HEXAWARE

ESG DATABOOK

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 derived from Hexaware Technologies' Sustainability Report for the period from **1 January 2025 to 31 December 2025**. The report has been independently verified by **TÜV India Pvt. Ltd. (TÜV Nord)**; therefore, the ESG performance information presented in this Data Book benefits from the same level of assurance. By aligning this Data Book with an independently assured source, we aim to provide stakeholders with ESG insights that are transparent, reliable, 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

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.

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 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

** Not in Board positions in 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 has predefined corporate performance indicators that are directly linked to the variable compensation of the Chief Executive Officer. Additionally, relative financial metrics are also considered, which involve benchmarking Hexaware's performance against that of peer companies. These metrics include indicators such as Total Shareholder Return (TSR) or other growth-related parameters, depending on Hexaware's internal performance, strategic goals, and industry practices at the time.

1.2.10 CEO Compensation – Long-Term Performance Alignment

The Company does not publicly report on a CEO-specific performance-based variable compensation system with defined performance and vesting criteria.

1.2.11 Management Ownership

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**

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.

1.2.12 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.

1.2.13 Government Ownership

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

1.2.14 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.

1.2.15 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)	8,922,945
The ratio between the total annual compensation of the Chief Executive Officer and the median employee compensation	16.26

1.2.16 ESG Governance Oversight

Hexaware has established a formal governance structure to oversee ESG, and sustainability matters at both the board and executive levels. At the board level, ESG oversight is embedded through a dedicated ESG/sustainability committee, which includes board members and at least one independent director, ensuring strategic alignment and accountability.

Complementing this, at the executive level, Hexaware has constituted a dedicated ESG/sustainability committee comprising members within one reporting level from the CEO.

Additionally, the responsibility for overseeing and managing ESG and sustainability issues is entrusted to our Chief Risk Officer (CRO). This multi-tiered governance framework ensures that ESG considerations are integrated into corporate decision-making 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,	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

	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.		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 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 reflects its broader responsibility in reducing environmental impacts across its value chain.	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. 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 a well-established risk governance framework in place with oversight at multiple levels:

Board-Level Oversight: The company has a formal risk governance framework with dedicated board-level oversight. A board level Risk Management committee comprising independent and non-executive board members is assigned to risk oversight responsibilities.

Functions that own and manage risks (First Line): As the first line of Défense, operational managers own and manage risks. They are also responsible for implementing corrective actions to address process and control deficiencies. Operational management is responsible for maintaining effective internal controls and for executing risk and control procedures on a day-to-day basis

Risk and Compliance Oversight (Second Line): Dedicated committee at the senior management/executive level is in place to oversee risk management and compliance, excluding the CEO. Control functions such as risk and compliance management are responsible for setting controls and ensuring compliance with risk-related policies.

Internal/External Audit (Third Line): An independent internal audit unit provides objective assurance on the effectiveness of the company's risk management and compliance frameworks.

External auditors, regulators, and other external bodies reside outside the organization’s structure, but they have an important role in the organization’s overall governance and control structure. This three-lines-of-defense model ensures robust and integrated risk oversight across all levels of 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, taking into account 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 (including ransomware, data breach, state actors, insider threat, Supply chain risks etc.), Disaster recovery and Business continuity:	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
Emerging geopolitical risks (including tariffs)	Exposure to global markets makes Hexaware vulnerable to geopolitical shifts, including tariffs and regulatory changes that may impact supply chains and cost structures.	• Diversified supply chains across geographies to reduce dependency risks • Developed contingency procurement and sourcing strategies • Continuously monitored geopolitical and regulatory developments • Invested in localized delivery hubs and regional partnerships • Built flexibility into supplier contracts for pricing and delivery adjustments
Existing large customers deciding to insource/ move their outsourcing spend to GCCs (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
Talent availability & retention including key management personnel and long timers (Compensation model challenges)	The ability to attract and retain skilled talent, particularly in digital and AI domains, remains critical amid rising competition and evolving workforce expectations.	• Strengthened hiring through employee referral programs and dedicated sourcing teams • Expanded talent pool across Tier 2 cities to optimize costs and improve fulfillment • Accelerated hiring through proactive models (e.g., pre-offer pipelines such as Lane 2) • Invested in internal capability building through programs such as SONIC • Strengthened AI capabilities through dedicated leadership and cross-functional talent deployment

