

HEXAWARE

SUSTAINABILITY DATABOOK

2024



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About the Report

Reporting Principle

This ESG Data Book provides a comprehensive overview of Hexaware Technologies Limited's, hereinafter referred to as 'Hexaware' or 'Company', Environmental, Social, and Governance (ESG) performance for the period 1 January 2024 to 31 December 2024. The report is intended for investors, clients, employees, regulators, and all other stakeholders who seek a better understanding of how we manage ESG matters that directly influence our business resilience and long-term value creation.

Reporting Period

The reporting period for this report is from 1st January 2024 to 31st December 2024. Through this report, we disclose our non-financial performance that covers our ethical, environmental, and social responsibility.

Scope and Boundary

Our operations span the Americas, Europe, and Asia-Pacific (APAC) regions, with our corporate headquarters in Navi Mumbai, India.

Financial, social, and other qualitative data - The scope includes all our global offices, aligning with the parameters of our financial reporting

Environmental disclosures and community engagement - The scope is limited to our operations in India, specifically in Ahmedabad, Bangalore, Bhopal, Coimbatore, Chennai, Dehradun, Nagpur, Pune, Mumbai, and Noida. Any exclusions are specified in the relevant sections.

Assurance

The data and disclosures presented in this ESG Data Book are derived from Hexaware's Sustainability Report for the reporting period 1 January 2024 to 31 December 2024. The Sustainability Report has been independently assured by TÜV India Pvt. Ltd., and therefore the ESG performance numbers included here carry the same assurance. The data for previous years mentioned in this Report has also been derived from the respective Sustainability Reports, which were independently assured. By drawing directly from the assured source, we aim to provide stakeholders with consistent, reliable, and credible ESG information.

Corporate Governance

1.1 Transparency & Reporting

1.1.1 Sustainability Reporting Boundaries

Hexaware publicly reports the scope and boundaries of its sustainability disclosures. Our disclosures cover over 75% of the company’s revenue-generating operations.

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 136 of our Sustainability Report for the year 2024.

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 employ a one-tier governance system that facilitates robust processes and enhances operational performance. This structure allows for centralized oversight and streamlines decision-making, ensuring alignment with strategic goals and fostering efficient management across the organization.

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

For further details on our Board structure, please visit -

<https://hexaware.com/about-us/leadership/>

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 Quinlan is the Non-Executive Independent Chairman of the Company and Mr. R.Srikrishna is the CEO of the Company.

1.2.4 Board Diversity Policy

As part of our dedication to diversity, Hexaware hosts the Board Diversity Policy within our Nomination and Remuneration Committee (NRC) Policy framework. This integration ensures that diversity considerations are systematically embedded into our board selection processes, enhancing our ability to meet the evolving needs of our stakeholders and the industry landscape. 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%.

1.2.6 Board Accountability

The company maintains a strong culture of accountability and oversight at the board level. The average board meeting attendance is consistently above 75%, ensuring active participation and informed decision-making. Any proposed changes to the company’s bylaws are subject to shareholder approval, reinforcing transparency and alignment with investor interests. Additionally, eight of Hexaware’s Board members hold four or less ‘other mandates’, ensuring they can dedicate sufficient time and attention to their roles within the company. Hexaware imposes limitations on directors’ liabilities, reflecting our structured approach to accountability within our corporate governance framework.

Robust governance mechanisms are further supported through the presence of board performance reviews, which are conducted periodically to assess and enhance board effectiveness.

1.2.7 Board Average Tenure

The average tenure for our Board members is 5 years.

1.2.8 Board Industry Experience

At present, we have 10 Board non-executive members with industry experience. They are

1. Joseph McLaren Quinlan- Chairman & Independent Director
2. Milind Sarwate- Independent Director
3. Sukanya Kripalu- Independent Director
4. Vivek Sharma- 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

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

Hexaware has mechanisms in place to align CEO compensation with long-term company performance. A portion of the short-term bonus awarded to the CEO may be deferred in the form of shares or stock options, in alignment with the company’s equity incentive structures.

However, the percentage of deferral is not predetermined and varies based on multiple considerations, including organizational performance, market conditions, and the discretion of the Nomination and Remuneration Committee.

While the company does not prescribe a fixed performance period or a standardized time-vesting schedule for variable CEO compensation within its formal policy, these elements are determined on a case-by-case basis, factoring in role expectations, business milestones, and strategic priorities at the time of grant. This flexible approach allows the company to tailor incentives to evolving business contexts while promoting long-term value creation.

1.2.11 Management Ownership

The Chief Executive Officer of Hexaware holds equity shares in the company. However, as the company was recently listed and the financial year concluded prior to the availability of a consistent year-end market price, the computation of the “multiple of base salary” — defined as $[(\text{Share Price at Fiscal Year-End} \times \text{Number of Shares Held}) \div \text{Base Salary}]$ — could not be accurately determined for the reporting year.

Hexaware remains committed to providing this disclosure in subsequent assessments, once a complete financial year of post-listing data is available and the prescribed calculation methodology can be appropriately applied.

