HEXAWARE

ESG FACTBOOK

2025

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About the Report

Reporting Principle

This ESG Data Book outlines Hexaware Technologies Limited's Environmental, Social, and Governance (ESG) performance for the period 1 January 2025 to 31 December 2025. It has been prepared to provide stakeholders—including investors, clients, employees, regulators, and partners—with decision-useful, consistent, and transparent ESG information.

Our disclosures reflect the Company's commitment to integrating ESG considerations into core business strategy, risk management, and operational practices. The report aims to support informed stakeholder engagement by demonstrating how ESG factors are identified, managed, and embedded to strengthen long-term resilience and sustainable value creation.

Where relevant, the disclosures are aligned with applicable regulatory requirements and leading sustainability frameworks to enhance comparability, reliability, and completeness.

Reporting Period

This Report covers the Company's ESG performance for the period from 1 January 2025 to 31 December 2025, unless otherwise stated.

Comparative data from prior periods has been included, wherever available, to enable stakeholders to assess trends, evaluate performance consistency, and benchmark progress over time. Any restatements or material changes in data are disclosed and explained in the relevant sections.

Scope and Boundary

This Report represents the ESG performance of Hexaware Technologies Limited across its global operations, including offices and delivery centers located in the Americas, Europe, and Asia-Pacific (APAC) regions where the Company exercises operational control. The scope also includes the corporate headquarters in Navi Mumbai, India.

The reporting boundary is defined as follows:

- Financial, social, and qualitative disclosures:
  These align with the Company's financial reporting boundary and cover all global operations under operational control, ensuring consistency between financial and non-financial reporting.
- Environmental disclosures and community engagement initiatives:
  These are currently limited to operations in India, covering key locations including Ahmedabad, Bangalore, Bhopal, Coimbatore, Chennai, Dehradun, Mangalore, Mumbai, Nagpur, Noida, and Pune.

Any exclusions, limitations, or deviations from the stated scope are explicitly disclosed in the relevant sections to maintain transparency and clarity.

Assurance

The data and disclosures featured in this ESG Data Book are drawn from Hexaware Technologies' Sustainability Report for the period spanning 1 January 2025 to 31 December 2025. The report has been independently verified by **TÜV India Pvt. Ltd.(TUV Nord)**, and therefore, the ESG performance information presented in this Factbook is assured. By aligning this Factbook with an assured source, we endeavor to offer stakeholders ESG insights that are transparent, dependable, and trustworthy.

Corporate Governance

1.1 Transparency & Reporting

1.1.1 Sustainability Reporting Boundaries

Hexaware publicly reports the scope and boundaries of its sustainability disclosures. All activities that are fully consolidated for financial reporting purposes are included within the sustainability reporting boundary, ensuring alignment between financial and non-financial disclosures.

1.1.2 Sustainability Reporting Assurance

Our non-financial ESG performance has been independently assured by TUV India Private Limited (TUVI) in accordance with ISAE 3000 (revised). Our Independent Assurance Statement can be found on page 116 of our Sustainability Report for the year 2025.

1.2 Corporate Governance

1.2.1 Board Independence

As per the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, companies are required to maintain a minimum number of Independent Directors on their Board, based on the nature of the Chairperson's role. In line with these requirements, Hexaware has 36% of the Board comprising Independent Directors.

All Independent Directors have submitted declarations under Section 149(7) of the Companies Act, 2013, confirming their eligibility as per the independence criteria specified in Section 149(6). They have also complied with Rule 6(3) of the Companies (Appointment and Qualification of Directors) Rules, 2014, as well as Regulation 16(1)(b) of the Listing Regulations.

In addition, each of them has affirmed their adherence to the Code of Conduct for Independent Directors outlined in Schedule IV of the Act. These confirmations are reviewed and recorded by the Board after appropriate diligence.

Based on the disclosures and annual affirmations received, the Board has assessed that all Independent Directors on Hexaware's Board continue to satisfy the applicable independence criteria and are free from any material association with the management that could affect their independent judgment.

Our target share of having Independent Directors on Board is 33.33%.

1.2.2 Board Type

We operate under a one-tier governance structure, which supports strong oversight and effective organizational processes. This framework enables integrated supervision and efficient decision-making, helping ensure alignment with strategic objectives while promoting seamless management and operational excellence across the organization.

Type of Members	Number of Members
Executive Directors	1
Non-Executive Directors	6
Independent Directors	4
Total Board Size	11

The above-Board Composition is as on 31st December 2025. For further details on our Board structure, please visit our Sustainability Report. Page 39.

1.2.3 Non-Executive Chairperson/ Lead Director

The chairperson is non-executive and independent. There is a separate post of Chairman and CEO. Mr. Joseph McLaren (Larry) Quinlan is the Non-Executive Independent Chairman of the Company and Mr. Srikrishna Ramakarthikeyan is the CEO of the Company.

1.2.4 Board Diversity Policy

As part of our commitment to fostering diversity and inclusion, Hexaware incorporates its Board Diversity Policy within the broader framework of the Nomination and Remuneration Committee (NRC) Policy.

This approach ensures that diversity considerations such as Gender, Race and Nationality are embedded in the board nomination and appointment process, enabling a balanced and inclusive Board that is well-positioned to address evolving stakeholder expectations and industry dynamics. For more details on our Board Diversity, please visit here.

1.2.5 Board Gender Diversity

Our Board includes 3 female directors out of total 11 i.e. 27%.

For further details on our Board Gender Diversity, please visit our Sustainability Report. Page 39 - 43.

1.2.6 Board Accountability

Hexaware maintains a strong governance framework that promotes board accountability and supports alignment with the long-term interests of shareholders. The Board demonstrates active engagement in its oversight responsibilities, with average board meeting attendance consistently exceeding 75%, enabling informed deliberations and effective decision-making.

Changes to the Company's constitutional documents and bylaws are subject to shareholder approval, reinforcing transparency, accountability, and alignment with shareholder interests.

In addition, 8 of our Board members hold four or fewer external mandates, enabling them to dedicate sufficient time and attention to the effective discharge of their responsibilities at Hexaware.

The Company has initiated a phased succession planning program for key leadership roles, incorporating successor profiling, assessment centers, and targeted development and coaching for future leadership readiness. Board effectiveness is further strengthened through periodic performance evaluations of the Board, its committees, and individual directors, helping to identify opportunities for continuous improvement and enhanced governance practices.

Board members are elected on an annual basis in accordance with applicable legal and regulatory requirements, ensuring continued accountability to shareholders.

Hexaware does not impose limitations on directors' liabilities other than those permitted under Sections 197 and 149(12) of the Companies Act, 2013. Directors' responsibilities and accountability are further supported through clearly defined governance policies, committee oversight mechanisms, and ongoing reviews of Board effectiveness through Board performance reviews.

This framework helps ensure robust oversight, effective stewardship, and sustained alignment with the long-term interests of shareholders and other stakeholders.

1.2.7 Board Average Tenure

Average board tenure was calculated for all board members (executive, non-executive, and independent directors) based on the number of calendar years served on the Board. The average tenure for our Board members is 5 years.

1.2.8 Board Industry Experience

Hexaware operates in the Information Technology sector (GICS classification) and provides IT consulting, software development, digital transformation, cloud, data & AI, and business process services. Accordingly, industry experience has been assessed against this sector classification.

In 2025, all 10 non-executive Board members possessed experience relevant to the Information Technology sector through leadership roles in technology, digital transformation, telecommunications, consulting, financial services, private equity, governance, and global business operations.

In 2025, we had 10 Board non-executive members with industry experience. They are

1.Joseph Mclaren Quinlan- Non-executive Independent Chairman

2.Milind Sarwate*- Non-executive Independent Director

3.Sukanya Kripalu- Non-executive Independent Director

4.Vivek Sharma**- Non-executive Independent Director

5.Sandra Horbach-Non-executive Non-Independent Director

6.Lucia Soares- Non- executive Non-Independent Director

7.Shawn Devilla***- Non-executive Non-Independent Director

8.Julius Genachowski- Non-executive Non-Independent Director

9.Kapil Modi-Non-executive Non-Independent Director

10.Neeraj Bharadwaj-Non-executive Non-Independent Director

**Milind Sarwate- Not in board position since April 24, 2026*
***Vivek Sharma- Not in board position since February 23, 2026*
****Shawn Devilla-Not in Board Position since April 22, 2026*

For more details on Board industry experience, please refer to our Sustainability Report Page 39-43.

1.2.9 CEO Compensation – Success Metrics

Hexaware's CEO compensation framework is governed by the Nomination and Remuneration Committee (NRC) Policy, which establishes predefined performance indicators linked to the CEO's variable compensation. The framework is designed to align executive pay with the Company's long-term strategy, business objectives, and shareholder value creation.

Fixed Pay of CEO including company contribution to any retirement and other benefit schemes shall be as per NRC or any other applicable policy of the Company. The said amount can be split into various components of pay as per policy of the Company. The variable pay of CEO is linked to achievement of corporate performance Indicators, including financial return metrics as well as relative financial performance metrics and shall be an amount as may be determined by the Board of Directors of the Company or a Committee thereof.

1.2.10 CEO Compensation – Long-Term Performance Alignment

We report on the performance-based variable compensation system for our CEO. Our CEO compensation framework, governed by the Nomination and Remuneration Committee (NRC), links variable compensation to predefined corporate performance indicators and relative financial performance measures. In addition, long-term equity incentives under ESOP 2024 include performance-based vesting conditions linked to the achievement of performance targets determined by the NRC.

1.2.11 CEO to Employee Pay Ratio

CEO Compensation	Total CEO Compensation
Total annual compensation of the Chief Executive Officer in INR	14,508,708
Median Employee Compensation (INR)	8,922,94
The ratio between the total annual compensation of the Chief Executive Officer and the median employee compensation	16.26

1.2.12 Management Ownership

Hexaware believes that executive share ownership helps align the interests of leadership with those of shareholders and supports a long-term value creation mindset. Through its compensation and reward framework, the Company encourages senior management participation in equity ownership, thereby strengthening accountability, sustainable growth, and shareholder value creation.

For FY2025-26, **Mr. Srikrishna Ramakarthikeyan (Chief Executive Officer and Whole-time Director)** held **2,831,496 equity shares** of Hexaware Technologies Limited as of 31 December 2025. Based on the closing market price of **₹765.55 per share**. Please find this information as part of our Annual Report on Page 179.

Other key management personnel holding equity shares as of 31 December 2025 were:

- **Vikash Kumar Jain (Chief Financial Officer) – 131,115 shares**
- **Gunjan Sumit Methi (Company Secretary) – 2,184 shares**

1.2.13 Management Ownership Requirements

While Hexaware Technologies does not have formal stock ownership requirements in place for its Chief Executive Officer or other executive committee members, the company promotes long-term alignment with shareholder value through its stock option programs.

The Nomination and Remuneration Committee administers equity-based incentive plans, including the Hexaware Stock Option Plan 2024. This plan provides for the grant of stock options and Restricted Stock Units (RSUs) to eligible employees of the holding company and its subsidiaries, entitling them to one equity share of ₹1 face value per option/RSU granted. The exercise price is determined by the Committee at the time of grant, and vesting occurs as per the terms and conditions underlying in the plan.

1.2.14 Government Ownership

No governmental institution holds more than 5% of the company's total voting rights.

1.2.15 Family Ownership

No founding individuals or family members, personally or through other companies or organizations, individually have more than 5% of the voting rights of Hexaware. Our shareholding structure does not identify any individual founding member or family member as a significant shareholder. Ownership is disclosed through publicly available shareholding pattern filings with the National Stock Exchange (NSE), which reflect a diversified shareholder base comprising promoter, institutional, and public shareholders.

Details of our shareholding structure are available through our NSE shareholding pattern disclosures as on 31st December 2025 here.

1.2.16 ESG Governance Oversight

Hexaware has implemented a comprehensive governance framework to oversee ESG, and sustainability matters across both the Board and management levels. At the Board level, oversight of ESG and sustainability topics is carried out through a dedicated ESG Committee that includes Board members and at least one Independent Director, ensuring effective governance, strategic direction, and accountability for sustainability-related priorities.

At the executive level, Hexaware has established a dedicated ESG Committee comprising senior leaders within one reporting level of the CEO. This committee is responsible for driving the execution of the Company's ESG strategy, monitoring progress against sustainability objectives, and facilitating cross-functional coordination.

In addition, the responsibility for overseeing and managing ESG and sustainability issues is entrusted to our Chief Risk Officer (CRO). This structured, multi-level governance approach enables the integration of ESG considerations into business strategy, operational decision-making, risk management, and long-term value creation.

1.3 Materiality

1.3.1 Materiality Analysis

Hexaware conducts an annual materiality assessment to identify, evaluate, and prioritize the environmental, social, governance, and business topics that are most relevant to the company and its stakeholders.

During the reporting year, Hexaware enhanced its materiality assessment approach by undertaking a Double Materiality Assessment, strengthening alignment with evolving global sustainability reporting frameworks and regulatory requirements. The assessment considered both the financial materiality of sustainability-related matters—their potential impact on Hexaware's business performance, strategy, and enterprise value—and impact materiality, reflecting the company's actual and potential impacts on society, the environment, and the economy across its value chain.

The assessment incorporated inputs from a broad range of internal and external stakeholders and evaluated sustainability topics through a structured and robust methodology. Material issues were prioritized using a materiality matrix and integrated into Hexaware's Enterprise Risk Management framework to support strategic decision-making, risk management, regulatory preparedness, and long-term value creation.

The assessment process was designed to align with the principles of double materiality and reflects Hexaware's commitment to meeting increasing stakeholder expectations and emerging regulatory disclosure requirements. The results were reviewed through established governance processes and are subject to periodic validation and oversight. The process is reviewed annually and includes engagement with relevant stakeholders to ensure a risk-aware, forward-looking, and resilient approach to sustainability management.

The results of the Double Materiality Assessment have been independently assured by TÜV India Private Limited (TÜV NORD Group) and formally reviewed and approved by the Board of Directors.

1.3.2 Material Issues for Enterprise Value Creation

As part of Hexaware's Double Materiality Assessment conducted during the reporting year, a dedicated financial materiality evaluation was undertaken to assess the potential impact of sustainability-related topics on the Company's enterprise value, business performance, risk profile, and long-term growth.

Based on this assessment, Cybersecurity & Data Privacy, Human Capital Development, and Climate Change emerged as the three most significant material issues influencing enterprise value creation. These topics were identified as having the greatest potential to affect Hexaware's ability to create, preserve, and realize value over the short, medium, and long term, and have therefore been prioritized within the Company's strategic planning, risk management, and governance processes.

Particulars	Material Issue 1	Material Issue 2	Material Issue 3
Material Issue	**Cybersecurity & Data Privacy**	**Human Capital Development**	**Climate Change**
Business Case	Cybersecurity & Data Privacy is material to Hexaware as Cyber incidents or data breaches could disrupt operations, trigger legal liabilities, and erode client confidence. Non-compliance with data protection regulations may result in penalties, legal exposure, and reputational harm. Strong cybersecurity and compliance practices reduce operational risks, ensure business continuity, and safeguard client trust. This directly supports revenue growth by securing long-term contracts with global clients that prioritize data security.	Retaining a skilled, diverse workforce lowers recruitment and training costs, while improving operational efficiency through higher productivity and innovation. Skill gaps in emerging technologies may affect service quality, delivery timelines, and competitiveness. A global talent pool enables Hexaware to meet client needs across geographies, strengthening revenue growth. Failure to manage this effectively poses risks of attrition, project delays, and loss of competitiveness with direct financial impact.	Reducing carbon emissions lowers operating costs through energy efficiency and optimized resource use, while mitigating regulatory and compliance risks. Not meeting credible climate commitments may lead to reputational damage, reduced client trust, and loss of ESG-sensitive business opportunities. Failure to act exposes Hexaware to rising energy costs, carbon taxes, and reputational risks with direct financial implications.
Business Impact	Risk	Risk	Risk

Business Strategies	Hexaware's cybersecurity and data privacy strategy is focused on protecting business operations, maintaining robust privacy governance, ensure regulatory compliance, maintaining client trust, and train employees on data protection. We adopt a proactive, intelligence-led security approach that combines advanced threat monitoring, AI-driven detection, and automated incident response to prevent and mitigate cyber risks. Our cybersecurity framework is continuously strengthened to enhance security architecture, conduct regular penetration testing, strengthen incident response, and maintain continuous monitoring. As the technology landscape evolves, we secure cloud-native environments, including containers and serverless architectures, while aligning our practices with globally recognized standards such as ISO 27001, NIST, and CIS. This proactive model allows us to stay ahead of emerging threats, reduce exposure, and maintain client and stakeholder trust.	Hexaware focuses on building an inclusive, performance-driven culture to support career growth. We conduct continuous learning programs, align training with future skills, expand certifications, and use workforce planning analytics ensuring a future ready workforce. Our rewards and engagement initiatives enhance employee experience, while monitoring feedback ensures timely interventions. These strategies nurture a resilient workforce ready to drive global innovation.	Hexaware's integrated climate strategy, aligned with the TCFD framework, targets carbon emission reductions by enhancing energy efficiency across operations. We have set SBTi targets and clear energy performance indicators and embedded these considerations into procurement and infrastructure decisions. We have also strengthened our emissions tracking by deploying energy monitoring tool. Strong stakeholder engagement through training and communication supports these efforts. By integrating carbon reduction into our culture, we aim to improve operational performance and contribute to climate goals.

