About Mphasis

Mphasis' purpose is to be the “Driver in the Driverless Car” for Global Enterprises by applying next-generation design, architecture and engineering services, to deliver scalable and sustainable software and technology solutions. Customer centricity is foundational to Mphasis, and is reflected in the Mphasis' Front2Back™ Transformation approach. Front2Back™ uses the exponential power of cloud and cognitive to provide hyper-personalized ($C = X2C^2_{-TM} = 1$) digital experience to clients and their end customers. Mphasis' Service Transformation approach helps 'shrink the core' through the application of digital technologies across legacy environments within an enterprise, enabling businesses to stay ahead in a changing world. Mphasis' core reference architectures and tools, speed and innovation with domain expertise and specialization, combined with an integrated sustainability and purpose-led approach across its operations and solutions are key to building strong relationships with marquee clients.

Click here to know more. (BSE: 526299; NSE: MPHASIS)

Mphasis
The Next Applied

NURTURING SUSTAINABLE DEVELOPMENT IN A DIGITAL ERA

ESG REPORT 2022 - 23

About the ESG Report

We are glad to furnish the 3rd Environmental, Social, and Governance (ESG) report. These reports serve as a testament to our dedication to disclosing the annual progress of our Company's ESG initiatives and Company-wide commitments. The report represents a comprehensive compilation of our endeavors during FY23, aimed at establishing a responsible and sustainable business. To ensure relevance and significance, we have adhered to the principle of materiality, which has guided us in selecting and presenting the most pertinent information. Consequently, this ESG report will prominently highlight the aspects that hold the most relevance to both our organization and our stakeholders while taking into consideration the impact created by our business.

Report Overview

Mphasis ESG Report 2022-23 has been developed in reference to the GRI Universal Standards, 2023 requirements. In developing the report, we have systematically followed the structure provided by the GRI Universal Standards and also considered the requirements outlined in S&P's Corporate Sustainability Assessment. We have disclosed relevant financial and non-financial information. The report includes historical data and complements the information published in the Annual Report and the Business Responsibility and Sustainability Report (BRSR) of our Company. Additionally, our ESG efforts are mapped against the United Nations (UN) Global Compact Principles and are accessible through the GRI index provided within the report. These alignments aim to enhance the credibility of our ESG disclosures, foster accountability, facilitate comparisons, and meet the expectations and priorities of our stakeholders.

Statement of use: Mphasis Limited has reported the information cited in this GRI content index for the period 1st of April 2022 to 31st of March 2023 with reference to the GRI Standards.

By utilizing the GRI Standards, we publicly communicate our primary impacts on the economy, environment, and individuals, encompassing considerations of human rights and how these impacts are managed by our Company. This practice of disclosure fosters transparency regarding our Company's impacts, thereby strengthening accountability. Mphasis has aligned with GRI disclosures and produced a GRI Content Index since the Company started its formal ESG reporting journey and you can access all the previous ESG reports at ESG at Mphasis.

Reporting Boundaries and Scope

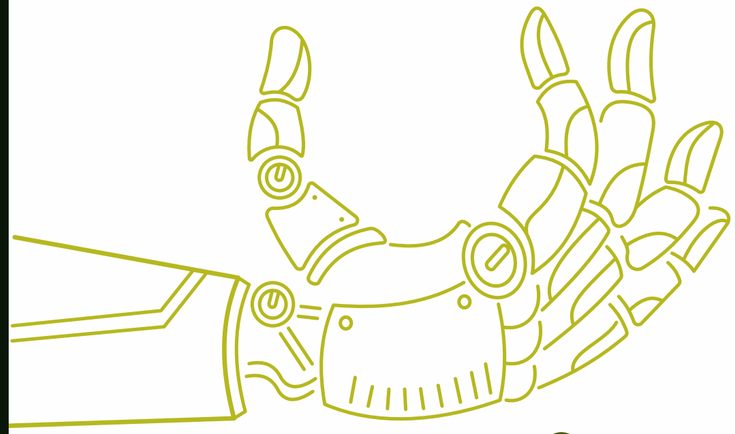
The report encompasses Mphasis' ESG strategy, policies, goals, KPIs and targets, and performance data from its 7 Indian and 20 international locations. We have made sure to include all activities that are consolidated for financial reporting purposes, incorporating Company-specific indicators related to environmental, social, and corporate governance. The ESG data provided in the report reflects the relevant information across all business units within the Company's operations, based on the availability of data. However, for certain ESG data parameters, we have limited the information to operations within India. These specific values are indicated throughout the report and the ESG Databook for FY23.

Our verification method includes data reviews by the Company's internal data owners and external consultants. Currently, we do not have any external assurance on our sustainability reporting.

Feedback and Queries

We invite you to share your valuable insights, suggestions, and questions regarding our ESG Report 2022-23, which will help us enhance our future reporting endeavours. You can communicate your suggestions and queries by using the form available at Mphasis/contactUs

Cautionary Statement: This report contains forward-looking statements, which may be identified by their use of words like 'plans,' 'expects,' 'will,' 'anticipates,' 'intends,' 'projects,' 'estimates' or other words of similar meaning. All statements that address expectations, assumptions or projections about the future, including statements about Mphasis Limited's strategy for growth, market position, expenditures and financial results are also forward-looking statements. Mphasis Limited cannot guarantee that these assumptions and expectations are accurate or will be realized.



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Message from the CEO

As environmentally conscious and socially responsible corporate citizens of the world, we invest inEnvironmental, Social and Governance (ESG) priorities, in a way that aligns with our culture of being Hi-tech, Hi-touch and Hi-trust for all stakeholders. In this report, we are glad to present the progress of our ESG initiatives for FY 2022-23 and our roadmap for a better future.

This year, we took pivotal steps towards our focus on ESG:

- Aligning to the Board Governance and risk committee by integrating ESG risks into Enterprise Risk Management (ERM)
- Pledging to achieve a carbon-neutral future by 2030 and institutionalized human rights policy globally.

In line with our ESG objectives of engineering climate sustainability and architecting stakeholder value by applying good governance and incorporating sustainability, we are glad to report the following highlights:

Highlights of the report:

- Our S&P Global Dow Jones Sustainability Index (DJSI) Score moved from 18 in 2020 to 59 in 2022 which is above the industry standard.
- Our CRISIL ESG Score moved from 59 in 2021 to a strong score of 63 in 2022.
- There were zero data privacy-related complaints, zero information security breaches, and none of the clients, customers or employees were affected by the breaches.

Amid the transformative tide of Artificial Intelligence (AI), Mphasis took concrete steps to ensure the ethical and equitable deployment of AI. We have developed a comprehensive 'Security Policy on the use of AI' which outlines strict guidelines and protocols for the ethical and secure use of AI technologies across all our operations.

We are continually guiding our employees with responsible AI usage through regular training sessions.

Towards building a sustainable and inclusive world, we empower our employees with initiatives that respect their uniqueness and cultivate a culture of diversity and inclusion. Mphasis is now a signatory of the United Nations Women Empowerment Principles. We take pride in the fact that 35.1% of our workforce are women. Mphasis has introduced medical insurance for gender reassignment surgeries and coverage for employees with disabilities. Mphasis has also been recognized as an 'Exemplar of Inclusion' in the Most Inclusive Companies Index (MICI) by Avtar & Seramount.

As part of our evolving journey, we are expanding our Corporate Social Responsibility (CSR) efforts to encompass meaningful environmental projects in collaboration with implementing partners. One of the projects is a water conservation program where over a thousand percolation wells have been built in and around Bengaluru city. We are also breathing new life into one of the treasured lakes of Bengaluru through rejuvenation efforts. We are enabling the process of creating a dense green cover with around one lakh trees in Doddasaggere Botanical Garden, Karnataka.

For our journey ahead, we will stay committed to sustainable growth such that we nurture the right balance between business success and societal well-being. We remain driven with our conviction to new avenues and maximize our positive impact. With determination, we forge ahead towards a sustainable future together.

Sincerely

Nitin Rakesh
CEO & Managing Director

MPHASIS ESG PILLARS OF GROWTH

Our business today is robust and adaptable, focused on providing enduring value to all our stakeholders. The initiatives outlined in this report exemplify our dedication to incorporating Environmental, Social, and Governance (ESG) principles at the core of our operations and overall philosophy.

Economic and Governance Aspirations

- Stretches beyond statutory requirements
- Governance practices are based on accountability, transparency and ethics
- Focuses on enhancement of long-term interest of stakeholders
- Reduce the risk of liability for improper conduct such as bribery and corruption at all levels within our company
- Proactively assess vulnerabilities, strengthen IT infrastructure and deploy plans to minimise cyber security incidents
- Co-create a responsible supply chain with diverse and high-quality suppliers globally

Economic and Governance Highlights

INR
139,600.96 Million
in Revenue.

16.7%
Gross revenue growth from FY22.

25%
of the Board is women
Mphasis has currently 3 women on Board.

Mphasis.ai was launched, a first-of-its-kind business unit, focused on transforming organizations globally by unlocking the potential of Artificial Intelligence.

Considering better alignment of vision and focus, ESG governance overseen by Risk Governance and Management Committee of the Board earlier, is now under the purview of the CSR Committee from FY24.

Mphasis has set up an 'ESG Steering Committee' with the objective of supporting Mphasis' leadership in identifying, managing and achieving its ESG commitments and objectives.

Nitin Rakesh (CEO &MD) was featured in the Visionary CEOs list by HR Association of India.

Mphasis recognized by Business World in India's Most Sustainable Companies (IMSC).

No cases of unethical business practices recorded against the company in the reporting period.

Increased the procurement spend on local suppliers from
92% to 99%
in FY23.

Environmental Aspirations

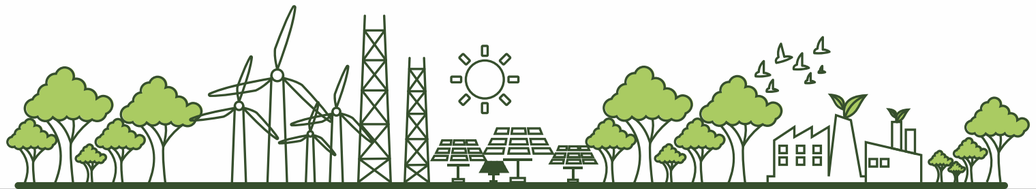
- Reduce carbon footprint value year on year to manage negative implications related to climate change
- Lower electricity consumption 5% year on year to improve operational eco-efficiency and lessen fossil-fuel dependency
- Accelerate efforts on improving energy efficiency and phasing out ozone-depleting substances

Key environment highlights

47.84% reduction in total energy consumption from non-renewable sources	48% of total energy needs fulfilled through renewable energy	3.3% reduction in total energy used in data centres	148.69% increase in total waste recycled in 2023

Key targets

- Pledge to achieve Carbon Neutrality by 2030
- Reduction of energy consumption target year on year by 5%
- Reduction of carbon footprint year on year by 1%



Social Aspirations

- Strengthen our business environment by protecting, preserving and respecting the rights of all our stakeholders
- Recruit and empower women, veterans, LGBTQ+ and people with disabilities across the organization
- Build an inclusive and diverse workplace that attracts, develops, and retains the best talent in an environment that fosters high performance
- Invest and uplift communities and drive positive outcomes in the areas of education, livelihood creation, environmental sustainability, and equitable development

Key environment highlights

35.1 % of women in the workforce	Mphasis is now a signatory of the United Nations Women Empowerment Principles	INR 323.98 million investment in community and social projects	Net Promotion Score was 7.87/10 in the reporting period

Key targets

- Increase the share of women in total workforce to 40% from 35.1% by 2025
- Increase the number of women in top management positions from 39% to 50% by 2025
- In 2022, Mphasis won 'Exemplar of Inclusion' Award by Avtar & Seramount.
- Mphasis won KelpHR PoSH AWARDS® 2022 by KelpHR for being one among the TOP 25 safest workplaces in India

TOWARDS CARBON NEUTRALITY

"We continue to see the benefits of global decarbonization. At Mphasis, we are committed to reaching net-zero emissions and executing our goals guided by climate science to drive value by investing in renewable energy, efficient waste and water management, and other green initiatives."

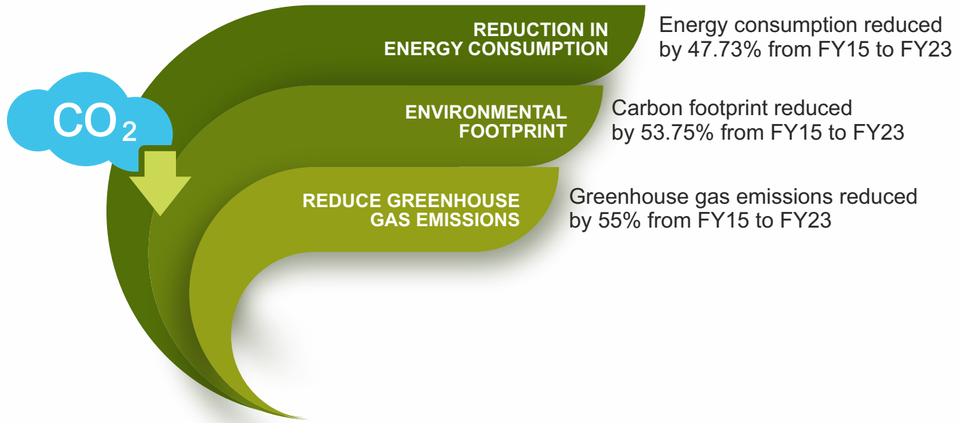
NITIN RAKESH, CEO & MD

Mphasis pledges to be carbon neutral by 2030. This is a critical milestone in our company's journey towards a creating a sustainable future. We take pride in leveraging our technological capabilities to tackle the effects of climate change. Our initiatives focus on creating a better environment, minimizing energy consumption, and ensuring a low-emission, climate-resilient future.

We believe carbon neutrality is an important driver of value creation and aim to achieve our goal by implementing a well-defined energy management plan to minimize energy consumption, integrate renewable energy sources, and implement energy-efficient practices. Our overarching objective is to actively contribute to an equitable and sustainable future while supporting the transition to a low-carbon economy. To demonstrate our determination, in 2023, we made a resolute pledge to completely offset CO2e emissions originating from our facilities and operations. Our target is to achieve carbon neutrality by 2030.

This unwavering commitment showcases our relentless pursuit of environmental stewardship and our proactive efforts to mitigate our impact on people, the planet and society. By setting such a goal, we aim to set a benchmark for our industry and inspire others to follow suit in their quest for sustainability.

Key progress made towards emissions reduction



Architecting Stakeholder Value

At Mphasis, our vision is rooted in the potential of technology and its capacity to drive progress for everyone. Embracing a digital transformation is at the heart of our mission, as we believe it is the key to creating a tangible and meaningful impact.

Our core purpose, '**Engineering is in our DNA,**' guides us in tackling complex challenges faced by our clients and society. With a dual focus on 'Tech for Good - Business' and 'Tech for Good - Society,' we leverage the power of technology to provide disruptive, scalable, and sustainable solutions. Moreover, by utilizing our cutting-edge tools and resources, our goal is to catalyse significant change and deliver substantial value to all stakeholders.

Mphasis' twin objectives

Tech For Good: Business

As a responsible corporate citizen committed to the well-being of our planet and society, our business model revolves around sustaining and enhancing stakeholder value. At the heart of our approach lies our 'Tech for Good - Business' offerings. As a part of this, we are continuously striving to offer "Sustainability Services" to our clients. These services cover end to end lifecycle of ESG (Sustainability) management, by focusing on either one or all of their systemic or operational requirements like transportation, logistics, health, and corporate governance.

Materializing ESG Strategy through Customer-oriented Services

We are actively contributing towards a Canadian freight railway's ESG vision through a range of initiatives and collaborations. We have been steadfast in aligning the company's operations and practices with its ESG goals, thereby enhancing overall sustainability and promoting responsible business practices.