1.2.12 Management Ownership Requirements

While Hexaware 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 ESOP 2008, 2015, and the recently introduced Hexaware Stock Option Plan 2024. These plans provide 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 over a period of 1 to 6 years based on time, performance, or specific events. Upon vesting, options may be exercised within a maximum period of 3 years.

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 USD	52,294,938.13
Median Employee Compensation	3,988,934.17
The ratio between the total annual compensation of the Chief Executive Officer and the mean or median employee compensation	13.11

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 undertakes regular materiality assessments to identify ESG topics that are most relevant to its stakeholders and strategic priorities. This exercise helps align sustainability efforts with broader business objectives and stakeholder expectations.

Insights from the materiality process are used to inform our materiality matrix and also play a key role in shaping our risk register. The identified material issues support the company in recognizing and prioritizing ESG-related risks within our Enterprise Risk Management (ERM) framework. The process is reviewed annually and includes engagement with relevant stakeholders to ensure a risk aware and forward-looking perspective.

Please find our material topics listed down below prioritized into Medium, High and Very High:

Medium	High	Very High
Effluents and Waste	Environmental Footprint of Hardware Infrastructure	Carbon Emissions
Occupational Health and Safety	Water	ESG Governance
Anti-Corruption	Local Communities	Cybersecurity
		Data Privacy
		Recruiting and Managing a Skilled Diverse Global Workforce

1.3.2 Material Issues for Enterprise Value Creation

Particulars	Material Issue 1	Material Issue 2	Material Issue 3
Material Issue	Cybersecurity	Recruiting and Managing a Skilled, Diverse and Global Workforce	Carbon Emissions
Business Case	Cybersecurity is material to Hexaware as data breaches or service disruptions can lead to significant financial losses, regulatory penalties, and reputational damage. Strong cybersecurity 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	Attracting and retaining a skilled, diverse workforce lowers recruitment and training costs, while improving operational efficiency through higher productivity and innovation. 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	Reducing carbon emissions lowers operating costs through energy efficiency and optimized resource use, while mitigating regulatory and compliance risks. Demonstrating climate responsibility enhances client trust and enables revenue growth from sustainability-focused contracts. Failure to act exposes Hexaware to

	prioritize data security.	with direct financial impact.	rising energy costs, carbon taxes, and reputational risks with direct financial implications.
Business Impact	Risk	Risk	Risk
Business Strategies	Hexaware strategically manages cybersecurity risks through an intelligence-driven approach focused on continuous improvement, automation, and global best practices alignment. We enhance preventive and responsive capabilities by integrating AI into our core security infrastructure and automating threat detection and response. As cloud-native adoption grows, our security frameworks adapt to dynamic environments such as containers and serverless architectures. Regular assessments ensure alignment	Hexaware focuses on building an inclusive, performance-driven culture to attract top talent and support career growth. We promote meritocracy in talent processes and invest in continuous learning through a Learning Management System. 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 set clear energy performance indicators and embed these considerations into procurement and infrastructure decisions. Strong stakeholder engagement through training and communication supports these efforts. By integrating carbon reduction into our culture, we aim to improve

	with evolving standards like ISO 27001, NIST, and CIS. This proactive model allows us to stay ahead of emerging threats, reduce exposure, and maintain client and stakeholder trust.	operational performance and contribute to climate goals.
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1.3.3 Materiality Metrics for Enterprise Value Creation

Particulars	Material Issue 1	Material Issue 2	Material Issue 3
Material Issue	Cybersecurity	Recruiting and Managing a Skilled, Diverse and Global Workforce	Carbon Emissions
Target	1.Strive to ensure zero cases of data breaches every year globally 2. Ensure 100% employee coverage globally for awareness/training on information security 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 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. 98.7% of employees covered	1. 88%, exceeding the target significantly 2. 33.9% of women employees	1. 17% reduction in Scope 1 and Scope 2 emissions compared to the baseline against a target of 6% reduction 2. 22% reduction in Scope 3 emissions per employee from the base year 3. 71% 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	Environmental Footprint of Hardware Infrastructure	Local Communities
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,
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aligning with stakeholder priorities on social impact.

1.3.5 Materiality Metrics for External Stakeholders

Particulars	Material Issue 1	Material Issue 2
Material Issue	Environmental Footprint of Hardware Infrastructure	Local Communities
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 committee comprising independent and non-executive board members is assigned for 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 initial 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
AI and Automation Risks	AI and automation introduce a mix of opportunities and risks for Hexaware. While these technologies enable efficiency gains, cost savings, and enhanced decision-making, they also pose several challenges. Ethical concerns arise when AI-driven decisions are not aligned with the organization’s cultural and ethical values, or when flawed or incomplete data leads to inaccurate outcomes, potentially holding the organization accountable. Additionally, AI systems can perpetuate and amplify biases present in training data, resulting in unfair or discriminatory outputs. There is also a risk of non-compliance with internal	Hexaware has established a Responsible AI framework with clear ethical guidelines and a robust change management process to ensure transparency and accountability in AI applications. The company uses diverse and representative datasets, regularly audits AI systems for bias, and incorporates fairness-aware algorithms to promote equitable outcomes. Compliance is managed through a global compliance management solution, with periodic reviews to ensure alignment with legal, regulatory, governance, and security standards. These measures enable Hexaware to demonstrate adherence to