1.3.3 Materiality Metrics for Enterprise Value Creation

Particulars	Material Issue 1	Material Issue 2	Material Issue 3
Material Issue	**Cybersecurity & Data Privacy**	**Human Capital Development**	**Climate Change**
Target	1. Aim for zero data breaches every year globally 2. Ensure 100% employee coverage globally for cybersecurity awareness and training annually	1. 80% of employees to undergo upskilling in digital and new technologies globally by 2025 2. Increase the share of women employees to 40% globally by 2030	1. Achieve net-zero GHG emissions (Scope 1 and 2) by 2040 (baseline: 2023) Reduce absolute Scope 1 and 2 GHG emissions of 42% by 2030 (baseline: 2023) 2. Reduce Scope 3 emissions per employee by 97% by 2040

			Reduce scope 3 GHG emissions by 51.6% per employee by 2030 (baseline: 2023)" 3. Transition to 70% electricity usage from renewable sources on our campuses by 2030
Target Year	Y-O-Y	2030	2040
Progress	1. No data breach incident was reported 2. 94.13% of employees covered	1. 86%, exceeding the target significantly 2. 34.3% of women employees	1. 24% reduction in Scope 1 and Scope 2 emissions compared to the baseline against a target of 6% reduction 2. 19.34% reduction in Scope 3 emissions per employee from the base year 3. 83% electricity usage from renewable sources
Executive Compensation	Our Business Unit Managers and Employees are assessed against a well-defined set of KPIs covering operational performance, digital initiatives, growth, employee engagement and sustainability.		

1.3.4 Material Issues for External Stakeholders

Particulars	Material Issue 1	Material Issue 2
Material Issue	**Resource Efficiency**	**Community Development**
Cause of the Impact	Operations, Products/services and Supply Chain	Operations and products/services and Supply Chain
External Stakeholders Evaluated	Environment and Society	Society and External Employees
Topic Relevance on External Stakeholders	As a digital solutions provider, Hexaware relies heavily on IT hardware for service delivery, and stakeholders are increasingly attentive to how the company manages the environmental impacts of its infrastructure — including energy consumption, procurement practices, and end-of-life disposal of equipment. Hexaware's commitment to sourcing energy-efficient hardware, extending equipment lifecycles, and partnering with technology providers that prioritize sustainability	Although Hexaware primarily operates in metro cities, local communities remain a topic of relevance for external stakeholders due to growing expectations around inclusive development, digital equity, and responsible corporate citizenship. Stakeholders—including clients, investors, and government bodies—look to technology companies not only for innovation but also for their role in addressing urban social challenges such as digital access, employability, and environmental pressures.

	reflects its broader responsibility in reducing environmental impacts across its value chain.	Through outreach programs, partnerships, and volunteering initiatives, Hexaware demonstrates its commitment to community engagement, even in urban settings, aligning with stakeholder priorities on social impact.

1.3.5 Materiality Metrics for External Stakeholders

Particulars	Material Issue 1	Material Issue 2
Material Issue	**Resource Efficiency**	**Community Development**
Output Metric	1.Number/percentage of energy-efficient IT assets deployed 2.E-waste collected and responsibly disposed 3.Reduced environmental impact across lifecycle of IT assets through lower energy use and responsible disposal	1.Number of CSR/community initiatives 2.Total volunteer hours by employees 3. Number of beneficiaries
Impact Valuation	1.% reduction in energy consumption per asset	1. Improved well-being and socio-economic inclusion through education, skilling, and digital empowerment programs
Impact Metric	1. % of hardware recycled, reused, or donated	1. % increase in digital literacy or employability among target groups

1.4 Risk & Crisis Management

1.4.1 Risk Governance

Hexaware has established a comprehensive risk governance framework that provides structured oversight of risks across all levels of the organization through a robust three-lines-of-defense model.

Board-Level Risk Oversight: Risk governance is overseen at the highest level through a formal framework supported by a dedicated Board-level committee comprising independent and non-executive directors. This committee is responsible for overseeing the organization's risk management practices and ensuring effective risk governance.

Operational Risk Ownership (First Line of Defense): Operational managers and business leaders serve as the first line of defense and are accountable for identifying, owning, and managing risks within their respective areas. They are responsible for implementing corrective actions, addressing process and control deficiencies, maintaining effective internal controls, and executing risk and control procedures as part of day-to-day operations.

Risk Management and Compliance Oversight (Second Line of Defense): A dedicated senior management/executive-level committee, independent of the CEO, provides oversight of risk management and compliance activities. Risk and compliance functions establish control standards, monitor adherence to risk-related policies, and ensure effective implementation of the organization's risk management framework.

Independent Audit Unit (Third Line of Defense): An independent internal audit function provides objective assurance on the design and effectiveness of the company's risk management, internal control, and compliance processes. In addition, external auditors, regulators, and other external assurance providers contribute to the overall governance and control environment through independent review and oversight.

This integrated governance structure ensures comprehensive risk oversight, clear accountability, and effective risk management across the organization.

1.4.2 Risk Management Processes

Risk Review

Hexaware has a robust and structured Enterprise Risk Management (ERM) policy and framework designed to identify, evaluate, and mitigate strategic and operational business risks. The framework aligns with globally recognized standards such as the COSO ERM 2017 and ISO 31000:2018, enabling seamless integration of risk management into day-to-day operations and strategic planning.

Hexaware has dedicated risk management functions in place to ensure comprehensive oversight, proactive identification, and mitigation of strategic, operational, reporting and compliance risks.

We have clearly documented risk management procedures and dedicated risk owners across business units. Our risk register is reviewed at least twice a year or more frequently, covering multiple categories of risk. The review process includes:

- Assessment of risk exposures, considering the likelihood and potential impact of each identified risk.
- A defined risk appetite framework that supports informed decision-making at all levels.
- Mitigation strategies and controls developed and monitored for all the risks.

To strengthen our risk intelligence, Hexaware also integrates insights from our materiality assessment, which captures stakeholder views on key environmental, social, and governance issues. These insights are used by senior management to update risk priorities and ensure alignment with evolving stakeholder expectations.

We actively monitor both current and emerging risks and apply a risk prioritization framework to rank them based on potential impact and urgency. This approach ensures that Hexaware remains agile and resilient in the face of an evolving risk landscape. Our risk management framework can be accessed here.

Risk Exposure

We use a structured risk exposure methodology based on the formula:

Risk Exposure = Impact × Probability

As part of this methodology, the initial risk exposure is calculated. After implementing appropriate controls, the remaining level of risk is identified as the residual risk. This structured approach allows Hexaware to assess both inherent and residual levels of risk, enabling management to make informed, data-driven decisions regarding risk responses, ownership, and mitigation strategies.

To strengthen this process further, Hexaware has established clearly defined risk appetite statements, along with quantitative leading indicators known as Early Warning Indicators (EWIs). These tools empower senior management to proactively monitor risks and foresee potential trends, ensuring effective and timely responses.

Risk governance is exercised through a dedicated committee at the board level, which provides high-level oversight and direction on enterprise risks. To ensure the robustness and effectiveness of our risk management systems, both internal and external audits of the risk management process have been conducted within the last two years. These audits provide independent assurance on the design, implementation, and operational effectiveness of our risk governance practices. We review our company's risk exposure at least twice a year or more frequently.

Risk Culture

Hexaware has adopted a structured and proactive approach to foster a strong risk culture across all levels of the organization. Regular risk awareness and capability-building initiatives are in place, including risk management education for non-executive directors and focused training for employees across functions. The Chief Risk Officer (CRO) plays a central role in identifying risk training needs and rolling out tailored awareness programs, periodic sessions, and communications such as mailers to strengthen enterprise-wide understanding.

Risk management is not confined to theoretical training but is actively integrated into day-to-day activities. For example, the Project Health Index (PHI) is conducted monthly to assess project-level risks, with findings reviewed by delivery heads and shared with the CRO to inform strategic risk decisions.

Cybersecurity resilience is further strengthened through regular internal Vulnerability Assessment and Penetration Testing (VAPT), with prompt closure of critical and high findings to maintain a strong security posture. In addition, support functions conduct monthly self-assessments and report risk dashboards to their function heads, ensuring risks are continuously reviewed, mitigated, and escalated when needed. Risk criteria are also incorporated into the development of new products and services to ensure proactive identification and mitigation.

1.4.3 Emerging Risks

As Hexaware continues to innovate and expand its global footprint, several emerging risks have been identified that could impact its operations and strategic objectives.

Name and Description of the Risk	Impact	Mitigating Actions
Cyber security and data privacy	As a global digital services provider, Hexaware manages significant volumes of sensitive data, making it susceptible to evolving cyber threats that could disrupt operations and impact stakeholder trust.	• Strengthened security through Extended Detection and Response (XDR), Secure Access Service Edge (SASE), and Extended Security Intelligence and Automation Management (XSIAM), along with robust patch management • Conducted regular Vulnerability Assessment and Penetration Testing (VAPT), third-party vulnerability scans, simulated cyberattacks, Open-Source Intelligence (OSINT) scans, and dark web monitoring • Implemented an ISO 27001:2022-certified Information Security Management System (ISMS) and enhanced endpoint security for hybrid environments • Undertook annual Service Organization Control (SOC 1 and SOC 2 Type II) audits under SSAE 16 and ISAE 3402 standards • Benchmarked cybersecurity practices with the National Institute of Standards and Technology (NIST) framework • Deployed Attack Surface Monitoring (ASM) for continuous/daily monitoring and Continuous Automated Red Teaming (CART) for proactive threat simulation • Targeted ~0% vulnerabilities (excluding permissible critical/high thresholds as per industry standards) • Achieved a BitSight score of ~800 vs industry average of 650–770, indicating strong cyber resilience
Client insourcing through GCC expansion, reducing outsourcing demand from key customers (losing top customers)	The increasing adoption of Global Capability Centers (GCCs) by clients may reduce outsourcing demand and impact revenues from key accounts.	Client Relationship Deepening • Strengthened strategic partnerships through co-innovation, joint transformation programs, and executive engagement • Expanded value-added offerings including digital transformation, Artificial Intelligence / Machine Learning (AI/ML), and ESG solutions Diversify GCC Footprint • Aligned with GCC ecosystems through co-location and capability integration • Built regional specialization to enhance proximity and access to local talent pools

1.5 Business Ethics

1.5.1 UN Global Compact Membership

Hexaware is a proud participant in the United Nations Global Compact (UNGC), underscoring our commitment to responsible and sustainable business practices aligned with globally recognized principles. Through this membership, we strive to support the Sustainable Development Goals (SDGs) while fostering a culture of integrity, ethical behavior, and social responsibility across our organization.

1.5.2 Codes of Conduct

Hexaware's Code of Conduct (COC) serves as the foundation for upholding the highest standards of ethics, integrity, and professionalism across our organization. It provides a clear framework that defines our commitment to ethical business practices, transparency, and accountability, ensuring that all decisions and actions reflect our core values.

The COC covers key ethical and compliance areas, including anti-corruption and anti-bribery, non-discrimination, confidentiality of information, conflicts of interest, antitrust and fair competition, prevention of money laundering and insider trading, environment, health and safety, and whistleblowing mechanism.

By embracing and adhering to the COC, Hexaware promotes a culture of trust, responsibility, and mutual respect, empowering employees to act ethically and raise concerns with confidence, without fear of retaliation. For more details, please see here.

1.5.3 Anti-Bribery & Anti-Corruption Policy

Hexaware has a comprehensive Anti-Bribery and Anti-Corruption (ABC) Policy applicable to all employees and third parties acting on its behalf. The policy adopts a zero-tolerance approach to bribery and corruption and provides guidance on gifts, political contributions, charitable contributions, and sponsorships. It is supported by mandatory awareness and training programs, whistleblower reporting channels, established procedures for investigating breaches, and defined corrective and disciplinary actions for violations.

The policy is periodically reviewed and approved by the Chief Risk Officer or an authorized member of Executive Management. For more details, please see here.

1.5.4 Whistleblowing Mechanism

Hexaware has a robust Whistle Blower Policy with designated functions responsible for administering the mechanism. Employees and third parties can report concerns confidentially, including through anonymous reporting channels. The policy ensures confidentiality of reports, promotes zero-tolerance against retaliation, and outlines a transparent process for investigating reported concerns and taking appropriate corrective actions. Hexaware conducts periodic ethics and compliance awareness programs that educate employees on the whistleblower mechanism and available reporting channels. The Company's Whistleblower Policy also defines the process for assessment, investigation, escalation, and resolution of reported concerns, ensuring confidentiality, fairness, and protection against retaliation. For more details on our Whistleblower Policy, please see here and our Whistleblower Procedure here.

1.5.5 Reporting on Breaches

Reporting Areas	Number of Breaches
Corruption or Bribery	0
Discrimination or Harassment	15
Customer Privacy Data	0
Conflicts of Interest	0
Money Laundering & Insider Trading	0
Total	**15**

Hexaware has paid zero fines and received zero convictions related to corruption and bribery cases for the reporting period.

1.6 Policy Influence

1.6.1 Contributions & Other Spending

The company maintains a strict policy prohibiting contributions to political campaigns, organizations, lobbying groups, trade associations, or tax-exempt entities, ensuring its operations remain free from political influence. This approach underscores the company's commitment to integrity and neutrality in all corporate activities, prioritizing ethical conduct and transparency.

1.6.2 Largest Contributions & Expenditures

Hexaware did not make any contributions or expenditures to political campaigns or organizations.

1.6.3 Lobbying and Trade Associations – Climate Alignment

Hexaware does not engage in direct lobbying activities or efforts to influence public policy. The Company reviews participation in industry associations to ensure alignment with its sustainability and climate commitments. Where a material misalignment between an association's position and Hexaware's climate-related commitments is identified, the Company may engage with the association and/or reconsider its membership.

1.7 Tax Strategy

1.7.1 Tax Strategy and Governance

Hexaware maintains a group-wide tax strategy and governance framework that promotes responsible tax practices, transparency, and compliance across all jurisdictions in which it operates. The company is committed to complying with both the letter and spirit of applicable tax laws, applying the arm's length principle for transfer pricing, and ensuring that tax structures reflect genuine commercial substance. Hexaware does not use low-tax or secrecy jurisdictions for tax avoidance purposes and maintains oversight of tax-related matters through established governance processes and senior management review. For more details on our Tax Policy, please see here.

17.2 Tax Reporting

Hexaware Technologies embraces a comprehensive strategy towards tax reporting that underscores our commitment to transparency and compliance. For more details, please refer to our Annual Report, Page No. (Document) : 6,7,113,117,123,279, 364.

1.7.3 Effective Tax Rate

Hexaware continues to maintain a favourable effective tax rate, contributing positively to net profit margins and earnings performance. For more details, please refer to our Annual Report,

Page No. (Document):106,131,291.

1.8 Information Security

1.8.1 Information Security Governance

Management recognizes the importance of Information System Security, Cybersecurity, Data Privacy, and Business Continuity, and is fully committed to maintaining a robust Information Security Management System (ISMS) and Privacy Management framework to achieve its security objectives.

The organization has established a strong governance structure comprising a dedicated information security leadership function responsible for defining security strategy, policies, and controls. The Chief Information Security Officer (CISO) leads the ISMS, supported by the Information Security Governance team, and provides strategic direction, oversight of policies, audit reviews, and alignment of security initiatives with evolving business and technology needs. The Chief Operating Officer (COO) ensures a resilient technology and security framework, regulatory compliance, and approval of security investments based on business priorities and cost effectiveness.

Cybersecurity and data privacy risks are overseen by senior management as part of enterprise risk management, with ultimate accountability resting with the Board. Key matters relating to information security, data protection, and business continuity are regularly reviewed by the Board Audit Committee and Board Risk Management Committee, ensuring alignment with regulatory expectations and emerging threat landscapes.

Clearly defined roles and responsibilities across business units support effective implementation of information security, data protection, and incident management practices. Periodic reviews of security policies, risk assessments, and control effectiveness ensure continuous improvement of the security posture.

1.8.2 Information Security Policy

Hexaware has a comprehensive Information Security Policy in place, designed to safeguard data integrity, ensure regulatory compliance, and manage information security risks across the organization. The policy is embedded within our overall governance framework and is periodically reviewed to adapt to evolving threats and business needs. For more details on Information & Cybersecurity, Data privacy and Business Continuity Management, please refer to the website link. https://hexaware.com/about-us/information-and-cyber-security/

1.8.3 Information Security Management Programs

Hexaware has a comprehensive information security management program in place that aligns with global best practices. Regular vulnerability assessments are carried out to identify and address potential risks, and there are well-defined business continuity and disaster recovery plans with a focus on information security. The program is periodically audited by independent third parties, and certifications such as ISO 27001, ISO 22301, and PCI-DSS have been obtained to ensure the robustness of our systems and controls.

Employees are encouraged to report any suspicious activities or incidents through an established escalation process, and ongoing awareness and training initiatives are in place to build a strong security culture across the organization.

No data breaches were reported during the financial year 2025.

1.9 Responsible Artificial Intelligence

1.9.1 Responsible Artificial Intelligence Policy

Hexaware has established a Responsible AI Policy that governs the ethical, secure, and lawful development and use of artificial intelligence across the organization. The policy addresses key responsible AI principles, including data privacy, cybersecurity, bias mitigation, human oversight, transparency, explainability, accountability, and responsible use of AI systems.

It defines clear boundaries for AI deployment, requires risk assessment and governance for AI solutions, promotes environmentally responsible AI practices, and prohibits the use of AI systems that engage in manipulative behavior, social scoring, or unauthorized biometric surveillance.

The policy applies to internally developed, third-party, and generative AI systems and is approved by Executive Management with ongoing oversight through established governance processes. For more details, see here.

1.9.2 Responsible Artificial Intelligence Program

Hexaware follows a responsible AI approach by embedding governance, accountability, traceability, and human oversight across its AI solutions. Access to advanced AI capabilities is managed through secure platforms, identity and access management controls, audit trails, and governance frameworks that help ensure the appropriate and controlled use of AI technologies.

The Company also invests significantly in AI capability building through structured learning programs, AI and GenAI certifications, role-based academies, hackathons, and continuous upskilling initiatives, complemented by mandatory training on information security, data privacy, and ethical business conduct.

In response to evolving industry trends, the Company has incorporated the ISO 42001:2023 Artificial Intelligence Management Standard (AIMS) into its processes, recognizing the positive impact of strengthened AI governance, risk management, and responsible AI practices for its business and stakeholders.

Environmental

2.1 Environmental Policy & Management

2.1.1 Environmental Policy

Hexaware is dedicated to integrating sustainability into its core operations through a comprehensive Energy and Environment Policy that outlines our environmental efforts and guides our strategic approach. This policy serves as a foundational blueprint, detailing our priorities in reducing environmental impact and fostering a culture of responsibility and stewardship. The policy is applicable across Hexaware's operations, material subsidiaries, and relevant value chain partners, including suppliers, vendors, distributors, joint ventures, agents, advisors, and business partners.

