team also empanelled with English Language Teaching Institute of Symbiosis (ELTIS) for webinars on the English Language. These initiatives go a long way in impacting employees, directly putting them on the path to success. Here's what some of our employees have to say –



**Aditya Bhonde**  
*Sales Engineer, Mahindra Tsubaki*

Beginning with the very engaging sessions of Dr. Kalim Khan, Mahindra Partners have showered us with a very extensive but unique set of course offering. We are now very delighted to have these learning as part of our daily routine, which offers us an opportunity to realise, explore and apply a range of skills to our job. We are now more confident and efficient at all touchpoints, internal and external.



**Rushikesh Umakant Vyawahare**  
*Procurement Executive, Mahindra Tsubaki*

It is a progressive step for our Learning & Development journey; we used the lockdown to upgrade our knowledge, by attending various webinars and online training through MLU and ELTIS. The online mode made learning more convenient, since we could access the platform at any time. Having invested time in these learnings will defiantly be helpful for our professional life. Thank you for providing these very amazing and user-friendly education platforms.



**Mangalsingh Chouhan**  
*Deputy Manager – Subcontract, Mahindra Tsubaki*

These courses and webinars taught me to enhance my skills and helped me in my personal life. I was busy working from home and attending training sessions by HR partners throughout the lockdown. These trainings helped to build a habit of continuous learning and understanding new things. I was never so open to daily and continuous learning before Partners Pathshala. Through additional activities organized by the MTC HR team, I learnt to cook, to make origami, konmari method, fruit carving, Yoga, and to solve word jumbles. These activities and trainings kept me charged up and helped me deliver my work better. I was appreciated by our MD Mr Ravindra Vaidya for maximum participation.



**Subir Paul**  
*Engineer – Assembly Shop, Mahindra Tsubaki*

I took up the Growth Mindset program which was based on teaching differences between the growth mindset attitude and fixed mindset attitude and also how one can inculcate the growth mindset and nurture it. The visual graphics-based teaching method was very interactive and to the point. I've made brief notes of the whole module and go through them before starting my day. It has helped me to see, how taking up tasks beyond my responsibility offers me an opportunity to make my own tasks easier, understand my work better and make better decisions and eventually learn newer skills. I learned that our daily practices are nothing, but our habits and new habits can be learned with practice, which made me critically analyse my work ethics at work as well as at home and modify them for better. When I started working with this attitude, acceptance to change came easy.



**Sujata B Bande**  
*Sr. Engineer, Mahindra Tsubaki*

Before the lockdown, I was wondering if it was really possible for L&D in B2B through digital platforms. Kudos to our HR team who has made this a reality for us and given us the opportunity to upgrade our skills through various training sessions and programs.

While all the programs I attended help me in my everyday functions, one that comes to mind is the training by Skillsoft for Leadership Development – it was well-structured with a lot of illustrations and had helped me discover my inner strengths and hone my people management, decision-making, and critical thinking skills, amongst others.

With the help of all these learnings I was able to complete one a very crucial overseas assignment with Saint Gobain in a strict time frame.



**Vivek Rajendrakumar Singh**  
*Engineer – Purchase, Mahindra Tsubaki*

First, on the occasion of the 75th Anniversary of Mahindra family, I'd like to congratulate all the Mahindra family members. I feel fortunate to be a part of this huge family.

The pandemic has not been easy for a lot of us, but it was also a opportunity for us to see how we can make the switch to digital learning and self-development. The Partners' Pathshala email series, inspired, pushed and assisted us to self-analyze and develop by leveraging their various learning sessions, challenges, and webinars. Also, for me the most important, and one that kept us motivated and enthused was the email segment Kill the blues and Sparkles.



**Diksha**  
*Store Manager, Mahindra Retail*

I had attended many sessions during the lockdown on Partners' Pathshala; one such session was on Resilience. It was a very interesting session in which being resilient was considered as a core value, and mentioned how Mahindra has grown from the day it was established, by being resilient. This value that I picked up from that session has been tested time and again in the past 5 months when we reopened our Firstcry retail store in Delhi, and has helped us overcome several hurdles.



**S Sundhara Babu**  
*Deputy General Manager, Mahindra Waste To Energy Solutions Ltd*

I joined in Mahindra in 2012 and handled the All India Service under Powerol for Power backup products. At Mahindra, I got the exposure to take my own decisions on setting up the process and an opportunity to work on Powerol CSR for about 4 years. This was a different experience and in the Group sector company, our Powerol work was recognized for three consecutive years and bagged the Gold Award from Top officials. This was an entirely different experience and could get the opportunity to learn and become self-motivated.

The leadership quality showcased was helped to get into the new business opportunity which was entirely different from my previous experience i.e., from electronics field to Biogas (Biological process) field. This portfolio changed my work completely and helped me learn about different departments while also getting direct guidance from our Sr Vice President Mr Palaniappan.



**Krishna Prasad G**  
*Manager – Planning, Mahindra Retail*

My Experience of learning through SLP and other webinars conducted during the lockdown by the Partners' Pathshala has been really engaging and enriching. Potentiallife, which is a journey of personal development through positive psychology greatly helped me learn the science and psychology behind each of the concept and enabled me to shift and anchor at will. Mission Impossible Leader, which is a journey of understanding of self at the being level, helped me find my purpose and operate from that space. I take this opportunity share my sincere gratitude to the company and my team for providing me with this opportunity.



**Balasubramani Seran**  
*Assistant Manager (IT), Mahindra Retail*

Firstly, thanks to the team; I attended sessions organized by the Partners' Pathshala during the lockdown period, which kept me engaged, boosted my confidence and helped me focus on few areas in both my personal and professional engagements. The programs helped me identify my strengths and weaknesses, and in particular, the program on Customer Centricity & Business Analytics by Dr. Kalim Khan impacted me. I tried to implement a few learnings in our retail store post lockdown – I'm from the backend team, but shared these learnings with the frontend team and they were well received, implemented and resulted in improving sales as well as to know our customer needs and serve them better.



**Jagannath Ramchandra Tate**  
*Maintenance Technician, Mahindra Accelo*

I have been at Mahindra Accelo since the last 25 yrs. When the pandemic hit the world and organizations went into lockdown for 4 weeks during the months of April and May 2020, our company swiftly decided to conduct online training programs, which enabled us to upskill and deliver better. We conduct DWM meetings every day so that proper coordination between employees in different departments and the management is ensured. Any day to day problems are resolved immediately hence an enthusiastic environment amongst workers is created. We are thankful to our management for adopting this system in our company.



**Ganesh Ramesh Yewale**  
*Line Operator, Mahindra Accelo*

I have been an employee at Mahindra Accelo for over five years now. When the company implemented TPM, we were imparted trainings that helped me view TPM pillars as my friend because of which I understood the concept of 'My Machine' and I started to take care of my machines.

Similarly, we were also imparted the training on 1S & 2S, Safety, Fire Fighting, One Point Lesson, Positive Thinking. These trainings came in handy in my social and family interactions. Now I am skilled in attending to any break downs of machine, thus improving the quality and quantity of production.



**Yogesh P. Badekar**  
*Line Operator, Mahindra Accelo*

I have been with Mahindra Accelo since 2003. The management has always taken the effort to enhance the skills and quality of employees for fulfilling the demands of customer in time. The Company has imparted various trainings to us. Especially the 1S and 2S trainings have benefited us a lot in our personal as well as professional lives, helping us get thorough product and process knowledge, and further sharpening our skills.

