HEXAWARE

Tech for People Planet Progress

Sustainability Report **2025**

Hexaware Technologies Limited

Tech for People, Planet and Progress

At Hexaware, we have always believed that how you build technology matters as much as what you build. Since our inception in 1992, this belief shapes everything we do. The theme "Tech for People, Planet and Progress" is a description of how we work: deploying automation, AI, and digital intelligence in ways that put human well-being first, reduce our environmental footprint, and create progress that our clients, communities, and planet can share in. Across every section of this report, you will see how this integration plays out in the solutions we build, the choices we make, and the results we are accountable for.

"Technology is how Hexaware operates. Sustainability is why we operate the way we do. When these two are genuinely integrated, not just aligned on paper, the outcomes compound."

-R. Srikrishna, Chief Executive Officer

People

We empower our people through a culture of inclusion, continuous learning, and well-being.

Planet

We act responsibly towards the planet by embedding sustainability into our operations and decision-making.

Progress

We drive progress through strong governance, transparency, and resilient systems.

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HEXAWARE

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About This Report

Purpose of This Report

This Sustainability Report presents Hexaware Technologies' approach to creating long-term value through responsible technology, ethical business practices, and sustainable growth. It outlines our commitments, performance, and progress across environmental, social, and governance (ESG) priorities, demonstrating how sustainability is integrated into our business strategy, decision-making, and operations. The Report aims to provide our stakeholders with information on how Hexaware leverages technology to drive positive outcomes for people, the planet, and society at large.

Scope and Boundary [GRI 2-2]

The Report covers the ESG performance of Hexaware Technologies Limited, including operations across its global offices spanning the Americas, Europe, and Asia-Pacific (APAC) and delivery centers where the Company has operational control, including our India headquarters located in Navi Mumbai, India.

Reporting Period [GRI 2-3]

The information presented in the Report pertains to the calendar year January 1, 2025, to December 31, 2025, unless otherwise specified. Comparative data from previous reporting periods has been included where available to provide context and demonstrate performance trends

Responsibility Statement

The Board of Directors provides oversight of the Sustainability Report, ensuring that significant sustainability matters are appropriately covered and that the disclosures accurately reflect the company's ESG efforts.

Reporting Frameworks

This Report has been prepared with reference to the Global Reporting Initiative (GRI) Standards 2021, to support transparent, consistent, and comparable sustainability disclosures.

The Report is further aligned with:

United Nations Sustainable Development Goals (SDGs)

United Nations Global Compact (UNGC) principles

Task Force on Climate-related Financial Disclosures (TCFD) recommendations

Reflecting the Company's commitment to globally recognized sustainability frameworks and best practices. Hexaware continues to strengthen its reporting maturity and alignment with evolving global sustainability and regulatory expectations.

Assurance Statement [GRI 2-5]

To enhance the credibility and reliability of the information disclosed, selected sustainability data and disclosures included in this Report have been independently assured by a third-party assurance provider, TUV INDIA Private Limited (TUV Nord Group), in accordance with the International Standards on Assurance Engagements (ISAE) 3000 (revised). The assurance statement outlines the scope, methodology, and level of assurance provided and is presented separately at the end of the Report.

Restatement [GRI 2-4]

During this reporting cycle, the Company has restated certain workforce metrics to reflect refinements in methodology, improved data validation processes, and the correction of previously identified discrepancies.

Specifically, the New Hires data for FY2024 relating to the age categories 30–50 years and above 50 years was inadvertently interchanged in the previous disclosure and has now been corrected. In addition, employee turnover data has been restated to ensure greater accuracy, consistency, and alignment with internal definitions and reporting practices.

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

Forward-looking Statements

This Report may contain forward-looking statements that reflect Hexaware's current views, expectations, and assumptions regarding future events and performance. These statements are subject to risks, uncertainties, and changes in circumstances that may cause actual outcomes to differ materially.

Feedback and Contact [GRI 2-3]

Hexaware values feedback from its stakeholders and welcomes suggestions to improve the quality and relevance of its sustainability disclosures. For questions, feedback, or additional information related to this Report, please contact:

esg@hexaware.com

www.hexaware.com

Our Material Topics

- Customer Centricity
- Innovation Management
- Cybersecurity and Data Privacy
- Human Rights
- Corporate Governance
- Sustainable Supply Chain
- Business Ethics
- Climate Change
- Resource Efficiency and Circularity
- Occupational Health and Safety
- Human Capital Development
- Community Development

Refer to page 27 for our materiality assessment process.

ESG Highlights

Environment

Renewable Energy Consumption (%) (owned operations)

CY 2025	YoY Change
83%	12%

Water Recycled (KL)

CY 2025	YoY Change
53,410	31%

Energy Intensity (GJ/employee)

CY 2025	YoY Change
3.72	-5%

Waste Diverted to Disposal (MT)

CY 2025	YoY Change
37.02	47%

Scope 1 and 2 Emissions ($MTCO_2e$)

CY 2025	YoY Change
9,196.86	-9%

Social

Average Training Hours Per Employee

CY 2025	YoY Change
161	22%

Women Workforce (%)

CY 2025	YoY Change
34.3%	0.4%

Employees Trained in Digital and New Technologies (%)

CY 2025	YoY Change
86%	-2%

CSR Expenditure

CY 2025	YoY Change
USD 2.19 M	10.61%

CSR Beneficiaries

CY 2025	YoY Change
129,455	37%

Own Operations Assessed for Human Rights Issues

CY 2025
100%

Governance

Operations and Suppliers Assessed for Human Rights Issues

CY 2025
100%

Security Personnel Trained in Human Rights Policies and Security Procedures

CY 2025
100%

Incidents of Non-compliance

CY 2025
Zero

Incidents of Data Breaches

CY 2025
Zero

Adherence to Frameworks	
ISO 37001:2016	Certified for Anti Bribery Management Systems
ISO 27001:2022	Certified for Information Security Management
ISO 22301:2019	Certified for Business Continuity Management
ISO 20000:2018	Certified for IT Service Management
ISO 50001:2018	Certified for Energy Management
ISO 45001:2018	Certified for Occupational Health & Safety Management
ISO 14001:2015	Certified for Environmental Management
ISO 9001:2015	Certified for Quality Management Systems
UNGC	Committed to UNGC Since 2010
SOC2 Type II	Assessed for SOC2 Type II

Key Milestone I External Recognition

In FY25, Hexaware achieved an inaugural S&P CSA score of 83 and received a 'B' management score from CDP for Climate Change and Water, reflecting progress in sustainability performance and disclosures. EcoVadis awarded us a Gold medal in recognition of our commitment to responsible business practices and sustainability initiatives.

For more details on our S&P CSA & CDP progress, please refer to page no.65.

Awards and Recognition

Gold Medal
EcoVadis

CDP Ratings
Climate Change: B
Water Security: B

ESG Champions of India 2025
Dun & Bradstreet

Sustainable Organization of the Year 2025
Net Zero Summit-UBS Forums 2025

Best Organisations for Women 2025
ET Now

Ranked in the Top 3%
S&P Global CSA 2025

Among the Top 50 Happy Companies to Work For
World HRD Congress Awards 2025

ESG Risk Rating: 14.2 (Low risk)
Morningstar Sustainalytics Rating 2025

Best Scholarship Program Initiatives of the Year
Global CSR & ESG Awards 2025

Progress on Our Sustainability Commitments

We monitor our sustainability commitments through measurable targets aligned with material topics. The progress bars below illustrate achievements toward each goal and help ensure accountability, transparency, and continuous improvement across ESG priorities.

Achieved	On Track	Ahead of Schedule

Tech that Protects Our Planet

Material Topic: Climate Change	Material Topic: Climate Change	Material Topic: Climate Change
Goal • 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)	**Goal** • Reduce Scope 3 emissions per employee by 97% by 2040 • Reduce scope 3 GHG emissions by 51.6% per employee by 2030 (baseline: 2023)	**Goal** Transition to 70% electricity usage from renewable sources on our campuses by 2030
Progress in CY 2025: 24% reduction in emissions	**Progress in CY 2025:** 19.34% reduction in emissions	**Progress in CY 2025:** 83% usage
Status: Ahead of Schedule	Status: On Track	Status: Ahead of Schedule

Material Topic: Resource Efficiency and Circularity	Material Topic: Resource Efficiency and Circularity	Material Topic: Resource Efficiency and Circularity
Goal Ensure zero waste to landfill at owned facilities by 2025	**Goal** Ensure all campuses remain free of single-use plastic	**Goal** Achieve water neutrality for owned operations by 2030
Progress in CY 2025: Met (100%)	**Progress in CY 2025:** Met (100%) All our campuses are free of single-use plastic	**Progress in CY 2025:** 60% neutrality
Status: Achieved	Status: Achieved	Status: On Track

Tech that Puts People First

Material Topic: Human Capital Development	Material Topic: Human Capital Development	Material Topic: Community Development
Goal 80% of employees to undergo upskilling in digital and new technologies globally by 2025	**Goal** Increase share of women employees to 40% by 2030	**Goal** Make a positive impact on the lives of 100,000 beneficiaries by 2025
Progress in CY 2025: 86% employees	**Progress in CY 2025:** 34.3% women	**Progress in CY 2025:** 129,455 beneficiaries
Status: Achieved	Status: On Track	Status: Achieved

Tech that Strengthens Trust

Material Topic: Corporate Governance	Material Topic: Sustainable Supply Chain	Material Topic: Cybersecurity and Data Privacy
Goal Achieve 100% employee coverage globally for awareness / training on the code of conduct annually	**Goal** 100% of critical suppliers to be screened on ESG criteria by 2025 globally	**Goal** • Ensure 100% employee coverage globally for cybersecurity awareness and training annually • Aim for zero data breaches every year globally
Progress in CY 2025: Met (100%)	**Progress in CY 2025:** Met (100%)	**Progress in CY 2025:** 94.13% coverage globally Zero Data Breaches Reported
Status: Achieved	Status: Achieved	Status: On Track

Hexaware – A Corporate Overview

Hexaware is a global technology services company that enables enterprises to accelerate digital transformation through automation, cloud, data, and modern engineering solutions. We partner with clients across industries and geographies to improve operational efficiency, enhance customer experiences, and drive scalable growth. With a strong global delivery model and a culture rooted in agility and innovation, Hexaware focuses on building technology solutions that are practical, resilient, and future-ready.

Our Purpose

Creating smiles through great people and technology

Our Vision

To be the world's most-loved digital transformation partner

Our Values

Put People First

Happy, engaged employees are more productive, creative, and collaborative. We put our people first because it's the right thing to do, and it enables them to create better solutions for our customers.

Create Customer Value

As a trusted partner, we consistently surpass expectations and find ways to create more value for our customers to help their businesses grow and thrive.

Innovate Relentlessly

We are technology-loving people who push boundaries and seek change to bring the future into the present. We stay curious and continually find new ways to solve problems for our customers.

Be Sustainable

We integrate sustainability into everything we do and collaborate with our stakeholders to build a better tomorrow.

Come On In!

We ensure that everyone we interact with feels welcome, safe, and informed. In everything we do, we respect and value people, including our employees, customers, partners, and members of the communities we serve.

"Creating smiles for our customers is what Hexawarians do best, utilizing their exceptional skills to harness the magic of technology."

-R. Srikrishna, Chief Executive Officer

Key Business Segments

Hexaware's services and offerings comprise a comprehensive portfolio of digital services that help enterprises modernize technology, strengthen resilience, and accelerate transformation. Powered by automation, AI, and proprietary platforms, these solutions enable scalable, secure, and future-ready business outcomes.

Our Services

Hexaware delivers a comprehensive suite of technology and business services that support organizations in navigating the digital age while embedding resilience, agility, and sustainable value creation across their operations. Our services are designed to help clients accelerate innovation, optimize enterprise performance, unlock data-driven insights, and manage digital transformation responsibly.

Digital & Software

Product engineering and experience design for modern digital ecosystems

Data & Analytics

Unified data, AI, and monetization capabilities for real-time decisions

Digital IT Operations

Automation-led IT across infrastructure, workplace, applications, and security

Cloud

AI-first cloud transformation across strategy, migration, and operations

Enterprise Platform Services

Deep expertise across enterprise platforms to optimize and scale operations

Business Process Services

AI-enabled operations across content, marketing, CX, and finance

Artificial Intelligence

Enterprise AI spanning GenAI, agentic AI, and responsible deployment

Global Capability Centers (GCC)

AI-first GCC models enabling scalable, high-efficiency global delivery

Our Offerings

AI-native Contact Centers
AI-driven contact centers for automated, personalized customer interactions

Application Services
Agile application modernization across the full lifecycle

Cybersecurity
Cyber resilience across data, systems, and operations

Digital Workplace
AI-powered workplace services enhancing experience and support

Enterprise Automation
Intelligent automation to streamline and scale enterprise processes

Generative AI
GenAI solutions for faster innovation and high-value outcomes

Sustainability Services
Technology-led sustainability aligned to ESG and net zero goals

Testing
Automation-led testing for faster, more reliable releases

Vibe Coding
AI-native development for rapid, low-defect application delivery

Zero License
Agentic AI solutions replacing SaaS-heavy enterprise stacks

Our Platforms

Hexaware's flagship platforms — **RapidX®, Tensai®, Amaze®,** and **Agentverse™** — harness generative AI and intelligent automation to accelerate software engineering, optimize IT operations and enable seamless application modernization and cloud transformation.

rapidX®	amaze®	tensai®	Agentverse™
GenAI-powered platform accelerating end-to-end software development	Automated cloud migration and application modernization platform	AI-driven automation platform for smarter IT operations	Enterprise platform for scalable agentic AI deployment

Key Facts

33+ Years of Operations

24×7 Global delivery capability

55 customers in the 10M+ category

End-to-End Transformation lifecycle coverage

33k+ employees

$1.54B revenue

Industries Served

Hexaware serves a diverse range of global industries, delivering technology solutions tailored to sector-specific needs and business outcomes.

- Banking
- Consumer Goods
- Education & Institutions
- Financial Services
- Insurance
- Life Sciences & Healthcare
- Manufacturing
- Private Equity
- Professional Services
- Retail
- Technology, Products & Platforms
- Telecom & Utilities
- Transportation & Logistics
- Travel & Hospitality

For more information about our services and offerings, visit our website here

Industry Association [GRI 2-28]

We actively engage with relevant industry associations to stay aligned with evolving regulations, emerging technologies, and leading sustainability and governance practices. These platforms enable us to exchange knowledge, contribute to industry dialogue, and strengthen our approach to responsible growth and long-term value creation.

- nasscom — The National Association of Software and Services Companies
- FICCI — Federation of Indian Chambers of Commerce
- IAOP Collaboration at the Core. — International Association of Outsourcing Professionals
- CII Confederation of Indian Industry — Confederation of Indian Industry
- Bombay Chamber of Commerce and Industry

Key Partners

We work with a strong ecosystem of global technology and platform partners to enhance solution depth, accelerate innovation, and deliver consistent outcomes for our clients. These partnerships enable us to co-develop industry-relevant solutions, adopt emerging platforms responsibly, and scale delivery with quality, security, and resilience at the core. By combining our domain expertise with partner capabilities, we strengthen our ability to support complex enterprise transformations and long-term value creation.

Core Partners

Adobe, aws, Microsoft, SAP, salesforce, BACKBASE, GUIDEWIRE, databricks, ORACLE, DataRobot, Duck Creek Technologies, servicenow, snowflake, socotra, Veeva, workday.

Extended Partner Network

Acquia, APPDYNAMICS, appian, NVIDIA, boomi, CAST, CloudBolt software, cohere, coupa, Creatio, FIREEYE, GENESYS, IBM, Inuvika, jumio, MAMBU, mx mendix, NetApp, ARAGO, PEGA, PICTUREPARK, SITECORE, snowflake, Thought Machine

Our Journey I 33 Years of Responsible Growth

1992	Founded as a spin-off from Aptech, marking the start of Hexaware's journey as an IT services provider.
1995	Expanded operations to North America and Europe, establishing an early global footprint.
1998	Set up development centers in Mumbai and Chennai; opened an office in Princeton (USA), strengthening offshore–onsite delivery capabilities.
2002	Launched business process outsourcing (BPO) services, diversifying beyond traditional IT offerings.
2004	Opened a European Development Center in Germany, reinforcing proximity to global clients.
2005	Ranked 11th in NASSCOM Top 20 and opened an office in Japan, accelerating international expansion.
2006	Acquired Focus Frame, expanding capabilities in software testing and quality assurance.
2007	Entered a joint venture with Risk Technology International Limited, adding risk management technology solutions to the portfolio.
2011	Received the Golden Peacock Award for Excellence in Corporate Governance, reflecting strong governance foundations.
2013	Established a Global Delivery Center in Texas (USA), and opened a delivery center in Singapore, enhancing global service delivery.
2014	Initiated structured sustainability and ESG disclosures, including formal communication aligned with global responsibility principles.
2015	Recognized as the Fastest-Growing Outsourcing Provider by Asia Outsourcing Congress and expanded digital transformation services.
2018–2019	Revenue scaled to ~USD 678 million and workforce grew beyond 18,000 employees, with increased focus on automation and cloud-based services.
2019	Began participation in external ESG assessments, marking the start of structured third-party sustainability benchmarking.
2020–2021	• Strengthened focus on intelligent automation, AI, and cloud transformation. • Published standalone Sustainability Reports, signaling a shift toward transparent, structured ESG reporting. • Introduced limited external assurance for select ESG indicators, strengthening data credibility.

2022

- Institutionalized annual sustainability reporting, enhancing consistency, data depth, internal controls, and governance of ESG disclosures.
- Expanded third-party assurance coverage across key environmental and social performance metrics.

2023

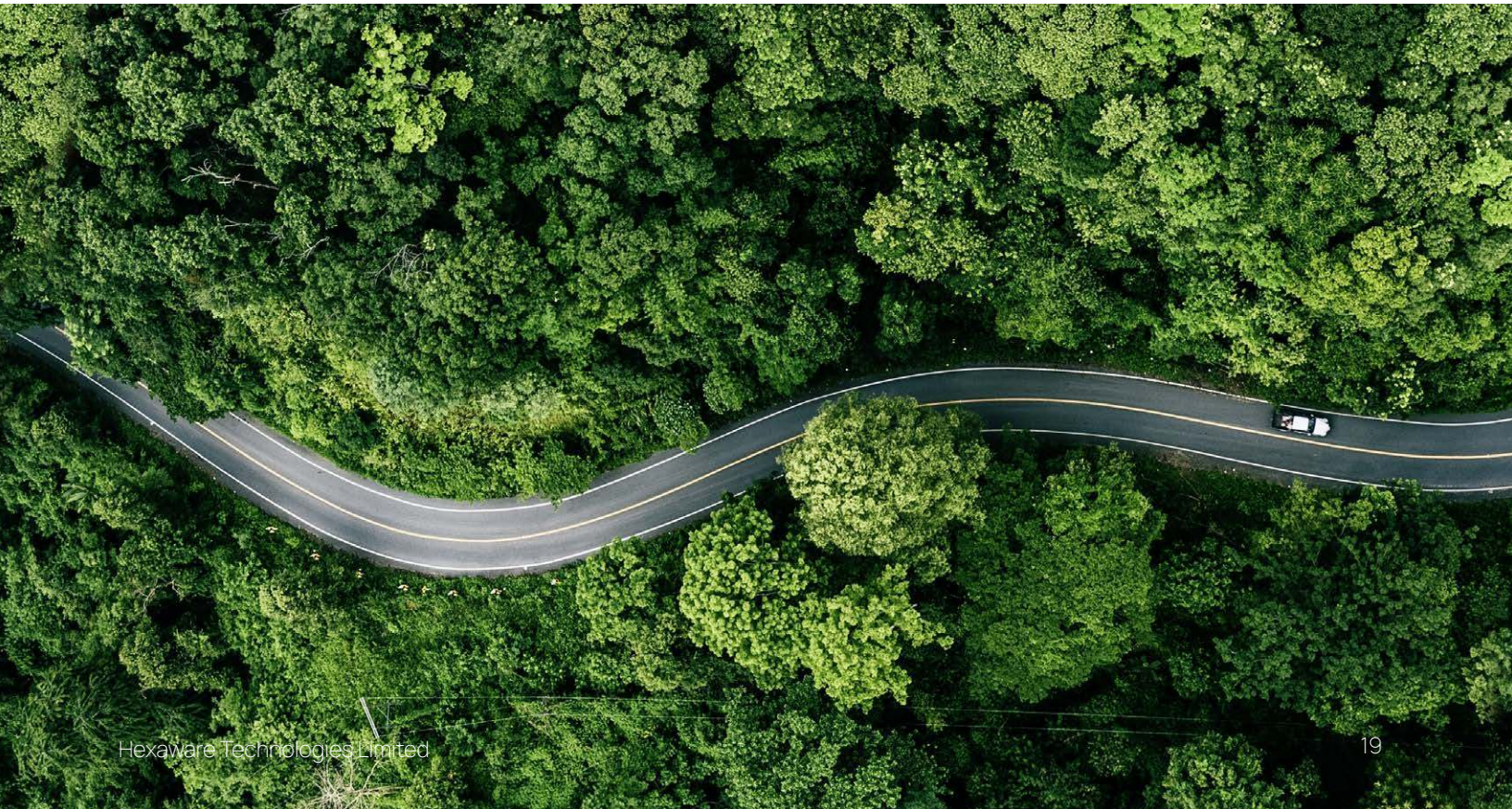
Accelerated adoption of Generative AI, embedding responsible AI principles across IT operations, customer service, and industry solutions.

2024

- Achieved EcoVadis Silver rating (70 points), placing Hexaware in the top 15% globally — an improvement from our previous Bronze rating.
- Participated in CDP Climate and Water, enhancing environmental transparency.
- Expanded sustainability initiatives, including renewable energy adoption, water efficiency, zero single-use plastics, and zero waste to landfill across key facilities.
- Secured SBTi validation of near-term and net-zero targets by 2040.
- Continued external assurance of ESG disclosures, reinforcing reliability and stakeholder confidence.

2025

- Achieved EcoVadis Gold rating (82 points), an improvement from our previous Silver rating.
- Achieved strong performance in S&P Global Corporate Sustainability Assessment (CSA), aligned with DJSI and CDP placing Hexaware among global ESG leaders.
- Recognized as Sustainable Organization of the Year (back-to-back) at the Net Zero Summit and Awards 2025.
- Featured in Dun & Bradstreet's ESG Champions of India 2024/2025.
- Relisted on NSE and BSE on February 19, 2025, marking Hexaware's return to public markets and signaling a new chapter in corporate growth, transparency, and governance.



Message by Director Mr. Neeraj Bharadwaj [GRI 2-22]

Dear Stakeholders,

As Hexaware completes 33 years of operations and enters a new phase as a publicly listed organization again, this Sustainability Report reflects how the Company is building long-term value by aligning technology leadership with responsible governance and disciplined execution.

Sustainability as Strategic Oversight

From a Board perspective, sustainability at Hexaware is not viewed as a parallel agenda. It is part of how risks are assessed, investments are prioritized, and performance is governed. Digital transformation, AI adoption, cybersecurity, data privacy, and talent readiness are considered alongside environmental and social factors because in a technology business, resilience depends on all of them.

Technology with Accountability

Hexaware's focus on automation, AI-led platforms, and outcome-based delivery continues to strengthen the organization's market position across industries. Governance frameworks ensure that innovation is guided by the ethical use of technology, strong data controls, and responsible AI practices—areas of increasing relevance to clients, regulators, and investors.

People and Culture as Long-term Assets

Sustainable growth in technology services is built on people. Hexaware's continued progress in workforce diversity, leadership representation, and inclusive workplace practices strengthens talent retention and future leadership pipelines. Policies on equity, prevention of harassment, and grievance redressal reinforce a culture of trust and accountability across geographies.

Responsible Operations and Transparency

Operational discipline remains central to sustainability oversight. Initiatives across waste, water, energy efficiency, and environmental compliance are monitored through structured systems and external disclosures. Hexaware's participation in global ESG assessments, including CDP disclosures and the S&P CSA, reflects the Company's strong commitment to rigorously measuring and reporting its environmental performance.

Communities and Social Value Creation

Through a well-governed CSR framework, Hexaware directs resources toward education, skilling, healthcare, women empowerment, sports, and environmental stewardship. These programs are supported by strong impact measurement, third-party assessments, and Board-level reviews to ensure outcomes are substantive and reach the people they are intended for.

Looking Ahead

As Hexaware advances in its listed journey and prepares for enhanced regulatory disclosures such as BRSR, the Board remains committed to strong governance, prudent risk management, and sustainable value creation. The theme **"Tech for People, Planet, and Progress"** captures this balanced approach—where innovation, responsibility, and growth are pursued together.

On behalf of the Board, I thank our employees, clients, partners, and shareholders for their continued trust and confidence.

Warm Regards,
Neeraj Bharadwaj
Director

Message by CEO Mr. R. Srikrishna [GRI 2-22]

Dear Stakeholders,

CY2025 was a demanding year and a productive one. Our technology priorities, delivery discipline, and sustainability commitments advanced together, and the results reflect that.

Driving Business Value through Technology

We have continued to build Hexaware as an AI-led, platform-driven services company. Our platforms and frameworks across automation, cloud modernization, data engineering, and GenAI are enabling clients to move faster, reduce complexity, and make better decisions at scale. The emphasis on delivery over experimentation has strengthened client relationships and deepened our relevance across industries.

Our approach to AI is practical and responsible. We work with clients to move from pilots to enterprise-wide adoption, with governance, security, and ethical considerations built in from the outset. AI drives execution. Human judgement defines the intent, sets the boundaries, and owns the outcome. The ET Making AI Work award this year, for instance, recognized that approach — what we at Hexaware call Artificial Intelligence Led, Human Intelligence Perfected.

Sustainability Embedded in Business Decisions

Sustainability at Hexaware is embedded in how we design solutions, manage operations, and make long-term decisions. Environmental efficiency, data security, responsible AI, and ethical governance are part of our delivery model. This has strengthened resilience, improved cost efficiency, and reinforced client trust.

In CY2025, we achieved an inaugural score of 83 in the S&P Corporate Sustainability Assessment, placing us among the top-performing IT services companies globally. Under CDP, we advanced from C to B in Climate Change and from B- to B in Water Security. These are the outcomes of stronger governance, better data, and consistent execution across our environmental priorities.

Empowering Our Workforce

Our people are central to everything we deliver, and investing in them is not a policy commitment — it is how we stay competitive. Through HexaVarsity, our integrated learning platform, we delivered 161 hours of training per employee in CY2025. Over 85% of our workforce were upskilled in digital and emerging technologies. Beyond skills, we invest in how people experience work at Hexaware.

Amber, our AI-powered listening platform, keeps us connected to employee sentiment across every stage of the career lifecycle — from onboarding through to exit. In CY2025, our overall engagement score was 83 and our mood score was 4.2 out of 5. A score like that does not happen by accident. It reflects years of consistent investment in leadership, culture, and the everyday conditions that make people want to stay and do their best work.

