

# ESG

## 68-108

Environmental, Social and  
Governance (ESG)

70	MANAGING DIRECTOR'S LETTER
72	SUSTAINABILITY AT HAPPIEST MINDS
75	ENVIRONMENTAL
80	SOCIAL
100	GOVERNANCE

## Managing Director's Message

**Dear Valued Stakeholders,**  
Greetings!

The year that passed and under review was one of performance, and progress. I believe we are firmly on a path of achievement in line with our Vision 2031 which covers our aspiration for Growth, Profitability, Customer Satisfaction, People, and most importantly ESG.

This letter is specifically about the last but not the least – progress we have made on our ESG framework which is at the center of everything we do and helping us build resilience, creating long-term value, remaining compliant, while gaining stakeholder trust.

Understanding ESG at Happiest Minds

- **Environmental:** Refers to how responsibly we use resources and dispose of waste. It reflects our dedication to the conservation of ecosystems and reducing our environmental impact.
- **Social:** Demonstrates our commitment to human rights, labor relations, diversity, inclusion, and corporate social responsibility through effective CSR that gives back to the community.

- **Governance:** Underpins our internal policies and strategic framework - transparency, ethical behavior, accountability, and decision-making in the best interest of all stakeholders.

Dun & Bradstreet recognition awarding us the prestigious '**ESG Champions of India 2024**' award a national-level recognition reconfirms our commitment and progress on our initiatives.

We also won the '**Best Save Water Initiative of the Year**' 2024 at the Global CSR, Sustainability and ESG Awards.

In accordance with our green awareness, we have made significant strides towards reducing our carbon footprint on the environment. We generated and consumed around **1,752.18 Giga Joules of solar power** throughout the year. Our continued investment in solar appliances is also a model for energy conservation in the business.

We continue to strive to maintain our **Zero Liquid Discharge (ZLD)** status for our premises in Bengaluru through the treatment and reuse of all wastewaters showing our commitment to being a water-responsible Company.

In the last year, **0.19 metric tons of e-waste** were properly disposed of in an eco-friendly manner by using certified vendors. We intend to dispose of electronic end-of-life assets in a proper and eco-friendly manner and as per international standards.

During our construction and maintenance work, we **diverted 91.50 metric tons** of construction and demolition (C&D) waste from landfills. Through recycling and reuse, we reduced our contribution to the

environment and helped lower the landfill burden, an integral component of urban sustainable development.

We also enhanced effective disposal of operational waste by **reducing 57.6 metric tons** of non-hazardous waste through concerted waste reduction and recycling.

Beyond our in-house operations, we continue to make a lasting impact on the environment through our Corporate Social Responsibility (CSR) implementation partners.

A substantial part of CSR initiatives, in line with what we have been doing all through the past years, are aimed at environment, rainwater harvesting, water conservation, afforestation, and biodiversity enhancement.

Through our **One Billion Drops (OBD)** initiative, we are committed to constructing **1,000 percolation wells** to support long-term groundwater recharge. Over the past two years, a total of **371 wells** have been successfully constructed, facilitating the conservation of approximately 47.52 million liters of rainwater, a powerful step towards conserving over **128 million liters over the next few years**.

A total of 3,22,000 trees have been planted so far, expected to sequester approximately 70,840 tonnes of CO<sub>2</sub> over the next decade, while also enhancing biodiversity and improving ecosystem health. Continuing to have sustainability as a priority, our aim of carbon neutrality by 2030 is an important focus in our ESG initiatives.

As we continue to make the world a better place, we're pleased to say that this year, we've **donated 21,34,149 meals to the Akshaya Patra Foundation** as is our practice of celebrating **Smilestone with acts of giving**. This brings our total

**A substantial part of CSR initiatives, in line with what we have been doing all through the past years, are aimed at environment, rainwater harvesting, water conservation, afforestation, and biodiversity enhancement.**

donation to 10 million meals, a landmark that speaks volumes about our initiative to give back to society.

On the governance front, we continue to stress robust internal processes, ethical and transparent business practice, and good risk management. We also remain vigilant to ensure data protection and cybersecurity standards. These are building trust and accountability with our stakeholders and shareholders.

Around 50% of our Board represents diverse cultures and is actively engaged in decision-making. Annual Customer and Shareholder Surveys help assess performance and identify areas for improvement. **Policies like Anti-Bribery, Whistle-Blower, Integrity, and Grievance frameworks ensure fairness and transparency.** We uphold human rights through Equal Opportunity, D&I, Workplace Safety, and Anti-Harassment practices. Additionally, we are **ISO 27701 certified**, reinforcing our commitment to data privacy and security. To reinforce a culture of transparency and ethical conduct, we have put in place a dedicated grievance resolution mechanism. **The "WE HEAR" portal provides a secure, accessible platform for stakeholders to disclose concerns or unethical behavior.** This mechanism is supported by our policies on Anti-Bribery,

Integrity, Whistleblowing, Disciplinary Conduct, and Grievance Redressal - ensuring fairness and accountability at every level.

We embraced the essential principles and practices to maintain and defend human rights in the organization, such as Equal Opportunity Statement, Diversity and Inclusion (D&I), Health and Workplace Safety, and Harassment-Free Workplace. We are ISO 27701 certified – the Privacy Information Management System standard, and we have implemented privacy policies and security practices to secure personal information.

Looking ahead, our ESG vision continues to strengthen. By 2027, we aim for at least 50% of our material suppliers to meet our sustainability standards - integrating responsibility into our business.

Thank you to every Happiest Mind who turned off a light, recycled e-waste, or volunteered time. You're the reason these numbers mean something.

Our commitment to our communities endures in a world where digital uptake is speeding up and global dynamics are in constant flux. We're building robust risk frameworks, setting measurable goals, and, most importantly, holding ourselves accountable to the promises we make.

I truly believe the best businesses of tomorrow will be those that care deeply today. I'm proud that Happiest Minds is one of them. Our doors and minds are open.

Thank you for your continued trust. There's more work to be done, and we're ready for it. Together, we are building something truly meaningful.

With warm regards,

**Venkatraman Narayanan**  
Managing Director



**Venkatraman Narayanan**  
Managing Director



# Sustainability at Happiest Minds

Sustainability is integral to our growth strategy, driving rapid progress across ESG (Environmental, Social, and Governance) priorities. Guided by purpose over profit, we stay ahead of the ESG curve with active leadership oversight. Our recognition as an ‘ESG Champion of India 2024’ by Dun & Bradstreet affirms this commitment. Our ESG policies are designed to deliver long-term value, especially for the environment.

























## Sustainability Framework and Approach

Our framework promotes sustainable business practices with a strong focus on climate action. We aim for carbon neutrality by 2030, tracking key metrics such as emissions, energy use, waste, and air and water quality. Progress is disclosed through BRSR, EcoVadis, and CDP reinforcing transparency and stakeholder trust.

## Sustainability Governance

Leadership drives sustainability through oversight, risk management, and stakeholder engagement. Our ESG policies are ethical, transparent, and compliant. The ESG committee steers our sustainability goals, delivering long-term value for shareholders and contributing to social well-being.