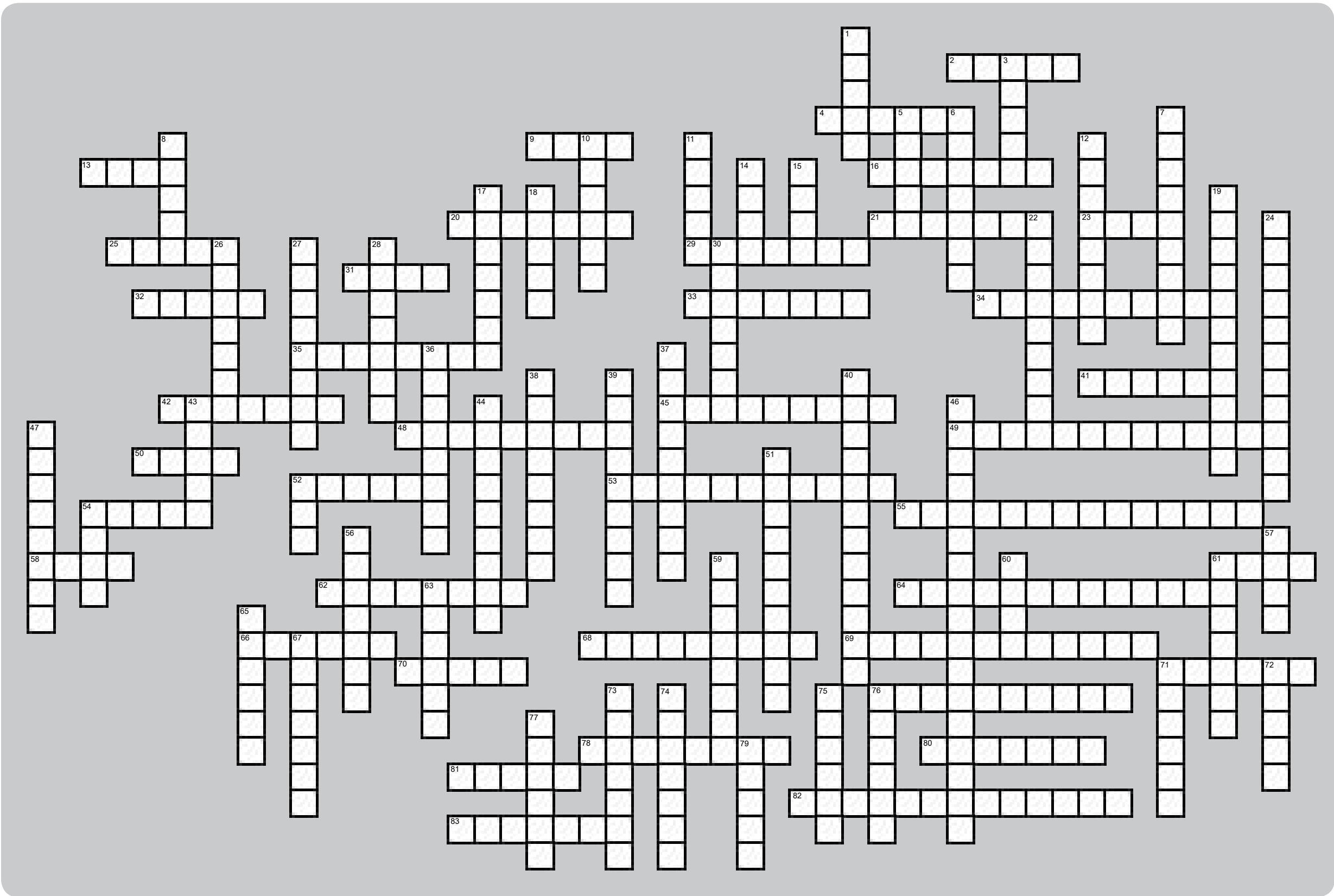
## THE WAY FORWARD

The pandemic has reinforced that plans can be replaced quickly, and new ideas emerge from completely unexpected events, which seemed impossible before. In the last few months, it is evident that today's organizations and employees are pro-technology and that the future could belong to virtual learning and shorter interactions providing more time between sessions to strengthen learnings.

The top priority will continue to be alignment between the learning strategy and key business objectives, while the crisis has presented us with an opportunity to transform learning to something never experienced before. The way forward is completely dependent on how we respond to this change; either we can play it safe or choose to further rethink and re-engineer the overall L&D vision to thrive in the new normal.



## THE GIANT CROSSWORD



## ACROSS

- 2 Last November, our Mahindra SUVs set out on an Indian travel expedition to this scenic valley in the Himalayas
- 4 Our Partners portfolio company which showcases expertise in AI and chatbots
- 9 The country's first mobility app launched by Mahindra Electric
- 13 The company launched in the renewable energy space by Susten
- 16 Mahindra FirstCry products for infants are available under this brand name
- 20 TechM's partnership with this New York and Munich based organisation, will help in the digital transformation of the companies' customers globally
- 21 This Mahindra vehicle, a thrilling roadster electric concept with a fun convertible mode was displayed at the Auto Expo2020
- 23 The newest car launched by Mahindra
- 25 In January 2019, MLDL signed an agreement with the Maharashtra government to develop an ecofriendly global tourist destination here
- 29 A part of the Mahindra Partners portfolio, these home healthcare providers offer post hospitalization care under the brand 'Nightingales'
- 31 Today, we will set an example for the world. With boldness. With confidence. With relentless optimism. This is our \_\_\_\_ Manifesto

- 32 The venue for the SLP (Signature Learning Program) phase 3 in May-June 2019
- 33 MWUL operates mainly in this area near Coimbatore
- 34 The newest business being launched and incubated at Mahindra Partners is
- 35 This Japanese telecom company has invested \$400 mn in our portfolio company FirstCry
- 41 Mahindra's FES has entered into a strategic alliance with this Swiss firm to provide futuristic agronomic solutions to the global farming community
- 42 MLL partnered with this lubricant manufacturer to help them to strengthen their supply chain
- 45 The annual case study competition held by Mahindra Partners
- 48 TechM and Samsung, together have launched this unique blockchain platform with the ability to deliver customizable application services in the Indian and global markets.
- 49 He was the Co-Chair at the Global Climate Action Summit (GCAS) in California in September 2018.
- 50 This year, Mahindra Partners is launching a Rewards and Recognition platform called
- 52 MACE entry into this country has opened new doors for the Mahindra group
- 53 This premium brand which is part of the Mahindra group, is celebrating its 90th birthday this year

- 54 Mahindra Accelo's Coffee table book celebrates 75 years of association with this country
- 55 Mahindra Partners' investment in May 2019
- 58 The newest Susten project inaugurated by the Prime Minister in MP
- 61 This is India's first authorized recycler of vehicles
- 62 This Bollywood actress is the brand ambassador for XUV300 #HerDrive campaign
- 64 The newest Mahindra company to join the Partners portfolio
- 66 In 2018, our SLP participants raised funds for this Foundation for underprivileged, differently abled children (Hint: the Hindi word for Hope)
- 68 Ajinkya Rahane, Vice Captain of the Indian Test Cricket team, will be the brand ambassador for this M&M group company, with a focus on growing avantgarde organic food supply chains
- 69 The gala evening of the Partners conclave Feb 2019 was here
- 70 How many airbags does our XUV 300 offer
- 71 Accelo have entered the business of structural steel for solar panels and construction industry under this brand for Purlins
- 76 This program introduced by MIBL aims to increase insurance awareness in rural markets and drive financial inclusion in India (Hint:

- The Hindi word for Partnership)
- 78 Mahindra Finance has recently partnered with this leading global financial services group based in Canada
- 80 Accelo's latest factory is being built here
- 81 Mahindra has partnered with this company for the market launch of its locally assembled pickups in East Africa
- 82 Mahindra Susten's new subsidiary in Mumbai
- 83 In October 2020, Mahindra introduced new features like Android Auto, Apple CarPlay in this flagship SUV
- DOWN**
- 1 The Lifestyle magazine associated with the Mahindra group
- 3 Susten has started their first international facility in this country, to provide cutting edge solutions in the area of energy conversion
- 5 Our coffee brand which debuted in Paris in 2017
- 6 Mahindra Marine operates under this brand name
- 7 In July this year, the Mahindra University was launched in this Indian metro
- 8 This Mahindra vehicle won the 1st place at the King of the Hammers race that combines desert racing and rock crawling, and is one of the toughest one day races in the world

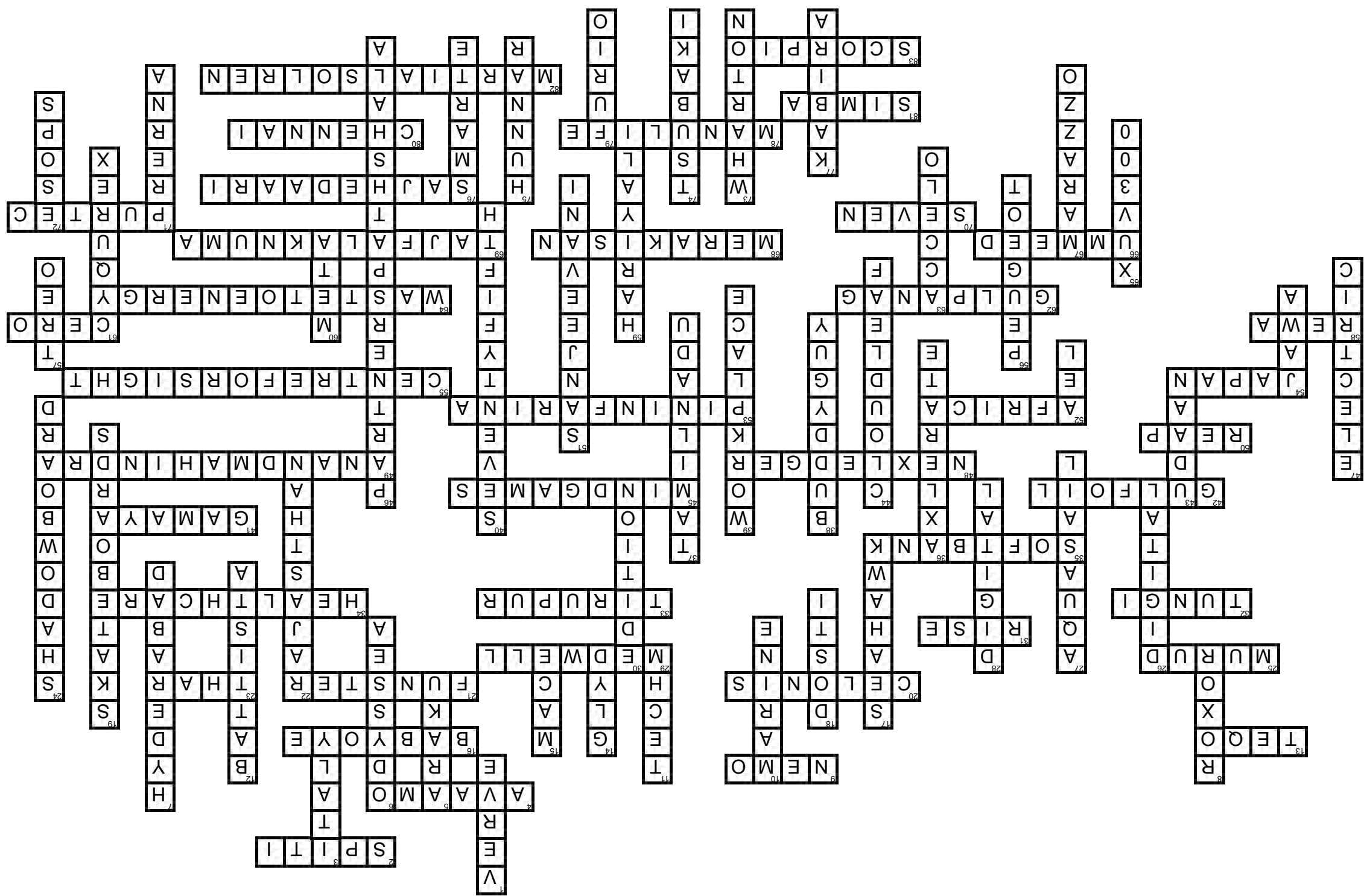
- 10 The Partners portfolio company which doubled its turnover from 2017 to 2018 Mahindra
- 11 This Mahindra company has tweaked their logo to convey solidarity in the global fight against COVID19
- 12 This is Mahindra's luxury EV launched by Pininfarina
- 14 Premium tech-based e-mobility service launched in Mumbai on select routes
- 15 This Partners portfolio company focuses on engineering consulting services in areas of infrastructure
- 17 Mahindra Powerol launched its new range of engines which are designed with best in class fuel efficiency
- 18 An Accelo initiative which celebrated friendship (Hint: the Hindi word for friendship)
- 19 These are the new modular electric vehicle platforms which Pininfarina, Bosch and Benteler are collaborating, to provide car manufacturers with
- 22 Susten's largest single rooftop solar project commissioned in this Indian state
- 24 This is a unique initiative for young minds to come up with innovative business ideas at Mahindra group

