Corporate Information

Registered Office
152, Millennium Business Park,
Sector - III, 'A' Block, TTC Industrial Area,
Mahape, Navi Mumbai - 400 710

Tel.: +91 22 4159 9595
Fax: +91 22 4159 9578
Website: www.hexaware.com
Email: Investor@hexaware.com

CIN: L72900MH1992PLC069662

Registrar & Share Transfer Agent
KFin Technologies Private Limited
Karvy Selenium, Tower B,
Plot 31-32, Gachibowli,
Financial District, Hyderabad - 500 032

Tel: +91 40 6716 2222
Fax: +91 40 2342 0814
Email: einward.ris@kfintech.com
Website: www.kfintech.com

Investor Relations Centre
24B, Rajabahadur Mansion, Ground Floor,
Ambalal Doshi Marg, Fort, Mumbai - 400 023

Tel: + 91 22 6623 5454

Company Secretary
Mrs. Gunjan Methi
## Contents

| 01 | Message from the CEO | 2 |
| 02 | About the Report | 4 |
| 03 | Hexaware at a Glance | 6 |
| 04 | Corporate Profile | 9 |
| 05 | Stakeholder Engagement and Materiality | 11 |
| 06 | Corporate Governance | 14 |
| 07 | Customer Collaboration | 23 |
| 08 | Human Capital Management | 28 |
| 09 | Awards and Recognition | 38 |
| 10 | Community Management | 39 |
| 11 | Energy Management | 56 |
| 12 | Way Forward | 62 |
| 13 | GRI Content Index | 63 |
Dear Stakeholders,

In today’s world, sustainability has emerged as a mainstream phenomenon for all businesses and Hexaware has incorporated sustainability into its operations. Hexaware is delighted to release its Second Annual Sustainability Report for the year 2019. As a responsible corporate citizen, the company believes in accurate, timely, and ethical disclosure of economic, social, and environmental information. The Company incorporates the Triple Bottom Line concept in its core operations, where the People, Profit, and Planet are taken care of simultaneously.

The Company has been able to show commendable economic performance, with the acquisition of Mobiquity Inc in 2019. Hexaware recorded top line and bottom line growth at a CAGR of 15.6% and 13% respectively over the last five years. In FY2019, it recorded double-digit growth of 17.1% in revenues from the previous fiscal, recording USD 793 million, while the PAT stood at USD 91 million, compared to USD 85 million in the previous year.

As the Company believes in giving back to the community, it has invested INR 99.64 million across various projects for its CSR activities with a focus on working towards children and women from underprivileged backgrounds. The Company is proud of its association with India’s most iconic scientific breakthroughs by children in the form of the Hyperloop project by IIT Madras and Space Kidz. The Company also provides financial assistance for CSR Programs, employee safety and well-being with a goal of attaining social sustainability. The Company firmly believes in the philosophy of “Together We Are Stronger” and considers CSR a philanthropic activity instead of a mere activity mandated by law.

Hexaware understands the importance of being an environmentally sustainable business entity and that businesses can thrive in the long run by ensuring environmentally friendly practices. The Company has been making continuous efforts to reduce its overall footprint by minimizing emissions. A shift has been made from using conventional sources of energy to renewable sources of energy (Solar and Wind) and in terms of waste management (including e-waste), proper ways of disposal are ensured to reduce waste produced by the company.

Hexaware also takes good care of its employees by significantly investing in their training. Over 60% of its employees are on a journey to digital re-skilling with plans to achieve close to 100% by the end of this year. As Hexaware firmly believes in nurturing high performance, innovation and integrity, ‘Own Your Game’ is the theme launched for this year. It is a cultural transformation program aimed at creating a workforce where each individual will take pride and accountability of their work every single day. All of these and other such investments led to an improvement of 5% on the Trust score in our annual GPTW survey.

R Srikrishna
CEO
The entire world is being affected by the COVID-19 pandemic because of which the priorities and perspectives of businesses and communities has been drastically altered. Hexaware has been ensuring employee health and safety along with all the necessary precautions as its utmost priority since it is the need of the hour. Hexaware has been fully committed to being there for its employees, customers, and society in these challenging times.

We recently developed and launched 'KareRing', a cloud-based Quarantine Zone Care management software solution and mobile application. Healthcare organizations, community hospitals, governments, NGOs, law enforcers, communities, enterprises, and care providers can use the ‘KareRing’ app to not only manage and limit the outbreak but also provide timely care management to those in quarantine.

As society and organizations adapt to the new normal, technology will be at the forefront of everything, and Hexaware’s strategic themes of Automate Everything, Cloudify Everything and Transform Customer Experiences is now more relevant than ever. The Company is well-positioned to partner with customers and help them harness the power of technology in this new world order.

I look forward to the coming year with enthusiasm, although it will be a challenging year due to the pandemic; our deep relationships with clients, strategic relationship with our partners, range of relevant portfolio, strong balance sheet and robust operational rigor positions us well to sail through these times and gain market share.

Warm Regards,

R Srikrishna
CEO

The Company is proud of its association with India’s most iconic scientific breakthroughs by Children in the form of the Hyperloop project by IIT Madras and Space Kidz.
Hexaware Technologies Limited (“Hexaware” or “The Company”) is pleased to publish its second Annual Sustainability Report for the year 2019. The report covers various sustainability initiatives and the sustainability performance of Hexaware for FY 2019. For Hexaware, reporting of non-financial parameters is considered an important aspect as it facilitates informed decisions for the stakeholders.

The report discloses the performance of the Company on the triple-bottom-line parameters, namely economic, environment and social. The report has been developed in adherence to all the reporting principles with respect to content and quality as per the Global Reporting Index (GRI) Standard – The Core Option. Data and Information which forms a part of this report is collected on a cloud platform from the Head office and other locations.

Hexaware has appointed Goodera (formerly known as NextGen PMS) for advisory services to develop the Sustainability Report and to enhance its sustainability agenda. The report has been developed with direct and indirect interactions with various departments of Hexaware and with publicly available information and other internal documents. The most recent Sustainable Development Report was compiled in August 2019 and it was circulated internally.

**Reporting boundary**

The reporting boundary covers environmental, social, and economic parameters across all Hexaware locations in India under the Company’s direct control. The boundary consists of its offshore locations namely Bangalore, Delhi, Mumbai, Pune, Chennai, and the BPS locations namely Chennai (Chennai One Office and Prince InfoCity), Mumbai (MBP Office and Loma Office), Nagpur, and Coimbatore, and excludes all the international locations of Hexaware. During 2019, there has been no significant change in terms of organization, structure, ownership structure, or supply chain.

Readers are encouraged to provide their feedback or suggestions about this report to the below-mentioned address:

**Ms. Amberin Memon**
Head CSR,
Hexaware Technologies Limited
152, Millennium Business Park, Sector - III, ‘A’ Block,
TTI Industrial Area, Mahape, Navi Mumbai - 400 710
Email: amberinm@hexaware.com
Hexaware at a Glance

Hexaware is one of the fastest growing IT company in the world, providing IT, BPO, and consulting services involving cutting edge technology to amplify the customer experience. The Company is headquartered in Mumbai, India. The global IT industry is expanding steadily and in India, the IT sector is one of the major contributing sectors to the country’s GDP.

Nowadays, technologies such as Artificial Intelligence (AI), Machine Learning (ML), IoT, Data Automation, etc. have become an integral part of business operations. A pool of information is required by companies to perform data analytics and gather meaningful business intelligence. Hexaware provides customized and innovative solutions to its customers in the IT domain by using 160+ proprietary tools and accelerators.

Hexaware’s business model revolves around transforming customer experiences, building deep expertise in eCommerce, marketing and content platforms, CRM, and O365. The strategic objective of Hexaware is to deliver digital transformative solutions to our customers underpinned by our 3 strategic pillars: Automate Everything, Cloudify Everything, and Transform Customer Experience. This strategy endeavors to power human-machine collaboration - solve complex business problems using a combination of human creativity & intellect. We leverage the power of ubiquitous data, insights-driven algorithms, and strategic cloud computing to help customers achieve business transformation.

Mission

To transform how IT Services are delivered and to be the first IT Services company in the world where half the workforce is digital

Vision

To amplify human potential using digital technologies

Goal

Achieve 50% digital work force

Culture

We are a happy, passionate and diverse global workforce focused on delivering client-centric innovation and value
Hexaware at a Glance

Hexaware Technologies Limited

Hexaware’s service portfolio

- Application Transformation Management
- Business Intelligence and Analytics Service
- Business Process Services
- Customer Experience Transformation
- Digital Assurance Services
- Enterprise Solutions
- Infrastructure Management Services
- Application Support and Maintenance
- Digital Consumer

Shareholding pattern of Hexaware (as on December 31, 2019)

- Promoters Holdings: 62.44%
- Mutual Funds/UTI: 0.04%
- Banks/Financial Institutions/Insurance Companies: 11.60%
- FII/FPI: 16.97%
- Others: 8.95%

COOL
We are 30+, yet we think like a start-up in going the extra mile for the client. Open to ideas and innovation, our agile teams focus on customer-centric solutions in an environment made for learning and growth. We carry our cool demeanor with ease, and this reflects in everything, from our brand identity to our actions.

FEARLESS ATTITUDE
We foster a culture of setting our own capability benchmarks and raising the bar every time. Not deterred by the size of our competitors, we, as a team, learn to embrace our fears as a collective. In an era where traditional players fear the loss that automation can cause, we are willing to cannibalize our own revenues for mutual success and an enduring relationship with our customers.

ANCHORED IN THE PAST
The collective wisdom of 30+ years helps us reflect and ideate big, grow with experience, push boundaries, learn from setbacks and embrace change. We have the industry’s best leadership team on board walking in tandem with our experienced leaders from the past. Every day we are one step closer to becoming the first IT services company in the world where half the workforce is digital.

DISRUPTIVE
Our engagements have always been about redefining and re-imagining the overall customer experience to fast-track business transformation. We have a head start in embracing digital disruption for growth. While traditional players fear adopting automation lest they cannibalize their own revenues, we have trodden the bold path and constantly delivered results.

HIGHLY PASSIONATE
We have a deep-rooted passion for helping customers achieve business transformation through automation and digital experiences. We tap into our unique initiatives like Bottom Up Disruption to gain collective intelligence of Hexaware’s talent for accelerating customer success. We are committed to making Hexaware a great place to work leading to a passionate and engaged workforce.

CORE VALUES
Strategic proposition of Hexaware

AUTOMATE EVERYTHING
- Experience First
- Continuous Delivery Experience
- Engineering Transformation
- IT Strategy and Consulting
- Personalize Everything
- Shopiable Experience
- Digital capabilities
- Digital Products & Services Design

CLOUDIFY EVERYTHING
- Experience First
- Continuous Delivery Experience
- Engineering Transformation
- IT Strategy and Consulting
- Personalize Everything
- Shopiable Experience
- Digital capabilities
- Digital Products & Services Design

TRANSFORM CUSTOMER EXPERIENCES
- Experience First
- Continuous Delivery Experience
- Engineering Transformation
- IT Strategy and Consulting
- Personalize Everything
- Shopiable Experience
- Digital capabilities
- Digital Products & Services Design

What makes Hexaware have an edge

Embracing Diversity

Fastest Growing IT company

Having a Deep-Rooted Passion for Excellence

Focus on Customer Satisfaction Through Customized Services

Nurturing Talent by Continuous Investment in Learning and Growth of Employees

Inculcating Focused Growth Aspirations

Building Lasting Relationships

Providing Value Through Strategic Alliances and Partnerships

Global offices

The Company is a member of the following trade chamber or association:
- International Association of Outsourcing Professionals (IAOP)
- The National Association of Software and Services Companies (NASSCOM)
- FICCI
- Confederation of Indian Industry (CII)
- Bombay Chamber of Commerce
Hexaware secured a strong double-digit growth in top-line despite continuous market fluctuations and a volatile global economy which demonstrates the strong business model of Hexaware. Till today, Hexaware remains as one of the fastest-growing IT services company adapting routes of digitalization, from process automation to storing data in the cloud.

The Company offers a myriad of new technologies to enhance the customer experience. The ability to offer innovation through automation to more than 250 clients across different industries in 30+ countries truly makes Hexaware a global company and among the leading IT outsourcing companies in Asia.

In India, the IT Service sector continues to be one of the biggest contributors to the country’s GDP and export revenues. Despite the global headwinds of Brexit and recent trade wars, the industry grew by 7.7% in 2019. Hexaware is yet to assess the real impact of the recent outbreak of Covid-19 across the globe, but it is expected the IT sector will grow to $192 billion in 2020. The IT sector continues to create millions of jobs, direct and indirect and has matured from being a cost-effective back office region to driving digital transformation for leading global companies.

With the growing adoption of digital technologies by Indian IT Companies, they have witnessed acceleration in their growth. Emerging technologies like AI, ML, Robotic Automation, IoT, and AR, among others, have helped enterprises improve productivity, monitor performance, automate processes, and reduce costs. These technologies, when combined with innovation, are helping several organizations with incremental changes to their legacy-based business model.

2019 marked a good year for Hexaware in terms of its financial performance. The Company has been growing over the years and is currently aiming for a comprehensive long-term sustainable growth plan. Hexaware has been servicing clients in 5+ major industries in India. Hexaware makes constant efforts to stabilize operations in the existing market and draw up strategic expansionary plans in different countries. In FY 2019, Hexaware expanded its clientele in places such as Dubai, Mexico, and the Philippines and set-up offices in Chennai and Pune (India).
Financial highlights

Hexaware reported strong financial performance in FY 2019-20. The revenue grew by **20.11%** to **INR 55,825 Mn** as compared to **INR 46,477.62 Mn** for FY 2018. Hexaware has a robust 5-year **CAGR of 15.6%**. As far as the bottom line is concerned, the PAT (Profit After Tax) margin was reported to be **11.5%** for FY 2019. The PAT margin declined by **110 bps** over 12.6%, as reported in FY 2018. The PAT was recorded as **INR 6,413.43 Mn** (USD 91.1 million) for FY 2019. The effective tax rate had been recorded as **17.7%**, which is the lowest in the industry.