## Contribution to the UNSDGs

Our Sustainability Initiatives	UNSDG	IMPACT
Safe Drinking Water for Drought Region		<p>Happiest Minds Technologies has supported access to clean drinking water in drought-affected areas of Raichur district, Karnataka.</p> <ul style="list-style-type: none"> <li>4 new RO (Reverse Osmosis) units installed in schools and villages</li> <li>6 existing RO units refurbished in villages</li> </ul> <p>These initiatives have improved water quality, eased water scarcity, and contributed to better health for local households and communities.</p>
Tree Plantations	 	<p>As part of our commitment to environmental sustainability, we planted 1,13,500 tree saplings across Tamil Nadu, Karnataka, Noida, and Odisha. This large-scale plantation drive promotes social forestry, restores ecological balance, and expands green cover in both urban and rural areas.</p> <p>The use of indigenous, climate-resilient species supports biodiversity conservation, improves air quality, enhances soil health, and enables carbon sequestration. These efforts also uplift local communities through increased shade, fruit availability, and sustainable livelihood opportunities.</p> <p>Through this initiative, we are helping build a greener, healthier, and more sustainable future.</p>
Renewable Energy	   	<p>Rooftop solar plant in our Bengaluru offices contributes 12.13% green energy, aiming for 100% by 2030.</p>
Waste Management	  	<p>Compost 100% of food waste from the pantry. Used the cup &amp; kerchief initiative to significantly minimize the use of disposables such as tissues, paper cups, plastic packaging, etc.</p>
Water Management	 	<p>Sensor-operated water taps to conserve water. 100% of wastewater is treated in STP and utilized in our washrooms and for watering plants.</p>
Rural Electrification	   	<p>As part of our social sustainability and community development efforts, we successfully implemented a rural electrification project in Mayurbhanj, Odisha. The initiative electrified 100 homes, installed streetlights, and powered two tribal residential schools in previously unserved areas.</p> <p>Access to reliable electricity has significantly improved living conditions, enhanced safety, and created a better learning environment for students.</p>
Social Forestry, Soil and Water Conservation	   	<ul style="list-style-type: none"> <li>We have planted over 10,000 saplings to restore biodiversity, expand green cover, and improve air quality. Our social forestry and soil conservation efforts now cover more than 100 acres of previously barren land, with an estimated carbon sequestration potential of 2,10,000 kg of CO<sub>2</sub> annually</li> <li>Under the ‘Trees for Farmers’ initiative in Krishnagiri, Tamil Nadu, we planted 1 lakh trees as part of an agroforestry project tackling groundwater depletion and soil erosion. By integrating a mix of fruit and timber trees into farmlands, the project sequesters around 2 million kg of CO<sub>2</sub> each year and benefits over 20,000 people</li> </ul>
One Billion Drops	   	<p>Mitigating water scarcity during peak summer months in Bengaluru has been a key focus of our sustainability efforts. To support long-term water security, we have installed 315 percolation wells across the city. These wells aid in rainwater harvesting and groundwater recharge, contributing to sustainable water management. The initiative reflects our commitment to environmental stewardship and climate resilience.</p>



## ESG KPIs

KPIs	Units	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Total electricity consumption	kWh	40,11,397	39,69,007	30,06,262	1,13,100
Electricity-renewable	kWh	4,86,719	4,92,559	1,41,932	0
Total fuel consumption	KL	40.44	43.90	21.44	8.51
Total Scope 1 GHG Emissions	MTCO <sub>2</sub> e	1,011.75	1,241.76	57.37	27.68
Total Scope 2 GHG Emissions	MTCO <sub>2</sub> e	2,872.16	2,841.81	2,374.95	879.35
Total GHG emissions (Scope 1 + Scope 2)	MTCO <sub>2</sub> e	3,883.9	4,083.57	2,432.32	907.03
Scope 3	MTCO <sub>2</sub> e	4,671.76	3,295.34	NA	NA
Total water consumption	KL	71,619	9,204	4,173	984
Total hazardous waste disposed	L	0	0	600	0
NOx	mg/Nm <sup>3</sup>	26.7	15	46	49.6
SOx	mg/Nm <sup>4</sup>	11.2	7.5	9	7.1
Particulate matter	Ug/NM <sup>3</sup>	36.3	32.6	36	41.4
CSR spend	₹	422 lakhs	226 lakhs	333 lakhs	215 lakhs

## Economic Value Created and Distributed

(₹ Lakhs)				
Particulars	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Revenue	2,06,084	1,62,466	1,42,929	1,09,365
Other income	10,138	8,416	3,502	2,463
Direct economic value generated	2,16,222	1,70,882	1,46,431	1,11,828
Operating costs	31,863	26,411	26,028	21,194
Employee wages & benefits	1,36,534	1,01,469	80,681	62,000
Payments to providers of capital	8,385	3,408	1,558	343
Payments to government	8,443	9,518	8,508	6,310
Community investments	655	470	333	215
Economic value distributed	1,85,880	1,41,276	1,17,108	90,062
Economic value retained	30,342	29,606	29,323	21,766



# Environmental

## Summary on Environmental Focus

Sustainability is embedded in our operations and identity. As environmental stewards, we recognise the vital role businesses play in shaping a sustainable future. Our initiatives focus on addressing climate change and advancing green energy adoption. Through transparent disclosures, we reaffirm our commitment to responsible practices and long-term environmental stewardship.



## Environmental Strategy

Reducing our carbon footprint is core to our environmental approach. Through energy efficiency measures, renewable energy adoption, and transport optimization, we are steadily reducing emissions. Our target is a 100% reduction in Scope 1, 2, and 3 emissions from baseline levels, achieving full carbon neutrality by 2030. We also emphasize resource optimization, waste minimization, and circular economy principles, while engaging sustainable suppliers aligned with our environmental standards.

### Key Environmental Initiatives

#### Energy Management

We are firmly committed to achieving carbon neutrality by 2030. As part of this journey, we installed rooftop solar systems to initiate our transition to renewable energy. Today, approximately 12.13% of our total energy consumption comes from green sources, reducing reliance on fossil fuels and lowering our carbon footprint.

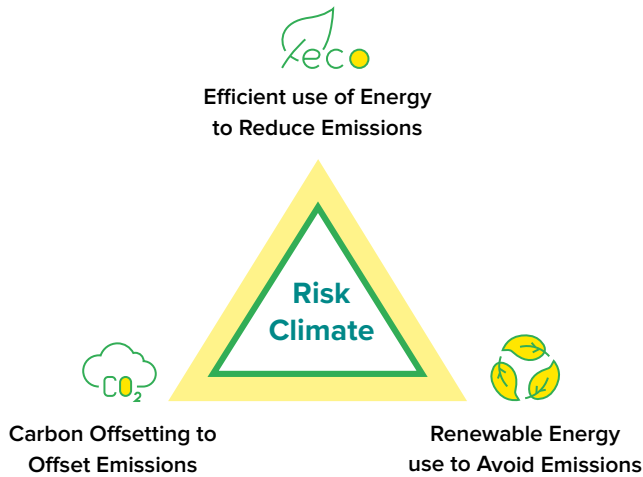
We have also improved energy efficiency across our offices by replacing traditional fluorescent lighting with LED fixtures, significantly cutting daily energy use and emissions.

#### Sustainable Technology Practices

##### Laptop Usage and E-Waste

We extend the lifecycle of laptops up to four years before responsibly recycling them through certified e-waste programs, minimizing electronic waste and promoting circularity.

## Climate Change Management: Our Approach to Carbon-Neutrality



#### Management of climate change reduces to addressing three general issues:

- Climate change by natural causes
- Climate change, which is man-made
- Climate change due to societal consequences

Human activity continues to accelerate temperature shifts, leading to extreme weather events such as droughts, heat waves, and floods. Recognising these risks, we are committed to managing our environmental impact and driving meaningful progress toward carbon neutrality.