- 26 Mahindra launched its nextgen 'World of SUV' dealerships, by harnessing the magic of this technology
- 27 Partners' latest investment is in this sailing company
- 28 This council was established to further drive the marketing efforts of our Partner companies
- 30 The country's first Premium used cars franchise network launched by Mahindra First Choice Wheels
- 36 The functionality building program at MLL is called
- 37 Mahindra Marine's new solar electric boat launched at Project Tiger Reserve in the state of \_\_\_\_
- 38 This most iconic artist performed at the Mahindra Blues festival this year
- 39 Facebook at Work is also called
- 40 This year, 2020, Mahindra is celebrating its \_\_\_\_ anniversary
- 43 Flagship learning program at Susten (Hint: the Hindi word for flight)
- 44 The tagline of this Partners Portfolio company is 'Digitizing the Physical world'
- 46 This is the L&D Program by Mahindra Partners

- 47 'Spark the New' is the new tagline of this Mahindra company
- 51 This MLL initiative is a framework to maintain harmonious industry relations (Hint: the Hindi word for immortality)
- 52 Mahindra CIE acquired this Aurangabad based company, thus marking its entry into the aluminum diecasting industry
- 54 This brand commands a nostalgic value in the hearts of motorcycle lovers
- 56 Mahindra Two Wheelers Europe, will acquire 100% ownership of this French company
- 57 This Mahindra Electric 3-wheeler range is powered by the latest lithium ion battery technology, which is more durable and requires lower maintenance
- 59 Launched in 2007, this is the 'Green' initiative of Mahindra (Hint: the Hindi word for greenery)
- 60 Mahindra recognizes excellence in theatre with these popular awards
- 61 TechM has entered into a strategic partnership with this company of Hinduja group for offering solutions in cyber security
- 63 Maze Ghar, Mazi Factory initiative is part of this portfolio company
- 65 This Mahindra car received the 'Safer Choice' award, by the Global New Car

- Assessment Program, the 1st ever car in India to win this global recognition
- 67 Silent like a shark; smooth like a shark. Which Premium Mahindra vehicle am I?
- 71 This initiative of our FES has empowered our women farmers with opportunities, training and equipment to be better skilled and more productive in farming (Hint: The Hindi word for inspiration)
- 72 The M&M platform offering all employees social work volunteering options
- 73 Our Chairman Emeritus Keshub Mahindra's Alma Mater
- 74 This Partners portfolio company deals in the supply of bulk handling equipment for Cement, Power, Steel, Fertilizer industries.
- 75 Project initiated by Susten for providing vocational training and encouraging a sustainable and environment friendly lifestyle to villagers (Hint: the Hindi word for Skilling)
- 76 MOU signed with this electric vehicle fleet operator marks for Mahindra, a step closer to an electric future
- 77 The Mahindra cultural festival which is celebrated in Varanasi every year
- 79 The launch of these trucks is set to make Mahindra a full range commercial vehicle player