The Canadian freight railway's vision is to become the safest and most carbon-efficient, operationally effective, and customer-centric service provider in North America. They are consistently making efforts for bringing about internal and customer-focused changes in alignment with their ESG commitments. Our collaboration is aimed at facilitating a dual set of objectives. Firstly, we strive to achieve internally focused goals by effecting a reduction in carbon emissions, empowering our employees, enhancing operational efficiency, and implementing intelligent monitoring systems to streamline ESG data management. Secondly, we are committed to realizing customer and service-oriented objectives, which encompass enhancing the carbon rating, optimizing its supply chain, fostering the growth of a resilient market ecosystem, and reducing entry barriers for smaller suppliers. Through these twin objectives, we have created a comprehensive and impactful approach to furthering sustainability and operational excellence for our clients.

Our comprehensive range of services, tailored to fulfil both internal and customer-oriented objectives, has made a significant impact in four areas:

Reducing Carbon Footprint

Through the implementation of our Quantum Intermodal Truck Route Optimization, adoption of a business architecture maturity model, cloud migration, and the establishment of a low-carbon transport and logistical ecosystem, our client has been able to achieve an impressive 15% reduction in locomotive fuel consumption per ton mile, setting a new standard within the industry.

Enforcing Governance, Regulation, and Recognition

Our efforts encompass ensuring transparency in carbon emissions, proactively anticipating carbon footprint pricing, and maintaining stringent compliance with federal government ESG regulations. These steadfast practices have garnered consistent recognition, with a remarkable decade-long presence on the prestigious Dow Jones Sustainability World Index.

Advancing Social and Economic Initiatives

We help in enhancing cross-enterprise observability and monitoring and strengthening ESG reporting for customer routes, partner interactions, and environmentally conscious decisions. Moreover, the commitment towards economic inclusivity is reflected in initiatives like the establishment of an Indigenous Council and reinforcing diversity and inclusion values within the organization and fostering meaningful community relationships.

Empowering Employees

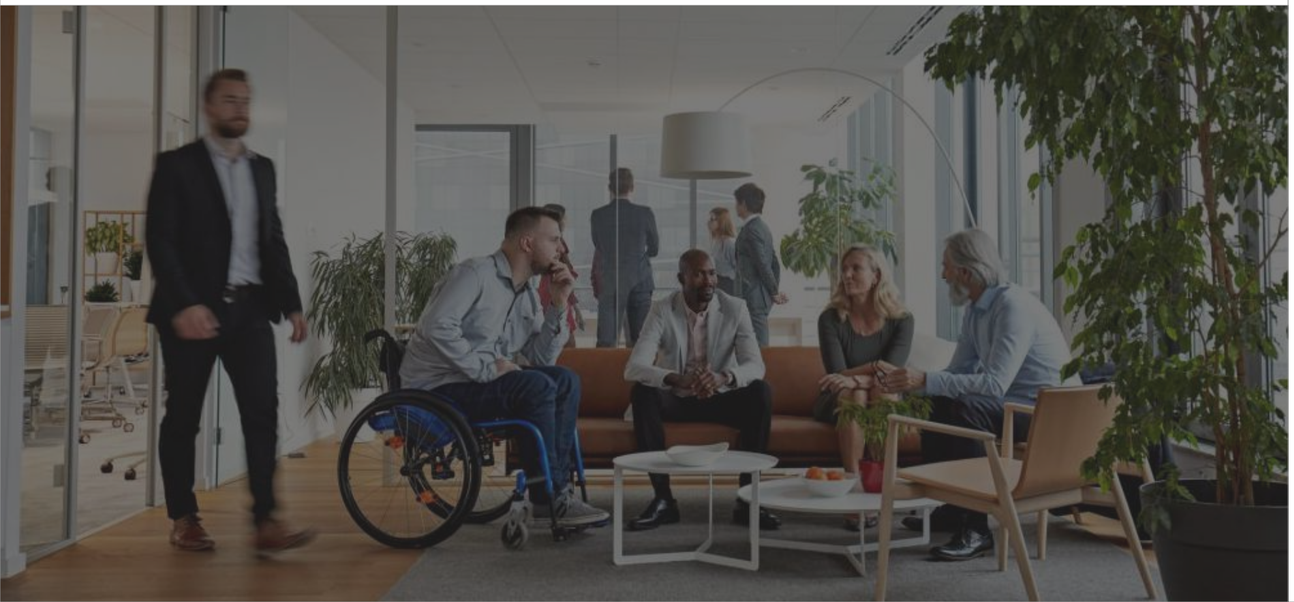
We have helped our clients in creating a thriving workplace environment by offering upskilling programs, promoting career development, and engaging employees in purposeful tasks. We have helped them in the implementation of employee wellness initiatives, including virtual workplaces.

Bringing Inclusivity in the Workplace through Diversity Programs

In a dynamic landscape where diversity and inclusion are paramount, Mphasis has proven to be an instrumental partner for a leading banking client. Through our comprehensive Diversity Program, we have catalysed gender, ethnic, and disability diversity initiatives, making a substantial impact. Our efforts in this direction are visible by installing a Global Head – DEI, who focuses on ensuring an inclusive workplace. Notably, as a part of the program, we helped the client to implement "Project She#" which introduced over 200 She# Technologists, advancing gender diversity. We spearheaded efforts to advance Black, Hispanic, and Latino communities within the technology domain which resulted in 25% of our client's resources coming from these backgrounds. In line with our unwavering dedication to diversity, we have taken deliberate strides to foster inclusivity throughout our client's supply chain. Consequently, we have achieved a remarkable 35% representation of diverse talent within our supply chain partners. Furthermore, our initiatives, exemplified by "Chrysalis," have effectively generated pathways for career transitions among employees from varied backgrounds.

Our proactive Diversity Program, encompassing gender and ethnic diversity as well as disability inclusion, has had a transformative impact on the client's workforce. By providing a pool of skilled professionals, promoting diversity in the talent supply chain, and fostering opportunities for career growth, we have played a pivotal role in advancing diversity and inclusion in the technology sector.

These two distinct yet interconnected cases underscore our multifaceted commitment, showcasing its prowess in advancing both environmental sustainability and diversity and inclusion, thus exemplifying its transformative impact across diverse spheres of corporate responsibility.



Tech For Good: Society

We are equally dedicated to identifying avenues where our resources can instigate enduring tech-enabled systemic transformation. Our initiatives under the banner of 'Tech for Good - Society' are focused on steering social entrepreneurship and technological innovations towards facilitating accessibility and inclusivity, thereby fostering a self-sufficient society.

Innovation through Social Entrepreneurship

The Nudge Foundation has actively engaged with non-profit organizations across various spheres. A prominent initiative, the N/Core incubation and accelerator program, has been established to facilitate the expansion of non-profit impact models. While the incubation program entails a comprehensive support structure, encompassing seed grants, mentorship, facilitation of fund-raising opportunities, and strategic collaborations with promising non-profit entities, all aimed at fostering scalable impact. The accelerator program extends its support to eligible startups over 1-2 years. This support includes two grant allocations, personalized mentoring sessions, and a dedicated roadshow. Notably, since 2018, Mphasis backed 21 such non-profits, that on average have raised 8X the funds within 1 year of the program.

These initiatives and collaborations have not only showcased the Nudge Foundation's commitment to fostering impactful change but have also led to the emergence of remarkable success stories within the non-profit sector.

WAIC (Non-profit for Child Rights)

Where Are India's Children's (WAIC's) vision is that every child in India is assured a right to family through long-term changes made to the adoption ecosystem. Their mission is to make every child in shelters visible to the authorities through digitalization and to evaluate children for adoption eligibility consistently and continuously and bring about a sustainable change through adoption-related training and public awareness. WAIC has digitized 11,000+ children's records, recommended 4,400+ children for adoption evaluation and enabled 160+ children to reach the legal adoption pool. They have also connected 50+ children with families and trained 400+ relevant stakeholders on the pre-adoption process.

Karya (Non-profit for Rural Livelihoods)

Karya is a livelihood collective using AI-enabled digital work, skilling, and career growth opportunities. The organization equips vulnerable communities with inclusive, smartphone-based solutions to earn through digital gig-work. As a result of their efforts, Karya has provided project-specific gig work to over 32,000 individuals, paying a minimum of INR 400 per hour of work. Additionally, around 40 million digital tasks have been completed via the smartphone app.

Building Inclusive Ecosystem Via Assistive Technology

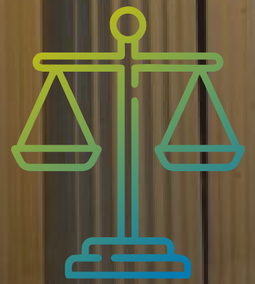
The Museum of Art and Photography (MAP) is one of the first digital art museums in the country, with a mission to democratize art and create a space for cultural exchange. As part of its mission to democratize art, the institute has partnered with Mphasis to ensure that the museum is accessible to persons with disabilities and senior citizens. This has been achieved by MAP through deliberately designed infrastructure such as accessible signage, accessible technology, structural modifications, and programs (education and outreach). Adopting such infrastructure/practices was done under the guidance of the Diversity and Equal Opportunity Centre (DEOC).

Our support to MAP's efforts, guided by DEOC, have manifested in several ways over the past 5 years. These include implementing infrastructural enhancements such as creating accessible websites, signage, and tailored technology to accommodate special needs, along with programmatic initiatives aimed at empowering individuals through livelihood development and self-sufficiency. Additionally, structural redesign has been undertaken within building interiors to ensure an environment that is friendly to special needs.

As a result of this, more than 1 lakh beneficiaries across India have been supported via educational, assistive technology, and other inclusive initiatives over the last 6 years. Some of the technological innovations brought in at the MAP have helped enhance the accessibility and experience of spectators:

- Digital screens for accessing MAP's collections
- Dynamic and immersive exhibitions powered by video walls
- 3D Hologram technology for converting artifacts into digital form
- 3D scans of the lamps were used to create an experience where people can use their mobile phones to scan the QR code and light a digital lamp at MAP
- Holographic digital tours of iconic landmarks and historical sites
- Accessible website designed and developed so that people with disabilities can perceive, understand, navigate, and interact with ease

APPLYING GOOD GOVERNANCE



Corporate Governance

Embracing progressive governance practices alongside innovative solutions, we are cultivating an environment where all stakeholders can flourish, accelerating positive changes, and fostering lasting value for them. Our unwavering commitment to accountability, transparency, and ethics empowers us to navigate this tech-driven era with agility and inspires trust among our stakeholders. As responsible corporate citizens, we are guided by our purpose, and the impact of our actions resonates with our core governance values.

Leading Responsibly

The Board of Directors (BoD) at Mphasis plays a central role in shaping our Company's strategic decisions in accordance with our vision and purpose. They are strongly influenced by Mphasis' philosophy of corporate governance, which serves as a guiding principle. The BoD's commitment and transformative vision permeate throughout our organization, ensuring that all employees are aligned with the positive changes we strive for.

With a focus on integrating Environmental, Social, and Governance (ESG) considerations into our business strategy, our Board of Directors provides essential oversight and governance practices. They are entrusted by our management to assess and review relevant matters, such as Company policies, business plans, and operations, and make informed decisions accordingly. The senior leaders directly consult with the Executive Committee and CEO and Managing Director, who lead the Company from the forefront. Our Corporate Governance framework forms the bedrock of our daily conduct, serving as the cornerstone that keeps us responsible and ensures that we adhere to ethical business practices consistently.

About our Board

The Board of Directors oversees decisions of utmost importance for the Company, ensuring that they are made with careful consideration. Our Company operates as a unified board comprising executive, non-executive, and independent directors. Currently, our Board consists of one Executive Director, four Independent Directors, and seven Non-Executive Directors.

All Independent Directors fulfil the criteria specified in the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, ensuring their independence from the management. The minimum requirement as per SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, is to have one-third of the Board comprised of Independent Directors. Currently, the Company is in compliance with the aforesaid requirement with four Independent Directors on the Board. The Chairperson of the Board of Directors is an Independent Director. The composition and length of service of the Board comply with the regulations outlined in the Companies Act, 2013, and SEBI Regulations, 2015.

Diversity is intrinsically woven into the philosophy of Mphasis. The Company has always been committed to ensure that the workplace is free from any form of discrimination based on gender, age, race, religion, disability or sexual orientation. Mphasis respects each of its stakeholders associated with it and values their differences. The Board of the Company has adopted a Board Diversity Policy as per the requirements of law with an emphasis to recognize inclusion of woman director on the Board.

All Board appointments are based on meritocracy and candidates are considered against objective criteria, having due regard for the benefits of diversity on the Board. The Board Diversity Policy has been uploaded on the website of the Company at https://www.mphasis.com/content/dam/mphasis-com/global/en/investors/governance/Board%20Diversity%20Policy.pdf in the Investors section. In line with the Policy, the Board has a diverse mix of directors in terms of skills, talents, expertise, nationality, gender, etc.

> "The Board of Directors at Mphasis has consistently followed governance principles that are specifically crafted to guarantee the ongoing strength of the board and to achieve excellence in fulfilling its responsibilities."

Board Diversity Policy

In line with our Company's commitment to sustainable and well-rounded growth, we have implemented diversity initiatives at both the corporate and board levels. These initiatives are being formalized as a policy, as mandated by the listing agreement, with a particular focus on promoting inclusion and the development of women directors on the board. In terms of Section 149 of the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company is expected to have at least one Woman Director on Board and Mphasis has currently 3 women on Board, making 25% of the Board, women.

NAME	DESIGNATION
Davinder Singh Brar	Independent Director and Chairman of the Board
Nitin Rakesh	Chief Executive Officer and Managing Director
Narayanan Kumar	Independent Director
Amit Dixit	Director
Jan Kathleen Hier	Independent Director
David Lawrence Johnson	Director
Marshall Jan Lux	Director
Amit Dalmia	Director
Kabir Mathur	Director
Pankaj Sood	Director
Courtney Karlan della Cava	Director
Maureen Anne Erasmus	Independent Director

Board Election and Development

Throughout the years, the Mphasis Board has played a vital role in establishing exemplary standards of responsibility and business growth. Board appointments are made through a meritocratic process, evaluating candidates against objective criteria, while also recognizing the value of diversity on the Board as they play a crucial role in establishing the culture of our organization. Any Director, including an Independent Director, must possess the necessary skills, experience, and knowledge of relevant disciplines related to the Company's business. The skills of the directors are evaluated and matched against a skill-set matrix, which encompasses various aspects such as technology expertise, global or domain experience, leadership abilities, functional knowledge, and managerial experience. Board members are elected and re-elected on an annual basis as required under the Companies Act, 2013 (except for Executive Director and Independent Directors whose term is fixed under law).

The Company recognizes the importance of ensuring that Board members understand their roles and responsibilities, as well as providing them with the necessary skills, materials, and knowledge to make informed decisions. A deliberate and comprehensive orientation process is crucial in enabling directors to fully utilize their capabilities, contribute to the collective mindset of the Board, and avoid missing out on valuable opportunities. The Director's Orientation Program is a continuous and ongoing process. The program includes a thorough review of the markets, updates on changes in the competitive landscape, an overview of enterprise risk mitigation, and regulatory compliance. This program is designed to provide the Directors with the essential information they need to make informed decisions regarding all ESG aspects of the business, ensuring their ability to contribute thoughtfully and effectively.

In FY23, the Directors attended training programs covering roles, rights, responsibilities, and the business model of the Company for an average of over 13 hours. The cumulative hours from FY16 till FY22 is 50 hours.