	<p>policies or external regulations, which may lead to ineffective solutions or trigger legal, regulatory, or reputational consequences. These factors together define a critical emerging risk area that Hexaware continuously monitors as part of its evolving risk landscape.</p>	<p>internal and external requirements effectively.</p>
<p>Geopolitical Tensions and Tariff Wars</p>	<p>Geopolitical tensions and tariff wars pose significant risks to Hexaware’s global operations. These include potential supply chain disruptions due to sanctions, trade restrictions, or export controls affecting access to critical hardware and software. Increased procurement costs from tariff impositions may impact profitability, while market instability driven by political unrest and strained international relations can create uncertainty in strategic planning and global investments.</p>	<p>Hexaware adopts a proactive approach to manage the risks arising from geopolitical tensions and tariff wars. The company diversifies its supply chain by sourcing hardware and software from multiple suppliers across various geographies, reducing reliance on any single region. It maintains robust contingency plans and inventory buffers to ensure continuity during trade disruptions. Hexaware actively monitors geopolitical developments and evolving trade regulations to adjust its procurement and business strategies in a timely manner. Additionally, investments in localized operations and regional partnerships help minimize exposure to tariffs and enhance compliance with local laws. Flexible contractual arrangements with suppliers also provide the agility to adapt pricing and delivery terms in response to changing geopolitical scenarios.</p>

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 Executive Management, our Chief Risk Officer 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	9
Customer Privacy Data	10
Conflicts of Interest	2
Money Laundering & Insider Trading	0
Total	21

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 to or expenditures to political campaigns or organizations.

1.6.3 Lobbying and Trade Associations – Climate Alignment

Hexaware 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](#).*

1.7.2 Tax Reporting

Hexaware 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 2023	FY 2024
Earnings before tax	12,685,000,000	15,603,000,000
Reported Taxes	2,709,000,000	3,863,000,000
Cumulative acceptable adjustments	0	0
Cash taxes paid	2,579,000,000	3,122,000,000

1.8 Information Security

1.8.1 Information Security Governance

Management recognizes the importance of Information System security, cybersecurity and privacy protection, business continuity and is fully committed to make the Information Security Management System (ISMS) & Privacy Management System secure to ensure that the Organization achieves its security objectives. The ISMS is headed by Chief Information Security Officer (CISO) who in turn reports to Chief Risk Officer (CRO). The “Information Security Governance (IG)” team consists of experts in Information Security, Risk & Compliance, audit, new age technologies etc.

The ultimate responsibility of risk oversight is with the board. Information Security, Cyber Security, Data protection & Business continuity aspects get discussed in the Board Audit committee & Board Risk Management committee. These Board committees prioritize information security and data privacy as a key responsibility toward the company and its clients. Though there is a governance structure in place with clear roles & responsibilities towards the Information Security, all employees, contractors, and other members of the workforce are individually responsible for safeguarding the company's information assets. This includes adhering to all applicable information security guidelines, following secure work practices, and promptly reporting any suspicious activities or potential security incidents in line with their role-specific responsibilities.

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 2024

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. The Policy is endorsed by the Executive Management, our Chief Risk Officer.

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.

2.2.2 Environmental Management Systems Verification

Certification/Audit/Verification	Coverage
EMS is verified through international standards (e.g., ISO 14001 and ISO 50001).	87%
Third party certification /audit / verification by specialized companies.	13%

87% of our locations across India are certified for ISO 14001:2015 and ISO 50001:2018 standards. These certifications reflect our strong commitment to environmental and energy management systems.

As part of our ongoing compliance strategy, Hexaware also conducts site reviews and 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 71% in the reporting period itself.

In 2025, Hexaware is poised to make a significant investment of INR 40 million in initiatives aimed at enhancing energy efficiency. Key efforts include the development of additional rooftop solar plants, with a 300 kW installation at the Chennai campus and a 100 kW setup at the Nagpur campus. These solar projects reflect Hexaware's commitment to leveraging renewable energy as a core component of its energy strategy. Innovations in energy management extend to the Mahape campus, where Hexaware is implementing energy-efficient systems, including HVAC replacements and LED installations. In

Mumbai MBP buildings, Hexaware is actively undertaking the phaseout of R22 refrigerants to ensure compliance with environmental standards and enhance energy efficiency.

Hexaware enhances employee awareness through dedicated energy efficiency trainings, with 21,511 training hours conducted during the reporting period. We also perform energy audits to identify and seize opportunities for improving energy performance.