Inclusion as a Business Enabler

Women now comprise over 34% of our workforce, and we are on track toward our target of 40% by 2030. Progress on representation is one measure. The work behind it is another. This year we strengthened leadership pipelines through structured development pathways for women in mid and senior roles. We expanded our Employee Resource Groups, and mandatory bias training for recruitment teams and organization-wide sessions on unconscious bias and prevention of harassment ensured that inclusion is reinforced where decisions are actually made. We view diversity as a business strength. Teams that reflect different perspectives solve problems better, serve clients better, and build more durable organizations.

Creating Impact Beyond Business

In CY2025, we invested USD 2.19 million in CSR programs, reaching 129,455 beneficiaries — a 37% increase over the previous year. Our work spanned education, skilling, healthcare, women empowerment, sports development, and environmental stewardship. Over 22,000 children were supported through education initiatives, more than 2,200 youth were trained with a placement rate of approximately 70%, and 474 athletes and para-athletes received support, including 13 Olympic medal winners. More than 3,100 employees contributed over 7,000 volunteering hours.

The Best Scholarship Program Award at the Global CSR and ESG Awards and the Indian CSR Award 2025 for Best Employment Generation Initiative of the Year recognized programs that our teams have built with care and run with discipline. These are not peripheral activities. They reflect what we believe about Hexaware's role in the communities where we operate.

Looking Ahead

Our priorities as a publicly listed company are clear. We will scale technology responsibly, make sustainability a real input into business decisions, and deliver results that hold up to scrutiny. Governance, transparency, and execution will remain the foundation.

Thank you for your continued trust and partnership.

Warm Regards,
R. Srikrishna
CEO & Executive Director

Sustainability at Hexaware – Driving Value

Uma Thomas, CRO

Approach to ESG [GRI 2-24]

Hexaware's ESG approach is anchored in the belief that responsible technology can be a powerful force for trust, planetary well-being, and human progress. By embedding ESG principles into our digital transformation offerings and internal operations, we ensure sustainability outcomes and business value creation advance together.

Approach to ESG

Tech that Strengthens Trust

Trust is foundational to Hexaware's relationships with our clients, employees, and the society. We leverage technology to ensure security, transparency, ethical conduct, and reliability across our operations and solutions.

Hexaware prioritizes robust cybersecurity, data privacy, and responsible AI practices, enabling clients to adopt digital technologies with confidence. Strong governance frameworks, ethical AI guidelines, and compliance with global data protection regulations reinforce accountability and integrity. Through resilient systems, secure architectures, and transparent processes, we help clients mitigate risk while strengthening long-term stakeholder trust.

Tech that Protects Our Planet

Hexaware uses technology as a catalyst for environmental stewardship and climate responsibility. We apply digital solutions to reduce resource consumption, lower emissions, and enhance operational efficiency, both internally and for our clients.

Energy-efficient IT infrastructure, cloud optimization, automation, and data-driven sustainability solutions help minimize environmental footprints. We actively advance our climate commitments through increased renewable energy adoption, responsible waste management, water stewardship, and sustainable facility design.

Tech that Puts People First

At Hexaware, technology is designed to empower people — employees, clients, and communities. The Company adopts a human-centric approach that prioritizes well-being, inclusion, safety, and continuous learning.

We leverage digital tools to enhance employee experience, support flexible work models, and enable skill development at scale. Hexaware promotes diversity, equity, and inclusion through data-driven workforce practices and equitable talent programs. Beyond the workplace, our technology-enabled community initiatives focus on education, digital inclusion, and social development.

ESG Outcomes

By aligning digital innovation with ethical safeguards, Hexaware positions technology as an enabler of confidence, continuity, and credibility.

By combining innovation with environmental accountability, Hexaware demonstrates how technology can decouple growth from environmental impact and contribute meaningfully to global climate goals.

By putting people at the center of innovation, Hexaware ensures that technological progress translates into shared and sustainable societal value.

Sustainability Embedded

Sustainability at Hexaware is embedded through a structured, governance-led approach that ensures strategic alignment, disciplined execution, and measurable outcomes.

Visionary Leadership and Ethical Oversight

Our sustainability journey is guided by active leadership oversight and a strong ethical foundation. Senior leadership and governance bodies provide strategic direction, ensure accountability, and reinforce responsible business conduct across the organization. Ethical decision-making, compliance, and risk management are integral to how we operate and grow.

Comprehensive ESG Strategies and Blueprints

Hexaware has developed comprehensive ESG strategies and thematic blueprints that translate our sustainability vision into clear priorities, targets, and action plans. These strategies address material environmental, social, and governance topics relevant to our business, stakeholders, and industry context. Our ESG frameworks are designed to be scalable and adaptive, enabling us to respond to emerging risks, regulatory developments, and stakeholder expectations.

Effective Strategy Deployment and Governance

Sustainability commitments are operationalized through defined ownership, cross-functional collaboration, and integration into business processes. ESG considerations are embedded into enterprise risk management, operational decision-making, and performance monitoring, ensuring sustainability is driven consistently across geographies and functions.

Robust Evaluation and Insight Reporting

We track progress through structured monitoring mechanisms and performance indicators that provide actionable insights. Regular evaluation enables informed decision-making, continuous improvement, and transparent disclosure of outcomes. Our reporting reflects a commitment to accuracy, consistency, and clarity for stakeholders.

Proactive Assessment and Stakeholder Involvement

Hexaware actively engages with internal and external stakeholders to understand expectations, assess emerging ESG risks and opportunities, and refine priorities. Materiality assessments, feedback mechanisms, and dialogue with clients, employees, investors, and partners help ensure our sustainability approach remains relevant, responsive, and future-focused.

Industry Standard Alignment and Recognition

Our sustainability practices are aligned with globally recognized ESG frameworks and industry standards. This alignment supports comparability, credibility, and continuous benchmarking against peers, while reinforcing our commitment to responsible business practices and transparent reporting.

Engagement That Matters [GRI 2-29]

Strengthening Relationships, Insights, and Shared Value

Meaningful stakeholder engagement is central to Hexaware's approach to sustainable value creation. As a global digital and IT services organization, Hexaware engages with a diverse set of stakeholders whose expectations shape our strategy, operations, and long-term resilience. Designed to elevate dialogue beyond reporting compliance, our engagement approach is structured around three pillars: identifying stakeholders, mapping and prioritization, and systematic engagement.

Identifying our Stakeholders

Hexaware identifies stakeholders based on their influence on our business, dependence on our services, and impact of our operations on them. Stakeholder identification is an ongoing process, periodically reviewed to reflect changes in business strategy, regulatory landscape, operating geographies, and emerging ESG risks and opportunities.

Key stakeholder groups include:

- Employees and contract workforce
- Clients across industries and geographies
- Shareholders and investors
- Business partners, vendors, and service providers
- Communities in locations where we operate
- Regulators and government bodies
- Industry bodies and professional associations
- Academia and talent ecosystems

These stakeholders are critical to Hexaware's ability to deliver high-quality digital solutions while operating responsibly and ethically.

Mapping Key Stakeholders – Internal and External

Identified stakeholders are mapped by their level of influence on Hexaware's business and their degree of interest in Hexaware's ESG performance. This enables prioritization of engagement efforts and ensures that the most material stakeholder concerns are systematically addressed.

Internal stakeholders such as employees, leadership, and the Board are actively engaged due to their direct role in strategy execution, governance, and culture.

External stakeholders, including clients, investors, regulators, suppliers, and communities, are engaged through tailored mechanisms aligned with their expectations, regulatory requirements, and business relevance.

Stakeholder mapping outcomes directly impact the following:

- Materiality Assessments
- ESG Risk Identification & Mitigation
- Policy Development & Review
- Target Setting & Performance Disclosures

Stakeholder Engagement Framework

Our stakeholder engagement framework aims to establish dynamic communication channels, ensuring a deep understanding of diverse stakeholder expectations. It focuses on customizing engagement strategies to address the specific needs of each group, utilizing a range of communication platforms.

Stakeholder Group	Engagement Objective	Key Topics of Engagement	Engagement Channels	Frequency	How Feedback is Used
Employees	Build an inclusive, high-performance workplace	Talent development, DE&I, well-being, ethics, learning	Townhalls, surveys, pulse checks, HR platforms, leadership interactions	Ongoing/ Periodic	Workforce policies, engagement initiatives, learning programs
Clients	Deliver responsible, secure, and high-quality services	Data privacy, cybersecurity, service quality, ESG expectations	Client reviews, audits, feedback sessions, ESG questionnaires	Ongoing	Service improvement, risk management, ESG alignment
Investors and Shareholders	Enable transparent and long-term value creation	Governance, financial performance, ESG strategy, risk management	Investor meetings, annual reports, ESG disclosures	Periodic	Strategic decision-making, disclosures, governance practices
Suppliers and Partners	Promote responsible and ethical supply chains	ESG compliance, ethics, data security, sustainability standards	Supplier onboarding, audits, contracts, assessments	Periodic	Supplier screening, corrective actions, responsible sourcing
Communities	Create positive social impact in operating locations	Education, digital inclusion, employability, community well-being	CSR programs, NGO partnerships, community interactions	Ongoing	Program design, social impact measurement
Regulators and Government	Ensure compliance and responsible business conduct	Legal compliance, data protection, labor standards	Regulatory filings, consultations, inspections	Need-basis	Compliance management, policy alignment
Industry Bodies and Academia	Contribute to ecosystem development and innovation	Digital skills, emerging technologies, responsible tech	Collaborations, forums, research partnerships	Periodic	Thought leadership, capability building

Double Materiality Assessment [GRI 2-25] [GRI 3-1, 2, 3]

Our Approach to Double Materiality

Hexaware undertakes a materiality assessment exercise annually to identify and prioritize the sustainability topics most relevant to the business and its stakeholders. The outcomes of the materiality assessment are integrated into the Company's Enterprise Risk Management (ERM) processes to support risk identification, prioritization and decision-making.

In line with evolving global sustainability reporting expectations and regulatory developments, we conducted our first double materiality assessment to identify sustainability topics that are material to the Company from both:

Financial Perspective

How sustainability-related risks and opportunities may influence Hexaware's financial position, performance and long-term value creation

Impact Perspective

How Hexaware's activities impact the economy, environment and people

This dual-lens approach enables Hexaware to integrate sustainability considerations into strategic decision-making, risk management, and governance processes, while enhancing transparency and accountability to stakeholders. The outcomes of the double materiality assessment form a core input to our sustainability strategy and reporting framework.

Scope and Coverage

The double materiality assessment covers:

- Hexaware's global operations and delivery centers
- Key stages of the value chain, including employees, clients, suppliers, and business partners
- Environmental, Social and Governance (ESG) themes relevant to the technology and IT services sector

The assessment has been designed with reference to leading global frameworks and standards, including the European Sustainability Reporting Standards (ESRS), GRI Standards, and peer practices within the technology services industry.

Double Materiality Assessment Process

Hexaware adopted a structured, systematic, and stakeholder-centric approach to ensure a robust and credible assessment:

Identification of Potential Sustainability Topics

A comprehensive universe of sustainability topics was identified through:

- Review of global sustainability reporting standards and frameworks (including ESRS, GRI, and SASB for IT services)
- Benchmarking against sustainability disclosures of global and Indian peers
- Review of Hexaware's business model, value chain, policies, enterprise risk considerations and key internal factors, including business strategy, digital transformation priorities, information security and data privacy risks, talent and workforce considerations, and governance frameworks
- Assessment of emerging sustainability risks, opportunities, and key external factors, including evolving regulations and reporting expectations, client and investor expectations, technology and cybersecurity trends, macroeconomic developments, climate-related risks, and emerging issues such as responsible AI and ethical use of technology relevant to the sector

This resulted in a consolidated list of ESG topics considered for further assessment.

Stakeholder Identification and Engagement

Key internal and external stakeholder groups were identified based on their relevance to Hexaware's business and sustainability impacts.

These included:

- Employees and senior leadership
- Clients
- Suppliers and business partners
- Investors and financial stakeholders
- Internal subject matter experts

Structured questionnaires were used to gather stakeholder inputs for both impact materiality and financial materiality, ensuring balanced and comparable assessments across topics.

Impact Materiality Assessment

Impact materiality assesses the actual and potential impacts of Hexaware's operations and value chain on people and the environment.

Stakeholders evaluated sustainability topics based on:

- Severity of impact (scale, scope, and irremediability)
- Likelihood of occurrence
- Positive and negative impacts across the value chain

The results were aggregated to identify topics with the most significant impacts.

Financial Materiality Assessment

Financial materiality assesses how sustainability-related topics may create risks or opportunities that could affect Hexaware's:

- Financial performance and position
- Business continuity and operational resilience
- Regulatory and compliance exposure
- Long-term growth and competitive advantage

Stakeholders assessed topics based on the magnitude and likelihood of potential financial effects across short-, medium- and long-term horizons.

Consolidation and Validation

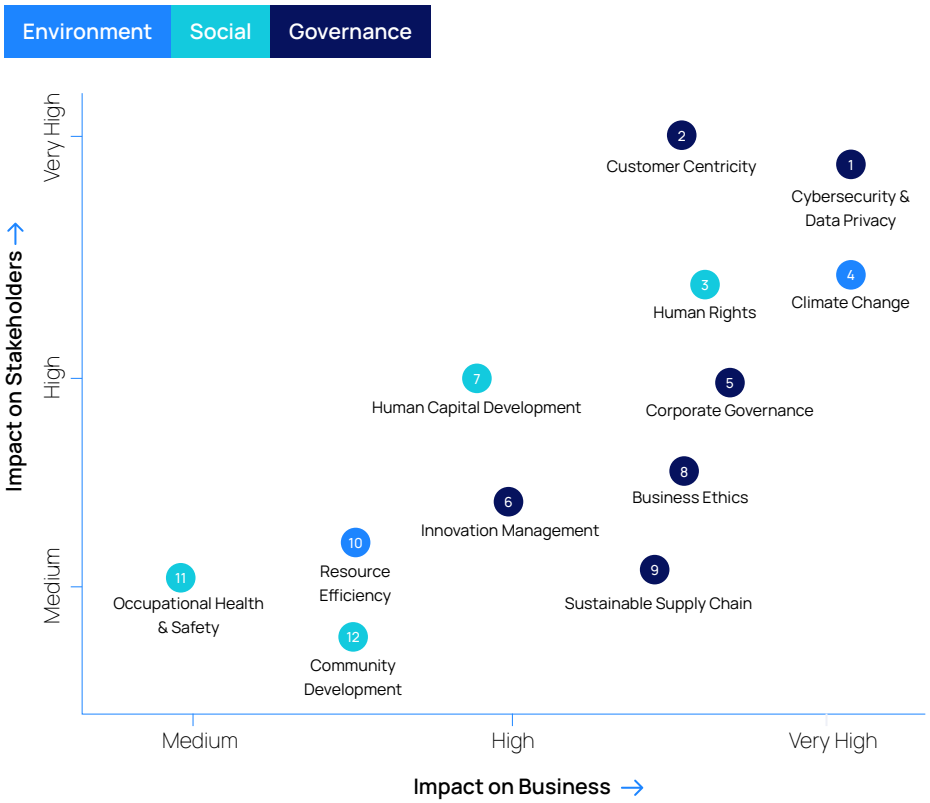
Results from the impact and financial materiality assessments were consolidated to identify topics that are:

- Material from an impact perspective
- Material from a financial perspective
- Doubly material, where both dimensions are significant

The outcomes were reviewed and validated through internal governance mechanisms to ensure alignment with Hexaware's strategic priorities and risk management processes.

The results of the Materiality assessment have been independently assured by TUV India Private Limited (TUV Nord Group) and formally reviewed and approved by the Board of Directors.

Double Materiality Matrix



Rank	Material Issues
1	Cybersecurity & Data Privacy
2	Customer Centricity
3	Human Rights
4	Climate Change
5	Corporate Governance
6	Innovation Management
7	Human Capital Development
8	Business Ethics
9	Sustainable Supply Chain
10	Resource Efficiency
11	Occupational Health & Safety
12	Community Development

Our Response to Material Sustainability Issues

We use the outcomes of the double materiality assessment as a key input into our sustainability management approach.

For each material topic, Hexaware has defined:

- Risks and opportunities arising from each material topic
- The approach to adapt or mitigate the negative impacts
- Financial implications of the risk or opportunity
- Stakeholders impacted

Material Issue	Risk/ Opportunity	Description	Approach to Adapt or Mitigate the Negative Impacts/ Approach to Implement Positive Impacts	Financial Implications of the Risk or Opportunity	Stakeholders Impacted
Climate Change	Risk	Failure to meet credible climate commitments may lead to reputational damage, reduced client trust, and loss of ESG-sensitive business opportunities.	Set SBTi Targets, strengthen emissions tracking, expand renewable energy use, integrate climate criteria into procurement, and transparently disclose progress.	Negative	Clients, investors, employees, regulators, communities
	Opportunity	Growing demand for climate and ESG digital solutions can drive new revenue streams and deepen client partnerships.	Develop ESG analytics platforms, build dedicated climate solution teams, embed sustainability in client offerings, and pursue ESG-focused market segments.	Positive	Clients, investors, employees
	Opportunity	Energy efficiency and optimized infrastructure can reduce operating costs and lower the carbon footprint.	Implement green building measures, optimize data center and cloud usage, deploy energy monitoring tools, and promote low-carbon workplace practices.	Positive	Investors, employees, clients
Human Capital Development	Risk	Skill gaps in emerging technologies may affect service quality, delivery timelines, and competitiveness.	Strengthen continuous learning programs, align training with future skills, expand certifications, and use workforce planning analytics.	Negative	Employees, clients, investors
	Opportunity	A future-ready workforce enables innovation, accelerates solution development, and enhances service delivery.	Invest in advanced training, create innovation labs, encourage cross-functional collaboration, and reward innovation outcomes.	Positive	Employees, clients, investors
	Opportunity	Upskilling and career development can improve productivity, engagement, and operational efficiency.	Implement structured career pathways, mentorship programs, internal mobility initiatives, and performance-linked learning incentives.	Positive	Employees, investors, clients
Cybersecurity and Data Privacy	Risk	Cyber incidents or data breaches could disrupt operations, trigger legal liabilities, and erode client confidence.	Enhance security architecture, conduct regular penetration testing, strengthen incident response, and maintain continuous monitoring.	Negative	Clients, regulators, investors, employees
	Risk	Non-compliance with data protection regulations may result in penalties, legal exposure, and reputational harm.	Maintain robust privacy governance, conduct compliance audits, update policies regularly, and train employees on data protection.	Negative	Regulators, clients, investors, employees
	Opportunity	Strong security and compliance credentials can enhance client trust and improve competitiveness in regulated markets.	Maintain certifications, publish assurance reports, embed privacy-by-design, and highlight security capabilities in client engagements.	Positive	Clients, investors, regulators
Innovation Management	Risk	Rapid technological change may reduce differentiation and impact pricing if innovation pace is not sustained.	Increase R&D investment, track emerging technologies, foster partnerships, and accelerate solution incubation.	Negative	Clients, investors, employees
	Opportunity	AI-enabled solutions can unlock new business opportunities and improve delivery efficiency.	Expand AI portfolio, build reusable accelerators, invest in talent, and scale automation across projects.	Positive	Clients, investors, employees
	Opportunity	Developing ESG technology solutions can position Hexaware as a partner for sustainable transformation.	Design ESG tools, collaborate with clients on sustainability initiatives, and integrate ESG capabilities into service lines.	Positive	Clients, investors, employees
Occupational Health and Safety	Opportunity	A strong safety culture enhances employee well-being, engagement, and retention.	Promote workplace safety programs, mental health support, ergonomic initiatives, and regular awareness campaigns.	Positive	Employees, investors
Customer Centricity	Opportunity	Transparent data practices and responsive engagement strengthen customer trust and long-term relationships.	Enhance customer feedback mechanisms, strengthen grievance redressal, ensure clear privacy disclosures, and improve service governance.	Positive	Clients, investors

Way Forward

Hexaware will annually review and update the double materiality assessment to reflect evolving stakeholder expectations, regulatory developments, and business priorities. We will continue to strengthen the integration of sustainability considerations into strategy, operations, and disclosures, in line with global best practices and our commitment to responsible growth.

Our Sustainable Value Chain [GRI 2-6]

Hexaware's value creation model reflects our strengths in technology, people, and ESG leadership, and how they drive long-term value for our clients, employees, partners, communities, and the planet. It shows how digital transformation capability, disciplined governance, and ESG integration translate into business resilience, stakeholder confidence, and sustainable impact across the markets we operate in. Our performance through top-tier sustainability ratings and industry awards this year affirms that responsible growth and technology leadership can go hand in hand.

Inputs – Strategic Resources and Enablers

Strategic Digital Capabilities

- AI-first transformation strategy applying cloud, automation, data analytics, and enterprise platform expertise to client solutions
- Partnerships with major technology ecosystems (AWS, Azure, SAP, Oracle, Salesforce), enabling scalable delivery

Skilled Human Capital and Learning Infrastructure

- HexaVarsity corporate university with structured learning programs, including SONIC and GenAI Academy, to build digital and leadership capabilities
- Workforce of ~33,000+ Hexawarians with targeted reskilling and upskilling programs

Governance and Risk Framework

- Integrated ESG governance with Board-level oversight and ERM aligned to TCFD, covering data privacy, ethical conduct, and continuity planning
- High level of ESG disclosure (97% data availability in S&P CSA) reflects strong internal governance practices

Environmental Strategy and Operational Infrastructure

- Science-based climate targets validated by SBTi to align with the Paris Agreement
- Renewable energy infrastructure and waste management systems embedded in facility operations

Activities — Key Processes and Interventions

Technology Delivery and Innovation

Development and implementation of digital transformation projects for global clients — including cloud migration, automation, and data modernization

Talent Development and Culture Building

Continuous professional development through HexaVarsity and leadership programs to strengthen workforce capability and adaptability

ESG Integration in Operations

Embedding ESG considerations into business decisions, including climate risk, ethics, responsible procurement, and data protection

Environmental Stewardship Initiatives

Deployment of renewable energy solutions across owned facilities

Implementation of circular economy practices such as zero waste to landfill and single-use plastic bans

Outputs — Immediate Results and Deliverables

Client Value and Delivery Outcomes

Enhanced digital solutions and transformation deliverables that improve client competitiveness and operational efficiency

Expansion of large-account portfolio and delivery excellence (e.g., growth of USD 20M+ accounts)

People and Workplace Metrics

High workforce participation in structured learning programs yielding certifications and capabilities aligned with market needs

Named among the Best Organisations for Women (Economic Times NOW 2025), and zero safety incidents reflects strong workplace standards

ESG Ratings and Awards

EcoVadis Gold Sustainability Rating, placing Hexaware in the top 5% of companies globally

Sustainable Organization of the Year at the Net Zero Summit and Awards (back-to-back wins)

97th percentile in S&P Global Corporate Sustainability Assessment

CDP – Climate Change and Water – 'B' Rating

Environmental Performance Outputs

Renewable energy adoption (e.g., ~83% at owned facilities)

100% waste segregation with zero landfill contribution

Zero Liquid Discharge (ZLD) at Chennai and Pune campuses

50% of our own campuses in India are LEED certified, covering 884,788 square feet

Outcomes — Long-term Impact and Value

Sustainable Growth and Resilience

Strong ESG ratings and recognition enhance investor confidence and client trust, contributing to long-term business sustainability

Diversified client portfolio and resilient delivery operations support stable financial performance

Environmental Sustainability

Tangible progress toward climate goals through science-based emission reduction targets and renewable energy transitions

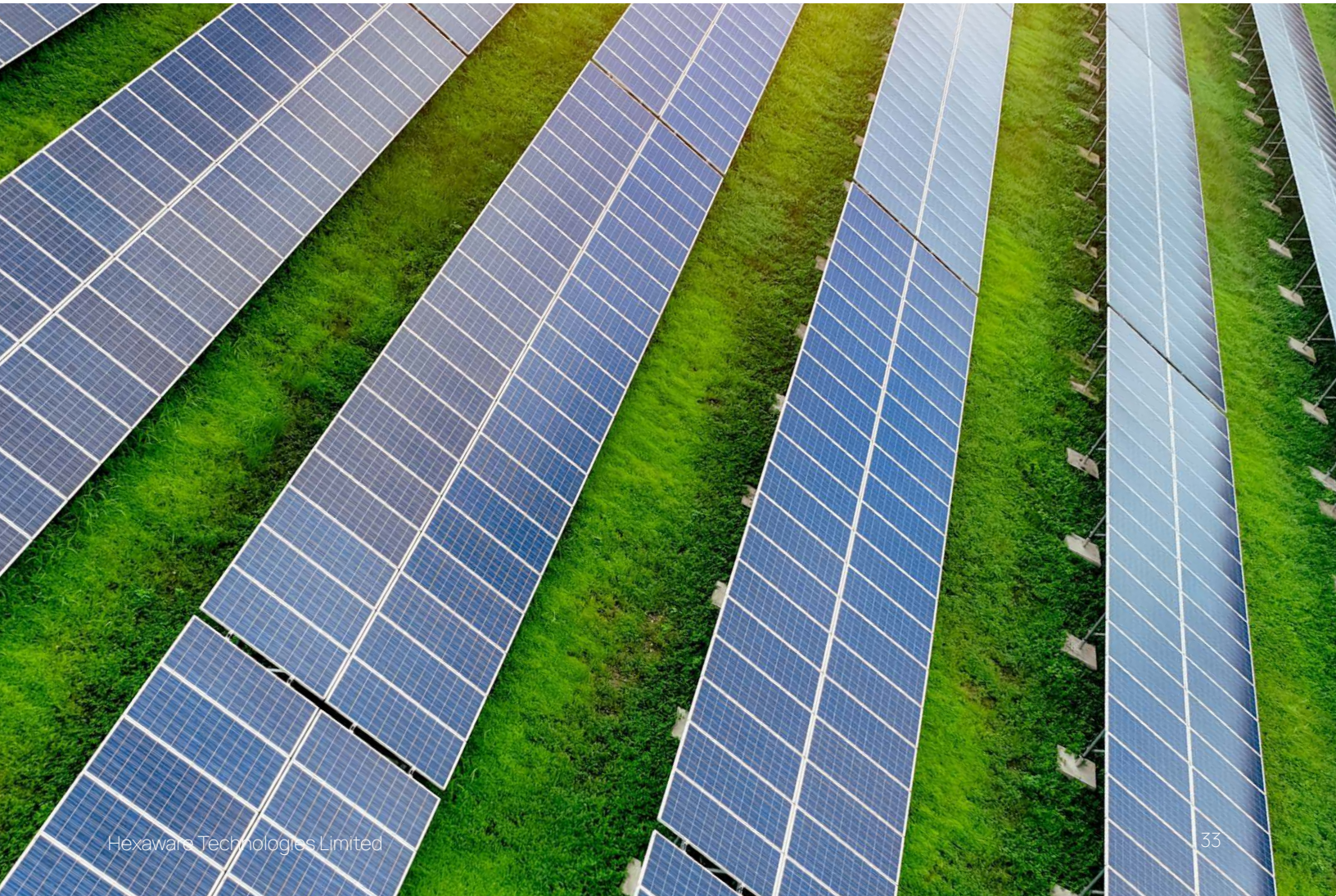
Climate commitments (Net-Zero GHG by 2040; 42% reduction in Scope 1 & 2 emissions by 2030) reinforce environmental stewardship

Workforce Empowerment and Engagement

Award-winning employee programs and inclusive policies strengthen morale, reduce attrition, and build talent pipelines

Societal and Community Impact

Responsible practices in procurement, ethics, and community initiatives enhance social trust and contribute to broader societal development



Contribution to Sustainable Development Goals [GRI2-23]

Our Approach to the Sustainable Development Goals (SDGs)

Hexaware's approach to the SDGs is grounded in the principle of strategic focus over broad-based alignment. Rather than mapping activities to all 17 SDGs, we prioritize those goals that are most relevant to our business model, stakeholder expectations, and long-term value creation objectives.