Board Performance Assessment

Performance assessment of the Board involves directors undertaking a critical review as a collective body, identifying the Board's strengths and weaknesses and is initiated towards the enhancement of the Board's performance. The assessment is carried out annually by means of a structured questionnaire with forced ranking.

The performance evaluation of the Independent Directors was carried out by the entire Board (wherein the Independent Director being evaluated did not participate) based on the framework recommended by the Nomination and Remuneration Committee. The criteria included evaluation of the Board Culture, Sub-committees, Board Management, evaluation of directors' abilities in terms of understanding the Business of the Company, engaging with the management, participation at the meetings, evaluation of their skills-sets to the Board skill matrix etc. The criteria for evaluation of Independent Directors inter-alia included evaluation of the fulfilment of Independence criteria and their evaluation of independence from the management. The performance evaluation of the Non-Independent Directors was carried out by the Independent Directors.

Board Remuneration

The remuneration of directors has been set within the parameters proposed and permitted by the shareholders and the requirements of law. The Company pays its directors keeping in view the time and effort spent by the directors to ensure accomplishment of the Company's strategic goals and vision while also rewarding exceptional performance. This is accomplished by setting remuneration policies that are reasonable, fair, and market-related while also maintaining a proper balance between the interests of the Board and shareholders. In accordance with the compensation policy endorsed by the shareholders, the Nomination and Remuneration Committee examines the director's compensation plans. The ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual) is 1:853 (offshore specific) and the ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) is 1:3.61.

Board Engagement and Tenure

We believe that the length of a Board's term implies retention, continuity, and independence on the one hand and renewal of technical knowledge and viewpoints on the other. The average tenure of Mphasis Board members is 6.42 years in FY23. The maximum tenure of the Independent Directors is as per the Companies Act, 2013, and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

ESG Governance

ESG governance at Mphasis is driven by the Board of Directors, through established sub-committee of the Board (Risk Governance and Management Committee (RGMC) in FY23 and CSR Committee from FY24) which ensures effective execution, monitoring, and management of sustainability initiatives, including climate-related aspects. Our CSR committee is responsible for management and execution of our climate strategy and also ensures that various initiatives undertaken are aligned with the company's broader corporate social responsibility role. In addition, Mphasis' RGMC is entrusted with the oversight of ESG and climate change-related risks and opportunities and ensuring that Mphasis' ESG strategy is aligned with the overall enterprise risk management processes.

Mphasis has also set up an ESG Steering Committee, which is a cross-functional management committee tasked with supporting Mphasis' leadership in identifying, managing and achieving its ESG commitments and objectives. The committee will also monitor the implementation of environmental, social and corporate governance principles and polices, and provide information and reports on related performance in a consistent and standardized format.

Further, a dedicated team at Mphasis is responsible for the effective management, implementation and monitoring of ESG related programs and initiatives. The team takes care of day-to-day execution and handling of ESG activities by facilitating cross-functional collaboration and implementation of ESG-related initiatives.

Risk Governance

Ensuring the protection of our company against vulnerabilities and potential consequences prior to their occurrence and during such events is crucial for establishing a strong and resilient organization. Our primary goal is to incorporate a risk governance system that enables the organization to manage risk by fostering a risk-aware culture for consistent achievement of our business objectives and protect & enhance stakeholder value.

Three key objectives of the Mphasis risk management system are:

We ensure that risk management and controls play a meaningful role in its daily operations and decision-making processes, with the Risk Governance and Management Committee (RGMC) comprised of Board Members and the Company's senior executives taking the lead. They are responsible for actively establishing and overseeing the company's risk management framework. This comprehensive framework enables effective risk management across the company's value chain. Given the ever-evolving nature of the industry, regular horizon scanning and monitoring are essential. This committee takes a proactive approach and provides the Board with periodic progress reports on its activities.

The Mphasis Risk Management Council (MRMC) provides support to the independent RGMC, which operates separately from the business lines and the Board. While MRMC is a management-level committee, both Audit Committee and the RGMC are Board-level committees. Their primary role is to oversee risk identification and the development of risk mitigation strategies. These are the forums for the Chief Risk Office. Mr. Eric Winston holds the highest operational-level position (Chief Risk Officer-CRO) with dedicated responsibility for risk management. Mr. Winston serves as the EVP, General Counsel, Chief Ethics and Compliance Officer, and directly reports to the CEO, Mr. Nitin Rakesh. Mr. Marshall Lux currently chairs the RGMC since Q1 FY24 and Mr. Amit Dalmia furnished that position in 2022-23. We recognize the value of having board members who possess risk management expertise and prioritize selecting individuals with relevant professional experience in this field. The seven members of the board of directors in the RGMC include Mr. Marshall Lux, Mr. Narayanan Kumar, Ms. Maureen Anne Erasmus, Mr. David Lawrence Johnson, Mr. Kabir Mathur, Mr. D S Brar, and Mr. Amit Dalmia.

We incorporate material ESG risks, such as climate change, social and environmental impact, strategic risks, and ethics and compliance-related risks, into our company's Enterprise Risk Management (ERM) framework. This framework ensures a systematic approach to identifying and managing risks. The ERM program, benchmarked to the COSO ERM framework, adheres to the ISO 31000 Risk Management Standard and complies with the Indian Companies Act, 2013, and SEBI directives. Additionally, to further strengthen our risk management framework we conduct internal audits. An internal audit of the ERM function was carried out by a third party during this year, to audit the effectiveness of the risk management function.

No major observations were noted and the areas of improvement identified by the auditors are being implemented. EY- an external assurance/audit partner is our Company's internal auditor auditing the ERM function. The internal audit is conducted by a third party- quarterly and an external audit is conducted by a third party, EY which is the internal auditor of the company.

Managing the Risks of Fraud

Mphasis has zero tolerance towards fraud. Mphasis has implemented a Fraud Risk Management (FRM) program to promote ethical and responsible behaviour and business conduct. FRM Program is governed by laid down policies and procedures, which are compliant with applicable laws and regulations. The Chief Risk Office (CRO), an independent function, assesses the potential fraud risks, identifies control gaps (if any), and monitors the implementation of recommended controls. The Corporate Security Investigation Team (part of the Chief Risk Office) investigates fraud and recommends appropriate actions. Material frauds, if any, are reported to the RGMC, Audit Committee (AC) and the auditors, as appropriate.

In addition, Mphasis has a robust whistleblower mechanism where any stakeholders can register their complaints. The Whistleblower Office investigates every complaint received and recommends necessary actions to be taken. The Whistleblower Office reports the status of complaints and investigation outcomes to the Audit Committee every quarter.

Anti-Bribery and Anti-Corruption (ABAC): Mphasis is committed to doing business ethically and has zero tolerance towards any corrupt business practices including bribery. Mphasis has a robust Anti Bribery governance, driven by its policy and review mechanism. The Chief Risk Office reviews adherence to the policy, identifies potential cases, and investigates and recommends necessary actions. Bribery incidents, if any are found based on the investigation, are also reported to the RGMC and AC of the Board.

Awareness mailers on various fraud risks and trending fraudulent practices are sent periodically to sensitize all employees. Mphasis Code of Business Conduct (COBC) comprehensively lays down the expected behaviour of employees and the importance of adhering to laid down policies and procedures of the Company. All the employees are mandated to undergo the COBC training immediately upon joining the Company and annually thereafter. Given the importance of Data Privacy and Information Security Management Systems in our day-to-day operations and managing business, there is specific mandatory training for these areas for all employees. These policies have extended applicability to all our sub-contract resources and vendors. 100% of employees (including sub-contractors) are expected to undergo risk training which is a part of the 1-hour COBC training.

Risk Identification, Mitigation, and Adaptation

Recognizing and evaluating significant risks related to our business is crucial for establishing the required mechanisms and internal controls to mitigate and adapt to emerging risks. The ERM framework plays a vital role in identifying potential risks in advance and creating an environment that enables proactive responses to safeguard and enhance our company's assets, performance, workforce, and reputation. The ERM team assesses various risks of the organization by measuring the key risk indicators and reports to the RGMC on a quarterly basis. In general, Mphasis enterprise risks are categorized and reported under 5 risk categories namely Strategy, Operational, Cyber and privacy, Financial and reporting, and Compliance.

In its endeavour to become a 'risk-intelligent organization', the Chief Risk Office identifies the external risks using the PESTLE model and applies the Global, Regional, Industry & Client (GRIC) test to identify the impact of various global risk events. Based on the potential business impact, the Chief Risk Office works with the respective stakeholder to safeguard/protect the company proactively.

Emerging Risks

The increasing fragmentation of society, evidenced by persistent and emerging risks to human health, rising unemployment, and growing digital disparities, can have severe repercussions in an era of compounded economic, environmental, geopolitical, and technological risks. As a company, we are often affected by such risks, which can significantly challenge our operations in various geographical locations. To actively tackle the emergence of complex macro risks, we conduct comprehensive environmental analyses and implement mitigation measures.

According to the Global Risks Report 2021, the highest likelihood risks for the next decade include extreme weather events, failure to take climate action, human-caused environmental damage, concentration of digital power, digital inequality, and cybersecurity failures. The consequences of climate action failure, breakdown of IT infrastructure, and human-induced environmental damage will continue to have devastating impacts on both society and businesses worldwide. By utilizing inputs from the PESTLE/GRIC analysis, which is an integral part of our ERM program, we gain valuable insights into external global events that are likely to affect the company. This empowers our management to make informed and timely decisions in anticipation of potential threats and risks. To cite a couple of examples from the public domain, our Management Discussion & Analysis on Risks & Concerns includes statements on the likes of the AI revolution, sustainability risks, the impact of new labour codes in India, etc. Access the latest Report here.

How we manage emerging risks – Excerpts from the Annual Report

Risk 01: AI Revolution changing the way companies operate: While generative AI systems such as ChatGPT have expanded the reach of AI to a broader user base, it has also brought forth various possible dangers. These risks linked to the utilization of generative AI systems include issues like information leakage, potential violations of data privacy regulations, potential infringement of intellectual property rights, and the likelihood of bias due to inaccurate data, among other concerns. To tackle such aforementioned potential risks, we have developed a comprehensive 'Security Policy on the use of AI' and have deployed DLP agents to notify of any data leakage. We have further advised our employees to use the technology appropriately.

Risk 02: Volatile global political and economic situation: Starting with the COVID-19 pandemic in March 2020, followed by the Russia – Ukraine war, which began in February of 2022, and more recently, the instability of a few regional banks in the US in March 2023, that impacted the banking sector – has created a non-linear, challenging business environment over the last few quarters. FY23 was again a year with unexpected events that had a significant impact on a massive scale. The global economy was beset by a multitude of challenges throughout the year - severe and sustained inflation, increasing cyber-attacks, rising geo-political tension due to the Russia-Ukraine war, the resurgence of COVID-19, the fallout from a few regional banks in the US, and the impact of the acquisition of Credit Suisse by UBS.

The aforementioned political disruptions or volatile economic situations have the potential to affect businesses worldwide. In our specific scenario, these factors could lead to our clients and potential clients reducing their spending, which would limit opportunities for revenue growth. To ensure business continuity, Mphasis is taking proactive steps by collaborating with clients and prospects to reassess their plans for geographic diversity and workload distribution. Our management is actively engaging with different governments to establish strategies for generating employment in the technology sector. Additionally, whenever feasible, we are negotiating opportunities for offshoring and near-shoring.

As we gear up for the upcoming fiscal year, the Chief Risk Office aims to prioritize the following crucial areas that are essential for the sustained success of our business.

- Data privacy stands as one of our foremost concerns, and the Chief Risk Office will persist in enhancing our privacy framework to guarantee the confidentiality and integrity of client and stakeholder data.

- Another vital area of concentration for the Chief Risk Office will be technology risk management. We will continue working towards fortifying our cybersecurity measures to safeguard our systems and data against cyber threats.
- Additionally, the Chief Risk Office will prioritize subsidiary risk governance, ensuring that all our subsidiaries adhere to our risk management policies and procedures. Through regular risk assessments, we will implement risk mitigation strategies to address any weaknesses or gaps identified in our subsidiary risk governance framework.
- We will also give significant attention to third-party risk management, acknowledging the role of our ecosystem, which includes third-party service providers and vendors, in our success. Stringent due diligence processes and regular assessments of our third-party providers will be implemented to ensure they meet our company's expectations and standards.
- Lastly, we will focus on Environmental, Social, and Governance (ESG) risks, recognizing their increasing importance to our clients and investors. Regular ESG risk assessments will be conducted, and appropriate measures will be implemented to tackle identified risks and concerns.

We are confident that by prioritizing these key areas of risk management, we will establish a strong foundation for success in the upcoming fiscal year and beyond. We are fully committed to upholding a robust risk management culture and will persist in investing in the necessary resources and expertise to effectively manage our risks.

Tax Transparency

We value the importance of corporate responsibility, embracing principles of transparency, accountability, and constructive engagement with Tax Authorities in every country we operate in. We believe that building trust via tax reporting has the potential to translate to building trust in other areas of our business.

Tax plays a fundamental role in the accountability and management of our company, and our Board of Directors is responsible for its oversight. The Audit Committee, as the top governing body, supports the board in fulfilling its obligations to shareholders and other stakeholders. This includes overseeing the integrity of the company's financial statements, including tax-related matters, as well as ensuring compliance with applicable laws and regulations.

The Mphasis Group Tax Policy ensures compliance with applicable tax laws and regulations in India and all other countries where the company operates. Currently, the main tax jurisdictions are India, US & EU. Although there may be uncertainties in interpreting complex tax regulations, changes in tax laws, and predicting the future taxable income of the Group's operations in India and overseas jurisdictions, the Group reviews its tax positions to be legally compliant for every jurisdiction it operates in. Any uncertain tax position or tax contingent liability is transparently disclosed, if applicable, in the Annual Report, which includes third-party audited tax information.

As a part of our Group Tax Policy approved by the Senior Management, we are committed to compliance with the spirit as well as the letter of the tax laws and regulations in the countries in which we operate, not to transfer value created to low tax jurisdictions, not to use tax structures without commercial substance and to undertake transfer pricing using the arm's length principle. Additionally, we are committed to not using secrecy jurisdictions or so-called "tax havens" for tax avoidance.

The Mphasis UK Tax Strategy is designed to fulfil the requirement of Mphasis UK to publish its Tax Strategy as mandated by section 161 and paragraph 19(4) of Schedule 19 of the Finance Act 2016. This strategy is applicable from the financial year ending on the 31st of March 2018 and encompasses all companies within the Mphasis UK group. Our objective has been to align our tax principles with our Code of Business Conduct, which emphasizes the preservation of our strong values and ensures our commitment to operating with the utmost ethical standards.

Materiality

We recognize our responsibility to contribute to social, economic, and environmental sustainability while upholding strong and efficient corporate governance practices. Our Company is firmly committed to actively addressing pressing societal challenges and driving positive impact. To ensure our efforts are focused and meaningful, we conduct regular assessments of ESG and sustainability themes, considering their relevance to both our Company and stakeholders.

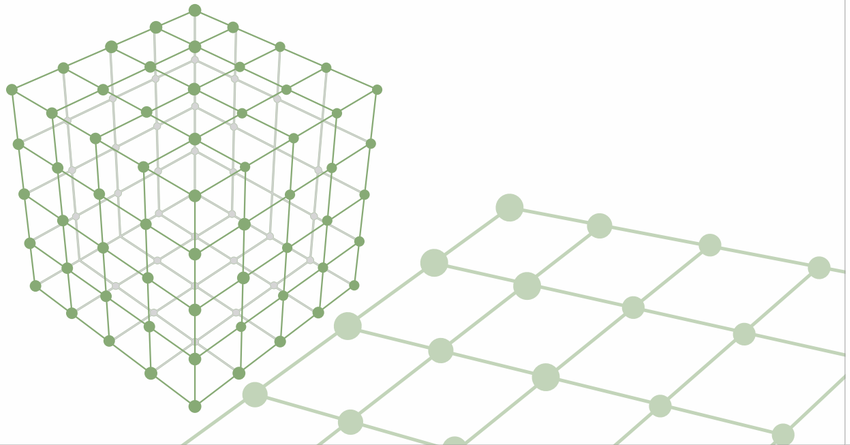
We closely monitor ESG trends and maintain consistent engagement with stakeholders to identify the most significant ESG themes. This valuable input guides our strategic decisions, goal-setting processes, and prioritization of reporting activities. By staying attuned to the evolving landscape of ESG issues, we strive to align our actions with the expectations and concerns of our stakeholders, while creating sustainable value for our business and society as a whole.