## ANSWER KEY





# It doesn't matter who you are, what your educational background is, where you work, or what your designation says.

## As long as you can inspire others to RISE, you belong to Mahindra

SHYAM PATIL, MITESH JADHAV, VINAY DALMIA, ZHOOBEN BHIWANDIWALA, RAKESH NARVARIA, HAKIM TAMBOLI, SHASHI KANT RAJ,BHAR, BALASUBRAMANIAN B, DNYANESHWAR S PATIL, KANNAN M. DILIP BHANDVALKAR, SHREENIVAS THAKUR, PRASHANT MEHTA, RAGHU RAMULU KARKAPATLA, MAHENDRA SINGH, NITIN BHANDARE, ROSHANI THAKARE, SANJAY NAIK, VIGNESHWAR SELVARAJ, SOMASHEKHAR, SHIVAM GUPTA,ANISH MISHRA,NEERU SINGH,DHARMBIR KUMAR,SUDDALAI NAINAR,MURAPANDI SUDHARSHAN,RAVI SHARMA, SHANMUGAM,DILIP SINGH,DASARI NAVEEN KUMAR, Y BHAVANI PRASAD,RAJESH KUMAR,JAIPAL SINGH,KISAN LAXMAN SHIRKE,GULSAN HANSRAJ,KATRE,SHASHANK SINGH,GIRDHARI LAL YADAV,DINESH PRAPAJPAT,SUMIT SUBHASH GAYKHE,PRANAY PRATAP PATIL,AMIT KUMAR SINGH, BABASAHEB POLE, ASHISH BHAGRA, SUMIT ABROL, PRAVEEN GUPTA, PARAG SHAH, MUKESH YADAV, PINTU PRASAD, SRINIVAS BIRA, BAVANI S, DINESH KUMAR, CHANDRESH KUMAR, VISHNUPRASATH E. AJAY V. PAWAR, MUKUND ARANKALLE, NENGNEILAM HAOKIP, MOHAMMED AKEEL, RESHMI C. JONAS, LALIT YADAV, SAGAR JADHAV, SUJIT POTNIS, AVISH JAIN, AKASH FASATE, AKHILESH KUSHWAHA, CHHOTTE LAL MO, MERAJ MANSOORI, SHAILENDRA SINGH GAHARWAR, VIVEK KUMAR PATEL, SATENDRA PATEL, JAY PRAKASH TRIPATHI, NEERAJ KUMAR SAHU, SHRIKANT TIWARI,RAJNIKANT SAHU, ANKIT KUMAR PANDEY,B YOGESH,PARMAR JAYSHREHAI KANTIBHAI,DARJI BHARGAVBHAI GOVINDBHAI,RANDHIR KUMAR SINGH, ABHISHEK, SUNNY TALWAR,MAHESH KUMAR,GURPREET SINGH,HARJINDER SINGH, RAJKAMAL AGARWAL, NILESH KADLAG, SIDHANT CHAMBLYAL, AMITAVA SINHA, ARVIND TIWARI, PRAKASH SHELKE, GAGADHAR KARROLLA, BHAGIJARAJ V M, CHANDAN KUMAR, SAKTHIVEL M. GANESAN K, RITESH PRASAD, AMEYA SARDESAI, SANTOSH RAUT, KRISHNA RAO SATYABALA MENTRI, PRAVEEN KUMAR, PRASHANT GOPAL, BASANT JAIN, VINITA WAJGE, SRUJAN KUMAR RAGUPATHI, S SAI SHRAVAN, MANDADI CHINNA SREEKANTH REDDY,PURUSOTHAMAN,RAJESH KANNAN G,DHARSHING DEVENDER,PRATHMESH SATISH GIRADKAR, VISHAL LAXMAN LENGARE, JITENDRA NAKHATE,POTTHARAJU RAVI,NANDODARIYA PANKAJ,KUMAR LAKHABHAI,CHANDAN CHAUHAN,SATISH KUMAR YADAV,PRADEEP KUMAR,GAJENDRA SINGH,SOMANATH K, ASHOK YADAV,PAWANDEEP SINGH,RAMKUMAR KRISHNAMOORTHY, KUNAL DESAI, DURGADAS RUKHANE, SUBHAM SINGH, RAKESH KUMAR, SACHIN KOLEKAR, NAVNATH BUCHUDE, SANTOSH BHALERAO, BIJU PANICKER M, ROSHAN MOHAN SANDIM, RENGHA DURAI M, VIDYADHAR YADAV, AJAY GULHANE, NISHIKANT PANDIT, MOSHE DAYAN RAOVORI, RAMAKANT PATIL, ROOPA A. SHANTANU UPASANI, NEHA SAWANT, AMIT SINGH, RAGHU, PASPUNURI SRINIVAS, A SAI PRANAV, A SURENDRA, BANDI SRINIVAS, BINGI VENKATASWAMY, BOYA LAKSHMI, DHARMAJIGARI SRIDHAR, GOLLA SIVA, K BHARATHSIMHA REDDY, KODEDDU BUJJIBABU, KONNURU VENKATESH, MEKALA RAJINIKANTH, MUTHI MAHESH, NAINI NAGARAJU, NAINI SUDHAKAR, PALLE JANARDHAR, PALLE SANJEEVULU, RANGAM TULASI RAM, GAJJJI ULIGAPPA, YOGESH HANAMANT GHODAKE, AHTESHAM ALI, RAJA SAB B, MITESH SHAH, SHRIKANT LAMBHATE, AKASH KUMAR, SHUBHAM PANDEY, RAJEEV GAIKWAD, SANDIP PATIL, SHAILENDRA YADAV, CHANDRAMOHAN M S, AJIT PANDURANG SAWANT, KARTHIK R. BHUSHAN NALAWADE, NAVIN BARAD, DEEPAK PANI, HARISHCHANDRA D SUTAR, PANKAJ, KUMAR RAY, SHUBHAM, HARSH MISHRA, MONARK TRIVEDI, ARCHANA KHANOLKAR, VIKAS BHIMRAO JADHAV, M KARUPPIAH, SAINATH DIGAMBAR KAMBLE, OMKAR DEEPAK PAKERE, MARUPILLA SAI VENKATA KUMAR, BHEEMAVARAPU SUBBA REDDY, TAVRE DINESH KUNDLIK, KAILASHBHAI JAYNATHI PUROHIT, KANTIPUDI HARI HARA NANDHAN, PARI ATHIMOOLAM, HANSRAJ GAUTAM, ARVIND CHAUHAN, ANIL KUMAR, ANIRUDHRAJ RAI, SONU SADHAV WAGHAMARE, SACHIN NAGOURAO HONMANE, RAMAYAN CHAUHAN, SRIDHARA M B, ZAEHER DHARWAR, PRASHANT TRIMUKHE, RANA D, VIKAS GOSAVI, DHIRAJ CHAURASIA, RAHUL NIMBKAR, RAJ KUMAR MALI, EDWARD SAMUEL RAJ, SACHIN GOVIND SONAVANE, FRANCIS G. ABHIJIT AUNDHE, ANAND ASUDHE, VINAYAK KALE, MUDASSIR MEERAHMED QUADRI, KRISHNA KUMAR JHA, NEERAJ, NARENDER RAMA, PALLAV DHARA, VISHAL PANDYA, R MANIMARAN, DESHRAJ, Y PHANI BABU, MODABOINA SURESH, SANTOSH MISHRA,HARSHIT UPADHYAY, SHARAT BAMMANNI, VENKATA SUBBA REDDY, TANK ASHISH SANJAYBHAI, BHAIIRON SINGH,RAMESH KUMAR PADHI,MOHIT SINGH, ANIL BHOSALE, AMANDEEP SINGH, CHAUHAN PRAVINBHAI,MADAN SINGH,MANSANGBHAI BAGDA, MURALIDHARANAYKA RAJENDRA SINGH BHATI, SATISH KUMAR PANDEY, THANNEDI SATISH, CHANDAN VISHWAKARMA, ARCHANA DALVI, RAHUL KASAR, SURJEET BAGUL, BHAU KACHARE, PUSHPENDRA TIWARI, PRASHANT PATIL, NAGENDRA YADAV, FAHIM RAASHID, SUSHEEL SHYAMSUNDAR RAJBHAR, VIVEK V. GIRISH PADMAN, RUSHIKESH VYAWAHARE, PRASHANT INGALE, CHANDAN VISHWAKARMA, RAJASEKHAR N REDDY, SANDEEP NAIN, RITESH UPADHYE, HITESH TALAVIYA, SADHU ROHITKUMAR, AHIR VIRAMBHAI, AYAR VIRAMBHAI HAMIRBHAI, SENVA SANJAYKUMAR, YUVRAJ SINGH, DHARVENDRA SINGH PARIHAR, PATEL PARESHKUMAR BHIKHALAL, PATEL ANILKUMAR NAVINBHAI, SWAROOP SINGH, SHYAM LAL, SUSHIL NANDAKUMAR PAVANSKAR, BHAWANI SINGH, KAVALI MAHADEV, MANOHAR SINGH, MUKESH SHENDE, NIKHIL RAJ GAWALI, SAGAR JAGADEVAPUJA BENEKAN, SURJA RAM, SHAIK AKBAR, G RAGHAVENDRA, PETERASP PANTHAKI, SACHIN KAVILKAR, VENKATESH M R,RAJESH GOYAL,MANOJ SHARMA, JEETENDRA SINGH,DHIRENDRA SRIVASTAVA, GANESH K. GAUTAM CHANDRA YADAV,MANIGANDAN M,HEMANT KULKARNI,NITIN KOLHATKAR, ADILSOHEL MOGAL, SAVITHA SHANKAR, SOHAN LAL, VIMAL RAJ, YASHA, SHISHIR BHAGADE,MANMOHAN SINGH RANA, ANILA NAIR,DILIP KUMAR SWAIN, BANAGANI SUDHAKAR, SOKHJINDER SINGH, YOGESH ALIAS