### Direct Economic Value Generated and Distributed

<table>
<thead>
<tr>
<th>INR Mn</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid up Capital</td>
<td>596.77</td>
<td>594.72</td>
<td>593.61</td>
</tr>
<tr>
<td>Profit After Tax</td>
<td>5,075.33</td>
<td>4,529.59</td>
<td>4,109.6</td>
</tr>
<tr>
<td>Total Turnover</td>
<td>21,437.78</td>
<td>17,965.2</td>
<td>15,270.23</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>21,409.11</td>
<td>17,940.25</td>
<td>15,241.07</td>
</tr>
<tr>
<td>Operating Cost</td>
<td>3,632.49</td>
<td>3,008.26</td>
<td>2,582.99</td>
</tr>
<tr>
<td>Salaries and Wages</td>
<td>11,435.12</td>
<td>9,461.57</td>
<td>7,763.42</td>
</tr>
<tr>
<td>Borrowings and Advances</td>
<td>Nil</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>Payments to Government</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Donations *</td>
<td>99.64</td>
<td>90.46</td>
<td>70.02</td>
</tr>
</tbody>
</table>

* Includes CSR expenses

Hexaware does not make any contribution towards any political parties either financially or through in-kind contributions.

### Revenue growth

The graph for revenue growth shows an increasing trend over the years. The revenue for FY 2019 is recorded as **INR 55,825 Mn**, showing an increase of **20.11%** as compared to FY 2018. The 5-year **CAGR stands at 15.6%**.
At Hexaware, we believe that long term business sustainability and business growth could only be achieved by building strong relationships. It is crucial for us in this dynamic business environment to foster healthy stakeholder engagement and develop robust stakeholder management tools and programs.

We make continuous efforts to understand the needs, expectations, and interests of our stakeholders, to create economic and social value for the business as well as the stakeholders.

Stakeholder engagement not only facilitates interactions for discussing the overall smooth functioning of the business entity, but also sheds light on some important aspects such as the risks and opportunities related to the Environmental, Social, and Governance (ESG) parameters.

The Company thrives to deliver a superior experience to its key stakeholders, viz. customers, employees, investors, and the community by constantly improving the efficiency of business models, products and services, and the workplace. In accordance with global standards and protocols we employ corporate governance best practices to ensure the best interests of our stakeholders.

The methodology for stakeholder engagement is explained below:

1. **Stakeholder Identification**
   - Formulating a list of stakeholders
   - Classifying the stakeholders as internal or external
   - Stakeholder prioritization
   - Stakeholder selection for the exercise

2. **Material Topic Identification**
   - Formulating a list of material topics for Hexaware
   - Interaction with Senior Management to determine current relevant topics
   - Consolidate the list to most prioritized topics

3. **Engagement with Stakeholders**
   - Questionnaire development for the identified stakeholder group
   - Coordinating with the identified stakeholder group for the exercise
   - Engaging with stakeholders and recording responses

4. **Response Analysis**
   - Collating the received stakeholder responses
   - Determining the key material topics by response analysis
   - Determining the Materiality Matrix based on material topic determination

**Key stakeholders**

- Customers
- Employees
- Investors
- Vendors
- Society at Large
Prioritization of material topics

A comprehensive and elaborate list of material topics is formulated by referring to some primary and secondary sources. The primary sources include business performance and strategy, risk management approach, and other internal documents. The secondary sources consulted are material topics of peer organizations, GRI aspects, regulatory bodies, government missions, media reports, and press releases. The information gathered through different sources is then discussed with internal stakeholders for prioritizing the material topics.

Stakeholder engagement

Hexaware engages with its stakeholders regularly to understand their views and perspectives. It also communicates with its stakeholders in a transparent and proactively way. Since Hexaware is in a very initial stage of reporting, we engaged with internal stakeholders to determine the major material topics.

The feedback and responses received from the internal stakeholders were compiled and analyzed. The responses were arranged on a likers scale, i.e. on a scale of 1 to 5, where 1 denoted high importance and 5 denoted the least important of the prioritized material topics. Overall, 14 material topics were identified.
Materiality

The key areas which have the potential to significantly affect the sustainability performance of the Company are known as the ‘Material Issues’. The principle of materiality in GRI Standards articulates that the report should comprise of the topics which reflect the organization’s significant economic, environmental, and social impacts; or substantively influence the assessments and decisions of stakeholders. The feedback and responses collected from internal stakeholders on prioritization of materiality issues are plotted on a four-quadrant box plot, known as the materiality matrix. The mapping of responses is crucial for the Company to ensure an efficient and effective decision-making process and to determine the key sustainability issues which need to be addressed.

<table>
<thead>
<tr>
<th>GRI Standards</th>
<th>Material Topics</th>
<th>GRI Topics</th>
<th>Boundary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic</td>
<td>Economic Value Generated</td>
<td>GRI 201: Economic Performance</td>
<td>Internal</td>
</tr>
<tr>
<td></td>
<td>Client Satisfaction</td>
<td>GRI 201: Economic Performance</td>
<td>Internal</td>
</tr>
<tr>
<td></td>
<td>Innovation Management</td>
<td>GRI 416: Customer health and safety</td>
<td>Internal and External</td>
</tr>
<tr>
<td></td>
<td>Information Security and Data Protection</td>
<td>GRI 418: Customer Privacy</td>
<td>Internal</td>
</tr>
<tr>
<td>Social</td>
<td>Community Giving, Engagement and Social Impact</td>
<td>GRI 413: Local Communities</td>
<td>Internal and External</td>
</tr>
<tr>
<td></td>
<td>Inclusion, Diversity and Equal Opportunity</td>
<td>GRI 405, GRI 406: Diversity and equal opportunity and Non-discrimination</td>
<td>Internal and External</td>
</tr>
<tr>
<td></td>
<td>Training and Education</td>
<td>GRI 404: Training and Education</td>
<td>Internal and External</td>
</tr>
<tr>
<td></td>
<td>Employee Well-being</td>
<td>GRI 401: Employment</td>
<td>Internal</td>
</tr>
<tr>
<td></td>
<td>Social Compliance</td>
<td>GRI 419: Socio-economic Compliance</td>
<td>Internal and External</td>
</tr>
<tr>
<td>Environment</td>
<td>Reduction of carbon footprint</td>
<td>GRI 305: Emissions</td>
<td>Internal and External</td>
</tr>
<tr>
<td></td>
<td>Energy Consumption</td>
<td>GRI 302: Energy</td>
<td>Internal and External</td>
</tr>
<tr>
<td></td>
<td>Waste, Including e-waste</td>
<td>GRI 306: Effluents and Waste</td>
<td>Internal</td>
</tr>
<tr>
<td></td>
<td>Water Management</td>
<td>GRI 303: Water</td>
<td>Internal and External</td>
</tr>
<tr>
<td></td>
<td>Material Consumption, including paper</td>
<td>GRI 301: Materials</td>
<td>Internal and External</td>
</tr>
<tr>
<td></td>
<td>Environmental Compliance</td>
<td>GRI 307: Environmental Compliance</td>
<td>Internal and External</td>
</tr>
</tbody>
</table>
Corporate Governance

Good governance is vital for ensuring long term business continuity and viability, promoting the economic development of the communities. Hexaware employs a variety of policies and processes to upload good corporate governance, avoid corruption, and promote transparency.

As a responsible citizen, Hexaware has proactively upheld good governance practices and tries to add value to all its stakeholders. The corporate governance system focuses on transparency, accountability, integrity, independence, ethical corporate behavior, and fairness to all stakeholders like employees, customers, vendors, investors, and society at large.

The Company is moving ahead in its pursuit of excellence in corporate governance. It has adopted a Code of Conduct for its Directors, Employees, and a Code of Conduct to regulate, monitor, and report trading by insiders and a fair disclosure code. Further, the Company is focusing on building business processes and infrastructure that not only ensures compliance but also augments the capacity for efficiency, agility, and responsive management.

Hexaware has a well-defined Code of Conduct for all employees, senior management and directors that covers issues related to ethics, honesty, misconduct, etc. The Company also has a separate Anti-Bribery Policy. The Employee Code of Conduct is available to all employees and easily accessible on the intra website of the company. The Senior Management and Directors Code of Conduct is available on the website of the company – www.hexaware.com. The Code of Conduct policy outlines the ethical and professional conduct of employees and covers dealing with vendors, customers, and other business partners. The policy applies to all employees and senior management of the company, including its subsidiaries.
**Ethical practices**

Business Sustainability is crucial for Hexaware to sustain and grow in the long-term and therefore ethical practices are necessary for the efficient functioning of the organization. The Company’s culture, policies, relationship with stakeholders, commitment to values, and ethical business conduct is reflected when ethical practices are being followed.

Hexaware has always adopted and practiced good standards of corporate conduct, based on global standards, towards its stakeholders. The Company strives to attain corporate governance best practices, which are characterized by transparency, effectiveness, fairness, and legally rightful. The main objective of Hexaware is to attain maximum customer satisfaction and retain customer loyalty by conducting business ethically and lawfully.

Hexaware strongly discourages involvement in any sort of unfair trade practices, irresponsible advertising, or anti-competitive behavior. The Company has built its business operations on six main ethical governance pillars, namely, accountability, fairness, equity, transparency, integrity, and commitment to values.

There exists a well-established whistleblower policy, which enables employees and various other internal and external stakeholders to report unethical instances, violations of the Company’s code of conduct, violation of the ethical policy, or any suspected fraud. The policy is reviewed and improved periodically by the Audit Committee at Hexaware. Apart from the whistleblower policy, the company also has an anti-bribery policy that governs and focuses on bribery and corruption-related incidents within the company.
Board of Directors

The Board comprises of six Directors as on December 31, 2019. Of the six Directors, five are Non-Executive Directors and amongst those five, two are Independent Directors.

The composition of the Board of Directors of the Company as on December 31, 2019, is given below:

Skills/expertise/competencies of the Board

Board Committees

It is crucial for Hexaware to form different committees so that responsibilities can be carried out efficiently and effectively. Following is the list of committees at Hexaware:

1. Audit Committee
2. Nomination and Remuneration Committee
3. Stakeholder Relationship Committee
4. CSR Committee
5. Strategy and Risk Committee

1. Audit Committee

The main objective of the Audit Committee is to ensure that Hexaware’s financial reporting process is carried out in an effective, efficient, transparent, and credible manner along with accurate and timely disclosures of the financial information. The Audit Committee also reviews the quarterly financial statements before the Boards’ Approval. Evaluation of internal financial records and risk management systems, as well as the valuation of assets of the company, is also overseen by this committee. Assessing the functioning of Whistle Blower Policy and adhering to the code of conduct as per the Audit Committee terms and conditions is a major function of this committee.
2. Nomination and Remuneration Committee
The Nomination and Remuneration Committee is responsible for formulating a structured evaluating criterion to assess the performance of the Board of Directors. The committee also provides recommendations related to policy formulations for the remuneration of directors and other employees of the company and identifies potential candidates who are eligible and qualified enough for positions of senior management and director by laying down assessment criteria.

3. Stakeholder Relationship Committee
The Stakeholder Relationship Committee focuses mainly on strengthening and improving the stakeholder relationship by resolving investor complaints related to share transfers, non-receipt of annual reports, dividend payments, issue of duplicate share certificates, the transmission of shares, and other shareholder related queries, complaints, etc. Hexaware, on its website, has a separate column for shareholder services which includes information on the procedure for dematerialization of shares, the procedure for transmission of shares, dividend, loss of share certificates, rights as a shareholder, investor education, and so on. In FY 2019-20, the number of shareholder complaints received were 12 with all the complaints resolved by the company and to the satisfaction of the stakeholders.

4. CSR Committee
The main objective of the CSR Committee is to formulate and recommend a Corporate Social Responsibility (CSR) Policy containing a list of activities which the company can implement as a part of their CSR, based on the activities mentioned in Schedule VII of the Companies Act, 2013. The committee also plans the expenditure which needs to be incurred on each activity and reviews and makes necessary changes to the CSR Policy.

The CSR policy can be found on the website [https://hexaware.com/investors/](https://hexaware.com/investors/)

5. Strategy and Risk Committee
The Strategy and Risk Committee is constituted for reviewing the strategic plan for the Company and identifying potential business and operational risks.

Remuneration of Directors
The Company has adopted and implemented the provisions of Section 178 of the Companies Act, 2013 on the requirement of the Nomination & Remuneration Committee to recommend to the Board a policy, relating to the remuneration for the directors, key managerial personnel, and other employees.

Based on the Company’s overall performance in the financial year, industry trends, and contribution of the Chief Executive Officer, the amount as remuneration payable to the Chief Executive Officer would be decided.

The remuneration payable to Directors, Key Managerial Personnel, and Senior Management employees would be based on the short and long-term goals and performance objectives of the company and would include fixed and incentive pay. The compensation may include Employee Stock Options or other similar equity instruments as may be approved by the Committee.

Our independent Directors receive attendance fees to attend meetings of the board and committees. Independent Directors also receive a total commission, subject to shareholder approval, not exceeding 1% of the company’s net income for the year.
Risk Management at Hexaware

The present economic environment carries different sets of risks which are constantly evolving in nature. Amidst the changing landscape of the IT sector, it is crucial for the company to identify various risks associated with the operations and functioning of the company and then plan and implement the required mitigation strategies. Risk Management at Hexaware is efficiently guided by the Board of Directors and the Senior Management Team. There is a separate committee formed by the Board of Directors, known as the 'Strategy and Risk Committee', which oversees the set of activities related to assessing and mitigating the risks.