The SDG prioritization and integration process is anchored in Hexaware's double materiality assessment. The outcomes of this assessment identify the Company's most significant impacts on the economy, environment, and society, as well as sustainability-related risks and opportunities that could influence financial performance. These insights form the foundation for prioritizing SDGs and embedding them into Hexaware's sustainability strategy.

Methodology for SDG Prioritization

Hexaware has adopted a structured and robust approach to prioritize SDGs, ensuring alignment with emerging regulatory expectations and leading sustainability practices.

The SDG prioritization process comprises the following key steps:

Identification of Material Topics

Material topics identified through Double Materiaity Assessment covering Impact materiality and Financial materiality across Hexaware's value chain

Mapping of Material Topics to SDGs & Targets

Each material topic is mapped to relevant SDGs and underlying SDG targets, focusing on areas where Hexaware:

- Has direct operational influence
- Can enable positive outcomes through its digital solutions
- Can strengthen responsible business practices

Assessment of Degree of Contribution

SDGs are evaluated based on:

- Strength and scale of impact
- Relevance to the IT services and digital transformation sector
- Ability to influence outcomes through business decisions and innovation

Prioritization of SDGs

Based on this assessment, SDGs are categorised as:

- Priority SDGs: Areas of direct and significant contribution
- Supporting SDGs: Areas of indirect or enabling contribution

The outcome of the process is a focused set of priority SDGs aligned with material topics and strategic objectives.

SDG–Material Topic Mapping

Top Material Topics	Priority SDG	Relevant SDG Targets
Cybersecurity & Data Privacy	**SDG 16** – Peace, Justice, and Strong Institution	• Ensure 100% employee coverage globally for awareness/training on information security annually
Customer Centricity	**SDG 9** – Industry, Innovation, and Infrastructure	• Strive to ensure zero cases of data breaches every year globally
Human Rights	**SDG 10** – Reduced Inequalities	• Make a positive impact on the lives of 100,000 beneficiaries by 2025
Climate Change	**SDG 13** – Climate Action **SDG 7** – Affordable and Clean Energy	• Integrated targets on emissions reduction, energy efficiency, water stewardship, and waste management
Corporate Governance	**SDG 16** – Peace, Justice, and Strong Institution **SDG 12** – Responsible Consumption and Production	• 100% critical suppliers to be screened on ESG criteria by 2025 globally • Achieving 100% employee coverage globally for awareness/training on the Code of Conduct annually

For complete SDG mapping, please refer to the SDG Index on page 129.

Embedding SDGs Across the Organization

We integrate SDGs across key dimensions of our business:

Strategy and Planning

Priority SDGs inform the design of sustainability pillars, long-term goals, and focus areas.

Digital Solutions and Innovation

We leverage our digital capabilities to enable responsible innovation, data-driven decision-making, and value creation for clients, contributing to SDGs related to sustainable industry and innovation.

Operations and Workforce

SDGs linked to people, inclusion, and well-being are addressed through talent development, diversity and inclusion (DE&I) initiatives, and employee engagement programs.

Governance and Ethics

Strong governance practices support SDGs related to ethical conduct, transparency, data privacy, and cybersecurity.

HEXAWARE

Tech That Strengthens Trust

- Corporate Governance
- Business Ethics
- Risk Management
- Responsible Supply Chain
- Cybersecurity and Data Privacy
- Policy Influence

Our governance frameworks are built on clear policies, rigorous oversight, and certified security standards. Together, they promote transparency, ethical conduct, and responsible decision-making — protecting stakeholder interests and reinforcing trust across the value chain.

Governance in Action

Strong Policy Framework

Comprehensive policies guide ethical conduct, regulatory compliance, and responsible business practices.

Cybersecurity and Data Protection

Robust information security systems and global certifications protect sensitive data and digital infrastructure.

Responsible Procurement

ESG-aligned supplier screening and responsible sourcing practices strengthen value chain integrity.

Transparent Reporting and Accountability

Clear governance structures and disclosures ensure accountability and build stakeholder confidence.

Corporate Governance [GRI 2-24, 25, 27]

At Hexaware, technology strengthens governance as much as it enables business growth. Digital platforms provide leadership with real-time visibility into compliance, risk, and performance. This makes oversight more consistent, traceable, and effective across the organization.

Approach to Governance

Tech-enabled Governance for Responsible Growth

Hexaware uses technology to track policy adherence, manage ESG and security risks, and ensure ethical standards are applied consistently across all geographies.

Key Elements of Our Governance Approach

1. **Digital-first Governance Oversight**

   Governance processes are supported by digital platforms that enable:

   - Real-time reporting to the Board and senior management
   - Centralized tracking of compliance, risks, and policy adherence
   - Data-driven insights for informed strategic and ESG decisions

This ensures governance is proactive rather than reactive.

2 Integrated ESG and Risk Governance

Hexaware integrates ESG considerations into enterprise risk management using technology-enabled risk assessment tools. These tools help identify, monitor, and mitigate:

- Cybersecurity and data privacy risks
- Climate and sustainability-related risks
- Emerging technology and AI ethics risks

This integrated view enables leadership to balance growth with responsibility.

3 Ethics, Integrity, and Digital Controls

Ethical conduct is reinforced through:

- Online Code of Conduct certifications
- Digital whistleblower mechanisms, ensuring anonymity and traceability
- Automated monitoring of policy compliance

Technology ensures that ethical standards are consistently applied and auditable across the organization.

4 Stakeholder Trust through Transparency

Technology enables structured and secure engagement with key stakeholders — employees, clients, investors, and partners — ensuring governance decisions are informed by stakeholder expectations and material risks.

Board of Directors [GRI2-9,11,17,18,19,20] [GRI 405]

The Board of Directors plays a pivotal role in ensuring that technology strengthens — rather than compromises — trust.

The Board provides strategic oversight on how digital capabilities, data governance, and emerging technologies are deployed responsibly to drive long-term value creation.

Mr. Larry Quinlan

Date of Appointment	Diversity Category	Position at Hexaware
07-Feb-2022	Male	Non-Executive Independent Chairman

Key Skills

IT Services and Technology Leadership, Large scale global operations and business transformation, Enterprise technology governance, mergers and acquisitions, Cybersecurity and risk management

Board meeting attendance in CY 2025

92%

Committee Representation

- Nomination and Remuneration Committee
- Risk Management Committee
- CSR Committee

Mr. R. Srikrishna

Date of Appointment	Diversity Category	Position at Hexaware
17-Oct-2014	Male	CEO, Whole-time Director

Key Skills

- Global IT services operations
- Software services delivery and client management
- Strategic leadership and business scaling
- Technology transformation across industries

Board meeting attendance in CY 2025

77%

Ms. Sandra Horbach

Date of Appointment	Diversity Category	Position at Hexaware
10-Nov-2021	Female	Non-Executive Non-Independent Director

Key Skills

- Global finance and corporate control
- Enterprise risk management
- Financial governance and compliance
- Oversight of multinational operations

Board meeting attendance in CY 2025

46%

Mr. Neeraj Bharadwaj

Date of Appointment
10-Nov-2021

Diversity Category
Male

Position at Hexaware
Non-Executive Non-Independent Director

Key Skills

- Private equity and growth capital investing
- Board governance across technology, healthcare, and digital businesses
- M&A, capital allocation, and long-term value creation
- Strategic oversight of scale-up and transformation journeys

Board meeting attendance in CY 2025

77%

Committee Representation

- Nomination and Remuneration Committee
- ESG Committee
- CSR Committee

Ms. Lucia Soares

Date of Appointment
10-Nov-2021

Diversity Category
Female

Position at Hexaware
Non-Executive Non-Independent Director

Key Skills

- Global operations management
- Talent strategy and organizational effectiveness
- Cross-border leadership and people transformation
- Human capital governance

Board meeting attendance in CY 2025

77%

Mr. Milind Sarwate

Date of Appointment
25-Apr-2020

Diversity Category
Male

Position at Hexaware
Non-Executive Independent Director

Key Skills

- Financial management and audit oversight
- Capital markets and regulatory compliance
- Risk management and internal controls
- Governance and board committee leadership

Committee Representation

- Nomination and Remuneration Committee
- Audit Committee
- ESG Committee
- Risk Management Committee

Board meeting attendance in CY 2025

100%

Directorship of other Listed Entity (Category of Directorship)

Mahindra & Mahindra Financial Services Ltd. – ID
FSN E-Commerce Ventures Ltd. – ID
Matrimony.com Ltd. - ID
Sequent Scientific Ltd. - ID
Asian Paints Ltd. – ID
CEAT Ltd. - ID

Mr. Kapil Modi

Date of Appointment
10-Nov-2021

Diversity Category
Male

Position at Hexaware
Non-Executive Non-Independent Director

Key Skills

- Finance and investment oversight
- Private equity portfolio management
- Technology and services sector exposure
- Capital structure and performance governance

Committee Representation

- Audit Committee
- Stakeholders Relationship Committee
- Risk Management Committee

Board meeting attendance in CY 2025

100%

Mr. Shawn Devilla

Date of Appointment
09-Aug-2022

Diversity Category
Male

Position at Hexaware
Non-Executive Non-Independent Director

Key Skills

- Private markets and alternative investments
- Strategic planning and value creation initiatives
- Financial oversight of global portfolio companies
- Long-term growth strategy

Committee Representation

- Stakeholders Relationship Committee
- Risk Management Committee

Board meeting attendance in CY 2025

77%

Mr. Julius Genachowski

Date of Appointment
10-Nov-2021

Diversity Category
Male

Position at Hexaware
Non-Executive Non-Independent Director

Key Skills

- Technology policy and regulation
- Digital infrastructure and innovation ecosystems
- Corporate governance and public policy interface
- Strategic leadership in technology-driven organizations

Committee Representation

- CSR Committee

Board meeting attendance in CY 2025

77%

Mr. Vivek Sharma

Date of Appointment	Diversity Category	Position at Hexaware
13-Aug-2024	Male	Non-Executive Independent Director

Key Skills

Leadership, global business, information technology, enterprise risk management, and cybersecurity

Board meeting attendance in CY 2025

100%

Committee Representation

- Stakeholders Relationship Committee
- Audit Committee

Ms. Sukanya Kripalu

Date of Appointment	Diversity Category	Position at Hexaware
13-Aug-2024	Female	Non-Executive Independent Director

Key Skills

- Human resources and people leadership
- Diversity, equity, and inclusion (DEI)
- Organizational culture and workforce transformation
- ESGlinked social governance

Board meeting attendance in CY 2025

100%

Committee Representation

- Nomination and Remuneration Committee
- Stakeholders Relationship Committee
- ESG Committee

Directorship of other Listed Entity (Category of Directorship)

Aditya Birla Real Estate Ltd. – ID
The India Cements Ltd. – ID
Entertainment Network India Ltd. – ID
Colgate Palmolive (India)Ltd. – ID
Ceat Ltd. – ID
Hindalco Industries Ltd. - ID

The detailed profiles of all the Directors, their experience, expertise and full-time positions are available on our website at **https://hexaware.com/about-us/leadership/**

Board Diversity	
27% Board gender diversity	**73%** Foreign Nationality
56 Average Age (in years)	**5** Average Tenure of the Board (in years)

Board Committees

Hexaware's Board Committees ensure focused and effective governance across critical areas, supported by technology-enabled processes and reporting.

Audit Committee

- Oversees financial integrity, internal controls, and compliance
- Primary responsibilities include reviewing financial reporting, adequacy of internal financial controls, and findings of internal investigations

Nomination and Remuneration Committee

- Oversees Board composition, leadership succession, and remuneration
- Reviews performance using structured evaluation frameworks and digital dashboards

Stakeholders Relationship Committee

- Ensures timely, secure, and transparent communication with shareholders
- Leverages digital platforms to track and resolve stakeholder concerns

Corporate Social Responsibility Committee

- Oversees CSR strategy, impact assessment, and utilization of funds
- Uses digital tools to track project outcomes and social impact

Risk Management Committee

- Oversees strategic, operational, and emerging risks, including digital and ESG risks
- Ensures that appropriate methodology, processes, and systems are in place to evaluate enterprise-wide risks

Environment, Social, Governance Committee

- Oversees integration of ESG into business strategy and risk management
- Reviews ESG performance and disclosures to ensure accountability and compliance

ESG Policies

For more information on our policies, visit our website here

ESG Policy	CSR Policy	Energy & Environment Policy
Water Management Policy	Supplier Code of Conduct	Sustainable Procurement Policy
Stakeholders Engagement Policy	Whistleblower Policy	Hexaware Corporate Tax Policy
Enterprise Risk Management Policy & Framework	Anti-Bribery & Anti-Corruption Policy	Code of Conduct
DEI Policy	Human Rights Policy	Occupational Health & Safety Policy
Prevention of Sexual Harassment Policy	Anti-Harassment Policy	Code of Conduct for Contractors
Slavery & Human Trafficking Statement	Anti-trust Fair Competition Policy	Anti-money Laundering and Sanctions Policy
Conflict of Interest Policy	Global Leave Policy	Employee Separation Policy
Succession planning Policy	Nomination & Remuneration Committee Policy	Responsible AI Policy

ESG Governance [GRI 2-9, 10, 12, 13, 14, 25]

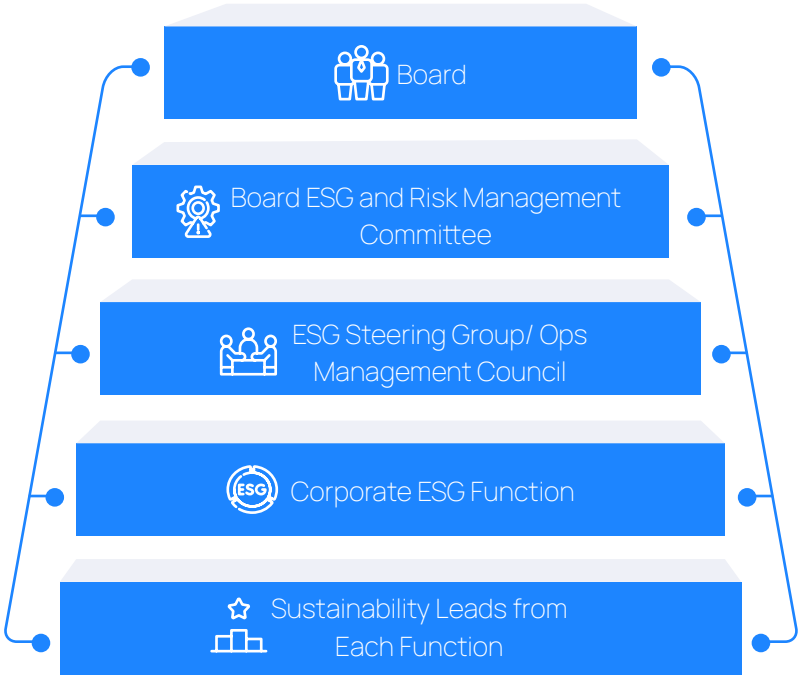
Hexaware believes strong governance is foundational to long-term value creation and ESG performance. ESG principles are integrated into key decision-making, risk management, and strategic planning across the organization. Governance structures link Board-level direction with operational execution to ensure accountability, compliance, resilience, and progressive climate action.

The Board retains ultimate responsibility for the Company's strategy, sustainability performance, and risk oversight, including climate-related risks. Independent oversight and leadership balance are strengthened through the separation of the Chairman and CEO roles—a practice in place for more than 18 years.

ESG Governance Framework

Hexaware's ESG governance framework is anchored in a robust leadership structure that ensures strategic oversight, accountability, and cross-functional integration of sustainability priorities. At the apex, the Board of Directors provides overarching oversight of ESG strategy, integrating long-term sustainability goals into corporate decision-making and aligning with stakeholder expectations. Supporting the Board, an ESG Steering Committee — comprising the COO, CRO, CPO, CFO, Head of Corporate Affairs, and key function heads — drives implementation, performance monitoring, and governance across the organization.

Leadership of the ESG agenda is further strengthened by dedicated executive-level roles, with the Chief Risk Officer (CRO) steering ESG integration, reporting, and continuous improvement across Environmental, Social, and Governance dimensions.



To ensure effective implementation of our ESG strategy and climate-related commitments, Hexaware has a structured governance framework with clearly defined roles and accountabilities at each organizational level.

ESG Board & Risk Management Board Committees

Governance, Oversight & Strategic Stewardship

- The Board of Directors holds overall accountability for ESG strategy, performance, and integration into corporate direction, ensuring long-term resilience and alignment with stakeholder expectations.
- The Risk Management Committee oversees the enterprise risk management policy, and monitors climate-related risks under the risk policy.
- The ESG Committee evaluates climate and ESG policies, determines the roles and responsibilities of downstream governance bodies, and tracks progress against strategic sustainability goals and objectives.
- These committees collectively govern climate strategy, risk oversight, and alignment of sustainability with business priorities.

ESG Steering Committee / Ops Management Council

Enterprise Execution & Cross-Functional Leadership

- Senior executives, including the Chief Operating Officer (COO), Chief Risk Officer (CRO), Chief People Officer (CPO), Chief Financial Officer (CFO), Head of Corporate Affairs, and key function heads, chair the Committee.
- They ensure governance, systems, and processes for collecting, collating, and reporting ESG and climate-related data are robust and fit for purpose.
- They lead the development and review of climate strategies, identifies cross-department action points, and regularly reviews sustainability performance against key indicators (e.g., GHG emissions, water use, energy).
- They drive climate risk training and awareness for board members and department leads, ensuring readiness in identifying and responding to emerging climate-related issues.
- They translate board-level guidance into tangible operational plans and accountability mechanisms.

Corporate ESG Function / Working Group

Central Coordination, Insights & Reporting

- The function acts as the central hub for ESG and climate data collection, coordination, and reporting across business units.
- They develop and maintains ESG and climate policies, supports the Steering Committee with analytical insights, and ensures alignment with global reporting frameworks.
- They prepare sustainability disclosures, engages with external third parties (e.g., rating agencies and consultants) for annual assessments and climate risk evaluations, and integrates feedback into continuous improvement cycles.
- They ensures that Hexaware's sustainability reporting is data-driven, audit-ready, and aligned with best practice frameworks.

Function Heads & Sustainability Leads

Business Unit Delivery & Embedded Accountability

- Embedded within individual functions, Sustainability Leads are responsible for implementing climate-related initiatives and tracking progress against KPIs at the departmental level.
- They support identification and documentation of location-specific climate risks and mitigation actions, feeding insights upward to the Steering Committee.
- They collaborate with the Corporate ESG team to ensure consistent data flows, participate in cross-functional discussions to align departmental plans with organizational climate goals, and help drive awareness and the embedding of ESG principles across teams.
- This level ensures that climate action and sustainability priorities are operationalized within each business unit.

Management Accountability

Executive Ownership & Strategic Drive

- CEO, CFO, CRO, and other senior leaders play active roles in identifying climate-related risks and opportunities, setting internal targets, securing resources, and steering execution against key climate objectives.
- Leadership sponsors and champions climate risk assessments, ensuring integration into enterprise risk frameworks and broader business strategies.
- This layer ensures that accountability for climate outcomes is visible at the highest management levels.

This layered governance model ensures that climate and ESG considerations are strategically owned at the top, operationally integrated across functions, and embedded into day-to-day business decisions, aligning with Hexaware's sustainability ambition and reporting commitment.

Board Accountability

Hexaware's Board of Directors holds ultimate accountability for the Company's strategy, performance, and long-term sustainability. The Board provides oversight of ESG risks and opportunities as part of its governance function, and corporate reporting disciplines ensure alignment with stakeholder expectations and regulatory requirements. The Board's oversight extends to enterprise risk management, ESG targets, and performance reviews at scheduled intervals.

Board Independence

Hexaware's Board comprises 11 directors, including Executive, Non-Independent Non-Executive, and Independent Directors, in line with statutory requirements and SEBI Listing Regulations. With a majority of Non-Executive Directors, including 3 Independent Directors, and a clear separation of the Chairman and Chief Executive Officer roles, the Board ensures independent oversight of management, strategy, and ESG performance.

Board Type

Hexaware operates with a unitary Board structure with individual directors responsible for governance, strategic oversight, and performance accountability. The Board is supported by statutory committees for functional governance (e.g., Audit Committee, NRC).

Board Evaluation Criteria

Hexaware conducts formal Board and Committee evaluations in compliance with the Companies Act and best regulatory practices. Evaluation criteria cover composition and structure, effectiveness of Board processes, information flow, independence of views, and contribution to strategy and oversight functions. Independent Directors are evaluated by the Board, excluding the director under review.

Collective Board Skills and Experience

The Board of Directors of Hexaware collectively brings deep expertise in the software and IT services industry, with extensive experience in managing large-scale global operations and complex delivery models. The Board possesses strong strategic planning and execution capabilities, supported by significant experience in digital transformation, technology-led business growth, and capital allocation. Additionally, the Board demonstrates robust governance, financial oversight, risk management, and regulatory compliance expertise, complemented by leadership in human capital management, diversity and inclusion, and ESGrelated oversight.

Nomination and Remuneration Process

The Nomination and Remuneration Committee (NRC) governs leadership succession, Board composition, Director selection, and remuneration policy. The NRC ensures remuneration decisions align with Company performance, market standards, and stakeholder expectations, emphasizing performance and fair compensation structures. The NRC's remit is in accordance with the Companies Act (Section 178) and SEBI LODR Regulations.

CEO Compensation

Hexaware reports executive compensation in the 2025 Annual Report. For FY2025, CEO and Executive Director remuneration reflects a mix of fixed pay, short-term incentives, and equity-based compensation through ESOPs, as approved under compensation policy and in line with performance criteria.

Long-term Performance Alignment

Hexaware links executive pay partly to long-term performance metrics through ESOPs and incentive plans designed to incentivize sustained Company performance and shareholder value creation. The compensation framework balances short-term remuneration and long-term alignment, though specific documented performance metrics disclosures are enshrined in the public Annual Report.

Non-Executive Chairperson / Lead Director

Hexaware is committed to maintaining a robust governance framework that ensures transparency and accountability. The role of the Chairperson is non-executive and independent, reflecting our dedication to unbiased oversight and strategic guidance. We have established a clear distinction between the positions of Chairman and CEO to reinforce effective leadership.

Mr. Larry Quinlan serves as the **Non-Executive Independent Chairman,** bringing impartial oversight, while **Mr. R. Srikrishna, as CEO,** drives operational excellence within the company. This separation of roles strengthens our governance practices, facilitating balanced decision-making and fostering sustainable growth.

Grievance Handling Procedure

Our grievance policies at Hexaware ensure a safe, respectful workplace by fostering open communication through our Whistleblower Policy. This encourages employees to report unethical practices, suspected fraud, or Code of Conduct violations early, preventing larger issues.

Whistleblower identities remain confidential to safeguard their privacy, and we ensure they face no discrimination or retaliation. Serious action is taken against any attempts at intimidation or retaliation. Individuals can file complaints of retaliation under the policy, and thorough investigations will be conducted. The Whistleblower Committee, including the CFO and COO, manages complaints, with the CEO stepping in if a committee member is involved. The Audit Committee annually reviews the policy to ensure its effectiveness in encouraging genuine disclosures.

Approach to Tax [GRI 207]

Tax Strategy and Governance

Hexaware adopts a compliant and responsible approach to taxation, recognizing tax as an integral part of our economic contribution across geographies. The Company's tax practices are guided by applicable local and international tax laws and are embedded within the broader governance and compliance framework.

Tax matters are managed through established internal processes and controls, with oversight by senior management and review through statutory audits and regulatory filings. Hexaware does not pursue aggressive tax planning or artificial arrangements to obtain undue tax benefits. Inter-company transactions and transfer pricing arrangements are undertaken on an arm's-length basis and in accordance with prevailing regulations.

Tax Reporting

Hexaware ensures timely and accurate tax reporting in all jurisdictions in which it operates. The Company complies with statutory tax filing and payment requirements, including corporate income tax, indirect taxes, and other applicable levies, in accordance with local regulations.

Tax-related disclosures are made through the Annual Report and statutory financial statements, in line with applicable accounting standards and regulatory requirements. Material tax positions, contingencies, and litigations, where applicable, are disclosed in the notes to accounts.

Effective Tax Rate

Our effective tax rate reflects the geographic distribution of Hexaware's operations, applicable statutory tax rates, and the nature of our business activities. The effective tax rate is disclosed annually in the Company's financial statements as part of statutory reporting.

Variations between the statutory tax rate and the effective tax rate are explained through standard reconciling items disclosed in the financial statements, including differences arising from jurisdictional tax rates, deferred tax adjustments, and allowable deductions.

Business Ethics

Approach

At Hexaware, integrity, transparency, and accountability guide how we operate across our business, client engagements, and partnerships. We take a zero-tolerance approach to bribery, corruption, conflicts of interest, and misconduct, backed by clear policies, employee awareness programs, ongoing monitoring, and corrective action where needed. Critically, oversight of business ethics is not a standalone function — it is embedded within our governance and compliance framework, ensuring ethical considerations are part of how we assess risk and make decisions across the organization.

Anti-Bribery and Anti-Corruption Policy

Hexaware has a formal Anti-Bribery and Anti-Corruption (ABAC) Policy that applies across all geographies and to all employees, as well as third parties acting on the Company's behalf. The policy sets out clear requirements to prevent, identify, and address bribery and corruption risks.

The policy prohibits offering, giving, soliciting, or accepting bribes or any improper advantage, whether directly or indirectly. Facilitation payments and corrupt practices intended to influence business outcomes are not permitted. Controls governing gifts, hospitality, and interactions with public officials are established to mitigate corruption risks. The policy is supported by internal controls, periodic communication, and compliance reviews to ensure alignment with applicable laws and regulations.

Ethics and Compliance [GRI 2-24, 25] [GRI 205] [GRI 406] [GRI 408] [GRI 409] [GRI 415]

100% Operations assessed for business ethics risk in CY 2025

100% Operations assessed for corruption risks in CY 2025

Zero Reported cases of corruption

100% Operations assessed for ISO 37001 Anti Bribery management system

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

Zero Contributions to political campaigns or organizations or lobbying organizations

Complaints Received in CY 2025

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

Conflict of Interest

Hexaware is committed to maintaining the highest standards of integrity by proactively identifying and managing conflicts of interest that may arise when personal interests interfere with, or appear to interfere with, decisions made in the best interests of the Company. Our Conflict of Interest Policy, applicable to all employees and Board Members globally, defines real, potential, and perceived conflicts and provides guidance on situations such as dealings with relatives, personal investments in competitors, or conflicting outside employment.