YASH RAJESH LAVHATE, HARESH KHUADI, PAWAN KUMAR, AMOL SADANAND SHINDE, AKASH SANJAY PATIL, NIRAJ KUMAR SINGH, JASWANT SINGH, TELUGU RAJESH, SATINDERPAL SINGH, POLDAS NAGARAJU, PERUMANDLA SIDDIAIH, KETHAVATH RAJENDER, CHINTALA NAGARAJU, BORJA SINGH, BOKURI NARESH, AMANDEEP RAM, MALA SHANKAR, PAWAN GAUTAM, MITESH JOSHI, DINESH BHOSALE, ROOBAN RAJ M, ABHISHEK KUMAR SHARMA, VINEET SINGH, SACHIN SHETE, PRASHANTH KOTHAAPALLE, BACHCHELAL, AJAY KUMAR PATEL, SASIKUMAR N, VIJAY PAWAR, NAVEEN BHAT, SUBIR PALI, MINAKSHI, KIRTI SUBBA, ISHWAR DEVUTTA SAXENA, RAMVEER S. FATHIMA I, PRADEEP TYAGI, GAURAV MISHRA, SACHIN GUPTA, SHOVIDHRA SHARMA, CHEKKA SUDHAKAR, DEVAN ETTI, ROSHAN GOPINATH SANGARE, PRATIK PRAMOD HATISKAR, AKSHAY NARAYAN BHANDARE, DINESH K. AKSHAY SANJAY THORAT, KUMAR ANUBHAV, VISLAVATH BHANU CHANDRAN, RUPINDER SINGH, RATHLAVATH SHANKER, DILIP SINGH, KULWINDER SINGH, JARNEL SINGH, DINESH KUMAR, BOYA LAXMINARAYANA, AMANDEEP SINGH, GUNNELLY FAZLUDDIN, VINEET PANDEY, SHIVAM SHUKLA, PIYUSH SOONEE, KARTHIKEYAN S. AHIMAAZ D, SAURABH CHANDRA PATEL, RAVI KUMAR MALVIYA, SANDIP KALBANDE, G KARTHIK,GANESH PRABHU M, ASHISH KUMAR PATEL, KARUPPUSAMY S, SANJEEV JOSHI, SAGAR NALE, ADITYA BHONDE, KRISHNA PRASAD G, DIVYA BHARATHI S, SARJAN K PATEL, RAJIV TYAGI,MUKHTAR KHAN,SAULADIN MOHAMED, KIRAN SHANKAR KEDARI,MULA LOHITH KUMAR, BABUBHAI VIRABHAI BHANGI, GORAIYA DASRATH RAMESHBHAI, CHAVDA DIPAK DEVENDRAKUMAR, SOLGAMA PRAVIN DILUBHAI, JAGSEER SINGH, GANPAT RAM GAYNA,MANOHAR RAM, ALI KHAN, AKSHYKUMAR SEVANTILAL BHOJAK, EDUNOORI BALAKISHAN, VEMULA SHEKAR, JITENDRA YADAV, NAVEENKANT MISHRA, UPENDER KUMAR, AQUIB HAROZ, ANTU MAITY, THAKOR HAMIRBHAI, SIDDHI PRAKASH TELI, PERSIS HATARIA, JAYESH TAWADE, VELU K, MURALIKRISHNAN R, NITIN TANWAR, LALIT PATEL, GURUDATTA BODAKE, ABID SHAIKH, GANESHKUMAR G, MUKESH KUMAR PATIL, MEIYAPPAN T, MANISH KUMAR, RAMAKANT SURYAWANSHI, AJAY KUMAR ANTHWAL, SARAMJEET KOUR, KONCHA VIJAYA LAKSHMI, SHYAM SINGH, TINA SARMA, VISHAL GOLIPKAR, GOPAL S. PUNEETH KUMAR M,RAVI KUMAR, VIKRAMSINH LALSINH ZALA, CHAYDA SUNIL BABUBHAI, SOLANKI NAROTTAM SOMABHAI, ZAMOD KISHAN CHAMANBHAI, SEVA RAM, MEHULKUMAR OZA, MANPREET SINGH, MOHAN RAM MEGHWAL, RATIK RAJENDRA CHAVAKKAR, GOHIL SANDIPKUMAR PRAKASHBHAI, KARAMPURI BHANU PRAKASH, ANAND VISHWAKARMA, RAKESH RATILAL GAVALE, RAHUL TOPNO, ASHTOSH GUPTA, HARVINDER SINGH, RUSTOM VESAVEVALA, BABARAJU DHAKNE, JITENDRA PRATAP CHANDAN BISWAS, BASANT KUMRE, LAXMAN MAHALE, NAVNATH BUCHUDE, GAYATHRI S, ABHISHEK KUMAR, KARTHIK K, DINESHVJIJAYAN S, CHETAN CHAUDHARI, RAJESH BALGUDE, MISHRA RANI CHANDAR, ANAMIKA BHARTI, ASHWINI SG,RAHUL P K, SHAILENDRA MITTAL, SACHIN PATIL, PAWAN KUMAR, PRAHLAD SINGH, KONDISETTI USHAKANTH, NITESH BANJARJA, RAHUL DHAKAD, ARJUN BANJARDA, RAJESH KUMAR, VALANI KIRANKUMAR PRABHUBHAI, RATHOD LALITKUMAR BHIMABHAI, PATEL JAYESHKUMAR, PANCHAL BHARATKUMAR DALPATBHAI, KURESHI SARKUBHAI GANIBHAI, NAVDEEP SINGH, ZINZUVADIYA HARISINGH DALSUKHBHAI, HARDEEP SINGH, MANPREET SINGH, JASPAL SINGH, AKASHDEEP BANSA, VIJAY SINGH, SHAMSEHER SINGH, HITEN GHELANI, RESHMA NAIR, DAYANAND WAYKAR, RAVI PODDAR, AMAN RAIKWAR, PUNEETH SHUKLA, MUKESH SHEJUL, DIPAK GAIKWAD, IMRAN KHADER MOHAIDEEN V K M, PUSHPANATHAN A S, NILESH PAWALE, AJIT DESAI, VEDANT BOTRE, MOHANSINGH MOOLCHAND SEN, PATEL DHARABEN PINKESH, POOJA, SANDEEP JADHAV, MONIKA RATHI, SURBHI BOHRA, JAYRAM PRKASH BAGUL, MANOJ KUMARSAAHU, ASHOK PARMAR, ASHWINI VITTHAL MORE, R SATHISH KUMAR, RAMESH S N, MADANKUMAR, RAMESH B, RAHUL N CHITTE, SIGAMANI R, KISHOR PINGLE, SAGAR NALE, OMPRKASH VERMA, KAMESH BALAI, UDAY GURAJAR, BANSILAL DHANGAR, SWAPNIL PASHTE, BHUPINDER SINGH, MOHMMAD JAVIED, BIRBAL SINGH, JAGSEER SINGH, JAGTAR SINGH, MAKHAN SINGH, CHAPATHI NAGA SUBBAREDDY, VINAY MOHAN, GANAPATHY M, P JEYAKUMAR, JAKHADI YASHODHAN, DIVYANSHU PANDEY, NARAYAN DHARMADHIKARI, SAGAR PAWAR, INDUMATHI B, DHANANJAY SHUKLA, SAKTHIVEL K, SHANMUGAM T, CAPTAIN PRABHAKARAN, DEENAR APTE, NUSRATH NAZREEN, RAKESH KUMAR GOUD, SEMULLA H, PRIYA R, AMAN KUMAR MAURYA, PRATYUSH SHUBHAM, DILIP NARAYAN ADAADWAE, MARRIBOYINA RAVI, PARMAR MANUBHAI HEMABHAI, YERRAGULLA NAGARAJUNA, DEVAYATHBHAI NARANBHAI AHIR, KIRAN KUMAR, PRAVEEN SHAH, SACHIN PAWAR, DEVARAJ B, IRSHAD ALI, SIDHAPPA C PUJJARI, BHUPENDRA SINGH JAT, VISHAL PRABHAKHAR JAGTAP, SUNIL BHAGWAN BHILADE, SHARAD ASHOK NIKHUMBH, LAXMAN RAGHUNATH SONWANE, PANKAJ RAJENDRA JADHAV, KAPIL SHARMA, SURAJ TANAJI BHASAR, SHERNAG KAPADIA, KARTHIK S. KARTHIKEYAN D, DURGA PRASAD, RAJESH KUMAR AHIRWAR, RAVINDRA CHAUDATE, VINOD BAVARATHI, JANARTHANAN M, SHYAM PRAKASH PATEL, VIJAYAKUMAR D, SAMBHAIJI KADAM, AMOL GAIKWAD, SARITHA JAIN, LUBNA FATHIMA, GAJENDRA SINGH SOLANKI, JAGVINDER SINGH, SUBHASH CHAND, TUKARAM PANCHAL, NISHANT RAJ, AJAY KUMAR GAUTAM, ANKIT TIWARI, KAMAL KUMAR, PRAVIN BABURAO HOWAL, RAVINDRA VASANT THORAT, PRASHANT VEDU BAGOL, ARVIND KRISHNA SONAWANE, DHARMENDRA SINGH PARAMAR, SHRINATH VIJAY AGAWANE, PRASAD SANJAY KULKARNI, HANSRAJ THAGRIYA, BISHWANATH BHARGATI, TANMOY GARAI, SUDIVYAN KUMAR SINGH, TEJAL EKNAKTH GODE, BOPPINNEEDU JAGANMOHANARAO, GAJINLA SUMITH, BANWARI LAL RAJAPAT, SUSANNE RODRIGUES,AKHAND SINGH,SUDHARSHAN POLU,MRIDUL CHATTURVEDI,CHANDRANKANT G NAPHADE,NIMISH SAHU, DNYANESHWAR RAMO RUPESH VISHWAS TAMBE,SASTIKUMAR K,SMITA KUNINATHUALLY,VIKRAM PATIL,RAMA RAO DUSI,GADDAM RENUKA,DEEPIKA MALVI,RENU SHARMA,UMMUL BANI,SARVANAN