In FY21, we conducted our first comprehensive materiality assessment exercise to identify the priority ESG topics. This exercise was the first of its kind, and we plan to review it once every two to three years, involving both external and internal stakeholders. In FY23, after reviewing the results of the materiality assessment, we identified and assigned key performance indicators to prioritize the material aspects that have a high impact. The top five material issues identified are provided below and more details about the Materiality Assessment and Stakeholder Engagement can be accessed on our ESG webpage.

Material Issue	Material Risk or Opportunity	Business Case	Business Impact	Business Strategies	Target/Metric and year
Data Privacy/ Cyber / IT System Security and Resilience	Risk	As a leading IT services provider, we must prioritize data security and resilience against cyber attacks due to the high targeting of the IT services sector. India, ranking fifth in cyberattacks according to Surfshark's 2022 report, emphasizes the need for robust policies, systems, and practices. Failure to manage data and systems properly can harm the Company's reputation and erode trust among employees and stakeholders. Moreover, data breaches can lead to significant financial consequences. IBM's Cost of a Data Breach report (2021) reveals a 10% increase in the average total cost of a data breach, reaching USD 4.24 million, the highest in the report's 17-year history.	**Negative impacts** Mphasis has access to sensitive data, such as personal information of stakeholder customer data, etc. Poor data security management could thus result in legal and reputational risks for Mphasis in addition to being a breach of trust imposed by the data owners in Mphasis.	**Risk mitigation approach** To establish an environment of trust and ensure compliance, we have implemented privacy policies and data protection procedures in line with global best practices and legal and regulatory requirements. We also have a Data Privacy Policy, Cyber Crime Combatting Policy and an ISO 27001 and 22301 certified Information Security Management System in place. A Data Privacy Officer (DPO) is appointed to handle inquiries related to Data Subject Access Requests (DSAR), breaches, and other personal data concerns. The Data Privacy Office conducts internal audits at least once a year and facilitates audits by external bodies to ensure the effectiveness of data privacy controls. Annual training sessions are provided to all employees to enhance their awareness of safeguarding personal information and promote Company-wide security and privacy practices. Further details can be found in the upcoming section- Cybersecurity and Data Privacy	**Target:** Zero external material data breaches **Progress:** Zero cases of data breaches in FY23

Business Ethics	Risk and Opportunity	Building trust with stakeholders requires businesses to prioritize transparency, accountability, and ethical conduct. IT companies can safeguard customer data and privacy, ensure fair treatment of employees and stakeholders, maintain transparency in business operations and management, and foster innovation and social responsibility by upholding ethical principles.	**Positive impacts:** Companies that prioritize ESG and ethical practices may experience cost savings through increased efficiency, reduced risk, and improved. More over, companies that incorporate ethical practices in their business strategies may be more likely to identify new business opportunities, thereby driving long-term growth and value creation. **Negative impacts:** Likelihood of costly litigation, fines, and reputational damage.	**Risk mitigation approach** The Board of Directors, together with the Chief Ethics and Compliance Officer, oversees and encourages ethical practices and responsible governance throughout the Company. The Board Committees ensure that the Company adheres to the highest standards of corporate governance by establishing internal guidelines for ethical business behaviour, which have proven to be effective. These guidelines include the Code of Business Conduct (CoBC), Anti-bribery and Anti-corruption Policy, Anti-Slavery Policy, and Whistle-blower Policy. The Company's whistle-blower mechanism allows all stake holders to report any suspicious incidents they become aware of by contacting whistleblower@mphasis.com. Additionally, written complaints can be submitted in the whistleblower drop box located at the Company's premises.	Target: Reduce the risk of liability of improper conduct such as bribery and corruption at all levels within our Company **Progress:** Zero case of improper conduct such as bribery and corruption at all levels within the Company in FY23
Customer centricity/ satisfaction	Risk and Opportunity	The transparency, accuracy, and comprehensibility of marketing statements, / service descriptions, service terms and processes play an important role in the relationship between customers and companies. Customers should have access to accurate and adequate information to make an informed purchasing decision. In the case of Mphasis, this is linked to the disclosure of reliable information regarding the services.	**Positive impacts:** Customer satisfaction and loyalty have a significant positive influence on the Company's profitability. Improved customer satisfaction can also lead to better business opportunities and growth. **Negative impacts:** Consumers can lose trust in Mphasis' reliability to provide proposed quality services, which can lead to loss of business opportunities.	**Risk mitigation approach** The Company has a well-defined process to proactively measure the levels of customer satisfaction and obtain feedback from various perspectives, including, the satisfaction of the customer with the present work, growth of the account, and innovative and cost-effective solutions offered by the Company. The CSAT surveys are conducted half yearly with both Operational and Strategic stakeholders of the customer. CSAT score is measured on a scale of 1 to 5. For a CSAT score less than 3.5, the service improvement plan is established by the delivery team, and actions are agreed upon with the customer and tracked to closure. The CSAT scores are closely monitored by the Company Board.	**Target:** Achieve an average CSAT survey score of 4.5/5.0 **Progress:** Achieved an average CSAT score of 4.35/ 5.0 in FY23

Protection of human rights	Risk	Mphasis operates globally and prioritizes the protection of human rights in the communities where we operate. We acknowledge that human rights issues can also pose business risks for tech/IT services. In 2011, the United Nations Human Rights Council (UNHRC) introduced the Guiding Principles on Business and Human Rights (UNGPs), which are widely adopted by businesses worldwide. Mphasis recognizes its responsibility in safeguarding human rights and considers it a significant aspect of our Company. IT companies face human rights risks such as data privacy breaches, labour exploitation, and supply chain abuses. Addressing these risks requires safeguarding user privacy, ensuring fair labour practices and maintaining transparency in operations.	**Negative impacts:** Human rights violations can be a business risk, and employee risk and conversely, a good record on human rights can also be a competitive advantage. Any accusation of a violation of rights is seen as a breach of trust and erodes customer confidence in the Company. Additionally, this could have potential financial impacts on the Company and brand reputation.	**Risk mitigation approach** Our publicly available CoBC, Anti-bribery and Anticorruption Policy and Anti Slavery Policy encourage our people to conduct business lawfully, ethically and in the best interest of Mphasis. These policies explicitly forbid violations of human rights. Mphasis takes responsibility to address workplace issues such as working hours, child labour, forced labour, non-discrimination, health and safety, and the environment.Mphasis has a grievance redressal mechanism related to the policy/policies to address stakeholders' grievances related to the policies and the human rights issues. Further details can be found in the Human Rights section of this report.	**Target:** Combat child labour and forced labour in all their forms and other human rights violations. Provide necessary training related to human rights and code of conduct to the workforce **Progress:** - Zero cases of child labour and forced labour in all their forms and other human rights violations. 100% coverage and completion of annual training on POSH and COBC



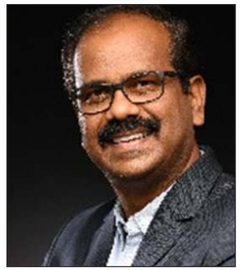
Cybersecurity and Data Privacy

As technology continues to advance at a rapid pace, it is vital that we remain vigilant in safeguarding sensitive information and protecting our systems from cyber threats. Data privacy is fundamental to maintaining trust with our clients and stakeholders. We prioritize the confidentiality, integrity, and availability of data throughout its lifecycle at Mphasis. This includes implementing robust security measures such as encryption, role-based access controls, effective monitoring of controls and regular audits to ensure compliance with privacy regulations.

Cybersecurity and Protection of Information Systems

In the last few years, there has been a significant and rapid increase in the occurrence of cyber security breaches. The numerous incidents and their associated expenses have demonstrated that cybersecurity has become a financially significant matter that require diligent management to safeguard corporate value. The costs incurred due to cybercrime are diverse and can have various impacts on the Company. We are cognizant of these matters and have adopted industry best practices to address such risks.

Governance: We believe that it is essential for our Board members to review the cyber risk profile and evaluate management's ability to address issues related to cybersecurity. The Mphasis Board has established a Risk Governance and Management Committee (RGMC) with the principal responsibility of reviewing and the enterprise risk posture on a quarterly basis. The Audit Committee reviews the same on a half yearly basis and the entire Board reviews the risk status on an annual basis. This includes assessing the Company's level of preparedness in terms of Cybersecurity. The RGMC was led and chaired by Mr. Amit Dalmia in FY23. The Chief Information Security Officer (CISO) oversees the cybersecurity function within the Company and reports directly to the Chief Risk Officer of the Company.



The integration of environmental, social, and governance (ESG) concerns with cybersecurity is crucial in today's digital environment. Our dedication to ESG focuses on safeguarding our digital ecosystem. By strengthening our cyber defences, we protect our stakeholders' data, foster sustainable innovation, and uphold the highest governance standards. By navigating the constantly changing obstacles of an increasingly interconnected world, we build resilience and trust in our digital endeavours.

A.K. Elavarasu, Chief Information Security Officer

The RGMC, the Audit Committee and the Board, reviews the Company's cybersecurity posture and the measures taken to strengthen and improve the Cyber Security program. During these reviews, key performance indicators (KPIs) related to cyber-security risks, compliance and assurance programs, client security audits and remediation efforts, cybersecurity strategy and roadmap milestones, external security posture ratings, and updates on new initiatives are thoroughly discussed and examined.

Given the significance of the matter, a range of security measures have been implemented and continuously reviewed to protect the client and enterprise data from any data breach.

Cybersecurity and Data Privacy Measures

Our utmost priority is safeguarding the personal information of our customers, employees, suppliers, contractors, business associates, third parties, vendors, and customers. Personal information refers to data that can be used to identify or locate an individual. To establish an environment of trust and ensure compliance with local laws, we have implemented privacy policies and data protection procedures in line with global best practices and legal and regulatory requirements that apply to all our processes and services involving the collection, processing, storage, removal, or transmission of personal information.

Apart from policies on Cyber Security and Data Privacy, Mphasis has a robust Information Security Management System (ISMS) and Business Continuity Management System in place. The design and implementation of the ISO 27001 and ISO 22301 certified ISMS and BCMS are influenced by our business needs and objectives, the security requirements resulting from these, the processes we employ, and the size and structure of our organization. A few of the major objectives of our ISMS and BCMS at Mphasis are mentioned below:

Risk Management: It involves conducting and recording periodic risk evaluations to assess potential business threats, vulnerabilities, and their potential consequences. Outline the current safeguards in place and consistently gauge their efficacy to keep risks manageable within acceptable limits. Additionally, these risk assessments serve the purpose of discovering avenues for enhancement, allowing for proactive responses to emerging cyber risks and threats.

Compliance: Compliance in the context of information security refers to the practice of ensuring that company adheres to relevant laws, regulations, industry standards, and internal policies to protect its information and assets. This involves following a set of rules and guidelines established by regulatory bodies & government agencies, industry standards, and internal governance frameworks (ISMS & BCMS).

Contingency Planning: Our approach to contingency planning revolves around embedding resiliency and contingency into the design, ensuring the availability of vital resources and services even during disruptive events. We handle the recovery and seamless continuation of crucial business operations in the face of disruptions through comprehensive planning and preparations. This involves conducting exercises, regular reviews, and ensuring the constant relevance and currency of our business continuity plans.

Audits: Audits encompass a range of internal and external assessments conducted to verify the efficiency of Information & Cyber Security and Business Continuity in attaining their goals. These evaluations confirm adherence to predetermined strategies, appropriate implementation and upkeep, and also reveal prospects for enhancement.

Training and Awareness: We ensure that our personnel receive proper training to effectively fulfil their designated responsibilities pertaining to Information Security and Data Privacy. Furthermore, on an annual basis, we offer online training in Information Security, Business Continuity and Disaster Management, Data Privacy and GDPR, which is accessible and compulsory for all employees, as well as obligatory for applicable suppliers, contractors, business associates, third parties, vendors, and contingent staff. The mandatory Annual Information Security and Data Privacy training modules are reviewed at least once a year, or as needed, to align with any legal or regulatory changes that might impact Mphasis and its operational activities. Employee participation in regular training sessions is tracked and documented by HR, and this is taken into consideration during their performance assessments. Both ISMS, BCMS and Data Privacy trainings are obligatory for all employees. Apart from these trainings, regular emails through corporate communications are sent to the staff to spread awareness on emerging information and cyber threats and an appropriate response is shared to tackle such events to prevent personal and company interest.

We have implemented a well-defined reporting and escalation process that employees can easily follow in the event they come across any suspicious activity. This process ensures a clear and efficient reporting mechanism for any potential security concerns or anomalies. It empowers our employees to promptly raise concerns and seek appropriate assistance from designated channels within the organization.

By fostering a culture of vigilance and providing the necessary guidance, we prioritize early detection and proactive response to security threats. We continuously reinforce the importance of this process through regular communication and training programs, emphasizing the collective responsibility in safeguarding our systems and data. The Cyber-Crime Combating Policy enables our workforce and other stakeholders to effectively manage and report premeditated cyber-crimes, minimize the impact of cyber-crimes, collect evidence of cybercrime prosecution, defend against premeditated internal attacks, defend against hackers, handle hoax virus warnings, and defend and respond to virus attacks and incidents.

Mphasis has designated a Data Privacy Officer (DPO) who holds the responsibility of enhancing and managing the established privacy framework, ensuring no privacy breach, enhancing privacy-related controls, promptly handling incidents and queries related to data subject access requests (DSAR) and breaches involving personal information.

We have received zero data privacy-related complaints, zero information security breaches, and no clients, customers, and employees were affected in this reporting year. We are equipped to take necessary disciplinary actions as per the Company policies as and when a breach occurs. While Mphasis collects personal data of its clients, 0% of customers' data was used for secondary purposes in the reporting period. Further, there were no instances in the reporting period where requests for customer information were received from government or law enforcement agencies.

Supply Chain Management

In today's business landscape, companies are increasingly emphasizing the importance of the role of supply chain resilience in their overall sustainability strategy. The rapid advancement of technology has resulted in the exponential growth of the sector, and this increased influence makes it imperative for companies to adopt sound supply chain management practices to achieve ESG goals.

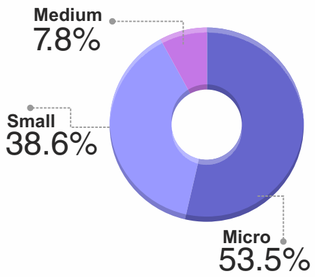
We are aware of the importance of associating with responsible suppliers and to this end, we have taken steps to screen new suppliers on select ESG criteria at the time of onboarding. Suppliers are onboarded through the digital vendor empanelment master platform, and at the time of onboarding, potential suppliers are assessed on ESG criteria such as providing information on the existence of environmental management systems, certifications obtained such as ISO 14001, diversity, policies/systems in place to prevent sexual harassment, human rights practices and business ethics-related questions.

In the past year, 100% of our new suppliers (390) have been screened on environmental criteria. As on 31st March 2023, we have close to 11,500 active vendors on the vendor database.