#### Sustainable Laptop Purchases

Our procurement choices are guided by sustainability. We opt for energy-efficient, eco-certified laptops from trusted brands like Dell and Lenovo, ensuring lower carbon footprints from the outset.

#### Server Usage and Recycling

Servers are utilized for up to 10 years before recycling. Meanwhile, our shift to cloud infrastructure reduces energy use, limits physical hardware, and enhances operational efficiency.

### Our Carbon Offset Programs

We are actively working toward our goal of becoming carbon neutral by 2030. Our efforts focus primarily on reducing Scope 1 and Scope 2 emissions, with a strong push to optimize fuel usage across operations. In FY 2024-25, we achieved a 7.87% reduction in fuel consumption compared to the previous year, resulting in an 18.51% drop in Scope 1 emissions. These outcomes affirm that our actions are making a measurable impact and moving us steadily toward our carbon neutrality target.

#### Biodiversity

We view nature as an essential partner in our sustainability journey. Our biodiversity efforts center on responsible land use, habitat preservation, and promoting eco-friendly practices across operations.

#### Shidlaghatta Social Forestry: Reviving Ecosystems and Strengthening Climate Action

Aligned with our commitment to preserve natural ecosystems, we initiated a social forestry project in Shidlaghatta, Karnataka, focused on enhancing biodiversity, improving air quality, and restoring ecological balance. Over 10,000 saplings were planted across degraded land, supported by soil conservation techniques to ensure healthy growth and resilience.

This initiative contributes meaningfully to increasing green cover and protecting native species, while also helping mitigate climate change. The project is expected to sequester approximately 2,10,000 kg of CO<sub>2</sub> annually, reinforcing our efforts to reduce our carbon footprint and promote nature-based climate solutions.

## Value Chain Sustainability

### Supply Chain

Sustainability extends beyond our operations to the entire value chain. Through responsible procurement, ethical labor practices, and supplier engagement, we are embedding sustainability into how we source and operate. Our Vendor Code of Conduct reflects our commitment to transparency and ethical sourcing, ensuring we partner with suppliers who uphold environmental and social responsibility.

We conduct due diligence, perform supplier audits, and offer guidance to help our partners meet evolving ESG standards. Our procurement process is designed to support these efforts at every step.

#### Our Approach in Action:

- Conduct regular audits, training, and ESG alignment workshops for suppliers
- Strengthen environmental, social, and governance practices with existing partners
- Promote supplier diversity by supporting local, women-led, and underserved businesses
- Prioritize green sourcing by reducing waste, reusing materials, and promoting recycling

### Supplier Due Diligence

Building a sustainable supply chain begins through partnering with environmentally responsible suppliers. We conduct thorough due diligence to identify and manage environmental and stakeholder risks. Our goal is for 50% of our suppliers to meet our sustainability standards by 2028, driven through continuous audits, close collaboration, and strong oversight.

### Supplier Diversity

We are equally committed to fostering an inclusive supply chain. This includes actively engaging with minority-owned and women-led businesses. By streamlining onboarding and supporting underrepresented groups, we promote fairness while enhancing innovation, resilience, and community impact.

### Sustainable Sourcing

Sustainable sourcing is embedded in how we do business. We choose suppliers who uphold ethical labor practices, monitor their carbon footprint, and maintain transparency. Currently, 21% of our products and services come from green sourcing programs. These choices help protect natural resources, support local economies, and create long-term value for all stakeholders.

**51%**

Procured Locally (Within India)

**21%**

Green  
Sourcing

**13%**

Sourced from  
MSMEs

## Supply Chain Management and Code of Conduct

We believe in doing the right thing - always. This commitment extends to our supplier relationships, where ethics, integrity, and environmental and social responsibility are non-negotiable.

Our Supplier Code of Conduct sets clear expectations around legal compliance, ethical sourcing, and sustainability. It prohibits child and forced labor, addresses conflicts of interest, ensures product quality, promotes fair trade, and encourages environmental care.

All new suppliers are inducted into this framework and must confirm their adherence by signing the Code. Responsible business is foundational to our endeavors.





## Testimonials and Key Messages from Our Sustainability Partners

### Tree Plantation Drive



With continued CSR support from Happiest Minds, United Way Bengaluru is delivering meaningful change through projects focused on environmental sustainability and community well-being. Under the One Billion Drops campaign, we have installed over 1,200 percolation wells across Bengaluru parks and campuses, capturing more than 153 million litres of rainwater - reducing flooding and recharging groundwater.

We are also developing a 25-acre social forest in Sidlaghatta with 10,000 fruit trees to enhance green cover and provide livelihoods. In Raichur, where groundwater is fluoride-contaminated, RO units have been installed in schools and villages ensuring safe drinking water and better health outcomes.

In FY 2025-26, we aim to upgrade Poriyalar Park in Madurai through sustainable landscaping and rainwater solutions while expanding the reach of One Billion Drops.

**Rajesh Krishnan**  
 CEO, United Way Bengaluru

At Grow-Trees.com, we are proud to partner with Happiest Minds in advancing a greener future. Together, we have planted thousands of trees in ecological hotspots contributing to carbon sequestration, biodiversity, and community well-being. Their dedication to sustainability is inspiring, and we look forward to growing this impact further.