Hexaware has developed a well-defined ‘Enterprise Risk Management’ (ERM) framework which carries the primary objective of implementing a framework that augments risk response decisions leading to a reduction of risk-related surprises. The focus of the ERM framework is to identify risks, assess the risks, and develop mitigation planning for strategic, operational and financial functions and ensure compliance.

Risks and Mitigation Strategies

Below is a list of Risks and their effective Mitigation Strategies which may influence the operations and management of Hexaware.

<table>
<thead>
<tr>
<th>Regulatory and Compliance Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Defining the Risk</strong></td>
</tr>
<tr>
<td><strong>Mitigation Strategy</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Information and Cyber Security Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Defining the Risk</strong></td>
</tr>
<tr>
<td><strong>Mitigation Strategy</strong></td>
</tr>
<tr>
<td>Competition from Peers</td>
</tr>
<tr>
<td>-----------------------</td>
</tr>
<tr>
<td>The Company faces competition from Tier 1 companies/tier 2 companies. Customers for various reasons including to diversity geographical or vendor concentration risk, seek to reduce their dependence on any one country or vendor and may seek to outsource their operations to other countries or vendors. In addition, some of the Company’s clients have sought to outsource their operations to onsite providers of outsourcing services.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Talent Unavailability</th>
<th></th>
<th>Mitigation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lag in deployment of resources for earning revenue, non-availability of relevant skill / skilled staff especially in: ● the new age domains such as digital offerings resulting in revenue loss and ● in US resulting in high attrition and in demand and supply mismatch.</td>
<td>The Company has put in place processes and tools for constant monitoring of the resource in the pool as well as resource on the project getting released for quick deployment. Resources in pool as well as projects are being upskilled / reskilled and appropriate HR actions taken. There is centralized process to forecast the resource requirements based on RFPs / pipelines followed by monitored hiring plans. The Company has also automated entire recruitment and resource management with the help of new age software. For the US, the Company has instituted program to hire graduates from US university, it has also increased retention measures like enhanced benefits. In addition, the Company is also expanding in Mexico delivery center to deliver services in US with advantage of talent availability and time zone.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Data Protection and Privacy Risk</th>
<th></th>
<th>Mitigation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>The leakage and misuse of confidential data and proprietary information increases the risk of non-compliances of privacy and data protection laws. These breaches can also damage the brand reputation and relationships.</td>
<td>The Company has strategies to ensure Privacy &amp; Data Protection Framework which includes governance, policies, privacy impact assessments, training, data mapping, incident management, and awareness. It also has policies for addressing privacy from the perspective of clients and corporate. The Company’s policies and process ensures robust data protection measures in compliance with the global standards and requirements such as GDPR.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HR Related Risk</th>
<th></th>
<th>Mitigation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Company operates in the industry which is highly dependent on talent and capabilities of its personnel. The Company needs to continuously invest in employee training and development which is intellectual capital for firms. Employee attrition is a major threat that drains the Company’s intellectual capital and renders un-competitiveness.</td>
<td>The Company has effective people management systems and strategies, which have led to retaining low attrition levels. It remains focused on building a robust training framework to cater to the development needs of employees across leadership level, which includes professional, functional, technical and leadership development interventions.</td>
<td></td>
</tr>
</tbody>
</table>
### Increased Cost of Services

**Defining the Risk:** Increase in salary and other costs affecting margins.

**Mitigation Strategy:**

- Improve operating efficiency by:
  - (a) Controlling operating cost (tight budgeting process)
  - (b) Monitor and replace subcontractors with the full time employees wherever possible.
  - (c) Mentor and guide potential candidate to take higher responsibility.
  - (d) Broaden pyramid by hiring new trainee.
  - (e) Improved performance management system leads to efficiency in system. For e.g. targets linked to margin, utilization and customer satisfaction.

---

### Technology Risk/ Business Model Changes

**Defining the Risk:** There’s a significant disruption driven by technology. Traditional technologies are being replaced by new age ones at an unprecedented pace and in this context, it becomes important for the Company to continuously review and upgrade its technology, resources and processes to mitigate technical obsolescence.

**Mitigation Strategy:**

- The Company operates in various technology platforms and has developed competencies in various technologies, platforms and operating environments.
- The Company has been increasing the service offerings including into new age technology like automation, cloud, mobility and digital. It invests heavily on the continuous training by resources. It is also encouraging innovation in service delivery / solution offerings.
- The Company has strengthen sales team with hunters and farmers to win new client and existing account mining by providing differentiated services / solution by use of automation / RPA.
- It has also added leadership strength with new heads inducted who has relevant experience in the field.

---

### Industry Risk

**Defining the Risk:** The Company caters to almost every sector like banking and financial services, travel and transportation, Healthcare to name a few. Any sectorial downturn will slow-down or affect our business performance.

**Mitigation Strategy:**

- The Company has developed a firm grip on various sectors and is familiar with the business cycles and performance. This helps it reduce dependency on any one area or sector. Its revenue concentration is fairly balanced. The Company also offers building differentiated solutions / offering within the vertical sub-segments. It has also expanded industry horizon with the launch of Professional Services vertical at the beginning of FY 2018.

---

### Revenue Concentration Risk (1)

**Defining the Risk:** Concentration of business from customers from limited geography.

**Mitigation Strategy:**

- Expansion of onsite presence with increasing delivery center capability in US, creating new centers in Europe to cater to client in Europe meeting regulatory requirements. The company has opened offices and centers recently in Sweden/ China/ Poland/ Russia/Hong Kong etc. Increased focus on markets other than US i.e. in Europe, APAC, AMEA region with dedicated hunting and farming teams.
### Revenue Concentration Risk (2)

**Defining the Risk**
- Client concentration - dependence on a few customers.

**Mitigation Strategy**
- Revenue from Top 5, Top 10 and Top 20 clients have reduced from 42%, 52% and 62% to 36%, 45%, and 56%, respectively. The Company is increasing portfolio of customer contributing > 1 Million revenue a year. The company is managing its top customers well and it can be gauged from the following:
  - Very long relationship with customers.
  - Top 5 and 10 customers revenue has grown by 5.5% and 6.6% respectively in FY 2019 compared to FY 2018.
  - Expansion of client base with high revenue. Customer contributing over USD 1 Mn increased to 129 from 99 in the previous year, between USD 1-5 Mn to 95 from 72, between USD 5-10 Mn to 8 from 18.
  - Customer satisfaction survey:
    - On a scale of -100 to 100, the Company scored the highest score of 74.4 as against an industry score ranging from 53.6 to 74.4.

### Foreign Currency Risk

**Defining the Risk**
- The Company earns sizable revenue in foreign currency which exposes it to exchange rate fluctuation risks.

**Mitigation Strategy**
- The Company monitors currency movements closely and follows a structured hedging program approved by the Board. The Company has systematic hedging policy approved by the Committee of Board and it has been effective in protecting the risk. As on December 31, 2019, the Company had the following hedges maturing over the course of the next eight quarters:
  - USD 212.02 Mn at an average exchange rate of 74.85
  - Euro 6.60 Mn at an average exchange rate of 89.02
  - GBP 13.60 Mn at an average exchange rate of 99.14

### Disaster Recovery/ Business Continuity

**Defining the Risk**
- The Company may be vulnerable to risks due to natural calamities / disasters which may impact business operations and even pose a risk to employee safety.

**Mitigation Strategy**
- The Company has a structured business continuity management plan that addresses disruptions at every level of business-like city level, country level and even at floor level. The plan framework minimizes the impact of outages which includes recovery sites, intra-city redundancies, work from home etc. Business continuity plan was activated during the Chennai events and was successful in minimizing business impact as well as supporting employee safety requirements.
### Liquidity Risk

**Defining the Risk**
For the Company, the threat to its liquidity could be a risk factor. The liquidity refers to the ability of the Company to meet its cash, collateral and vendor obligations.

**Mitigation Strategy**
- It has cash and bank balances including investments in mutual funds (current investment) aggregating to ₹2,528.44 million as on 31st December 2019.
- The Company has been maintaining efficient cash conversion ratio which is above 68% (cash flow from operations ÷ EBITDA before ESOP cost).

### Credit Risk

**Defining the Risk**
Large number of revenue transactions are on credit. Default or inability of the client to pay on time will impact the profitability.

**Mitigation Strategy**
- The Company has effective receivable management system to maintain the Days Sales Outstanding ratio in a favorable position. DSO ranges from 64 days to 60 days only. Focused review of unbilled revenue to check on long pending item to bill. DSO with unbilled have been in range of 87 to 81 days. The focus has been on adding large and diverse clients to the portfolio, thus minimizing the credit risk.

### Reputation Risk

**Defining the Risk**
Negative media coverage and public scrutiny, actions by activist shareholders / analysts may divert the time and attention of our board and management and adversely affect the share price.

**Mitigation Strategy**
- To mitigate the Company has adopted following approach:
  1. Regular screen of media coverage and preemptive response by the senior management.
  2. Regular interactions with the shareholders and analysts and provide the relevant information in transparent and timely basis.
  3. Separate PR team interacting with the investors and analyst.
Hexaware aims to maximize customer satisfaction by providing customized services and up-to-date technological solutions. The Company provides services and solutions to different organizations and sectors of the economy.

The services which Hexaware provides are based on mutual trust and close engagements with customers to better understand their needs in a solution-oriented way. A proven feedback mechanism is in place to understand and act upon any gaps between customer expectations and company deliverables.

The upcoming trends of using modern technologies such as IoT, Big Data Analytics, Data Science, Machine Learning, Artificial Intelligence, Cloud Computing, etc. in business processes has enabled Hexaware to contribute and address the needs of consumers by making these technologies available in an accessible and affordable manner. The recent collaboration of Hexaware with Mobiquity has enabled the company to drive synergies among the existing and emerging customer base. The company focuses on recruitment to attract and retain high caliber employees to deliver a superior experience to customers.

The following are the details of the key sectors which have reaped the benefits of technology from Hexaware.
Banking and Financial Services

Hexaware, through its services like cloud-based technology, has led to an operational transformation in the Banking and Financial Services Industry. By providing digital automation solutions to the Global Tier 1 banks, the company has transformed the operational landscape. Hexaware delivered 47% savings in the total cost of ownership with improved accuracy and client satisfaction.

Hexaware’s capabilities are centered on the themes of ‘Foundation’, ‘Experience’, and ‘Regulatory’ to achieve banking transformation. A Foundation is built wherein the relevant data is collected by internal and external stakeholders. The entire process of building the Foundation takes place through an API economy and effective use of data platforms and the services provided are rapid and accurate. Such a Foundation may be useful for gathering Experience as to how customers respond and react to the products and services offered. Along with that, the Regulatory needs would allow for faster response to changes in accordance with the rules and regulations.

Modern technological tools such as Big Data and Analytics, Artificial Intelligence, and Machine Learning are used so that banks can respond and work in different geographical locations with access to common information. This ensures that banks work effectively and efficiently.

Hexaware has been helping the banking sector with the following services and solutions:

1. ** Omni Channel Digital Solutions**

   Hexaware provides banks and other financial institutions with omni channel digital banking solutions through their Mobiquity brand by leveraging digital strategy, branding, and design through execution services.

2. **Cloud Migration**

   An automation framework known as ‘Amaze’ has been developed by Hexaware which automates 100% of the process of identifying the impediments in migrating legacy applications to the cloud and 80% of the code refactoring involved in the migration. Amaze can handle the migration of both applications as well as data ecosystems to the cloud.

3. **Operations Transformation in Banking and Capital Markets**

   Hexaware has developed an automation framework based on Machine Learning, Natural language processing, Natural Language Generation, Robotics Process Automation, OCR, and AI and is applied across multiple domains like Reference Data Management, Reconciliation, Settlement, Accounting, Corporate action processing, Payments Investigation, etc. These operational transformations help reduce costs and improve business efficiency.

4. **LIBOR Transition**

   Hexaware has automated various tasks, one of them being contract remediation in the Libor index rate transition process, and developed the Unified Command Center Tool that provides an integrated view and control across the enterprise for the Libor Transition.
Healthcare and Insurance

Healthcare

IT companies play an important role in bringing major transformational change to how the healthcare industry operates by enhancing user experience and providing the industry with efficient digital platforms and customer-centric solutions.

Healthcare data holds the key to building personalization into experiences, services, and products, and it is for this reason that the global Healthcare Cloud Computing Market is estimated to grow at CAGR above 14% and reach market value around USD 40 billion by 2026 (Acumen Research and Consulting).

Hexaware is helping the healthcare industry providing the right set of capabilities, experienced domain resources, and technical expertise to minimize costs, provide a superior and personalized experience to stakeholders and be compliant to all regulatory mandates.

Significant customer benefits delivered

Improving a global company’s mobile application star rating from 1 to 4.75
260% uptick in online member registration through co-development of the portal
60% reduction in call center volume and 84% improved response time enabling customer self-service
Achieved 55% savings in overall claims operational costs with 95% accuracy for a global insurer

Service Offerings

Hexaware has been providing the healthcare industry with cloud transformation services and the pharma industry with new offerings around the domain of automation during the year 2019. To leverage the automation and cloud transformation, add-on services such as Data management & Analytics, AI/ML Consulting, API based integration, automation consulting, and BPO Services for solutions were provided.

The key offerings were as follows:

1. **Integrated Digital Experience**
   Integrated patient engagement and digital experience platform for medical device manufacturers and commercial organizations of pharma companies were developed during the year to enhance customer experience and bring about business efficiency.