2.2.2 Energy Consumption

Energy Consumption (MWh)

	CY 2024	CY 2023	CY 2022	CY 2021
Total Non-Renewable Energy	13899.80	14,354.04	12,468.36	2,291.50
Total Renewable Energy	13,696.34	9,470.69	6,641.59	6,000.83

Breakup of Energy Consumption (MWh)

	CY 2024	CY 2023	CY 2022	CY 2021
Renewable Energy				
Solar energy	2,241.23	2,355.00	2,211.88	2,149.32
Wind energy	6,451.13	4,755.38	4,429.71	3,851.30
Grid Electricity Purchased Using Green Tarif	5,003.98	2,082.53	-	-
Total Renewable Energy	13,696.34	9,470.69	6,641.59	6,000.83
Non-renewable Energy				
Electricity	12,931.11	13,233.06	11,556.05	2,177.46
Diesel consumption	968.69	1,120.99	912.31	114.05
Total non-renewable energy	13,899.80	14,354.04	12,468.36	2291.50
Total energy consumption (within the organization)	27,596.15	23,824.73	19109.95	8292.13

Energy Intensity

	CY 2024	CY 2023	CY 2022	CY 2021
Total energy consumption (MWh)	27596.15	23824.73	19109.95	8292.13
Total number of employees	25,423	21,828	20,094	15,278
Revenue (Mn INR)	119,744	103,803	91,996	71,777
Energy intensity (MWh/employee)	1.085	1.091	0.951	0.542
Energy intensity (MWh/Mn INR)	0.230	0.229	0.207	0.116

Note: Energy consumption and employee data represents Indian offices only.

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 set a target of Zero Waste to Landfill by 2025, and we are on track to achieve the same. In CY 2024, 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.


We also focus on effective reuse and recycling initiatives. 26% of the waste generated was recycled in CY 2024. All our employees and suppliers undergo training in handling waste sustainably and adopting sustainable waste management practices respectively.

	CY 2024	CY 2023	CY 2022	CY 2021	Waste Segregation at Source
Hazardous Waste	13.31	8.67	15.66	23.2	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.
Non-hazardous Waste	379.60	54.73	32.75	1.23	
Total Waste Generated	392.91	63.40	48.41	24.43	




291.8 MT

Wet waste generated



96.3 MT

Dry waste generated




4.84 MT

E-waste segregated

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

Waste Generated (MT)

Note: The increase in waste generation in 2024 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 2024	CY 2023	CY 2022	CY 2021
Total waste recycled/reused	367.80	28.90	14.42	22.25
Total waste disposed	25.11	34.50	34.00	2.18
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; Please specify – Third-party *	5.02	34.5	34.00	2.18
Waste with an unknown disposal method	20.09	0.00	0.00	0.00

*Hexaware reports that waste materials are transferred to third-party resellers. However, we do not have detailed information regarding the waste treatment processes employed by these resellers after the handover.

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 2024, the company achieved 100% wastewater recycling, ensuring that no water is discharged from its facilities. Rainwater harvesting systems implemented across campuses helped conserve 4,530 KL 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, Bangalore, 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, and in 2024, a new in-house pipeline system was introduced—ensuring cost-effective and continuous hydration for local flora and fauna.

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 2024	CY 2023	CY 2022	CY 2021
Water withdrawal (excluding saltwater)	0.22	0.16	0.11	0.06
Water discharge (excluding saltwater)	0.00	0.00	0.00	0.00
Total net freshwater consumption	0.22	0.16	0.11	0.06

Note: We have increased our reporting boundary to include an additional 15 subsidiaries as compared to FY 2022-23. These locations account for an estimated 4% of our total water withdrawal. We have also included water withdrawal data from our warehouses in India. This accounts for an estimated increase of 1.5% of our total water withdrawal compared to last year.

Water Intensity	CY 2024	CY 2023	CY 2022	CY 2021
Total Water Consumption (kL)	222768	161053	1,13,971	67138.72
Total Number of Employees	25,423	21,828	20,094	15,278
Revenue (Mn INR)	1,19,744	1,03,803	91,996	71,777
Water Intensity (Per Employee Per Day)	0.068	0.085	0.074	0.0263
Water Intensity (Per Mn INR)	1.86	1.55	1.24	1.35

Water Recycled (Million M3)

CY 2024	CY 2023	CY 2022	CY 2021
0.0492	0.03708	0.0209	0.0143

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

2.5 Climate Strategy

2.5.1 Direct Greenhouse Gas Emissions

Scope 1 GHG Emissions (tCO2e)

	CY 2024	CY 2023	CY 2022	CY 2021
Total direct GHG emissions (Scope 1) – energy based	1,120.88	2,701.46	549.76	520.65

Note: Scope 1, 2, and 3 emissions are reported from 72 facilities (owned and leased). Our Scope 1 and 2 emissions for owned facilities include diesel, fugitive emissions, and purchased electricity, respectively. For scope 1 and 2, we have not used global locations.

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.

Our annual target for reduction of Scope 1 emissions was 2,539 tCO2e.

2.5.2 Indirect Greenhouse Gas Emissions

Scope 2 GHG Emissions (tCO2e)

	CY 2024	CY 2023	CY 2022	CY 2021
Total indirect GHG emissions (Scope 2) – Location Based	8,931.29	9474.79	8262.58	1720.22

Note: Scope 1, 2, and 3 emissions are reported from 72 facilities (owned and leased). Our Scope 1 and 2 emissions for owned facilities include diesel, fugitive emissions, and purchased electricity, respectively. For scope 1 and 2 we have not used global locations.

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.