Our policy includes the setting of ambitious targets aimed at reducing environmental impacts. These targets guide our efforts in energy efficiency, waste reduction, and resource conservation, ensuring progress is measurable and impactful.

It also clearly delineates roles and responsibilities within the organization, ensuring accountability at all levels for the implementation and monitoring of environmental initiatives. Hexaware is committed to the continuous improvement of our environmental performance through the collaboration of our various organizational functions. It involves a hierarchical structure where the Board sets strategic ESG directions, with support from the Board ESG and Risk Management Committee, which manages risks and opportunities.

Hexaware systematically consults external stakeholders, including clients, suppliers, regulators, industry associations, and communities, to incorporate their perspectives into environmental management and sustainability initiatives.

Operational execution is facilitated by the ESG Steering Group, while corporate functions and sustainability lead from each department ensure that ESG initiatives are effectively implemented across the organization.

The Board ESG Committee and Board Risk Management Committee oversee the progress and implementation of environmental strategies.

We provide comprehensive training programs to our employees, enabling them to understand the impact of environmental factors on Hexaware and the significance of their roles in driving positive change.

2.1.2 Environmental & Energy Management Systems Verification

Certification/Audit/Verification	Coverage
EMS is verified through international standards (e.g., ISO 14001 and ISO 50001).	84%
Internal certification / audit / verification by company's own specialists from headquarters	16%

Environmental and energy management across all locations is governed through a combination of ISO 14001 and ISO 50001–certified management systems, supported by Hexaware's internal audit mechanisms to ensure consistent oversight and operational rigor.

Currently, **84%** of our locations across India are certified under ISO 14001:2015 and ISO 50001:2018 standards, reflecting our strong commitment to robust environmental stewardship and systematic energy management practices. The marginal reduction in certified coverage compared to the previous year is attributable to the addition of a new operational facility in Dehradun during the reporting period. As a result, certification coverage is currently spread across a larger operational footprint.

As part of our ongoing compliance strategy, Hexaware also conducts site reviews and internal audits every six months.

2.2 Energy

2.2.1 Energy Management Programs

Hexaware's energy management programs are strategically focused on maximizing the use of renewable energy sources and enhancing energy efficiency across the organization. As part of this initiative, we are replacing diesel in existing DG sets with other alternatives and switching to low Global Warming Potential refrigerants to minimize environmental impact.

Further, we are committed to using clean or green energy through sourcing renewable energy via green tariffs and solar power purchase agreements, along with the installation of smart lighting systems and updating old appliances. We surpassed our target of procuring 70% of electricity from renewable sources by CY 2030, achieving 83% in the reporting period itself.

Hexaware has also established an energy efficiency target to reduce energy intensity (kWh per employee) by **2% year-on-year** across its operations. This target is designed to drive continuous improvement in energy performance while supporting business growth.

In 2026, Hexaware will continue to strengthen its commitment to energy efficiency through targeted investments in innovation and research and development to decrease energy consumption through infrastructure upgrades and environmentally responsible practices. Key initiatives include the phased replacement of legacy cooling systems with energy-efficient and CFC-free refrigerant air-conditioning units. At the Chennai campus, Hexaware will initiate the phaseout of R22 refrigerant gas by transitioning to advanced split and cassette AC units using environmentally compliant alternatives.

At the Nagpur campus, efforts will focus on upgrading outdated air-conditioning systems at the ground floor C&D wing with modern, energy-efficient units that utilize CFC-free refrigerants, thereby improving operational efficiency while reducing environmental impact.

Further advancing sustainable cooling infrastructure, Hexaware plans to replace six existing 15 kW primary pumps in the closed-loop chilled water system at the Chennai campus with energy-efficient pumps. This initiative is expected to enhance the performance of comfort air-conditioning systems while optimizing energy consumption.

Through these actions to reduce the amount of energy use, Hexaware reinforces its commitment to reducing greenhouse gas emissions, enhancing energy performance, and aligning its operations with evolving environmental standards.

Hexaware enhances employee awareness through dedicated energy efficiency training focused on optimizing energy-related behaviors and fostering a culture of energy conservation across the organization.

29,989 Hours

Energy Efficiency Trainings Provided to Employees during CY 2025

We also perform energy audits to identify and seize opportunities for improving energy performance and regularly evaluate progress in reducing energy consumption through performance monitoring and assessment against established energy efficiency targets

Hexaware is committed to reducing Scope 3 greenhouse gas emissions associated with employee commuting, business travel, and transportation activities. To support this objective, the company continues to promote a **hybrid working model**, reducing commute-related emissions and unnecessary business travel.

Our sustainable mobility initiatives include the **use of electric and hybrid vehicles within the company-owned fleet**, **route optimization for company-provided transportation services**, and the development of a **Green Travel Policy** to minimize emissions from business travel. We also encourage employees to adopt low- and zero-emission transportation options through awareness campaigns, carpooling initiatives, and the promotion of electric vehicle (EV) adoption.

Beyond our operations, we engage with suppliers through workshops and collaborative programs focused on emissions management and reduction, helping drive decarbonization across our value chain. Through these initiatives, Hexaware aims to reduce transportation-related emissions while fostering a culture of sustainable mobility and responsible travel.

2.2.2 Energy Consumption

Energy Consumption (MWh)

	CY 2025	CY 2024	CY 2023	CY 2022
Total Non- Renewable Energy	*12,321.19*	*13,899.80*	*14,354.04*	*12,468.36*
Total Renewable Energy	*15,840.38*	*13,696.34*	*9,192.91*	*6,641.59*
Total energy consumption (within the organization)	***28,161.58***	***27,596.15***	***23,546.95***	***19,109.95***

Data coverage: 100% of operations included within Hexaware's reporting boundary. The Energy Consumption data has been third party verified through TUV India Pvt.Ltd. Hexaware set a CY 2025 target to reduce non-renewable energy consumption to 13,000 MWh. The company exceeded this target, achieving 12,321.19 MWh, compared to 13,899.80 MWh in CY 2024, representing an 11.4% year-on-year reduction.

Breakup of Energy Consumption (MWh)

Renewable Energy	*CY 2025*	CY 2024	CY 2023	CY 2022
Solar energy	*2,068.93*	*2,241.23*	*2,355.00*	*2,211.88*
Wind energy	*7,444.33*	*6,451.13*	*4,755.38*	*4,429.71*
Grid Electricity Purchased Using Green Tarif	*6,327.12*	*5,003.98*	*2,082.53*	-
Total Renewable Energy	***15,840.38***	***13,696.34***	***9,192.91***	***6,641.59***

Non-renewable Energy	*CY 2025*	*CY 2024*	*CY 2023*	*CY 2022*
Electricity	*10,253.46*	*12,931.11*	*13,233.06*	*11,556.05*

Diesel + Petrol + LPG	*2067.74*	*968.69*	*1,120.99*	*912.31*
Total non-renewable energy	*12,321.19*	*13,899.80*	*14,354.04*	*12,468.36*
Total energy consumption (within the organization)	***28,161.58***	***27,596.15***	***23,546.95***	***19,109.95***

Note:

1. *Energy consumption is presented in MWh in the Factbook and in GJ in the Sustainability Report (SR); the figures are equivalent and differ only due to unit conversion (1 MWh = 3.6 GJ).*
2. *The Y-O-Y increase in non-renewable energy consumption was mainly due to higher workplace occupancy following the return-to-office initiative, resulting in increased electricity and facility-related energy usage.*

Energy Intensity

	CY 2025	CY 2024	CY 2023	CY 2022
Total energy consumption (MWh)	28,161.58	27,596.15	23,546.95	19,109.95
Total number of employees	27,303	25,423	21,828	20,094
Revenue (Mn INR)	134,304	119,744	103,803	91,996
Energy intensity (MWh/employee)	**1.03**	**1.09**	**1.08**	**0.95**
Energy intensity (MWh/Mn INR)	**0.21**	**0.23**	**0.23**	**0.21**

Note: Energy data is limited to India offices. The total number of employees represents data from Indian offices.

2.2.3 Data Center Efficiency

Hexaware does not maintain dedicated data centers and therefore this question is not applicable to us. The Company focuses instead on optimizing its server rooms for energy efficiency. Through the implementation of advanced cooling systems, infrastructure upgrades, and server optimization, Hexaware effectively reduces energy consumption.

2.2.4 Share of Renewable Energy in Data Centers

Hexaware does not have data centers of its own, thus questions related to data center management are not applicable to us.

2.3 Waste and Pollutants

2.3.1 Waste Management Programs

Our waste management strategy focuses on reduction, segregation, recycling, and responsible disposal through targeted initiatives or actions plans to reduce waste generation and strict compliance with environmental regulations.

We manage diverse waste streams, including e-waste, office supplies, and municipal waste, through effective disposal and recycling systems such as partnerships with certified e-waste recyclers.

We also integrate appropriate recycling programs to reduce the waste from own operations sent to landfill. Old laptops are refurbished after three years to extend their lifespan. During project closures, project managers return all hardware and software to the IT Infrastructure team for reuse in other projects. For instance, when a laptop request is raised using our "Ask Genie" platform, the IT Infrastructure team provides refurbished laptops where possible.

Waste is tracked and managed across all locations by monitoring hazardous and non-hazardous waste generation, identifying suitable disposal methods, measuring diversion from landfills, and implementing standardized procedures across operations.

We also conduct internal audits of our locations for checks against proper waste segregation and disposal methodologies being adhered to. We explore opportunities to convert waste into usable energy sources wherever possible, thus aiding our efforts to reduce waste to landfill. **We have achieved our target of Zero Waste to Landfill for own offices in 2025.** In CY 2025, 94% of waste was successfully diverted from landfill. Our Waste diversion from Landfill is certified by the external agency called TUV. Additionally, we also have a target to maintain all our campuses Free of Single-use Plastics.

All our employees and suppliers undergo training in handling waste sustainably and adopting sustainable waste management practices respectively. This not only helps raise awareness around waste management strategies but also better understand the benefits of reducing waste across operations and value chain.

Hexaware's waste management approach is centered on its Zero Waste to Landfill (ZWL) commitment. Opportunities for investment in waste-minimization R&D are limited, as Hexaware's Zero Waste to Landfill approach already emphasizes waste prevention, segregation, reuse, recycling, and responsible disposal through robust operational controls and partnerships with authorized recyclers and waste management vendors. As a result, waste is effectively managed within existing processes, reducing the need for significant additional R&D investments in waste minimization.

Waste Segregation at Source

All waste is segregated into wet (food, pantry & garden waste) and dry (paper and plastic) categories at the point of origin across all India locations.

339.9 MT
Wet waste generated

207.4 MT
Dry waste generated

Recycling and Composting Programs

Adopting a circular economy approach, we have partnered with Earth Recyclers to upcycle wet waste into manure. Dry waste, including paper and food wrappers, is collected and segregated for recycling through approved recyclers.

100%
Wet-Waste Recycled

94%
Waste diverted from disposal

Waste Generated (MT)

	CY 2025	CY 2024	CY 2023	CY 2022
Hazardous Waste	69.47	13.31	8.67	15.66
Non-hazardous Waste	540.98	379.6	54.73	32.75
Total Waste Generated	610.45	392.91	63.40	48.41

Note: The increase in waste generation in 2025 is attributed to a higher employee presence resulting from the implementation of the return-to-office policy and opening of new office locations.

2.3.2 Waste Disposal

Waste Disposal (MT)

	CY 2025	CY 2024	CY 2023	CY 2022
Total waste recycled/reused	573.45	367.80	28.90	14.42
Total waste disposed	37.02	25.11	34.50	34.00
Waste landfilled	0.00	0.00	0.00	0.00
Waste incinerated with energy recovery	0.00	0.00	0.00	0.00
Waste incinerated without energy recovery	0.00	0.00	0.00	0.00
Waste otherwise disposed – Third-party *	37.02	25.11	34.5	34.00
Waste with an unknown disposal method	0.00	0.00	0.00	0.00

Note: Waste data is for all India operations.

Data coverage - 100% of operations included within Hexaware's reporting boundary. The Waste Disposal data has been third party verified through TUV India Pvt.Ltd. Hexaware set a CY 2025 waste disposal target of 40 MT and successfully achieved this target, with total waste disposed amounting to 37.02 MT. The result demonstrates the effectiveness of the company's waste reduction, recycling, and responsible waste management practices.

**Waste diverted to disposal for FY2024 has been corrected to include third-party waste disposal volumes where the disposal method was previously classified as unknown.*

2.4 Water

2.4.1 Water Efficiency Management Programs

Water conservation and water recycling are two key priorities for Hexaware as part of its broader environmental stewardship efforts. We have set an ambitious target to achieve Water Neutrality across our own operations by 2030, underscoring our commitment to sustainable resource management and climate resilience.

To reach this goal, we have implemented a multi-pronged approach centered on recycling wastewater, rainwater harvesting, and water-efficient infrastructure. In 2025, the company achieved 100% wastewater recycling, ensuring that no water is discharged from its facilities. Rainwater harvesting systems implemented across campuses helped conserve 5,970 KL (0.00597 million m3) of water, significantly reducing dependence on fresh water. Additionally, Sewage Treatment Plants (STPs) are operated at all major locations to treat and reuse water in accordance with pollution control norms. An innovative "Air to Water" project is also in the pipeline, aimed at extracting water from atmospheric humidity.

Hexaware has conducted a comprehensive Water Risk Assessment across its India locations, identifying Ahmedabad, Chennai, and Noida as high-risk areas and initiating mitigation strategies accordingly.

The company also focuses actions to reduce water consumption through leak-free taps and ensuring pressure reduction, reuse of water for landscaping and flushing, and sourcing from reliable suppliers. A noteworthy initiative involves maintaining waterholes in the Pune campus forest area to support local biodiversity. For the past five years, the landscaping team has manually transported drinking water to these waterholes during the summer. We also have in-house pipeline system ensuring cost-effective and continuous hydration for local flora and fauna.

As part of our CSR initiative, we have incorporated water restoration through contour levelling, borewell installation, and solar-powered water pumping systems to support sustainable irrigation. Drip irrigation techniques were implemented to conserve water and ensure efficient distribution to planted saplings. These efforts helped enhance soil moisture retention, promote plant growth, and support long-term ecological restoration of the area.

We conduct regular water efficiency and conservation training sessions for employees to educate and engage them on the responsible use of water resources across our operations. The training covers water conservation practices, efficient water usage behaviors, and the importance of reducing water consumption in day-to-day activities. Employees are encouraged to identify water-related inefficiencies, leaks, and wastage within their work areas and to proactively report and address such issues. The program also promotes employee participation in developing innovative ideas and solutions to improve water efficiency, optimize water use, and support the company's broader water stewardship objectives. Through awareness campaigns, training modules, and regular communication initiatives, we strive to build a culture of responsible water management across the organization.

2.4.2 Water Consumption

Water Consumption (Million M3)

	CY 2025	CY 2024	CY 2023	CY 2022
Water withdrawal (excluding saltwater)	0.19	0.22	0.16	0.11
Water discharge (excluding saltwater)	0	0	0	0
Total net freshwater consumption	0.19	0.22	0.16	0.11

Data coverage - 100% of operations included within Hexaware's reporting boundary. The Water Consumption data has been third party verified through TUV India Pvt.Ltd. Hexaware set a CY 2025 freshwater consumption target of 0.20 million m^3 and successfully achieved this target, recording net freshwater consumption of 0.19 million m^3 representing a 13.6% reduction from CY 2024 consumption of 0.22 million m^3.

Note:

Water consumption is presented in M^3 *in the Factbook and in KL in the Sustainability Report (SR); the figures are equivalent and differ only due to unit conversion. 1 KL = KL/1,000,000 Million* M^3

Water Intensity	CY 2025	CY 2024	CY 2023	CY 2022
Total Water Consumption (Million m3)	0.197	0.222	0.161	0.114
Total Number of Employees	27,303	25,423	21,828	20,094
Revenue (Mn INR)	1,34,304	1,19,744	1,03,803	91,996
Water Intensity (KL Per Employee Per Day)	0.056	0.068	0.085	0.074
Water Intensity (KL Per Mn INR)	1.46	1.86	1.55	1.24

Note: Total number of employees represent data from Indian offices. Water intensity calculation is done using employee footfall data.

Water Withdrawal (Million M^3)

	CY 2025	CY 2024	CY 2023	CY 2022
Third-party Water	0.191	0.218	0.157	0.11
Groundwater	0	0	0	0
Produced Water	0	0	0	0
Seawater	0	0	0	0
Water from Rainwater Harvesting	0.006	0.0045	0.0039	0.0035
Total Water Withdrawal	0.196	0.222	0.161	0.114

Water Recycled (Million M3)

	CY 2025	CY 2024	CY 2023	CY 2022
Water recycled	0.0534	0.0492	0.03708	0.0209

100% of wastewater generated is treated and responsibly managed, resulting in zero water discharge from operations.

2.5 Climate Strategy

2.5.1 Direct Greenhouse Gas Emissions

Scope 1 GHG Emissions (tCO2e) (Owned, Leased properties in India)

	CY 2025	CY 2024	CY 2023	CY 2022
Total direct GHG emissions (Scope 1) – energy based	1,731.26	1,120.88	2,701.46	549.76

Data coverage - 100% of operations included within Hexaware's reporting boundary. The Scope 1 emissions data has been third party verified through TUV India Pvt.Ltd. Hexaware set a CY 2025 Scope 1 GHG emissions target of 2,100 tCO_2e and exceeded this target, achieving emissions of 1,731.26 tCO_2e.

2.5.2 Indirect Greenhouse Gas Emissions

Scope 2 GHG Emissions (tCO2e) (Owned, Leased properties in India)

	CY 2025	CY 2024	CY 2023	CY 2022
Total indirect GHG emissions (Scope 2) – Location Based	7,465.60	8,931.29	9,474.79	8,262.58
Total indirect GHG emissions (Scope 2) – Market Based *	7,465.60	8,931.29	9,474.79	8,262.58

Data coverage - 100% of operations included within Hexaware's reporting boundary. The Scope 2 emissions data has been third party verified through TUV India Pvt.Ltd . Hexaware set a CY 2025 Scope 2 GHG emissions target of 8,200 tCO_2e and successfully achieved this target, recording emissions of 7,465.60 tCO_2e representing a16.4% reduction from CY 2024 emissions.