DAKSHNAMOORTHY,MOHAMMAD SHAHID,LALIT KISHOR SHARMA,KOMALAPATI GABRIEL, BHAGWATI PRASAD SHARMA, J JEYAJYOTURUGAN, VYKUNTHARAJU G, JYOTIRANJAN SASMAL, UPALJI ANMURTHI, RISHAY KUMAR, MOHAMMED ASIF, UMAD SINGH, CHARAN SINGH, NAGARAJU D, VISHAL PARAB, KRISHNA MURALI, KRISHNA PRATA SINGH, ABHISHEK KUMAR, M NETHIAJI MANI, DEEPAK KUMAR, KULDEEP BISHT, RUPESH KUMAR, ARJUN SINGH GAUTAM, BHUSHAN CHAVHAN, VASANTHANA KUMARA P, SUMEDHA SHUKLA,RAHUL GARG, SUHAIL, RAZA MIR, K S MAHADEVAN,RAHUL KUSHWAHA,RAVI CHELI LIHA,NADAR,NIRAJ VALAND, JYABAL M,KAVIAR, ARUN HARJI SURVE, SIVAKUMAR M, LOGANATHAN VIKRAM PANDIT,SWAPNIL SHENDE,NIKHIL PANDEY,RAJAKUMAR S,RANGANATHA B,VINESH KUMAR D,RAM KUMAR,TRILOK SINGH CHARAN, ANKIT DIWAN,BABU SAHAI,RAJESH KUMAR,VINUKONDA NAGARAJUNA, BARAJ, KISHOR SURAYAVANSHI,GAVINOLLA NARSIMHA REDDY,MAHENDRA PANDHARINATH SONAWANE,KANDAKATI VIJAY KUMAR,SAGANDEEP SINGH, THUM NAVEEN BABU,RAJESH KUMAR, ATUL KUMAR YADAV,PARESH PRABHAKAR MONDE,SIDHRAMESH,SRIDHARA G, MANCHALA SAI SURESH REDDY,SHANMUGARAJA RAMASAMUDH,HEERAJ BHARGAVA,LAL CHAND B H,SHERASHIYA KANTIBHAI VISABHAI, SAJAL SABOO, DIWAKAR SRIVASTAVA, KHUSHBUBEN PATEL, PRADEEP GAJSHIYE, V GURUVAYURAPPAN, KIRAN TUPKE, JAYA KRISHNAN M, KAVIDASS D, KANHAIYALAL PATEL, SENTHILKUMAR G, PRADEEP BHAYE, GANESH KHEDKAR, BALASUBRAMANIAN SERAN, JAVEDKHAN A PATHAN, RANJIT NAIR, RITU VERMA, VIKRAM KENJALE, DHARWAL MAIKYANA, VIJAY PRAKASH, RAJAKUMAR SOKKAPPA, BANDARU NAGARAJU, KURMANNA P, MATTHARI RAJAHAI, G MADHUKUMAR, RAHUL PARASHAR, ANIL KUMAR, ANJANEYULU N, KHALID SAYED, BHIM SINGH, KHALID DAN, AMRIT LAL, ARJUN DEVI, SHINDHRA KUMAR SHUKLA, MARIAPPAN M, NANNKISHOR PARAB, SUMIT SAINI, DEEPAK KUMAR, NAGDANBHAI RAMABHAI AYAR, VAGABHAI KAJHAI AYAR, SANTOSH KUMAR, JAYDEEP GADHVI, RABARJI JAGBHAJI MOBHAI, SAMPIDHI DADIA, VIJAY ARORA, VISHALKUMAR CHAUHAN, PARITOSH SARKAR, AKHIL, M.P. ARJUNRAJ V, SANJAY JOSHI, JAYAVANSHI RAN R, KALUSALINGAM, K AMIT, ASHOK JADHAV, ARUN KUMAR V, J PAUL LEON, AMIT SHRIYASTAVA, MANJUNATH NIKHIL SARMA, NITIN JYOTHI, SHRIVASTAVA, VANITHA, SATYENDRA DUBEY, HEMANSHU GOYAL, RAJESH SHINDE, JADUL SINGH, C BABU, NEEL SURENDRA PAUL, NARESH RAJORIA, BHAGAWAN SHAY, RAMESH CHANDRA, SHAKTI SINGH, RAMKARAN KHERIA, RINKU SINGH, ABHJIT ASHOK, JADHAV, D SUBHAN, AKSHAY SINGH, UDAY RAO, RAVIPATI, DURG, PRASAD MADHU, LAI PRATAP SINGH, AMIT MARNE, SIVANAND KARANASVELL, OMBER SINGH, PARESH KOGANE, PRAKASH SHUKLA, SOHAN SINGH, SRAVAN L CHAUHAN, MILIND RUPAWATE, KASTURI RAO KUMAR, SHAILESH SHINDE, PERCY MAHERPNOSH, AMIT DHAMECHA, JITENDER JHARANIYA, SAGAN PRAKASH, KUNAL PANDIT, JONE JERITTA D, JUSTIN KUMAR S, SAMSUDDIN, SATISH N, RUBAN PRABU D, SATTYAPPA ARBHAYI, BRAJAKISHOR PANIGRAHI, GIRDHARILAL D TANK, PRASHANT PANDEY, SARITA SHARMA, SAMIKSHA SAWANT, DAMODAR SHARMA, RAJU AKULA, JAGANNATH, TARUNKUMAR SHANTILAL, PUROHIT, CHILIKESHWARAM RAJU, MANDAVA VINOD, MANISH KUMAR, PHANEENDRA CHELLA, SAGAR MONDAL, MADHVI PANDEY NAGARAJAN M, R. MUDASSAR ULLAH, SURESHKUMAR VISHNU, MANUEL FERNANDEZ, UJJWAL BHATTNAGAR, RISHIKANT BHATT, SUMAN KUMAR, VIJAY SADIWLEKAR, MEGHANA MOSES, NAMITA DHAVALTE, TEJAL CHAUDHARI, MAYANK PANDEY, SRINIVASULU C, PAVAN KUMAR PATEL, PIROJSHAW SARKARI, MADHU S, SHETTY, PRASHANT PATIL, ANKIT KUMAR MALVIYA, PRABHU KRISHNAN, AKIB PURKAIT, JOSEPH AROCKIA KUMAR L, BHALCHANDRA SOMA MORE, BOOPATHY P V, YOGESH MUSALE, KSHITIJ VAIDYA, NAGABHUSHANAM M, PUNNIA ANITHA, SHAILESH KUMAR PARATE, ALOK KUMAR, AMIT JAIN, MOHD FAISAL OSMANY, SAMAR PALIWAL, KANNAN A, V RAJU, TELI NAVEEN KUMAR, TAMMINEENI SREENU, MOHAMMAD KHALID, ANIMI DEVI PRASAD, KRISHNA KUMAR MAURYA, SOHINI GUPTA, PRAVEEN SINGH, SOUMEN DAS, KARUPPUSAMY MURUGAN, JALAJ KUMAR, ANKIT SHRIVASTAVA, RYAN PEREIRA, KARAN SINGH, SWAPNIL WAKADE, MOHIT RAJAI, SANDEEP SHARMA, MANIKANDAN ARUNACHALAM, ASHWINI SHEDALE, SHOHBHA MANGALE, DESHRAJ GAUTAM, PATAVINI RAGHUVENDER, AJAY BALE, SNEHA PAWAR, ZAINULABEDIN BHAIASAHEB, RAMSEVAK SINGH, SUBASH MARIAPPAN, VIVEK RAUT, DEEPAK KUMAR SINGH, SANTOSH GOPAL PANCHAL, RAMPRASATH K, ARUN S, AVINASH PAWALE, VINOD MORE, RAHUL KANAGARE, PRASHANT MISHRA, HARI PRASAD K, VENKATESH R, EDEN TAMANG, TUSHAR BELOSHE, GAURAV PATHAK, AMIT SINGH, MANJEET SINGH, BACHU VENKATA RAMESH, GIRDHAREE RAM, JASHMER SINGH, MANIRAM BHAKAR, UTTAM KSHIRSAGAR, RAHUL ODEDARA, NIKHIL MAHESHWARI, SOHAN PANDAY, SIDDHARTHA MARTHAK, ARIVAZHAGAN PANCHATCHARAM, PRANJALI DESHPANDE, ANKIT BELGAONKAR, SURAJ NANGARE, SUDHEER GIRIMELLA, ASHISH PATIL, PRIYA CHELIMALLA, NITTHIN RAMESHAN, MAMTA SHETTY, VEENA CHARY K, INDERJEET KUMAR,JADEV, BABASAHEB BHAKCHAND MORE,SAINATH VANJARE SHANKAR GOVIND SHINDE,YOGESH R, JITENDRA WANI, SHPVANKUMAR RAMPRASAD SAINI, SINTU PATEL, HARISHCHANDRA AMBEKAR, PRADEEP BHEGADE BICHITRA DAS,VILAJ PETHTRY,VARSHABEN CHAUHAN,SUGATO MAJUMDAR,BIPINCHANDRA M SINGH,KANAK TUVTENKATARAMANAN,SATHASIVAN, PRIYADARSHAN BHADRA,ANAKALA CHINNA MOULALI, SERAJ ALI,AM, RAJENDRA PRASAD SIVAKOTI, HARISH RATHAPANAI, SHRUTI PAWAR, SONALI CHARAKHA, CHIRAG SHARMA, PAVAN KUMAR, PAULO RAMOS, ASHISH UNADKAT, SANJAY KRISHNA K, ABHISHEK MAHESH, ARVINDKUMAR PATL, PREETI SINGH, TELVINDER SONDHI, KETAN PATEL, PRABHAT LAKHERA, MEENAKSHI MATHUR, VIVEK SRIVASTAVA, RESHMI TURE, CHAMPALLAL KUMAWAT, RAHUL KESHAV KHLIARE, RAKESH SAKPAL,MANGESH JADHAV, CR SIMON, KULDEEPSINH SOLANKI, SIVA BALA KARTHI G, DILIP BARVE,DHARMESH MODI, KRISHNAKUMAR TUMESH K MATWANKAR, ELANGOVAN K, KAUSTUBH