**Pradip Shah**  
 Co-Founder, Grow-Trees.com



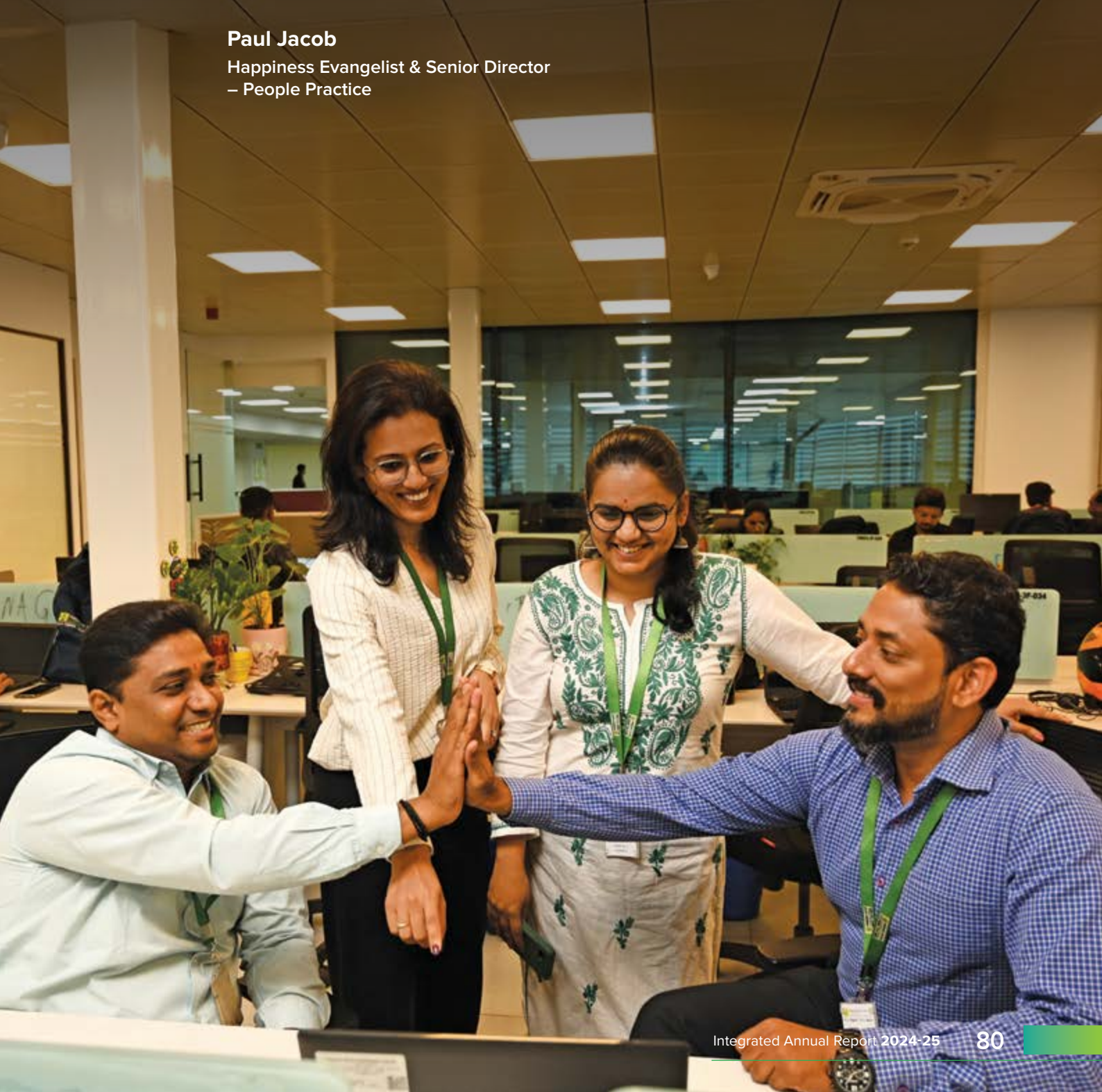


# Social

In the tranquil embrace of generosity, we caress the soul of joy; in the fervor of true passion, we awaken the quintessence of purpose; and in the serene depths of mindfulness, we unravel the infinite vastness of our being. When love flows unbridled and peace originates from within, life transcends mere chronology and blossoms into an exquisite symphony of meaning, harmony, and boundless grace.

## Paul Jacob

Happiness Evangelist & Senior Director  
– People Practice



## People

### Strategic People Practice Framework: Powering Growth at Happiest Minds

Our People Practice strategy is the cornerstone of our ambitious vision to double in size over the next three years. By seamlessly aligning People Practice initiatives with business objectives, we cultivate an agile, future-ready talent ecosystem poised for sustained success.

#### Compensation and Benefits

##### Benefits

- **Insurance and Well-being:** Rolled out flexible Gold/Silver Insurance Plans in India, optimized UK premiums by 50%, and expanded care coverage including annual health check-ups
- **Policy and Benefits Enhancements:** Updated holiday structures, introduced the Joy Fund, improved referral incentives, and launched flexible travel and expense policies
- **Compensation and Compliance:** Aligned global pay structures for international and fixed-term members with industry benchmarks
- **Incentives and Rewards:** Launched targeted incentives for Sales and IG Heads, and optimized variable pay to better recognize excellence

##### M&A and Organizational Evolution

Over the past year, we have executed strategic M&A and transformation initiatives to drive operational efficiency, talent integration, and scalable growth:

- **Aureus (Phase 1):** Successfully aligned policies, processes, systems, and teams
- **SMI Integration:** Seamlessly embedded SMI into our culture and strategic vision
- **Structural Advancements:**
  - Integrated PDES to enhance business synergy
  - Established GBS for streamlined operations
  - Introduced NN sales and verticalization for a focused, client-centric approach

##### Pioneering Programs for Employee Engagement and Growth

###### New Program Launches

- **Benevolent Fund (Harmony):** Raised ₹ 4.2 lakhs in 3 months to support member welfare
- **Fixed-Term Employment:** Onboarded 11 hires within 4 months
- **MentorUp:** Reverse mentoring initiative with 100+ participants, enabling cross-generational learning

- **Seven Spokes of Happiness:** Well-being initiative engaging 3,500+ members through expert sessions
- **Applaud:** New Recognition Platform - Peer recognition platform logged 10K+ appreciations in 15 days, with gamified features
- **Apprenticeship Program:** Policy-driven hiring framework enabled hiring lifecycle with 137 apprentices onboarded, supported by robust policies and systems

##### Strengthening Employee Connections

We enhanced our member engagement initiatives to foster inclusivity, well-being, and a feedback-led culture that supports stronger leadership and a positive workplace experience.

- **Mithra (FY 2024-25):** Delivered 400+ counseling hours to 1,409 members
- **Happometer:** Logged 12,432 interactions; 87% reported happiness, offering real-time sentiment insights

##### New Hire Engagement:

- **Thrive:** Personalized onboarding for 300+ new members
- **Lead and Inspire:** Leadership and career development for 200 members
- **PoSH Training:** Awareness sessions for 135 managers to ensure a safe, inclusive environment

##### Leadership and Talent Development

We continue to build a high-performing, future-ready workforce through focused leadership programs and continuous development

- **i3 Program:** Completed Batch 1; launched Batch 2 for Delivery Managers, Architects, and Business Analysts
- **Hogan Assessments:** Conducted for 120+ leaders, including C9-level debriefs by Board Member Ms. Anita Ramachandran
- **Global Leadership Development:** Sponsored 2 participants each for executive programs at IIM-B and ISB



## People Practice Strategy - 2026

Our People Practice strategy is a cornerstone of our 2026 vision grounded in empowering careers, nurturing future-ready leadership, and fostering a culture of innovation and care. As we aim to double in size over the next three years, our People Practice focus extends beyond structural growth to unlocking the full potential of our people. This includes seamless talent integration, internal mobility, and leadership development that aligns personal aspirations with organizational goals.

Our strategy supports both organic growth and expansion through mergers and acquisitions, ensuring every new member experiences a cohesive, inclusive culture with clear pathways for development. We prioritize meaningful connections, agile processes, and a values-driven environment where individuals are supported, recognized, and inspired to thrive.

### A People-First Framework Rooted in Transformation and Business Growth

Our People Practice framework is anchored in four pillars that drive talent empowerment, leadership excellence, and seamless business integration:

#### Talent Transformation and People Development

We create an inclusive, engaging workplace that supports continuous development and growth.

#### Internal Career Mobility and Growth Opportunities

- Internal Job Posting (IJP) – Enables members to explore roles, take on new challenges, and build diverse skills
- Talent Marketplace & Skills Matching – Impending AI-driven insights will align talent with suitable opportunities

#### Continuous Learning and Leadership Readiness

- Advanced Learning Platforms – Combines AI-based skill suggestions, leadership workshops, and hands-on learning
- Career Development Tracks – Structured paths with certifications, coaching, and targeted training

#### Accelerating High-Potential Talent (HiPO) and Leadership Growth

- HiPO Program – Mentorship and fast-tracked growth for high-potential talent
- Leadership Incubators & Executive Coaching – Real-time guidance from senior leaders for emerging talent

### People for Business – Strategic Account Growth

We align talent strategy with business priorities to deepen client relationships and drive growth.

- **Client-Focused Career Paths:** Enable Happiest Minds to grow in strategic accounts, verticals, and key solutions
- **Strategic Workforce Planning:** Ensure talent development supports business objectives and future needs
- **Performance-Driven Rewards:** Recognize and incentivize contributions that directly impact business success

### Change Management: Navigating Growth with Agility

We help Happiest Minds adapt to evolving business models, technologies, and market conditions.