Employees are required to disclose any such conflicts within seven days through the designated reporting channel, following which the Human Resources and Compliance teams review disclosures and implement appropriate mitigation measures to ensure objective decision-making. The Policy is reviewed annually, supported by regular training and oversight by the Legal, HR, and Risk functions, and any violations are addressed through disciplinary action.

Code of Conduct

Hexaware's Code of Conduct outlines the ethical and professional standards expected of all employees, senior leadership, and members of the Board. It provides guidance on compliance with laws and regulations, preventing conflicts of interest, maintaining fair and responsible business practices, and fulfilling anti-corruption obligations.

The Code is communicated to employees at onboarding and forms part of ongoing compliance requirements, including periodic affirmations. It serves as a common reference for ethical decision-making and reinforces individual accountability across the organization.

The Code is complemented by other governance mechanisms and procedures, ensuring that ethical expectations are consistently communicated and upheld across regions, functions, and levels of the organization.

Reporting on Breaches

Hexaware maintains established channels for reporting actual or suspected breaches of our Code of Conduct, policies, or applicable laws. Employees and stakeholders are encouraged to report concerns in good faith without fear of retaliation. Reported matters are reviewed and investigated confidentially and objectively, with corrective or disciplinary actions taken where violations are confirmed. Mechanisms for follow-up and resolution are integrated with internal audit and compliance monitoring processes.

Protective provisions for those reporting concerns explicitly state that reporting will not result in unfair treatment. Allegations of retaliation, discrimination, harassment, or intimidation against whistleblowers or assisting witnesses are taken seriously and investigated thoroughly, with appropriate action taken against those responsible.

Whistleblowing Mechanism

A formal whistleblowing mechanism encourages employees and other stakeholders to report concerns about unethical behavior, fraud, or Code violations through secure, confidential channels. This mechanism supports Hexaware's commitment to transparency and accountability.

The Whistleblower Committee, responsible for reviewing and investigating complaints, comprises senior leaders, including the CFO and the COO. In instances where a complaint involves a member of the Committee, the CEO is notified and may decide on the matter directly or through an independent review. These provisions are designed to uphold the integrity of the process and ensure independence of investigations.

Protections are built into the process to ensure that individuals who report in good faith face no discrimination, harassment, victimization, or other unfair treatment as a result of making a disclosure. Any attempts to intimidate or retaliate against a whistleblower are treated as serious violations and are addressed accordingly.

UN Global Compact Membership

Hexaware is a signatory to the United Nations Global Compact, and we align our business practices with the Compact's Ten Principles, including those related to anti-corruption. This commitment reinforces the Company's approach to ethical conduct and responsible business practices in line with globally recognized standards.

Adherence to standards ensuring operational excellence

ISO 9001 **Quality Management**	ISO 27001 **Information Security**	ISO 22301 **Business Continuity**	ISO 45001 **Occupational Health and Safety**	ISO 14001 **Environmental Management**	ISO 50001 **Energy**
83% coverage 28,029 / 33,844 employees	84% coverage 28,571 / 33,844 employees	86% coverage 23,199 / 26,875 employees	84% coverage 22,658 / 26,875 employees	84% coverage 22,658 / 26,875 employees	84% coverage 22,658 / 26,875 employees

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

Compliance Report CY 2025

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

Risk Management

Approach to Risk Management

At Hexaware, risk management is an integral part of how we run the business, not a separate process that sits alongside it. We take an enterprise-wide approach where risks, including sustainability-related ones, are systematically identified, assessed, and managed as part of everyday decision-making.

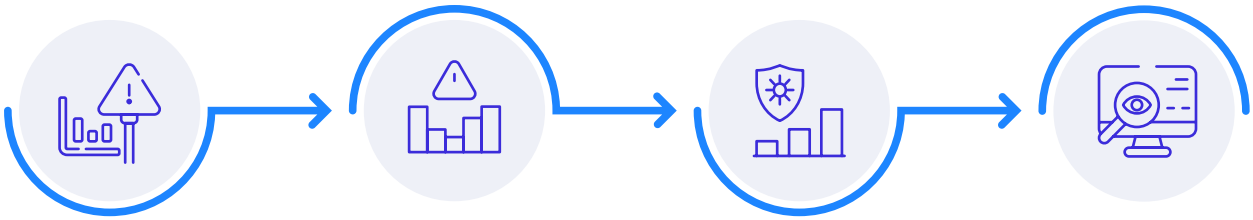
Our risk universe is reviewed regularly and reassessed whenever significant changes occur — whether in business strategy, regulation, market conditions, or the technology landscape. This ensures emerging risks are caught early and addressed before they become material issues.

Environmental, social, human capital, and data-related risks are fully embedded within this framework. We do not treat sustainability risk as a separate category. It is part of the same process through which we protect long-term value creation, business resilience, and responsible operations.

Risk Management Framework

Hexaware's Enterprise Risk Management (ERM) framework aligns with ISO 31000:2018 and COSO ERM (2017) principles and provides a structured, consistent methodology for managing risks across the organization.

Key Elements of the Framework



Risk Identification

Risks are identified across strategic, operational, financial, compliance, technology, and sustainability dimensions through structured assessments involving business and functional leaders.

Risk Assessment

Identified risks are evaluated based on likelihood and impact, enabling prioritization and focused management attention.

Risk Mitigation

Mitigation plans are defined for material risks, with clear ownership assigned to responsible functions.

Monitoring and Review

Risks and mitigation effectiveness are periodically monitored through a centralized risk register, with defined thresholds and early-warning indicators to support timely escalation where required.

Risks are identified through enterprise-wide assessments, business reviews, strategic planning, and external environment scanning, and are categorized across strategic, operational, financial, compliance, technology, ESG, and emerging risk domains.

Each identified risk is evaluated on the basis of:

Likelihood of occurrence

The probability of the risk taking place

Severity impacts

The potential consequences on operations, financial performance, reputation, or stakeholder value

Early Warning Indicators (EWIs)

Quantifiable metrics or thresholds that signal changes in risk conditions

The combination of likelihood and severity assessments, supplemented by EWIs, enables Hexaware to prioritize risks effectively, focusing on areas requiring immediate action or heightened monitoring before risks escalate into material issues. EWIs are regularly tracked against predefined thresholds to ensure prompt mitigation responses when indicators signal elevated risk. These mechanisms help ensure that risks remain within the Company's risk appetite and tolerance levels.

The framework follows a **Three Lines of Defense** model, ensuring clarity of roles across risk ownership, oversight, and independent assurance.

Risk Governance

Risk governance at Hexaware is underpinned by a multi-tier oversight structure that ensures accountability, transparency, and effective escalation.

The risk governance framework establishes clear oversight, accountability, and ownership for the effective management of risks across the organization. Risk management matters are reviewed at the Operations Management Council, which comprises members of the CXO leadership and provides strategic oversight while ensuring alignment with the approved risk management policy. The Chief Risk Officer appoints Risk Owners across relevant functions, who are responsible for implementing, monitoring, and continuously strengthening risk management processes within their respective areas.

Emerging Risks

In addition to managing existing risks, Hexaware places strong emphasis on identifying and assessing emerging risks that may impact future performance and sustainability. Emerging risks include rapid advancements in artificial intelligence, evolving cyber and data privacy threats, geopolitical instability, regulatory changes, climate transition risks, and shifting client expectations related to ESG and responsible technology use. Riskbased internal audits provide assurance on control effectiveness and support continuous improvement in risk governance and compliance.

Key Risks and Mitigation Strategy

The key risks faced by the company and the mitigation measures undertaken during the year are given below:

Rank	Top Risk	Description	Mitigation
1	Cyber security and data privacy (including ransomware, data breach, state actors, insider threat, Supply chain risks etc.), Disaster recovery and Business continuity	As a global digital services provider, Hexaware manages significant volumes of sensitive data, making it susceptible to evolving cyber threats that could disrupt operations and impact stakeholder trust.	• Strengthened security through Extended Detection and Response (XDR), Secure Access Service Edge (SASE), and Extended Security Intelligence and Automation Management (XSIAM), along with robust patch management • Conducted regular Vulnerability Assessment and Penetration Testing (VAPT), third-party vulnerability scans, simulated cyberattacks, Open-Source Intelligence (OSINT) scans, and dark web monitoring • Implemented an ISO 27001:2022-certified Information Security Management System (ISMS) and enhanced endpoint security for hybrid environments • Undertook annual Service Organization Control (SOC 1 and SOC 2 Type II) audits under SSAE 16 and ISAE 3402 standards • Benchmarked cybersecurity practices with the National Institute of Standards and Technology (NIST) framework • Deployed Attack Surface Monitoring (ASM) for continuous/daily monitoring and Continuous Automated Red Teaming (CART) for proactive threat simulation • Targeted ~0% vulnerabilities (excluding permissible critical/high thresholds as per industry standards) • Achieved a BitSight score of ~800 vs industry average of 650–770, indicating strong cyber resilience
2	Emerging geopolitical risks (including tariffs)	Exposure to global markets makes Hexaware vulnerable to geopolitical shifts, including tariffs and regulatory changes that may impact supply chains and cost structures.	• Diversified supply chains across geographies to reduce dependency risks • Developed contingency procurement and sourcing strategies • Continuously monitored geopolitical and regulatory developments • Invested in localized delivery hubs and regional partnerships • Built flexibility into supplier contracts for pricing and delivery adjustments
3	Existing large customers deciding to insource/ move their outsourcing spend to GCCs (losing top customers)	The increasing adoption of Global Capability Centers (GCCs) by clients may reduce outsourcing demand and impact revenues from key accounts.	**Client Relationship Deepening** • Strengthened strategic partnerships through co-innovation, joint transformation programs, and executive engagement • Expanded value-added offerings including digital transformation, Artificial Intelligence / Machine Learning (AI/ML), and ESG solutions **Diversify GCC Footprint** • Aligned with GCC ecosystems through co-location and capability integration • Built regional specialization to enhance proximity and access to local talent pools
4	Talent availability & retention including key management personnel and long timers (Compensation model challenges)	The ability to attract and retain skilled talent, particularly in digital and AI domains, remains critical amid rising competition and evolving workforce expectations.	• Strengthened hiring through employee referral programs and dedicated sourcing teams • Expanded talent pool across Tier 2 cities to optimize costs and improve fulfillment • Accelerated hiring through proactive models (e.g., pre-offer pipelines such as Lane 2) • Invested in internal capability building through programs such as SONIC • Strengthened AI capabilities through dedicated leadership and cross-functional talent deployment • Implemented structured succession planning with phased leadership development and assessment centres.
5	Revenue Concentration	Dependence on select geographies and large clients may expose Hexaware to concentration risks affecting revenue stability.	• Increased focus on non-US markets including Europe, Asia-Pacific, Nordics, Middle East, and Africa • Continuously tracked US revenue share as a percentage of total revenue • Monitored top 5 client contribution, with a gradual decline in concentration levels observed

Rank	Top Risk	Description	Mitigation
6	Disruption due to AI – revenue reduction due to AI/automation/GenAI & non-traditional entrants	Rapid advancements in AI, automation, and GenAI may disrupt traditional service models and intensify competition from new-age players.	• Expanded portfolio across AI, automation, cloud, and digital transformation services • Reorganized service lines to deliver customized, client-centric solutions • Encouraged bottom-up innovation and disruption • Strengthened partner ecosystem with leading platforms and niche technology providers • Maintained strong client relationships (~15 years average association with top 10 clients) • Incorporated continuous client feedback and analyst insights into strategic decision-making
7	Regulatory and Compliance risks (including misstatement of financial statements; violation of SEBI, RBI, Income tax, other statutory rules)	Operating across multiple jurisdictions exposes Hexaware to evolving regulatory requirements and compliance risks, including financial and statutory obligations.	• Established a robust global compliance framework supported by strong governance mechanisms • Leveraged advanced compliance tools to ensure adherence to regulatory requirements across jurisdictions
8	Challenges post velocity go-live	Post go-live challenges in large transformation programs may impact system stability, user adoption, and operational efficiency if not managed effectively.	• Established dedicated post go-live support teams • Monitored key performance indicators (KPIs) and user feedback closely • Conducted regular retrospectives to identify and resolve issues • Documented lessons learned to strengthen future implementations
9	Increased cost of services leading to margin erosion	Rising costs related to talent, subcontracting, and operations may impact margins if not effectively managed through efficiency improvements.	• Strengthened cost optimization and budgeting discipline • Tracked hiring costs against budget on a monthly basis • Reduced subcontractor dependency by increasing internal workforce • Broadened talent pyramid through fresher hiring • Institutionalized structured training and upskilling programs
10	IP infringement	Risks related to IP infringement or misuse may lead to legal exposure, financial liabilities, and reputational damage.	• Implemented formal IP governance covering copyrights, trademarks, patents, and trade secrets • Incorporated indemnity clauses in client and vendor contracts • Ensured use of licensed software, datasets, and media assets only • Engaged external legal experts for dispute resolution and enforcement actions • Reviewed adequacy of liability insurance coverage

Responsible Supply Chain [GRI 2-24] [GRI 308]

We recognize that building a responsible supply chain is central to mitigating risks, fostering ethical behavior, and driving shared sustainability outcomes across our value chain.

Our responsible supply chain practices integrate environmental, social, and governance considerations into how we select, onboard, engage, and monitor our suppliers — enabling us to uphold our values while creating long-term value for stakeholders.

Our Approach to Responsible Sourcing

Responsible sourcing at Hexaware is underpinned by a strategic focus on people, planet, and ethical business conduct. We prioritize partnerships with suppliers who align with our sustainability commitments and share our vision of long-term, sustainable growth.

Our Approach	
Embedding ESG in Procurement Decisions	We incorporate environmental, labour, human rights, and governance criteria in the supplier selection and contracting process to ensure rigor and transparency in sourcing.
Sustainable Procurement Policy	Our Sustainable Procurement Policy reflects our commitment to reducing environmental impacts and promoting ethical practices across the supply chain. The policy emphasizes "green procurement practices" and encourages suppliers to adopt sustainability-oriented processes that are consistent with Hexaware's values.
Strategic Engagement and Awareness	We communicate our sustainability requirements to suppliers and raise awareness of responsible sourcing expectations to foster deeper engagement and mutual alignment.

Through these practices, Hexaware seeks to strengthen supply chain resilience and ensure that procurement decisions reflect our ESG priorities.

Supplier Assessment

We use a robust supplier assessment framework to evaluate prospective and existing suppliers on ESG performance in addition to traditional criteria such as quality, cost, delivery, and compliance.

Key Elements of Our Assessment Process

ESG Screening During Onboarding

All suppliers are evaluated against ESG standards during onboarding. This screening ensures suppliers understand Hexaware's expectations and align with internationally recognized human rights, labor practices, environmental protection, and ethical conduct norms.

44 Total Critical Suppliers

100% Of critical suppliers underwent ESG assessments

Risk-based Prioritization

Suppliers are categorized using a risk-based approach to tailor the depth and frequency of monitoring activities, focusing more intensive oversight on higher-risk categories.

Ongoing Performance Tracking

Periodic reassessments are conducted to monitor adherence to sustainability criteria and identify opportunities for improvement.

Supplier Code of Conduct

The Hexaware Supplier Code of Conduct sets the foundation for responsible engagement with our suppliers. It applies to all suppliers—third-party firms or individuals—who provide people, services, or products to Hexaware. This includes manpower and staffing contractors, service providers supporting operations at Hexaware locations, and vendors supplying goods, equipment, or technology across the Company's operations. As a binding document, the Code outlines the standards that the suppliers are expected to uphold across key governance and sustainability domains, including:

Human Rights and Labor Standards

The Code incorporates internationally recognized principles for respecting human rights, eliminating forced and child labor, and ensuring fair employment practices.

Governance and Integrity

Upholding strong corporate governance practices, including anti-corruption and ethical business conduct, is central to the relationships we build with suppliers.

Environmental Stewardship

Suppliers are encouraged to reduce their environmental footprint, use natural resources responsibly, and comply with applicable environmental laws.

Legal and Ethical Compliance

Suppliers must comply with all applicable laws, regulations, and Hexaware's ethical standards.

Suppliers are required to formally acknowledge the Supplier Code of Conduct as part of their contractual terms, reinforcing mutual accountability for sustainability outcomes.

100% Of critical Suppliers Signed our Supplier Code of Conduct

Cybersecurity and Data Privacy [GRI2-24,25] [GRI 418]

As a global IT and digital services provider, Hexaware recognizes that robust cybersecurity and data privacy practices are critical to maintaining stakeholder trust, ensuring regulatory compliance, and safeguarding long-term business resilience.

Secure digital operations are embedded into Hexaware's governance and risk management framework, enabling the Company to proactively manage cyber threats, protect client and personal data, and ensure continuity of service delivery across geographies.

Our Approach to Secure Operations

Hexaware adopts a risk-based and defense-in-depth approach to cybersecurity and data privacy, integrating security controls across people, processes, and technology. Information security considerations are embedded across the digital delivery lifecycle — from solution architecture and infrastructure management to application development, cloud operations, and managed services.

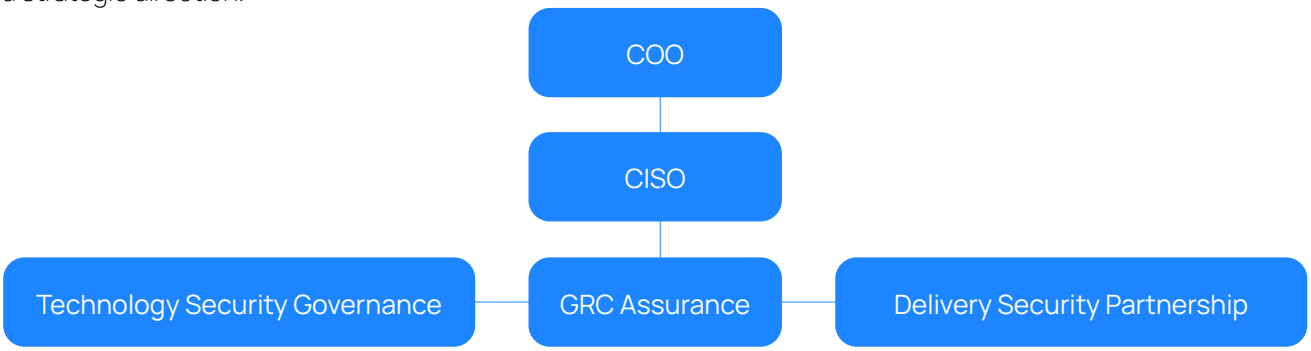
The Company's approach focuses on:

- Preventing unauthorized access and data breaches
- Detecting and responding to cyber threats in a timely manner
- Minimizing operational disruption and data loss
- Ensuring compliance with global data protection regulations and client contractual requirements

Cybersecurity and data privacy risks are treated as enterprise risks, aligned with Hexaware's broader risk management framework, and overseen through defined governance mechanisms.

Information Security Governance

Hexaware has established a strong information security governance structure to provide oversight, accountability, and strategic direction.



Key elements of governance include

A dedicated information security leadership function, responsible for defining security strategy, policies, and controls

Senior management oversight of cybersecurity and data privacy risks as part of enterprise risk management

Clearly defined roles and responsibilities across business units for information security, data protection, and incident management

Periodic review of security policies, risk assessments, and control effectiveness

Roles and Responsibilities

Roles and Responsibilities of COO

Chief Operating Officer

- Responsible for providing a robust technology framework and security framework for Hexaware
- Responsible for complying with all information security policies and processes
- Ensure adherence to laws and regulations relevant to the conduct of business
- Approve Information Security investments based on business cases
- Analyze cost effectiveness of security implementation
- Align changes in policy to new business and technology requirements

Roles and Responsibilities of CISO

Chief Information Security Officer

- Provide Management commitment and support for Information Security Management System (ISMS) and its scope
- Define the information security strategy, policy, standards, and assessment methods
- Review and approve information security, cybersecurity, privacy protection, and business continuity policies and procedures
- Analyze cost effectiveness of security implementation
- Review audit reports pertaining to ISMS
- Review and take action on non-compliance
- Align changes in policy to new business and technology requirements
- Co-ordinate and review for internal as well as external audits

This governance framework ensures that cybersecurity considerations are integrated into business decision-making and aligned with evolving threat landscapes and regulatory expectations.

Information Security Management Programs

Hexaware has implemented comprehensive information security management programs to protect the confidentiality, integrity, and availability of data across our operations.

Data Privacy Compliance

Hexaware maintains a structured data privacy framework aligned with applicable global data protection laws and regulations. The framework incorporates:

- Privacy-by-design and privacy-by-default principles
- Data classification and access control mechanisms
- Defined processes for managing data subject rights
- Regular monitoring of regulatory developments and compliance requirements

These measures support the responsible handling of personal and sensitive data across internal operations and client engagements.

Secure Technology Infrastructure

The Company invests in secure and resilient technology infrastructure, supported by:

- Network, endpoint, and application security controls
- Secure cloud and data center environments
- Identity and access management mechanisms
- Continuous monitoring to detect and mitigate vulnerabilities

Security controls are periodically reviewed and enhanced to address emerging threats and evolving technology environments.

Business Continuity Management (BCM)

Hexaware is dedicated to ensuring business continuity and effective disaster recovery through comprehensive planning and assessment. Our approach includes:

Business Impact Analysis (BIA)

The Business Continuity Management System (BCMS) team conducts a thorough BIA to predict the consequences of business disruptions under worst-case scenarios. This involves assessing potential effects, improving readiness, and setting Recovery Time Objectives (RTO) to guide recovery efforts.

Threat-based Risk Assessment

A comprehensive risk assessment identifies vulnerabilities and evaluates security risks affecting business continuity. This proactive evaluation helps in prioritizing defenses and preparedness strategies.

Structured Business Continuity Planning

Based on these assessments, detailed Account / Project-level Business Continuity Plans (BCP) are developed, encompassing:

- Identification of critical team members
- Customer contact information
- Defined recovery strategies
- BCM testing schedules

Detailed Recovery Documentation

The team provides structured documentation on recovery requirements, covering infrastructure and operational needs. This includes vendor details aligned with project-specific recovery activities.

Ongoing Monitoring and Training

Regular follow-ups ensure BCPs remain updated and effective. Additionally, awareness sessions are conducted to train teams and reinforce preparedness across the organization.

We aim to maintain optimal resilience, safeguarding both processes and stakeholders against potential disruptions to ensure continued operational success.

Security Incident Governance

Hexaware has defined processes for identifying, escalating, responding to, and remediating security incidents. Incident governance mechanisms enable:

- Timely detection and containment of security incidents
- Root cause analysis and corrective actions
- Communication with relevant internal and external stakeholders, as required
- Continuous improvement of controls based on incident learnings

Incident Response Team

It comprises subject matter experts who respond to security breaches and other critical incidents and guide executive communication.

All suspected information security incidents are reported to the Security Alarm Team via email or the Incident Reporting Form / AskGenie.

The Security Alarm Team and Security Task Force jointly investigate and resolve incidents.

Incidents are communicated to respective customers within 24 hours of identification.

Employee Awareness and Training

Hexaware places a strong emphasis on security awareness and employee training to maintain a secure organizational environment. Regular training sessions are mandated for all employees, who must complete either an assessment or a refresher course annually. This ensures that they remain informed about the latest security protocols and threats. To complement these efforts, we consistently broadcast security alerts about current and potential threats, keeping all staff members informed and prepared.

A critical aspect of the training strategy includes quarterly phishing simulations. These exercises involve sending phishing emails to employees to gauge their ability to recognize threats. Employees who fail to identify these simulated threats must attend focused training sessions and pass a follow-up assessment. All aspects of these training initiatives, including the assessments, are carefully documented to track progress and identify areas for improvement.

Client Security – Handling Client Data with Care

Protecting client information is a core component of Hexaware's value proposition. The Company implements contractual, technical, and organizational safeguards to ensure:

- Confidentiality and integrity of client data
- Compliance with client-specific security requirements
- Secure access, storage, and transmission of data

We align our security practices with client expectations and global standards to build trust in our digital delivery.

Strategic Actions

We continue to strengthen our secure digital operations through:

- Ongoing enhancement of cybersecurity controls and monitoring capabilities
- Periodic risk assessments and audits
- Aligning security practices with evolving regulatory and client requirements
- Continued investment in employee awareness and capability building

Policy Influence

Hexaware engages responsibly with policymakers, industry bodies, and associations to support ethical business practices and sustainable development, while maintaining transparency and compliance with applicable laws.

Contributions and Other Spending

Hexaware ensures that all political and policy-related contributions, where applicable, are conducted in compliance with legal and regulatory requirements and internal governance frameworks. *For the Year 2025, Hexaware did not make any contributions or spending for political campaigns, political organizations, trade associations, etc.*

Case Study: Fortifying our ESG Presence

As ESG expectations from global clients, investors, and rating agencies intensified, we undertook a comprehensive review of our sustainability governance, disclosures, and performance management systems. The objective was not only to improve ESG ratings but also to institutionalize ESG as a business-critical capability aligned with long-term value creation.

This approach led Hexaware to achieve a score of 83/100 in the S&P Corporate Sustainability Assessment (CSA), placing us among the strong performers in the IT services sector.

What We Did Differently

Shift from Disclosure-led to Performance-led ESG

Rather than treating the CSA as a questionnaire-driven exercise, we oriented our approach toward the underlying processes, controls, and outcomes. This involved strengthening policies, defining clear ownership for ESG topics, and ensuring that ESG commitments were backed by measurable actions and evidence.

Integrated ESG into Enterprise Governance Structures

Key ESG themes such as data privacy, cybersecurity, human capital management, business ethics, and environmental stewardship were embedded into existing governance mechanisms. This ensured ESG risks and opportunities were assessed alongside enterprise risks, rather than in isolation, improving decision-making and accountability.

Enhanced Data Quality and Evidence Management

A structured internal data-collection and validation mechanism was established to support CSA submissions. Cross-functional teams were engaged to ensure consistency, traceability, and audit-ready documentation, strengthening both internal confidence and external credibility of ESG disclosures.

Focused Deep-Dives on High-Impact Topics

Hexaware focused on prioritized material ESG areas relevant to the business model, including:

- Information security and data protection
- Employee engagement, learning, and well-being
- Ethical business conduct and compliance
- Environmental efficiency across operations

For each priority area, we strengthened policies, expanded metrics, and improved monitoring and reporting practices.

First-time, Structured Disclosure of Advanced ESG Practices

Several ESG practices and management approaches were formally articulated and disclosed for the first time through the CSA process. This improved transparency and provided external stakeholders with a more holistic view of Hexaware's ESG maturity.