*We do not have any access to emissions factors from energy suppliers for any of our operations & there are no contractual instruments available. So, our Market-based & location-based Scope 1 & 2 are same.

Source of emission factors:

- *Diesel, Fugitive gases: IPCC & GHG Protocol*
- *Grid Electricity: Central Electricity Authority (CO2 baseline database for Indian power sector—Version 18) CO2, CO2 equivalent of CH4, N2O, HFCs, PFCs, SF6, NF3 wherever available.*

Note that our Scope 1 emissions have increased due to the reclassification of electricity generation emissions from diesel generator (DG) sets at leased locations, which were previously reported under Scope 2 and have now been appropriately included under Scope 1. Consequently, our Scope 2 emissions have also declined as compared to previous year.

2.5.3 Indirect Greenhouse Gas Emissions

Scope 3 GHG Emissions (tCO2e)

	CY 2025	CY 2024	CY 2023	CY 2022
Total indirect GHG emissions (Scope 3)	32,240.21	29,753.87	25,790.45	2,909.23

We conducted a comprehensive evaluation of all 15 categories of Scope 3 emissions in line with the GHG Protocol. Through this assessment, we identified 7 categories as relevant to our operations and subsequently calculated emissions for these selected categories.

Scope 3 Category (tCO2e)	CY 2025
1. Purchased goods and services	7,759.26
2. Capital Goods	2,710.41
3. Fuel and energy related activities	3,176.80
4. Upstream Transportation and distribution	-
5. Waste generated in operations	4.33
6. Business travel	8,726.79
7. Employee commuting	8,711.78
8. Upstream leased assets	1,150.84

Data coverage - 100% of operations included within Hexaware's reporting boundary. The Scope 3 emissions data has been third party verified through TUV India Pvt.Ltd. Hexaware set a CY 2025 Scope 3 GHG emissions target of 30,000 tCO_2e.

Note: Scope 3 categories encompass data from global offices, except for Fuel, Energy, and Waste, for which reporting is currently limited to India.

2.5.4 Climate Governance

Hexaware demonstrates a strong commitment to climate governance by embedding climate-related considerations into its strategic decision-making and risk management processes. Both the Board of Directors and Executive Management are actively involved in overseeing and managing climate-related matters, reinforcing the organization's commitment to sustainability and long-term value creation.

At the Board level, a dedicated ESG Committee provides oversight of climate-related issues and meets semi-annually to review progress, evaluate emerging risks and opportunities, and ensure that climate considerations remain an integral part of the strategic agenda.

Supporting this governance structure, the ESG Steering Committee, comprising senior executive leaders, drives the implementation of climate-related initiatives and sustainability programs across the organization. This governance framework enables effective oversight, accountability, and integration of climate objectives into business operations and decision-making.

2.5.5 TCFD Disclosure

Hexaware has adopted the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) to better understand how climate change could affect its operations and long-term performance. These risks may arise from the direct effects of changing weather patterns and extreme climate events, as well as from broader changes in regulations, technologies, and market expectations tied to environmental responsibility.

Our climate risk assessment is structured around four core areas outlined by the TCFD framework:

- **Governance:** Strengthening leadership oversight and accountability for climate-related issues.
- **Strategy:** Factoring climate considerations into business decisions to build long-term resilience.
- **Risk Management:** Proactively identifying and managing potential climate-related threats to our value chain.
- **Metrics and Targets:** Setting measurable goals to track progress and improve our climate performance over time.

For more details, the TCFvD Report provide a comprehensive overview of Hexaware's approach.

2.5.6 Climate-related Management Incentives

Hexaware embedded a set of well-defined ESG priorities into its strategic agenda, including targets such as achieving net-zero emissions by 2040, attaining zero waste to landfill, becoming water neutral across operations, and ensuring zero instances of data breaches. These enterprise-level goals were translated into measurable objectives for key leadership roles, with significant weightage in their performance evaluations.

At the end of the year, the company's progress against these sustainability commitments was reviewed both at organizational and functional levels. The Nomination and Remuneration Committee (NRC) and the Board of Directors formally assessed this performance as part of their governance responsibilities. The outcomes of these assessments were directly linked to the variable pay of relevant leaders to ensure strong alignment between individual accountability and corporate ESG performance.

In addition, our Business Unit Managers were evaluated based on a comprehensive set of Key Performance Indicators (KPIs) defined at the start of the financial year. These included non-financial measures that spanned operational excellence, digital innovation, strategic growth, employee engagement, and sustainability performance. To further reinforce sustainability-focused behaviors across the workforce, Hexaware recognizes employee contributions through its Rings of Excellence (ROE) program. Employees can earn and award value-based badges, including the "Sustainability Steward" badge, which recognizes individuals who promote sustainability in environmental and business practices, make responsible decisions with long-term impact, and contribute to positive environmental and social outcomes. Accumulated badges translate into recognition milestones, rewards, and development opportunities, fostering a culture of sustainability throughout the organization.

Hexaware also encourages climate-related innovation through initiatives such as the Ecofuelers Hackathon, a sustainability-focused innovation challenge where employees leverage technology and Generative AI to develop eco-friendly solutions. The program provides employees with a platform to contribute ideas that support environmental sustainability, resource efficiency, and innovation, while recognizing outstanding solutions and participation through internal recognition mechanisms.

Together, these leadership performance measures, recognition programs, and innovation initiatives help integrate climate considerations into decision-making across multiple levels of the organization and reinforce accountability for sustainability outcomes.

Who is entitled to benefit from this incentive?	Type of Incentive	Incentivized KPIs
Business Unit Managers - Business Unit Managers - are entitled to benefit from climate-related incentives as they play a central role in implementing sustainability initiatives at the operational level. They are directly responsible for driving emissions reduction, energy efficiency, and resource optimization within their respective units. Recognizing their contribution ensures accountability and motivates managers to integrate climate-related considerations into day-to-day decision-making.	Recognition	Business Unit Managers are recognized for their role in driving **emissions reduction, energy reduction and efficiency improvement initiatives.** Recognition is provided through non-monetary measures such as internal appreciation, visibility in leadership reviews, and consideration in career development pathways.
Employees - Hexaware encourages employees to actively contribute to climate action and sustainability through innovation initiatives such as the Ecofuelers Hackathon and recognition programs such as Rings of Excellence, which reward and celebrate environmentally responsible behaviors and sustainable business practices.	Recognition	Employee engagement in sustainability is encouraged through organization-wide recognition and innovation initiatives. Employees are incentivized to participate in environmental stewardship and sustainability-focused activities through the **Rings of Excellence (ROE)** program, which rewards sustainable behaviors through badges such as the **Sustainability Steward** badge. Badge accumulation contributes to milestone-based recognition, including Bronze, Silver, and Gold Rings, redeemable gifts, and development opportunities. Employees may also receive non-monetary recognition through initiatives such as the **Culture Conclave**, **Shadow a CXO**, and the **CEO's Circle**. Additionally, the **Ecofuelers Hackathon** encourages employees to develop and showcase technology-enabled sustainability solutions, with outstanding contributions recognized through internal awards and recognition mechanisms.

ESG indicators carried significant weight and covered key milestones related to climate action, responsible resource management, and data privacy. The NRC and the Board conducted regular reviews to track progress against these KPIs, reinforcing Hexaware's commitment to responsible leadership and long-term value creation.

2.5.7 Climate Risk Management

Our company has established a comprehensive Climate Risk Management process, demonstrating our commitment to addressing the multifaceted challenges posed by climate change. This integrated, multi-disciplinary approach is embedded within our broader company-wide risk management strategies, ensuring that climate-related risks and opportunities are systematically evaluated and managed.

We utilize a documented process to assess climate risks, which are intertwined with our enterprise risk management program. This ensures that all climate-related considerations are integrated into our overall business strategies, fostering a resilient organizational framework.

The types of climate-related risks included in our assessments encompass a range of factors:

- **Current and Emerging Regulation**: We actively monitor and adapt to regulatory changes to maintain compliance and align with industry standards.

- **Technology and Legal Risk**: These risks are assessed to ensure that our technological advancements are sustainable and legally sound.
- **Market and Reputational Risk**: Evaluating market shifts and safeguarding our brand reputation are critical components of our risk management.
- **Acute and Chronic Physical Risks**: By understanding and mitigating physical risks, we secure our operations against climate-induced disruptions.

Our climate risk assessments span across our own operations as well as activities in our upstream and downstream value chain. Additionally, our assessments are forward-looking, covering short, medium, and long-term time horizons to adapt to evolving climate scenarios. By considering both immediate and future impacts, we future proof our operations while aligning with sustainability goals.

2.5.8 Financial Risks of Climate Change

Risk driven by changes in regulation	Brief description of the risk	Estimated financial implications of the risk (INR Crs.)	Estimated costs of actions (INR Crs.)
Rising electricity costs and pressure to shift from non-renewable to renewable energy sources	Hexaware anticipates electricity prices rising from ₹14.4/kWh in 2025 to ₹17.85/kWh by 2030. To address this, the company is scaling up renewable energy use from 59% to 70%, focusing on solar projects and increasing offsite renewable procurement.	In the short term, the expected rise in electricity prices, coupled with continued reliance on conventional energy sources, is likely to lead to a notable financial burden, estimated at approximately **INR 12.37 crores**	The total estimated cost required to reach a 70% share of renewable energy by 2030 stands at approximately **INR 6.65 crores**.

Note: The time frame for financial implications of the risk is estimated to be 5 years.

Additionally, by increasing our renewable energy capacity, we expect to realize a savings of 11% (70%-59%) on the marginal cost, translating to 11% of the total estimated financial burden of 12,37,28,983.58 INR. This proactive shift is projected to result in a savings of 13,610,188 INR, underscoring our commitment to sustainability while achieving cost efficiencies and showcasing the effect of risk mitigation measures implemented.

Risks driven by change in physical climate parameters	Brief description of the risk	Estimated financial implications of the risk (INR Crs.)	Estimated costs of actions (INR Crs.)
Flooding	One of the key physical climate risks identified for Hexaware is flooding, particularly across its owned and leased campuses. The risk stems from increasing frequency and intensity of extreme weather events, which can lead to operational disruptions and property damage. To address this risk, Hexaware is investing in flood resilience measures across its four key campuses. This includes installation of robust stormwater drainage systems and enhanced insurance coverage.	Based on a Climate Risk Assessment and projected nominal revenue growth of 5% annually from 2023 to 2027, the estimated financial impact from flood-induced disruptions (ranging from 5 to 20 days) could result in losses between approximately INR **141.61 crore to INR 430.11 crore**	The estimated investment ranges from **INR 24.52 crore to INR 37.28 crore**, covering both infrastructure upgrades and increased insurance premiums.

Note: The time frame for financial implications of the risk is estimated to be 2 years.

Notably, 73% of our revenue is generated from our main four campuses, where mitigation measures are actively implemented. As a result, implementing these measures is projected to yield positive savings equivalent to 73% of INR 430.11 crore i.e. 313.98 crore.

2.5.9 Climate-related Scenario Analysis

We have adopted a comprehensive approach to climate risk assessment by analyzing potential risks under multiple future scenarios. Using credible models from the IPCC and IEA, we assessed both optimistic and pessimistic climate pathways—covering a wide range of physical and transition risks.

These globally recognized scenarios strengthen the credibility of our assessment and help ensure Hexaware is prepared for a broad spectrum of climate outcomes. We selected the following scenarios for our climate risk assessment:

Physical scenarios – IPCC's Representative Concentration Pathway 2.6 & 8.5

Transition scenarios – IEA's Net Zero Emissions by 2050 & Stated Policies Scenario

For more detailed information, please refer to our TCFD Report.

2.5.10 Physical Climate Risk Adaptation

Hexaware has proactively established a comprehensive context specific plan to address and adapt to identified physical climate risks based on our rigorous climate risk assessment. Our plan ensures 100% coverage of existing operations, underlining our commitment to thorough risk management across all facets of Hexaware's activities. Within a timeline of less than five years, we have set a goal to implement key adaptation measures. Notably, we plan to invest 22 million INR in energy efficiency initiatives in 2026. Moreover, we target a 42% reduction in Scope 2 emissions by 2030 compared to the 2023 baseline, aligning efforts with our overarching sustainability agenda.

For more detailed information, please refer to our TCFD Report.

Net Zero by 2040 Our SBTi targets were approved in 2024 and align with the 1.5° C trajectory	**Surpassed our target of 70% electricity usage from renewable sources by 2030** We achieved 83% electricity usage from renewable sources by FY2025

2.5.11 Emissions Reduction Targets

We have an Absolute Scope 1&2 combined and an Intensity based Scope 3 emissions reductions targets, as detailed below:

Scope covered by the target	Timeframe	Baseline year emissions covered and as a % of total base year emissions	% reduction target from base year
Scope 1&2 combined	Base year: 2023 Target year: 2030	12,176.25 tCO2e	42%
Scope 3	Base Year: 2023 Target year: 2030	25,790.45 tCO2e	51.6% per employee

The percentage of total base year emissions is 100% for all emission reduction targets.

Our targets are validated by Science-Based Targets Initiative (SBTi).

2.5.12 Internal Carbon Pricing

As part of its long-term climate strategy, Hexaware has determined an internal carbon price of 12.51$/Ton of CO2 in 2023 with the help of an independent agency; however, integration of the same into business operations and decision-making processes is currently in progress. Hexaware's Internal Carbon Pricing approach is intended to integrate climate-related costs and risks into business decision-making, support strategic capital allocation, evaluate investments in low-carbon technologies and renewable energy, drive energy efficiency and emissions reduction initiatives, strengthen climate risk management, enhance preparedness for evolving carbon regulations and market mechanisms, identify climate-related risks and opportunities, and support the achievement of the Company's long-term decarbonization and net-zero ambitions. The approach covers Scope 1, Scope 2, and relevant Scope 3 greenhouse gas emissions, enabling the integration of climate-related costs across operations and the value chain into strategic decision-making and utilizes both a shadow carbon price and an implicit carbon price to support climate-informed decision-making.

While the internal price is not yet actively applied in financial planning or investment decisions, it is expected to be used in the future to drive low-carbon decision-making, evaluate project viability with a carbon cost lens (shadow pricing), promote accountability for emissions across operations and drive overall business decisions.

The pricing mechanism and value will be reviewed and refined as part of Hexaware's broader sustainability roadmap and climate action initiatives.

2.5.13 Net Zero Commitment

Hexaware has committed to achieving net zero emissions across Scope 1,2 & 3 by 2040, with interim science-based targets validated by SBTi to reduce Scope 1&2 emissions by 42% by 2030 (from 2023 levels). For Scope 3, the company aims for a 97% reduction in emissions per employee by 2040.

We have a dedicated budget for GHG management to measure, monitor, and reduce emissions across our operations. This investment supports our Net Zero journey by enabling emission reduction initiatives and accelerating progress toward our Net Zero targets. We are also committed to neutralizing residual emissions and further mitigating emissions beyond our value chain. To achieve this, we actively engage in offsetting efforts such as tree plantation initiatives and invest in permanent carbon removal strategies. Specifically, Hexaware has invested in carbon sink projects, including carbon sequestration initiatives in ponds.

A core enabler of this goal is its aggressive renewable energy transition—already, 83% of electricity across Indian campuses comes from clean sources such as rooftop solar and wind, with the Chennai campus alone sourcing 73.8% of its power from wind energy.

Hexaware has already exceeded the target of achieving 70% renewable electricity by 2030 across all campuses by investing in green buildings and energy-efficient infrastructure, with several campuses earning LEED Gold and Platinum ratings. Initiatives like LED lighting, motion sensors, and preventive maintenance have improved energy performance and reduced operational impact.

2.5.14 Net Zero Transition Plan

Hexaware has established a comprehensive Net-Zero Transition Plan aligned with the Paris Agreement and the objective of limiting global warming to 1.5°C.

The transition plan outlines a structured decarbonization pathway covering Scope 1, Scope 2 and Scope 3 emissions and includes quantified emissions reduction opportunities, implementation timelines, investment requirements and governance mechanisms to support delivery of the company's net-zero commitments.

Scope-wise Decarbonization Initiatives

Emissions Scope	Key Decarbonization Initiatives
Scope 1	• Blending of diesel fuel with 20% biodiesel in DG sets • Replacement of diesel generators with biodiesel-based generators • Installation of battery storage systems for power backup • Replacement of high-GWP refrigerants (R22) with low-GWP refrigerants (R290 and other alternatives)
Scope 2	• Solar PPA procurement to increase renewable electricity consumption • I-REC procurement to support renewable energy targets • Energy efficiency initiatives including HVAC optimization, auto tube cleaning systems, sensors for HVAC and lighting, VFD installation and replacement of old motors with PM motors
Scope 3	• Supplier engagement and decarbonization programs for purchased goods and capital goods suppliers • Renewable energy adoption to reduce fuel and energy-related emissions • Sustainable business travel measures, including low-carbon travel policies, greater use of SAF-enabled airlines, virtual meetings and rail travel preference • Employee commute decarbonization through EV adoption, EV charging infrastructure and public transport promotion • Transition to green leased assets including ECBC+ and Super ECBC buildings • Ecosystem decarbonization and renewable energy procurement to support EV electrification

Quantified Investments Supporting the Transition Plan

The transition plan incorporates quantified investment requirements across key initiatives, including:

- Solar PPA deployment (CY30 and CY40 roadmap)
- I-REC procurement programs
- Biodiesel generator replacement
- Low-GWP refrigerant transition
- Energy-efficiency projects
- Supplier engagement and capacity-building activities
- EV fleet transition and charging infrastructure
- Renewable energy procurement to support electrification initiatives

Governance and Accountability

Implementation of the transition plan is supported through Hexaware's ESG governance framework, including:

- Board oversight of net-zero strategy and progress
- Executive Board accountability for net-zero commitments and target setting
- Sustainability Committee responsible for planning, monitoring and implementation oversight
- Corporate Sustainability Team coordinating delivery across business functions
- Clearly defined roles across Procurement, ESG, Engineering, Administration, Finance, Compliance and R&D functions
- Regular reporting, monitoring and compliance reviews
- Alignment of incentive mechanisms with net-zero objectives and sustainability KPIs

Stakeholder Engagement to Support Achievement of the Transition Plan

The Company's net-zero transition is supported through a structured stakeholder engagement framework and governance processes. Environmental and sustainability policies are extended to relevant value chain partners through supplier expectations and procurement practices. In addition, the Company engages with industry forums, government and regulatory bodies, and policy platforms to support responsible business practices, contribute to the development of sustainability-related regulations, and remain aligned with evolving climate-related standards. These engagements facilitate collaboration and support the effective implementation of the Company's decarbonisation and net-zero transition strategy.