- **Change Readiness Programs:** Structured support to build adaptability and resilience
- **Continuous Communication and Engagement:** Transparent updates and regular touchpoints
- **Career Transition Support:** Personalized guidance for role changes and tech adaptation

### M&A – Culture and Business Integration

We ensure acquired talent is seamlessly integrated into our culture and operations.

- **Onboarding and Cultural Assimilation:** “Welcome to Happiest Minds” program for smooth transitions
- **Career Continuity and Role Alignment:** Mentorship and mapping to align roles with business needs
- **Cross-Functional Mobility:** Encourages collaboration and innovation across integrated teams

## A Culture of Belonging, Purpose, and Growth

We are committed to nurturing an environment where every member feels seen, valued, and empowered to thrive. As we continue to grow, we remain rooted in our people-first philosophy fostering growth, championing innovation, and shaping the future, one empowered mind at a time. Our people-first People Practice strategy integrates career development, leadership readiness, and talent integration to ensure every member:

- Discovering meaningful growth opportunities and new career paths
- Accessing cutting-edge learning and leadership programs
- Navigating career transitions with clarity and support
- Feeling a strong sense of belonging, purpose, and recognition





## Key Initiatives Undertaken

### Culture of Mindfulness

#### Living Mindfully: Embracing the Present with Awareness and Joy

Mindfulness is the practice of being fully present, free from distraction, judgment, and unnecessary worry. It anchors our attention in the current moment, encouraging openness and acceptance of our thoughts and emotions. Through mindfulness, we engage with life more purposefully, with curiosity and clarity.

#### The Power of Mindfulness in Daily Life

Integrating mindfulness into daily routines fosters balance and fulfillment. Its benefits include:

- **Enhanced emotional well-being:** Mindfulness supports emotional regulation, reduces anxiety, and cultivates inner peace
- **Greater resilience:** It strengthens our capacity to navigate challenges with calm and composure
- **Heightened creativity:** A clear, focused mind promotes innovative thinking and effective problem-solving
- **Improved decision-making:** Mindfulness enhances clarity and supports deliberate, informed choices
- **Deeper self-awareness:** Presence fosters a stronger understanding of our thoughts, emotions, and behaviors
- **Stronger collaboration:** Mindful workplaces encourage empathy, active listening, and teamwork
- **Increased adaptability:** Remaining present enables confident, flexible responses to change
- **Sustainable happiness:** Regular practice leads to a richer, more meaningful life experience

#### Mindfulness at Happiest Minds

Mindfulness is integral to our culture at Happiest Minds and is deeply embedded in the 7C Framework of the Happiest People. This guiding philosophy enables us to deliver world-class solutions grounded in our core values, fostering a meaningful and lasting impact across the organization and the broader community. Our approach to mindfulness is two-fold: Being Mindful involves cultivating non-judgmental awareness by remaining fully present and accepting each moment as it is, while Doing Mindful emphasizes engaging the present with focus, curiosity, and openness.

#### Mindfulness Training in FY 2024-25

1,014

Participants covered in FY 2024-25

6,306

Total Happiest Minds till date

76%

Coverage of Mindfulness training

#### Mission, Vision and Value (MVV) Training in

1,018

Participants covered in FY 2024-25

6,306

Total Happiest Minds till date

76%

Coverage of MVV training

### Culture of Happiness: Cultivating a Culture of Joy and Well-Being

#### Happiverse

Our thoughtfully designed initiatives promote emotional well-being, foster deeper connections, and cultivate a more fulfilling workplace. Happiverse brings this vision to life through the Seven Spokes of Happiness initiative, which enriches our understanding of happiness and well-being. This includes seven exclusive sessions led by senior leaders sharing insights on happiness and resilience, along with thought-provoking articles offering practical strategies to nurture joy in both personal and professional spheres.

07

Exclusive sessions and articles provided to cultivate happiness

### Mindfulness Matters: Strengthening Present-Moment Awareness

Mindfulness Matters is a structured program that empowers members to cultivate self-awareness, reduce stress, and develop a focused, peaceful mindset. Through guided sessions, participants explore techniques to enhance resilience, emotional intelligence, and overall well-being. The program equips individuals with practical tools to stay grounded, manage challenges with composure, and foster a deeper connection to the present moment. By integrating mindfulness into daily routines, members experience greater emotional control, improved concentration, and a more centered approach to work and life.

05

Sessions conducted to build resilience, emotional intelligence, and well-being

200+

Members have embraced mindfulness in daily life

04

Batches delivered tools for calm, clarity, and presence

### Happometer: Real-Time Insights into Workplace Happiness

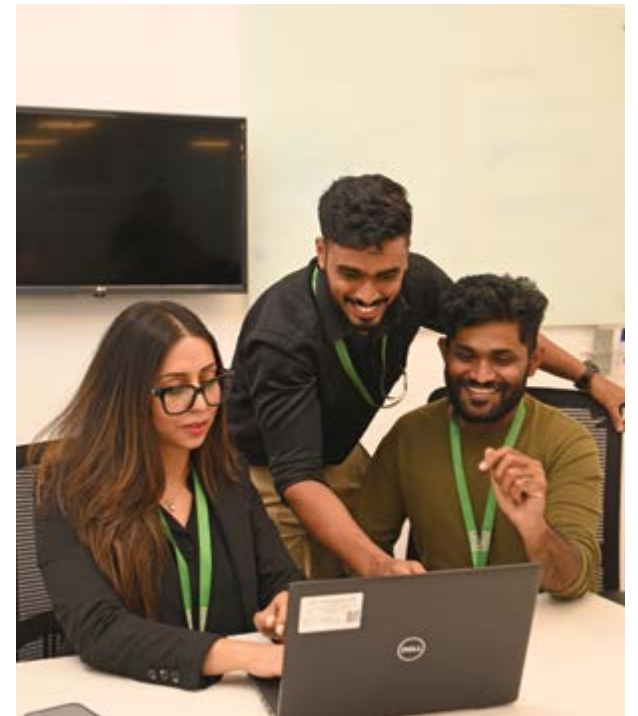
Understanding how our members feel is key to nurturing an engaging and supportive workplace. Happometer functions as a real-time feedback tool that captures emotional well-being and enables timely, empathetic intervention. In cases of workplace dissonance, the Happiness Evangelist receives an immediate alert to provide support. This continuous feedback loop ensures active listening, thoughtful intervention, and ongoing refinement of initiatives, making every voice count and every experience better.

14,297

People engaged with the Happometer

87% (12,432)

Reported feeling happy



### The Happiness Compass: Your Monthly Guide to Joy

The Happiness Compass, our monthly newsletter, keeps members informed and inspired through updates on Happiverse programs, insightful articles on the science and philosophy of happiness, and real-life stories from our community. Serving as a guiding light, it reinforces a workplace culture rooted in well-being, collaboration, and meaningful engagement.

### Happiness Memoir: Sharing Joy, Spreading Positivity

Happiness Memoir is an initiative that features personal stories shared by Happiness Ambassadors who actively promote joy within the organization. These stories reflect moments of gratitude, overcoming challenges, and everyday experiences that contribute to a positive workplace. By sharing these experiences, we reinforce a culture of appreciation, connection, and shared joy.