Outcomes and Impact

CSA Score of 83/100, reflecting strong alignment with global sustainability benchmarks

Improved internal ESG governance and cross-functional collaboration

Greater clarity on ESG risks, controls, and performance indicators

Enhanced credibility with investors, clients, and rating agencies

A robust foundation for continuous improvement in ESG performance and disclosure

Looking Ahead

Hexaware views the CSA outcome not as an endpoint, but as a baseline for further strengthening ESG integration. We are using insights from the assessment to refine targets, enhance data systems, and deepen ESG alignment with business strategy and client expectations.

HEXAWARE

Tech That Protects Our Planet

- Environmental Policy
- Climate Ambition to Climate Action
- Water and Effluent Management
- Responsible Waste Handling – Waste Management

Our environmental approach focuses on reducing our ecological footprint and integrating sustainability into our operations. Through climate action initiatives, efficient resource management, and responsible environmental practices, we aim to contribute to a more resilient and sustainable future.

Environmental Stewardship in Action

Climate Action

Initiatives to reduce GHG emissions and integrate climate considerations into operations

Energy Efficiency and Resource Optimization

Responsible use of energy, water, and other resources to enhance operational sustainability

Waste Management and Circular Practices

Responsible waste handling and recycling initiatives to minimize environmental impact

Environmental Compliance and Risk Management

Adherence to environmental regulations and proactive monitoring of environmental risks

Environmental Policy

Hexaware's Environmental Policy formalizes the Company's commitment to responsible environmental management. The policy outlines commitments to:

- Comply with all applicable environmental laws and regulations
- Use energy, water, and materials efficiently
- Reduce emissions, waste, and environmental impacts
- Prevent pollution and promote continual improvement

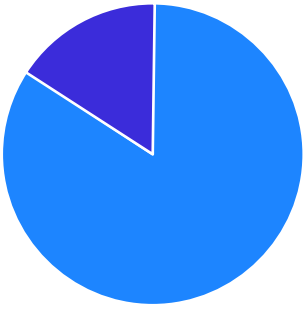
The policy applies across Hexaware's operations and is communicated to employees and relevant stakeholders. For more details on our Environmental Policy, view here.

Environmental Management Systems Verification

We implement structured environmental management systems to identify, monitor, and mitigate environmental impacts associated with our operations. These systems enable systematic planning, implementation, monitoring, and corrective action.

Environmental management systems are subject to periodic internal and external verification to assess compliance, effectiveness, and opportunities for improvement, supporting transparency and accountability.

Certifications



ISO 14001 certified

84% Coverage*

Hexaware internal audit of EMS

16% Coverage*

Total - 100% Coverage

** % of employees*

Environmental practices at all locations are governed through a combination of ISO 14001–certified systems and Hexaware's internal audit of EMS, ensuring consistent environmental oversight across operations.

Climate Ambition to Climate Action [GRI2-24] [GRI 102]

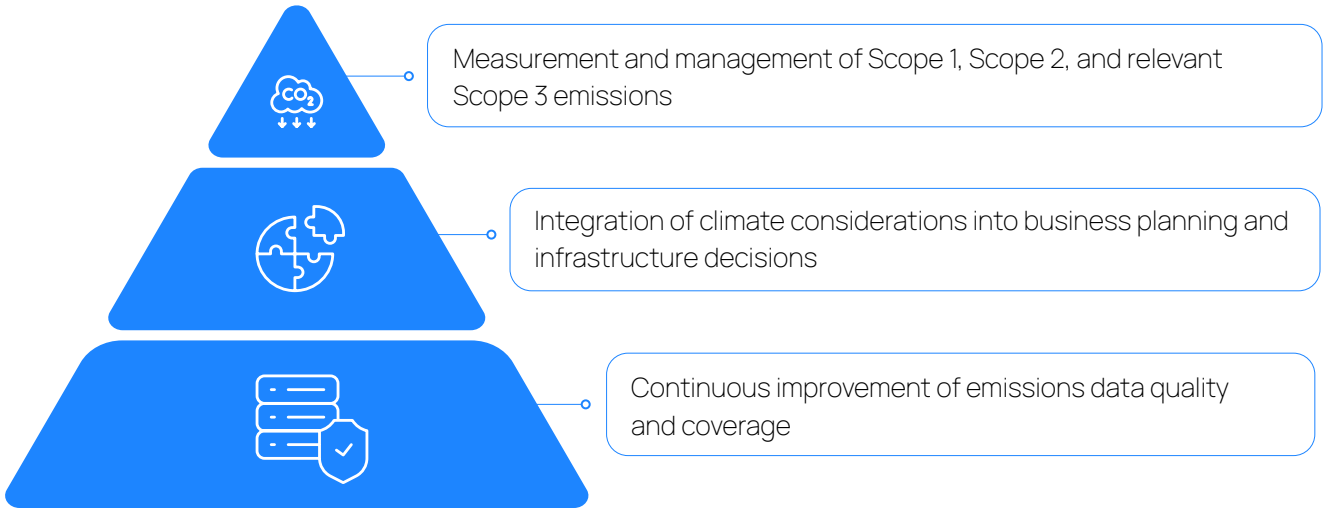
Goals	Progress 2025	Status
Reduce Scope 1 and 2 GHG emissions by 42% by 2030, and achieve net zero emissions by 2040	24% Reduction achieved compared to the base year 2023	On target
Transition of 70% of campus electricity usage to renewable sources by 2030	83% Electricity usage from renewable energy in owned campuses	Ahead of Schedule
Reduce Scope 3 emissions by 51.6% per employee by 2030, 97% per employee by 2040 from a 2023 base year	19.34% Scope 3 emission reduction per employee compared to the base year 2023	On target
Achieve water neutrality for owned operations by 2030	Achieved 60% water neutrality for owned operations by 2025	On target

Hexaware's climate strategy focuses on translating long-term ambition into measurable and actionable outcomes by embedding climate considerations into governance, risk management, and operational execution.

Our Approach

Hexaware adopts a structured and data-driven approach to climate action, recognizing climate change as both a business risk and a strategic consideration. The approach prioritizes direct emissions reduction across operations, supported by energy efficiency improvements and increased use of renewable energy.

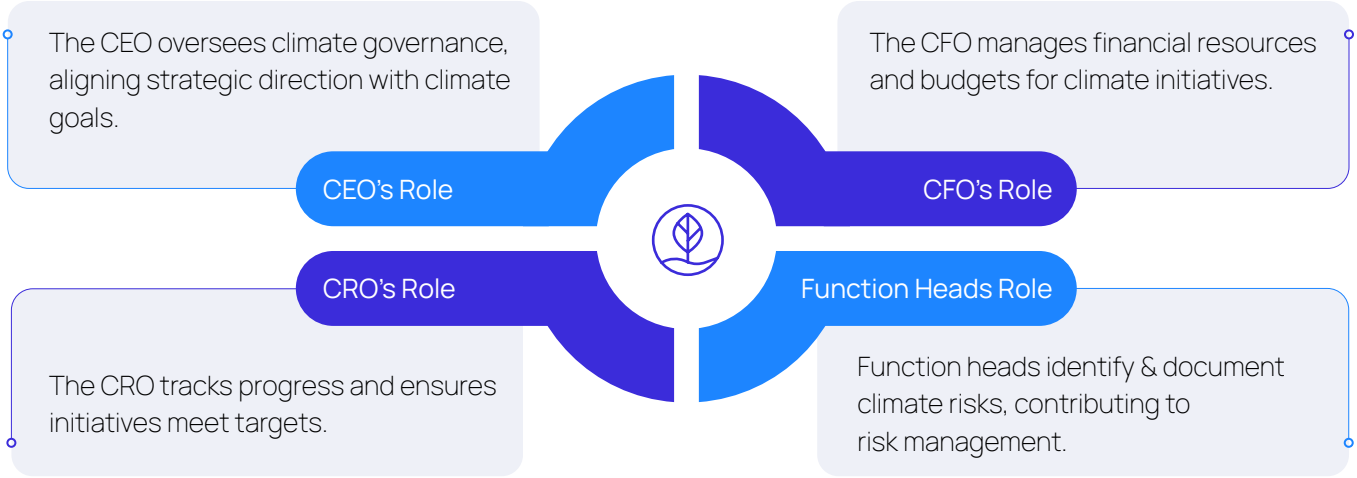
Key Elements



Climate Governance

The ESG Steering Committee plays a crucial role in shaping our climate action strategies. At Hexaware, the leadership team, including our CEO, CFO, and CRO, takes the lead in pinpointing and documenting climate-related risks and opportunities, ensuring our strategic approaches are not only proactive but also thorough.

As a pivotal component of our governance framework, the ESG Steering Committee is tasked with ensuring that the systems and processes for collecting, organizing, and reporting sustainability data are robust and effective. This Committee meticulously tracks key performance metrics for greenhouse gas emissions, water use, and energy consumption, thereby driving our commitment to environmental sustainability.



For more details on our climate governance, please refer to our TCFD report.

Climate Risk Management

At Hexaware, we recognize the profound impact climate change has on global ecosystems and economies. As part of our commitment to sustainability and resilience, we have integrated climate risk management into our comprehensive, multi-disciplinary company-wide risk management framework. This ensures that climate-related risks and opportunities are systematically identified, assessed, and managed across all dimensions of our operations.

Current Regulation and Emerging Regulation

Hexaware's risk management program proactively addresses both current and emerging regulatory requirements related to climate change. We closely monitor legislative changes and ensure compliance with evolving climate policies, thus minimizing regulatory risks and positioning Hexaware as a leader in sustainable practices.

Technology Risk

Technological advancement is key to mitigating climate risks, yet it also poses challenges. We continually assess technology risks associated with climate change, focusing on the potential for disruption and the opportunities that innovation presents. By doing so, we safeguard our operations and improve efficiency through sustainable technological solutions.

Legal Risk

Legal implications of climate change are increasingly complex. Hexaware's integrated approach allows us to identify and mitigate legal risks by ensuring our climate strategies align with legal standards and by preparing for potential litigation related to environmental impact.

Market Risk

Climate change influences market dynamics, consumer behavior, and investment patterns. Our framework evaluates market risks arising from environmental shifts, enabling us to anticipate changes in demand and to adapt our business models accordingly, thus ensuring continued competitiveness and growth.

Reputational Risk

In today's world, corporate reputation is intricately linked to environmental responsibility. Hexaware addresses reputational risks by embedding sustainability into our core values and operations, transparently demonstrating our commitment to climate action, and engaging with stakeholders to build trust and enhance our brand image.

Acute Physical Risk

Acute physical risks, such as extreme weather events, pose immediate threats to business operations. We have established robust procedures to assess and mitigate these risks, ensuring business continuity and safeguarding employee and stakeholder welfare.

Chronic Physical Risk

Chronic physical risks, including long-term shifts in climate patterns, are systematically evaluated within our risk management framework. Strategies are implemented to adapt our infrastructure and operations to anticipated changes, thus ensuring resilience against gradual environmental shifts.

Climate-related Management Incentives

Our leadership team is incentivized to drive meaningful progress in key areas such as emissions reduction, energy efficiency, and resource optimization through performance-linked metrics embedded in their evaluations. Business Unit Managers play a crucial role in operating sustainability initiatives, and their efforts are both financially rewarded and recognized in other ways, emphasizing the integration of climate considerations into everyday decision-making. This approach ensures that our leaders are not only accountable but also motivated to align their actions with Hexaware's strategic climate goals, reinforcing our dedication to advancing responsible environmental stewardship and achieving long-term sustainability objectives.

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 and 8.5
- Transition scenarios – IEA's Net Zero Emissions by 2050 and Stated Policies Scenario

Financial Risks and Opportunities Arising from Climate Change

Climate change presents both risks and opportunities for Hexaware. Risks include potential increases in operating costs, regulatory compliance requirements, and physical disruptions. Opportunities arise from improved operational efficiency, reduced energy costs over time, and growing demand for digital solutions that support sustainability and resilience.

Net Zero Commitment [GRI 103] [GRI 302] [GRI 305]

Hexaware has articulated a long-term net-zero ambition, supported by emissions-reduction strategies, renewable energy adoption, and continuous performance improvement initiatives.

Low-carbon Transition Pathways

Hexaware's low-carbon transition strategy focuses on:

- Improving energy efficiency across facilities
- Increasing procurement of renewable energy
- Optimizing business travel and employee commuting practices
- Engaging suppliers to address value-chain emission

Transition pathways are prioritized based on emissions impact, cost effectiveness, and operational feasibility.

Net Zero Targets – SBTi Alignment

Hexaware has committed to science-based emission-reduction targets aligned with near- and long-term pathways consistent with global climate goals. Targets cover operational emissions and reflect the Company's intent to decouple business growth from emissions growth.

Progress against targets is monitored and disclosed to support transparency and accountability.

	Baseline Year	Category	Baseline Emissions	Reduction Target	Target Type	Target Year
Near-term targets	2023	Scope 1 + Scope 2	12,176.25 $MTCO_2e$	42%	Absolute reduction	2030
		Scope 3	1.181 $MTCO_2e$ per employee	51.6% per employee	Intensity reduction	
Long-term Targets	2023	Scope 1+ Scope 2	12,176.25 $MTCO_2e$	90%	Absolute reduction	2040
		Scope 3	1.181 $MTCO_2e$ per employee	97% per employee	Intensity reduction	

Scope 1, 2, and 3 GHG Emissions

We measure Scope 1 and Scope 2 emissions across our operations and continue to enhance Scope 3 emissions assessment across material categories such as purchased goods and services, business travel, and employee commuting. Strengthening Scope 3 data supports a more comprehensive understanding of Hexaware's value-chain emissions profile.

Direct Greenhouse Gas Emissions

Scope 1 GHG Emissions (tCO_2e) (Owned, Leased Properties in India)				
	CY 2025*	**CY 2024**	**CY 2023**	**CY 2022**
Total direct GHG Emissions – Energy Based	1,731.26	1,120.88	2,701.46	549.76

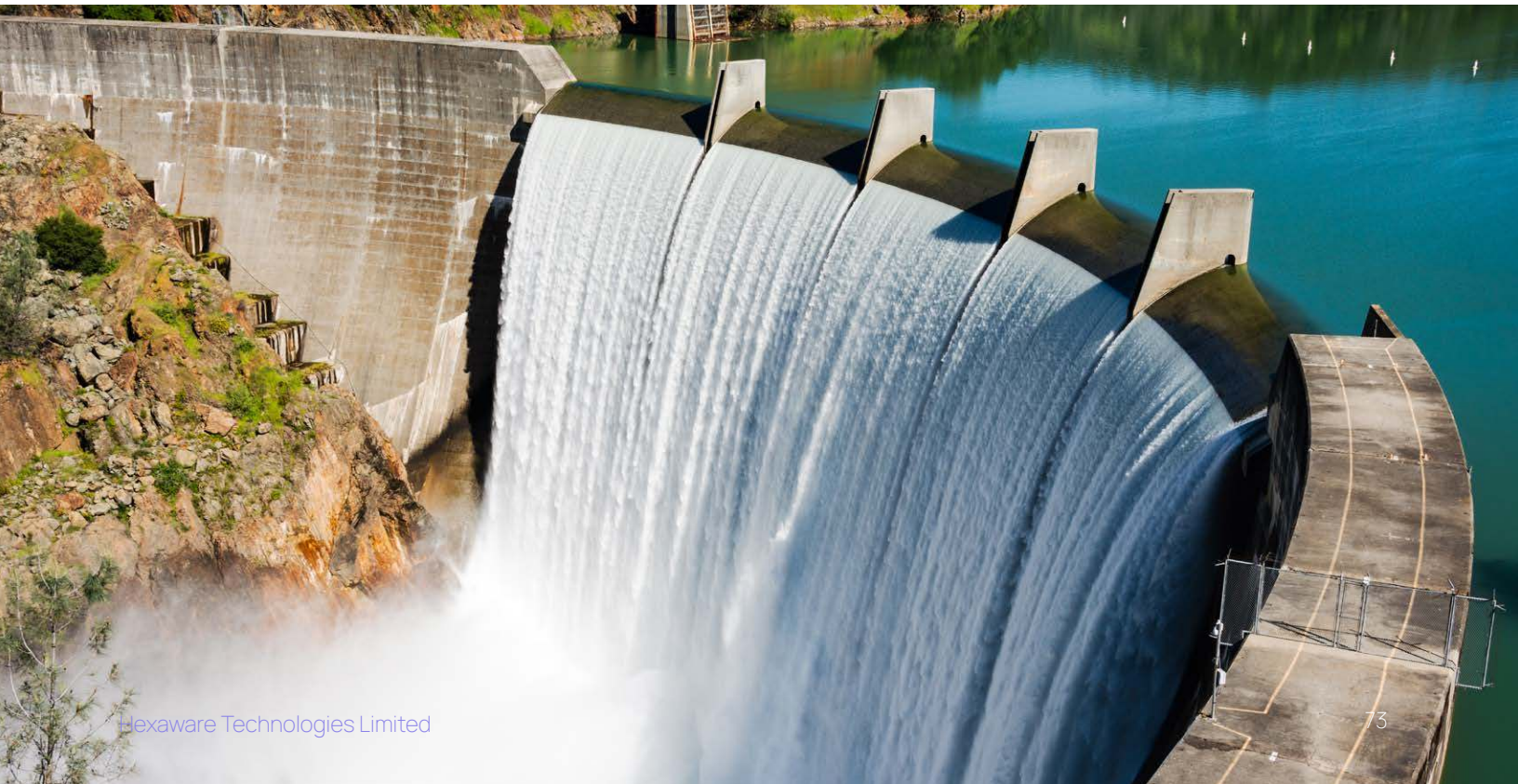
Scope 2 GHG Emissions (tCO_2e) (Owned, Leased Properties in India)				
	CY 2025*	**CY 2024**	**CY 2023**	**CY 2022**
Total indirect GHG emissions – Location Based	7,465.60	8,931.29	9,474.79	8,262.58

Source of Emission Factors

- **Diesel, Fugitive gases:** IPCC & GHG Protocol
- **Grid Electricity:** Central Electricity Authority (CO_2 Baseline Database for the Indian Power Sector Version 18)
  CO_2, CO_2 equivalent of CH_4, N_2O, HFCs, PFCs, SF_6, NF_3 wherever available

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

** Scope 1 emissions have increased due to the reclassification of electricity generation emissions from diesel generator (DG) sets at leased locations, which were previously reported under Scope 2 and have now been appropriately included under Scope 1.*



Scope 3 GHG Emissions (tCO2e)	CY 2025	CY 2024	CY 2023	CY 2022
Total indirect GHG emissions (Scope 3)	32,240.21	29,753.87	25,790.45	2,909.23

Scope 3 Category (tCO_2e)	CY 2025	CY 2024	CY 2023	CY 2022
Purchased Goods and Services	7,759.26	5,653.16	3,744.97	-
Capital Goods	2,710.41	1,139.84	656.75	-
Fuel and Energy-related Activities	3,176.80	2,766.16	2,897.51	0.12
Waste Generated in Operations	4.33	4.75	1.91	0.77
Business Travel	8,726.79	9,760.47	9,105.36	2,908.34
Employee Commuting	8,711.78	9,080.70	8,959.9	-
Upstream Leased Assets	1,150.84	1,348.79	442.03	-

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

Energy Consumption

Energy consumption is tracked across our India office locations to identify trends, assess efficiency, and inform energy management initiatives. Consumption data support optimization of building systems and targeted interventions at high-consumption sites.

Energy Consumption (GJ)

	CY 2025	CY 2024	CY 2023	CY 2022
Total Non-renewable Energy	44,356.30	50,039.28	51,674.54	44,886.10
Total Renewable Energy	57,025.37	49,306.82	33,094.48	23,909.72
Total Energy Consumption	101,381.67	99,346.14	84,769.02	68,795.82

Breakup of Energy Consumption (GJ)

Renewable Energy	CY 2025	CY 2024	CY 2023	CY 2022
Solar Energy	7,448.13	8,068.43	8,478.00	7,962.77
Wind Energy	26,799.60	23,224.07	17,119.37	15,946.96
Grid Electricity Purchased Using Green Tariff	22,777.64	18,014.33	7,497.11	-
Total Renewable Energy	**57,025.37**	**49,306.82**	**33,094.48**	**23,909.72**

Non-renewable Energy	CY 2025	CY 2024	CY 2023	CY 2022
Electricity	36,912.46	46,552.00	47,639.02	41,601.78
Diesel + Petrol +LPG	7,443.85	3,487.28	4,035.56	3,284.32
Total Non-renewable Energy	44,356.30	50,039.28	51,674.54	44,886.10
Total Energy Consumption (within the organization)	**101,381.67**	**99,346.14**	**85,769.02**	**68,795.82**

Energy Intensity

	CY 2025	CY 2024	CY 2023	CY 2022
Total Energy Consumption (GJ)	101,381.67	99,346.14	85,769.02	68,795.82
Total Number of Employees	27,303	25,423	21,828	20,094
Revenue (Mn INR)	134,304	119,744	103,803	91,996
Energy Intensity (GJ/employee)	**3.72**	**3.90**	**3.93**	**3.42**
Energy Intensity (GJ/Mn INR)	**0.75**	**0.83**	**0.82**	**0.75**

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

Energy Management Programs

We continue to strengthen our commitment to climate action by reducing operational carbon emissions through a combination of renewable energy adoption, energy efficiency enhancements, and responsible refrigerant management across our campuses.

In 2025, we focused on upgrading infrastructure, phasing out ozone-depleting substances, improving the energy performance of critical assets, and enhancing green cover at key locations.

Key Initiatives and Progress

1 Expansion of Renewable Energy through Wind Power

Enhanced wind energy generation capacity from 6.2 million to 8.2 mllion units per annum through the Captive Generating Plant (CGP) at the Chennai campus

Reduced carbon emissions by approximately 1,454 tonnes of CO_2 per annum

Impact

- Increased share of renewable energy in the Company's energy mix
- Significant reduction in Scope 2 carbon emissions through clean power sourcing

2 Energy-efficient Air Conditioning Upgrades – Mumbai (MBP Campus)

Replaced old and outdated air conditioning systems with energy-efficient, CFC-free refrigerant VRF systems

Installed ducted air conditioning systems

Achieved annual energy savings of 96,000 units

Impact

- Improved energy efficiency of HVAC systems
- Reduced electricity consumption and associated carbon emissions
- Transition away from environmentally harmful refrigerants

3 Phase-out of R22 Refrigerant – Chennai Campus

Successfully completed the phase-out of R22 refrigerant in package AC units totaling 149 tonnes of refrigeration (TR) at the Chennai campus

Impact

- Elimination of ozone-depleting substances
- Alignment with global best practices and regulatory expectations on refrigerant management

4 LED Lighting Retrofit – Nagpur Campus

Replaced old and outdated CFL-type light fixtures with energy-efficient LED fixtures at the Nagpur campus

Recorded annual energy savings of 12,000 units

Impact

- Reduced electricity consumption for lighting
- Lower operational carbon footprint and improved lighting efficiency

5 Phase-out of R22 Refrigerant – Mumbai (MBP Building 1)

Completed the phase-out of R22 refrigerant in air conditioning units with a total capacity of 289.5 TR at Mumbai MBP Building 1

Impact

- Strengthened compliance with environmental standards
- Reduced ozone depletion potential and long-term environmental risk

6 Comprehensive HVAC Modernization – Nagpur Campus

Replaced old and outdated air conditioning systems with energy-efficient, CFC-free VRF air conditioning systems

Achieved annual energy savings of 144,000 units

Impact

- Significant improvement in HVAC energy performance
- Reduced operational emissions and enhanced occupant comfort

7 Energy-efficient Pump Replacement – Chennai Campus

Replaced old condenser pumps (8 units × 37 kW) with energy-efficient pumps in the open-loop chilled water system supporting comfort air conditioning at the Chennai campus

Achieved annual energy savings of 17,000 units

Impact

- Optimized energy use in critical mechanical systems
- Improved reliability and reduced electricity demand

8 Enhancing Green Cover Through Tree Plantation

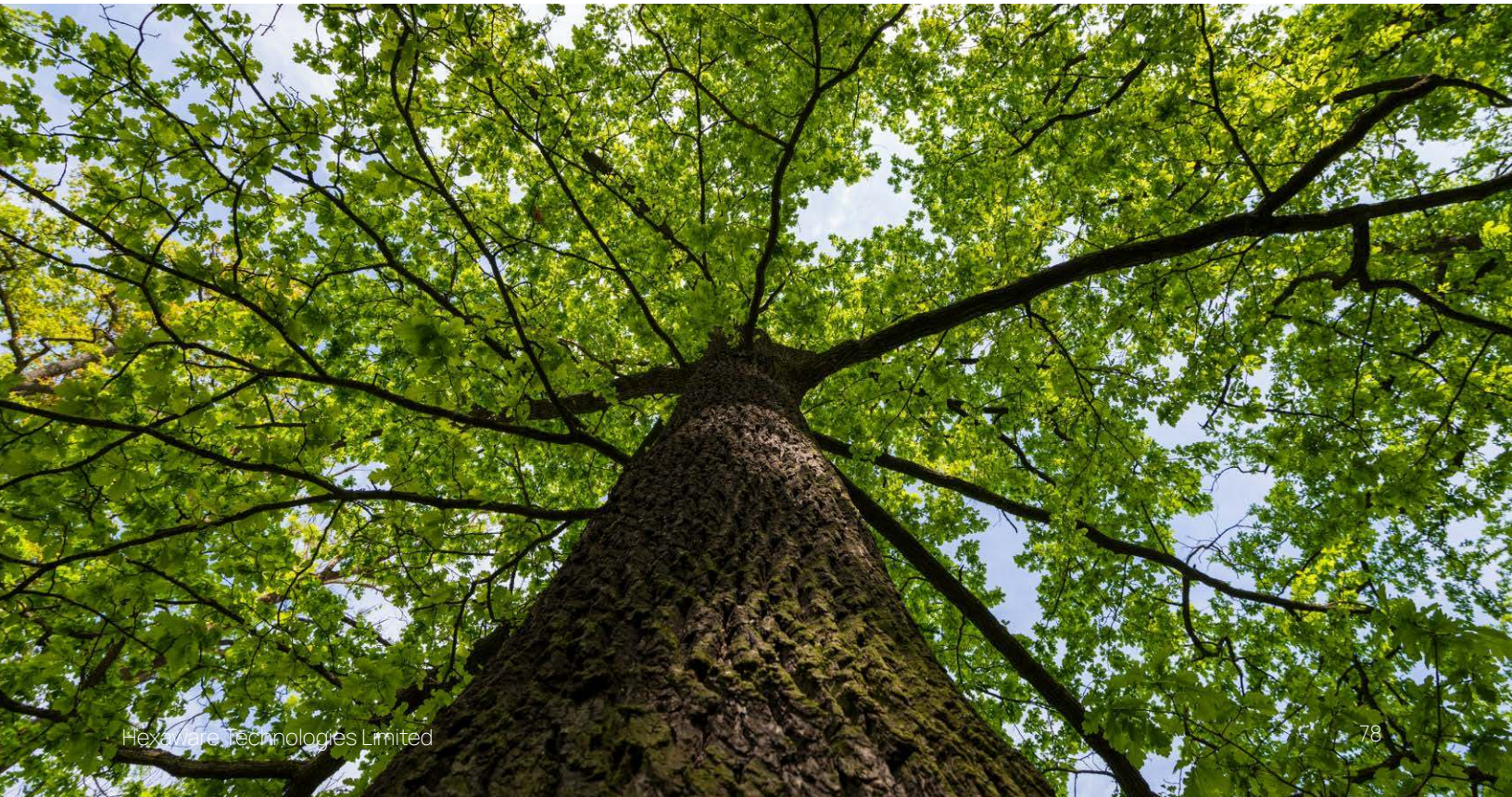
Planted 600 native tree saplings at the Chennai campus as part of the Company's ESG initiatives

Expected to reduce carbon emissions by approximately 24 tonnes of CO_2 per annum

Impact

- Enhanced biodiversity and green cover
- Long-term carbon sequestration and environmental benefits

Through targeted investments in renewable energy, energy-efficient infrastructure, refrigerant transition, and nature-based solutions, we reduced our carbon footprint in 2025. These efforts lowered energy consumption and greenhouse gas emissions, while supporting our broader sustainability and climate commitments.