2. **Cloud EDMA**
   To enhance user experience, Cloud EDMA on Azure with flexible and scalable cloud data warehouse solutions backed by effective data quality and governance solutions were introduced by Hexaware.

3. **Automation**
   Major changes were introduced to redefine and revamp the automation services such as TMF automation, centralized monitoring and automated issue detection for clinical trials, automation of patient eligibility matching in clinical trials patient recruitment, automated adverse event management and case processing.
Insurance

Technological advancement is necessary for companies belonging to the insurance sector to ease their process of operations, customer interactions, and broker collaborations. Hexaware has been in partnership with Guidewire, an industry-leading platform provider, to co-develop and introduce newer solutions to provide unmatched value for insurance customers and significantly reduce the release cycle.

Service Offerings

Technology Services Leveraged by Our Insurance Customers Help:

- Modernize legacy systems
- Drive cost optimization with Automation CoE
- Deliver top-notch customer experience by developing user-centric portals
- Enable off-the-shelf implementation of leading insurance software
- Fast track end-to-end testing of modern applications like Guidewire
- Improve reporting and compliance with advanced data analytics
- Optimise leading insurance OEM Providers like Guidewire with pre-built APIs
- Optimize processes by implementing identified RPA insurance industry use cases

High Tech and Professional Services

Introduction of breakthrough technologies and trust as a catalyst, the HTPS went through a transformational journey. In 2019, Hexaware widened the operations by introducing a new logo, new geos, and recorded a 33% growth in revenue for this segment. The basic goal of Hexaware is to bridge the gap between scaling, supporting and achieving end-to-end business solutions which are efficient and effective at the same time. The Company does this by converting cutting-edge technological solutions into effective business solutions.


The lines of business for professional services involve Tax, Audit & Accounting, Advisory & Consulting, Legal Risk & Compliance, and People & Talent Management. Similarly, the lines of business for Hi-Tech services include Software Product vendors, and Platforms & Internet businesses.
Travel and Transportation

Travel
The travel industry constantly experiments and replaces existing technologies with newer ones for customers to experience an unforgettable journey. The success of this industry is directly proportional to a happy customer who is highly satisfied with the services provided by the travel companies.

To understand its customers and speculate them, Hexaware provides the travel industry with transformative technologies such as Automation, Artificial Intelligence, Internet of Things, Augmented and Virtual Reality, Mobility, IoT, and so on. These technologies are significantly used for various sub-domains including Passenger Travel, Airline Reservations, Departure Control, Revenue Management, e-Commerce, CRM & Loyalty, Crew Management, MRO, Baggage, Flight Operations, Airport Operations, and Travel Intermediaries.

Transportation
Hexaware provides the transportation industry with latest technologies since new-age transportation management needs to automate critical tasks across the supply chain and introduce innovative ways for tracking shipments to help customers procure services faster and reduce the total operational cost. The Company has in-depth domain expertise in Customer Experience Transformation, Application Transformation Management, Legacy Modernization, Product Engineering, Digital Assurance (Independent Testing Services) & IT Infrastructure Management Services and Business Process Services to meet customer needs. Hexaware is building a data warehousing solution for the shipping industry customers to smoothen the business process.

Manufacturing and Consumer
Modern technologies have enabled the manufacturing sector to streamline their operations and lead to better productivity. The retail industry also requires the latest technologies to reduce costs and improve sales by speculating their consumers. In addition to providing traditional services like enterprise system implementation, integration, and support services, our innovation lab, and strong partnerships, enable our clients to adopt emerging technologies like AI/ML, AR/VR, Chatbots, IoT, Blockchain, etc. Hexaware, in partnership with Europe based boutique AI/ML Platform Company, leveraged AI capabilities and deliver value to the customers.
The value created by Human Resource Capital contributes a major chunk towards the company’s growth and development. The IT industry is changing and evolving at a fast pace with automation and digitization being the latest trending technological concepts. The focus of Hexaware has been to leverage digital re-imagination to drive growth and efficiency of business models, products and services, business processes as well as the workplace.

Hexaware undertakes genuine interest in the well-being of its employees. Human capital indicators have been built to facilitate a smoother decision-making process and aim to foster greater accountability and ownership with inputs from the leadership team. The Corporate HR team includes Centers of expertise catering to functional areas such as:

- Motivated employees imply greater productivity which in turn leads to greater focus on achieving organizational goals. Hexaware focuses on individual development and the welfare of its employees to make the organizational culture more employee friendly. The HR structure is organized to closely align with its business. This has helped the company to focus and collaborate on achieving the common goal of enhanced employee experience. The HR Shared Service Teams work in different geographical locations to manage and resolve day-to-day employees’ queries.

The Company believes in inclusion of diversity amongst employees. The employees at Hexaware belong to varied cultural backgrounds and every employee is provided with an equal opportunity for decision making and professional opportunities. The Company has a dedicated group W@H (Women at Hexaware) which conducts women-specific activities like Self Defense Workshops, Women’s Day celebrations, and parenting workshops, among others.

The Company conducted various training and skill-update sessions for employees during FY 2019-20, and were based on diverse areas including technical skills, behavioral skills, business excellence, general management, advanced management, leadership skills, customer orientation, safety, values, and code of conduct and product training.
**Employee Headcount**

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Employees</td>
<td>11,375</td>
<td>12,115</td>
<td>13,705</td>
<td>16,205</td>
<td>19,999</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Employees</td>
<td>11,375</td>
<td>12,115</td>
<td>13,705</td>
<td>16,205</td>
<td>19,999</td>
</tr>
</tbody>
</table>

Over the last financial year, there the total number of employees increased to 19,999 from 16,205. Comprehensive hiring and on-going deployment processes ensure that high caliber employees are retained as well as hired for different job roles at Hexaware. **Nearly 31%** of the total workforce is comprised of women.

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women Employees</td>
<td>3,216</td>
<td>3,634</td>
<td>3,641</td>
<td>5,075</td>
<td>6,254</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Particulars</th>
<th>Female Employees (Offshore)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Number of employees eligible for maternity leave</td>
<td>2,586</td>
</tr>
<tr>
<td>2</td>
<td>Number of employees who availed maternity leave</td>
<td>112</td>
</tr>
<tr>
<td>3</td>
<td>Number of employees who joined the organization after completion of maternity leave</td>
<td>112 (as on 30th June 2020)</td>
</tr>
<tr>
<td>4</td>
<td>Number of employees who returned to work after maternity leave ended and who were still employed twelve months after their return to work</td>
<td>50 (Rest all employees will complete 12 months in Nov / Dec 2020 / in 2021)</td>
</tr>
</tbody>
</table>

| Total Number of Permanent Employees | 11,685 |
| Total Number of Contractual employees | 1,540 |

An employee engagement survey was conducted by the company, known as EMPPOWER in collaboration with Great Place to Work. The company has always worked towards establishing a better workplace for employees to work efficiently and effectively. The survey provides the company with qualitative and quantitative data that can be analyzed for drawing meaningful references related to the enhancement of the workplace. The rating on the engagement index also increased to 65% from 60% in FY 2018. The company would make impactful changes in the workplace based on the survey to increase employee engagement and enhance their welfare.

Hexaware strongly discourages the involvement of child labor, forced labor, and compulsory labor in any form and ensures commitment towards responsible and fair business practices.
Talent Acquisition

Talent acquisition and development is crucial for organizations’ long-term sustainability in the prevailing dynamic and multi-dimensional business environment. Hexaware initiated several new programs and initiatives for talent acquisition in the FY 2019-20. Through a comprehensive hiring process at Hexaware, potential candidates are hired for the desired job roles. The hiring process is described in the diagram below.

A Supplier Development Program has been launched in North America, the company’s largest market, to increase the sourcing reach in the market. The direct sourcing constitutes more than 20% of our supply saving vendor costs for acquisition. In India, the company has increased proactive hiring for fast-moving skills and leverage sourcing partners for high volume areas. To improve in talent acquisition, the company is investing in smart technologies and has implemented new solutions for automated screening, candidate interviews, and referral generation.

The Company makes consistent effort and focuses majorly on employee retention and takes pride in it. To make Hexaware a Great Place to Work, various efforts have been made in the last financial year which has led to a reduction in the attrition rate to 15.8% from 17% in 2018. The company also launched an Employee Assistance Program in partnership with a counseling service provider (1 to 1 Helpnet) so that employees can avail the benefit of professional counseling services.
Talent Management – Asset Development

Hexaware considers its talent pool as a competitive advantage over other companies in the industry. The Company focuses on the creation of a strong platform for employees to innovate and create value for clients. The company is at the forefront of the “Shrink IT, Grow Digital” mantra.

One of the initiatives of the company, known as ‘Brainbox’, provides the consultants of the company with a platform to post their unique ideas. This platform benefits the customers to save time and money. In addition to this, the company has also developed a system called Project End Feedback, whereby feedback can be given to consultants on the projects they work on.

The key to motivate an employee is appreciation and giving credit to their work. Hexaware has a Rewards and Recognition Portal, a platform for appreciating deserving employees. Managers can nominate deserving employees for any of the awards such as Spot/Ace/Star awards, best debutant, and best team, etc. Winners are guaranteed global recognition in the Hexaware world.

The HR team has developed specific learning modules and conducts training sessions for enhancing the Performance Management System (PMS). The PMS also has the functionality to identify future talent needed by the organization and a pipelined approach to groom future leaders of the company in collaboration with our Learning and Development arm – Hexavarsity.

The Company focuses on talent management by ensuring holistic development of employees and rewarding top performers through the Hexaware – High-Performance Club program, where membership is restricted to 10% of the company’s top achievers.

Developing skills of consultants is crucial in the changing business environment and Hexaware takes care of that by organizing regular Hackathons and Technical Competency Development Program (TCDP) which maps technical skills of people to specific job roles.

The key to motivate an employee is appreciation and giving credit to their work.
Principles of Hexaware

Hexaware believes that profits or economic value cannot be generated unless it is created on the foundation of ethics and responsibilities. Bearing this in mind, the Company is working towards creating an environment that provides equal opportunity, non-discrimination, and where employees feel “valued”. These principles are embedded in the process of hiring, promoting, and treating employees and do not practice discrimination based on caste, color, creed, religion, gender, disability, and sexual orientation. Hexaware has the following policies for employees:

1. **Code of conduct**: This policy defines the standards for conduct in all business, legal, and ethical matters carried out in daily business, and is meant as a tool and a guide for dealings with employees, clients, vendors, and partners; interaction with competitors; as well as in financial areas.

2. **Anti-bribery**: Company is committed to the prevention, deterrence, and detection of fraud, bribery, and all other corrupt business practices. The company conducts all its business activities with honesty, integrity, and the highest possible ethical standards. The Company and all its Employees worldwide are prohibited from engaging in any acts of bribery or corruption.

3. **Job Rotation**: Hexaware job rotation policy provides opportunities for employees to explore new assignments and roles. It is an initiative to facilitate employee career development, ensure job satisfaction while meeting the organization’s business needs.

4. **Sexual harassment**: Hexaware Technologies Limited is an equal opportunity employer and is committed to providing a workplace that is free from all forms of harassment. Hexaware female employees have the right to work in an environment free from any form of discrimination and conduct which can be considered as harassing, coercive, or disruptive particularly behavior that tantamount to sexual harassment as defined in this policy.

5. **Whistle Blower**: The Hexaware Whistle Blower Policy has been unveiled as a mechanism to encourage a climate of open communication within the company to report concerns at the earliest opportunity including the violation of the code and thus avert a larger issue in the future. The purpose of this policy is to enable a person who observes an unethical practice, to approach a Whistle Blower committee without necessarily informing their supervisors. Employees and others are encouraged to use guidance provided by this policy for reporting all allegations of suspected improper activities.
Motivation of Employees

The company focuses on employee motivation by facilitating proper communication and interaction among the leaders and the employees about various change management processes, so that the organizational goals can be attained effectively, efficiently, and collectively. The Company focuses on next-generation solutions, attracting and retaining the right talent, adheres to a business strategy that impacts people positively, and creates a sustainable value for all its employees. The company aims to fill the leadership positions from the existing talent pool by choosing amongst the deserving candidates. Promotion of employees to a higher post not only boosts employee morale but also showcase their talent to the fullest potential. The Company has introduced higher education program for employees who wish to pursue their MTech Program to upgrade their skills and fulfilling their ambition of pursuing their higher education.

Employee Engagement

The company has been implementing a variety of programs to keep its employees engaged in the job and emotionally invested in creating value for the team and the organization. It is important that all employees feel a sense of belonging to the company. To provide clarification on different day-to-day topics, employees are required to attend HR pulse and skip meetings. Through periodic Open House sessions and town hall meetings, the company provides employees with a roadmap for their careers.

The refurbished Facebook@work tool has helped employees to connect with people across the organization.

- The Empower survey conducted at the end of the year gave an insight into what makes Hexaware a great place to work.
- The relaunched StationH portal provides a one-stop shop for employees to get information about organization-wide processes and policies.
- Employees attend regular HR pulse and skip meetings to iron out their concerns and receive clarifications on various issues.

As part of engagement initiatives, various workshops and seminars are organized on diverse topics such as:

1. De-stress camp
2. Healthy Eating Workshops
3. Financial Management
4. Medical Camps
5. Aadhar Card Camp
6. Hexaware Kid’s Day
7. Prevention of Sexual Harassment Training
Employee Training

For preparing holistic leaders, employee training is necessary to keep the workforce up to date with the latest trends and technology. Hexavarsity is the learning and development arm of Hexaware and it aims to create an environment that motivates learning and empowers employees to grow and succeed in their chosen career path relevant to the business.

The Company provides training to both freshers and existing employees. The training for existing employees is categorized into three levels – Foundation Level, Competency Level, and Account Level. Employees are evaluated on their knowledge level, practical aspect, interview, and job certification. The target is to provide each employee with at least five days of training per year.