		• Implemented structured succession planning with phased leadership development and assessment centres.
Revenue Concentration	Dependence on select geographies and large clients may expose Hexaware to concentration risks affecting revenue stability.	• Increased focus on non-US markets including Europe, Asia-Pacific, Nordics, Middle East, and Africa • Continuously tracked US revenue share as a percentage of total revenue • Monitored top 5 client contribution, with a gradual decline in concentration levels observed
Disruption due to AI – revenue reduction due to AI/automation/GenAI & non-traditional entrants	Rapid advancements in AI, automation, and GenAI may disrupt traditional service models and intensify competition from new-age players.	• Expanded portfolio across AI, automation, cloud, and digital transformation services • Reorganized service lines to deliver customized, client-centric solutions • Encouraged bottom-up innovation and disruption • Strengthened partner ecosystem with leading platforms and niche technology providers • Maintained strong client relationships (~15 years average association with top 10 clients) • Incorporated continuous client feedback and analyst insights into strategic decision-making
Regulatory and Compliance risks (including misstatement of financial statements; violation of SEBI, RBI, Income tax, other statutory rules)	Operating across multiple jurisdictions exposes Hexaware to evolving regulatory requirements and compliance risks, including financial and statutory obligations.	• Established a robust global compliance framework supported by strong governance mechanisms • Leveraged advanced compliance tools to ensure adherence to regulatory requirements across jurisdictions
Challenges post velocity go-live	Post go-live challenges in large transformation programs may impact system stability, user adoption, and operational efficiency if not managed effectively.	• Established dedicated post go-live support teams • Monitored key performance indicators (KPIs) and user feedback closely • Conducted regular retrospectives to identify and resolve issues • Documented lessons learned to strengthen future implementations
Increased cost of services leading to margin erosion	Rising costs related to talent, subcontracting, and operations may impact margins if not effectively managed through efficiency improvements.	• Strengthened cost optimization and budgeting discipline • Tracked hiring costs against budget on a monthly basis • Reduced subcontractor dependency by increasing internal workforce • Broadened talent pyramid through fresher hiring • Institutionalized structured training and upskilling programs
IP infringement	Risks related to IP infringement or misuse may lead to legal exposure, financial liabilities, and reputational damage.	• Implemented formal IP governance covering copyrights, trademarks, patents, and trade secrets • Incorporated indemnity clauses in client and vendor contracts • Ensured use of licensed software, datasets, and media assets only

		• Engaged external legal experts for dispute resolution and enforcement actions • Reviewed adequacy of liability insurance coverage

1.5 Business Ethics

1.5.1 UN Global Compact Membership

Hexaware is a proud signatory of the United Nations Global Compact (UNGC), reinforcing our commitment to responsible business practices that align with internationally recognized principles. As a signatory, we are dedicated to advancing sustainable development goals and fostering an organizational culture that prioritizes ethical conduct and social responsibility.

1.5.2 Codes of Conduct

Hexaware's Code of Conduct (COC) serves as a guiding light for maintaining the highest standards of ethical behavior and integrity across all aspects of our operations. It is a comprehensive framework that outlines our commitments to ethical practices, transparency, and accountability, ensuring that every decision and action aligns with our core values. By adhering to our COC, Hexaware fosters a culture of responsibility and respect, encouraging employees to uphold ethical principles and report any concerns without fear of retaliation. For more details, please see here.