### Listening Post: A Safe Space for Meaningful Conversations

Listening Post provides a confidential space for members to express their thoughts, concerns, and experiences in a respectful and supportive environment. Facilitated by our Happiness Evangelists, this platform offers consistent opportunities for open dialogue and empathetic listening. It reflects our commitment to maintaining a workplace where every voice is valued, and members feel supported and empowered.



## Culture of Inclusion: Embracing Diversity and Belonging

Diversity, Inclusion and Belonging (DEIB) is a core value that shapes our culture and drives our success. We believe DEIB fosters innovation, enhances collaboration, and creates an environment where every individual is respected and valued. Our commitment goes beyond policies, we actively promote inclusion through mentorship, education, and accessibility initiatives that ensure all members feel seen, heard, and empowered. For us, diversity is not only about representation but about building a workplace where everyone genuinely belongs.

### Diversity at a Glance

**26.6%**

Women-led workforce

**10 Nationalities**

Global workforce brings diverse perspectives

**10 Members with 8 types of special abilities**

Ensuring accessibility and inclusion

**95%**

Maternity return rate

**5 Generations**

Represented in our workforce, blending fresh ideas with deep experience to drive innovation and collaboration

**28**

Cultural backgrounds are celebrated through festivals and engagement programs, fostering inclusivity and cross-cultural understanding

**100%**

Paternity leave return rate

**1,847**

Women members supporting career growth and mentorship (Aura ERG&)

**3,120**

Members have taken the awareness training sessions to foster understanding, allyship, and inclusivity



## Culture of Giving: Empowering Lives Through Compassion

At Happiest Minds, giving back is a fundamental aspect of our ethos, reflected through purposeful initiatives and contributions that create meaningful impact.

### Making a Difference, One Contribution at a Time

**₹14.5 lakhs**

Collected contributions through Daan Utsav, fulfilling 2,479 wishes for children across four NGO partners

**₹10 lakhs**

Raised funds for Nanhi Kali (KC Mahindra Trust) through the Happiest Minds Run, supporting STEM education for underprivileged girls

**₹24 lakhs**

Donated to Idhayangal Charitable Trust to support children under 14 with Type 1 Diabetes, ensuring access to life-saving treatment and care

**₹140 lakhs**

Contributed to The Akshaya Patra Foundation to provide midday meals, supporting the nourishment of schoolchildren

### Giving with Heart, Changing Lives

Through these initiatives, we reinforce our commitment to social responsibility, education, healthcare, and community well-being. At Happiest Minds, giving is a consistent practice that contributes to building a better future for all.

## Culture of Learning: Empowering Growth and Innovation

Learning is a mindset embedded in our culture. We promote continuous learning to drive curiosity, skill development, and knowledge-sharing, enabling personal and professional growth.

### Key Learning Initiatives

#### Structured Programs

Technical, leadership, and behavioral training for future-ready skills

#### Mentorship and Coaching

Expert guidance to accelerate growth and build leadership capabilities

#### Customized Career Paths

Personalized learning journeys aligned with individual goals and business needs

#### Digital Platforms

Access to on-demand learning, certifications, and industry-recognized courses

#### Innovation and Knowledge Sharing

Hackathons, forums, and cross-functional learning to foster collaboration

### Learning for a Future-Ready Workforce

We foster a culture that prioritizes continuous learning, skill development, and knowledge-sharing to ensure our members remain agile and future-ready. At Happiest Minds, learning is focused on driving innovation, growth, and operational excellence across all areas.



## Culture of Listening: Creating a Workplace Where Every Voice Matters

We cultivate a culture of active and empathetic listening, aiming to understand the perspectives, emotions, and needs of our members. This approach fosters trust, openness, and continuous improvement across the organization.

### Key Listening Platforms

#### Ask EB

Enables members to submit questions directly to the Executive Board and CXOs with Prompt responses

#### AHMM/Townhalls

Open forums for direct interaction and feedback with leadership

#### We Hear

A confidential channel to report harassment or discrimination directly to the Chief People Officer

#### Mithra

A peer support platform connecting members with trained in-house volunteers during challenging times

#### Listening Post

A safe, non-judgmental space facilitated by the Happiness Evangelism team for open dialogue

### Building a Culture of Trust and Openness

We foster a workplace where members feel heard, respected, and empowered by embedding listening as a core value. At Happiest Minds, every voice is valued, and these initiatives help strengthen a culture of trust, support, and purposeful engagement.

## Culture of Gratitude: Fostering a Workplace Where Appreciation Thrives

At Happiest Minds, gratitude is a fundamental part of our culture. Every session or gathering begins with a moment of thanks, reinforcing appreciation as a shared value. SMILES Cards are available across all facilities, and the Applaud digital platform allows members to recognize contributions from colleagues, managers, and teams, both personally and professionally. This culture of appreciation extends to contributions across business units, the organization, and the community. As part of this commitment, Gratitude Month is observed annually in January, encouraging members to reflect on and express gratitude for the positive aspects of their lives.

15,000

Appreciation shared with 3,300+ individuals over 30 days

15,000+

iAppreciate messages sent by more than 1,100+ people

3,000+

iAppreciate cards used to appreciate team members on the floor

### Key Highlights

- Total Completed Responses: **2,330**
- Participation Rate: **46%**
- Gender Split: **73.4% Male** | **26.6% Female**
- Overall Rating: **7.54 / 9**
- HPPS Score: **76**

**HAPPIEST PEOPLE PULSE SURVEY (HPPS)** is an annual organizational study that offers every member the opportunity to share honest feedback without any constraints. It serves as a strategic tool to celebrate our strengths and continuously improve our processes and policies, ensuring a workplace culture rooted in happiness, belonging, and shared purpose. To ensure meaningful outcomes from the survey, 12 focused review sessions were conducted with Business Unit People Partners and Leaders.

It serves as a strategic barometer, offering deep insights into how our people feel, think, and connect with Happiest Minds. HPPS also gives our members a safe, open space to share feedback without constraints, enabling us to strengthen our processes, policies, and culture in meaningful ways.

## Circle of Happiness

As part of our ESG framework for FY 2024-25, the social pillar focused on key priorities including nutrition, health equity, education for the girl child, and member engagement. In addition to structured programs, the year saw increased emphasis on member-driven initiatives such as volunteering, immersion visits, and community participation campaigns.

₹1.84 cr

Total budget allocated

31%

Percentage of overall ESG budget

### Social Welfare & Education Initiatives

#### Mid-Day Meal Program

In partnership with The Akshaya Patra Foundation, we allocated ₹140.0 lakhs to provide balanced meals to children in government schools. This initiative aimed to improve both nutrition and school attendance.

#### STEM Education for Girls

Through Nanhi Kali – K.C. Mahindra Trust, we supported underprivileged girls by distributing digital kits and learning tools worth ₹10.0 lakhs. The goal was to foster early STEM literacy and boost confidence among young learners.

#### Child Support

We contributed ₹10.0 lakhs to Bethany for child support initiatives focused on enhancing care and development opportunities for vulnerable children.

#### Community Giving – Daan Utsav (Volunteering Project)

This member-led initiative raised ₹ 14.5 lakhs voluntarily, fulfilling 2,500 wishes across four NGOs. It highlighted our shared culture of compassion and collective responsibility.

### Kitchen Visits

Members visited two Akshaya Patra centralized kitchens to better understand food preparation, logistics, and safety protocols. These non-financial visits deepened awareness of our nutrition initiatives.