Training is also conducted for the senior management and management trainees on diverse topics including Technology, Vertical Orientation, Leadership Programs, and Behavioral Training.

For the holistic development of freshers, Hexaware conducts a Fresher Training Program, which involves a Full Stack Developer training followed by Technology focused training. A comprehensive assessment also takes place to assess their knowledge retention.

<table>
<thead>
<tr>
<th>Training Topics</th>
<th>Contract</th>
<th>TRN to G5, S5</th>
<th>G6, S6 to G10, S10</th>
<th>G11 to G14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>UC, UE, UW</td>
<td>Junior Management</td>
<td>Middle Management</td>
<td>Senior Management</td>
</tr>
<tr>
<td>Technical</td>
<td>0.72</td>
<td>21.6</td>
<td>4.2</td>
<td>1.4</td>
</tr>
<tr>
<td>Behavioral</td>
<td>0.01</td>
<td>4.4</td>
<td>0.6</td>
<td>1.8</td>
</tr>
<tr>
<td>Process</td>
<td>0.13</td>
<td>1.0</td>
<td>0.5</td>
<td>0.1</td>
</tr>
<tr>
<td>Process &amp; Project Management</td>
<td>0.05</td>
<td>0.4</td>
<td>0.9</td>
<td>0.8</td>
</tr>
<tr>
<td>Induction</td>
<td>0.02</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>KYO</td>
<td>0.01</td>
<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
</tr>
<tr>
<td>Language</td>
<td>0.02</td>
<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
</tr>
<tr>
<td>Sales</td>
<td>0.02</td>
<td>0.0</td>
<td>0.0</td>
<td>0.6</td>
</tr>
<tr>
<td>Domain</td>
<td>0.00</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Grand Total</td>
<td>1.00</td>
<td>28.0</td>
<td>6.0</td>
<td>5.0</td>
</tr>
</tbody>
</table>
Employee Welfare
Several initiatives have been introduced for employee welfare.

Counselling
Consultants may become stressed due to personal or professional issues which may hamper their productivity. To help its employees, Hexaware has partnered with 1 to 1 Helpnet to provide anonymous counseling services to its employees which can be availed anywhere, anytime. The Company supports its employees and works toward addressing issues which may affect employees’ wellbeing, work performance, workplace morale and mental health.

Doctor on call
The Company has appointed an in-house doctor for consultation within the campus as well as on-call, to create a positive impact for employees and ensure group cohesiveness.

Cordial Work Environment
A cordial work environment is not only beneficial to the company but also for individual’s physical, mental, and emotional health. Hexaware provides equal opportunities to all potential candidates as well as existing employees and ensures a harassment-free work environment. The company has conducted training sessions for employees to help them better understand the concept of harassment and its repercussions.

Staff Welfare Guidelines
The Company organizes team outings, office picnics, treks, and other sporting and cultural events to ensure that all team members get an opportunity to bond and rejuvenate.

Some of the other employee benefits include:

- Provident Fund
- Employees’ State Insurance
- Group Medical Insurance
- Term Life
- Personal Accident
- Leave
- Gratuity
- Car Lease
Intellectual Capital

The Company has taken steps to protect its intellectual property with patent and trademark offices in 16 countries till date, i.e. Australia, Benelux, Brazil, Canada, China, France, Germany, India, Japan, Mexico, Romania, Russia, Singapore, United Arab Emirates, United Kingdom and the United States of America. The company undertakes robust Research and Development to create Intellectual Property Rights and is currently in the process of obtaining patent protection for its innovations. Hexaware has an Innovation lab where innovative architects, full-stack developers, and consultants work with full dedication and translate the business domain and technology expertise acquired through the wide array of engagements to tools towards mitigating technology and project risks of our customers. The Company has proactively protected and defended third parties claim to Hexaware’s Intellectual Property rights.

Social and Relationship Capital

Maintaining social and relationship capital, i.e., relationship with its stakeholders is the key to success for Hexaware. Building trustworthy and reliant relationships with its stakeholders by sharing values and creating long-term relationships is core to the Company’s ethos. To attain sustainable growth, Hexaware aims to deliver innovative products and services which will lead to the betterment of society.

Remuneration and Allowances

Hexaware is an equal opportunity employer and does not practice wage discrimination based on gender. It encourages women to take up senior positions. The Company not only provides its employees with competitive compensation, but also holds timely reward and recognition ceremonies. This helps to build talent from within and strengthen engagement initiatives. There have been no cases of non-compliance with social and economic causes.
Key HR Initiatives of FY 2019

The Company keeps transforming its policies, processes, and practices to make consistent efforts towards benchmarking itself against the dynamic industry standards.

- Most of the administrative tasks have been automated.
- To boost productivity and engage with clients easily, the employees are provided with various resources and platforms through which they can communicate globally.
- The company provides its employees with competitive compensation and appreciates the deserving and potential employees by rewarding them in reward and recognition ceremonies.
- To strengthen work culture and enhance the positivity of the workplace, regular surveys, and engagement activities are being conducted, so that the employees remain motivated and stress-free.
- The refurbished Facebook@Work tool helps employees in connecting with people across the organization at global locations. Facebook@Work helps the company to collaborate, brainstorm, provide real-time feedback, and communicate with the leaders directly.
- At the end of the financial year, the EMPPOWER survey is being conducted for improving workplace culture and boosting employee morale.
- The relaunched ‘StationH’ portal provides a one-stop-shop for employees to get information about all the organization-wide processes and policies.
Awards and Recognition

“Best Innovative Employee Development Practice of the Year 2019 (HRIA)”

“Gold Winner at the 2019 ITSMA Marketing Excellence Awards for Personalizing Marketing with Digital Tools, Data, and Approaches”

Healthcare and Life Science
- Everest Peak Matrix
  - Major Contenders for Healthcare Payer Business Process Services

Manufacturing and Consumer
- HfS Top 10 Retail and CPG Services 2019
  - Top 10 among Retail & CPG Vendors
- HfS Top Manufacturing Service Providers 2019
  - Top 15 in Manufacturing Services

Travel and Transportation
- Airlines and Airports Digital Services Study
  - Avasant recognized Hexaware as Innovator in Digital Services
- Hexaware bagged the ‘No #1 Service Partner’ award out of 20+ service partners from one of their German clients for the IT services

Insurance
- Guidewire Select Partnership
- Guidewire Digital Partner for EMEA
- Everest Peak Matrix
  - Major Contenders for Guidewire Services
- Everest Peak Matrix
  - Major Contenders for P&C Insurance Application & Digital Services
- Everest Peak Matrix
  - Major Contenders for Mobility in Insurance

Other Awards and Recognition
- Platinum LEED Rating awarded to company’s Pune Campus, 2018
- Global Peacock Award for Excellence in Corporate Governance, 2018
Corporate Social Responsibility (CSR) has become a crucial part of business operations in today’s world. CSR activities enable Hexaware to contribute a part of its profits towards society, the environment, and the community at large.

Businesses consume resources in order to operate and grow and it is necessary that they incorporate CSR programs, as a responsible corporate citizen of the country.

Hexaware engages in strategic and comprehensive philanthropic programs to promote inclusive growth and value creation for the stakeholders of the company.

The focus areas of CSR activities include Education, Women Empowerment, Environment, Health and Sanitation, Sports, Art and Culture, Natural Calamities and Disaster Relief, and Rural Development. The CSR programs can be found in greater detail in Hexaware’s Corporate Social Responsibility Annual Report 2019.

Hexaware’s CSR classification strategy is as follows for the CSR initiatives:

- **Flagship Programs**: These are unique programs that are conceptualized, funded, and run by Hexaware.

- **Programs Aligned with National Themes**: These are programs that are in line with India’s key development agenda that help to foster effective partnerships between corporates, NGOs, and the government, leading to social development.

- **Sustainability Employee Engagement Programs**: These programs actively involve our employees in cementing various CSR strategies into the Hexaware brand while engaging them in numerous volunteer-run events.

- **Stakeholder Management Programs**: These are niche programs that are conceived, planned, and driven by the core Management team.

The CSR programs are strategically planned and implemented and are periodically monitored and improvised. The Senior Management and Board Members review and monitor programs every quarter and the CSR committee reviews the program on a monthly basis. Necessary corrective actions are taken from time to time to maintain the effectiveness of the CSR programs.

The Company maps the progress of the programs with the prevailing targets to ensure minimal gaps between planning and implementation phases. Hexaware works with Goodera, which provides the necessary guidance on CSR compliance and facilitates the monitoring and evaluation of the CSR programs.
The following tables contain CSR programs under four different categories along with the implementation partners of each program.

<table>
<thead>
<tr>
<th>Flagship Programs</th>
<th>Project</th>
<th>Implementation Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>S. No.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Early Intervention &amp; Vocational Training Program</td>
<td>V-Excel Trust</td>
</tr>
<tr>
<td>2</td>
<td>Rainbow Home Program</td>
<td>Rainbow Foundation India</td>
</tr>
<tr>
<td>3</td>
<td>Umeed and Udaan Program</td>
<td>Apne Aap Women's Collective (AAWC)</td>
</tr>
<tr>
<td>4</td>
<td>Pankh Program</td>
<td>Trust for Retailers and Retail Associates of India (TRRAIN)</td>
</tr>
<tr>
<td>5</td>
<td>Computer for All Program</td>
<td>Team Everest</td>
</tr>
<tr>
<td>6</td>
<td>Holistic nutrition support and food Program for Cancer</td>
<td>Cuddles Foundation</td>
</tr>
<tr>
<td>7</td>
<td>Katalyst Program</td>
<td>Human Capital for Third Sector</td>
</tr>
<tr>
<td>8</td>
<td>Youth Skilling Program</td>
<td>Magic Bus</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programs Aligned with National Themes</th>
<th>Project</th>
<th>Implementation Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>S. No.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Antar Bharati Balgram Yojana</td>
<td>India Sponsorship Committee (ISC)</td>
</tr>
<tr>
<td>2</td>
<td>Digital and Financial Education Program</td>
<td>American Indian Foundation (AIFT)</td>
</tr>
<tr>
<td>3</td>
<td>Toilet Construction Program</td>
<td>Yuva Unstoppable (YUVA)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stakeholder Management Programs</th>
<th>Project</th>
<th>Implementation Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>S. No.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Family Strengthening Program</td>
<td>SOS</td>
</tr>
<tr>
<td>2</td>
<td>Scholarship for School and College Students</td>
<td>Idea Foundation</td>
</tr>
<tr>
<td>3</td>
<td>Young Scientist Program</td>
<td>Space Kidz India</td>
</tr>
<tr>
<td>4</td>
<td>Support to Athletes</td>
<td>Olympic Gold Quest</td>
</tr>
<tr>
<td>5</td>
<td>Pond Restoration</td>
<td>Environmental Foundation of India</td>
</tr>
<tr>
<td>6</td>
<td>Magic of You! Curriculum Program</td>
<td>Artist Education</td>
</tr>
<tr>
<td>7</td>
<td>Clean &amp; Safe Neighborhood Projects</td>
<td>Direct Implementation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sustainability Employee Engagement Programs</th>
<th>Project</th>
<th>Implementation Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>S. No.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Sustainability Employee Engagement Programs</td>
<td>Direct Implementation</td>
</tr>
</tbody>
</table>
Flagship Programs

1. Early Intervention and Vocational Training Program

Early Intervention (EI) Program
The Early Intervention Program focuses on the provision of support to children between the age of 0 to 7 years, who are at risk of developmental disabilities. Various therapies are provided to children such as occupational therapy, neurodevelopmental therapy, sensory integration therapy, and speech and language facilitation to minimize developmental delays in children.

The program approaches these goals holistically and includes activities and sessions that ensures:
- School readiness and transition
- Building independent functioning skills such as toilet training, feeding, language and communication skills, etc.
- Providing parent counseling and parent training
- Providing ‘home’ support to ensure continuity of care in homes from parents and immediate caregivers.
- Training parents and caregivers continuously to help them manage the developmental needs of their child.

A full-featured Argumentative and Assistive Communication (AAC) app has been built by the EI team, known as ‘Avaz’, for children who face difficulty in speaking. Hexaware facilitated the EI team in purchasing Samsung tablets so that the team can access the app and ensure the smooth functioning of the app.

Key Achievements

Story of Change

In July 2019, a 16-month-old child was admitted into the EI Center and was observed to have development delay mostly in motor development. The child had difficulty in standing independently, not able to walk and had poor social interaction and communication skills.

The EI team did a comprehensive assessment including recording of the child’s diet and rhythmic movement. They provided a home-based program that included diet modification, few exercises as well as counselling the parents. After 10 days, the child was provided the center-based program, which is a personalized intervention program specially designed for the child with facilitation by the EI team on the concerned areas. The therapists worked on the balance and co-ordination and sensory integration of the child continuously. The team was able to facilitate motor development of the child and the child started walking in the third week of August 2019. And as a result of the home-based program, the child is now able to bite and chew properly and even started uttering a few words.

Vocational Training Program

Vocational Training Program aim is not only to develop the skills of disabled people but also to provide professional training and job opportunities. Vocational Training Centers are set up in Mylapore, Chennai, and people with disabilities are train to operate printers, lamination machines, and various other work involves in a printing shop. The program also provides support for running printing shops.

The program kicked off with the installation of paper cutting, binding, shredding, and lamination machines. The trainees have also undertaken various external assignments and have duly delivered them.

In 2019, V-Excel Trust, the implementation partner, has enabled vocation of digitization for the trainees in partnership with the Saksham team to run pilot projects for a better understanding of the digitization project.