Hexaware is committed to delivering its net-zero ambition through a well-defined transition pathway supported by clear milestones, prioritized initiatives and measurable outcomes. The company continues to progress implementation in line with the transition plan, regularly tracking performance against targets and incorporating learnings and emerging opportunities to strengthen climate action.

This approach enables Hexaware to maintain momentum toward its long-term decarbonization goals while supporting sustainable business growth and resilience.

2.6 Product Stewardship

2.6.1 Sustainable Revenues

Hexaware does not currently track revenue attributable to sustainable products or services. But the Company has considered sustainability-related capital investments, including renewable energy projects, HVAC optimization, lighting modernization, energy conservation measures, EV infrastructure, and initiatives supporting carbon emission reduction and operational efficiency improvements.

	CY 2025	CY 2024	CY 2023	CY 2022
Sustainable Investments (Mn INR)	64.70	28.64	41.22	13.29
Total Revenue (Mn INR)	134,304	119,744	103,803	91,996
% of Sustainable revenue	0.05%	0.02%	0.04%	0.01%

Note: Sustainable investment figures comprise eligible investments in India-based environmental and decarbonization initiatives. These investments are expressed as a percentage of Hexaware's total revenue for the corresponding reporting period.

2.6.2 Sustainable Products Program

Hexaware has an operational presence in the European Union through offices and delivery centers in Germany and Netherlands, providing IT consulting, digital transformation, cloud, data and AI, application management, and business process services to clients across industries.

While Hexaware operates in the EU, the Company is not subject to mandatory EU Taxonomy reporting requirements. Nevertheless, as part of its commitment to transparency and evolving sustainability expectations, Hexaware has voluntarily assessed its business activities against the EU Taxonomy framework.

Based on this assessment, 0% of Hexaware's turnover is currently Taxonomy-aligned. The Company's core IT services activities do not fall within the economic activities currently identified by the EU Taxonomy as contributing to the six environmental objectives.

One potentially relevant activity for the technology sector is the operation of data centres. If Hexaware owned and operated data centres, certain activities could potentially be Taxonomy-eligible. However, Taxonomy alignment would additionally require substantial contribution to at least one environmental objective, compliance with the "Do No Significant Harm" criteria, and adherence to minimum social safeguards. Hexaware currently does not own any data centres and instead utilizes leased and third-party infrastructure.

Although the Company does not generate Taxonomy-eligible revenue, a portion of its capital expenditure supports sustainability initiatives such as energy-efficient office infrastructure, renewable electricity procurement, and green building improvements, contributing primarily to the environmental objective of Climate Change Mitigation.

Given the current scope of activities covered under the EU Taxonomy for the IT services sector, opportunities to generate Taxonomy-aligned revenue remain limited. Hexaware will continue to monitor developments in the framework and assess future opportunities for eligibility and alignment.

Hexaware allocates R&D resources to develop sustainable products or services through investments in innovation, digital engineering, AI, cloud, automation, and analytics capabilities that enable sustainability-focused client solutions. The Company has also undertaken infrastructure improvements to ensure products and services are produced/manufactured/maintained sustainably, including investments in renewable energy projects, HVAC optimization, lighting modernization, energy conservation measures, EV charging infrastructure, and other initiatives supporting carbon emission reduction and operational efficiency improvements. In addition, Hexaware provides internal training on sustainable design principles for functions developing products or services (e.g. R&D, innovation) to strengthen employee capabilities and integrate sustainability considerations into solution design and delivery.

Social

3.1 Labor Practices

3.1.1 Labor Practices Commitment

Hexaware is committed to upholding internationally recognized labor rights across its own operations, its contractors and business partners, and this is reflected in its publicly disclosed labor policies. As a signatory to the United Nations Global Compact (UNGC), the company aligns its labor practices with the UNGC's principles and the International Labour Organization's (ILO) core conventions.

Hexaware's commitment includes ensuring fair/living wages, equal remuneration for men and women, setting maximum working hours along with avoiding or reducing overtime or excessive working hours, ensuring payment to workers for annual leaves, and transparent employee engagement. The company respects freedom of association, avoids discriminatory practices, and upholds fair consultation processes in matters such as workforce transitions or mass terminations. For more details, please refer to our Policies here.

- DEI Policy
- Modern Slavery & Human Trafficking Policy
- Global Leave Policy
- Employee Separation Policy

3.1.2 Labor Practices Programs

Hexaware upholds high standards of labor practices to foster employee well-being, workplace equity, and organizational responsibility. This includes diligently overseeing working hours and managing overtime to ensure fair compensation for all employees, while routinely assessing the gender pay gap to achieve equitable remuneration for men and women.

The company also ensures that employees utilize their paid annual leave entitlements, fostering a balanced and equitable work environment. The company maintains fair wage policies that consider living costs and provides additional social protection coverage for workers beyond government programs.

It engages constructively with workers' representatives to ensure a healthy dialogue around workplace matters. Recognizing the evolving nature of the industry, Hexaware also provides training and reskilling to help employees mitigate negative effects of industrial or climate transition changes. These initiatives are detailed in our publicly available sustainability disclosures and corporate reports.

3.1.3 Discrimination & Harassment

Yes, the company has a publicly available group-level Policy on Prevention of Workplace Harassment, Discrimination & Bullying that outlines its commitment to maintaining a respectful, inclusive, and safe workplace. The policy explicitly prohibits all forms of discrimination, sexual harassment, non-sexual harassment, bullying, and inappropriate conduct based on protected characteristics such as gender, race, religion, age, disability, or any other legally protected status.

The policy establishes a zero-tolerance approach toward discrimination and harassment and provides clear reporting and escalation procedures for employees to raise concerns confidentially and without fear of retaliation. It also outlines investigation protocols and corrective or disciplinary actions that may be taken in response to violations. In addition, employees receive regular training and awareness programs on workplace respect, anti-harassment, and non-discrimination requirements. For more details, please refer to our Policy on Prevention of Workplace Harassment, Discrimination & Bullying here.

3.1.4 Workforce Breakdown: Gender

Diversity Indicator	Percentage (0-100%)	Target	Target Year
Share of women in total workforce (as % of total workforce)	34.3%	40%	2030
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	34.5%	40%	2030
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	40%	40%	2030
Share of women in top management positions/ maximum two levels away from the CEO or comparable position (as % of total top management positions)	8.1%	10%	2030
Share of women in management positions in revenue generating functions (as % of all such managers)	34%	35%	2030
Share of women in STEM-related positions (as % of total STEM positions)	30%	32%	2030

Data Coverage: >75% of FTEsOur overall target having women in workforce is 40% by the year 2030.

Our Employee Statistics

By Gender	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
Male	22,224	65.7%	21,372	66.1%	18,822	66.5%	19,234	67%
Female	11,618	34.3%	10,937	33.9%	9,470	33.5%	9,374	33%
Others	2	0%	-	-	-	-	-	-
Total	33,844		32,309		28,292		28,608	

By Age Group	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of employees	**%**	**No. of employees**	**%**	**No. of employees**	**%**	**No. of employees**	**%**
<30 years	14,396	43%	14,312	44%	11,886	42%	13,428	47%
30-50 years	18,098	53%	17,051	52%	15,303	54%	14,230	50%
>50 years	1,350	4%	946	3%	1,103	4%	950	3%
Total	33,844		32,309		28,292		28,608	

By Region	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of employees	**%**	**No. of employees**	**%**	**No. of employees**	**%**	**No. of employees**	**%**
India	27.303	81%	25,423	78%	21,828	77%	21,919	77%
America	4,319	13%	4,567	14%	4,172	15%	4,489	15%
Europe	1,061	3%	1042	3 %	1,093	4%	1,144	4%
Rest of APAC	1,161	3%	1,277	4%	1,199	4%	1,056	3%
Total	**33,844**		**32,309**		**28,292**		**28,608**	

By Management Category	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of employees	**%**	**No. of employees**	**%**	**No. of employees**	**%**	**No. of employees**	**%**
Senior management	2,641	8%	2,344	7%	1,989	7%	1,803	6%
Middle management	10,510	31%	8,992	28%	7,862	28%	7,533	26%
Junior management	18,290	54%	18,650	58%	16,576	58%	17,565	61%
Contract employees	2,403	7%	2,323	7%	1,865	7%	1,707	6%
Total	**33,844**		**32,309**		**28,292**		**28,608**	

3.1.5 Workforce Breakdown: Race/Ethnicity & Nationality

We offer a workforce breakdown by nationality, highlighting those nationalities which represent the highest percentages. Please find this information detailed on the table below.

Nationality/Geography	Share in total workforce (as a % of total workforce)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
India	81%	83%
America	13%	10%
Europe	3%	3%
Rest of APAC	3%	4%

Data Coverage: >75% % of FTEs.

3.1.6 Gender Pay Indicators

The company conducts gender pay gap assessments to evaluate differences in average earnings between male and female employees. This process helps identify potential disparities in compensation and supports efforts to promote fair and equitable pay practices across the organization.

Indicator	Difference between men and women employees (%)
Mean gender pay gap	33%
Median gender pay gap	35%
Mean bonus gap	_
Median bonus gap	_

Gender Pay indicator has been assured by Third party (TUV).

Data Coverage: >75% % of FTEs.

The company continues to monitor, and address pay equity across its workforce. During the reporting year, both the mean and median gender pay gaps improved, declining by 2.89 and 3 percentage points respectively compared to the previous year, demonstrating continued progress toward fair and equitable remuneration practices.

Note: *Mean and median bonus gaps are not reported as the company does not have a practice of paying bonuses.*

3.1.7 Workforce Trade Union and Collective Bargaining Coverage

We respect every employee's right to participate in or abstain from internal resource groups or forums, and we fully support their freedom to choose representation and engage in collective bargaining.

Metric	CY 2025	CY 2024	CY 2023	CY 2022
Percentage of employees represented by an independent trade union or covered by collective bargaining agreements	9.17%	1.17%	0.96%	0.95%

100% of employees are eligible for representation through trade unions. As of the reporting period, 121 employees have chosen to exercise this right and are represented by a trade union.

3.2 Human Rights

3.2.1 Human Rights Commitment

As a signatory to the United Nations Global Compact (UNGC), Hexaware is committed to respecting, protecting, and promoting human rights in accordance with internationally recognized standards, including the UN Guiding Principles on Business and Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

Hexaware has established a Human Rights Policy that applies across its own operations and extends to its suppliers and business partners.

The policy reflects the organization's commitment to upholding fundamental human rights, including the prohibition of human trafficking, forced labor, and child labor. It also ensures respect for freedom of association, the right to collective bargaining, and non-discrimination. Additionally, the policy emphasizes the importance of providing a safe and healthy working environment and protecting the rights to freedom of expression and engagement in social dialogue. Our Human Rights Policy can be accessed here.

3.2.2 Human Rights Due Diligence Process

Hexaware has established a structured human rights due diligence process aligned with international standards, including the UN Guiding Principles on Business and Human Rights. This process applies to 100% of our operational sites, our value chain, new business relationships and covers all stakeholder groups impacted by our operations—employees, migrant workers, women, third-party personnel, local communities, children and indigenous groups.

During the reporting year, our human rights policies and procedures were reviewed at the global level to ensure alignment with evolving expectations and best practices. Regular assessments were carried out across all sites to identify, assess, and address actual and potential human rights risks such as forced labor, child labor, human trafficking, discrimination, equal pay, privacy and restrictions on freedom of association and collective bargaining.

We also conduct a systematic periodic review of the risk mapping of potential issues that may crop up within our own operations as well as our wider value chain.

The results of these reviews indicate that our procedures and safeguards for upholding human rights are well-defined and effectively implemented. In addition, all new business relationships, contracts, and partnerships undergo thorough pre-engagement human rights due diligence to evaluate potential human rights risks. Human rights considerations are embedded into our broader risk management and procurement processes, reinforcing our commitment to ethical and responsible business conduct throughout the value chain.

Zero Incidents of child labor, forced labor, and human trafficking in our operations in CY 2025

25,347 Hours Human rights training imparted to employees in CY 2025

3.2.3 Human Rights Assessment

Hexaware has conducted a human rights risk assessment across its operations within the last three years. The assessment covered all business activities and operational sites, including direct employees, migrant workers, third-party personnel, and local communities.

Key areas evaluated included potential exposure to forced labor, child labor, human trafficking, discrimination, lack of freedom of association, and unsafe working conditions. The assessment helped identify actual and potential human rights risks and their impacts across the value chain. Based on the findings, appropriate actions were taken to strengthen our systems and processes. The outcomes of these assessments are reviewed regularly and disclosed in our annual Sustainability Report, reaffirming our commitment to respecting human rights across our operations.

In addition to internal assessments, Hexaware is also focused on identifying and addressing potential human rights risks within its supply chain and value chain. We conduct risk assessments involving our suppliers and partners to gain deeper insights and mitigate any potential adverse effects. Regular reviews of risk mapping are conducted to proactively flag emerging issues. These efforts are implemented globally, including within our operations and supply chain in India, reflecting our broader commitment to responsible sourcing and ethical business practices.

Category	A. % of total assessed in last three years	B. % of total assessed (column A) where risks have been identified	C. % of risk (column B) with mitigation actions taken
Own Operations (as a % of Sites)	100%	0%	Not Applicable
Contractors and Tier-1 Suppliers	100%	5%	100%
Joint Ventures	_	_	_

Note: Hexaware does not have any joint ventures with ownership stakes above 10%; therefore, this category is not relevant to the company's human rights assessment scope.

3.2.4 Human Rights Mitigation & Remediation

Processes implemented to mitigate Human Rights Risks

Hexaware has implemented a comprehensive set of processes to proactively mitigate human rights risks across its operations and supply chain. This includes formal policies such as the Global Code of Conduct, Modern Slavery Statement, DEI Policy, and Supplier Code of Conduct, which set clear expectations for ethical behavior and human rights compliance.

Human rights considerations are integrated into procurement practices and enterprise risk management through regular risk mapping and due diligence exercises. To strengthen awareness and prevention, targeted training programs are conducted across all levels. Our internal virtual assistant platform 'Amber', provide mechanisms for open communication and early identification of risks, while clear rules and conduct expectations for all employees and managers promote a safe, inclusive, and respectful workplace. These processes collectively support a preventive approach to managing human rights risks.

Type of remediation actions taken

Hexaware has implemented a range of mitigation measures to proactively address human rights risks across its operations. At all sites where human rights risks were identified through assessment, appropriate mitigation plans have been established.

These include tailored training programs on human rights conducted across various levels and platforms to raise awareness and promote a culture of respect and responsibility.

The company upholds employees' rights to freedom of association, collective bargaining, open dialogue, and expression of views. Through 'Amber', Hexaware fosters transparent communication and reinforces policies addressing workplace discrimination, supported by frameworks such as the Global Code of Conduct, Modern Slavery Statement, DEI Policy, Anti-Harassment Policy, and the POSH Policy.

All premises enforce strict rules prohibiting smoking in unauthorized areas and the illegal possession, use, sale, or distribution of drugs. Managers are expected to perform their duties ethically and refrain from misuse of authority. If any employee feels affected by misconduct or rights violations, they are encouraged to report it to their respective Human Resource Business Partners (HRBPs) or HR location heads, ensuring access to support and redressal mechanisms. As part of our grievance redressal, we have Whistleblower process in place, wherein an employee can report concerns anonymously. Non-retaliation and protection of whistleblower are two important aspects of our Whistleblower mechanism. For more details on our Human Rights Mitigation & Remediation, please refer to our Sustainability Report.

3.3 Human Capital Management

3.3.1 Training & Development Inputs

	CY 2025	CY 2024	CY 2023	CY 2022
Average hours per FTE of training and development	161	140	43	35
Average amount spent per FTE on training and development (in INR)	9718	8,129	5,269	3,310

Data Coverage: 100% of FTEs

Average Training Hours

By Gender

	CY 2025	CY 2024	CY 2023	CY 2022
Male	154	128	46.1	34.01
Female	174	139	37.2	36.16

By Management Level

	CY 2025	CY 2024	CY 2023	CY 2022
Senior	39	99	10	1
Middle	89	112	22	11
Junior	241	160	61	50
Contract	6	22	9	7

By Training Type

	CY 2025	CY 2024	CY 2023	CY 2022
VILT/ILT (Competency Dev, CTaDel & Demand Based); Organizational Development & Process	151	75	41	33
Mavericks	69	95	23	30
Gen AI	26.3	27.2	_	_

Comprehensive Compliance Training

Compliance training framework	Topics	Coverage
Code of Conduct	• Human Rights • Discipline • Legal and Ethical conduct • Conflict of Interest • Employee obligations • Discrimination and harassment	• 100%
Anti-bribery and Anti-corruption	• Concepts of Anti-bribery, Anti-corruption, Anti-money laundering, sanctions, anti-trust fair competition, etc. • Gifts, Hospitality and Entertainment • Donation and Sponsorship • Third party management	• 100%
Information Security and Data Privacy Phishing Awareness	• Various types of attacks • Types of phishing • Information security and data privacy best practices • Do's and Don'ts	• 94.13%
ESG	• Material topics • Policies and procedures • Environmental Issues • Best practices in Governance • Employee responsibility	• 100%
Unconscious Bias	• DEI concepts • Types of Bias • Do's and Don'ts	• 84%
Social Media Policy	• Guidance for Social Media participation • Guidance for blogging • Groups on social network • Policy with respect to Disasters	• 82%

	• Pandemics & any other problems • Crisis communication	
Prevention Of Sexual Harassment	• Prevention measures • Reporting of sexual harassment • Inquiry procedure • Protection against retaliation • Confidentiality, record keeping, appeal	• 100 %

3.3.2 Employee Development Programs

Hexaware fosters a culture of continuous learning and growth by investing in comprehensive employee development and upskilling initiatives. We employ diverse learning methods to facilitate employee development internally and externally, including coaching, mentorship, and fostering teams and networks such as Employee Resource Groups.