SONTAKKE, VIDYADHAR JADHAV,DEEPIKA SHARMA, VINOD BHOUNJE,RAJU KUMAR YADAV, SUNITHA M S, PRIYA, SANAWAR AHAMAD, ESWARARAO MEDISETTY, BALEPALLI VENKATARAMANA, ATISH SANJAY KAMBAL, PRABHU, ROHIT SHARMA, MAHAVEER SINGH, BUCHIBABU UNGARU, SHASHANK DHAMANE, NILESH BAKALE, UMAR AHAMED, SUSHIL MARGAJ, ANKESH DAVE, GUNASURYA, ASWANTH RAJAYEV, MANISH SHRIVASTAV, DARSHANA PATIL, DHIRAYASHHEEL PATIL, MAYUR SETHI, MANOJ THAKUR, NITEESHKUMAR BIRADAR, SHILPI MISHRA, SUHAIL BHIYANI, SWATI GJAM, HARISH KUMAR R, MABBU GURU BHASKAR, RAKESH JAITAPKAR, DILIP DAPTARI, HIMANSHU SHINDE, DAYANAND BHOSALE, NAVEEN S K, SAMIR SANTRA, YURIF PATOMPO, KUMAR G, ANAND H CHALAVADI, LAXMAN TAMBHANKAR, MANIMARAN R, VINAYAK JOSHI, THAKACHAN YOHANNAN, SHEETAL MOHAN PRAKASH, SAKIUMAR MANDALOUJI, MEHR ARNEJA, ANNA RAM, SANTOSH BORAWAKE, KAPIL PANWAR, MANJEET SINGHRANA, ANSHU KUMAR VERMA, SHAITAN SINGH ROOP SING,MOHAMMAD KHADER,VENKAT SATISH MUTTANGI,KETKI ABHYANKAR, PRAVINSINH THAKOR,SHANTANU SRIVASTAV,RANGARAJAN VSHRIKANT SONAVANE,KHUMAN LAL GADRIAL,AJUL ABDUL RAHMAN,RAHUL BHATIA,RANJAN HEGDE,MOHANA KRISHNA REDDY PUTTA,REVANTH LOKALONDA, BHAVYA SHARMA,GAURAV BHARTIYA,KETLI HANDE,RANJEET SINGH,MOGDUMAPADHVI VINETH, SUMIT ISSAR, PRATIK PATEL, SURENDRA SALVI, PANKAJ KANTAK, DEVESH SHARMA, MARIMUTHU R, AKSHAY CHAVAN, VENKATESAN R, SHANTHESHVAR MUNOLEKAR, BAPURAO YADAV, SYED SAIF SULTAN, MANGAI ARULJOTHI, KARTHIK, ANURAG AOJA, AMIT SUNDRIYAL, SUNNY CHOUEHAN, AAKASH DEEP, SANKET BELE, ANIL KUMAR BEJ, M ANANDAM, D K KAPILSHESHWAR S MANIKANDAN,GAURAV CHAUHAN,AKASH JOSHI,RAMJAN KUMAR,OMKAR JAYWANT, MAHINDRA TSUBAKI CONVEYOR SYSTEMS,DIPTI PALANDE, HARPREET S,DIUBI KRISHNANA,ASHISH PUNJABJI,RAJESH PANDEY,BEJOJI VISVAM, PRAVEEN RAJESH,AVACHOTI,SNEHA SURYAVANSHI,MUGDHA SAWANT,ATUL S RANA,RAJESH MOOLYA,KARAN NIKAM, AJEET S. SHARAVAN BRAHMAN, BALASUBBRAMANIAN V, SWAPNIL BANSODE, BALKRISHNA NIKAM, SUMEET NAIK, SACHIN KATORRE, NIWAS LAXMAN GANDHALE, BALAJI V, KUNDLIK JACHAK, NANDKUMAR S GHONGE, PREMCHAND PILLE, BALAJI D, PRASAD HASE, SAURABH MANDKE, KISHOR PATIL, SANTOSH KUMAR NAYAK, WASIM AKRAM N, MOHANKUMAR JAYABALAN, KRISHAN PANDYA, KANNADHASAN S, RAKI JINDAL, ALLULLA ROHITH KUMAR, AKSHEY KUMAR, SURESH RAM, MARIA CRISTINA PASQUALI, ANIL PUJAR, BHUSHAN PATIL, PRASAD RANE, PRAMOD DWIVEDI, PIYUSH PUROHIT, SUHAIL AKHTAR, NILESH KUMAR ASARI, PUNIT RAWAT, HIMANSHU BHARDWAJ, SAMBIT SAHAI, MOHIMANSHU TEWARI, GOVINDARAJ SRINIVASAN, VIBHA SHARMA, VIKAS BHARDWAJ, HARSH KUMAR, SHAHZEZ HUSSAIN, TUSHAR PIMPLE, M NAGARATHINAM, PUSHPENDRA PATEL, RAHUL UPAGALANLAWAR,KISHOR CHAVAN,ARCHANA PADWAL,SHAILESH RAMESH MORE,NITIN VEDPATHAK,SAURABH WASU,MOHAMMED RAYYAN N,SHAFIQ SHAIKH,SIVAKUMAR K,GURUMOORTHY P,SANDEEP WAJJE,RAKESH SADALAGE, SUDARSHAN AN P BHUVANESWARI, MOHAMMED JAVED, IKTEDAR,GURPREET SINGH,ANUPAM RAJ KHARE,SAGAR DHUMAL,KOMMULA SRINIVAS,PANKHAYIA MILAN SAVJIBHAI, M PAPA RAO, SURENDRA SINGH PANWAR, HARISH SHARMA, NIKHIL AGRAWAL, MANAN RAVAL, JASKARAN CHAWLA, ARUMUGAM K, ANIRUDH ARORA, SUMIT KUMAR, MAHAVEER ARVIND, SUMIT AGARWAL, ASHWINI SHINDE, DEHABRATA MISHRA, NARASIMHULU DEGALA, VINEET KUMAR, ASHWASTHAMA BAL, VIJAY KUMAR, DHAVAL PRAJAPATI, DINESH CHOUDHARY, MALLES, SIDDANNA, SUJEET YADAV, SAMIR VICHARE, NILESH SONAR, SHANKAR KAKADE, NILESH S GUJAR, NARENDRA BODDHE, SUNIL DONGARE, FAKKIRAPPA SAVADATOTI, SURAJ S THAKARE, VISHAL J SHIMPI, VALLINAYAGAM M, SAMADHAN KALE, SURESH POLA, RAJARAM PATIL, HARINDER KUMAR, MOHAMMED AMEEN, VIVEK KUMAR PATHAK, YUVARAJ V, YOGENDRA PAL SINGH, ROHIT MALVIYA, PAKALA SRINIVAS, MAHESH NARAPALA, KESAVA RAJU, TELUKALA RAMU, BABLU KUMAR, LOKESH BHATT, DEEPEEN SHAH, JITENDRA DHAKAD, VASUDEVAN ARUMUGAM, SURENDRA KUMAR ANAKAPALLI, BHANWAR LAL BURDAK, KAN SINGH, RAKSHITA MHATRE, PRIYESH GEDAM, RAHUL GAUTAM, ROSHAN MERKHEID, GANESH TIWARI, AMIT KUMAR, NASIRUDDIN KADIWALA, SAJIYAM GOYAL, MANOJ KUMAR, MOHAMAD NASEER S, MANOJ KUMBHARE, MAHARSHI J TRIVEDI, ATISH RAWALE, ASHOK BHASUTKAR, ANIL KUMAR GOPAL SINGH, RAVINDRA KADAM, AJAY SONAWANE, MUHSIN C, MALLES S CHALWADI, SHEKAR JAGLE, CHINNINAIYAN R, MATHAN KUMAR R, SUHAS KATE, RAJESH KUMAR, VIPAN KUMAR, PRIYANKA DEVI, KABITA KHAMUNTHAM, SUNDAR, VIJAYA KUMAR, PRASHANT THAKUR, HEMENDRA BHATI, MANMEET SHARMA, GURU DAYAL MEGHWAL, HIMMAT,JAYANT SAHOO,SATHISH MURUGAN,SHANTANU PACHARKAR,GANESH PILLAI,HARSHIT AGARWAL,DEVIKA NAIR,SIVAGURU R,TUSHAR JADHAV,AJAY KUMAR MAURYA,ASHISH SURANA,NITESH KUMAR,PRASENJIT CHATTERJEE,KUSHAL PAL SINGH,OMPRAKASH KUSHWAHA,NAMAN JOSHI,MAHENDRA WATER UTILITIES,KAMESH UPADHYAY,ASHISH DETROJA,RAVI AGRAWAL, PRADEEP CHAUHAN,SUNIL KUMAR, YOGESH BADEKAR, SEEMA C PAWAR, SACHIN GANDHI, VIVEK WAKLEKAR, M C GAWAND, SACHIN LOKHANDE, AJAY DIXIT, MOTCHA PRADHNA A, NITIN L PATIL, CHANDRANKANT JADHAV, BIBEEN R, GIRI MURUGAN C, AWCHETTE SAPKAL, SAROJ PARIDA, SEN KAPILKUMAR, GURPREET, SYED MOHAMMAD ALI, SRIJA, RANJITH MATHEW, ROHIT GUPTA, AKSHATHA KAMATH, SWAROOP SINGH, CHERUKURI ANIL KUMAR, MOHIT, BASU SWAPAN, YASH MARWARI, ROCHDI BAHIRI, SNEHAL KENY, ARATI PADHAN, NITISH KUMAR, ILAVARASAN P, MURALI UMMANABOYINA, SACHIN YADAV, ABHISHEK KUMAR, SOURAV KUMAR, DISHA MOTWANI, ANKUR PATHAK, TRILOK ASHAR, ARPITA GOSWAMI, VIKRANT TYAGI, ABHAY PARTAP SINGH, AMOGH PATIL, SONU VERMA, VEERA VENKATA KETHA, RAGHAVENDRA Y R, TANEJ TANAJI DABHANE, GANESH YEWALE, B KRISHNAN, MAHAVIR NARSHANG BHAI PARMAR, SAJAY JAMBULKHAR, DNYANESHWAR