1.5.3 Anti-Bribery & Anti-Corruption Policy

Hexaware has a well-defined Anti-Bribery and Corruption (ABC) Policy that reflects the company's strong commitment to ethical conduct and compliance. The policy is applicable to all employees and third parties representing Hexaware and is supported by a zero-tolerance approach to any form of bribery or corruption. It includes clear reporting mechanisms through the Whistle Blower Policy, along with procedures for investigation and disciplinary action in case of violations. The policy is periodically reviewed and formally approved by the Chief Risk Officer or a designated C-level executive to ensure continued relevance and alignment with legal and corporate standards. For more details, please see here.

1.5.4 Whistleblowing Mechanism

Hexaware has a robust Whistle Blower Policy that enables employees and third parties to report concerns confidentially, including anonymously, through designated channels. The policy ensures protection against retaliation, maintains strict confidentiality, and outlines clear procedures for investigation and disciplinary action. Awareness is promoted through regular training, onboarding sessions, and ongoing communication across the organization. For more details on our Whistleblower Policy, please see 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
Whistleblower Complaints	17
Total	**32**

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 Technologies does not participate in lobbying activities.

1.7 Tax Strategy

1.7.1 Tax Strategy and Governance

Hexaware has a robust tax strategy in place that is embedded within our broader governance and compliance framework. Our internal practices are designed to ensure transparency, integrity, and alignment with applicable tax laws across jurisdictions. The strategy is guided by principles of responsible tax behavior, with oversight from senior management and the board, and ensures that tax-related decisions support the long-term sustainability and ethical conduct of our business. 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. We diligently report names of all resident entities, other details such as primary activities, number of employees, revenue, profit before tax, income taxes accrued and paid, and financial information across all jurisdictions where we operate. This approach ensures clarity and consistency in our financial disclosures, accessible through public channels and corporate communications, and aligns with our broader vision of responsible corporate governance.

1.7.3 Effective Tax Rate

Financial Reporting (INR)	FY 2025	FY 2024	FY 2023
Earnings before tax	17,268,000,000	15,603,000,000	12,685,000,000
Reported Taxes	3,585,000,000	3,863,000,000	2,709,000,000
Cumulative acceptable adjustments	0	0	0
Cash taxes paid	3,681,000,000	3,122,000,000	2,579,000,000

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.

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.

Our policy includes the setting of ambitious targets aimed at reducing our environmental footprint. 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.

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 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 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 initiatives, 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, with 29,989 training hours conducted during the reporting period. We also perform energy audits to identify and seize opportunities for improving energy performance.

29,989 Hours

Energy Efficiency Trainings Provided to Employees during CY 2025

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*

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)

	CY 2025	CY 2024	CY 2023	CY 2022
Renewable Energy				
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				
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.

2.3 Waste and Pollutants

2.3.1 Waste Management Programs

Our waste management strategy focuses on reduction, segregation, recycling, and responsible disposal through targeted initiatives 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. 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.

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.

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 on enhancing water efficiency through leak-free taps, 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 also conduct regular training sessions to familiarize our employees with sustainable usage of water and water efficiency management programs.

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 M3 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 M3

Water Recycled (Million M3)

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

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 M3)

	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

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

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.

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.*

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.

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.

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
Purchased goods and services	7,759.26
Capital Goods	2,710.41
Fuel and energy related activities	3,176.80
Waste generated in operations	4.33
Business travel	8,726.79
Employee commuting	8,711.78
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, with the exception of Fuel, Energy, and Waste, for which reporting is currently limited to India.

2.5.4 Climate Governance

Our organization demonstrates a strong commitment to climate governance, ensuring that climate-related issues are addressed with the highest level of responsibility and oversight. Both the board of directors and executive management actively carry oversight and management duties regarding climate matters, affirming our dedication to integrating sustainability into our strategic framework.