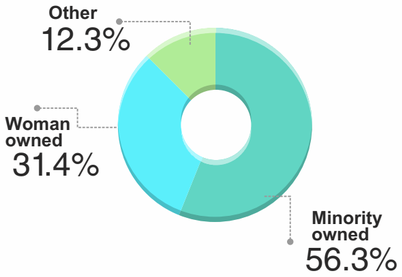
Suppliers are also encouraged to adhere to the Mphasis Code of Business Conduct (COBC), which sets a high standard for ethical business practices. We have always championed human rights both within our operations and in our value chain. Supplier contracts also include clauses allowing for the termination of agreements if a supplier engages in acts that Mphasis deems contrary to human rights. There have been no cases of human rights violations reported in our supply chain in the past year (child/forced/bonded labour).

We have successfully increased the procurement spend on local suppliers from 92% to 99% in FY22 to FY23

Supplier diversity has always been viewed as a means of promoting equal opportunities, economic empowerment and supply chain resilience. We have been actively engaging with small and diverse suppliers, to tap into new opportunities, drive innovation, and contribute to a more equitable society. Through our engagement with our suppliers, we are able to positively impact the livelihoods of local suppliers, minority-owned, women-owned, veteran-owned, LGBTQ+ owned, disabled-owned, SMEs, etc. across our supply chain.



Breakdown of MSE Vendors
(based on the total number of MSE suppliers)



Diverse Vendors
(based on total spend)

INCORPORATING INCLUSION

Championing diversity, equity, and inclusion

We proudly showcase the profound significance of our workforce and the unwavering dedication we have placed on several focus areas throughout the year. Our employees are the driving force behind our success, and their unique perspectives, talents and experiences are central to our growth and success as a company. With a strong commitment to diversity and inclusion, learning and development, employee engagement and health and safety, we have successfully fostered an environment that celebrates differences, encourages collaboration, and guarantees the well-being of our employees. This chapter will highlight the various achievements and initiatives that exemplify the company's commitment to its people and the invaluable role that each of our employees plays in creating a positive impact within Mphasis and the broader communities we serve.

We conduct biannual pulse surveys to measure overall satisfaction at work. These surveys consider 5 crucial parameters, which include Manager Effectiveness, Learning and Development, Workload Management, Team Dynamics and Rewards and Recognition. Employee engagement: We take great pride in the fact that our Employee Engagement - Net Promotion Score was 7.87/10 in the reporting period.

Championing human rights: We are pleased to announce that Mphasis has formalized our stance on human rights through a comprehensive Human Rights Statement. We understand the significant impact of our operations on people and communities as a leader in the IT sector. This declaration highlights our unshakable dedication to preserving human rights, encouraging a work environment that values respect, diversity, and inclusion, and ensuring that our technical advances have a good impact on society.

Equity in the workplace

To ensure that all employees within a company have an equal opportunity to succeed, regardless of their ethnicity, country of origin, physical or mental capabilities, gender, or sexual orientation, it is crucial to foster workplace equity. We have taken several actions and initiatives over the past year that demonstrate our commitment to establishing a setting where people are respected and treated fairly.

As an Equal Opportunity Employer, Mphasis works to foster a diverse workplace where employees feel respected for their individuality and are free to be themselves. This is a key theme in the hiring process, and the selection and interviews are unbiased and inclusive of all backgrounds. Through our hiring interventions, Mphasis has seen a 10% increase in LGBTQ+ community and diversity hiring in the past year.

Equity ensures a fair and just workplace, providing equal opportunities and advancement for all. Our inclusive culture fosters respect, empathy, and collaboration, creating a sense of belonging and purpose. Embracing DEI has enhanced our talent pool, driving better problem-solving and business performance. As part of our ESG strategy, we continuously improve our DEI initiatives, from recruitment to leadership development. Beyond our offices, we engage with external partners and communities to foster diverse talent pipelines and drive positive social impact.

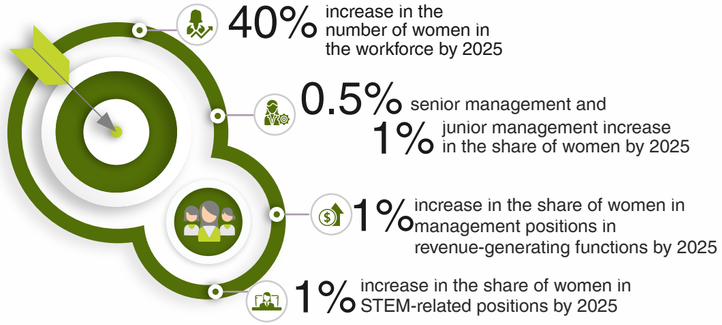
Srikanth Karra, Chief Human Resource Officer

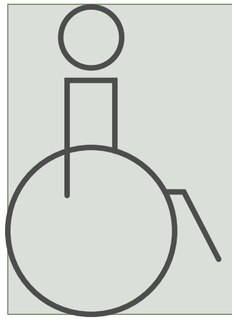
Diversity and Inclusion

Diversity and inclusion are paramount for any organization that strives for success in the interconnected, dynamic world of today. Embracing diversity allows organizations to tap into a rich variety of perspectives and experiences, that catalyse innovation and problem-solving. Inclusive practices boost employee morale and foster a sense of belonging among individuals and could positively impact employee engagement, productivity, and retention. In addition to being morally sound, embracing diversity and promoting inclusion are strategic objectives that promote organisational resilience, adaptation, and long-term success.

Diversity and inclusion are governed at Mphasis by our Code of Business Conduct and Anti-Discrimination Policy, which safeguard our employees from discrimination in the workplace and are implemented by the newly established DEI Council. To promote awareness on the subject, the company conducts a range of events and programs to emphasize on the importance of diversity and inclusion. These include a diversity and inclusion newsletter, employee DEI surveys, webinars, and the celebration such as Diversity Week, DEI Global Awareness Month, Women's Day, International Day of Disability and Pride Month.

Diversity targets



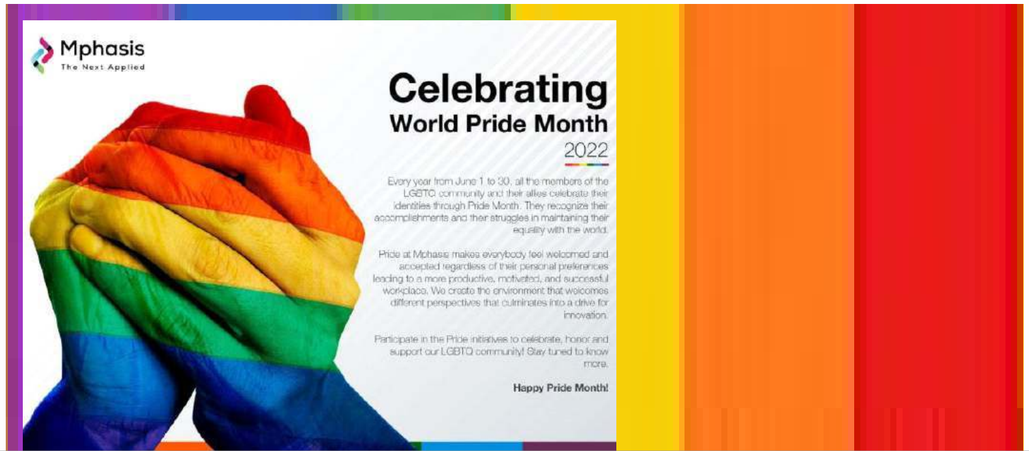


As a Disability Confident Committed Employer, Mphasis has made the following commitments with regard to persons with disabilities:

- Ensure our recruitment process is inclusive and accessible.
- At least one activity that will make a difference for disabled people.
- Offering interviews to persons with disabilities who meet the minimum job criteria.
- Supporting any existing employee who develops a disability or long-term condition which allows them to continue to work.
- Anticipating and providing reasonable adjustments as required for persons with disabilities.

Some other DEI highlights from the past year include:

- Mphasis is now a signatory of the United Nations Women Empowerment Principles.
- Formation of the Ally Employee Resource Group and the onboarding of 50+ leaders from different BUs across the world.
- We constituted the DEI council with senior leadership to provide expertise, insights, and experiences that are crucial in shaping our policies, initiatives, and programs to create a more inclusive and equitable workplace that benefits everyone.
- Mphasis has been recognized in the '100 Best Companies for Women (BCWI) in India
- Recognition as "Exemplar of Inclusion" in the fourth edition of the Most Inclusive Companies Index (MICI) by Avtar & Seramount.
- For the first time, Mphasis has introduced medical insurance for gender reassignment surgeries and coverage for employees with disabilities.

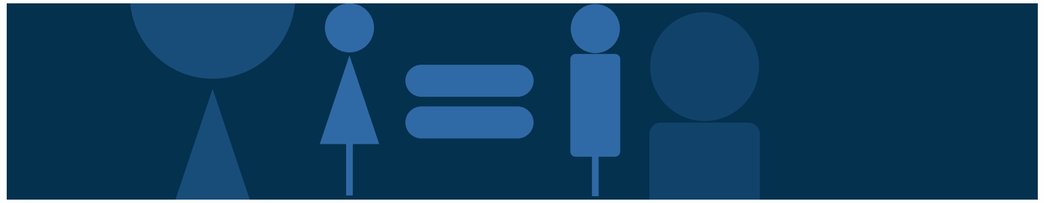


Addressing Gender Pay Parity

Gender pay parity legislations require employers with more than 250 employees to publish their Gender Pay Gap. The gender pay gap is the average difference between the remuneration for men and women. This is derived by calculating the average/mean salary of the male employees in the organization and then, doing the same with that of the women and dividing both expressed as a percentage value.

Mphasis is an equal opportunity employer that commits to the principles of equal pay for all our employees, where everyone is provided remuneration packages based on meritocracy. Our compensation practices reward employee's basic performance at the start of their journey, and as they progress along the ranks criteria such as complexity of role and fungibility. At senior levels, leadership skills and big-picture thinking through contextual knowledge plays a defining role in compensation. At junior levels, employees are hired into campus programs that carry progressions defined by performance ensuring no parity issues. As the employee progresses, their ability to perform complex roles and cross-functional skills define their journeys. Our mean gender pay gap in India is at 10%, covering more than 75% population in the company.

All our policies ensure gender equity, some examples being that our hiring practices ensure specific drives to hire women folk with career breaks, existing employees go through specifically curated programs like 'LeadHer' that is a fast-track career growth path for women, Annual Awards have a defined category to celebrate male "allies" – managers who display higher female to the male population in the teams. Through our focus on an exclusive Diversity, Equity & Inclusion office, we have a DEI council with senior leadership to provide expertise, insights, suggestions, and experiences that are crucial in shaping our policies, initiatives, and programs to create a more inclusive and equitable workplace that benefits everyone.



Learning and Development

In today's rapidly evolving business landscape, Learning and Development (L&D) has become an indispensable pillar for any forward-thinking company. L&D fosters a culture of growth, equipping employees to adapt to new challenges, acquire relevant skills, and stay at the forefront of industry advancements. At Mphasis, we believe that by prioritizing employee development, we will be able to harness the untapped potential of the workforce and achieve long-term sustainable success. We proudly present our dedication to L&D in this section of our ESG report, demonstrating our commitment to promoting professional development, cultivating talent, and creating a resilient organization.

At Mphasis, Learning and Development initiatives and programs can be divided into 4 categories:

Continuous Development: In response to the emergence of NextGen technologies, Continuous Learning focuses on the development of knowledge and skills.

Leadership Learning: Mphasis' Leadership development framework helps leaders and people managers to gain the expertise necessary to foster high performance while advancing our culture and values.

Personalized Learning: Utilising adaptive learning technologies, we have created systems that offer individualised learning opportunities.

Responsive Learning: This approach to learning and talent transformation is driven by strategy.

Talent Next

The Talent Next platform was introduced in 2018 and has since established itself as the cornerstone of Mphasis's global talent development programmes. The platform offers a total of 997 trainings and 95% of these trainings employ self-paced digital learning. The content for the trainings offered on the Talent Next portal are leveraged from leading third-party content providers, OEMs and MOOCs.

In terms of competencies, some of the major focus areas of trainings provided include backend development, cloud and data engineering. E-learning adoption (number of learners who completed e-learnings) stood at 87% for the reporting period.

We have introduced a variety of cutting-edge digital learning options for our staff members and have also created innovative hiring procedures for persons with specialised talents. Our talent management strategies, which include remuneration plans and career development, are intended to encourage meritocracy and the development of the talents that maintain our talent flow.

CASE STUDY

The following case study highlights the role of Talent Next in creating an agile workforce, equipped to solve complex problems, through targeted learning and development programs.

CUSTOMER

Fortune #50 Banking Major.

CONTEXT

The client expressed the need to implement digital transformation across the company, by moving to an agile model and implementing GPS.

TRAINING APPROACH

All resources shortlisted for GPS underwent boot camp training for 3 weeks leveraging Mphasis Payments University. Sprint Zero phase is executed for each POD/ scrum team in collaboration with customer teams.

OUTCOMES

- *100% staffing in 6 weeks*
- *Payments certified for Day 1 execution*
- *Completed staffing for there requirement at Offshore within 6 weeks and Onsite within 4 weeks*

Employee Performance Recognition

'Accolade' is the name of Mphasis' Rewards and Recognition (R&R) platform. This platform improves the overall rewarding experience for managers and employees and it has been optimised to be quick, straightforward, and easy to use. Accolade aims to enhance employee engagement, boost morale, and create a sense of belonging by providing a comprehensive suite of tools and resources for recognizing and appreciating employees' hard work and dedication. Two of our initiatives under R&R initiatives are described below:

ACE AWARDS

Ace awards in our annual R & R program where we celebrate the individuals and teams who have outperformed in the previous year

PILLARS

Pillars is a Mphasis longevity program which was instituted to celebrate the commitment and hard work of Mphasians who have been with the company for more than a decade

Employee Wellness and Health & Safety

At Mphasis, we believe that wellness is not only vital for individual employees but also has a profound impact on the overall success of the organization. By prioritizing the well-being and health of the workforce, employees are more likely to feel valued and supported, leading to increased motivation and productivity.

Employee Health and Safety is governed by the company's EHS Policy, which is aimed at safeguarding its employees' physical and mental health. This policy is endorsed by the Company's Board of Directors and is applicable not only to our employees but also extended to contractors and individuals under the company's supervision. The performance of the existing OHS system is continuously improved through consultation with and participation of workers. Employees are provided with regular OHS trainings.

Mphasis keeps its employees aware of the importance of health and safety through regular communications, seminars and workshops. In the past year, some such initiatives include sessions on cardiac health, nutrition, diabetes and yoga, and the company has also set up a platform, 'Living', which provides regular live videos and articles on topics around wellness and safety. Some of the benefits extended to employees include insurance, maternity and paternity benefits, and discounted rates on childcare facilities.

To foster employee health and well-being, the following support programs are extended to our employees - work-from-home arrangements, childcare facilities, paid parental leave as per regulations (26 weeks for primary care giver and 6 days for non-primary care giver), and paid family or care leave beyond parental leave.

Mphasis aims to improve emotional, physical and financial well-being through a comprehensive wellness program.

Emotional wellness:
Mphasis has partnered with 1to1 Help in India and Life Works for the rest of the world, to provide leading mental health support services to employees. Through this, employees are able to avail confidential counselling, mental health awareness programs, insights on cultural sensitivity.

Physical wellness: Given the importance of physical wellness, Mphasis provides all its Indian employees with Practo Plus memberships, allowing them to have comprehensive healthcare access (doctor appointments, medical advice and access to healthcare resources). This membership provides employees with health tracking features, to prioritize physical well-being and promote a healthy and balanced lifestyle.

Financial well-being:
Mphasis is committed to supporting employees' financial well-being through comprehensive coverage of various areas, including tax planning, investments, retirement planning, and more.