Renewable Energy Integration

Hexaware is progressively increasing its use of renewable energy through a combination of on-site generation and off-site procurement. Renewable energy integration supports decarbonization objectives and reduces exposure to energy price volatility.

Energy Consumed through Renewable Sources in 2025

Energy Consumed Through Renewable Sources in India offices

CY 2025	CY 2024	CY 2023	CY 2022
59.1%	51.6%	39%	36%

Internal Carbon Pricing

We have established an internal carbon price as part of our climate strategy. It supports cost-benefit analysis, drives energy efficiency and low-carbon investments, and enables informed decision-making. It also helps us identify low-carbon opportunities, navigate regulations, manage value chain emissions, set and achieve climate targets, allocate carbon offset budgets, and stress-test 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 tonnes of CO_2e.

Water and Effluent Management [GRI2-24] [GRI 303]

Our Approach

We recognize water as a critical natural resource and manage it responsibly across our operations, particularly in water-stressed regions. While we operate in a relatively low water-intensity sector, stewardship remains integral to our environmental strategy, business continuity, and employee well-being.

Our approach is guided by our Environmental Policy and embedded within our environmental management systems, with a focus on reducing freshwater dependence, improving efficiency, and maximizing reuse and recycling. This is supported by structured governance and performance monitoring, with oversight integrated into our ESG framework and periodic reviews at senior management and ESG committee levels.

Water Withdrawal

We monitor water withdrawal across our major operational facilities, capturing water sourced from municipal supply, groundwater, and authorized third-party sources. Tracking water withdrawal enables us to understand location-specific exposure, particularly in water-stressed regions, and supports informed decision-making on conservation and infrastructure investments.

Total water withdrawal (CY2025):
196,835.14 kL

Key water sources:
Municipal supply, groundwater, third-party suppliers

	CY 2025	CY 2024	CY 2023	CY 2022
Third-party Water (KL)	**190,865**	218,238	157,187	110,453
Groundwater (KL)	**0**	0	0	0
Produced Water (KL)	**0**	0	0	0
Seawater (KL)	**0**	0	0	0
Water from Rainwater Harvesting (KL)	**5,970**	4,530	3,866	3,518
Total Water Withdrawal (KL)	**196,835**	222,768	161,053	113,971

Water Consumption

Water consumption — defined as water used and not returned to the original source — is tracked to assess operational efficiency and the effectiveness of conservation initiatives. Consumption patterns are influenced by factors such as employee occupancy, campus size, and availability of recycling infrastructure.

Total water consumption (CY 2025):
196,835 kL

Water consumption intensity:
0.056 kL per employee per day

Water Consumption (KL)

	CY 2025	CY 2024	CY 2023	CY 2022
Water Withdrawal (excluding saltwater)	**196,835**	222,768	161,053	113,971
Water Discharge (excluding saltwater)	**0.00**	0.00	0.00	0.00
Total Net Freshwater Consumption	**196,835**	222,768	161,053	113,971

Water Recycled (kL)

	CY 2025	CY 2024	CY 2023	CY 2022
	53,410	40,920	37,084	20,952

Water Intensity

	CY 2025	CY 2024	CY 2023	CY 2022
Total Water Consumption (kL)	**196,835**	222,768	161,053	113,971
Total Number of Employees	**27,303**	25,423	21,828	20,094
Revenue (Mn INR)	**134,304**	119,744	103,803	91,996
Water Intensity (KL Per Employee Per Day)	**0.056**	0.068	0.085	0.074
Water Intensity (KL Per Mn INR)	**1.46**	1.86	1.55	1.24

Note: The total number of employees represents data from Indian offices. Water intensity calculation is done using employee footfall data.

The reuse of treated wastewater and rainwater harvesting have helped moderate freshwater consumption at key campuses.

Water Conservation

We implement a combination of infrastructure-led and behavioral water conservation measures across our facilities. These include:

- Installation of water-efficient fixtures such as sensor-based taps and low-flow systems
- Rainwater harvesting infrastructure at major campuses
- Reuse of treated wastewater for non-potable applications such as landscaping and utilities
- Employee awareness initiatives to promote responsible water usage

These measures collectively support Hexaware's objective of reducing freshwater dependency while maintaining operational reliability.

Water Risk Assessments

Water-related risks are assessed as part of Hexaware's broader environmental and enterprise risk management processes. Site-level water risk assessments consider factors such as:

- Local water stress and availability
- Dependence on groundwater or tanker-supplied water
- Regulatory and compliance requirements

Facilities identified as having higher water-related risk are prioritized for efficiency interventions, recycling infrastructure, and alternative water sourcing solutions. Water risk considerations are also aligned with the Company's climate resilience and physical risk assessments.

Coverage of water risk assessments – 100% of operational campuses

Water Efficiency Management Programs

Hexaware's water efficiency management programs focus on continuous improvement through monitoring, review, and targeted interventions.

Key elements include:

- Regular tracking of water withdrawal, consumption, reuse, and recycling metrics
- Periodic audits of water infrastructure and usage patterns
- Site-specific improvement plans for high-consumption or high-risk locations
- Integration of water performance into environmental reporting and governance reviews

Total treated wastewater recycled (CY2025): 53,410 kL

These programs support our longer-term ambition to enhance water resilience across our campuses.

Responsible Waste Handling – Waste Management [GRI2-24] [GRI 306]

Our Approach

We adopt a structured and responsible approach to waste and effluent management as an integral part of our environmental stewardship agenda. Our strategy focuses on minimizing waste generation, enabling segregation at source, maximizing recycling and upcycling, and ensuring environmentally sound disposal practices across India operations.

Waste management systems are periodically reviewed and strengthened to remain aligned with applicable State Pollution Control Board (SPCB) requirements, relevant environmental regulations, and evolving industry best practices.

The Company's waste hierarchy is guided by the following principles:

Across our India locations, we have operationalized a zero-waste-to-landfill approach, with all waste streams channeled through composting, recycling, or authorized treatment and disposal facilities.

Waste Generated (MT)

	CY 2025	CY 2024	CY 2023	CY 2022
Hazardous Waste	69.47	13.31	8.67	15.66
Non-hazardous Waste	540.98	379.60	54.73	32.75
Total Waste Generated	610.45	392.91	63.40	48.41

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

Waste Disposal (MT)

	CY 2025	CY 2024	CY 2023	CY 2022
Total Waste Recycled/Reused	573.45	367.80	28.90	14.42
Total Waste Disposed	37.02	25.11	34.50	34.00
Waste Landfilled	0.00	0.00	0.00	0.00
Waste Incinerated with Energy Recovery	0.00	0.00	0.00	0.00
Waste Incinerated Without Energy Recovery	0.00	0.00	0.00	0.00
Waste Otherwise Disposed; Please specify – Third-party	37.02	25.11*	34.5	34.00
Unknown disposal method	0	0	0	0

Note: Waste data is for all India operations

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

Effluent Management

We ensure that wastewater and effluents generated at our facilities are managed in strict compliance with statutory norms.

Sewage Treatment Plants (STPs) installed at key campuses treat wastewater enable reuse for non-potable applications such as landscaping and flushing.

Effluent quality is periodically monitored to ensure compliance with SPCB-prescribed parameters.

Sludge generated from STPs is repurposed as manure and utilized for on-site gardening and green initiatives, supporting circular resource use.

Waste Management Programs

Segregation at Source

All our India offices follow a robust waste segregation framework that covers wet, dry, sanitary, and hazardous waste categories. Segregation is enabled through color-coded bins, supported by trained housekeeping personnel to ensure correct handling and routing of waste streams.

Recycling and Upcycling

Hexaware prioritizes recovery and reuse of materials across waste categories:

Wet waste, including food and organic matter, is processed through composting systems or channeled to authorized recyclers.

Dry waste such as paper, packaging materials, wrappers, and cardboard is sent to certified recycling partners.

E-waste is managed in accordance with applicable e-waste management rules and handed over exclusively to government-authorized recyclers.

The Company's waste philosophy emphasizes upcycling wherever feasible, converting organic waste into manure and ensuring responsible recycling of dry waste.

Green Composting Yard

Dedicated composting yards process garden and organic waste into nutrient-rich manure. The compost generated is utilized for internal landscaping and supports broader green and community-oriented initiatives.

Hazardous Waste Management

All hazardous waste, including e-waste, is handled through SPCB-authorized vendors, ensuring regulatory compliance, safe disposal, and traceability across the waste lifecycle.

Hexaware also conducts waste audits to identify opportunities to enhance waste management performance and provides employees with dedicated waste-reduction training. Additionally, our commitment to sustainability is reinforced by having our waste diversion efforts from landfills independently certified by an accredited body.

Key Initiatives in 2025

Kitchen Garden and Community Engagement	• Compost-supported kitchen gardens contributed produce valued at INR 0.2 million, which was channeled toward community welfare and local support initiatives
Carbon Emission Reduction through Waste Initiatives	• Eco-efficiency initiatives resulted in a reduction of 24,439 kg of CO_2 emissions, comprising: » Pune Campus: 6,479 kg CO_2 » Chennai Campus: 17,960 kg CO_2
Bee Conservation Program	• Implementation of biodiversity-focused initiatives aimed at supporting pollinators through the creation of bee-friendly habitats within campuses
Wildlife Support Measures	• Development of water holes around large campuses to support local wildlife during dry seasons and promote ecological balance
Elimination of Single-use Plastics	• Complete ban on single-use plastics across offices • Adoption of sustainable alternatives, including cloth bags, biodegradable cutlery, and refillable utilities
PAN-India Partnership with Earth Recyclers	• Centralized partnership to enable consistent wet waste upcycling and compliant waste handling across all locations
Digital Waste Tracking System	• Deployment of a real-time digital platform to monitor waste generation, segregation, recycling, and disposal

Progress and Impact

Target	Status
Ensure zero waste to landfill at owned facilities by 2025	Achieved

Hexaware's focused efforts in waste and effluent management have delivered measurable outcomes, including:

- Zero waste to landfill across key India locations
- Improved recycling and material recovery rates
- Reduction in environmental footprint
- Strengthened biodiversity and green campus initiatives
- Enhanced regulatory compliance and audit readiness
- Tangible community benefits through compost-linked programs

HEXAWARE

Tech That Puts People First

- Our People Strategy
- Occupational Health and Safety
- Customer Relationship Management
- Our Communities
- Assurance Statement
- GRI Index
- SDG Index

Our people-centric approach prioritizes employee well-being, inclusive growth, and meaningful community engagement. By fostering a safe, diverse, and empowering workplace while supporting communities, we strive to create long-term social value for all stakeholders.

People & Community in Action

Employee Well-being and Workplace Safety

Programs that support physical, mental, and workplace safety for employees.

Diversity, Equity, and Inclusion

Building an inclusive culture that promotes equal opportunities and diverse perspectives.

Learning and Talent Development

Continuous learning initiatives that strengthen skills, innovation, and professional growth.

Community Engagement and Social Impact

Initiatives that contribute positively to communities and improve livelihoods.

Our People Strategy [GRI2-7,8,24]

Hexaware's people strategy is designed to build a skilled, engaged, and future-ready workforce aligned with the Company's digital transformation focus. The strategy emphasizes capability building, career progression, performance differentiation, and employee well-being, recognizing talent as a critical driver of business competitiveness.

Workforce planning is aligned with business strategy to ensure the availability of skills required to support client delivery and long-term growth.

Total Employees
33,844

Our Employee Statistics

By Gender

	CY 2025	%	CY 2024	%	CY 2023	%	CY 2022	%
Male	22,224	65.7%	21,372	66.1%	18,822	66.5%	19,234	67%
Female	11,618	34.3%	10,937	33.9%	9,470	33.5%	9,374	33%
Others	2	0%	-	-	-	-	-	-
Total	**33,844**		**32,309**		**28,292**		**28,608**	

By Age

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

By Region

	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%
India	27,303	81%	25,423	79%	21,828	77%	21,919	77%
America	4,319	13%	4,567	14%	4,172	15%	4,489	16%
Europe	1,061	3%	1,042	3%	1,093	4%	1,144	4%
Rest of APAC	1,161	3%	1,277	4%	1,199	4%	1,056	3%
Total	**33,844**		**32,309**		**28,292**		**28,608**	

By Management Category

	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%
Senior Management	2,641	8%	2,344	7%	1,989	7%	1,803	6%
Middle Management	10,510	31%	8,992	28%	7,862	28%	7,533	27%
Junior Management	18,290	54%	18,650	58%	16,576	58%	17,565	61%
Contract Employees	2,403	7%	2,323	7%	1,865	7%	1,707	6%
Total	**33,844**		**32,309**		**28,292**		**28,608**	

Attracting High-performing Talent [GRI 401-1]

Hexaware follows a structured, ethical talent-acquisition approach focused on building a diverse, skilled workforce aligned with evolving business and digital transformation needs. Recruitment practices are guided by principles of fairness, transparency, merit, and equal opportunity, ensuring non-discriminatory hiring regardless of gender, age, ethnicity, or background.

New Hires

By Gender

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

By Age Group

	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%
<30 Years	7,035	60%	11,492	64%	7,591	59%	12,448	63%
30-50 Years	4,490	38%	6,219	34%	5,067	39%	6,867	35%
>50 Years	281	2%	304	2%	258	2%	443	2%
Total	**11,806**		**18,015**		**12,916**		**19,758**	

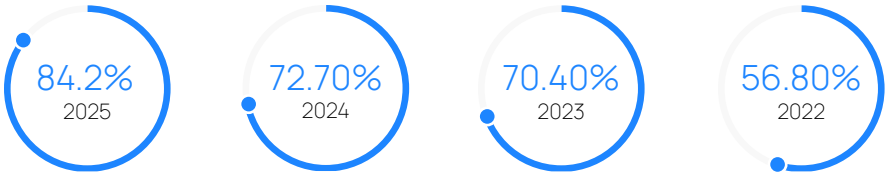
By Region

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

By Management Category

	CY 2025	%	CY 2024	%	CY 2023	%	CY 2022	%
Senior Management	393	3%	413	2%	240	2%	372	2%
Middle Management	2,820	24%	2,567	15%	1,932	15%	2,838	14%
Junior Management	7,251	62%	1,2971	72%	9,255	71%	14,992	76%
Contract Employees	1,342	11%	2,064	11%	1,489	12%	1,556	8%
Total	**11,806**		**18,015**		**12,916**		**19,758**	

Open Positions Filled by Internal Candidates (%)



Key elements of Hexaware's talent acquisition approach include:

Campus and early-career hiring to build a strong talent pipeline and support long-term capability development

Lateral hiring to onboard specialized skills in emerging technologies, digital engineering, data, and automation

Internal mobility and role transitions, enabling employees to explore growth opportunities within the organization

Technology-enabled recruitment processes, improving candidate experience, speed, and decision quality

The Company continues to strengthen employer branding and engagement with academic institutions, professional networks, and digital platforms to attract future-ready talent.

Employee Turnover

By Gender

	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%
Male	1,637	70%	1,501	72%	1,949	74%	2,682	72%
Female	685	30%	583	28%	698	26%	1,066	28%
Others	-	0%	-	-	-	-	-	-
Total	**2,322**	11.7%	**2,084**	11.9%	**2,647**	15.7%	3,748	24.3%

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

By Age Group

	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%
< 30 Years	1,009	43%	805	39%	940	36%	1,237	33%
30-50 Years	1,253	54%	1,221	59%	1,655	63%	2,430	65%
> 50 Years	60	3%	58	3%	52	2%	81	2%
Total	**2,322**	11.7%	**2,084**	11.9%	**2,647**	15.7%	3,748	24.3%

By Region

	CY 2025		CY 2024		CY 2023		CY 2022	
	No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%
India	1,985	85%	1,723	83%	2,227	84%	3,119	83%
America	237	10%	248	12%	290	11%	490	13%
Europe	76	3%	74	4%	106	4%	98	3%
Rest of APAC	24	1%	39	2%	24	1%	41	1%
Total	**2,322**	11.7%	**2,084**	11.9%	**2,647**	15.7%	3,748	24.3%

By Management Category

	CY 2025	%	CY 2024	%	CY 2023	%	CY 2022	%
	No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%
Senior Management	203	9%	174	8%	212	8%	256	7%
Middle Management	917	39%	880	42%	1,175	44%	1,897	51%
Junior Management	1,202	52%	1,030	49%	1,260	48%	1,595	43%
Total	**2,322**	11.7%	**2,084**	11.9%	**2,647**	15.7%	**3,748**	24.3%

Employee Development Programs [GRI 404-1,2]

Training and Development Inputs

At Hexaware, learning is embedded into the organizational culture to support continuous skill development and long-term career growth. Employees are encouraged to take ownership of their learning journey through access to digital learning platforms and personalized, role-based learning pathways aligned with evolving business and technology needs.

Hexaware supports employee development through fully sponsored certifications, structured upskilling programs, and experiential initiatives such as hackathons and collaborative learning communities.

109 USD per employee spent on learning expenditure in CY 2025

161 hours of training were imparted per employee in CY 2025

By Gender

Category	Total Number of Employees	Total Training Hours	Average Training Hours
Male	22,224	3,430,343.5	154
Female	11,618	2,018,239.6	174
Others	2	-	-
Total	**33,844**	**5,448,583.2**	**161**

By Management Category

Category	Total Number of Employees	Total Training Hours	Average Training Hours
Junior	18,290	4,405,035.10	241
Middle	10,510	926,840.60	88
Senior	2,641	102,649.20	39
Contract	2,403	14,058.10	6
Total	**33,844**	**5,448,583.20**	**161**

Strategic Learning Initiatives

HexaVarsity is Hexaware's integrated corporate learning and development platform, designed to build future-ready capabilities across the organization.

Through democratized access to learning, role-based certifications, leadership development programs, and customer-centric skill enhancement initiatives, HexaVarsity aligns individual career aspirations with business objectives, enabling continuous skill advancement and strengthening Hexaware's ability to respond effectively to evolving market and technology demands.

HEXAWARE

Hexavarsity
Sonic

SONIC is Hexaware's consultant-focused learning framework under HexaVarsity, providing employees with equitable access through a robust learning management system with real-time progress tracking and analytics. The framework combines self-paced digital learning with community-led initiatives such as **Club Synergy** and **Hackathons,** fostering peer learning, collaboration, and applied problem-solving.

Demand-driven instructor-led trainings, internal coaching networks, and focused GenAI, cloud, and emerging technology modules ensure continuous capability enhancement and client readiness.

43,000+
External Certifications

86%
Consultants Engaged at a Global Level

343
Instructor-led Trainings Engaging 27,000 Consultants

7
Hackathons involving 1200+ Participants

346
Club Synergy Meetups with 13,000+ Attendees

1000+
Industry Certifications and offered 600 Curated Learning Pathways

HEXAWARE

Hexavarsity
Mavericks

Mavericks is HexaVarsity's early-career capability-building program designed to develop a strong pipeline of future-ready talent from diverse academic backgrounds, including leading engineering institutions and arts and science colleges. The program focuses on building foundational and advanced skills across emerging technologies, cloud platforms, automation, and customer experience transformation, enabling participants to transition effectively into client-facing and delivery roles.

In 2025, the Mavericks program engaged 984 participants, achieving a 100% employee participation rate, reflecting Hexaware's commitment to inclusive talent development, structured onboarding, and accelerated capability for early-career professionals.

HexaVarsity – Organizational Development (Ignite 3.0)

Ignite 3.0 is HexaVarsity's leadership and organizational development initiative focused on strengthening digital transformation capabilities in the data and AI era. Designed for middle and senior management, project leaders, and business consultants, the program integrates digital transformation, project management excellence, and business consulting modules to build practical, solution-oriented leadership capabilities.

Through experiential learning, Agile-aligned practices, and role-specific coaching, Ignite 3.0 supports leaders in adopting new ways of working, enhancing client outcomes, and driving innovation.

6,566 Employees Covered

3,458
Organizational Development (OD) Programs

1,527
Business Unit-specific Interventions

766
Account Specific Programs

92
Mid-management Transformation Participants

723
Sales Transformation Initiatives

Hexaware Future Leaders and Executives (HFLX)

A fast-track leadership development program for graduates from leading Indian business schools, combining structured induction, mentorship, hands-on mini projects, and cross-functional exposure. Participants are deployed across finance services, banking, business domain roles, global bid management, and cloud practice delivery, enabling accelerated capability building and leadership readiness. High performers are considered for early career progression.

36 Total Participants

100% Participation Rate

Case Study:
Building an AI-ready Workforce through Holistic Upskilling and Engagement

Context and Need

As AI and GenAI increasingly shape client expectations and delivery models, Hexaware recognized the need to rapidly build advanced AI capabilities across the workforce—while ensuring high engagement, cross-functional collaboration, and leadership readiness. In 2025, we reimagined learning as a continuous, ecosystem-driven experience aligned with business priorities.

Approach

Hexaware adopted a multi-pronged AI upskilling strategy integrating structured learning, community-based engagement, external partnerships, and recognition mechanisms:

AI-focused Learning Programs

A comprehensive suite of GenAI learning initiatives, including advanced GenAI courses, Architect, and Agentic AI academies, hackathons, and webinars, designed to improve operational efficiency, enhance customer experience, and drive innovation.

Leadership and Soft-Skill Enablement

Ignite Webinar Series to strengthen essential soft skills critical for AI-enabled roles

First-time Managers for People Managers, a global initiative equipping managers to lead teams effectively and build a strong client-centric mindset

Community-based Learning

Club Synergy—multidisciplinary learning clubs—enabled peer-to-peer learning, cross-functional dialogue, and rapid prototyping, helping employees translate collaborative insights into client-relevant solutions.

Industry Partnerships

A collaboration with UpGrad, an edtech company, helped deliver specialized role-based programs (GenAI Architect, Technical Architect, Scrum Master, and Product Owner), building deep technical expertise alongside leadership capabilities.

Recognition and Engagement

Inspire, HexaVarsity's offline felicitation initiative, publicly recognizes employees achieving key learning milestones, reinforcing a culture of continuous improvement.

Outcomes and Impact

Accelerated AI capability development across technical, consulting, and leadership roles

Improved readiness to deliver AI-enabled solutions to customers

Stronger employee engagement through peer learning, recognition, and career-linked upskilling

Creation of a scalable, future-ready learning ecosystem aligned with business growth

Strategic Relevance

This initiative strengthened Hexaware's human capital by embedding AI skills at scale, reinforcing our position as a data- and AI-driven organization while supporting long-term value creation for clients, employees, and stakeholders.

Employee Satisfaction

In an increasingly virtual and hybrid work environment, Hexaware prioritizes sustained, meaningful engagement with employees across their lifecycle. Since 2020, we have strengthened our ability to listen, respond, and act on employee feedback through Amber, our virtual assistant-led engagement platform.

Listening at Scale through Amber

Amber enables continuous, real-time engagement by connecting with employees from onboarding through exit. The platform supports a structured and data-driven approach to understanding employee sentiment and experience by:

- Collecting micro-level feedback and escalating critical concerns for timely intervention
- Conducting pulse surveys to capture team- and group-level sentiment on specific topics
- Enabling focus-group-based insights that inform targeted actions to improve employee experience

While a standalone, target-group-specific ESAT survey was not conducted during the year, ongoing feedback through Amber ensured continuous measurement of engagement and satisfaction. Business units also leveraged Amber's pulse module to gather targeted insights on priority themes relevant to their teams.

2025 Engagement Metrics

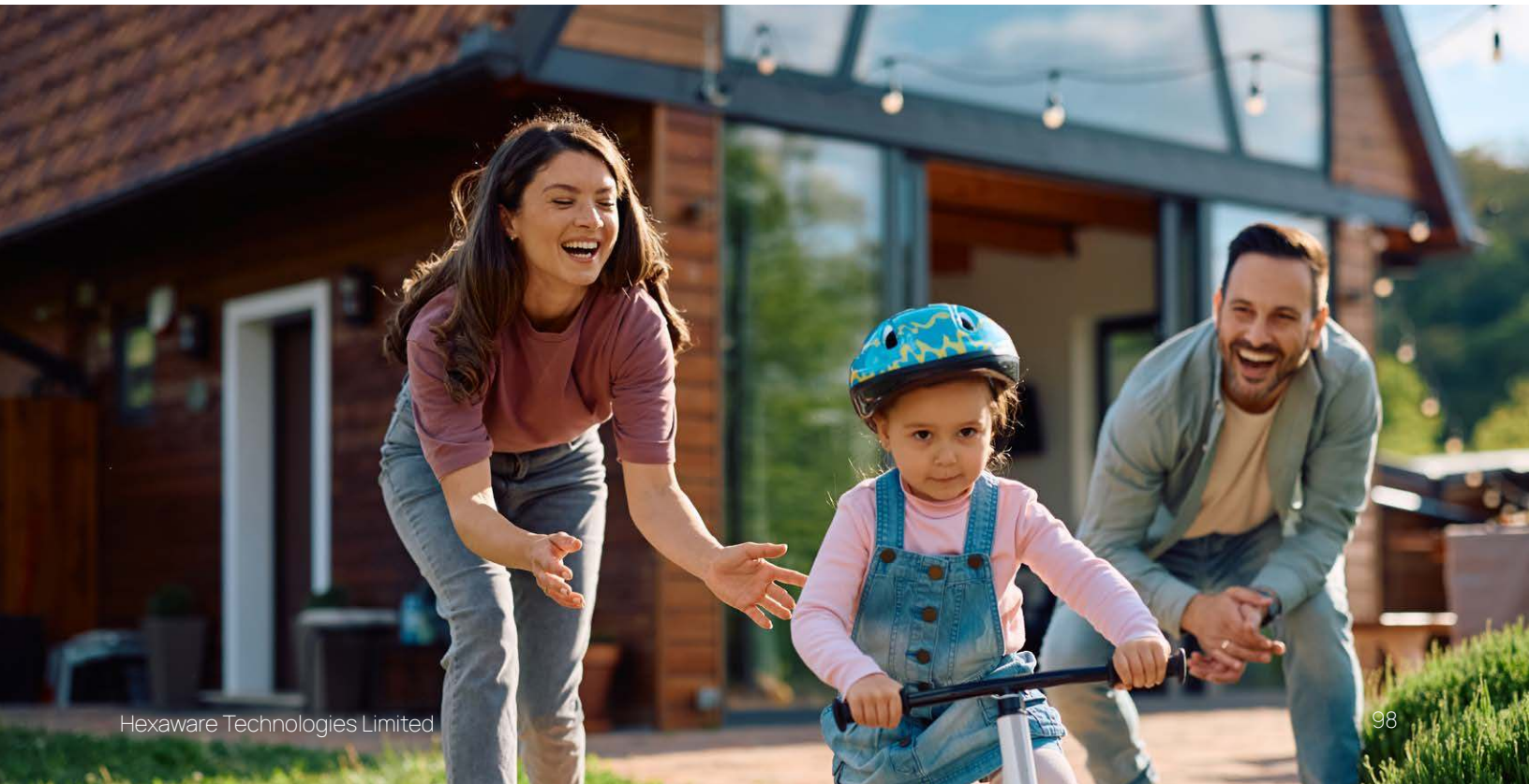
These results indicate a strong and consistent level of employee satisfaction, reflecting positive sentiment, advocacy, and engagement across the organization.