Key Achievements
2. Rainbow Home Program

It has been three successful years since the initiation of the Rainbow Home Program, supported by Hexaware. The program aims to improve the lives of street children by providing proper homes to live; three nutritional meals a day; educational facilities such as admission in mainstream schools, remedial classes, etc.; healthcare facilities; and conducting extracurricular activities for their overall development. It is a long term, residential, complete care program for both boys and girls - special ASP (BOYS) Rainbow Home (Sneh Ghar) for boys and AMJ and AKP Rainbow Home for girls. Currently, there are 49 boys and more than 60 girls living in Rainbow Homes.

3. Pankh Program

Pankh Program focuses on the creation of sustainable livelihoods for Persons with Disabilities and promotion of inclusive growth in the retail sector. Hexaware makes this program possible with Trust for Retailers and Retail Associates of India (TRRAIN trust) as its implementing partner. Till now, 182 beneficiaries have benefited from this program through mobilization, center activities, and placements. Under this program, various exposure visits and job fairs were conducted.

4. Computer for All Program

Computer for All program focuses on digital literacy and digital transformation in government schools by installing computer setups and conducting computer sessions for the children. The program plans to cover 10 Government Schools in Chennai, involving students from class 6th to 9th.

The activities included in the program are:
- Set-up lab with the refurbished computers
- Conduct computer sessions in the schools
- Conduct centralized exams across the 10 schools
5. **Umeed and Udaan Program**

It has been four years since Hexaware supported ApneAapWomen’s Collective (AAWC) and currently the Company is conducting two major CSR programs, namely, Umeed and Udaan Program. AAWC is an anti-trafficking organization that serves women and their children in the red-light districts of Falkland Road and Kamathipura, Mumbai. AAWC team provides the beneficiaries with services under the theme of education, health, finance, recreation, empowerment, and shelter home, thus enabling the beneficiaries to lead a dignified life.

Various activities included in the programs are:

- **Education theme** includes literacy and distance learning courses
- **Health theme** includes first aid support, counseling, HIV/AIDS treatment, hospital visits, medical camps, and nutritional meals.
- **Finance theme** includes financial literacy session and creation of savings accounts
- **Recreation theme** includes conducting festivals, picnics, and exposure visits
- **Empowerment theme** includes the creation of identity cards, registering under govt. schemes, vocational training and awareness, and sensitization sessions
- **Shelter home theme** includes providing shelter to the homeless and referring to an external shelter home

**Udaan Program**

Udaan program aims to empower girls in the red-light area by providing socio-economic mobility and preventing them from getting into the vicious cycle of prostitution. Nearly 127 girls between the age of 5-18 have been provided financial support from Hexaware during 2019.

**Key Achievements**

**Umeed Program**

Umeed program focuses on the economic, physical, and mental wellbeing of women in prostitution by providing first aid, healthcare facilities, and nutritional supplements to women suffering from HIV/AIDS or tuberculosis.

**Key Achievements**
6. **Pankh Program**

Pankh Program focuses on the creation of sustainable livelihoods for Persons with Disabilities and promotion of inclusive growth in the retail sector. Hexaware makes this program possible with Trust for Retailers and Retail Associates of India (TRRAIN trust) as its implementing partner. Till now, 182 beneficiaries have benefited from this program through mobilization, center activities, and placements. Under this program, various exposure visits and job fairs were conducted.

7. **Computer for All Program**

Computer for All program focuses on digital literacy and digital transformation in government schools by installing computer setups and conducting computer sessions for the children. The program plans to cover 10 Government Schools in Chennai, involving students from class 6th to 9th.

The activities included in the program are:

- Set-up lab with the refurbished computers
- Conduct computer sessions in the schools
- Conduct centralized exams across the 10 schools

8. **Holistic Nutrition Support and Food Program for Cancer**

The Holistic Nutrition Support and Food Program for cancer aims to provide holistic nutritional supplements and food support to underprivileged children fighting cancer. Hexaware has implemented this project with the support of the Cuddles Foundation. Two government hospitals - Bharati Vidyapeeth Hospital and Deenanath Mangeshkar Hospital are provided with support from the company.

The main activities of this program include providing nutritional counsel, assessing a child’s malnutrition grade, providing customized diet plan, and holistically monitoring the child until he or she is cured.
9. Family Strengthening Program

Family Strengthening Program focuses on providing long term family-based care to nearly 30 orphaned, homeless, and abandoned children in Alibaug, Chennai, and Pune. The program ensures their holistic development by conducting career sessions, psychological sessions, different extracurricular activities, and various other capacity-building programs. Hexaware has partnered with SOS village to improve the standard of living of children by empowering them through holistic development.

10. Katalyst Program

Under the Katalyst Program, 31 underprivileged girls pursuing professional degrees like Engineering, Architecture, Medicine, and Chartered Accountancy across four locations – Mumbai, Pune, Bangalore, and Delhi are provided with skill training and development, mentoring, financial support, assistance with internship, and health insurance.

The activities included in the program are:
- Providing training on developing skills such as social skills, managerial skills, and technical skills
- Providing one-on-one mentoring to girls
- Providing financial support to girls based on scorecard
- Providing health insurance to Katalyst girls and their respective mothers
- Conducting industrial visits / corporate workshops
- Assisting girls with internship

11. Youth Skilling Program

Youth Skilling Program focuses on the skill development of youth from the marginalized sections and to provide employment opportunities for them. This is done in partnership with Magic Bus. This program was initiated in October 2019 and it aims to reach nearly 400 youth by the end of one year. The team targets to train 95% of the enrolled youth and place 70% of the trained youth in skilled jobs.
Programs Aligned with National Themes

1. Antar Bharati Balgram Yojana
Under the Antar Bharati Balgram Yojana Program, orphaned and destitute children are provided with quality education and nutritional well-being. The children are provided better quality of life by inculcating moral values, developing infrastructure involving solar panels, setting up computer labs, and provision of a mobile library at children’s doorstep. This is Hexaware’s continued engagement with India Sponsorship Committee from previous year to supporting this program.

2. Toilet Construction Program
Hexaware started supporting Yuva (Manav Sadhana) to improve the infrastructural facility of five municipal schools in Vapi, Gujarat through the ‘Evolution’ program in 2016. In 2017, it was increased to 10 schools in Mumbai and by 2018, the support was extended to 10 more government schools. This year, Hexaware is supporting 21 schools in total. The toilet construction program aims to develop and improve sanitation, drinking water, and dishwasher related areas and also creates awareness sessions on health and hygiene in government schools.

3. Digital and Financial Education Program
Nowadays, digital and financial literacy is of utmost importance. Private schools inculcate digital literacy right from an early stage but as far as government schools are concerned, they lack the necessary resources and infrastructure to impart digital literacy amongst students. Hexaware, through its CSR program, provides digital and financial education and STEM teaching activities to students and teachers. This ensures a computer-aided learning environment in the school which helps in the development of children. Under this program, digital content courses are provided, financial education and financial enterprise workshops are conducted, and various other competitions and workshops take place.

The program uses two unique methodology - Digital Equalizer Way of Teaching & Flipped Classrooms helping students learn and reinforce the important concepts of the classes.

Various activities conducted in the program are:
- Teacher training in Techno-pedagogy methodologies
- Creating Edukit (Digital content courses)
- Conducting financial education sessions
- Conducting financial enterprise workshops
- Conducting STEM education sessions
- Conducting annual events such as awareness workshops and competitions
Stakeholder Management Programs

1. Scholarship for School and College Students

Hexaware, in partnership with Idea Foundation, provides scholarships for the payment of school fees and conducts personality development classes for the underprivileged meritorious students. In addition to this, the students also receive proper educational support to complete their current study or for higher studies. The program aims to support 430 students in Pune, Mumbai, Chennai, Nagpur, and Coimbatore and is currently in the second phase of its operation.

2. Young Scientist Program

Young Scientist program aims to encourage and motivate young talent in the field of Science and Technology and encourage students to opt for scientific studies in the field of Aerospace, Aeronautics, Environment, Robotics, besides the conventional stream of Engineering and Medicine. Through this program, various workshops are conducted in government schools and research & testing takes place for launching “Nano Satellite – KalamSat” and “Sounding Rocket – Vikram”.

Key Achievements
3. Pond Restoration

Water is scarce and it is the need of the hour to use it judiciously and responsibly. Hexaware, in partnership with the Environmentalist Foundation of India (EFI), addressed the Chennai Water Crisis by initiating Lake and Pond Rejuvenation Program. The Rajiv Gandhi Pond and Nehru Nagar Pond have been rejuvenated under this program and two other ponds will be rejuvenated by April 2020.

Various activities were carried out in and around the ponds such as desilting and contour leveling of the water bodies, constructing and strengthening of the water holding earthen bunds, removal of invasive species, shrubs, construction debris from the boundary of the lakes and ponds, ensuring local community engagement to propagate the common goal of conservation and assessing the impact and role towards the restoration, and establishing a comprehensive planned procedure along with a well-designed template for community-managed pond restoration taken up with the districts in the future. The impact of this program can be seen through the increased freshwater levels in ponds and recharged groundwater levels.

A tree plantation drive was also organized in association with EFI and Hexawarians participated enthusiastically in large numbers to plant 150 trees on the bunds of the pond to make this event successful. Going a step beyond planting of saplings, Hexawarians also sensitized the participants and onlookers to be more conscious and mindful of the impact of the actions on the environment.
4. Support to Athletes

The sports area has been receiving greater attention and financial support since the passing of the mandatory law on CSR in 2014. Hexaware, in partnership with Olympic Gold Quest (a non-profit organization), provides financial support to the most deserving athletes and medal prospects in the Olympic Games. The athletes are provided with expert coaching, intensive training sessions, medical facilities, world-class equipment, and funds so that the athletes can participate in various international competitions and events.

5. Magic of You! Curriculum Program

The Magic of You! Curriculum Program has been devised in partnership with Art1st Education for the holistic development of girl child in economically challenged schools. The program empowers the children economically, socially, and emotionally and has been designed according Maslow’s Hierarchy of Needs model. The curriculum involves lesson plans with stories, poems, art projects, and analyzing individual artworks to develop and enhance the skill set among children, especially in government schools.

There are two initiatives in the program: the Cascade Model and Studio Workshop model. The Cascade model is for the government school children and teachers in Mumbai while the Studio Workshop model is for the children of sex workers currently benefiting from the programs run by AAWC conducted at the AAWC center.

6. Clean and Safe Neighborhood Projects

Clean and Safe Neighborhood projects are Hexaware’s self-implemented programs that are initiated every quarter to spread mass awareness on the use of environment-friendly technology and shift towards utilization of renewable sources of energy. Hexaware has launched various initiatives like fixed steel dustbins in Millennium Business Park (MBP), changed open drainage to closed ones around Siruseri Campus, laid over HT cable, which was a possible threat to public safety as an underground line, installed 50 solar-powered street lamps in the MBP, Mumbai, and SIPCOT, Chennai and beautified the landscape with plants and trees around the Siruseri campus.
Sustainability Employee Engagement Programs

1. Mumbai Marathon 2019
Mumbai Marathon 2019 was a successful philanthropic event wherein 160+ employees participated in the marathon. Hexaware financially supported five NGOs - AAWC, Save the Children, Manav Foundation, Helen Keller, and Katalyst Foundation. The Marathon was for supporting social causes and for providing charities. Hexawarians participated with great zeal and enthusiasm which eventually led to the big hit of the event!

2. School Kit Drive – Chennai and Mumbai
Hexaware, in association with Seva Sahayog Foundation and AID India, organizes School Kit Drive every year in the month of June, in Mumbai and Chennai, respectively. This school kit drive aims to provide new school kits to children from slums and tribal areas and bring a smile on their faces. During the School Kit Drive, Hexaware was able to collect donations from the employees for 463 school kits in both locations.

3. Blood Donation Drive – Chennai, Pune, Mumbai, and Nagpur
Many lives can be saved through blood donation. Hexaware organizes Blood Donation Drive every six months and despite having a busy hectic work schedule, employees voluntarily donate their blood and in 2019, a total of 778 units of blood were collected through these drives.

4. Tree Plantation Drive – Chennai, Pune, Mumbai, and Nagpur
Trees are an essential part of our ecosystem. Urban developments have led to scraping up of large areas of trees and plants which has disturbed the overall functioning of the ecosystem. Hexaware shed light on its goal of environmental sustainability and planted nearly 1300 trees and saplings across Chennai, Pune, Mumbai, and Nagpur and the employees took part in this tree plantation drive in an enthusiastic manner.
5. Participation in Delhi Half Marathon

Hexaware participated in Delhi Half Marathon 2019, which is the biggest half marathon in Asia. Over 15 employees took part in this charity marathon to do our bit in improving our world. The energy, enthusiasm, and passion were palpable among the Hexawarians. It was an enormous success and showcased the great spirit of the city in supporting many charities and causes. Hexaware financially supported the NGO - Vidya, and Child.

6. Summer Volunteering in AAWC, Mumbai and Rainbow Home, Chennai

Smile is like frosting on the cupcake, makes you look beautiful. Hexaware volunteers, through our partner NGOs (AAWC and Rainbow Home), conducted different sessions for the children where life skills were taught, and competitions were held. The volunteers worked committedly for five weeks for the kids of AAWC. Every Saturday in the month of May 10-15, Hexawarians enthusiastically traveled all the way to the AAWC center at Mumbai and Rainbow Home at Chennai. Each session was for two hours.

7. Flood Relief Drive for Kerala, Sangli & Kolhapur

Many lives were affected due to the floods in Kerala, Sangli, and Kolhapur. Hexawarians collected ration and relief materials for the people who were displaced during the floods as part of our Flood relief measures. The collected materials and supplies were routed through GOONJ to be distributed among the affected families. Small gestures with good intent can prove to be quite helpful and impactful at the same time. It is not always the result which matters but the efforts which lead to changes in society.