Community & Ecology: Our CSR Story

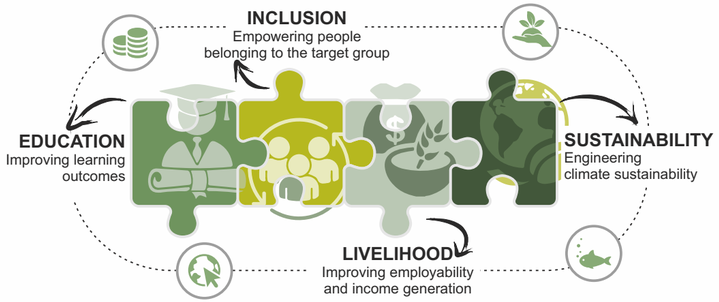
Over the years, Mphasis has shown its steadfast commitment to CSR as a vital component of its business operations. We are aware of businesses' impact on society and the environment and have committed to pursuing sustainable and responsible practices beyond mere profitability. By promoting positive social and environmental outcomes, Mphasis strives to set a shining example of how a corporate entity can contribute to a more sustainable world while simultaneously driving innovation and growth in the IT industry.

The Sustainable Development Goals (SDGs) represent a significant worldwide undertaking with a primary objective of ensuring inclusivity for all. This ambitious initiative aims to create a better world for everyone and presents a collective vision to address a wide range of global challenges. By inspiring various stakeholders to participate, the SDGs have ignited widespread interest in making progress on varieties of crucial issues. The impacts of our Company's community outreach programs have been mapped to the SDGs, specifically SDG 1 (No Poverty), 3 (Good Health and Well-being), 4 (Quality Education), 5 (Achieve gender equality and empower all women and girls), 8 (Decent Work and Economic Growth), 10 (Reduced Inequalities), 13 (Take urgent action to combat climate change and its impacts), 15 (Life on Land) and 17 (Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development) because we believe that giving due attention to smaller and local actors and high-impact local projects is crucial in achieving the overall goal of sustainable development.

→ Over INR 150 crores spends on CSR over the last 10 years across 60 projects

→ Mphasis and its partners Uber and Social Alpha won the Zero Project Award for programs in the domain of assistive technologies and accessible transportation

CSR at Mphasis is implemented through the F1 Foundation (an independent registered public trust), which works for socially excluded and economically disadvantaged groups through disruptive and tech-based solutions. Mphasis strives to create an impact in certain core areas and the various CSR programs that the company engages in are reflective of this:



Through our focused social interventions, particularly in the areas of education, livelihoods, environmental sustainability and inclusion, we are making a tangible difference in the lives of individuals and society at large. By empowering youth through education, creating sustainable livelihood opportunities, and championing inclusivity, we are not only transforming lives but also fostering a more equitable and prosperous future. We are proud of the positive impact we have achieved thus far and remain committed to furthering our efforts in building a better world for all.

Sarojini Subbiah, Head - Corporate Social Responsibility

Nurturing equitable development

IIT Madras

Mphasis collaborated with the Indian Institute of Technology Madras (IIT Madras) to set up a quantum lab (Quantum Centre) for fundamental and applied research in quantum technologies.

This initiative has shown significant progress in the past year, culminating in a conclave at IIT Madras, presided by Hon. Finance Minister, Nirmala Sitharaman, where the centre's work was showcased.

As part of this initiative, 9 projects under quantum computing are currently in progress and around 120 students and industry professionals (including Mphasis employees) have received over 200 hours of training in quantum science. IIT Madras also hosted a number of workshops, conferences and conclaves which brought together some of the leading minds in the field of quantum technology. The main objectives of this initiative are as follows:

- Creating a network of researchers engaged in quantum science and technology on a national and worldwide scale, with faculty and student exchanges serving as a focal point for capacity-building and training.
- Establishing business, government, and academic alliances to advance quantum computers and communications.
- Assuming a leading role in the standardisation of quantum information and communication technology.
- Attraction of talent to the quantum ecosystem by offering a limited number of high-value top-up scholarships to students.

Ashoka University

Increasing computational capacity is of utmost importance for Indian universities to stay relevant and competitive in the global arena of research and innovation. With the advent of machine learning and AI, the ability to process and analyse vast amounts of data has become critical. Keeping this in mind, Mphasis partnered with Ashoka University to address the gap in high-quality research papers. As part of this collaboration, the 'Mphasis Lab for Machine Learning & Computational Thinking (ML2CT) has been set up and the objective is to apply these concepts to produce high-quality research papers and compelling proof of concepts which can then be used to effect large-scale societal change. Some of the perceived benefits of this initiative include:

- Production of cutting-edge research with the capability of tackling complex societal problems and improving the quality of life for a significant cross-section of the population
- Public domain placement of all intellectual property to improve accessibility
- Imparting valuable knowledge provides opportunities for students to develop skills in cutting-edge technologies like AI, Design Thinking and System Design, preparing them for future career opportunities.

Magic Bus Foundation

Magic Bus Foundation is an organization that tackles poverty-related issues affecting the youth in underserved communities through strategic educational and livelihood programs.

Mphasis partnered with the organization in April 2022 with the goal of skilling 2500 youths from marginalized backgrounds. Through various youth skilling programs, Magic Bus Foundation imparts critical professional skills to participants, enabling them to be better qualified to receive well-paying jobs. Some of these skills include problem-solving, communication, teamwork, time management, etc. Beneficiaries are also provided with opportunities to obtain recognized certifications, such as the Amazon Web Services certification program which allow them to be eligible for entry-level cloud roles in operations, site reliability and infrastructure support. With the support of Mphasis, the organization was able to set up 4 training centres across Bangalore, Pune and Chennai.

Progress update: Number of youths skilled to date is 800.

Afforestation program at Doddasaggere Botanical Garden

Dommasandra Lake Rejuvenation Project

United Way of Bangalore

In the past year, Mphasis has introduced CSR initiatives aimed at environmental sustainability in partnership with the United Way of Bangalore. As part of this partnership, 3 projects were executed:

One Billion Drops: Bengaluru is located in a district facing a significant groundwater crisis. The One Billion Drops initiative was introduced to enhance the depleting groundwater levels in and around Bengaluru by conserving rainwater. This initiative focuses on water conservation through the creation of percolation wells in and around Bangalore city. 1278 such percolation wells are to be constructed over a two-year period as part of Mphasis' association with United Way of Bangalore.

Dommasandra Lake Rejuvenation: As part of a larger city-wide program to restore Bengaluru city's lakes, Mphasis is working with United Way of Bangalore on a multi-year project aimed at restoring the Dommasandra Lake. This will be done through water quality improvement, biodiversity enhancement and increasing community awareness and ownership. In addition to the potential environmental benefits of this intervention, the population of the Dommasandra region will also benefit thanks to increased water availability through groundwater recharge.

Afforestation programs: Together, the Department of Horticulture of the Government of Karnataka and United Way of Bengaluru (NGO) is leading a pioneering afforestation effort. As part of the programme, a dense forest of 1 lakh dry deciduous tree saplings is being created on an 11-acre plot as part of the 228-acre Doddasaggere Botanical Garden in Koratagere, Karnataka's Tumkur district. This intervention, in addition to creating an oxygen bank and a carbon sink, will help to improve the local biodiversity, air quality, and temperature. From Bengaluru, the area is less than 100 KM away.

ENGINEERING CLIMATE SUSTAINABILITY

We firmly believe that safeguarding the environment is not only a responsibility but also an essential commitment towards creating a sustainable future for generations to come. We recognize the impact our operations can have on the environment and have therefore embraced the role of environmental stewards, striving to minimize our ecological footprint, implementing innovative green practices, and actively contributing to global efforts to combat climate change. In this chapter, we will detail our dedicated initiatives and progress towards environmental preservation, demonstrating our unwavering dedication to making a positive difference in the world.

Our Management Approach

At Mphasis, we are deeply committed to environmental sustainability and have adopted a robust management approach to drive our ESG initiatives. Our dedication to sustainability is underscored by our ISO 14001:2015 certification (24% of our facilities are certified) This certification serves as a testament to our rigorous environmental management practices, which are integrated into our day-to-day operations across all levels of the organisation.

Furthermore, we take great pride in our LEED Gold and Platinum Standard certification for our headquarters in Bengaluru. This prestigious recognition highlights our commitment to green building principles, energy efficiency, and resource conservation. Through sustainable design and operational practices, we aim to minimise our ecological footprint and create a healthier work environment for our employees.

Our environmental management approach emphasizes a proactive and holistic strategy that addresses material environmental issues, such as carbon emissions, waste management, and resource utilisation. We set realistic goals to continually improve our environmental performance, regularly measure our progress, and transparently report our efforts and achievements.

By nurturing a culture of sustainability within our organisation and collaborating with stakeholders, we strive to pioneer innovative solutions, advocate for responsible business practices, and contribute to a more resilient and sustainable future for the planet. Mphasis remains steadfast in our commitment to environmental sustainability and embraces the opportunities and challenges of building a greener and more sustainable world.

The company's EHS Policy serves as a beacon to steer our sustainability-related priorities and programs, and the following aspects are covered under the policy:

- **Commitment** and oversight of policy implementation and/or environmental performance improvement through frequent communication with senior leadership
- **A clear-cut definition** of roles and responsibilities for the implementation of the policy
- **Meeting and going beyond** compliance requirements as dictated by applicable laws and regulations
- **Identification of environmental** KPIs material to the company and setting ambitious targets with the goal of continuously improving environmental performance
- **Extending training** for employees to understand the impacts of their work activities on the environment
- **Measures to raise** internal and external stakeholders' awareness of the company's stance on sustainability-related goals

Environmental consciousness is no longer an option, but a necessity. By incorporating sustainable practices into our operations, such as offsetting Greenhouse Gas emissions, improving energy efficiency of operations and adopting responsible waste management practices, we strive to minimise our environmental footprint and enhance our standing as a responsible corporate citizen.

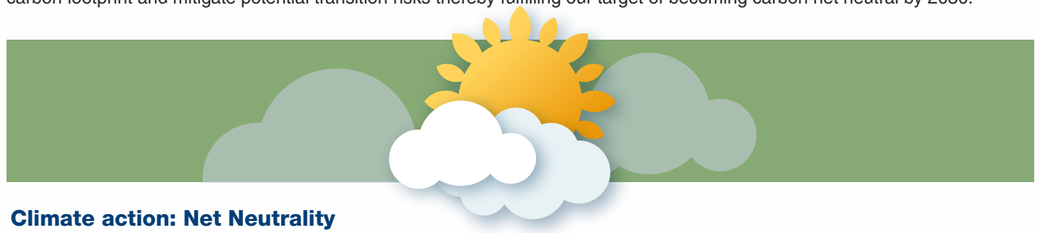
Ajit Kumar, Head – Business Operations

Climate Strategy and Action

Mphasis recognizes the urgent need to address climate change and its potential risks to the environment, society, and business operations. As part of the transition risk assessment, some of the potential risks that could impact changes in consumer preferences, evolving regulations, carbon pricing, and technological advancements were identified. These include policy changes (such as India's NDCs - reduction of emission intensity by 45% by 2030 and deriving 50% of energy from non-fossil fuel-based energy sources), shifts in market demand towards greener solutions, reputational risks associated with carbon-intensive industries, and increased costs due to carbon pricing mechanisms.

To manage the physical risks identified, we are taking proactive measures to build resilience in our operations. This includes implementing robust emergency response plans and engaging with local communities and relevant stakeholders to support climate adaptation initiatives and promote sustainable practices.

To manage the transition risks identified, Mphasis is committed to advancing our environmental sustainability initiatives. We are investing in research and development to enhance our capabilities in emerging technologies that support sustainable practices. By embracing renewable energy sources, implementing energy-efficient solutions, and optimising our supply chain, we aim to reduce our carbon footprint and mitigate potential transition risks thereby fulfilling our target of becoming carbon net neutral by 2030.



Climate action: Net Neutrality

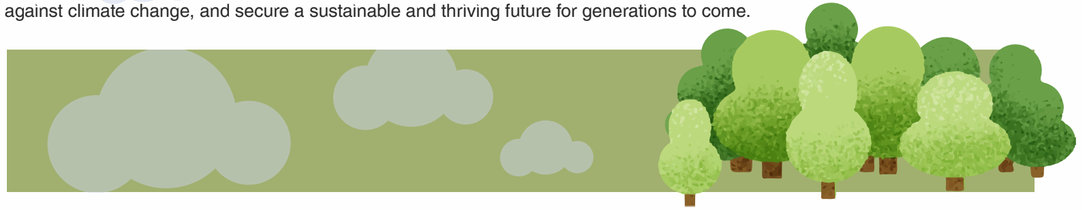
At Mphasis, we view climate change as one of the most urgent challenges facing our planet today. We are firmly committed to taking decisive action to address this global crisis and have set an ambitious goal to achieve carbon neutrality by 2030. This commitment forms the cornerstone of our climate action strategy, aligning with our broader vision of becoming a responsible corporate citizen and contributing to a sustainable future. Execution of our Climate Action Strategy and targets/commitments is anchored by the company's dedicated ESG team, which reports periodically to the company's board to better align the company's stance with its overall business objectives.

As we progress towards carbon neutrality, we recognize the need for immediate and tangible actions to reduce our carbon footprint. To achieve this, we are implementing a multi-faceted approach that includes adopting energy-efficient technologies, optimising our operations, and procuring renewable energy sources. Additionally, we are actively engaging with our supply chain partners to encourage carbon reduction initiatives throughout our value chain.

Our journey towards carbon neutrality is characterised by transparent reporting and continuous improvement. We will regularly measure and disclose our greenhouse gas emissions, set reduction targets, and track our progress against these goals. As we evolve, we will leverage innovative solutions and collaborate with stakeholders to explore new avenues for emission reduction and climate resilience.

Beyond reducing our own emissions, we recognize the importance of advocating for systemic change at a global level. We actively participate in climate advocacy efforts, supporting policies and initiatives that accelerate the transition to a low-carbon economy and enhance climate resilience. Furthermore, we remain committed to raising awareness among our employees, clients, and partners about the importance of climate action and inspiring them to join us on this transformative journey.

Our commitment to carbon neutrality is not just a goal; it reflects our deep sense of responsibility towards the environment and the communities we serve. By becoming carbon neutral by 2030, Mphasis aims to lead by example, contribute to the global fight against climate change, and secure a sustainable and thriving future for generations to come.



Energy Management

We recognize that energy consumption is a critical aspect of our environmental impact. As part of our commitment to environmental sustainability, we have implemented various energy initiatives, adopted an Energy Management System (EMS), embraced green energy sources, focused on data centre efficiency, and leveraged IoT technologies to reduce carbon emissions.

To effectively manage and track our energy consumption, Mphasis has established an Energy Management System (EMS). The EMS serves as a framework for measuring, monitoring, and continuously improving our energy performance. It enables us to identify energy-intensive areas, set energy reduction targets, and implement energy-saving measures. By adhering to best practices outlined in ISO 50001 and other industry standards, we ensure that our energy management efforts are systemic, robust, and aligned with global benchmarks.

Mphasis is dedicated to reducing energy consumption across our operations through a range of initiatives. We have implemented comprehensive energy conservation programs that involve regular energy audits, identification of energy-saving opportunities, and the implementation of energy-efficient technologies. By closely monitoring and optimising our energy usage, we aim to minimise our carbon footprint and contribute to global efforts in mitigating climate change.

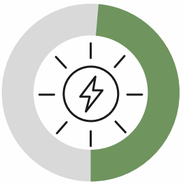
Mphasis has discarded old air conditioning units with R22 refrigerants (recognised as Ozone Depleting Substances) and replaced them with new air conditioning units with refrigerants R407c and R410a which are non-ozone-depleting gases.