- Overall Engagement Score: 83
- Mood Score: 4.2 / 5
- Net Promoter Score (NPS): 39

By embedding continuous listening into everyday operations, we have created a responsive feedback ecosystem that enables timely action, strengthens employee trust, and supports a positive and engaging workplace culture.

Parental Leave [GRI 401-3]

Category	CY 2025			CY 2024			CY 2023			CY 2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total Employees Who Took Parental Leave	526	356	882	469	354	823	536	390	926	229	278	507
Total Employees Due to Return to Work After Taking Parental Leave	524	203	727	465	190	655	534	209	743	228	175	403
Total Employees Who Returned to Work After Parental Leave Ended	506	131	637	461	187	648	533	206	739	228	170	398
Total Employees Who Had Taken Parental Leave in the Prior Period and Were Due to Return to Work in the Prior Reporting Period	465	190	655	401	132	533	228	170	398	433	168	601
Total Employees Who Returned to Work After Parental Leave Ended and Are Still Employed 12 Months After Their Return to Work	390	117	507	322	94	416	157	86	243	285	85	370
Return to Work Rate (%)	97%	65%	72%	99%	98%	99%	100%	99%	99%	100%	97%	99%
Retention Rate (%)	84%	62%	77%	80%	71%	78%	69%	51%	61%	66%	51%	62%



Employee Engagement

At Hexaware, employee engagement is anchored in creating a connected, inclusive, and purpose-driven workplace—one that supports well-being, celebrates diversity, strengthens culture, and enables employees to thrive both professionally and personally. In 2025, we deepened engagement through a mix of cultural transformation initiatives, digital platforms, well-being programs, and meaningful touchpoints across the employee lifecycle.

Strengthening Culture and Connection

Hexaware continued to reimagine everyday work experiences to improve focus, collaboration, and a sense of belonging.

Inbox to Out-of- the-Box

Transformed email culture by moving non-work conversations out of inboxes, reducing non-essential emails from ~150 per month to 30 and improving productivity and clarity

Hexaware Socials

Brought employees and leaders together across India locations, fostering informal connections, collaboration and shared cultural experiences

Navigator Program

Recognized long-serving employees with milestone celebrations for 5 to 30 years of service across offices, reinforcing loyalty and long-term commitment

Cultural Ambassador

Rahul Dravid as our Cultural Ambassador strengthened cultural alignment through employee engagements across Bangalore, Mumbai, and Chennai, with broader India-wide interactions planned for 2026

Inclusive Dialogue and Digital Engagement

HerVoiceMatters Live, hosted on our internal portal, **Station H,** featured women leaders sharing real-life experiences on miscarriage, divorce, work-life balance, and financial independence, creating safe spaces for honest conversations.

Station H, Hexaware's employee engagement platform, continued its evolution from adoption to habit:

Average daily engagement reached 11 minutes (22% YoY growth)

Active users increased by 21% across web and mobile

Mobile adoption rose from 18% to 49%, positioning Station H as a mobile-first engagement channel

Employee Support Programs [GRI 401-2]

Hexaware's comprehensive well-being framework addresses physical, emotional, social, and lifestyle needs:

Physical Well-being

We help employees stay healthy through easy access to care, preventive programs, and everyday support:

- FlexCare insurance benefits under GMI
- AI-enabled contactless OPD health monitoring
- Free health camps and wellness activities at offshore locations
- Elder Care Program supporting employees managing aging family responsibilities
- Second-hand car lease promoting affordability and sustainability
- Vacation benefits to help reduce burnout
- Recognition through the "Prostar 2025 – Buddies of Wellness" award

Awareness, Assistance, and Everyday Care

Employee awareness programs in 2025 covered financial security, cyber safety, healthcare, and personal well-being, including:

Financial and Safety Awareness: Employee programs in 2025 covered financial security, cyber safety, and personal wellbeing, including Nidhi Apke Nikat 2.0 (Employees' Provident Fund Organisation – India; outreach initiative for PF awareness and services), ESIC health camps, cyber-security sessions, self-defense workshops, and insurance webinars.

Health and Wellness: Initiatives such as chair yoga drives and mammogram camps promoted preventive healthcare and everyday wellbeing.

Employee Assistance: Employee Assistance Program (EAP) initiatives supported emotional and mental wellbeing through webinars and on-campus counselling on stress, anxiety, substance use, and holistic living.

Recognition, Celebration, and Belonging

We recognize contributions while creating opportunities for employees to connect and participate:

Regular recognition of employee milestones through monthly, quarterly, and annual felicitation, including blazer draping ceremonies for tenured employees

Continuous engagement through festivals, cultural celebrations, sports leagues, and stress-reducing activities

Pride Month celebrations promoted inclusion through webinars on renal health and neurodiversity, conversation circles, creative contests, and Inclusion Week activities

Engagement Beyond the Workplace

Employee engagement extended into community impact through CSR initiatives:

Volunteering with children with autism, ADHD, and intellectual disabilities

Inauguration of smart classrooms and sanitation facilities

Blood donation and tree plantation drives

Impact

Through these initiatives, Hexaware strengthened trust, inclusion, and well-being across our workforce, reinforced a culture of recognition and dialogue, and created meaningful engagement moments that go beyond the workplace—supporting sustained employee satisfaction, productivity, and long-term value creation.

Performance Management [GRI 404 – 3]

Hexaware's performance management framework is enabled through PROPEL, a cloud-based, self-service platform that ensures transparent, continuous, and technology-led performance tracking for all employees. PROPEL supports goal setting, tracking, and cascading across organizational, team, and individual levels, while enabling real-time feedback and seamless recording of employee and manager inputs throughout the year.

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

Management by Objectives

Employees and managers collaboratively define and track goals that are aligned with business priorities. This promotes clarity, ownership, and strategic alignment at all levels.

Multidimensional Performance Appraisal

The system provides structured feedback from multiple sources, enabling a 360-degree appraisal and enhancing the quality and fairness of evaluations. This may include upward or peer-level input depending on the business unit, helping capture a more holistic view of employee performance.

Team-based Performance Appraisal

Hexaware recognizes the collective contribution of teams and includes mechanisms to evaluate team-level performance, particularly for collaborative and cross-functional roles.

Agile Conversations

Frequent, informal check-ins between managers and employees are encouraged through the system, replacing traditional once-a-year evaluations with a more responsive and engaging model. This approach promotes coaching, recognition, and real-time course correction.

100% of eligible employees participated in performance and career development reviews during the year

Annual review process accessible to

24,476 employees

Category	CY 2025			CY 2024			CY 2023			CY 2022		
By Gender	Total Number of Employees	Eligible Employees	%	Total Number of Employees	Eligible Employees	%	Total Number of Employees	Eligible Employees	%	Total Number of Employees	Eligible Employees	%
Male	22,224	16,403	73.81%	21,372	15,274	71.47%	17,395	15,209	80.80%	17,985	16,711	92.92%
Female	11,618	8,073	69.49%	10,937	7,482	68.41%	8,892	7,617	80.43%	8,916	8,140	91.30%
Others	2	0	0.00%	-	-	-	27	-	-	-	-	-
Total	**33,844**	**24,476**	**72.32%**	**32,309**	**22,756**	**70.43%**	**26,314**	**22,826**	**80.68%**	**26,901**	**24,851**	**92.38%**

Category	CY 2025			CY 2024			CY 2023			CY 2022		
By Management Category	Total Number of Employees	Eligible Employees	%	Total Number of Employees	Eligible Employees	%	Total Number of Employees	Eligible Employees	%	Total Number of Employees	Eligible Employees	%
Junior Management	18,290	12,624	69%	18,650	12,691	68%	16,561	13,755	83.06%	17,565	15,866	90.33%
Middle Management	10,510	9,374	89%	8,992	7,934	88%	7,868	7,265	92.34%	7,533	7,225	95.91%
Senior Management	2,641	2,478	94%	2,244	2,131	95%	1,885	1,806	95.81%	1,803	1,760	97.62%
Contractor	2,403	0	0%	2,323	0	0%	-	-	-	-	-	-
Grand Total	**33,844**	**24,476**	**72%**	**32,209**	**22,756**	**71%**	**26,314**	**22,826**	**86.74%**	**26,901**	**24,851**	**92.38%**

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

Human Capital Return on Investment (HCROI)

	CY 2025	CY2024	CY 2023	CY 2022
Total Revenue (INR Mn)	134,304	119,744	103,803	91,996
Total Operating Expenses (excl. employee expenses) (INR Mn)	113,285	101,227	89,454	81,311
Total Employee-related Expenses (salaries + benefits) (INR Mn)	77,239	68,722	61,216	55,582
Human Capital Return on Investment	1.27	1.27	1.23	1.19

Diversity and Equal Opportunity [GRI 2-21] [GRI 405]

In 2025, DEI at Hexaware moved from policy to practice. We focused on building inclusion where it is perhaps hardest to sustain — in leadership pipelines, hiring decisions, and everyday team culture — and on creating communities where employees across every dimension of identity feel genuinely seen. Our commitment is not to a target on a page, but to a workplace where difference is an asset and belonging is the norm.

DEI Strategy and Governance

Hexaware's DEI strategy is anchored in four key pillars:

Representation

Improving workforce diversity across women, persons with disabilities (PwDs), LGBTQ+ employees, and veterans

Equity

Strengthening fair and transparent processes through data-driven bias mitigation

Inclusion

Building a culture of allyship, psychological safety, and belonging

Sustainability

Integrating DEI considerations into leadership evaluation, performance management, and business practices

Our approach is supported by a strong policy framework, including a zero-tolerance **Anti-Harassment Policy,** a robust **Prevention of Sexual Harassment (POSH) Policy**, and a formal **DEI Policy** promoting equitable hiring, development, and advancement.

Percentage of Women Employees against total Headcount

	CY 2025	CY 2024	CY 2023	CY 2022
Women in Workforce	34.32%	33.91%	33%	33%
Women in All Management Positions (including junior, middle, and senior management)	32.08%	31.96%	33%	33%
Women in Junior Management Positions	21.95%	23.14%	24%	24%
Women in Senior Management Positions	1.09%	0.97%	1%	1%

Employee Diversity (Gender-wise)

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

Employee Diversity (Age-wise)

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

Workforce Representation

Persons with disabilities in the workforce

112 Males and 40 Females

(Voluntarily disclosed)

Women in the workforce:

34.3%, up from 33.9% in 2024

Aligned with our global aspiration to achieve 40% women representation by 2030, Hexaware has made steady progress in strengthening gender diversity across levels.

We remain committed to building an inclusive workplace that values diversity and provides equal opportunities for all.

Notably, while we have set a global target to increase women's workforce participation to 40% by 2030, women already represent 34.3% of our workforce as of 2025.

Programs Driving Inclusion

Over the year, we rolled out focused DEI initiatives to drive awareness, engagement, and capability building across the organization.

- Womens Day
- Neurodiversity Campaign
- Pride month
- Embracing Differences
- Global Inclusion Week
- Diversity Festival
- International Men's Day
- College Outreach Programs

Together, these efforts strengthened inclusive mindsets, encouraged open dialogue, and reinforced shared values across the organization.

Employee Resource Groups (ERGs)

ERGs continue to play a critical role in driving grassroots inclusion:

Women@Hexaware India grew to over 1,200 members, delivering sessions on leadership, financial planning, and personal development

Allies to Pride expanded engagement through Rainbow Room sessions, recording 35% growth in registrations

NeuroCircle, launched in 2025, supports neurodiverse employees and allies by fostering awareness and community support

Targeted Inclusion Programs

Thoughtfully designed programs that support employees across different life stages and career journeys:

Mothershift Program (BPS)

Flexible work arrangements, extended sabbaticals, and childcare support to enable women returning from maternity leave

DE&I Training

Organization-wide sessions on unconscious bias, harassment, and inclusive behaviors, with mandatory bias training for recruitment teams

Women's Leadership Development

Structured development pathways emerging from Koffee with Keech (CEO R. Srikrishna) program to strengthen women's leadership representation

Pay Ratio Women to Men

Average Remuneration and Gender Pay Ratio (in USD)

	CY 2025			CY 2024			CY 2023			CY 2022		
	Female	Male	Ratio	Female	Male	Ratio	Female	Male	Ratio	Female	Male	Ratio
North America												
Junior	46,948	45,187	1.04	38,411	38,614	0.99	32,343	33,256	0.97	27,735	28,287	0.98
Middle	95,155	100,500	0.95	94,218	101,153	0.93	89,835	96,200	0.93	73,012	87,035	0.84
Senior	158,706	185,135	0.86	156,851	185,689	0.84	157,468	180,755	0.87	153,122	173,677	0.88
APAC												
Junior	10,349	11,369	0.91	9,558	11,568	0.83	9,769	11,708	0.83	9,672	10,965	0.88
Middle	33,313	47,142	0.71	37,234	46,981	0.79	33,981	53,933	0.63	36,795	51,386	0.72
Senior	97,852	176,865	0.55	87,913	166,554	0.53	65,939	182,154	0.36	78,285	134,194	0.58
Europe												
Junior	21,265	31,147	0.68	49,141	46,476	1.06	40,898	41,289	0.99	27,803	41,977	0.66
Middle	75,807	78,249	0.97	75,173	78,655	0.96	68,737	72,038	0.95	65,535	66,652	0.98
Senior	123,047	147,203	0.84	125,384	143,940	0.87	118,433	128,959	0.92	119,421	126,845	0.94
India												
Junior	6,334	7,689	0.82	6,129	7,209	0.85	6,330	7,493	0.84	5,876	7,353	0.80
Middle	23,387	25,803	0.91	22,839	25,464	0.90	22,916	25,449	0.90	21,957	24,169	0.91
Senior	40,554	45,890	0.88	40,494	45,500	0.89	41,121	45,647	0.90	38,215	44,347	0.86

Note: Gender Pay ratio has been assured by Third party (TUV).

Average gender pay ratio between men and women considers factors like job role, experience, skills, and location.

The gender pay ratio in senior and middle APAC roles remains lower than other geographies, primarily due to the current workforce composition and limited senior-level hiring during FY 2025. Targeted actions are underway to strengthen female representation in leadership roles over time.

Gender Pay Indicators

Indicator	Difference between Men and Women Employees (%)
Mean gender pay gap	33%
Median gender pay gap	35%
Mean Bonus Gap	–
Median Bonus Gap	–

Gender Pay Indicators have been assured by third party (TUV).

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

CEO to Employee Pay Ratio CY 2025

The ratio of the remuneration of CEO to the median remuneration of the employees of the company for the financial year is 16.26.

Hexaware views DEI as a strategic business enabler—strengthening innovation, enhancing talent retention, and building organizational resilience. As we move into 2026, we remain committed to accelerating progress through measurable goals, inclusive leadership and sustained cultural change.

Human Rights [GRI 2-30] [GRI 410]

Our Commitment and Governance

At Hexaware, respect for human rights is fundamental to how we operate, engage with stakeholders, and deliver value. Our approach is anchored in a comprehensive **Human Rights Policy**, which embeds the principles of dignity, freedom, equality, and justice across our operations and business relationships.

We have been a signatory to the United Nations Global Compact (UNGC) since 2014 and align our practices with internationally recognized frameworks, including:

- Universal Declaration of Human Rights
- ILO Declaration on Fundamental Principles and Rights at Work
- UN Guiding Principles on Business and Human Rights (UNGPs)

Our policies are endorsed by senior leadership and clearly articulate expectations for employees, suppliers, and other stakeholders.

Human Rights-related Policies

- Code of Conduct for Employees
- Anti-Bribery & Anti-Corruption Policy
- Global Anti-Harassment Policy
- Prevention of Sexual Harassment Policy
- Diversity, Equity & Inclusion (DEI) Policy
- Code of Conduct for Contractors
- Supplier Code of Conduct
- Stakeholder Engagement Policy
- Human Rights Policy
- Modern Slavery & Human Trafficking Statement
- Whistleblower Policy

Zero Tolerance for Human Rights Violations

Hexaware maintains a zero-tolerance approach to all forms of human rights abuse. Our Code of Conduct and Supplier Code of Conduct address critical issues such as:

- Forced and child labor
- Modern slavery and human trafficking
- Abuse of authority and harassment
- Discrimination and unequal remuneration

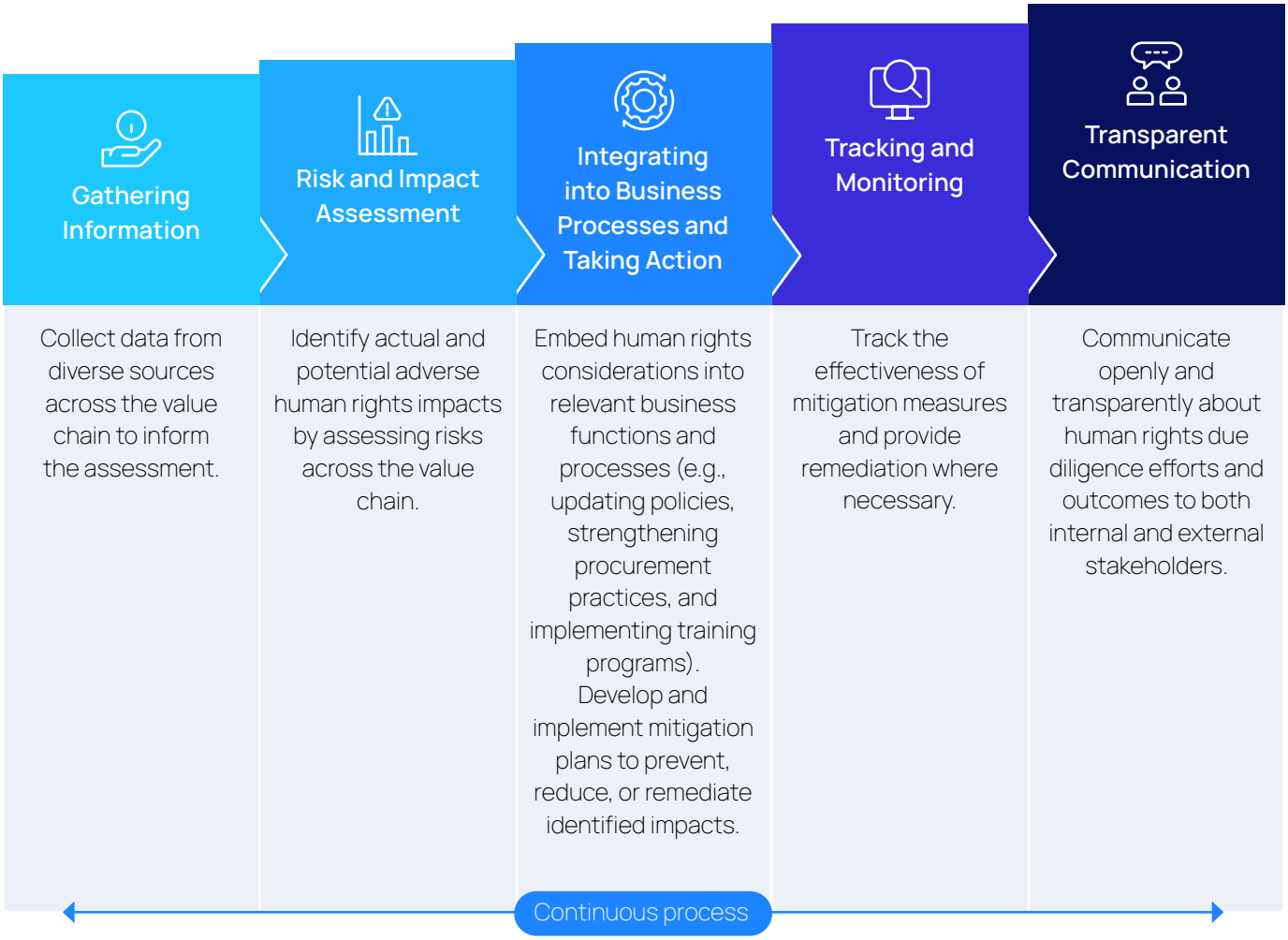
We comply with all applicable laws, including the **Indian Child Labour (Prohibition and Regulation) Act, 1986,** and align with international initiatives such as **ILO-IPEC and the INDO-US Child Labor Project (INDUS)**. In line with the **UK Modern Slavery Act, 2015**, our Slavery and Human Trafficking Statement reinforces our commitment to preventing and eliminating modern slavery across our operations and supply chain.

Freedom of Association and Collective Bargaining [GRI 407]

We respect and uphold employees' rights to freedom of association and collective bargaining, in accordance with applicable local and national laws. Employees are free to assemble, communicate, and join or refrain from joining associations or internal forums of their choice. Hexaware recognizes employees' rights to seek representation, engage in collective dialogue, or opt out, without fear of discrimination or retaliation.

Human Rights Due Diligence

We adopt a structured and proactive human rights due diligence process to identify, assess, and mitigate potential risks across our operations and value chain.



Due diligence is conducted

Before initiating new business activities, including new engagements, renewals, mergers, acquisitions, and joint ventures

Across 100% of our operational sites, covering employees, migrant workers, third-party personnel, and local communities

Key risk areas assessed include forced and child labor, human trafficking, freedom of association, equal pay, discrimination, privacy, and data protection. We engage relevant stakeholders—including employees, women, children, third-party workers, and local communities—during our assessment process. We address identified risks through appropriate mitigation measures, with periodic reviews of risk mapping to ensure continued relevance and effectiveness.

As part of strengthening our responsible sourcing practices, we are enhancing supplier and value-chain risk assessments to gain deeper visibility into potential human rights impacts beyond our direct operations.

Training and Awareness

Human rights principles are integrated into our employee training programs. All employees undergo mandatory annual Code of Conduct training, which covers human rights, ethical conduct, and workplace behavior, and formally acknowledge their adherence to the Code.

Zero — Human Rights Violations

Zero — Indigenous Rights Violations Across the Value Chain

Zero — Complaints of Discrimination (child labor, forced labor, and involuntary labor)

100% — Operations are Assessed for Human Rights Risks

Occupational Health and Safety [GRI 403]

At Hexaware, we are committed to providing a workplace that is safe, secure, and supportive of our people's physical, mental, and emotional well-being. Occupational Health and Safety (OHS) is integral to our operational excellence and people-first culture, and we strive to proactively identify, assess, and mitigate health and safety risks across all locations and activities.

Our OHS approach applies to 100% of employees and contractors working across our offices and campuses.

Governance and Risk Management

Hexaware's health and safety governance is embedded within our enterprise risk management framework, aligned with ISO 31000:2018 and the COSO ERM 2017 framework. Health and safety risks are systematically identified, tracked, and monitored within our broader risk universe.

Safety Committees and Audits

Every Hexaware location has a dedicated Safety Committee comprising representatives from physical security, engineering, and administrative functions. These committees are responsible for monitoring and managing workplace health and safety performance.

Integrated Internal Quality Audits covering OHS parameters are conducted once every six months as part of our Quality Management System (QMS) and Environmental Management System (EMS).

Training and Awareness

We conduct regular training and awareness programs to strengthen a culture of safety and prevention across the organization.

All employees and contractors receive quarterly training on:

- Safety procedures
- Emergency preparedness
- Incident management
- Reporting protocols

Emergency Preparedness and Medical Support

To ensure rapid response and care during medical emergencies:

- Our campuses are equipped with on-site infirmaries to provide first aid and immediate medical assistance to employees and contractors.
- We have formal agreements with local hospitals and government agencies, including SIPCOT, to enable ambulance services and emergency medical support.

Absentee Rate

Monitoring absenteeism helps us assess workforce health, engagement, and workplace conditions, enabling targeted actions to enhance employee well-being and productivity.

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

Note: Absentee rate data covering 100% of employee data verified by third party (TUV)

With the implementation of the return-to-office policy in CY 2025, employees have availed higher leave, leading to a slight increase in the absenteeism percentage.

Employee Health and Well-being

We support our employees' health through a range of everyday benefits and ensure a safe work environment.

Under FITHexaware, employees and their families can use the Wellness Corner App to consult doctors, join live sessions, order medicines, and access OPD services. We also share regular wellness updates covering physical health, mental well-being, and lifestyle management, along with dedicated mental health programs.

Alongside this, we focus on workplace safety through training, regular checks, and leadership oversight.

As a result, we have maintained:

- **Zero** Work-related Injuries
- **Zero** Lost Time Injury Frequency Rate (LTIFR)

Customer Relationship Management

Customer delight is central to our business philosophy and long-term value creation. We partner closely with clients to deliver purposeful digital transformation, anchored in trust, responsiveness, and outcome-driven solutions.

Our customer relationship management approach is built on co-creation, accountability, and continuous improvement. We work as an extension of our clients' teams, leveraging deep domain expertise, agile delivery models, and data-driven insights to anticipate evolving needs and deliver measurable business outcomes.

Our customers range from large global enterprises to fast-growing digital-native organizations, primarily across North America, Europe, and Asia-Pacific, India.

Customer Satisfaction Surveys

We systematically measure customer satisfaction through structured feedback mechanisms, including periodic customer satisfaction surveys and post-engagement reviews. Survey outcomes are analyzed to identify strengths, areas for improvement, and actionable insights, which are integrated into service delivery and account management plans.

Project Level	Engagement Level
In 2025, we conducted 706 customer delight surveys, covering 95% of eligible projects. This extensive survey yielded an overall satisfaction score of 6.45 out of 7, reflecting our commitment to delivering high-quality services tailored to project-specific needs.	At the engagement level, an independent agency conducted an annual external survey, where Hexaware scored 76.5, outperforming industry benchmarks, along with a Net Promoter Score (NPS) of 65 — 18 points above the industry median.

Net Promoter Score (NPS)

Hexaware uses the Net Promoter Score (NPS) framework as a key indicator of customer advocacy and loyalty. NPS results are tracked at the account and organizational levels, enabling leadership teams to assess customer sentiment, benchmark performance, and drive targeted improvement initiatives.

Customer Privacy and Information Security

Protecting customer information is fundamental to our commitment to trust and integrity. Hexaware has robust information security, data privacy, and confidentiality frameworks aligned with global standards and regulatory requirements. These include well-defined policies, access controls, and monitoring mechanisms to safeguard customer data across its lifecycle.