2.5.3 Indirect Greenhouse Gas Emissions

Scope 3 GHG Emissions (tCO2e)

	CY 2024	CY 2023	CY 2022	CY 2021
Total indirect GHG emissions (Scope 3)	29,753.87	25,790.45	2,909.23	425

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 2024
Purchased goods and services	5,653.16
Capital Goods	1,139.84
Fuel and energy related activities	2,766.16
Waste generated in operations	4.75
Business travel	9,760.47
Employee commuting	9,080.70
Upstream leased assets	1,348.79

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.

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

In CY 2024, 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 2024 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 Campus: a-Replacement of old & outdated power transformers (11KV/1000KVA) with energy efficient copper wound transformers to reduce transformer loss. b-Replacement of old & outdated comfort AC units with energy-efficient AC units. c-Replacement of old & outdated comfort AC units with energy-	Annual financial cost savings of 23,04,000 INR.	254,72,730 INR

	efficient VRF AC units.	
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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	<p>Hexaware plans to achieve significant savings through the implementation of various energy efficiency projects, as below:</p> <p>Nagpur Campus:</p> <p>a-Replacement of old & outdated comfort AC units with energy-efficient VRF AC units at 1st floor C & D wings, 2nd floor C-wing, hub rooms, and UPS/battery room.</p> <p>b-Replacement of old & outdated conventional UPS units with energy-efficient modular type.</p> <p>c-Replacement of old & outdated CFL type light fixtures with energy efficient LED type fixtures at 1st floor</p>	Annual financial cost savings of 8,64,000 INR	158,76,886 INR

	C & D wings, 2nd floor C-wing.	
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The timeframe to realize this opportunity is estimated to be 5 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 40 million INR in energy efficiency initiatives in 2025, as detailed in our TCFD report. 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](#).

<p>Net Zero by 2040</p> <p>Our SBTi targets were approved in 2024 and align with the 1.5°C trajectory</p>	<p>Surpassed our target of 70% electricity usage from renewable sources by 2030</p> <p>We achieved 71% electricity usage from renewable sources in CY 2024.</p>
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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 emissions and as a % of total base emissions	year covered year	% 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

Hexaware has determined an internal carbon price as part of its climate strategy. The objectives to implement a carbon price include conducting cost-benefit analysis, driving energy efficiency, driving low-carbon investments, identifying and seizing low-carbon opportunities, incentivizing consideration of climate-related issues in decision making, influencing strategy and/or financial planning, navigating regulations, reducing upstream value chain emissions, setting and/or achieving climate-related policies and targets, setting a carbon offset budget, and stress testing investments. The internal carbon price covers Scope 1, Scope 2, and Scope 3 GHG emissions. The company applies a shadow price and implicit price as the types of internal carbon price, which is set at INR 1,103 per metric tonne of CO2e.

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 90% by 2030 (from 2023 levels). For Scope 3, the company aims for a 97% reduction in emissions per employee by 2040. 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, 71% of electricity across Indian campuses comes from clean sources such as rooftop solar and wind, with the Chennai campus alone sourcing 68% of its power from wind energy.

Hexaware targets 70% renewable electricity by 2030 across all campuses. Complementing this, the company has invested 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 minimum 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 monitoring the gender pay gap to achieve equitable remuneration for men and women. The company also ensures that employees utilize their paid annual leave entitlements, fostering a balanced and equitable work environment. The company maintains fair wage policies that consider living costs and provides additional social protection coverage 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. Hexaware upholds a zero tolerance policy for discrimination, ensuring an inclusive and equitable work environment for all employees. The policy promotes a respectful, inclusive, and safe environment for all employees, regardless of gender, race, religion, age, disability, or any other protected characteristic. Hexaware is committed to maintaining a

safe and respectful work environment and explicitly prohibits both sexual and non-sexual harassment in the workplace. It also includes clear procedures for reporting and addressing incidents, reinforcing a zero-tolerance approach to any form of discriminatory or inappropriate behavior. Hexaware provides trainings for all employees on discrimination or harassment in the workplace and has a defined escalation process for reporting incidents specific to discrimination and/or harassment. Corrective or disciplinary action is taken in case of discriminatory behavior or harassment. 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%	40%	2030
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	34%	40%	2030
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	25%	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)	13%	20%	2030
Share of women in management positions in revenue generating functions (as % of all such managers)	52%	-	2030
Share of women in STEM-related positions (as % of total STEM positions)	50%	-	2030

Our overall target having women in workforce is 40% by the year 2030.