### Healthcare Interventions

#### Children Care

Partnering with Idhayangal Charitable Trust, we allocated ₹24.0 lakhs to support screening, nutritional counseling, and lifelong disease management for children under 14 diagnosed with Type 2 Diabetes from marginalized communities.

#### Blood Donation Drive (Volunteering Project)

In collaboration with Rotary International, we conducted a blood donation drive as a non-financial initiative. Over 100 units were donated by members, contributing to emergency preparedness and broader community health.

### Cumulative Financial Summary – Social Pillar

Category	FY25 Budget (₹ Lakhs)	% of Total ESG Budget	FY25 Spent + Committed (₹ Lakhs)	Utilization %
Social Welfare & Education	160	27%	160.0	100%
Healthcare	22.36	4%	24.0	>100%
Total (Social Pillar)	182.36	31%	184	100%+

### Strategic Alignment

#### UN SDG Alignment



### Lives Impacted (Estimated)

- 15,000+** children via mid-day meals
- 500+** girls supported through Nanhi Kali
- 2,500+** direct beneficiaries through Daan Utsav
- 100+** children under diabetes care
- 100+** blood units collected via Rotary Drive
- 20+** Happiest Minds engaged in immersion visits



## Rewards and Recognition

### Service Smilestones

Work anniversaries are celebrated as SMILESTONES through personalized mailers and customized gifts.

### Culture of Gratitude

Gratitude is integrated into daily routines, with leadership and team meetings beginning with expressions of appreciation.

### Awards

The Rewards and Recognition (RnR) Council curates categories such as Quarterly, Annual, Chairman, and Monthly Insta Awards to recognize impactful contributions.

### Applaud

A program that promotes a culture of gratitude by encouraging members to recognize the support and efforts of their colleagues.

### HappiZest Advantage

A points-based member recognition platform where members can earn and redeem points for rewards of their choice.

### Applaud Month

Marked a SMILESTONE with over 15,000 appreciations shared among 4,000+ members across locations

### Gratitude by Giving Initiative

Contributed 4,500+ meals, reinforcing our commitment to community support

## Benefits

### Insurance

- Group Life Insurance
- Group Medical Insurance
- Group Personal Accident Insurance

### Corporate Tie-Ups

- Health and Wellness – Hospital and Diagnostic Center Tie-ups
- Parenting and Childcare - Daycare Services, Preschool and School
- Fitness and Wellness – Gym Membership
- Dining - Restaurant Tie-ups
- Beauty and Wellness – Salon Tie-ups
- Corporate Purchase Programs

### Special Initiatives

- Care and Compassionate
- Childbirth Gift

- Leave Donation
- Happiest Minds Referral Bonus
- Business Referral Bonus
- Sabbatical Leave
- Medical Leave
- Hybrid Working Model
- Harmony – Benevolent Fund
- MentorUp – Reverse mentoring program
- Restricted Holiday Option

### Financial Benefits

- Salary Advance Policy
- Compassionate Loan
- Meal Card
- Company Leased Car
- National Pension Scheme
- Flexible Expense Plan

### Physical and Mental Wellbeing

**Our wellness partners Happiest Health and Ekincare supports on a host of offerings designed for both physical and mental wellbeing:**

- Generic and specialist consultation for members and their family
- Annual Health Checkup - Company sponsored for C7+ or members aged 40+. For other members and family members, exclusive corporate discounts are available
- Employee Assistance Program for members
- Exclusive discount on lab tests and pharmacy
- Onsite medical camps organized regularly for preventive screenings and early health risk identification

### Special Women Benefits

- Flexible Timings and Work-from-Home Options
- Bring Your Child to Work
- Maternity Leave
- Maternity Benefits
- Health Camps

## Wellbeing on the Web



## Health and Security

At Happiest Minds, our people's health, safety, and security are not just operational responsibilities — they are core to our culture of mindfulness, empathy, and collective wellbeing. As we continue to navigate a world marked by unpredictability, our commitment to nurturing a secure and healthy workplace has only grown stronger. This past year, we advanced our people-first philosophy by strengthening our health and wellness ecosystem, enhancing our workplace safety protocols, and reinforcing cyber and information security frameworks — all while enabling our associates to thrive in a hybrid world.

### Physical and Mental Wellbeing: The Foundation of a Happy Mind

We take a holistic approach to well-being by addressing physical, emotional, psychological, and social health. In response to member feedback, we introduced programs supporting work-life integration in a hybrid setup and equipped managers to lead with empathy and flexibility. Active participation in wellness initiatives reflected a shared commitment to a healthier, balanced lifestyle.

### Initiatives Undertaken

- **Preventive Health Check-ups:** Organized 36 camps to support early detection and proactive health management
- **Mental Health and Emotional Wellbeing Programs:** Offered programs like therapy, group coaching, and awareness sessions to promote mental wellness and team cohesion

- **Healthcare Partnerships:** Partnered with hospitals and health tech providers for easy access to medical consultations and care
- **Wellness Campaigns:** Promoted movement, nutrition, sleep hygiene, and screen-time awareness through targeted campaigns





## Safe Workplaces – Physical and Virtual

We prioritize safety across both physical campuses and remote environments, ensuring compliance with safety standards and eco-friendly sanitization. Employees are encouraged to report hazards through internal systems, fostering a proactive safety culture.

### Key Initiatives

- **Fire Safety Drills:** Conducted regularly across all facilities to ensure preparedness
- **Compliance Audits:** Regular audits to ensure adherence to safety standards and implement corrective actions as needed

## Cybersecurity and Information Protection: Trust by Design

As a digital organization handling sensitive data, we uphold the highest standards of information security. This year, key investments were made to strengthen our cybersecurity, with no major breaches reported, reflecting our commitment to continuous training, vigilance, and robust systems. Our InfoSec team worked closely with Legal, IT, and People Practices ensuring compliance and governance.

### Key Initiatives

- **Certifications:** Maintained ISO 27001 and IS 9001 compliance and other relevant standards and certified for ISO 20000

- **Security Awareness Training:** Conducted organization-wide sessions to boost awareness and preparedness
- **Advanced Security Platforms:** Implemented real-time threat monitoring systems.
- **Zero Trust Architecture:** Deployed multi-factor authentication and zero trust architecture across endpoints

## Culture of Care and Continuous Improvement

Guided by our core values and sustained through constant feedback, we are building a health- and security-conscious organization. Quarterly Pulse Checks indicated increased psychological safety and higher satisfaction with health and security. We are committed to creating an environment where individuals feel safe, supported, and empowered to excel.

### Key Focus Areas for the Coming Year

- **Proactive Health Monitoring:** Introducing new health monitoring and support initiatives
- **Security Champions Network:** Expanding the network within each business unit
- **Resilience Training Modules:** Developing training modules to build resilience in leaders and team leads



## Diversity and Inclusion

### Diversity, Equity, Inclusion, and Belonging (DEIB)

Diversity, Equity, Inclusion, and Belonging (DEIB) are fundamental to our culture, shaping a workplace where everyone feels seen, heard, and valued. DEIB is not just a policy but a mindset that fosters an environment where individuals from all backgrounds can bring their authentic selves to work. By embracing diversity, we ignite creativity, enhance collaboration, and drive innovation, making DEIB the cornerstone of our success.

### Building an Inclusive Workplace: Key Highlights

#### 1. Amplifying Awareness Through DEIB Communication

We prioritize DEIB awareness through various initiatives that encourage active participation and inclusivity. Our efforts aim to foster understanding and spark meaningful conversations around diversity, equity, inclusion, and belonging.