Key Metrics and Targets for FY23

(Coverage of all indicators is limited to the company's Indian operations)

As part of our commitment to being an environmentally responsible organisation, we have established comprehensive systems to monitor energy, emissions, water and waste metrics and have set an ambitious carbon net neutral target to track and reduce our impact on the environment.

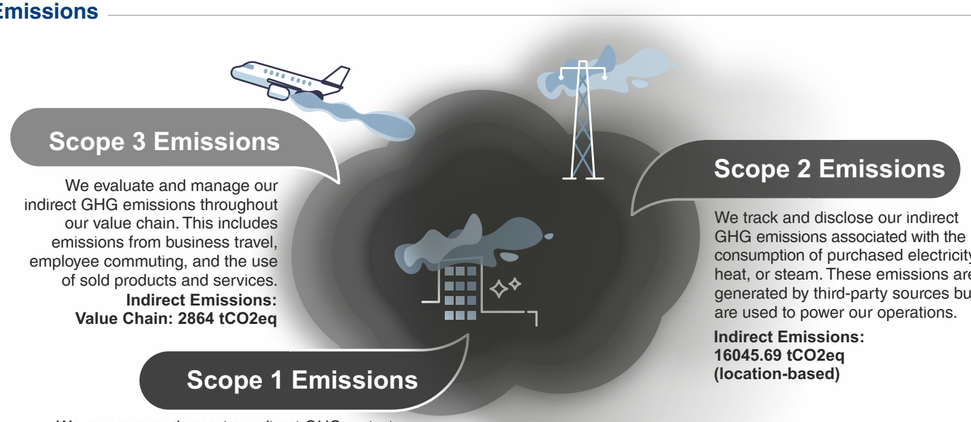
Energy



48.9 %
of total energy needs fulfilled through renewable energy

3.3 %
reduction in total energy used in data centres

Emissions



Scope 3 Emissions

We evaluate and manage our indirect GHG emissions throughout our value chain. This includes emissions from business travel, employee commuting, and the use of sold products and services.

Indirect Emissions: Value Chain: 2864 tCO2eq

Scope 2 Emissions

We track and disclose our indirect GHG emissions associated with the consumption of purchased electricity, heat, or steam. These emissions are generated by third-party sources but are used to power our operations.

Indirect Emissions: 16045.69 tCO2eq (location-based)

Scope 1 Emissions

We measure and report our direct GHG emissions from sources that are owned or controlled by Mphasis. This includes emissions from fuel combustion in our facilities and company-owned vehicles.

Direct Emissions: 172.45 tCO2eq

Waste

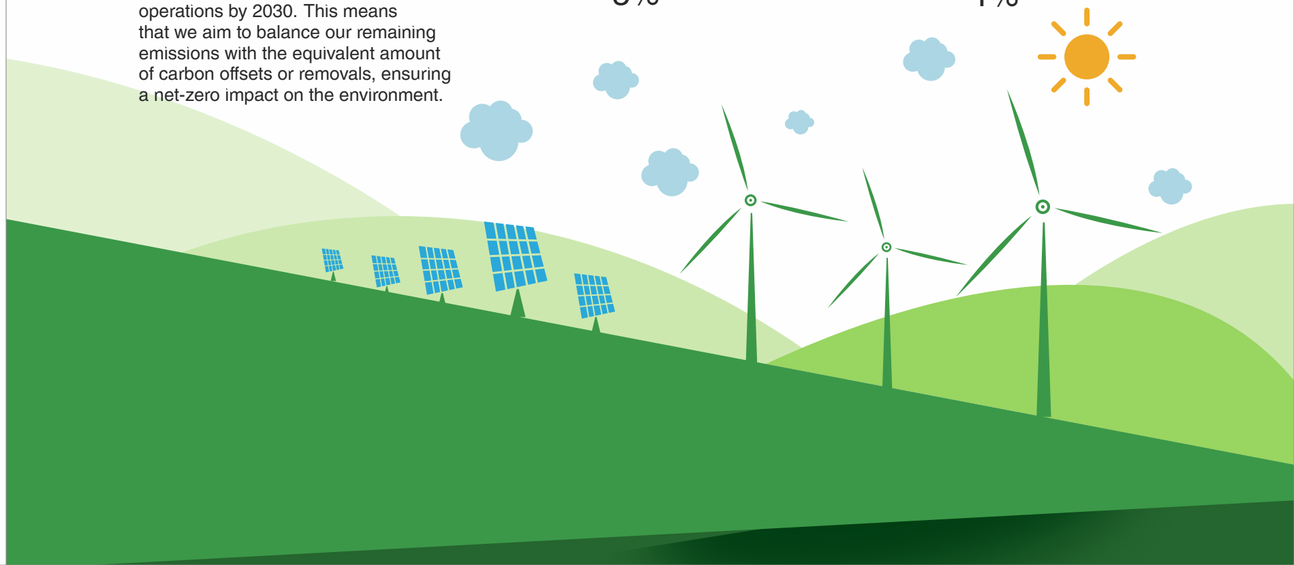
148.69 %
increase in total waste recycled in FY23

Other Targets

Carbon Neutrality:
We have set a target to achieve carbon neutrality across our operations by 2030. This means that we aim to balance our remaining emissions with the equivalent amount of carbon offsets or removals, ensuring a net-zero impact on the environment.

Year-on-year reduction in energy consumption by
5%

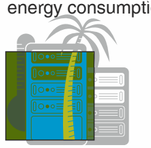
Year-on-year reduction in carbon footprint by
1%



Adobe Stock | #433137928

Green Energy

Transitioning to green energy sources is a crucial step in reducing our reliance on fossil fuels and mitigating climate change. Mphasis is committed to procuring renewable energy for our operations. We have actively engaged in power purchase agreements (PPAs) with renewable energy providers, which allow us to source a significant portion of our electricity from renewable sources such as wind, solar, and hydro-energy. In line with our year-on-year target to reduce our carbon footprint by 1%, we have installed solar panels with a capacity of 10KW at our Mangalore facility along with solar inverters at identified facilities to promote sustainable energy usage. By embracing green energy, we not only reduce our carbon emissions but also support the development of the renewable energy sector. Currently, renewable energy constitutes 48% of the company's total energy consumption.



Data Centre Efficiency

Data centres are essential for our operations but can be energy intensive. To address this challenge, Mphasis has focused on optimising data centre efficiency. We ensure that our data centre service providers adopt energy-efficient infrastructure designs, including advanced cooling systems, server virtualization, and power management technologies. Through consolidation and optimization of our data centre footprint, we have been able to minimise energy consumption and improve overall operational efficiency. Additionally, we have implemented data centre infrastructure management (DCIM) solutions that provide real-time monitoring and analysis of energy usage, enabling us to identify areas for further optimization.

IoT (Energy efficient systems)

Mphasis recognizes the transformative potential of the Internet of Things (IoT) in achieving low carbon emissions. IoT enables the integration of various devices and systems, allowing for improved monitoring, control, and optimization of energy usage. We have leveraged IoT technologies to enhance energy efficiency in our facilities and operations. For instance, we deploy smart building management systems that use IoT sensors and analytics to optimise energy consumption in lighting, heating, ventilation, and air conditioning (HVAC) systems. By continuously monitoring and adjusting energy usage based on real-time data, we can reduce energy waste and lower our carbon footprint.

Furthermore, we have implemented IoT-enabled smart grids and energy management systems in our facilities. These systems enable us to monitor energy flows, identify inefficiencies, and make informed decisions to optimise energy distribution and utilisation. By integrating renewable energy sources, energy storage systems, and demand-response mechanisms into our IoT-enabled infrastructure, we can enhance energy efficiency and promote the adoption of clean energy technologies.

In addition to our internal initiatives, Mphasis actively collaborates with technology partners, industry peers, and research institutions to drive innovation in low-carbon technologies and promote sustainable practices across the IT industry. By sharing knowledge, best practices, and insights, we aim to accelerate the adoption of energy-efficient solutions and contribute to the collective effort in mitigating climate change.

Water Conservation and Stewardship

Water is a precious and finite resource that is essential for all life forms and ecosystems. Recognizing the significance of managing water resources for environmental stewardship, we acknowledge our responsibility and are actively working to optimize freshwater consumption and wastage, despite our business operations not being water intensive. Through a combination of efficient water usage, recycling, and community engagement, Mphasis aims to minimise its water footprint and contribute to the sustainable use of this critical resource.

Our efforts include the installation of water-saving fixtures and sensor-based urinal flush fittings to minimise water usage. We prioritise raising awareness among our employees through regular campaigns and visual reminders, encouraging behavioural changes to conserve water at its point of use. To manage wastewater, we have established in-house sewage treatment plants (STPs) at our larger workplaces, ensuring safe treatment and reuse of water for landscaping, gardening, and toilet flushing. At our smaller rented offices, where space and operational control are limited, we responsibly discharge wastewater into government STPs. Our commitment to water resource management drives us to continuously seek innovative solutions, ensuring a sustainable approach to water consumption and conservation across all facets of our operations.

Creating a Circular Economy

Mphasis recognizes the critical importance of waste management in achieving environmental sustainability and is committed to driving a transition towards a circular economy. We acknowledge the detrimental impact of plastic waste and e-waste on ecosystems and human health, and actively work to minimise our waste footprint. All Mphasis facilities have resorted to using 100% biodegradable plastic garbage bags to collect and dispose of wet waste. Mphasis has also ensured recycling of paper and E-waste to decrease and eliminate waste to achieve sustainable management processes.

Plastic Waste Management

Mphasis is dedicated to reducing the use of single-use plastics within our operations. We have implemented initiatives to encourage employees to bring reusable water bottles and containers, thereby minimising plastic waste generation. Additionally, we have established partnerships with recycling organisations to ensure proper segregation and recycling of plastic waste. Through these efforts, we aim to reduce the environmental impact of plastic waste and promote a culture of responsible consumption.

Paper Waste Management (in collaboration with ITC)

In a strategic collaboration with ITC, we have established a paper recycling initiative that operates jointly. Under this partnership, all the paper waste generated at our India facilities is processed through shredding and returned to ITC. Through this sustainable endeavour, we actively contribute to the recycling of paper and cardboard waste, ultimately transforming it into recycled paper and notebooks, and fostering responsible and eco-friendly practices in our operations.

E-waste Management

Recognizing the fast-paced nature of the IT industry and its potential for generating electronic waste, Mphasis is committed to responsible e-waste management. We adhere to strict guidelines for the disposal and recycling of electronic equipment and promote the reuse and refurbishment of IT assets wherever possible. By partnering with certified e-waste recycling companies, we ensure that electronic waste like used computers, laptops, printers, scanners, batteries, and air conditioners are properly handled and disposed of by an authorised disposer, thereby minimising its environmental impact and preventing hazardous materials from entering landfills or being improperly disposed of.

Fostering Environmental Consciousness at Mphasis

Mphasis is deeply committed to fostering environmental awareness among its entire employee workforce and actively engages in various initiatives to celebrate significant environmental events. Throughout FY23, we sent communication emails to all employees to commemorate events and promote sustainable practices. The programs conducted and their impact can be mapped to a number of the United Nations Sustainable Development Goals (SDGs):

SDG 6: Clean Water and Sanitation

World Water Day (22 March 2023): We highlighted the importance of water conservation and its sustainable management.

SDG 7: Affordable and Clean Energy

National Energy Conservation Day (14 December 2022): This occasion was acknowledged/celebrated in order to raise awareness and promote sustainable practices to conserve energy and mitigate environmental impacts.

Earth Hour (25 March 2023 at 8:30 pm): Through this global event, we urged employees to switch off non-essential lights for one hour to encourage employees to use energy judiciously.

SDG 12: Responsible Consumption and Production

World Environment Day (5 June 2023): Celebrating World Environment Day in the work place is crucial as it fosters a sense of environmental responsibility, encourages sustainable practices among employees, and helps drive the company's sustainability agenda throughout the organization.

SDG 13: Climate Action

World Environment Day (5 June 2023): Mphasis has identified Climate Change as one of its most material ESG issues. World Environment celebrations serve as an occasion to spread awareness throughout the organization on the company's position on the subject.

World Ozone Day (16 September 2023): On this occasion, the significance of protecting the ozone layer and the climate-related risks associated with Ozone Depleting Substances (ODS) was conveyed to our employees.

SDG 15: Life on Land

World Nature Conservation Day (28 July 2023): On this occasion, awareness was raised on the importance of conserving biodiversity and ecosystems.

International Day of Forests (21 March 2023): On this occasion, employees are educated on the vital role of forests in sustaining life on Earth, and the numerous environmental, social, and economic benefits they provide to humanity.

By actively participating in these environmental celebrations and linking them to specific SDGs, Mphasis continues to cultivate a culture of environmental consciousness and responsible citizenship within its workforce, striving to make a tangible impact on the journey towards a more sustainable future. In FY23, these initiatives played a crucial role in reinforcing our dedication to environmental stewardship and promoting a shared responsibility for the preservation of our planet's natural resources.

Annexure 1 - GRI Index

General Disclosures

Sl. No	GRI Standard Number	Disclosure Number	Description	UNGC Principles	UN SDGs	Section/ Subsection Title	Reference & Page No./Explanation
GRI 1: Foundation (GRI 1 does not include any disclosure)							
	GRI 2- General disclosures	**The organization and its reporting practices**					
1		2-1	Organization details				Annual Report 2023, Page 163
2		2-2	Entities included in the organization's sustainability reporting			Reporting Boundaries and Scope	ESG Report 2023, Page 02
3		2-3	Reporting period, frequency and contact point			Report Overview, Feedback and Queries	ESG Report 2023, Page 02
4		2-4	Restatements of Information				No restatements of information
5		2-5	External assurance				Currently, we do not have any external assurance on our sustainability reporting. We will be exploring this possibility for our forthcoming reports.
		Activities and workers					
6		2-6	Activities, value chain and other business relationships			Products/services; Supply Chain Management	Business Responsibility and Sustainability Report (BRSR) 2023, Page 1; ESG Report 2023, Page 32
7		2-7	Employees	6	8, 10		ESG Databook, Page 03
8		2-8	Workers who are not employees	16	8, 10		ESG Databook, Page 03X
		Governance					
9		2-9	Governance structure and composition		5, 16	Applying Good Governance - About our Board, Mphasis Board of Directors	ESG Report 2023, Pages 18-19
10		2-10	Nomination and selection of highest governance body		5, 16	Applying Good Governance - Board election and Development	ESG Report 2023, Page 19

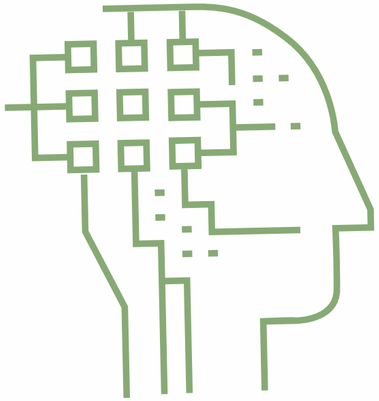
11		2-11	Chair of the highest governance body		16	Applying Good Governance - About our Board	ESG Report 2023, Page 18
12		2-12	Role of the highest governance body in overseeing the management of impacts		16	Risk governance	ESG Report 2023, Pages 22-25
13		2-13	Delegation of responsibility for managing impacts			Risk governance	ESG Report 2023, Pages 22-25
14		2-14	Role of the highest governance body in sustainability reporting			Corporate Governance	ESG Report 2023, Page 18, 21
15		2-15	Conflicts of interest		16	Code of Business Conduct	Mphasis Limited Human Rights Statement, Page 03
16		2-16	Communication of critical concerns			Remediation	Mphasis Limited Human Rights Statement, Page 03
17		2-17	Collective knowledge of the highest governance body		4		Company Website
18		2-18	Evaluation of the performance of the highest governance body			Corporate Governance - Board Performance Assessment	ESG Report 2023, Page 20
19		2-19	Remuneration policies			Corporate Governance - Board Remuneration	ESG Report 2023, Page 20
20		2-20	Process to determine remuneration			Corporate Governance - Board Remuneration	ESG Report 2023, Page 20
21		2-21	Annual total compensation ratio				ESG Databook, Page 01
		Strategy, policies and practices					
22		2-22	Statement on sustainable development strategy			Message from our CEO	ESG Report 2023, Page 05
23		2-23	Policy commitments		16	Code of Business Conduct	Mphasis Limited Human Rights Statement, Page 03
24		2-24	Embedding policy commitments			Code of Business Conduct	Mphasis Limited Human Rights Statement, Page 03
25		2-25	Processes to remediate negative impacts		16	Remediation	Mphasis Limited Human Rights Statement, Page 04