Our Employee Statistics

By Gender	CY 2024		CY 2023		CY 2022		CY 2021	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
Male	21,372	66%	18,822	67%	19,234	67%	16,753	69%
Female	10,937	34%	9,470	33%	9,374	33%	7,413	31%
Total	32,309		28,292		28,608		24,166	

By Age Group	CY 2024		CY 2023		CY 2022		CY 2021	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
<30 years	14,312	4%	11,886	42%	13,428	47%	10,319	43%
30-50 years	17,051	3%	15,303	54%	14,230	50%	13,090	54%
>50 years	946	3%	1,103	4%	950	3%	757	3%
Total	32,309		28,292		28,608		24,166	

By Region	CY 2024		CY 2023		CY 2022		CY 2021	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
India	25,423	78%	21,828	77%	21,919	77%	18,184	76%
America	4,567	14%	4,172	15%	4,489	15%	3,913	16%
Europe	1042	4 %	1,093	4%	1,144	4%	1,261	5%
Rest of APAC	1,277	4%	1,199	4%	1,056	4%	808	3%
Total	32,309		28,292		28,608		24,166	

By Management Category	CY 2024		CY 2023		CY 2022		CY 2021	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
Senior management	2,344	7%	1,989	7%	1,803	6%	1,499	6%

Middle management	8,992	28%	7,862	28%	7,533	26%	7,868	32%
Junior management	18,650	58%	16,576	58%	17,565	62%	13,288	55%
Contract employees	2,323	7%	1,865	7%	1,707	6%	1,571	7%
Total	32,309		28,292		28,608		24,166	

3.1.5 Workforce Breakdown: Race/Ethnicity & Nationality

Less than 20% 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	78%	82%
America	14%	11%
Europe	4%	3%
Rest of APAC	4%	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	35.89%
Median gender pay gap	38%
Mean bonus gap	–
Median bonus gap	–

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, 17 employees, i.e. 0.05% of the total permanent workforce, from the Nordic region in the IT division 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 indicated 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, discrimination and human trafficking in our operations in CY 2024

20,715 Hours Human rights training imparted to employees in CY 2024

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, local communities and our supply chain.

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.

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	140
Average amount spent per FTE on training and development (in INR)	8,127

Average Training Hours

By Gender			
	Total no. of Employees	Total training hours	Average training hours
Male	21,372	2,737,651	128
Female	10,937	1,529,203	139
Total	32,309	4,266,854	132
By Management Level			
Junior Management	18,650	2,979,245	159
Middle Management	8,992	1,004,058	111
Senior Management	2,344	232,543	99
By Training Type			
Compliance	32,309	1,68,512	5
VILT/ILT (Competency Dev, CTaDel & Demand Based); OD & Process	32,309	24,05,534	74
Mavericks	888	5,93,949	669
Gen AI	20,163	1,29,835	6

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%	5%	100%
Contractors and Tier-1 Suppliers	100%	10%	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

3.3.2 Employee Development Programs

Hexaware 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
Name & Description of the Program	Ignite	Sonic- A flagship learning and development initiative designed to empower employees through continuous skill enhancement and career ownership.	Gen AI: Launched in July 2023, the GenAI Program began with three levels: GenAI Foundation, GenAI Intermediate, and GenAI Honors, providing a structured path from basic awareness to hands-on learning.
Business Benefits of the Program	The Ignite Program at Hexaware delivers measurable business benefits such 1.Accelerated project delivery and enhanced client satisfaction 2.Increased problem-solving capacity and creativity 3. Increased revenue and stronger client relationships 4. Reduced managerial intervention and enhancing productivity.	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	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.

	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.	2. Practical Application: Tech employees apply their learning to real projects via the Honors module, driving innovation and solving business problems with GenAI.
	5.Client Satisfaction: Meet client demands for quick adoption of new technologies and high-quality outcomes.		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.
			5. Flexible & Self-Paced: Employees choose modules based on interest, making adoption easy and learning personalized.
			In short, the GenAI Program is enabling smarter work, faster innovation, and a future-ready workforce.
Quantitative impact of Business Benefits	1.26% of participants noted an improvement in customer focus and relationship management, strengthening client satisfaction. 2.15% reported improved capabilities in leading teams,	1.Reduced Attrition Rate: Employees who participated in the program had a 3% lower attrition rate 2.Improved Revenue Margins: The emphasis on upskilling and reskilling employees has directly contributed to higher	88% employees are now trained in digital and new technologies

	enabling higher employee engagement and team performance. 3.22% experienced increased productivity and efficiency, contributing to improved operational output. 4.20% achieved better outcomes in win-win negotiations and strategic planning, driving organizational success. 5.10% reported increased customer focus, leading to improved client satisfaction.	revenue margins, with participating employees driving a 10% increase in margins in 2024. 3.Higher Utilization Rates: The program has also led to higher employee utilization rates with 49% increase in internal hires in 2024 as compared to 2023. 4.Increased Employee Satisfaction: The Sonic program has significantly improved employee satisfaction with increase in eNPS by 3% in 2024 as compared to 2023.
% of FTEs participating in the Programs	1844 6%	17,608 59%
		17,469 58%

3.3.3 Human Capital Return on Investment

	CY 2024	CY 2023	CY 2022	CY 2021
Total Revenue	119744	103891	91996	71777
Total Operating Expenses	2788	2836	2444	2241
Total Employees-related expenses (Salaries + Benefits)	69649	61142	55444	42676
Resulting HCROI	2.67	2.65	2.61	2.62
Total Employees	32309	28292	28606	24166

3.3.4 Hiring

New Hires

By Gender	CY 2024		CY 2023		CY 2022		CY 2021	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
Male	11,562	64%	8,049	62%	12,706	64%	10,490	65%
Female	6,453	36%	4,867	38%	7,052	36%	5,475	35%
Total	18,015		12,916		19,758		15,965	