A dedicated board-level ESG committee is established to oversee climate-related issues. This committee meets half yearly to ensure that climate-related topics are consistently included as agenda items, facilitating regular review and strategic planning.

Further strengthening our climate governance, the ESG Steering Committee, comprised of executive leaders, plays a pivotal role in directing and managing initiatives aimed at addressing climate impact and promoting sustainability across operations.

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 TCFD 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.

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. 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.

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. 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 ₹13.71/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 Financial Opportunities Arising from Climate Change

Climate-change related Opportunity	Brief description of the Opportunity	Estimated financial implications of the Opportunity	Estimated costs of actions

Cost savings from energy efficiency improvement projects	Hexaware plans to achieve significant savings through the implementation of various energy efficiency projects, as below: **Mumbai MBP** A)Replacement of old and outdated AC units with Energy Efficient and CFC free Refrigerant gas VRF Air conditioning system at Mumbai MBP Bldg.157 third and fourth floors,	Energy Savings per annum is 96000 units, Annual financial cost savings of 1392000 /- INR	INR 15,383,730
	B) R22 Refrigerant gas phaseout completed for Airconditioning units (Total 289.5 TR) at Mumbai MBP Bldg.1.		INR 10,851,777

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

Climate-change related Opportunity	Brief description of the Opportunity	Estimated financial implications of the Opportunity	Estimated costs of actions
Cost savings from energy efficiency improvement projects	Hexaware plans to achieve significant savings through the implementation of various energy efficiency projects, as below: **Nagpur Campus:** a)Replacement of old and outdated AC units with Energy-efficient and CFC free refrigerant gas VRF Air conditioning system is completed in Ground floor A&B wing, Frist floor A&B wing ,2nd floor A&B at Nagpur Campus.	Annual financial cost savings of INR 8,64,000	INR 158,76,886
	b) Replacement of old and outdated CFL-type light fixtures with energy-efficient LED-type fixtures in 2nd floor A & B wings at Nagpur campus.	Energy Savings per annum is 12000 units, Annual financial cost savings of INR 92,400.	INR 3,05,274

Climate-change related Opportunity	Brief description of the Opportunity	Estimated financial implications of the Opportunity	Estimated costs of actions
Cost savings from energy efficiency improvement projects	Hexaware plans to achieve significant savings through the implementation of various energy efficiency projects, as below: **Chennai Campus:** a) Replacement of old and outdated Condenser pumps (8 no's x 37 KW) with Energy efficient pumps in open loop chilled water system of comfort Air conditioning at Chennai Campus.	Energy Savings per annum is 17000 units. Annual financial cost savings of INR 1,80,589	INR 48,60,800
	b) R22 Refrigerant gas phaseout completed for Package AC units (Total 149 TR) at Chennai Campus.		INR 55,95,330

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

2.5.10 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.

2.5.11 Physical Climate Risk Adaptation

Hexaware has proactively established a comprehensive plan to address and adapt to identified physical climate risks based on our rigorous climate risk assessment. Our plan ensures 100% coverage of existing and new 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 20 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

2.5.12 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

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

2.5.13 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. The objective of introducing an internal carbon price is to enhance preparedness for future carbon regulations, support internal emissions management, and align with stakeholder expectations on climate risk.

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), and promote accountability for emissions across operations.

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

2.5.14 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.

2.6 Product Stewardship

2.6.1 Sustainable Revenues

Hexaware generates revenues from sustainable products and services, particularly through its Cloud and Infrastructure offerings that enable clients to adopt asset-light IT models. These solutions contribute to sustainability by optimizing resource utilization and reducing electricity consumption, supporting climate change mitigation goals. While these initiatives align with sustainability principles, Hexaware does not currently track a separate revenue breakdown for such projects. However, the company continues to expand its sustainable IT service offerings in alignment with its environmental commitments.