Hexaware offers a range of development programs tailored for various needs, such as leadership development, cultural education and digital transition initiatives. We ensure that these programs have a positive quantitative business impact, contributing to higher employee engagement and productivity. Our development programs extend to cover contractual and part-time employees within Hexaware's workforce, demonstrating our inclusive approach to professional growth.

Category	Program 1	Program 2	Program 3	Program 4
Name & Description of the Program	**Acceler8:** Acceler8 is Hexaware's employee development program focused on building future-ready skills through Instructor-Led Trainings (ILTs) on trending technologies, hackathons on Agentic AI and Sustainability, and role-based academies such as Agentic AI, Product Owner (PO), Scrum, and Technical Architect programs.	**Sonic-** A flagship learning and development initiative designed to empower employees through continuous skill enhancement and career ownership.	**Gen AI:** Launched in July 2023, the GenAI Program began with three levels: GenAI Foundation, GenAI Intermediate, and GenAI Honors, providing a structured path from basic awareness to hands-on learning. In 2025, the program continued with the Foundation and Honors levels, along with the addition of two advanced tracks tailored for technical and non-technical consultants.	**Club Synergy:** Club Synergy is a distinguished learning and engagement initiative introduced by Hexavarsity Sonic with the purpose of cultivating a strong, collaborative, and community-oriented learning culture across the organization. Designed as a cornerstone for professional enrichment, the program brings employees together through structured knowledge sharing forums, interactive sessions, and opportunities for cross functional collaboration.
Business Benefits of the Program	1. Drives large-scale capability uplift across the workforce through structured and targeted learning. 2. Enhance organizational readiness for emerging technologies and methodologies, including GenAI, Agentic AI, Cloud, and Agile. 3. Establishes standardized skills and competencies at scale, ensuring	**1.Talent Development Alignment**: more skilled and adaptable workforce capable of driving business growth and navigating rapidly changing market demands. **2.Cost Efficiency:** Reduced reliance on external hiring, minimizing recruitment costs and shortening project deployment times. **3.Employee Engagement and Retention:** Enhance employee	The GenAI Program is a strategic initiative to build AI readiness across the organization, empowering both tech and non-tech employees through a flexible, role-based learning path. **1. Inclusive & Scalable:** With Foundation, Advanced (Tech & Non-Tech), and Honors modules, every	**1. Knowledge exchange among peers:** The initiative provides avenues for employees to share insights, expertise, and experiences that contribute to individual and organizational growth. **2. Experiential and enjoyable learning:** Through engaging, activity-driven sessions, Club Synergy encourages hands on

	consistent capability development across teams. 4. Enables the application of learning real business use cases, improving productivity and business outcomes 5. Fosters innovation aligned to industry and vertical-specific needs through hands-on programs and hackathons. 6. Develop deep domain and technology specialists for high-impact and strategic roles, strengthening the organization’s future talent pipeline.	satisfaction, foster loyalty, and reduce turnover, strengthening Hexaware's reputation as an employer of choice. **4.Market Competitiveness:** Transition workforce from single-core expertise to full-stack development capabilities, ensuring employees remain competitive in the face of technological advancements like Cloud, Artificial Intelligence, and Machine Learning. **5.Client Satisfaction**: Meet client demands for quick adoption of new technologies and high-quality outcomes.	employee can begin and grow in their GenAI journey, regardless of background. **2. Practical Application:** Tech employees apply their learning to real projects via the Honors module, driving innovation and solving business problems with GenAI. **3. Productivity Boost:** Non-tech teams leverage GenAI tools to simplify tasks, automate workflows, and improve decision-making. **4. Recognition-Driven** Learning: Certificates and digital badges fuel motivation and create a culture of	participation and interactive learning experiences that go beyond traditional instructional formats. **3. Platform for networking:** The program enables consultants, leaders, and subject matter experts to connect, engage, and learn from one another, thereby strengthening internal networks and fostering professional relationships.

			visible, continuous learning. **5. Flexible & Self-Paced:** Employees choose modules based on interest, making adoption easy and learning personalized. In short, the GenAI Program enabling smarter work, faster innovation, and a future-ready workforce.	
Quantitative impact of Business Benefits	1. Conducted **343 Technical Instructor-Led Trainings (ILTs),** engaging **27,000+** consultants, including **9,000+** unique learners. **2.** Delivered learning interventions across key future-focused areas such as **GenAI, Agentic AI, GitHub Copilot,**	**1.Reduced Attrition Rate:** Employees who participated in the program had a 5% lower attrition rate	**1. 8000+** employees are now trained in digital and new technologies	1. Club Synergy hosted **401 sessions in 2025. 330 were offline and 71 were online.** We did 201 Tech sessions and 200 Non-tech sessions. 2. The aggregate participant count was **14345**. The Unique participants count was **5025.** 3. The high volume of

	DevOps, Cloud, and Agile. **3.** Organized **7 hackathons with 1,200+ participants**, driving innovation and solving real-world business and industry-specific use cases. **4.** Trained **394 professionals through 7 specialized academies** focused on Product Management, Engineering, Agile, Architecture, and AI-related domains. **5.** Strengthened enterprise-wide capability building by combining large-scale learning initiatives with hands-on innovation and role-based skill development.			cross-functional interactions facilitated **faster sharing of best practices,** reusable solutions, and domain expertise, contributing to improved collaboration, **quicker problem resolution**, and enhanced delivery readiness across teams. 4. By creating a scalable internal knowledge-sharing ecosystem, the program helped democratize expertise across the organization, **increasing learning efficiency and supporting continuous workforce upskilling at**

				minimal incremental training cost.
% of FTEs participating in the Programs	9,929 29%	6,808 20%	8,917 26%	5,025 15%

3.3.3 Human Capital Return on Investment (INR Mn)

	CY2025	CY 2024	CY 2023	CY 2022
Total Revenue	134,304	119,744	103,803	91996
Total Operating Expenses	113,285	101,227	89,454	81,311
Total Employees-related expenses (Salaries + Benefits)	77,239	68,722	61,216	55,582
Resulting HCROI	1.27	1.27	1.23	1.19
Total Employees	33,844	32,309	28,292	28,606

HCROI (Human Capital Return on Investment) has been restated due to the reclassification of employee benefits under operating expenses.

3.3.4 Hiring

New Hires

By Gender	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
Male	7,368	62%	11,562	64%	8,049	62%	12,706	64%
Female	4,436	38%	6,453	36%	4,867	38%	7,052	36%
Others	2	0%						
Total	11,806		18,015		12,916		19,758	

By Age Group	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
<30 years	7,035	60%	11,492	64%	7,591	59%	12,448	63%
30-50 years	4,490	38%	304	2%	5,067	39%	6,867	35%
>50 years	281	2%	6,219	35%	258	2%	443	2%
Total	11,806		18,015		12,916		19,758	

By Region	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
India	9,907	84%	14,842	82%	9,668	75%	15,210	77%
America	1,170	10%	2,100	12%	1,980	15%	3,232	16%
Europe	323	3%	312	2%	353	3%	426	2%
Rest of APAC	406	3%	761	4%	915	7%	890	5%
Total	11,806		18,015		12,916		19,758	

By Management Category	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
Senior Management	393	3%	413	2%	240	2%	372	2%
Middle Management	2,820	24%	2,567	14%	1,932	15%	2,838	14%
Junior Management	7,251	62%	12,971	72%	9,255	71%	14,992	76%
Contract Management	1,342	11%	2,064	11%	1,489	12%	1,556	8%
Total	11,806		18,015		12,916		19,758	

Average Hiring Cost/FTE (in INR)

CY 2025	CY 2024	CY 2023	CY 2022
87,550	**52,821**	**67,889**	**46,368**

Open Positions Filled by Internal Candidates (%)

CY 2025	CY 2024	CY 2023	CY 2022
84.2	**72.7**	**70.4**	**56.8**

3.3.5 Employee Turnover Rate

	CY 2025	CY 2024	CY 2023	CY 2022
Total Employee Turnover Rate	20.9%	19.6%	24.1%	34.9%
Voluntary Employee Turnover Rate	11.7%	11.9%	15.7%	24.3%
Coverage (as a % of all FTEs globally)	100	100	100	100

By Gender	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
Male	1,637	70%	1,501	72%	1,949	74%	2,682	72%
Female	685	30%	583	28%	698	26%	1,066	28%
Others	-	-	-	-	-	-	-	-

By Age Group	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
<30 years	1,009	43%	805	39%	940	36%	1,237	33%
30-50 years	1,253	54%	1,221	59%	1,655	63%	2,430	65%
>50 years	60	3%	58	3%	52	2%	81	2%

By Management Category

	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
Senior Management	203	9%	174	8%	212	8%	256	7%
Middle Management	917	39%	880	42%	1,175	44%	1,897	51%
Junior Management	1,202	52%	1030	49%	1,260	48%	1,595	43%

3.3.6 Type of Performance Appraisal

Hexaware's performance management framework is designed to foster continuous growth, strengthen individual accountability, and ensure alignment between employee contributions and organizational objectives. Through its cloud-based performance platform, PROPEL, the company facilitates ongoing goal setting, regular feedback, performance reviews, and development conversations, creating a culture of continuous performance and learning throughout the year.

The appraisal process integrates multiple well-established frameworks, including:

- **Management by Objectives** – Employees and managers collaboratively define and track goals that are aligned with business priorities. This promotes clarity, ownership, and strategic alignment at all levels.
- **Multidimensional Performance Appraisal** – The system facilitates structured feedback from multiple sources facilitating a 360-degree appraisal process, enhancing the quality and fairness of evaluations. This may include upward or peer-level input depending on the business unit, helping capture a more holistic view of employee performance.
- **Team-Based Performance Appraisal** – Hexaware recognizes the collective contribution of teams and includes mechanisms to evaluate team-level performance, particularly for collaborative and cross-functional roles.
- **Agile Conversations** – Frequent, informal check-ins between managers and employees are encouraged through the system, replacing traditional once-a-year evaluations with a more responsive and engaging model. This approach promotes coaching, recognition, and course correction in real time.

By embedding these practices into the culture, the performance appraisal process serves as more than a compliance or compensation tool. It becomes a strategic enabler of talent development, employee engagement, and business agility. Employees benefit from clear expectations, consistent feedback, and targeted development plans, while managers are equipped to lead with transparency and accountability.

Hexaware sees performance management as a shared responsibility—employees are empowered to drive their own growth, while leaders are accountable for enabling success through constructive dialogue and goal alignment.

3.3.7 Long-term Incentives for Employees

Hexaware provides long-term incentive programs in the form of Employee Stock Options (ESOPs) for employees below the senior management level, specifically for defined role holders.

These programs are designed to support long-term wealth creation and retention, with vesting that is both time-bound (3 years) and performance-dependent. As of the reporting period, the program covers approximately 6.5% of the total headcount.

At Hexaware Technologies, long-serving employees are acknowledged through a comprehensive recognition and rewards program. Associates completing over five years of service may be rewarded with certificates, commemorative tokens, financial incentives, additional leave, and performance-linked variable pay. In addition, select employees are eligible for long-term equity benefits such as Employee Stock Options (ESOPs) depending on their role and performance. The performance evaluation of business unit managers is aligned with the delivery of role-specific objectives, which may also include sustainability-related responsibilities. Successful completion of these objectives is positively reflected in their performance assessments and variable pay outcomes.

3.3.8 Employee Support Programs

Hexaware is committed to creating a healthy, inclusive, and supportive workplace through a comprehensive range of employee well-being initiatives, including sports and health programs, wellness interventions, and support services. Through the FIT Hexaware program, we promote holistic well-being by focusing on physical, mental, and financial health, enabling employees to thrive both personally and professionally.

Key programs include:

Financial and Safety Awareness: Employee programs in 2025 covered financial security, cyber safety, and personal wellbeing, including PF awareness and services, ESIC health camps, cyber-security sessions, self-defense workshops, and insurance webinars.

The Wellness Corner App: Offers employees and their families' access to virtual doctor consultations, discounted medicines, and live wellness sessions, promoting proactive healthcare and work-life balance.

Employee Assistance Program (EAP): Provides 24/7 confidential counseling, mental health support, legal and financial advice, health risk assessments, and regular awareness sessions.

Mental Health & Wellness Training: Conducted regularly to equip employees with knowledge and tools to manage workplace stress, improve resilience, and maintain overall well-being.

Wellness Mailers: Circulated regularly to educate employees on topics such as ergonomics, mindfulness, and stress management.

Mothershift Program: A tailored initiative for the BPS division, it supports working mothers with flexible shifts, extended post-maternity sabbaticals, work-from-home options, and access to breastfeeding rooms and childcare facilities at many offices.

Flexible Work Arrangements: Hexaware provides adaptable work options to help employees balance personal and professional responsibilities, particularly during key life stages.

Paid Leave Benefits:

At Hexaware, we recognize that supporting employees through life events—such as childbirth, caregiving, or family health emergencies—is critical to fostering a truly inclusive and empathetic workplace.

Parental Leave:

Hexaware offers paid parental leave as per the laws of the land. In India, paid parental leave is given to both primary and non-primary caregivers, ensuring support for all parenting roles. The policy is designed to accommodate diverse family structures and enables employees to meaningfully participate in early childcare without the burden of financial stress.

- **Primary Caregiver Leave**: Extended paid leave of 26 weeks is provided to employees identified as primary caregivers to allow them adequate time to care for and bond with their newborn or adopted child.
- **Non-Primary Caregiver Leave**: Recognizing the importance of shared responsibility, paid leave is also extended to non-primary caregivers for up to 1 week encouraging balanced parenting participation.

Family and Care Leave

Beyond parental leave, Hexaware offers paid family and caregiver leave to enable employees to support immediate family members during times of medical need or personal emergencies. This policy applies to situations involving:

- Care for a spouse, child, or parent with a serious health condition
- Elderly or dependent care responsibilities
- Family-related crises that require temporary absence from work

This comprehensive leave framework underscores Hexaware's commitment to employee well-being, inclusion, and work-life harmony. We believe that when our people are supported in their personal lives, they are better empowered to contribute meaningfully at work.

3.3.9 Trend of Employee Wellbeing

Core Focus	CY 2025	CY 2024	CY 2023	CY 2022
Employee engagement (% of employees with top level of engagement, satisfaction)	83%	82%	79%	81%
Data coverage(% of FTEs)	100%	100%	100%	100%

Hexaware set a CY 2025 employee engagement target of 82%. The company exceeded this target, achieving an employee engagement score of 83%, compared to 82% in CY 2024.

We utilize multiple channels to gather meaningful employee feedback, primarily through our AI-enabled virtual assistant, *Amber*, and our annual *EmPower Survey*.

Amber engages with every employee from the time they join the organization until their exit. It captures real-time and periodic feedback across various touchpoints, helping us stay informed about the employee's overall sentiment, job satisfaction, engagement levels, well-being, and any critical issues or concerns that may require immediate intervention. *Amber* also facilitates pulse surveys, allowing us to analyze group-specific sentiments and trends over time—particularly around stress, team dynamics, and inclusion.

The **EmPower** Survey serves as a key platform for understanding employee perspectives and engagement across the organization. Designed to be focused and concise, for 2025, it addressed key dimensions such as:

- **Job satisfaction**
- **Sense of purpose and alignment with organizational goals**
- **Workplace happiness and morale**
- **Levels of stress and well-being**
- **Leadership and managerial support**
- **Collaboration and team culture**
- **Opportunities for growth and development**

The survey received enthusiastic participation and revealed actionable insights, which have been instrumental in informing our people's policies and workplace improvements. These mechanisms ensure we stay connected with our employees and continuously adapt to their evolving needs.

3.4 Occupational Health and Safety

3.4.1 OHS Policy

Hexaware has established a comprehensive Occupational Health and Safety (OHS) Policy that is publicly available and applies across its operations, covering employees, contractors, and all individuals working under the company's supervision.

The policy aligns with relevant international standards and regulations, including ISO 45001, voluntary programs and collective agreements on OHS. It also emphasizes active consultation and participation of workers and their representatives wherever applicable. It reflects our commitment to continual improvement of the OHS management system through setting up of action plans and OHS related actions along with establishment of clearly defined targets for improving OHS performance metrics. The policy is endorsed by the members of the Health & Safety Committee and forms an integral part of our governance framework to ensure a safe, healthy, and compliant work environment. For more details, please visit our Occupational Health and Safety Policy here.

3.4.2 OHS Programs

OHS risk and hazard assessments to identify what could cause harm in the workplace, Procedures to investigate work-related injuries, ill health, diseases and incidents

Hexaware adopts a systematic and preventive approach to Occupational Health and Safety (OHS) risk management, focused on identifying, assessing, and controlling potential workplace hazards across its operations.

As a technology services organization operating primarily through office-based and hybrid work models, Hexaware prioritizes the management of risks related to ergonomics, fire and electrical safety, employee well-being, and workplace infrastructure. OHS risk assessments are conducted through periodic workplace inspections, safety audits, job hazard evaluations, and reviews of operational environments, particularly across delivery centers and development facilities.

Aligned with the principles of ISO 45001, Hexaware applies a risk-based methodology to proactively identify hazards, evaluate their potential impact and likelihood, and implement appropriate mitigation measures. Key elements of this approach include:

- Routine workplace inspections and monitoring of safety-related incidents
- Structured hazard identification through checklists, assessments, and monitoring tools
- Implementation of corrective and preventive actions (CAPA) supported by root cause analysis
- Regular review and maintenance of emergency preparedness and response procedures
- Oversight by dedicated Health and Safety Committees to support compliance and continuous improvement

In addition, Hexaware's virtual assistant **Amber** and the **EmPower survey** also help surface workplace-related concerns—including stress, ergonomic discomfort, or health and safety risks—from employees directly, ensuring both physical and psychosocial risks are captured.