By Age Group	CY 2024		CY 2023		CY 2022		CY 2021	%
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	
<30 years	11,492	64%	7,591	59%	12,448	63%	8,972	56%
30-50 years	304	2%	5,067	39%	6,867	35%	6,617	41%
>50 years	6,219	35%	258	2%	443	2%	376	3%
Total	18,015		12,916		19,758		15965	

By Region	CY 2024		CY 2023		CY 2022		CY 2021	
	No. of employees	%	No. of employees	%	No. of employees	%		%
India	14,842	82%	9,668	75%	15,210	77%	12,186	76%
America	2,100	12%	1,980	15%	3,232	16%	2,204	14%
Europe	312	2%	353	3%	426	2%	718	5%
Rest of APAC	761	4%	915	7%	890	5%	857	5%
Total	18,015		12,916		19,758		15,965	

By Management Category	CY 2024		CY 2023		CY 2022		CY 2021	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
Senior Management	413	2%	240	2%	372	2%	383	3%
Middle Management	2,567	14%	1,932	15%	2,838	14%	3,683	23%
Junior Management	12,971	72%	9,255	71%	14,992	76%	10,449	65%

Contract Management	2,064	11%	1,489	12%	1,556	8%	1,450	9%
Total	18,015		12,916		19,758		15965	

Average Hiring Cost/FTE (in INR)

CY 2024	CY 2023	CY 2022	CY 2021
52,821	67,889	46,368	48,002

Open Positions Filled by Internal Candidates (%)

CY 2024	CY 2023	CY 2022	CY 2021
72.7	70.4	56.8	51.6

3.3.5 Employee Turnover Rate

	CY 2024	CY 2023	CY 2022	CY 2021
Total Employee Turnover Rate	19.6%	24.1%	34.9%	34.5%
Voluntary Employee Turnover Rate	10.8%	15.1%	21.9%	22.9%

Employee Turnover

By Gender	CY 2024		CY 2023		CY 2022		CY 2021	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
Male	9,118	22.5%	8,460	25.2%	10,207	28%	7,718	32.6%
Female	5,000	18.7%	4,773	21.9%	5,109	26.2%	3,914	32.6%
Total	14,118	19.6%	13,233	24.1%	15,316	34.9%	11,632	34.5%

By Management Category	CY 2024		CY 2023		CY 2022		CY 2021	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
Senior management	346	16.2%	318	14.8%	347	11.4%	276	9.4%
Middle management	1,689	20.1%	1,794	22.2%	2,933	28.2%	2,409	36.3%
Junior management	10,466	24.2%	9,611	28.6%	10,575	32%	7,862	39.7%

By Age Group	CY 2024		CY 2023		CY 2022		CY 2021	
	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
<30 years	8,456	21.6%	7,010	25.6%	8,094	29.7%	6,100	38.7%
30-50 years	5,300	20.8%	5,845	23.6%	6,844	26.7%	5,268	30.3%
>50 years	362	26.9%	378	22.3%	378	18.7%	264	15.6%
Total	14,118	19.6%	13,233	24.1%	15,316	34.9%	11,632	34.5%

3.3.6 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, 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.

3.3.7 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 workplace stress management and sports & health initiatives.

Key programs include:

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, working-from-home arrangements, and access to breastfeeding rooms and childcare facilities at many offices.

Flexible Work Arrangements: Hexaware provides adaptable work options such as part-time working options, flexible working hours, working-from-home arrangements 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 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.

3.3.8 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 inputs 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.

3.3.9 Trend of Employee Wellbeing

Core Focus	CY 2024	CY 2023	CY 2022	CY 2021
Employee engagement (% of employees with top level of engagement, satisfaction)	82%	79%	81%	80%
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 2024, 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 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 Executive Management, Ms. Uma Thomas, our Chief Risk Officer 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.

Occupational Health and Safety

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 as well as number of internal inspections. 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 2024	CY 2023	CY 2022	CY 2021
Employees	1.21	1.16	0.79	0.62
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 2024	CY 2023	CY 2022	CY 2021
Satisfaction Measurement	Net Promoter Score (NPS)	67	72	54	57
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.

Annexures

Zero Incidents of non-compliance reported in CY 2024

Adherence to standards ensuring operational excellence

ISO 9001 Quality Management	ISO 27001 Information Security	ISO 22301 Business Continuity	ISO 45001 Occupational Health and Safety	ISO 14001 Environmental Management	ISO 50001 Energy
89% coverage 22605 / 25422 employees	90% coverage 22985 / 25422 employees	89% coverage 22605 / 25422 employees	87% coverage 22092/ 25422 employees	87% coverage 22092/ 25422 employees	87% coverage 22092/ 25422 employees

Note: Coverage is based on the number of locations and employees in scope

Compliance Report CY 2024

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 2024
- 100%** Operations assessed for corruption risks in CY 2024
- 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
- 100%** Whistleblower complaints resolved