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 is committed to fostering a supportive and responsible work environment through structured labor practices. 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 security measures beyond government programs. It engages constructively with employee 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 adapt to technological and environmental shifts. 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 that outlines its commitment to preventing discrimination and harassment in the workplace. The policy promotes a respectful, inclusive, and safe environment for all employees, regardless of gender, race, religion, age, disability, or any other protected characteristic. It also includes clear procedures for reporting and addressing incidents, reinforcing a zero-tolerance approach to any form of discriminatory or inappropriate behavior. 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

Our 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 No. of employees	%	CY 2024 No. of employees	%	CY 2023 No. of employees	%	CY 2022 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

Less than 15% of our workforce is in the United States, and due to limitations, we are unable to report on ethnic and racial minorities. Instead, we offer a workforce breakdown by nationality, highlighting those nationalities which represent the highest percentages. Please find this information detailed in 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%

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).

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

3.1.7 Freedom of Association

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.

Currently, 121 employees, i.e. 0.36% of the total permanent workforce are represented by an independent trade union or covered under a collective bargaining agreement.

3.2 Human Rights

3.2.1 Human Rights Commitment

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.

Human Rights

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

3.3.3 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	100%	0%	Not Applicable
Contractors and Tier-1 Suppliers	100%	5%	100%
Joint Ventures	_	_	_

3.3.4 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. 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
Average hours per FTE of training and development	161
Average amount spent per FTE on training and development (in INR)	9,808

3.3.2 Average Training Hours

By Gender	Total no. of Employees	Total training hours	Average training hours
Male	22,224	3,430,343.50	154
Female	11,618	2,018,239.60	174
Total	**33,844**	**5,448,583.20**	**161**
By Management Level			
Junior Management	18,290	4,405,035	241
Middle Management	10,510	9,26,841	88
Senior Management	2,641	1,02,649	39
Contractors	2,403	14,058	6
By Training Type			
Compliance	33,844	2,07,729	6
VILT/ILT (Competency Dev, CTaDel & Demand Based); Organizational Development & Process	33,844	44,91,118	133
Mavericks	1,163	9,361	8
Gen AI	22,493	2,46,952	11

3.3.3 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	• 82%

	• Groups on social network • Policy with respect to Disasters • 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 %

3.3.4 Employee Development Programs

Hexaware Technologies is committed to continuous employee development, offering programs designed to enhance and upgrade employee skills. 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:** (ILT on trending skills, Hackathons on Agentic AI & Sustainability, Role-based Academies – Agentic AI, PO, Scrum, Technical Architect)	**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 initially featured three levels: Foundation, Intermediate, and Honors. 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	Mass capability uplift across workforce; Readiness for GenAI, Agentic AI, Cloud & Agile; Standardized skills at scale; Conversion of learning into real business use cases; Innovation aligned to vertical needs; Builds deep specialists for high-impact roles	**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 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.	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 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 visible, continuous learning.	**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 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.
Quantitative impact of Business Benefits	343 Technical ILTs conducted engaging 27K consultants (9K+ unique) Coverage across GenAI, Agentic AI, GitHub Copilot, DevOps, Cloud, Agile; 7 hackathons with 1200+ participants solving real vertical use	**Reduced Attrition Rate:** Employees who participated in the program had a 5% lower attrition rate	8K+ employees are 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

	cases. Total 394 candidates trained across 7 specialized academies covering product, engineering, and AI domains			participants count was 5025
% of FTEs participating in the Programs	9,929	6,808	8,917	5,025

3.3.5 Human Capital Return on Investment

	CY2025*	CY 2024	CY 2023	CY 2022
Total Revenue	134,304	119,744	103,803	91996
Total Operating Expenses	113,285	2,788	2,836	2,444
Total Employees-related expenses (Salaries + Benefits)	77,239	69,649	61,142	55,444
Resulting HCROI	1.27	2.67	2.65	2.61
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.*

3.3.6 Hiring

New Hires

By Gender	CY 2025 No. of employees	%	CY 2024 No. of employees	%	CY 2023 No. of employees	%	CY 2022 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 No. of employees	%	CY 2024 No. of employees	%	CY 2023 No. of employees	%	CY 2022 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 No. of employees	%	CY 2024 No. of employees	%	CY 2023 No. of employees	%	CY 2022 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 No. of employees	%	CY 2024 No. of employees	%	CY 2023 No. of employees	%	CY 2022 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**

3.3.6 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%

Employee Turnover

By Gender	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	-	-	-	-	-	-	-	-

Note: Turnover figures include only voluntary exits of IT employees during the reporting period.