100% of our operational sites have undergone Employee Health and Safety risk assessments. All assessments are reviewed periodically and updated in response to changes in working conditions, local regulatory requirements, and employee feedback.

Prioritization and integration of action plans with quantified targets to address those risks

Hexaware has established clear internal goals and quantitative targets to strengthen its commitment to occupational health and safety. These include:

- Maintain ISO 45001 certification and strengthen occupational health and safety management systems
- Ensure zero accidents / incidents related to fire, health and safety in our workplace
- Conducting health & safety risk assessment of all major operation sites annually.

- Ensure 100% of the employees from major operation sites are represented in health & safety committees.

These targets reflect our focus on creating a safe, risk-aware, and responsive work environment across all levels of the organization. In line with our dedication, Hexaware rigorously evaluates progress in reducing and preventing health issues and risks against these defined targets. Furthermore, to enhance our commitment, we have integrated Occupational Health and Safety (OHS) criteria into procurement and contractual requirements. This approach guarantees that our supply chain partners also adhere to elevated health and safety standards, reinforcing a collective commitment to a healthier and more secure operational ecosystem.

100% of our operational sites have undergone Employee Health and Safety risk assessment

Integration of actions to prepare for and respond to emergency situations

Hexaware is committed to improving and strengthening its emergency preparedness and response practices to prevent and mitigate potential health and safety incidents. This includes implementing structured emergency response plans across all major operational sites, conducting regular mock drills and evacuation exercises, ensuring availability of first-aid responders and fire wardens, and maintaining emergency communication protocols.

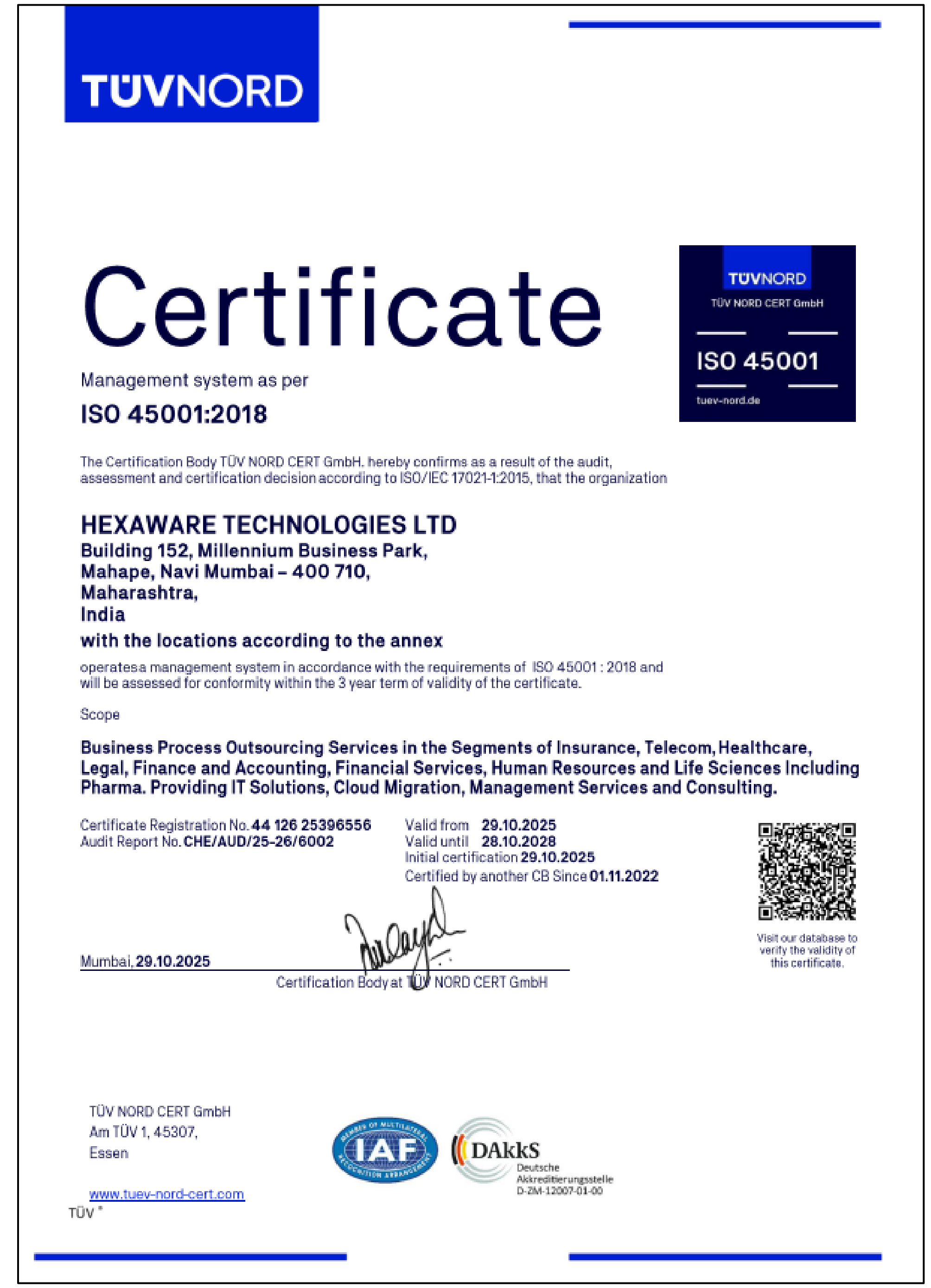
These actions are integrated into the company's broader OHS management system and are regularly reviewed to reflect emerging risks, site-specific needs, and feedback from safety audits and committees.

Independent external verification of health, safety and well-being:

Hexaware's commitment to occupational health and safety is reinforced through independent external verification of its OHS management system. The company adheres to the internationally recognized ISO 45001:2018 standard, which provides a structured framework for managing health and safety risks, enhancing employee well-being, and ensuring compliance with global best practices.

OHS training provided to employees and/or other relevant parties to raise awareness and reduce operational health & safety incidents

Hexaware provides Occupational Health & Safety (OHS) training to employees and relevant stakeholders to raise awareness and reduce incidents. Training programs focus on hazard identification, incident reporting, and preventive safety practices. Employees are actively engaged through regular training and participation on safety committees. The company also encourages supplier participation in health and safety training programs, ensuring broader awareness and risk mitigation across its value chain.


TÜVNORD

Certificate

TÜVNORD
TÜV NORD CERT GmbH
ISO 45001
tuev-nord.de

Management system as per

ISO 45001:2018

The Certification Body TÜV NORD CERT GmbH. hereby confirms as a result of the audit, assessment and certification decision according to ISO/IEC 17021-1:2015, that the organization

HEXAWARE TECHNOLOGIES LTD
Building 152, Millennium Business Park,
Mahape, Navi Mumbai – 400 710,
Maharashtra,
India
with the locations according to the annex

operatesa management system in accordance with the requirements of ISO 45001 : 2018 and will be assessed for conformity within the 3 year term of validity of the certificate.

Scope

Business Process Outsourcing Services in the Segments of Insurance, Telecom, Healthcare, Legal, Finance and Accounting, Financial Services, Human Resources and Life Sciences Including Pharma. Providing IT Solutions, Cloud Migration, Management Services and Consulting.

Certificate Registration No. **44 126 25396556**
Audit Report No. **CHE/AUD/25-26/6002**

Valid from **29.10.2025**
Valid until **28.10.2028**
Initial certification **29.10.2025**
Certified by another CB Since **01.11.2022**

Visit our database to verify the validity of this certificate.

Mumbai, **29.10.2025**

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3.4.3 Absentee Rate

Absentee Rate	CY 2025	CY 2024	CY 2023	CY 2022
Employees (% of total days scheduled)	1.69%	1.21%	1.16%	0.79%
Data coverage (as % of employees)	100%	100%	100%	100%

Note: Absentee rate data covering 100% of employee data is verified by our third party assurance provider (TUV) India. Hexaware's target for Absentee rate for CY 2025 was 2%.

3.5 Customer Relations

3.5.1 Online Strategies & Customers Questions

This question is not applicable to Hexaware as the Company is a purely IT services and digital solutions provider. Hexaware delivers technology consulting, digital transformation, cloud, data and AI, application development, and other IT-enabled services, and does not manufacture or sell physical products or operate retail outlets.

3.5.2 Customer Relations Management

Hexaware is committed to maintaining strong customer relationships through structured engagement, feedback, and issue-resolution mechanisms designed to enhance customer experience and service quality. The company has a customer relationship management program in place to manage and improve customer relations. The program provides channels for customers to request support and give feedback through online form submission or direct email contact and in-person interactions. It includes processes to incorporate customer feedback into product and service development, customer service improvement mechanisms for disabled or elderly customers, and a complaint handling and resolution process. The complaint handling process includes confirmation to customers that complaints have been received and transparency on timelines for complaint resolution.

3.5.3 Customer Satisfaction Measurement

	Unit of Measurement	CY 2025	CY 2024	CY 2023	CY 2022
Satisfaction Measurement	Net Promoter Score (NPS)	65	67	72	54
Data coverage	Customers	100%	100%	100%	100%

Hexaware set a Customer Satisfaction target of 62 NPS for CY 2025.

Measuring customer satisfaction is a critical part of Hexaware's client engagement strategy. It helps the organization identify strengths, uncover service gaps, and tailor solutions to evolving client expectations. Regular measurement not only strengthens client relationships but also supports long-term business growth by fostering trust, loyalty, and continuous service improvement.

Hexaware monitors customer satisfaction through structured methodologies and sets quantitative targets to drive improvement. The company uses the Net Promoter Score (NPS) to assess the quality of customer experience.

3.6 Privacy Protection

3.6.1 Privacy Policy: Systems/ Procedures

At Hexaware, we are committed to maintaining the highest standards of data privacy and protection to safeguard customer and third-party data through our Privacy Policy, spanning all our employees and suppliers. Privacy risk is systematically embedded in our group-wide risk management framework, ensuring that privacy considerations are integrated into enterprise-level decision-making and controls. We adopt a zero-tolerance policy towards data breaches, which is reflected in our incident response protocols, employee accountability mechanisms, and stringent data handling procedures.

The company has institutionalized a governance structure that integrates privacy oversight into core operations. This includes clear role ownership through a designated Data Protection Officer, a specialized Privacy Compliance Team, and legal experts who collectively drive policy implementation. Regular reviews of the privacy policy ensure it stays aligned with evolving global standards and regulatory requirements.

To operationalize the policy, Hexaware conducts Data Protection Impact Assessments across projects and functions, enabling early identification and mitigation of potential privacy risks. These assessments are documented and centrally tracked to ensure visibility and follow-through.

Furthermore, internal audits are conducted quarterly, with findings and action items reviewed at the Steering Committee level to drive accountability and continuous improvement. Hexaware also undertakes periodic third-party audits and assessments to review the effectiveness of internal controls, risk management, governance, and assurance processes, in line with applicable standards and regulatory requirements.

The company's international commitments, such as registration with the UK's Information Commissioner's Office (ICO) and adherence to the US Data Privacy Shield framework, underscore its proactive approach to global data protection compliance. For more details, please visit our Privacy Policy here.

3.6.2 Customer Privacy Information

Hexaware is committed to upholding strong data privacy and protection standards. The company informs customers about privacy-related matters and provides mechanisms for them to exercise control over how their personal data is collected, used, stored, and shared. We provide an 'Opt-out option' to our customers for usage of their personal information. Additionally, Opt-in consent, access rights, correction and deletion requests, and clear data retention policies are part of its privacy framework. In addition to that, our customers have the right to access the personal data which is held by the company in accordance with the agreed contractual terms. Data subjects' rights are exercised in accordance with applicable local privacy laws. These practices reflect Hexaware's dedication to transparency, accountability, and respecting customer rights in alignment with global data protection principles.

Hexaware does not use customer data for any secondary purposes; therefore, no customer data is processed for secondary use, and this disclosure is not applicable to us.

3.6.3 Use of Customer Data

Hexaware did not receive any government or law enforcement requests for customer information during the last fiscal year. As a result, no disclosures were made, and there is no public reporting on such requests for the reporting period.

Annexures I: Governance

Zero Incidents of non-compliance reported in CY 2025

Adherence to standards ensuring operational excellence

ISO 9001 **Quality Management**	ISO 27001 **Information Security**	ISO 22301 **Business Continuity**	ISO 45001 **Occupational Health and Safety**	ISO 14001 **Environmental Management**	ISO 50001 **Energy**
83% coverage 28029 / 33844 employees	84% coverage 28571 / 33844 employees	86% coverage 23199 / 26875 employees	84% coverage 22658/ 26875 employees	84% coverage 22658/ 26875 employees	84% coverage 22658/ 26875 employees

Note: ISO 9001 and 27001 cover all major high-employee locations (India, Philippines, Mexico, US); other ISOs cover major locations in India.

Compliance Report CY 2025

Number of spills	0
Non-compliance with environmental laws in social and economic areas	0
Percentage of operational sites which completed environmental risk assessments	100
Percentage of operational sites which completed employee health and safety risk assessments	100
Percentage of the workforce represented in formal joint health and safety committees	100
Percentage of the workforce trained on environmental issues	100

Ethics and Compliance

100% Operations assessed for business ethics risk in CY 2025

100% Operations assessed for corruption risks in CY 2025

Zero Reported cases of corruption

Zero Contributions to political campaigns or organizations or lobbying organizations, trade associations, or tax-exempt groups

Zeros Reported cases of anti-competitive behavior, anti-trust, and monopoly practices

94% Whistleblower complaints resolved

Complaints Received in CY 2025

	Filed During the Year	Pending Resolution at the End of the Year	Remarks
Sexual Harassment	15	6	Investigation in-progress for complaints received in Q4 2025
Discrimination in the Workplace	0	0	
Child Labor	0	0	
Forced Labor/Involuntary Labor	0	0	
Wages	0	0	
Whistleblower Complaints	17	4	Investigation in progress for pending cases received in Q4 2025
Corruption or Bribery	0	0	
Customer Privacy Data	0	0	
Conflicts of Interest	0	0	

Money Laundering or Insider Trading	0	0	
Other human rights-related issues	0	0	
Information security incidents	0	0	
Business Ethics	0	0	

Supply Chain Management

Our Supplier Demographics Across the Globe

Total number of Suppliers	**1,351**
Purchase goods/Capital goods suppliers	459
Global vendor Management (people)suppliers	892

100% Of purchase orders have a clause on ESG

Total critical Suppliers	**44**	
Critical Suppliers who signed our SCoC	44	100%

15% Of suppliers represent minority groups (196 suppliers)

10 Minority purchase goods / capital goods suppliers

186 Minority global vendor management (people) suppliers

100% Of critical suppliers underwent ESG assessments

Zero
Supplier contracts terminated

Zero
Complaints received from suppliers

Annexures II: Social

Performance Appraisal Data

	CY 2025		CY 2024		CY 2023			CY 2022				
	Total Number of Employees	Eligible Employees	%	Total Number of Employees	Eligible Employees	%	Total Number of Employees	Eligible Employees	%	Total Number of Employees	Eligible Employees	%
By Gender												
Male	22,224	16,403	73.81%	21,372	15,274	71.47%	17,395	15,209	80.80%	17,985	16,711	92.92%
Female	11,618	8,073	69.49%	10,937	7,482	68.41%	8,892	7,617	80.43%	8,916	8,140	91.30%
Others	2	0	0				27	-	-			
Total	33,844	24,476	72.32%	32,309	22,756	70.43%	26,314	22,826	80.68%	26,901	24,851	92.38%
By Management Category												
Junior Management	18,290	12,624	69.00%	18,650	12,691	68.00%	16,561	13,755	83.06%	17,565	15,866	90.33%
Middle Management	10,510	9,374	89.00%	8,992	7,934	88.00%	7,868	7,265	92.34%	7,533	7,225	95.91%
Senior Management	2,641	2,478	94.00%	2,244	2,131	95.00%	1,885	1,806	95.81%	1,803	1,760	97.62%
Contractor	2,403	-	0.00%	2,323	0	0.00%	-		-	-		-
Grand Total	33,844	24,476	72.00%	32,209	22,756	71.00%	26,314	22,826	86.74%	26,901	24,851	92.38%

Note: The percentage represents only those eligible employees who joined before September 30th out of all permanent employees of the respective year under consideration.