Complaints Received in CY 2024

	Filed During the Year	Pending Resolution at the End of the Year	Remarks
Sexual Harassment	9	3	6 cases are resolved, and the investigation is ongoing for the remaining cases
Discrimination in the Workplace	0	0	
Child Labor	0	0	
Forced Labor/Involuntary Labor	0	0	
Wages	1	1	Conciliation is in progress
Whistleblower Complaints	15	0	
Corruption or Bribery	0	0	
Customer Privacy Data	0	0	
Conflicts of Interest	2	0	

Money Laundering or Insider Trading	0	0	
Other human rights-related issues	0	0	
Information security incidents	10	0	
Business Ethics	0	0	

Supply Chain Management

Our Supplier Demographics Across the Globe

Total number of Suppliers	2,181
Purchase goods/Capital goods suppliers	1,251
Global vendor Management (people)suppliers	930

100% Of purchase orders have a clause on ESG

Total critical Suppliers	125	
Critical Suppliers who signed our SCoC	88	70%

20% Of suppliers represent minority groups (431 suppliers)

255 Minority purchase goods / capital goods suppliers

176 Minority global vendor management (people) suppliers

92% Of critical suppliers underwent ESG assessments

Zero

Supplier contracts terminated

Zero

Complaints received from suppliers

Performance Appraisal Data

	CY 2024			CY 2023			CY 2022		
	Total number of employees	Eligible employees	%	Total number of employees	Eligible employees	%	Total number of employees	Eligible employees	%
By Gender									
Male	21,372	15,274	71 %	17,395	15,209	87%	17,985	16,711	93%
Female	10,937	7,482	68%	8,892	7,617	86%	8,916	8,140	91%
Not disclosed	0	0	0%	27	0	0%	0	0	0%
Total	32,309	22,756	70 %	26,314	22,826	87%	26,901	24,851	92%

By Management Category

Senior management	2,244	2,131	95%	1,885	1,806	96%	1,803	1,760	98%
Middle management	8,992	7,934	88	7,868	7,265	92%	7,533	7,225	96%
Junior management	18,650	12,691	68%	16,561	13,755	83%	17,565	15,866	90%
Contract	2323	0	0%						
Total	32,309	22,756	70%	26,314	22,826	87%	26,901	24,851	92%

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

Parental Leave	CY 2024			CY 2023			CY 2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total Employees Entitled to Parental Leave	21,372	10,937	32,309	17,483	8,944	26,427	17,975	8,926	26,901
Total Employees That Took Parental Leave	469	354	823	536	390	926	229	278	507
Total Employees Due to Return to Work After Taking Parental Leave	465	190	655	534	209	743	228	175	403
Total Employees That Returned to Work After Parental leave ended	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	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	322	94	416	157	86	243	285	85	370
Return to Work Rate (%)	99%	98%	99%	100%	99%	99%	100%	97%	99%
Retention Rate (%)	80%	71%	78%	69%	51%	61%	66%	51%	62%

Percentage of Women Employees (%)

By Gender	CY 2024			CY 2023			CY 2022		
	Male	Female	%	Male	Female	%	Male	Female	%
Senior management	10	3	7	9	3	7	8	2	6
Middle management	30	23	28	31	21	28	30	19	26
Junior management	52	68	58	53	70	59	55	74	62
Contract employees	8	6	7	7	6	7	7	5	6

Employee Diversity (%)

By Gender	CY 2024			CY 2023			CY 2022		
	Male	Female	%	Male	Female	%	Male	Female	%
Senior management	10	3	7	9	3	7	8	2	6
Middle management	30	23	28	31	21	28	30	19	26
Junior management	52	68	58	53	70	59	55	74	62
Contract employees	8	6	7	7	6	7	7	5	6

By Age	CY 2024				CY 2023				CY 2022			
	<30	30-50	>50	%	<30	30-50	>50	%	<30	30-50	>50	%
Senior management	0	47	11	7	1	10	46	7	1	10	43	6
Middle management	6	24	47	28	4	46	24	28	5	46	23	26
Junior management	90	13	33	58	91	36	16	59	91	36	19	62
Contract employees	4	16	9	7	4	8	14	6	3	8	15	6

Average remuneration of female and male employees by employee category across locations in CY 2024 (USD)

	Female			Male		
	No. of employees	Average remuneration	Median remuneration	No. of employees	Average remuneration	Median remuneration
North America						
Junior management	273	40,079	23,016	634	41,816	32,028
Middle management	383	92,019	96,220	1,011	97,054	99,550
Senior management	76	1,55,477	1,41,000	614	1,85,168	1,47,950
Europe						
Junior management	32	52,066	50,685	101	48,109	46,156
Middle management	84	77,316	76,185	242	81,719	81,001
Senior management	34	1,31,884	1,17,000	261	1,48,650	1,21,589
India						
Junior management	2,651	7,275	6,234	89	7,848	6,698
Middle management	1,906	18,808	18,205	61	21,735	20,410
Senior management	183	32,777	30,500	42	37,759	33,000
APAC						
Junior management	36	19,162	15,700	89	24,596	15,967
Middle management	20	43,302	35,363	61	55,525	43,684

Note: Contractors are excluded