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%	1,030	49%	1,260	48%	1,595	43%

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%

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 fostering a supportive and inclusive work environment through a wide range of employee well-being and support initiatives. Under the umbrella of the FIT Hexaware program, we promote holistic wellness covering physical, mental, and financial health.

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 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 Type of Performance Appraisal

Hexaware adopts a performance management philosophy that emphasizes continuous improvement, individual accountability, and alignment with team and organizational goals. The company leverages a cloud-based performance system (PROPEL) to ensure that goal-setting, feedback, and development are not one-off events but part of a dynamic, year-round process.

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.

3.3.10 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%

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.

In addition, the EmPower Survey, our organization-wide engagement initiative for 2025, was designed to be focused, sharp, and concise. 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 a comprehensive Occupational Health and Safety (OHS) policy in place, which is publicly available and applicable across all operations, including employees, contractors, and individuals under the company's supervision.

The policy aligns with relevant international standards, including ISO 45001, and emphasizes active consultation and participation of employees and their representatives wherever applicable. It reflects our commitment to continual improvement of the OHS management system through clearly defined action plans and measurable performance targets. 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.

3.4.1 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 follows a proactive and structured approach to Occupational Health and Safety (OHS) risk and hazard assessments, aimed at identifying, evaluating, and mitigating potential sources of harm across its operations.

As a technology services organization operating in office-based and hybrid work environments, Hexaware focuses its OHS risk management efforts on areas such as ergonomic hazards, fire safety, electrical safety, mental health and well-being, and safe building infrastructure. The risk assessment process includes periodic workplace inspections, job hazard analyses, and environment-specific safety audits—especially in delivery centers and development hubs.

The company adopts a preventive risk-based methodology aligned with ISO 45001, to systematically identify potential hazards, assess the likelihood and impact of such risks, and implement appropriate controls. This includes:

- Regular workplace safety walkthroughs and incident tracking

- Use of checklists and monitoring tools for hazard identification
- Deployment of corrective and preventive actions (CAPA) based on root cause analysis
- Maintenance of emergency preparedness and response protocols
- Dedicated Health and Safety committee to monitor compliance

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 assessment. 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:

- Achieving zero workplace accidents or incidents related to fire, health, and safety.
- Conducting comprehensive health and safety risk assessments annually across all major operational sites.
- Ensuring 100% employee representation from major operational locations in dedicated health and safety committees.

These targets reflect our focus on creating a safe, risk-aware, and responsive work environment across all levels of the organization**.**

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.

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, operations or revenues))	100%	100%	100%	100%

3.5 Customer Relations

3.5.1 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%

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. 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. 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, request its correction or deletion, and ask for it to be transferred to other service providers. These practices reflect Hexaware's dedication to transparency, accountability, and respecting customer rights in alignment with global data protection principles.

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.

Zero Incidents of non-compliance reported in CY 2025

Annexures I: Governance

Adherence to standards ensuring operational excellence

ISO 9001	ISO 27001	ISO 22301	ISO 45001	ISO 14001	ISO 50001
Quality Management	**Information Security**	**Business Continuity**	**Occupational Health and Safety**	**Environmental Management**	**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

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 (MTCO2e/Per Employee)	0.95	0.92	1.181	0.101

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 prilonce	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 maintenance	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

Note: We update our inventory at least once per year

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