Parental Leave

	CY 2025			CY 2024			CY 2023			CY 2022		
	Male	**Female**	**Total**	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**
Total Employees Entitled to Parental Leave	22,224	11,618	33,844	21,372	10,937	32,309	17,483	8,944	26,427	17,895	8,916	26,901
Total Employees That Took Parental Leave	526	356	882	469	354	823	536	390	926	229	278	507
Total Employees Due to Return to Work After Taking Parental Leave	524	203	727	465	190	655	534	209	743	228	175	403
Total Employees That Returned to Work After Parental leave ended	506	131	637	461	187	648	533	206	739	228	170	398
Total Employees Who Had Taken Parental Leave in the Prior Period and Were Due to Return to Work in the Prior Reporting Period	465	190	655	401	132	533	228	170	398	433	168	601

Total Employees Who Returned to Work After Parental Leave Ended and Are Still Employed 12 Months After Their Return to Work	390	117	507	322	94	416	157	86	243	285	85	370
Return to Work Rate (%)	97%	65%	72%	99%	98%	99%	100%	99%	99%	100%	97%	99%
Retention Rate (%)	84%	62%	77%	80%	71%	78%	69%	51%	61%	66%	51%	62%

Percentage of Women Employees (Employee Diversity)

By Gender	**CY 2025**				**CY 2024**			**CY 2023**			**CY 2022**		
	Male	**Female**	**Others**	**%**	**Male**	**Female**	**%**	**Male**	**Female**	**%**	**Male**	**Female**	**%**
Senior Management	10%	3%	-	8%	10%	3%	7%	9%	3%	7%	8%	2%	6%
Middle Management	34%	26%	-	31%	30%	23%	28%	31%	21%	28%	30%	19%	26%
Junior Management	49%	64%	50%	54%	52%	68%	58%	53%	70%	59%	55%	74%	62%
Contract Employees	7%	7%	50%	7%	8%	6%	7%	7%	6%	7%	7%	5%	6%

By Age	**CY 2025**				**CY 2024**				**CY 2023**				**CY 2022**			
	<30	**30-50**	**>50**	**%**	**<30**	**30-50**	**>50**	**%**	**<30**	**30-50**	**>50**	**%**	**<30**	**30-50**	**>50**	**%**
Senior Management	0%	11%	48%	8%	0%	47%	11%	7%	1%	4%	28%	3%	1%	10%	43%	6%
Middle Management	6%	51%	28%	31%	6%	24%	47%	28%	4%	25%	26%	15%	5%	46%	23%	26%
Junior Management	88%	30%	12%	54%	90%	13%	33%	58%	91%	63%	32%	75%	91%	36%	19%	62%
Contract Employees	6%	8%	12%	7%	4%	16%	9%	7%	4%	8%	14%	7%	3%	8%	15%	6%

Average remuneration of female and male employees by employee category across locations in CY 2025 (USD)

	Female			Male			Not disclosed		
	No. of employees	Average remuneration	Median remuneration	No. of employees	Average remuneration	Median remuneration	No. of employees	Average remuneration	Median remuneration
North America									
Junior management	276	46,948	28,802	597	45,817	31,569	1	75,000	75,000
Middle management	468	95,155	1,00,000	1167	1,00,500	1,02,000			
Senior management	93	1,58,706	1,41,851	682	1,85,135	1,46,075			
Europe									
Junior management	81	21,265	3,747	129	31,147	38,076			
Middle management	90	75,807	75,596	220	78,249	76,976			
Senior management	47	1,23,047	1,07,882	283	1,47,203	1,20,574			
India									
Junior management	6,625	6,334	4,728	9,645	5,742	7,689			
Middle management	2,457	23,387	22,524	5,981	25,803	24,941			
Senior management	223	40,554	36,879	1269	45,890	40,553			
APAC									
Junior management	453	10,349	5,857	483	11,369	6,312			
Middle management	38	33,313	28,535	89	47,142	35,583			
Senior management	5	97,852	1,02,986	36	1,76,865	1,39,931			

Note: Contractors are excluded

	Membership of employees and worker in association(s) or Unions recognized by the listed entity:											
	FY 2025 (Current Financial Year)			FY 2024 (Previous Financial Year)			FY 2023			FY 2022		
Category	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	% (B / A)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	% (D / C)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	% (D / C)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	% (D / C)
Total Permanent Employees	1319	121	9.17%	1194	14	1.17%	1143	11	0.96%	1163	11	0.95%
Male	1014	87	8.58%	955	13	1.36%	924	10	1.08%	950	10	1.05%
Female	304	34	11.18%	239	1	0.42%	219	1	0.46%	213	1	0.47%

Annexure III Environmental

Emission Data CY 2025

Scope	Category	Emissions (tCO_2e)	% of total
Scope 1	Stationary combustion	853.81	2.06
	Mobile fuel combustion	44.16	0.11
	Fugitive emissions	833.30	2.01
Total Scope 1		**1,731.27**	**4.18**
Scope 2	Purchased electricity	7,465.6	
Total Scope 2		**7,465.6**	**18.02**
Total Emissions (Scope 1+2)		**9196.87**	**22.19**
Scope 3	Purchased goods and services	7,759.26	18.73
	Capital goods	2,710.41	6.54
	Fuel and energy	3,176.80	7.67
	Waste	4.33	0.01
	Business travel	8,726.79	21.06
	Employee commute	8,711.78	21.02
	Upstream leased assets	1,150.84	2.78
Total Scope 2		**32,240.21**	**77.81**
Total Emissions		**41,066.37**	

Note: *The Scope 3 categories, except for Fuel, Energy, and Waste, include data from all offices worldwide, while Fuel, Energy, and Waste data are limited to Indian offices.*

GHG Emissions Intensity

	CY 2025	CY 2024	CY 2023	CY 2022
Total Scope 1 and 2 (MTCO2e)	9196.86	10052.18	12,176.25	8,812.34
Total Number of Employees	27,303	25,423	21,828	20,094
GHG Intensity - Scope 1 and 2 (MTCO2e/Per Employee)	0.34	0.40	0.55	0.43
Total Scope 3 (MTCO2e)	32240.21	29754	25,790.45	2,909.23
Total Number of Employees	33,844	32,309	21,828	28,608
GHG Intensity - Scope 3	0.95	0.92	1.181	0.101

(MTCO2e/Per Employee)				

Note: For the emission intensity (Scope 1 + Scope 2) calculation, we have considered employees reporting at the India offices. For the emission intensity (Scope 3) calculation, we have considered employees reporting globally.

Emissions Factors used for GHG calculations

Emission Source	Emission Factor	Unit	Reference
Fuel and Energy			
Diesel	0.75	kgCO2e/ kg	Emission Factor: Diesel (100% mineral diesel) - WTT | Energy | Fuel | United Kingdom | Climatiq
Diesel	0.68	kgCO2e/litre	Emission_Factors_for_Cross_Sector_Tools_V2.0_0.xlsx
Petrol	0.60283	kgCO2e/litre	Emission Factor: Petrol (100% mineral petrol) - WTT | Energy | Fuel | United Kingdom | Climatiq
LPG	347.01	kgCO2e/ ton	Emission Factor: LPG - WTT | Energy | Fuel | United Kingdom | Climatiq
LNG	912.23	kgCO2e/ ton	
Generation Emissions : India	0.17	kgCO2e/ kWh	Emission Factor: Electricity supplied from grid - WTT | Energy | Electricity | India | Climatiq
Transmission : India	0.02	kgCO2e/ kWh	DEFRA-2025
Distribution : India	0.01	kgCO2e/ kWh	DEFRA-2025
Refrigerants			
R410A	1,924	KgCO2e/Kg	ghg-conversion-factors-2025-condensed-set.xlsx
R22	1,760	KgCO2e/Kg	ghg-conversion-factors-2025-condensed-set.xlsx
R407C	1,624	KgCO2e/Kg	ghg-conversion-factors-2025-condensed-set.xlsx
R32	677	KgCO2e/Kg	https://www.climatiq.io/data/emission-factor/9cb3bc7e-9148-4786-82e7-3c1197dde5ac
HFC-23	14,600	KgCO2e/Kg	https://www.ipcc.ch/report/ar6/wg1/downloads/report/IPCC_AR6_WGI_Chapter07_SM.pdf
HFC-227ea	3,600	KgCO2e/Kg	https://www.ipcc.ch/report/ar6/wg1/downloads/report/IPCC_AR6_WGI_Chapter07_SM.pdf
HFC-125	3,740	KgCO2e/Kg	https://www.ipcc.ch/report/ar6/wg1/downloads/report/IPCC_AR6_WGI_Chapter07_SM.pdf
HFC-236fa	8,060	KgCO2e/Kg	ghg-conversion-factors-2025-condensed-set.xlsx
CO2	1	KgCO2e/Kg	https://www.ipcc.ch/report/ar6/wg1/downloads/report/IPCC_AR6_WGI_Chapter07_SM.pdf
Fuels			
Purchased Electricity	0.727	KgCO2e/kWh	CEA's CO2 Baseline Database- Impact of RE On Indian Grid Emissions...
Diesel Combustion stationary	2.9100	KgCO2e/liter	Emission_Factors_for_Cross_Sector_Tools_V2.0_0.xlsx
LPG	1.6	KgCO2e/kg	Emission_Factors_for_Cross_Sector_Tools_V2.0_0.xlsx
Petrol	2.33	KgCO2e/liter	Emission_Factors_for_Cross_Sector_Tools_V2.0_0.xlsx
Diesel Combustion mobile	2.63	KgCO2e/liter	Emission_Factors_for_Cross_Sector_Tools_V2.0_0.xlsx
Waste Generated			
Organic: garden waste	8.98	kgCO2e/ ton	ghg-conversion-factors-2025-condensed-set.xlsx
Organic: food and drink waste	8.98	kgCO2e/ ton	ghg-conversion-factors-2025-condensed-set.xlsx
WEEE - mixed	4.69	kgCO2e/ ton	ghg-conversion-factors-2025-condensed-set.xlsx
Metal: scrap metal	4.69	kgCO2e/ ton	ghg-conversion-factors-2025-condensed-set.xlsx
Paper and board: paper	4.69	kgCO2e/ ton	ghg-conversion-factors-2025-condensed-set.xlsx
Plastics: average plastics	4.69	kgCO2e/ ton	ghg-conversion-factors-2025-condensed-set.xlsx
Commercial and industrial waste	4.69	kgCO2e/ ton	ghg-conversion-factors-2025-condensed-set.xlsx
Mineral oil	4.69	kgCO2e/ ton	ghg-conversion-factors-2025-condensed-set.xlsx
Business Travel			
Domestic Flights (India)	0.12	kgCO2/passenger-km	Road Technical Paper.cdr
International Flights	0.18	kgCO2/passenger-km	Road Technical Paper.cdr

Train (Non-Suburban)	0.01	kgCO2/passenger-km	Road Technical Paper.cdr
Employee commute by car	0.16	kgCO2/passenger-km	Road Technical Paper.cdr
Hotel Stay (India)	58.90	kg CO2e/night	ghg-conversion-factors-2025-condensed-set.xlsx
Hotel Stay (USA)	16.10	kg CO2e/night	ghg-conversion-factors-2025-condensed-set.xlsx
Hotel Stay (Europe)	14.10	kg CO2e/night	
Hotel Stay (Rest of APAC)	66.25	kg CO2e/night	
Hotel Stay (UK)	10.40	kg CO2e/night	ghg-conversion-factors-2025-condensed-set.xlsx
Employee Commute			
Short haul	0.00	tonnes/passenger.km	IPCC
Medium haul	0.00	tonnes/passenger.km	IPCC
Long Haul	0.00	tonnes/passenger.km	IPCC
Medium haul - Premium economy class	0.00	tonnes/passenger.km	IPCC
Medium haul - Business class	0.00	tonnes/passenger.km	IPCC
Medium haul - First class	0.00	tonnes/passenger.km	IPCC
Long haul - Premium economy class	0.00	tonnes/passenger.km	IPCC
Long haul - Business class	0.00	tonnes/passenger.km	IPCC
Long haul - First class	0.00	tonnes/passenger.km	IPCC
Rail Passenger Transport -Non suburban	0.01	kg CO2/Pax-km	India GHG Program
Rail Passenger Transport - Suburban	0.01	kg CO2/Pax-km	India GHG Program
2-wheeler (Petrol) (Assumed for Motorcycle ICE <100 CC)	0.05	kg CO2/km	India GHG Program
2-wheeler (Electric Scooter 3.5kWh)	0.04	kg CO2/km	India GHG Program
Car (Sedan <2000 CC Diesel)	0.17	kg CO2 / km	DEFRA
Car (Sedan <2000 CC Petrol)	0.17	kg CO2 / km	DEFRA
Autorickshaw Petrol	0.11	kg CO2/km	India GHG Program
Autorickshaw CNG	0.11	kg CO2 / Passenger – km	India GHG Program
Bus	0.10	kg CO2/ passenger - km	DEFRA
Metro (Suburban)	0.01	kg CO2 / Passenger – km	India GHG Program
Railway (Non suburban)	0.01	kg CO2 / Passenger – km	India GHG Program
Car pooling (assumption: 4 people are sharing)	0.13	kg CO2 / Passenger – km	India GHG Program
Bike pooling (assumption: 2 people are sharing)	0.05	kg CO2 / Passenger – km	India GHG Program
Walking	-	kg CO2 / Passenger – km	Assumed
Cycling	-	kg CO2 / Passenger – km	Assumed
Diesel (WTT)	0.63	kgCo2/litre	DEFRA
LPG (WTT)	347.01	kgCO2/tonn	DEFRA
Gasoline (WTT)	0.60	kgCO2/litre	DEFRA
Car CNG <800 CC	0.16	kgCO2/km	DEFRA
Electric Vehicle	0.04	kgCO2/km	DEFRA
Bus	0.67	kgCO2/km	

Shuttle Bus	0.33	kgCO2/km	
Leased Asset			
Emission factor for Leased offices	0.106	kgCO2/USD	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog (Row 755)
PGS and CG - EEIO Emission Factors			
Accounting, tax preparation, bookkeeping, and payroll	0.05	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Adhesives	0.714	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Advertising and public relations	0.129	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Air conditioning, refrigeration, and warm air heating equipment	0.147	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Air purification and ventilation equipment	0.242	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Air transport	0.976	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
All other foods	0.603	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Ammunition, arms, ordnance, and related accessories	0.194	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Architectural, engineering, and related services	0.125	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Audio and video equipment	0.124	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Automobiles	0.149	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Books	0.236	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Books, newspapers, magazines, and other print media	0.347	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Building material and garden equipment and supplies dealers	0.113	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Buildings and dwellings services	0.167	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Business support	0.118	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Cardboard	0.801	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Carpets and rugs	0.167	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Cement	3.858	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Chemicals (except basic chemicals, agrichemicals, polymers, paints, pharmaceuticals,soaps, cleaning compounds)	0.567	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Clothing	0.187	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Clothing and clothing accessories stores	0.204	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog

Coffee and tea	0.549	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Communications equipment	0.114	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Company and enterprise management	0.127	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Computer storage device readers	0.136	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Computer systems design	0.06	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Computer terminals and other computer peripheral equipment	0.183	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Computers	0.085	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Couriers and messengers	0.431	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Curtains and linens	0.235	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Custom computer programming	0.089	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Customs duties	0	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Data processing and hosting	0.139	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Direct life insurance carriers	0.024	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Drinking water and wastewater treatment	0.354	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Electricity	3.862	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Employment services	0.033	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Environmental and other technical consulting services	0.079	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
External hard drives, CDs, other storage media	0.136	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Facilities support	0.213	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Farm machinery and equipment	0.256	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Finished and coated fabric	0.527	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Flavored drink concentrates	0.381	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Food and beverage stores	0.238	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Gasoline, fuels, and by-products of petroleum refining	0.669	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Glass and glass products	0.519	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog

Grocery and related product wholesalers	0.235	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Health care buildings	0.216	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Heating equipment other than warm air furnaces	0.207	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Insurance agencies and brokerages	0.032	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Insurance carriers, except direct life	0.034	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Internet publishing and broadcasting	0.128	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Investigation and security	0.085	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Investment advice, portfolio management, and other financial advising services	0.062	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Lawn and garden equipment	0.214	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Leather	0.195	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Legal services	0.054	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Light bulbs	0.323	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Light fixtures	0.252	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Lumber and treated lumber	0.187	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Machinery, equipment, and supplies	0.21	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Magazines and journals	0.129	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Management consulting	0.084	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Manufacturing buildings	0.285	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Marketing research and all other miscellaneous professional, scientific, and technical services	0.075	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Misc. fabricated metal products	0.33	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Motors and generators	0.229	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Natural gas	0.627	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
News syndicates, libraries, archives, Internet publishing and all other information services	0.115	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Newspapers	0.131	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog

Nondepository credit intermediation and related activities	0.061	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Nonresidential building repair and maintanence	0.354	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Nonstore retailers	0.163	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Office administration	0.105	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Office supplies (not paper)	0.292	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Other computer related services, including facilities management	0.087	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Other durable goods merchant wholesalers	0.174	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
other miscellaneous electrical equipment and components	0.176	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Other retail	0.163	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Other support services	0.118	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Other textiles	0.263	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Paints and coatings	0.469	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Paper	0.737	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Paper bags and coated paper	0.522	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Passenger ground transport	0.499	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Pipeline transport	1.558	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Plastic bags, films, and sheets	0.608	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Plastics	0.403	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Plywood and veneer	0.218	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Postal service	0.19	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Printing support	0.286	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Professional and commercial equipment and supplies	0.085	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Rail transport	0.208	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Ready-mix concrete	0.831	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Relay and industrial controls	0.162	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog

Residential building repair and maintanence	0.277	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Sanitary paper (tissues, napkins, diapers, etc.)	0.411	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Scientific research and development	0.079	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Seasonings and dressings	0.318	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Securities and commodities brokerage and exchanges	0.062	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Semiconductor machinery	0.2	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Semiconductors	0.216	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Signs	0.32	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Small electrical appliances	0.3	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Snack foods	0.501	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Soap and cleaning compounds	0.405	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Soft drinks, bottled water, and ice	0.37	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Software	0.09	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Specialized design	0.083	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Specialty transformers	0.29	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Stationery	0.187	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Switchgear and switchboards	0.238	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Telecommunications	0.125	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Telephones	0.201	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Toiletries	0.199	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Travel arrangement and reservation	0.103	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Truck transport	1.236	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Utilities buildings and infrastructure	0.224	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Veneer, plywood, and engineered wood	0.218	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Warehousing	0.625	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog

Waste management and remediation	0.28	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Water transport (boats, ships, ferries)	0.618	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Welding and Soldering Equipment, Scales and Balances, and other general purpose machinery	0.251	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Wireless communications	0.168	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Wooden windows, door, and flooring	0.231	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
All other miscellaneous professional, scientific, and technical services	0.084	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Road Transport	0.208	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Utilities	2.668	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Medical and Diagnostics	0.157	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Surgical and medical instruments	0.176	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Outpatient Healthcare	0.128	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Commercial equipment rental	0.125	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Accommodation	0.157	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog
Construction	0.256	kg/2021 USD, purchaser price	Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog

HEXAWARE

Registered Office

8th Floor, 13th Level, Q1, Loma Co-Developers1 Private Limited,

Plot No. Gen-4/1, TTC Industrial Area, Ghansoli, Navi Mumbai,

Maharashtra, India, 400710

Website: www.hexaware.com | Email: investori@hexaware.com

CIN: L72900MH1992PLC069662

Contact Telephone : +91 22 3326 8585 | +91 22 3326 8007