8. HexaRun 2019

HexaRun is one of the major events of Hexaware which focuses on enhancing the environmental sustainability of the planet. In 2019, nearly 774 employees and their family members participated in the HexaRun and contributed their part in making the planet greener. HexaRun intends to help every employee grow a tree and nurture their own green space. Running for a cause provides opportunities to integrate the passion for the environment with athletic performance. Fruit-bearing tree saplings and kitchen gardening seeds were distributed to all participants.
9. **Children’s Day Celebration @ Antar Bharti Balgram, Lonavla**

On Children’s Day, it gave us immense satisfaction and pride to make the day special for a group of children from rural areas at the Antar Bharti Balgram, Lonavala. The volunteers spent their time by engaging with the children through interactive sessions, painting competitions, etc.

![Antar Bharti Balgram](image)

10. **Volunteering activity in SOS in Noida & Pune**

It has been nearly four years now since Hexaware has partnered with SOS Village for improving the lives of children in SOS Village in Pune and Noida. The volunteers engage with children and conduct different fun sessions like games and painting competitions to motivate the children and spread happiness and hope. The kids were taught the Do’s and Don’ts during any natural calamity, the importance of cleanliness, and awareness about the environment. A painting competition was also organized on the theme “HOW TO MAKE OUR EARTH CLEAN AND GREEN”.

11. **Organ Donation Awareness Drive in Mumbai**

In India, the Human Organs Transplant Act (HOTA) was passed in 1994, which accepted brain death as a form of death paviing the way for ‘cadaver” transplantation. The Act was passed to streamline organ donation and transplantation activities. However, even after decades since the Act was passed, only a few cadaver transplants have been performed. The organ shortage is not due to a lack of potential donors, but rather due to a failure to turn potential donors into actual donors. The present waiting list of Mumbai shows 2000 patients waiting for renal transplantation and 70 for liver transplantation. Many patients have died while staying on the waiting list.

To propagate this noble cause of organ donation and educating the people on this issue, Hexaware collaborated with Apollo Hospital, and participated in a skit competition at their hospital on 14th September 2019.
12. Participation in Chennai Marathon

Hexaware participated in GAVS Chennai Marathon 2019, in collaboration with the NGO - Freedom Trust. Over 40 employees took part in this charity marathon to help the needy.

HexaRun has endorsed the noble practices and increased employee awareness and commitment to help differently abled people. The company provided 100 prosthetic legs to the amputees. This event provided Hexaware yet another opportunity to give back to the society.
13. Fulfill a Kid(s) Wish

Hexaware CSR team worked with the existing NGO partners (AAWC and Rainbow Home) to organize a ‘Fulfill a Kids Wish’ initiative in Chennai and Mumbai. The initiative aimed at fulfilling the wishes of less-privileged children. The wish lists were collected through NGOs and around 350 children’s wishes were fulfilled. During Christmas, trees were placed in Chennai and Mumbai locations with kids’ wish cards on the decorated trees. Employees picked up a card each from the trees and dropped the gifts at the gift collection box kept for this purpose.

The wish lists were collected through NGOs and around 350 children’s wishes were fulfilled.
Hexaware’s Commitment Towards COVID-19

Hexaware, being a responsible organization has offered a helping hand to our society to cope up with the current pandemic – COVID 19. It has contributed efforts and finances towards NGOs and programs working to overcome this pandemic. Amongst many contributions, Hexaware also supports the families of daily wage earners providing them with dry ration and groceries with the support of NGOs in various locations like Chennai, Mumbai, Pune, Nagpur, Haryana, and Delhi. Hexaware is also working closely with government hospitals and police personnel in their fight against this deadly virus.

Hexaware has meticulously chosen a set of people to whom it wanted to direct the efforts, as mentioned below

- Health care support (PPE kits) to government hospitals – provided nearly 30,000 PPE kits to the Government Hospitals in Chennai, Mumbai, Pune & Haryana
- Cooked food and Dry rations – provided cooked food to 65,000 personnel who doesn’t have amenities to cook and 1-month dry rations to nearly 1650 families who are affected by the prevalent situation in Chennai, Mumbai, Pune, Delhi & Nagpur.
- Police personnel safety kit – providing 20,000 police personnel in Chennai, Mumbai & Pune.

Following are the details of our partnered NGOs on this cause and their execution details:

<table>
<thead>
<tr>
<th>Partnered NGOs</th>
<th>Support to Covid-19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Healthcare</strong></td>
<td></td>
</tr>
<tr>
<td>YUVA - 29200 PPE kits for Govt. Hospitals</td>
<td>Provided 29200 PPE kits for Govt. Hospitals in Chennai, Mumbai, Pune &amp; Haryana</td>
</tr>
<tr>
<td>Cuddles Foundation</td>
<td>Provided two ventilators and 200 PPE kits to Tata Memorial Hospital, Mumbai</td>
</tr>
<tr>
<td><strong>Cooked Food &amp; Dry Rations Support</strong></td>
<td></td>
</tr>
<tr>
<td>Aid INDIA</td>
<td>Provided dry rations to 160 families in Chennai</td>
</tr>
<tr>
<td>Seva Sahayog Foundation</td>
<td>Provided dry rations to 255 families in Pune</td>
</tr>
<tr>
<td>Lions Club of Nagpur</td>
<td>Provided dry rations to 360 families and provided cooked food to nearly 17,500 personnel who does not have amenities to cook in Nagpur</td>
</tr>
<tr>
<td>Janaagraha Organization</td>
<td>Provided dry rations to 328 families in Bangalore</td>
</tr>
<tr>
<td>Save the Children India</td>
<td>Provided dry rations to nearly 200 families in Mumbai</td>
</tr>
<tr>
<td>Praja and Madhu Mehta Foundation</td>
<td>Provided dry rations to nearly 200 families in Delhi</td>
</tr>
<tr>
<td>AAWC - Supply of Cooked Food</td>
<td>Provided cooked food to nearly 47,500 personnel in Mumbai</td>
</tr>
<tr>
<td>Feeding India - Employee Contribution</td>
<td>Provided dry rations to nearly 150 families in various locations</td>
</tr>
</tbody>
</table>

**Employee Engagement:**

In such unprecedented times, Hexaware took efforts to make sure that its employees are comfortable. The company has organized employee engagement activities and employees were eager to participate and contribute to the larger good of the society.

The Company conducted a campaign to raise funds from employees for the Zomato Feeding India initiative to provide dry rations and groceries for needy families. It also organized first of its kind virtual volunteering globally on teaching English, Soft skills, voice record stories, and creating e-learning materials for underprivileged children.
Global warming and carbon emissions are a major challenge faced globally by businesses and individuals alike. It is necessary to use scarce resources efficiently and effectively since the rate of increasing demand is greater than the rate of replenishment.

Hexaware is taking the necessary actions and steps towards the inclusion of environmental sustainability into its operations. The company focuses not only on economic growth but also towards sustainable growth. Hexaware has been working towards the attainment of ESG (Environment, Social, and Governance) parameters since 2013 to ensure value creation. Baring Private Equity Asia (Hexaware) won the 2019 HKVCA ESG Award of Excellence which recognizes significant contributions to environmental, social and governance (ESG) efforts.

Hexaware is an IT company and although it has significantly lesser impact on the environment, the company has been making continuous effort to mitigate the risks and improve its environmental performance with a holistic approach. The organization seeks opportunities proactively to minimize its environmental footprints and conducts business in a responsible manner.

**Key Highlights of Clean & Safe Neighborhood Projects undertaken by Hexaware**

- Planted 200 tree saplings to initiate a drip irrigation system in MIDC Water Pumping station, Hinjewadi
- Constructed a bus stop shelter in Siruseri campus
- Installed fence and landscaped areas with plants and trees
- Installed 50 solar powered streetlamps
- Restored 2 ponds in Chennai, namely the Rajiv Gandhi pond in Semmancheri and Nehru Nagar pond in Thoraipakkam
Green Initiatives

To minimize the impact of business operations on the environment, Hexaware started different green initiatives to become more eco-friendly.

As part of the Green Initiatives, notices calling the Annual General Meeting, Corporate governance report, Directors’ report, Audited financial statements, Auditors’ report, etc. are being sent through electronic mode to those members whose email addresses are registered with the company or depositories.

- The Annual Report and Sustainability Report will also be made available through online sources such as the company’s website, websites of stock exchanges (NSE & BSE), and the website of depositaries (NSDL). This is done to save paper and provide information to the relevant stakeholders through electronic form to save time, money, and efforts.

- As per Section 108 of the Companies Act 2013 and Rule 20 of the Companies (Management and Administration) Amendment Rules, 2015, Hexaware provides an e-voting facility to all its members for the casting of votes on all the resolutions of the company. The facility of e-voting would also be made available during the AGM so that members who were unable to cast their votes can do so in the AGM.

Energy Management

Energy conservation plays a significant role in reducing the carbon footprints of an organization. Hexaware has been on a quest to explore opportunities to reduce its energy consumption by undertaking various initiatives such as using renewable energy, investing in energy-efficient measures. Conservation of energy is one of the easiest and most efficient solutions for energy management.
Alternative sources of Energy – Renewables

In alignment with SDG 7, Hexaware is committed to utilizing renewable energy in its business operations. Energy efficiency and energy conservation are crucial for an IT company like Hexaware. Hexaware has taken various steps to bring about energy efficiency in its campus and other relevant areas.

Hexaware promotes the use of alternative sources of energy to fulfill its energy requirements and mitigate the climate change threats arising out of the use of conventional energy sources. The total renewable consumption of Hexaware has increased from 83,45,552 kWh in 2018 to 98,67,671 in 2019, an increase of 18%, which shows significant improvement in Hexaware’s investment on renewable resources.

<table>
<thead>
<tr>
<th>Renewable Energy (kWh)</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Renewable Energy Consumed (Solar)</td>
<td>17,97,109</td>
<td>7,18,620</td>
</tr>
<tr>
<td>Total Renewable Energy Consumed (Wind)</td>
<td>80,70,562</td>
<td>76,26,932</td>
</tr>
<tr>
<td>Total Renewable (kWh)</td>
<td>98,67,671</td>
<td>83,45,552</td>
</tr>
</tbody>
</table>

Terrace Solar

Energy Conservation Initiatives

- Installed additional 523 KW Roof Top Solar System in Siruseri campus in FY 2019 and has Roof Top Solar System of 114 KW at Mumbai.
- Power generated in FY 2019 from these systems is 16,74,058 and 1,50,826 Units respectively.
- Reduction in Greenhouse gas emission of about 1,663 tons of CO2 (Carbon Dioxide); 1,526 Tons at Chennai and 137 at Mumbai.
- Wind energy to the tune of about 1.8 million units are availed in year FY 2019 as Captive Power Consumer through 3rd party Private power agency.

- 82% of total energy consumed at Chennai campus is fed from Green Power (Wind & Solar).
- Energy efficient LED light fixtures are installed at Chennai campus (Phase-1) in place of conventional fittings and CFL type to save energy. 10,62,470 Units are saved in FY 2019.
- Modular UPS units are installed at Chennai campus (Phase-1) in place of Conventional UPS units. 5,85,523 Units is saved in FY 2019.
- 7,24,000 Units are saved in FY 2019 at Mumbai MBP (Bldg.1 & 152) by installation of LED light fixtures and Modular UPS units.
Energy Consumption

The energy consumption of Hexaware at Mumbai, Chennai, and Pune campuses is depicted below:

In 2019, the energy consumption of Hexaware is 90,960 GJ and this includes energy from fuel for DJ sets, owned and leased vehicles purchased electricity from the grid, and electricity generated from renewable sources such as solar and wind energy. The organization records employee business travel under scope 3 emissions but does not track its energy equivalent.

The energy consumption calculations are done based on the calorific values and conversion factors provided in the Defra UK emission guidelines, UK government GHG Conversion Factors for Company Reporting 2016.

Energy Savings

Energy Savings achieved from Electricity Savings (GJ)

Relentless efforts taken towards energy consumption on a sustained basis has resulted in a significant saving of energy and natural resources. Hexaware has undertaken various initiatives such as the replacement of CFL to LED light fixture & Conventional UPS to Modular UPS to reduce its energy consumption. The energy savings of Chennai and Mumbai offices are depicted opposite:

Not recorded for Pune Campus.

Emissions Management

Hexaware understands the criticality of environmental challenges and takes great initiatives to incorporate various measures to transition towards a low carbon economy. Following SDG 13, there is an urgent need to combat climate change since climate change can affect the way organization does its business including resource availability and cost, risk management, and future strategy.

Hexaware is disclosing its GHG emissions for the first time. The details of direct and indirect GHG emissions of Hexaware are represented opposite:

Note:
Emissions other than Scope 1, 2, and 3 for example SOx, NOx and SPM are not material to Hexaware as it operates in the service sector
Scope 1 includes CO2, N2 O, and CH4 emissions from Hexaware’s owned and leased vehicles and diesel consumption in gensets. The emission factors and GWP (Global Warming Potential) values have been taken from the India GHG Program, 2015.
Scope 2 emissions include MTCO2e emissions from electricity consumption. The emission factors have been taken from CEA’s (Central Electrical Authority) CO2 database.
Scope 3 data include Business Travel by the employees (Air). The emission factors have been taken from the India GHG Program, 2015. The total amount of distance traveled for the various sectors is determined to calculate the emissions generated from Business Travel.
Waste Management

In alignment with SDG 12, to achieve sustainable management and efficient use of natural resource, Hexaware is constantly on the lookout to reduce and minimize its waste. Most of the waste generated by Hexaware are e-waste, dry waste (mainly paper waste) and wet waste (primarily from the café). Hexaware has installed an organic waste converter that converts food waste from the canteen to manure and undertakes composting of organic waste from the canteen and kitchen.