26		2-26	Mechanisms for seeking advice and raising concerns	10	16	Remediation	ESG Report 2023, Page 04
27		2-27	Compliance with laws and regulations				ESG Databook, Page 01
28		2-28	Membership associations	1, 8			ESG Databook, Page 02
		Stakeholder engagement					
29		2-29	Approach to stakeholder engagement		16	Materiality	ESG Report 2023, Page 26
30		2-30	Collective bargaining agreements	3	8	Human Rights Statement	Mphasis Limited Human Rights Statement
31	**GRI 3- Material Topics**	3-1	Process to determine material topics			Materiality	ESG Report 2023, Page 26
32		3-2	List of material topics			Materiality	ESG Report 2023, Page 26-28
33		3-3	Management of material topics			Materiality	ESG Report 2023, Page 26-28

Economic Disclosures

Sl. No	GRI Standard Number	Disclosure Number	Description	UNGC Principles	UN SDGs	Section/ Subsection Title	Reference & Page No./Explanation
34	**GRI 201 - Economic performance**	201-1	Direct economic value generated and distributed		8, 9		ESG Databook, Page 01
35		201-2	Financial implications and other risks and opportunities due to climate change	7, 8, 9	13	Engineering Climate Sustainability	ESG Report, Page 47-55
36		201-3	Defined benefit plan obligations and other retirement plans				BRSR 2023, Page 18
37	**GRI 202 - Market presence**	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	6	1, 5, 8		We ensure that our employees receive compensation above the minimum wage stipulated by labor regulations and maintain a non-discriminatory approach towards compensation, irrespective of gender.
38	**GRI 203 - Indirect economic impacts**	203-1	Infrastructure investments and services supported		5, 9, 11		Covered in respective sections throughout the report
39		203-2	Significant indirect economic impacts		1, 3, 8	Architecting Stakeholder Value	ESG Report 2023, Page 12-16
40	**GRI 204 - Procurement practices**	204-1	Proportion of spending on local suppliers		8		ESG Databook, Page 07
41	**GRI 205 - Anti-corruption**	205-1	Operations assessed for risks related to corruption	10	16	Risk governance - Anti Bribery and Anti-Corruption (ABAC)	ESG Report 2023, Page 23
42		205-2	Communication and training about anti-corruption policies and procedures	10	16	Risk governance - Anti Bribery and Anti-Corruption (ABAC)	100% of employees (including sub-contractors) are expected to undergo the 1-hour Code of Business Conduct training which covers anti-corruption policies and procedures.
43		205-3	Confirmed incidents of corruption and actions taken	10	16		ESG Databook, Page 01

44	**GRI 206 - Anti-competitive behavior**	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	10	16		ESG Report 2023, Page 23
45	**GRI 207 - Tax**	207-1	Approach to tax		1, 10, 17	Tax transparency	ESG Report 2023, Page 25
46		207-2	Tax governance, control, and risk management		1, 10, 17	Tax transparency	ESG Report 2023, Page 25 Annual Report 2023, Page 146
47		207-4	Country-by-country reporting		1, 10, 17		Mphasis Subsidiaries Financials 2023



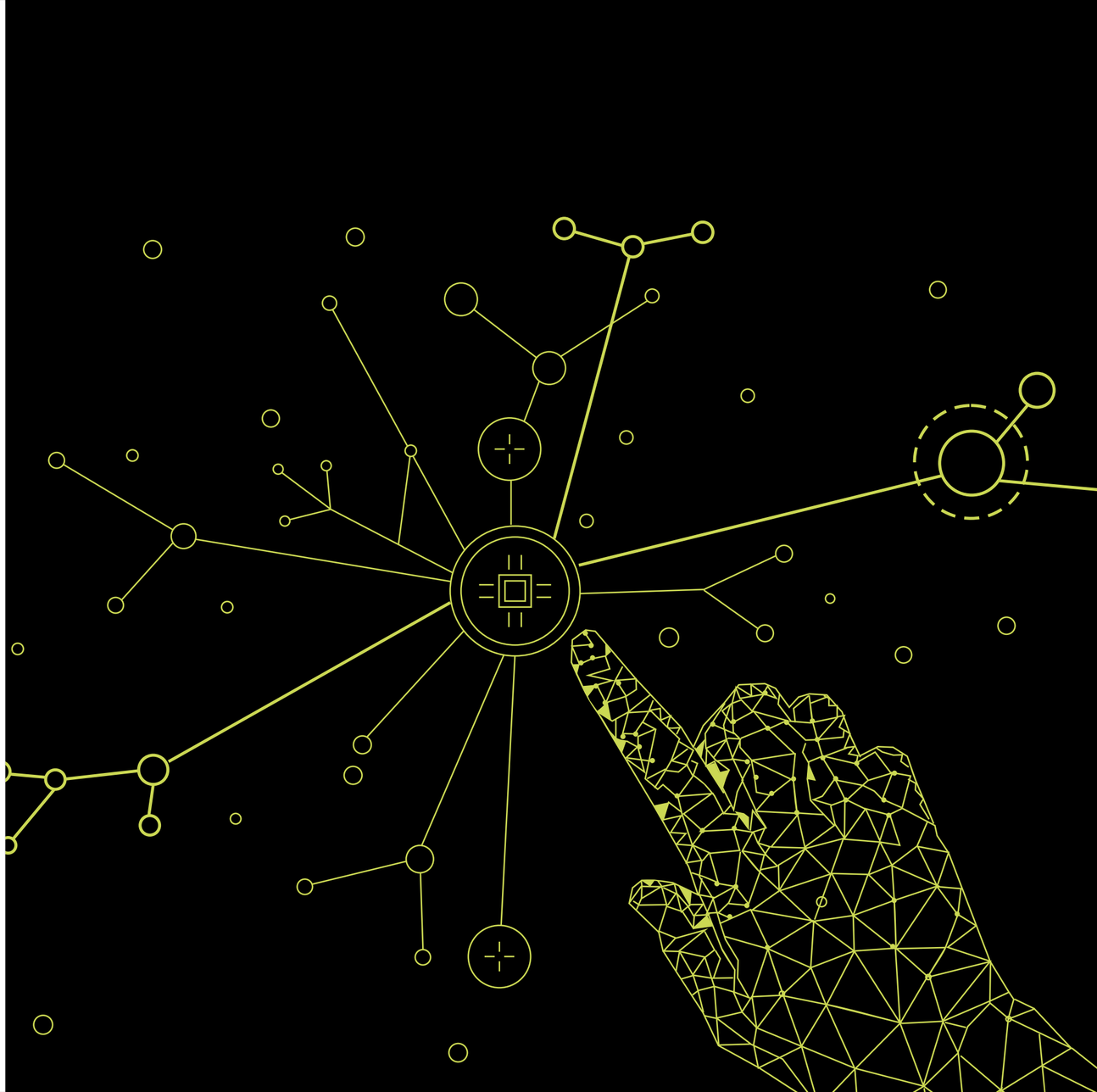
Environmental Disclosures

Sl. No	GRI Standard Number	Disclosure Number	Description	UNGC Principles	UN SDGs	Section/ Subsection Title	Reference & Page No./Explanation
48	**GRI 302 - Energy**	302-1	Energy consumption within the organization	7, 8, 9	7, 8, 12, 13		ESG Databook, Page 08
49		302-2	Energy consumption outside of the organization		7, 8, 12, 13	Engineering Climate Sustainability - Energy Management	ESG Report 2023, Page 49-50
50		302-3	Energy intensity	8	7, 8, 12, 13		ESG Databook, Page 08
51		302-4	Reduction of energy consumption	7, 8, 9	7, 8, 12, 13	Engineering Climate Sustainability - Energy Management	ESG Report 2023, Page 49-50
52		302-5	Reductions in energy requirements of products and services	8, 9	7, 8, 12, 13	Engineering Climate Sustainability	ESG Report 2023, Page 47-53
53	**GRI 303 - Water and effluents**	303-1	Interactions with water as a shared resource	8	6, 12		Since our operations are not water-intensive, we do not track our water consumption. However, there are efforts made to ensure that water is consumed judiciously within all Mphasis facilities through the use of water aerators and sewage treatment plants.
54		303-2	Management of water discharge-related impacts	8	6		
55		303-3	Water withdrawal	7, 8	6		
56		303-4	Water discharge		6		
57		303-5	Water consumption		6		
58	**GRI 305 - Emissions**	305-1	Direct (Scope 1) GHG emissions	7, 8	3, 12, 13, 14, 15		ESG Databook, Page 08
59		305-2	Energy indirect (Scope 2) GHG emissions	7, 8	3, 12, 13, 14, 15		ESG Databook, Page 08-09
60		305-3	Other indirect (Scope 3) emissions	7, 8	3, 12, 13, 14, 15		ESG Databook, Page 09
61		305-4	GHG emissions intensity	7, 8	3, 12, 13, 14, 15		ESG Databook, Page 09

62		305-5	Reduction of GHG emissions	7, 8, 9	12, 13, 14, 15	Towards carbon neutrality	ESG Report 2023, Page 10-11
63		305-6	Emissions of ozone-depleting substances (ODS)	7, 8, 9	3, 12		ESG Databook, Page 09
64		305-7	Nitrogen Oxides (NOX), Sulphur Oxides (SOX), and other significant air emissions	7, 8, 9	3, 12, 14, 15		ESG Databook, Page 09
65	**GRI 306 - Waste**	306-1	Waste generation and significant waste-related impacts	7, 8, 9	3, 6, 11, 12		ESG Databook, Page 09
66		306-2	Management of significant waste-related impacts	8	3, 6, 8, 11, 12	Engineering Climate Sustainability - Creating a Circular Economy	ESG Report 2023, Page 53-54
67		306-3	Waste generated		3, 6, 11, 12,15		ESG Databook, Page 09
68		306-4	Waste diverted from disposal	7, 8, 9	3, 11, 12		ESG Databook, Page 10
69		306-5	Waste directed to disposal		3, 6, 11, 12,15		ESG Databook, Page 10
70	**GRI 307 - Environmental compliance**	307-1	Non-compliance with environmental laws and regulations		16		No cases of non-compliance
71	**GRI 308 - Supplier environmental assessment**	308-1	New suppliers that were screened using environmental criteria	7, 8, 9			ESG Databook, Page 07
72		308-2	Negative environmental impacts in the supply chain and actions taken				No impact assessment undertaken in the supply chain

Social Disclosures

Sl. No	GRI Standard Number	Disclosure Number	Description	UNGC Principles	UN SDGs	Section/ Subsection Title	Reference & Page No./Explanation
73	**GRI 401 Employment**	401-1	New employee hires and employee turnover	6	5, 8, 10		ESG Databook, Page 04-06
74		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		3, 5, 8		ESG Databook, Page 07
75		401-3	Parental leave		5, 8		ESG Databook, Page 06
76	**GRI 402 - Labour/management relations**	402-1	Minimum notice periods regarding operational changes		8		Our notice period has been indicated in the employment and engagement contracts and comply with all the national regulations
77	**GRI 403 - Occupational health and safety**	403-1	Occupational health and safety management system		3, 8		Occupational health and safety management is governed by the Company's EHS Policy.
78		403-2	Hazard identification, risk assessment, and incident investigation		8		NA. As an IT company, our employees are not exposed to health and safety risks/work-related hazards.
79		403-3	Occupational health services		8		This is described in the Company's EHS Policy.
80		403-4	Worker participation, consultation, and communication on occupational health and safety		8, 16	Employee wellness and Health & Safety	ESG Report 2023, Page 40-41
81		403-5	Worker training on occupational health and safety		8	Employee wellness and Health & Safety	BRSR, Page 19
82		403-6	Promotion of worker health		3	Employee wellness and Health & Safety	ESG Report 2023, Page 40-41
83		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		8	Employee wellness and Health & Safety	ESG Report 2023, Page 40-41

84		403-8	Workers covered by an occupational health and safety management system		8		ESG Databook, Page 06
85		403-9	Work-related injuries		3, 8, 16		ESG Databook, Page 06
86		403-10	Work-related health		3, 8, 16		Nil
87	**GRI 404- Training and education**	404-1	Average hour of training per year per employee	6	4, 5, 8, 10		ESG Databook, Page 06
88		404-2	Programs for upgrading employee skills and transition assistance programs		8	Incorporating Inclusion - Learning and Development	ESG Report 2023, Page 38-39
89		404-3	Percentage of employees receiving regular performance and career development reviews	6	5, 8, 10		All our employees receive regular Performance assessments.
90	**GRI 405- Diversity and equal opportunity**	405-1	Diversity of governance bodies and employees	6	5, 8		ESG Databook, Page 03
91		405-2	Ratio of basic salaries and remuneration of women to men	6	5, 8, 10		No discrimination on salary
92	**GRI 406 - Non-discrimination**	406-1	Incidents of discrimination and corrective actions taken		5, 8		ESG Databook, Page 01
93	**GRI 407 - Freedom of association and collective bargaining**	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	3	8		No operations with risk to collective bargaining
94	**GRI 408 - Child labour**	408-1	Operations and suppliers at significant risk for incidents of child labour	5	5, 8, 16	Human Rights Due Diligence	Mphasis Limited Human Rights Statement, Zero cases of child labor and forced labor in all their forms and other human rights violations.
95	**GRI 409 - Forced or compulsory labour**	409-1	Operations and suppliers at significant risk for incidents of compulsory labour	4	5, 8	Human Rights Due Diligence	

96	**GRI 411 - Rights of indigenous peoples**	411-1	Incidents of violations involving right of indigenous peoples	1, 2	2		There have been no violations involving rights of indigenous people during the reporting period.
97	**GRI 413- Local communities**	413-1	Operations with local community engagement, impact assessments, and development programs	1		Architecting Stakeholder Value - Tech for Good-Society	ESG Report 2023, Page 15-16
98		413-2	Operations with significant actual and potential negative impacts on local communities		1,2		No operations with significant negative impacts on local communities
99	**GRI 414- Supplier social assessment**	414-1	New suppliers that were screened using social criteria	1, 2, 3, 4, 5, 6, 10	5, 8, 16		Suppliers are not currently screened using social criteria
100		414-2	Negative social impacts in the supply chain and actions taken		5, 8, 16		No negative social impacts
101	**GRI 415 - Public policy**	415-1	Political contributions	10	16		No political contributions
102	**GRI 416 - Customer health and safety**	416-1	Assessment of the health and safety impacts of product and service categories				N.A.
103		416-2	Incidents of non-compliance concerning market communications		16		No incidents of non-compliance
104	**GRI 417 - Marketing and labeling**	417-1	Requirements for product and service information and labeling		12		N.A
105		417-2	Incidents of non-compliance concerning product and service information and labeling		16		No incidents of non-compliance
106		417-3	Incidents of non-compliance concerning marketing communications		16		No incidents of non-compliance
107	**GRI 418 - Customer privacy**	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		16		ESG Databook, Page 01 No complaints concerning breaches of customer privacy and losses of customer data