KALHAPURE, KUNAL PANDE, HARICHANDRA B JADHAV, AMOL NAVNATH KHARADE, GURUPRAKASH N, NILESH NALAWADE, MANOJ SHARMA, AKHILESH LAL, GHOSSE MOHIDDIN, NAYEEM FIRDOSE, DEEP PANDAY, DEUDEKULA GULAM DASTAGIRI, UJJAL KUMAR, ESLAVATH MAHENDER, GANAPATHIRAJA M, BADRI LAL, ANIL NARYAN ADAADWAE, VIKRAM GOUD, KISHOR MAHAJAN, KAILASHKUMAR PARMAR, MAYURI SARAVANKAR, RAM PRAKASH JANGIR, NEELAM YADAV, KRISHNA GAJJARAPU, AJAY DALVI, NAGARJUNA VELAGAPUDI, CHAITANYA MUNDALE, MOHAMMAD ARISH ANSARI, RICHU SAMUEL, JATIN SACHDEVIA, SANEL E V, NIKHIL CHAVAN, GOKULAKRISHNAN GT, PRATAP REDDY, CHATEN LIMBAJ, SABALE, MADHUKAR G PAWAR, KAUSHIKUMAR SUKHDVEYBHAI VASAVA, PANDURANG SHINDE, VAIBHAV CHAVAN, AKSHAY GULHANE, NARAYANAN C S, SANJAY RAUT, SANTOSH KUMAR RAY, SATISHKUMAR R, MARIMUTHU M, BHASKAR KATE, SATYAM GAUR, VINEETH P, DEEPAK GIRIJAPRASAD PANDEY, MADIGA MAHESH, PRAFULLA GURAV, SAURABH MEHTA, MOHIT SONI, KIRAN UKHA SHIANDE, SHUBHAM MAURYA, AVTAR SINGH, SANTOSH MONTEIRO,HRISHIKESH PRADHAN,DEEPAK KESARI,RIDHA M ALRABIA, AMANPREET KAUR,RAVI KUMAR VALLETI,PRATHAMESH SHITUT,NEERAJ SHARMA,PARAM MANDLOI,UDAY BHASKAR, SUJATA CHAVAN, JASPREET KAUR,MAYUR JAIN,NALLALA SIVA KUMAR, VIKASH SINGH,NAGESH SONAWANE, V S KANNAN,RAJUSHEKHAR JADHAV,WISEEM ALI,MAHINDRA CONSULTING ENGINEERS, AMIT APPA PIRANKAR, PRANAV PATEL, SHRIRANG TIKONE, AMAN REWRI, HARSHIT PANCHOLI, BALBHIM CHORMALLE, NARAYANAN R, JALINDAR BHOSALE, SUGANDHA MORE, SIVAKUMAR S, BALAJI J, ARUN KARTHIK S, SHARAD TAMBE, PRADIP DILIP GHUSALE, SHOHBHA BARA, S K MANUPRASAD, SURAJ SINGH, AMARNATH JHA, MANISH SINGHAL, PRACHI SAWANT, MAHESH KUMAR M, PRAVIN MARUTI KHIRAD, KISHAN SHEKHAWAT, NILESH CHOUDHARY, ABDUL HAMEED, MOHD HUSAIN ABBAS, PRAKASH BASAVARAJU ANGADI, DIPAK MALAKAR, RAAHUUL SAH, DEEPAK KUMAR, ANKITA SHARAMA, CHANDRA SHEKHAR SINGH, LAKSHMI S, SUDEEP NAVEEN NEMANI, NAVRATAN SINGH RAJPUROHIT, BASAVANA GOWDA, ANIL KUMAR BAGHEL, DIPAK KUMAR MISHRA, MAYANK SHAH, RAVIKIRAN PD, AMOL SUKHDVE MAHAJAN, SMPAT SHINDE, ASHISH KUMAR SAMANTA,BHAVINKUMAR GOHIL, SANTOSH LONKAR, SACHIN KULKARNI,RAHUL WADEKAR,NISHA V, SUBHASH RAUT,GURUPATHIN GONDHALE,KARTHIKEYAN M, ALEX ARAVIND D,RAJENDRA MULIK, DIKSHA,KAKARLA VENKATA RAJA SEKHAR, ARCHANA JAGANNATHI KADAM,PARIJAT DESHMUKH,PRADIP SAWANT,DHANVIN MISTRY, ANIL KUMAR K N, SUMIT KUMAR,NAVEEN PANDEY, SAMIRKAR PUTHAN, ATUL SHINDE, PRATEEK DOGRA, PRAMILA PANDHRI TEMBE, RATHOD VISHALKUMAR, SHIVSUNDARI, JAYSHRI TANAJI GHATAGE, GHANSHYAM PARAMSUKH BHATT, CHAITRA MAHESH CHILLUR, AMBATI MAHENDRA, CHETHAN D SHETTY, SANDESH CHAUDHARY, RENFREDD SOUZA, VIVEK ANNEPPU, MANOJ KUMAR, MANOJ BISWAS, J CHANDRAN, SHAIK HUSSAIN, AMARESH, BASAVALINGA, LAXMAN B POPALGHAT, PATANVAIDIA HITESHBHAI, SACHIN HENDRE, ANUSHMAN GHOSH, PRASHANT CHATAP, RAVINDRA CHAKRANARAYAN, SHAILESH KUMAR, SUNIL KHANDU KHAPRE, DHANAPAL M, UDHAIVASURYAN G, PRAKASH BORATE, KUMARI ARCHANA BEHERA, IBRAHIM MOHAMMED HANIF SHAHIK, KAPIL, JASPAL SINGH, SATISH RAJDEV, ANKESH VACHCHANI, LOKESH, AKASHDEEPP K SHANTHI SWAROOP, PRASHANT KATIYAR, ANKIT PATIDAR, PANKAJ JOSHI, KAPIL DEV ARORA, T RAJA SEKHAR, MADHAM NARESH, PRAAYASH RAI, WASIM ANSARI, KODASI PRASHANT, SUNITA PADHARI, SANDEEP MISHRA, KALYANI N, PECHHETTI DURGA PRASANNA, PREJITH EK, PANKAJ SONAWANE, SAMEER GOLLIWAR, GAURANG PANCHOLI, KAVITA THOPE, GAURAV RANGH THAKUR, SHANTAPPA B, SUHAIL AHMED, DEEPAK TIWARI, RAMESHBHAI PANCHAL, GURUNATH MAYEKAR, VIJAY DHARMAPALAN, SARUPCHANDRA CHAUDHARI, UDIT ARORA, MAHESH RASKAR, ANIL DHALPE, SANKET SOMNATH NAIK, SIVAKUMAR A, RAJASEKAR M, MURUGANANDAM S, AVANI OZA, SIREESHA MAHALAXMI PALIVELI, KAMISEETI RAMESH, G KARTHIK, SUDHEER ALAI, SURYA KUMAR, KHSITIZ SRIVASTAVA, GAJJRAJ SINGH KHANGAROT, BHUPENDRA PATEL, GOPAL SHARMA, SHAKUNTALA KONAR,PARVEEN SINGH,HARDIK RASTOGI,PAPPU HEMALATHA,MANISHA, VEILUMUTHU K, AARTI GILDHYIAL,MANAPPA SHAMANNA BADIGER,RANJIT MAJHI,PANDIRI SAI KUMAR, SYED NAJEEBULLA, ROOPESH K G,PREETI BABU ANALI,PREETHI,MANIKUMAR CHEBOLU, SURAJ PILLAI,NIKHIL JAWARE, VIJENDER KUMAR,DINESH JADHAV, VENKAT REDDY,PURAN LILHORE,RAVI SINGH, NITIN DETHE, ANUPAM MUKHOPADHYAY, SHAMBHU NATH SINGH, HITEESHKUMAR DHANDHUKIYA, AMOL ARADHYE, NINAD KORHALE, RUPESH P D DHUMAL, PALANIAPPAN P NAGARAJAN T, RAJAN S, SIVASANSAN M, PRAVIN NIKAM, BHAVIKA ABHISHEK SHAH, POOJA HANUMANT SONKAMBLE, ANKIT SINGH RAUT, PADAM SINGH, PRABHAKARAN MADHIVANAN, MAYANK, HARISH KUMAR, OMKAR VISHWAS MORE, TIKENDRA SIROHI, PREETHA PILLAI, SACHIN DEV, ARUN SHARMA, ROSHANI MANOHAR GANGURDE,MOHAMMED ALI AZGAR, GURPREET SINGH, SHIKHA MAINA, RAHUL, POOJA HADA, DEVENDRA TUKARAM GADEKAR, YASMIN TAJ, T S KIVINAI, SNEHAL C PATIL, MAHINDRA AKCELO, SUHAS SUTAR,VIKASH VIKRANT,AMOL CHAHANDE, ATUL PATIL,VIPAN KUMAR,ADITYA JINDAL,BHANWAR SINGH, HARPREET SINGH, SUDHIR JAGTAP, RAKESHKUMAR CHATURVEDI, KAILASH WERGHADE, RAKESH KUMAR DAS, PANKAJ KUMAR R, ABHIJIT JADHAV, MACHCHINDRA MALI, G E MURALIDHARA, JEE GOPAL, AROKIADAS S, RAJASUNDAR M, SANDEEP YADAV, D R DHANALAKSHMI, PRASHANT SHANTARAM LOKARE, FATHIMA BANU, PRAMOD KALYANSHETTI, DIVYA KUMAR GUPTA, AJAY AKSHAY, MAHESH RATHORE, RADHE MOHAN MALL, ARCHANA SINGH, RAJ KUMAR, JITENDER SINGH, SATVINDER SINGH, BHARATHIRAJA NAGARAJAN, SURAJ EKNATH KAKDE, SHAIK MAHMOODA, SANDEEP KAUR, SANDEEP BHUNESHWAR SONI, RITIKA GUPTA, LALITHA M, RATUL PEGU, DIVAKAR SM, SANJAY TUKARAM NATE, KRISHNA KUMAR YADAV, NANDLAL GORAI, SANDEEP SHARMA, NAMRATA GAIKWAD, AJIT AJANE, H UM