Sewage Treatment Plant and Organic Waste Converter

Material Consumption

Hexaware being a service industry has less material consumption. Paper is an important material consumed at the Hexaware offices. The company takes initiative to reduce and recycle all the used and wastepaper through registered vendors.

<table>
<thead>
<tr>
<th>S.no</th>
<th>Details</th>
<th>UoM</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Total Quantity of Paper Consumed</td>
<td>KG/ Rims</td>
<td>6,291</td>
</tr>
<tr>
<td>2</td>
<td>Total Quantity of Paper Recycled</td>
<td>KG/ Rims</td>
<td>13,720*</td>
</tr>
</tbody>
</table>

*including the A4 sheets, carton box, old newspaper & shredded waste
Water Management

Being in the service industry, Hexaware’s line of business is not water intensive. At Hexaware, water is primarily used for domestic purposes and efficient water management system has been in practice. The Company has undertaken initiatives such as wastewater recycling, rainwater harvesting, installation of ETPs to conserve and reuse water. The total water recycled has increased by 27% in 2019 as compared to the previous year and total water recycled has increased by 32.6% from the previous year.

<table>
<thead>
<tr>
<th>Water (in 000' KL)</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Water Consumed</td>
<td>146</td>
</tr>
<tr>
<td>Total Water Recycled</td>
<td>67</td>
</tr>
<tr>
<td>Rainwater harvested</td>
<td>2.4</td>
</tr>
<tr>
<td>Water Reused</td>
<td>69.8</td>
</tr>
</tbody>
</table>

Indoor Environment

Hexaware makes continuous efforts to use natural resources in a responsible manner. Although the company has not evaluated the impact of climate change on its business operations, it is on an endeavor to make future investments to reduce its carbon footprints. The Company has implemented the following measures to minimize and reduce waste generation and conserve resources:

- Nearly 4,50,000 sq. ft. of greenery developed around Siruseri campus.
- Chennai is a Zero-Water Discharge campus because of installation of rainwater harvesting systems.
- All the campuses are equipped with energy saving devices.
- EC type blowers are installed in place of conventional blowers to save energy.
- Indoor and Ambient Air quality monitoring is done on monthly basis.
- Gensets are pollution free and certified by Government Pollution Control agencies and the stacks are fixed at prescribed heights and locations.
- Organized way of vehicle parking and internal traffic control is observed.
Way Forward

The ultimate ambition of Hexaware is to Automate Everything, Cloudify Everything, and Transform Customer Experience. We have partnered with global industry players to provide transformational customer experience and meet the competition in the current digital enterprise.

The Company pays a keen interest and attention to the community in which it operates and takes maximum effort to judiciously reduce its carbon footprints by adopting renewable energy. This is the second year for Hexaware to come up with its Sustainability Report. And this year, for the first time, we captured our Carbon footprint. In the coming year, the company will adopt targets in areas material to Hexaware, in order to make our journey measurable and trackable. We will also increase employees’ participation and propagate sustainable initiatives to the employees.

Moving forward, the Company will continue to provide intuitive, relevant, contextualized, and innovative solutions to its customers and cater to their future needs for tomorrow.
## GRI Content Index

<table>
<thead>
<tr>
<th>GRI STANDARDS</th>
<th>DISCLOSURE</th>
<th>PAGE NUMBER</th>
<th>OMISSIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>102-1</td>
<td>Name of the Organization</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>102-2</td>
<td>Activities, Brands, Products, and Services</td>
<td>6,8</td>
<td></td>
</tr>
<tr>
<td>102-3</td>
<td>Location of Headquarters</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>102-4</td>
<td>Location of Operations</td>
<td>11.12</td>
<td></td>
</tr>
<tr>
<td>102-5</td>
<td>Ownership and Legal Form</td>
<td>9.10</td>
<td></td>
</tr>
<tr>
<td>102-6</td>
<td>Markets served</td>
<td>12.33</td>
<td></td>
</tr>
<tr>
<td>102-7</td>
<td>Scale of the Organization</td>
<td>9.12.41</td>
<td></td>
</tr>
<tr>
<td>102-8</td>
<td>Information on Employees and Other Workers</td>
<td>41.42</td>
<td></td>
</tr>
<tr>
<td>102-9</td>
<td>Supply Chain</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>102-10</td>
<td>Significant Changes to the Organization and its Supply Chain</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>102-11</td>
<td>Precautionary Principle or Approach</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>102-12</td>
<td>External Initiatives</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>102-13</td>
<td>Membership of Associations</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>102-14</td>
<td>Statement from Senior Decision-Maker</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>102-15</td>
<td>Key Impacts, Risks, and Opportunities</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>102-16</td>
<td>Values, Principles, Standards, and Norms of Behavior</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>102-17</td>
<td>Mechanisms for Advice and Concerns About Ethics</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>102-18</td>
<td>Governance Structure</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>102-19</td>
<td>Delegating Authority</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>102-20</td>
<td>Executive-Level Responsibility for Economic, Environmental, and Social Topics</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>102-21</td>
<td>Consulting Stakeholders on Economic, Environmental, and Social Topics</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>102-22</td>
<td>Composition of the Highest Governance Body and its Committees</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>102-23</td>
<td>Chair of the Highest Governance Body</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>102-24</td>
<td>Nominating and Selecting the Highest Governance Body</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>102-25</td>
<td>Conflicts of Interest</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>102-26</td>
<td>Role of Highest Governance Body in Setting Purpose, Values, and Strategy</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>102-27</td>
<td>Collective Knowledge of Highest Governance Body</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>102-28</td>
<td>Evaluating the Highest Governance Body’s Performance</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>102-29</td>
<td>Identifying and Managing Economic, Environmental, and Social Impacts</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>102-30</td>
<td>Effectiveness of Risk Management Processes</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>102-31</td>
<td>Review of Economic, Environmental, and Social Topics</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>102-32</td>
<td>Highest Governance Body’s Role in Sustainability Reporting</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>102-33</td>
<td>Communicating Critical Concerns</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>102-34</td>
<td>Nature and Total Number of Critical Concerns</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>102-35</td>
<td>Remuneration Policies</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>102-36</td>
<td>Process for Determining Remuneration</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>102-37</td>
<td>Stakeholders’ Involvement in Remuneration</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>GRI STANDARDS</td>
<td>DISCLOSURE</td>
<td>PAGE NUMBER</td>
<td>OMISSIONS</td>
</tr>
<tr>
<td>---------------</td>
<td>------------</td>
<td>-------------</td>
<td>-----------</td>
</tr>
<tr>
<td>102-38 Annual Total Compensation Ratio</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-39 Percentage Increase in Annual Total Compensation Ratio</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-40 List of Stakeholder Groups</td>
<td>16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-41 Collective Bargaining Agreements</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-42 Identifying and Selecting Stakeholders</td>
<td>15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-43 Approach to Stakeholder Engagement</td>
<td>15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-44 Key Topics and Concerns Raised</td>
<td>17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-45 Entities Included in the Consolidated Financial Statements</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-46 Defining Report Content and Topic Boundaries</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-47 List of Material Topics</td>
<td>16, 17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-48 Restatements of Information</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-49 Changes in Reporting</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-50 Reporting Period</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-51 Date of Most Recent Report</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-52 Reporting Cycle</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-53 Contact Point for Questions Regarding the Report</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-54 Claims of Reporting in Accordance with the GRI Standards</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-55 GRI Content Index</td>
<td>91</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-56 External Assurance</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRI 201: ECONOMIC PERFORMANCE 2016</td>
<td>201-1 Direct Economic Value Generated and Distributed</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td></td>
<td>201-2 Financial Implications and Other Risks and Opportunities Due to Climate Change</td>
<td>88</td>
<td></td>
</tr>
<tr>
<td></td>
<td>201-3 Defined Benefit Plan Obligations and Other Retirement Plans</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td></td>
<td>201-4 Financial Assistance Received from Government</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>GRI 301: MATERIALS 2016</td>
<td>301-1 Materials Used by Weight or Volume</td>
<td>87</td>
<td></td>
</tr>
<tr>
<td></td>
<td>301-2 Recycled Input Materials Used</td>
<td>87</td>
<td></td>
</tr>
<tr>
<td></td>
<td>301-3 Reclaimed Products and Their Packaging Materials</td>
<td>87</td>
<td></td>
</tr>
<tr>
<td>GRI 302: ENERGY 2016</td>
<td>302-1 Energy Consumption Within the Organization</td>
<td>88</td>
<td></td>
</tr>
<tr>
<td></td>
<td>302-2 Energy Consumption Outside the Organization</td>
<td>87, 88</td>
<td></td>
</tr>
<tr>
<td></td>
<td>302-4 Reduction of Energy Consumption</td>
<td>87</td>
<td></td>
</tr>
<tr>
<td></td>
<td>302-5 Reductions in Energy Requirements of Products and Services</td>
<td>80, 87</td>
<td></td>
</tr>
<tr>
<td>GRI CONTENT INDEX</td>
<td>Disclosure</td>
<td>Page Number</td>
<td>Omissions</td>
</tr>
<tr>
<td>-------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>-------------</td>
<td>-----------</td>
</tr>
<tr>
<td>GRI 303: WATER AND EFFLUENTS 2018</td>
<td>303-1 Interactions with Water as a Shared Resource</td>
<td>88</td>
<td></td>
</tr>
<tr>
<td></td>
<td>303-2 Management of Water Discharge-Related Impacts</td>
<td>88</td>
<td></td>
</tr>
<tr>
<td></td>
<td>303-3 Water Withdrawal</td>
<td>88</td>
<td></td>
</tr>
<tr>
<td></td>
<td>303-4 Water Discharge</td>
<td>88</td>
<td></td>
</tr>
<tr>
<td></td>
<td>303-5 Water Consumption</td>
<td>88</td>
<td></td>
</tr>
<tr>
<td>GRI 305: EMISSIONS 2016</td>
<td>305-1 Direct (Scope 1) GHG Emissions</td>
<td>86</td>
<td></td>
</tr>
<tr>
<td></td>
<td>305-2 Energy Indirect (Scope 2) GHG Emissions</td>
<td>86</td>
<td></td>
</tr>
<tr>
<td></td>
<td>305-3 Other Indirect (Scope 3) GHG Emissions</td>
<td>86</td>
<td></td>
</tr>
<tr>
<td></td>
<td>305-4 GHG Emissions Intensity</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>305-5 Reduction of GHG Emissions</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>305-6 Emissions of Ozone-Depleting Substances (ODS)</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>305-7 Nitrogen Oxides (NOX), Sulphur Oxides (SOX), and Other Significant Air Emissions</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>306-2 Management of Significant Waste-Related Impacts</td>
<td>87</td>
<td></td>
</tr>
<tr>
<td></td>
<td>306-3 Waste Generated</td>
<td>87</td>
<td></td>
</tr>
<tr>
<td></td>
<td>306-4 Waste Diverted from Disposal</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>306-5 Waste Directed to Disposal</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>GRI 307: ENVIRONMENTAL COMPLIANCE 2016</td>
<td>307-1 Non-Compliance with Environmental Laws and Regulations</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>GRI 401: EMPLOYMENT 2016</td>
<td>401-1 New Employee Hires and Employee Turnover</td>
<td>42</td>
<td></td>
</tr>
<tr>
<td></td>
<td>401-2 Benefits Provided to Full-Time Employees That are Not Provided to Temporary or Part-Time Employees</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td></td>
<td>401-3 Parental Leave</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>GRI 404: TRAINING AND EDUCATION 2016</td>
<td>404-1 Average Hours of Training Per Year per Employee</td>
<td>42</td>
<td></td>
</tr>
<tr>
<td></td>
<td>404-2 Programs for Upgrading Employee Skills and Transition Assistance Programs</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td></td>
<td>404-3 Percentage of Employees Receiving Regular Performance and Career Development Reviews</td>
<td>43</td>
<td></td>
</tr>
<tr>
<td>GRI CONTENT INDEX</td>
<td>PAGE NUMBER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>-------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GRI STANDARDS</strong></td>
<td><strong>DISCLOSURE</strong></td>
<td><strong>OMISSIONS</strong></td>
<td></td>
</tr>
<tr>
<td>GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016</td>
<td>405-1 Diversity of Governance Bodies and Employees</td>
<td>45,50</td>
<td></td>
</tr>
<tr>
<td></td>
<td>405-2 Ratio of Basic Salary and Remuneration of Women to Men</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>GRI 406: NON-DISCRIMINATION 2016</td>
<td>406-1 Incidents of Discrimination and Corrective Actions Taken</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>GRI 413: LOCAL COMMUNITIES 2016</td>
<td>413-1 Operations with Local Community Engagements, Impact Assessments, and Development Programs</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td></td>
<td>413-2 Operations with Significant Actual and Potential Negative Impacts on Local Communities</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>GRI 416: Customer Health and Safety</td>
<td>416-1 Assessment of the health and safety impacts of product and service categories</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>416-2 Incidents of non-compliance concerning the health and safety impacts of products and services</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>GRI 418: CUSTOMER PRIVACY 2016</td>
<td>418-1 Substantiated Complaints Concerning Breaches of Customer Privacy and Losses of Customer Data</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>GRI 419: Socio-economic Compliance 2016</td>
<td>419-1 Non-compliance with laws and regulations in the social and economic area</td>
<td>50</td>
<td></td>
</tr>
</tbody>
</table>
Registered Office

152, Millennium Business Park, Sector - III, ‘A’ Block,
TTC Industrial Area, Mahape, Navi Mumbai - 400 710

Tel: +91 22 4159 9595
Fax: +91 22 4159 9578

Website: www.hexaware.com
Email: Investor@hexaware.com

CIN: L72900MH1992PLC069662