Use of Customer Data

Customer data is used responsibly and strictly for contractual, operational, and service improvement purposes. Data usage is governed by internal policies, client agreements, and applicable data protection regulations. Hexaware does not use customer data for unauthorized purposes and maintains strict controls to prevent misuse or breaches.

Feedback and Grievance Mechanism

Customers can share feedback or raise concerns through multiple formal channels, including account managers, governance forums, and escalation mechanisms. Feedback is reviewed by delivery and leadership teams, and corrective or preventive actions are implemented to enhance service quality and customer experience.

Our Communities [GRI 413]

Creating Shared Value through Inclusive, High-impact CSR

At Hexaware, community development is anchored in a people-centric culture that emphasizes accountability, collaboration, and innovation. Our CSR strategy focuses on strategic philanthropy, addressing systemic social challenges while enabling long-term, measurable impact for under-served and marginalized communities.

CSR At a Glance I 2025

USD 2.19 million invested in community development

129,455 total beneficiaries (56,265 direct and 73,190 indirect)

~37% increase in beneficiaries compared to the previous year

3,100+ employees contributed 7,000+ volunteering hours, impacting ~35,000 individuals

Priority Focus Areas and Impact

Education and Employability

We enable access to quality education, STEM learning, scholarships, and holistic child development, with a strong emphasis on employability and future readiness.

- 22,000+ children supported through education initiatives
- 17,000+ students reached through STEM education programs
- 600 students awarded educational scholarships across multiple states
- Smart classrooms, STEM labs, and digital learning centers established in government and low-income schools

Skill Development and Livelihoods

Our skilling initiatives focus on youth, women, persons with disabilities (PwDs), and transgender individuals, creating pathways to dignified employment.

- 2,200+ youth trained, with ~70% placement rate
- 709 youth placed through the Magic Bus skilling program
- 450+ PwDs trained and certified
- 120 transgender individuals supported through inclusive skilling initiatives

Women Empowerment

We support women through education, entrepreneurship, vocational skilling, and leadership development, enabling financial independence and social mobility.

- 350+ women empowered through vocational and entrepreneurship programs
- 50 girl engineering students supported through scholarships and mentorship
- 50 girls supported through shelter homes and education initiatives

Healthcare and Well-being

Our healthcare initiatives focus on preventive care, disability support, and access to essential medical services.

- 2,000+ cataract surgeries enabling restored vision for elderly individuals
- 200 prosthetic legs are provided annually to amputees
- 850+ participants in blood donation drives across locations

Sports for Development

Through sustained partnerships, we nurture elite and para-athletes, enabling excellence at national and international levels.

- 474 athletes and para-athletes supported
- 13 Olympic medal-winning athletes and 35 para-athletes supported across global events

Environmental Stewardship

We integrate environmental responsibility into community action through afforestation, waste upcycling, and awareness initiatives.

- 5,500+ native saplings planted in Chennai and Coimbatore
- 17,030 kg of textile waste upcycled, supporting coastal ecosystem protection and women's livelihoods

Rural Development

Our integrated village development approach addresses agriculture, livelihoods, health, water, and education

- 120+ students engaged through education and digital centers
- 2,464 kg of agricultural produce generated
- 21 women entrepreneurs supported, generating local income and self-reliance

Employee Volunteering: Helping Hands of Hexaware

Employee participation is central to our CSR impact

- Mumbai Marathon participation supporting education, skilling, and women empowerment
- 1,200 school kits distributed through employee-led drives
- Tree plantation, cleanup, and blood donation drives across multiple cities
- Leadership mentorship sessions delivered to CSR beneficiaries

Governance, Monitoring, and Accountability

Board-level CSR Committee oversight with quarterly reviews:

- Third-party impact assessments and financial audits are conducted annually
- Technology-enabled monitoring platform for real-time data tracking
- Robust grievance redressal mechanism across all projects
- Strategic partnership with Give Grants for compliance, evaluation, and outcome measurement

Recognition

Best Scholarship Program Award – **Global CSR & ESG Awards**

Indian CSR Award 2025 – Best Employment Generation Initiative

Through focused investments, strong partnerships, and active employee participation, Hexaware continues to strengthen communities, enable inclusive growth, and create lasting social value.

Assurance Statement

TÜVINDIA

INDEPENDENT ASSURANCE STATEMENT

To,
The Directors and Management
Hexaware Technologies Limited
8th floor, 13th Level, Q1, Loma Co- Developers1 Private Limited,
Plot no. Gen-4/1, TTC Industrial Area, Ghansoli, Navi Mumbai,
Maharashtra, India, 400710

Hexaware Technologies Limited (hereinafter referred to as "HTL" or "Reporting Organization") engaged TUV India Private Limited (TUVI) to perform an independent external assurance of the Business Responsibility and Sustainability Report (hereinafter 'the BRSR') Core and Global Reporting Initiative ('GRI') disclosures. HTL developed the Integrated Annual Report which also contains the disclosures of BRSR Core ("the 09 attributes"), and GRI disclosures (hereinafter together referred to as "Sustainability Information") for the period January 01, 2025 to December 31, 2025. following frameworks and guidelines are refereed during assurance process:

i. *The Industry Standards on Reporting of BRSR Core, as per SEBI circular SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177, dated 20 December 2024;*
ii. *SEBI circular SEBI/HO/CFD/CMD-2/P/CIR/2021/562, dated 10 May 2021;*
iii. *The SEBI notification SEBI/LAD-NRO/GN/2023/131, dated 14 June 2023, related to BRSR reporting requirements;*
iv. *The BRSR Core – Framework for Assurance and ESG Disclosures for the Value Chain, as stipulated by SEBI circular SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122, dated 12 July 2023;*
v. *Measures to facilitate ease of doing business with respect to framework for assurance or assessment, ESG disclosures for value chain, and introduction of voluntary disclosure on green credits, Circular No.: SEBI/HO/CFD/CFD-PoD-1/P/CIR/2025/42, dated Mar 28, 2025*
vi. *Master Circular for compliance with the provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 by listed entities, Reference: HO/49/14/14(7)2025-CFD-POD2/I/3762/2026, Last updated on: January 30, 2026*
vii. *GRI 2021*

The assurance engagement for BRSR Core disclosures was conducted with reasonable assurance and (GRI) disclosures and were subjected to a limited assurance engagement, following the requirements of International Standard on Assurance Engagements ISAE 3000 (Revised).

Management's Responsibility

HTL developed its sustainability information forming part of the Integrated Annual Report (based on BRSR and GRI framework) and holds full responsibility for the collection, analysis, preparation, and disclosure of the information presented in the Integrated Annual Report, including its availability in both web-based and printed formats. This responsibility also extends to the maintenance and integrity of the website where the Integrated Annual Report is published. Management is responsible for ensuring the disclosed data is accurate, reliable, and free from material misstatements, as per the BRSR criteria. Additionally, HTL is responsible for the archiving and reproduction of the disclosed information and for ensuring that such data is made available to relevant stakeholders and regulatory authorities upon request. The Reporting Organization is responsible for complying with applicable laws.

Scope and Boundary

The scope of this assurance engagement conducted by TUVI covered the verification of disclosures made by HTL in its Integrated Annual Report, The Integrated Annual Report represent key disclosures related to the organization's Environmental, Social, and Governance (ESG) performance, as mandated by the Securities and Exchange Board of India (SEBI). The assurance engagement included the following activities:

1. Review of General Disclosures, Management and Process Disclosures;
2. Review and evaluation of the nine attributes specified under Annexure I – Format of BRSR Core, as disclosed in the BRSR;
3. Assessment of the quality, clarity, and completeness of the reported information; and
4. Verification of supporting evidence on a sample basis, involving:
   i. Limited assurance for GRI-based disclosures and
   ii. Reasonable assurance for the nine attributes as per the BRSR Core framework.

This approach ensured an assessment aligned with the principles of ISAE 3000 (Revised), providing an independent and objective evaluation of the reliability and accuracy of HTL's ESG disclosures. TUVI has verified the below *09 attributes as per Annexure I - Format of BRSR Core* disclosed in the BRSR

Attributes	KPI
Green-house gas (GHG) footprint	Total Scope 1 emissions (with breakup by type) - GHG (CO_2e) Emission in tCO_2 - Direct emissions from organization's owned- or controlled sources - Reported
	Total Scope 2 emissions in tCO_2 - Indirect emissions from the generation of energy that is purchased from a utility provider- Reported

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	GHG Emission Intensity (Scope 1+2), Total Scope 1 and Scope 2 emissions (tCO_2) / Total Revenue from Operations adjusted for PPP – Calculated	
Water footprint	Total water consumption (in kL) - Reported	
	Water consumption intensity - kL / Total Revenue from Operations adjusted for PPP – Calculated	
Energy footprint	Total energy consumed in GJ - Reported	
	% of energy consumed from renewable sources - In % terms- Reported	
	Energy intensity -GJ/ Rupee adjusted for PPP – Calculated	
	Energy intensity - Joules or multiples / Product or Service – Calculated	
Embracing circularity - details related to waste management by the entity	Plastic waste (MT) (A) – Reported	
	E-waste (MT) (B) - Reported	
	Bio Medical Waste (C) – Reported	
	Battery waste (MT) (D) – Reported	
	Other hazardous waste (waste oil) (MT) (E) – Calculated	
	Other non-hazardous waste - Reported	
	Paper waste (MT) (F) – Reported	
	Food waste (MT) (G) – Reported	
	Metal waste (MT) (H) - Reported	
	Total waste generated (A + B+ C + D+ E+ F+ G+H) (MT)	
	Waste intensity • MT / Rupee adjusted for PPP – Calculated	
	Each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (MT) – Reported	
	Each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (Intensity) ✓ kg of Waste Recycled Recovered /Total Waste generated – Calculated	
	For each category of waste generated, total waste disposed by nature of disposal method (MT) –reported for waste other than E-waste - Reported	
	For each category of waste generated, total waste disposed by nature of disposal method (Intensity) ✓ kg of Waste Recycled Recovered /Total Waste generated – Calculated	
Enhancing Employee Wellbeing and Safety	Spending on measures towards well-being of employees and workers – cost incurred as a % of total revenue of the co - In % terms - Calculated	
	Details of safety related incidents for employees and workers (including contract-workforce e.g. workers in the company's construction sites) 1) Number of Permanent Disabilities - Reported 2) Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked) - Reported 3) No. of fatalities – Reported	
Enabling Gender Diversity in Business	Gross wages paid to females as % of wages paid - In % terms	
	Complaints on POSH	1) Total Complaints on Sexual Harassment (POSH) Reported
		2) Complaints on POSH as a % of female employees / workers – Reported
		3) Complaints on POSH upheld– Reported
Enabling Inclusive Development	Input material sourced from following sources as % of total purchases – Directly sourced from MSMEs/ small producers and from within India - In % terms – As % of total purchases by value – Reported	
	Job creation in smaller towns – Wages paid to persons employed in smaller towns (permanent or non-permanent /on contract) as % of total wage cost - In % terms – As % of total wage cost- Reported	
Fairness in Engaging with Customers and Suppliers	Instances involving loss / breach of data of customers as a percentage of total data breaches or cyber security events - In % terms - Reported	
	Number of days of accounts payable - (Accounts payable *365) / Cost of goods/services procured – Calculated	
Open-ness of business	Concentration of purchases & sales done with trading houses, dealers, and related parties Loans and advances & investments with related parties	1) Purchases from trading houses as % of total purchases - Not Applicable
		2) Number of trading houses where purchases are made from - Not Applicable
		3) Purchases from top 10 trading houses as % of total purchases from trading houses
		1) Sales to dealers / distributors as % of total sales
		2) Number of dealers / distributors to whom sales are made
		3) Sales to top 10 dealers / distributors as % of total sales to dealers / distributors - Not Applicable
		Share of RPTs (as respective %age) in - • Purchases • Sales • Loans & advances • Investments

TUVI has verified the below-mentioned GRI disclosures given in the Report and has conducted Limited assurance engagement in-line with ISAE 3000 (Revised) Assurance Standard:

Topic	Indicator	GRI Disclosure
Economic	Economic Performance	201-1
	Procurement Practices	204-1
Energy	Energy consumption within the organization	302-1
Water	Water consumption	303-5
Waste	Waste Generated	306-3
	Waste diverted from disposal	306-4

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Emissions	Direct (Scope 1) GHG emissions	305-1
	Energy indirect (Scope 2) GHG emissions	305-2
	Other indirect (Scope 3) GHG emissions	305-3
Occupational Health and Safety	Occupational health and safety management System	403-1
	Worker participation, consultation, and communication on occupational health and safety	403-4
	Workers covered by an occupational health and safety management system	403-8
	Work-related injuries	403-9
	Work-related ill health	403-10
Employment Training and Education	New Employee Hire & Turnover Details	401-1
	Benefits provided to full-time employees that are not provided to temporary or part-time employees	401-2
	Parental leaves	401-3
	Average hours of training per year per employee	404-1
	Programs for upgrading employee skills and transition assistance programs	404-2
	Percentage of employees receiving regular performance and career development reviews	404-3
Local communities	Operations with local community engagement, impact assessments, and development programs	413-1

The reporting boundaries for the assured sustainability information are limited to the below operational units of HTL:

The reporting boundaries for the above topics includes various offices across the following 12 city locations across India and overseas locations.
Onsite Assessment was performed at Chennai Owned facility in January 2026. Remaining various offices followed by remote verification (via Microsoft teams).

1. HTL Chennai- Owned & Leased (date: 21 January 2026, onsite)
2. HTL Bhopal – Leased (date: 21 January 2026, remote)
3. HTL Mangalore – Leased (date: 21 January 2026, remote)
4. HTL Dehradun – Leased (date: 22 January 2026, remote)
5. HTL Bangalore – Leased (date: 22 January 2026, remote)
6. HTL Coimbatore – Leased (date: 22 January 2026, remote)
7. HTL Mumbai – Owned & Leased (date: 23 January 2026, remote)
8. HTL Noida – Leased (date: 23 January 2026, remote)
9. HTL Ahmedabad – Leased (date: 27 January 2026, remote)
10. HTL Nagpur – Owned (date: 28 January 2026, remote)
11. HTL Pune – Owned (date: 28 January 2026, remote)
12. HTL Branches – Australia, UAE, Japan, Philippines, Poland, Netherlands, Switzerland, Belgium SRL (date: date: 28 January 2026, remote)

The assurance activities were carried out together with a desk review carried out for all other HTL sites within the reporting boundary. Applicable boundaries for disclosures are explained in the Report.

The assurance activities were carried out together with a desk review as per reporting boundary.

Limitations

TUVI did not perform any assurance procedures on the prospective information disclosed in the Report, including targets, expectations, and ambitions. Consequently, TUVI draws no conclusion on the prospective information. During the assurance process, TUVI did not come across any limitation to the agreed scope of the assurance engagement. TUVI did not verify any ESG goals and claim through this assignment. TUVI has taken reference of the financial figures from the audited financial statements. HTL will be responsible for the appropriate application of the financial data. The application of this assurance statement is limited w.r.t *SEBI circular SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122, dated Jul 12, 2023 and Industry Standards on Reporting of BRSR Core, circular SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177, dated 20/12/2024)*. TUVI disclaims liability for decisions or consequences arising from this assurance statement or from inaccurate data, relying on the completeness and accuracy of information provided by HTL. The responsibility for the authenticity of the data is confirmed by HTL. Any reliance placed by any person or third party on disclosed KPI is entirely at their own risk. This assurance statement does not validate any environmental or social claims, nor it's intended to mislead or contribute to greenwashing.

TUVI's Responsibility

TUVI's responsibility in relation to this engagement is to perform a reasonable level of BRSR Core assurance and limited level GRI assurance 2021 and to express a conclusion based on the work performed. Our engagement did not include an assessment of the adequacy or the effectiveness of HTL's strategy, management of ESG-related issues or the sufficiency of the Report against BRSR reporting principles, other than those mentioned in the scope of the assurance. TUVI's responsibility regarding this verification is in reference to the agreed scope of work, which includes assurance of non-financial quantitative and qualitative information disclosed by HTL. Reporting Organization is responsible for archiving the related data for a reasonable time period. The primary intended user of this assurance statement is HTL; however, the client may use it at their own discretion in accordance with their specific requirements. This assurance engagement is based on the assumption that the data and information provided to TUVI by HTL are complete and true.

Assurance Methodology

During the assurance engagement, TUVI adopted a risk-based approach, focusing verification efforts on disclosures and issues of high material relevance to HTL and its stakeholders. The objective was to assess the reliability and accuracy of the

non-financial information disclosed, with emphasis on the robustness of data management systems, internal controls, and information flows.

TUVI's assurance activities included:

1. Document and Data Review
   i. Examination of documents, datasets, and supporting evidence provided by HTL for nine attributes listed in Annexure I – Format of BRSR Core (non-financial disclosures).
   ii. Evaluation of disclosures related to Management Approach and performance indicators.
2. Stakeholder Interviews
   i. Conducted interviews with key representatives, including data owners, process managers, and decision-makers across various departments.
   ii. Reviewed HTL's approach to stakeholder engagement and materiality determination to validate qualitative statements included in the Integrated Annual Report.
   iii. Interviews were conducted through both onsite visits and remote assessments, as applicable.
3. Process and System Assessment
   i. Review of systems and processes for:
      a) Implementing ESG and sustainability-related policies, as described in the BRSR; and
      b) Collecting, managing, and reporting both quantitative data and qualitative information for the reporting period.
   ii. Assessment of the internal controls supporting data accuracy, traceability, and consistency.
4. Reporting Framework Adherence
   i. Verified HTL's adherence to reporting requirements under:
      a) SEBI's BRSR guidelines, and
      b) GRI Standards.

TUVI evaluated the GRI-based disclosures against the following GRI principles: Stakeholder Inclusiveness, Materiality, Responsiveness, Completeness, Neutrality, Relevance, Sustainability Context, Accuracy, Reliability, Comparability, Clarity, Timeliness. This methodology enabled TUVI to provide a balanced and evidence-based assurance on the information disclosed, while maintaining alignment with ISAE 3000 (Revised) standards for non-financial assurance.

Observations

HTL is in the process of developing an action plan for the following focus areas, which are well-aligned with the management's existing objectives and programs. These areas have already been identified by HTL, and the assurance team confirm their continued implementation to help advance the organization's sustainability goals. Below observations do not affect the assurance conclusion.

1. HTL may strengthen its ESG reporting by opting a smart cloud-based data management system and compliment the same with periodic internal data and performance reviews;
2. HTL can opt for certification of Zero Liquid Discharge (ZLD) in order to improve the water disclosures.
3. Increase Renewable Energy Mix: HTL can further expand its use of renewable energy to reduce both energy costs and associated greenhouse gas (GHG) emissions.
4. Conduct Water and Energy Audits: HTL can perform comprehensive water and energy audits to identify savings opportunities and initiate corresponding improvement projects.

Conflict of Interest

In the context of BRSR requirements set by SEBI, addressing conflict of interest is crucial to maintain high integrity and independence of assurance engagements. As per SEBI guidelines, assurance providers need to disclose any potential conflict of interest that could compromise the independence or neutrality of their assessments. TUVI diligently identifies any relationships, affiliations, or financial interests that could potentially cause conflict of interest. We proactively implement measures to mitigate or manage these conflicts, ensuring independence and impartiality in our assurance engagements. We provide clear and transparent disclosures about any identified conflicts of interest in our assurance statement. We recognize that failure to address conflict of interest adequately could undermine the creditability of the assurance process and the reliability of the reported information. Therefore, we strictly adhere to SEBI guidelines and take necessary measures to avoid, disclose, or mitigate conflicts of interest effectively.

Our Conclusion

In our opinion, based on the scope of this assurance engagement, the disclosures related to the BRSR Core Key Performance Indicators (KPIs) presented in the Integrated report, disclosures on ESG performance forming part of its Integrated Annual Report along with the referenced supporting information, provides, the the nine attributes as per Annexure I, in all material respects, related strategies and meet the content and quality requirements outlined in the BRSR framework and GRI Standards. HTL appropriately discloses the KPIs and actions that focus on value creation over the short, medium, and long term. The KPIs selected and disclosed by HTL are fairly represented.

Competency and Independence: TUVI confirms its competence to conduct this assurance engagement in accordance with SEBI guidelines. Our assurance team possesses the necessary expertise in ESG verification, assurance methodologies, and applicable regulatory frameworks. We uphold strict independence, apply robust assurance methodologies, and continuously improve our processes to deliver reliable and credible assessments.

Disclosures: TUVI is of the opinion that the reported disclosures comply with the requirements of the BRSR and meet the GRI Standards reporting requirements. HTL's general disclosures provide appropriate contextual information about the

organization, while the Management & Process Disclosures adequately describe the management approach for nine attributes as per Annexure I – Format of BRSR Core.

Limited Assurance Conclusion: Based on the procedures performed, nothing has come to our attention that causes us to believe that the information subject to the limited assurance engagement was not prepared, in all material respects, in accordance with the applicable reporting criteria. TUVI found the information to be reliable across all principles with respect to the BRSR and with reference to GRI 2021 reporting criteria.

Reasonable Assurance Conclusion: In our opinion, based on the scope of this assurance engagement, the disclosures on BRSR Core KPI described in the BRSR Report along with the referenced information provides a fair representation of the nine attributes, and meets the content and quality requirements of the BRSR. HTL fulfill the compliance with SEBI mandated reasonable assurance requirement. TUVI confirms its competency to conduct the assurance engagement for the BRSR as per SEBI guidelines. Our Team possesses expertise in ESG verification, assurance methodologies and regulatory frameworks. We ensure independence, employ robust methodologies and maintain continuous improvement to deliver reliable assessment.

Evaluation of BRSR Reporting Principles

i. **Governance, Leadership, and Oversight:** The Integrated Annual Report appropriately discloses messages from top management, the business model aimed at promoting inclusive growth and equitable development, along with related actions and strategies. It highlights HTL's focus on services, risk management practices, environmental protection and restoration efforts, and organizational priorities.

ii. **Connectivity of Information:** HTL discloses the nine attributes as per Annexure I - Format of BRSR Core. The Integrated Annual Report effectively demonstrates the inter-relatedness and dependencies of these principles with factors influencing the organization's ability to create value over time.

iii. **Stakeholder Responsiveness:** Stakeholder identification and engagement has been carried out by HTL on a periodic basis to bring out key stakeholder concerns as material topics of significant stakeholders. The Integrated Annual Report details mechanisms for engaging key stakeholders to identify major concerns and to derive and prioritize short, medium and long-term strategies. It provides valuable insights into the nature and quality of HTL's relationships with its stakeholders and fairly represents how the organization understands, considers, and responds to their legitimate needs and interests. In our view the Integrated Annual Report meets the requirements.

iv. **Materiality:** The materiality assessment process has been carried out, based on the requirements of the GRI Standards, considering topics that are internal and external to the PIL's range of businesses. Material issues related to the nine attributes and corresponding KPIs, as required by the BRSR framework, are adequately identified and reported in the Integrated Annual Report. In our view, the Integrated Annual Report meets the requirements.

v. **Conciseness:** The Integrated Annual Report communicates the required information clearly and succinctly, using brief and to-the-point sentences. Effective use of graphs, pictorials, and tabular representations enhances clarity while maintaining the continuity of information flow throughout the report.

vi. **Reliability and Completeness:** HTL has established robust internal systems for data aggregation and evaluation. The Integrated Annual Report has disclosed the selected non-financial KPI's, as per the BRSR framework and GRI Standards. TUVI's assurance team verified the data as per the agreed scope of work and found it to be accurate. The information is reported transparently, neutrally, and free of material error.

vii. **Consistency and Comparability:** Information in the BRSR is presented on an annual basis and was found to be reliable and complete. This supports adherence to the principles of consistency and comparability in reporting.

viii. **Impact:** HTL communicates its ESG performance through regular, transparent internal and external reporting throughout the year, aligned with BRSR, GRI as part of its policy framework that include POSH, ESG, Code of Conduct Policy, Whistle Blower Policy etc. HTL reports on ESG performance to Board of Directors, who oversees and monitors the implementation and performance of objectives, as well as progress against goals and targets for addressing ESG related issues. HTL completed the process of establishing contemporary goals and targets against which performance will be monitored and disclosed periodically

Reporting Principles for defining report quality: The mainstream of the data and information was verified by TUVI's assurance team as per the agreed scope of work as defined above and found to be accurate. The disclosures related to ESG issues and performances are reported in a balanced manner and are clear in terms of content and presentation. In our view, the Integrated Annual Report meets the requirements.

Independence and Code of Conduct: TUVI follows IESBA (International Ethics Standards Board for Accountants) Code which, adopts a threats and safeguards approach to independence. We recognize the importance of maintaining independence in our engagements and actively manage threats such as self-interest, self-review, advocacy, and familiarity. The assessment team was safeguarded from any type of intimidation. By adhering to these principles, we uphold the trust and confidence of our clients and stakeholders. In line with the requirements of the SEBI *circular SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122, dated 12/07/2023 and Industry Standards on Reporting of BRSR Core, circular SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177, dated 20/12/2024*. TUVI solely focuses on delivering verification and assurance services and does not engage in the sale of service or the provision of any non-audit/non-assurance services, including consulting.

Quality control: The assurance team complies with quality control standards, ensuring that the engagement partner possesses requisite expertise and the assigned team collectively has the necessary competence to perform engagements in reference with standards and regulations. Assurance team follows the fundamental principles of integrity, objectivity, professional competence, due care, confidentiality and professional behaviour. In accordance with International Standard on Quality Control, TUVI maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

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Independence and Impartiality Statement

TUVI is an independent and neutral third-party provider of ESG assurance services, supported by a team of qualified environmental and social specialists. We affirm our independence and impartiality in conducting this assurance engagement and confirm that there is no conflict of interest with HTL. During the reporting period, TUVI did not undertake any assignments with HTL that could compromise the integrity, independence, or objectivity of our findings, conclusions, or observations. TUVI was not involved in the preparation of any content or data presented in the BRSR, other than this assurance statement. Throughout the assurance process, TUVI remained fully impartial and objective, including during all interviews conducted as part of the engagement.

For and on behalf of TUV India Private Limited

TUV INDIA PRIVATE LIMITED TÜVINDIA

Manojkumar Borekar
Product Head – Sustainability Assurance Service
TUV India Private Limited

Date: 04/02/2026
Place: Mumbai, India
Project Reference No: 8124183346

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	305 -4 GHG emissions intensity		
	305 -5 Reduction of GHG emissions		
	305 -6 Emissions of ozone-depleting substances (ODS)	**Reason for omission:** Not applicable: Hexaware does not engage in manufacturing or industrial activities that utilize or emit ozone-depleting substances. Our operations are primarily office-based and involve digital services, which do not contribute to ODS emissions. Therefore, this disclosure is not applicable to our business activities.	-
	305 -7 Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	**Reasons for omission:** Not applicable: The nature of Hexaware's business activities does not involve significant sources of NO_x, SO_x, or other air emissions	-

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