- **International Mother Language Day:** Employees shared meaningful phrases in multiple languages, promoting linguistic diversity and cultural appreciation
- **Diversity and Inclusion Summit:** Engaging sessions and campaigns deepened awareness and encouraged impactful DEIB conversations

- **Autism Awareness Month:** Internal storytelling highlighted neurodiverse voices, fostering acceptance and inclusion
- **Pride Month:** An allyship session with Paul Jacob reinforced LGBTQ+ inclusion and belonging
- **Maa-Anubhav:** Quarterly panels offered new mothers' guidance from experienced moms, building a supportive community
- **Men's Day:** Activities and "Paa-Anubhav" discussions focused on fatherhood and men's well-being
- **Leadership Summit for Professional Women:** A platform empowering women leader through personal branding and career progression
- **DEIB Basics and Engagement:** Interactive learning modules simplified DEIB concepts, encouraging active participation
- **PWD Awareness Campaign:** Initiatives addressed misconceptions and promoted accessibility in the workplace
- **International Day of Persons with Special Abilities:** Training sessions emphasized inclusive communication and workplace accessibility

#### 2. Cultivating an Inclusive Culture

We prioritize cultivating an inclusive culture through various DEIB-focused initiatives. Our Diversity Training Programs equip leaders with skills to foster inclusivity and collaboration.

The Women's Learning and Development initiatives support future-ready women leaders through programs like Leadership Development (Jombay), DEIB Training for Returning Mothers, and Functional Upskilling & Mentorship. We also offer Speed Mentoring for Junior and Mid-Career Professionals, connecting them with industry veterans for rapid guidance, and Technical Training for Career Advancement.

The Speed Mentoring Program fosters strong engagement, bridging the gap between aspiring professionals and mentors with an average rating of 4.5/5 across cohorts.

#### 3. Driving Inclusive Hiring and Career Reintegration

We are committed to driving inclusive hiring and supporting career reintegration. Our Women Hiring Drive focuses on creating equitable opportunities for women professionals across various geographies. The 'Rekindle Your Dreams' program empowers women on career breaks to successfully re-enter the workforce. Additionally, our Veteran Inclusion initiative has led to the successful onboarding of six ex-Indian Armed Forces personnel across diverse business functions, strengthening our commitment to diversity.





#### 4. Supporting Parenthood with MOM-Matter

A structured, compassionate, and comprehensive maternity support program ensuring a smooth career transition for working mothers.

##### Phase 1: Pre-Maternity

Our proactive approach begins with the WOW (Wellness of Women) initiative, supporting the health and well-being of expectant mothers, and Maa-Anubhav, a peer-mentoring program where seasoned mothers share guidance and experiences.

##### Phase 2: Maternity Leave

We offer Flexible and Extended Maternity Leave Policies for financial security, alongside personalized support, including commuting assistance and mental wellness resources. The MOM Matters WhatsApp Group fosters a supportive community with real-time interactions.

##### Phase 3: Post-Maternity

Post-maternity, we provide Reskilling with Udemy Licenses for career growth, Mithra Team Counseling for emotional support, and Childcare Support through childcare partnerships and in-house facilities. Flexible Work Options, such as work-from-home and sabbaticals, ensure a smooth transition back to work.

#### 5. Celebrating Diversity and Cultural Inclusion

- **Women in Tech Series:** A 10-episode series showcasing the journeys of 35+ women leaders in tech
- **Para Athletics Championship Sponsorship:** Empowering specially abled athletes through sponsorship
- **Women Connect:** A program for leadership and women members to engage and support one another
- **Support for Neurodiverse Artists:** Featuring products created by autistic children
- **Veteran Hiring and Recognition:** Honoring the contributions of ex-service professionals on Independence Day
- **Women's Day Celebrations:** Multi-location events recognizing the achievements of women across industries

##### Our Commitment to Inclusion

Happiest Minds is steadfast in its dedication to cultivating a workplace where diversity is cherished, inclusion is deeply embedded, and every Happiest Mind is empowered to thrive. Our journey towards a more inclusive future continues with unwavering passion and commitment.



## Learning and Development

Learning and Development at Happiest Minds is a continuous process focused on building an agile, creative, and collaborative workforce aligned with business objectives. Our dynamic, future-ready programs equip our teams with the skills, tools, and technological expertise needed to grow professionally while supporting both individual aspirations and organizational goals.

### Key Matrix : Business Enabling Programs

2,862	3,586	4,486	4,380	1,330	87,613
Trained - Udemy	Trained - VILT	Total Happiest Minds Trained	Trained Tech	Trained PDP	Hours VILT/ILT
67,177	1,54,790	30.7	120.39%	25.5	
Hours Udemy	Total Hours	Average Training Hours Per Member	Target Achieved	Target Hours	

### Programs Undertaken

- **Business Enabling Programs:** Focused on technical training and professional development
- **Orientation Programs:** Cover MVV (Mission, Vision, Values), mindfulness, assimilation, and diversity and inclusion
- **Compliance Programs:** Include information security and workplace safety training

Total learning hours is a summation of learning hours executed under each of these categories.

### Training Mode

- VILT-Virtual Instructor-Led Training
- ILT-Instructor-Led Training
- E-Learning

### Key Highlights of Our Learning Initiatives (Technical)

Focused upskilling initiatives were implemented to address project-specific skill gaps, while targeted technical mentoring supported the growth of high-potential members. These efforts led to improved deliverables, enhanced team productivity, and increased motivation across teams.

26.86

Target learning hours achieved vs. a goal of 22.5 (FY 2024-25)

72%

Competency training coverage for levels C1 to C4 — the highest across all categories

83

Leaders trained through role-based tracks over 6 months

187

Internal technical programs delivered by SMEs, totaling 2,205 learning hours and saving ₹10 million

71%

Billable members trained in GenAI Awareness and GitHub Copilot



## PDP Highlights



- **Track-Based Learning (i3 Initiative):** Batch 2 launched for 29 Delivery Managers, 27 Business Analysts, and 25 Project Managers, focusing on behavioral, functional, and leadership skills over 6 months with external partners
- **D-Hub Domain Learning:** Rolled out in collaboration with IG heads and SMEs; 58 RCL participants completed Phase 1, 40 partially completed. Content in progress for Healthcare, BFSI, and EdTech domains
- **Managerial Communication Skills:** Training for 340 Happiest Minds in Noida, Bhubaneswar, and Bengaluru with a 4.7/5 rating
- **Leadership 101 (Madurai):** Program delivered to 26 Managers with a feedback rating of 4.4/5
- **First Time Manager Program:** Completed by 36 new managers across BUs as part of role transition initiatives

## Talent Acquisition

Our Talent Acquisition (TA) function continues to evolve into a dynamic, AI-enabled, and analytics-driven process, enabling swift, data-informed decisions. We remain focused on being an employer of choice, driven by a differentiated hiring strategy that delivers superior candidate experiences and builds future-ready capabilities.

### Agility and Scalability in Hiring

In FY 2024-25, we enhanced the scalability, speed, and alignment of our hiring processes with business priorities through the following initiatives:

- **Agile Offer Processes:** Enabled faster time-to-hire by issuing offer letters for high-priority roles based on pre-approved grids for each Business Unit (BU)
- **Advanced Sourcing Strategies:** Leveraged AI-powered tools for talent matching and pipeline development, resulting in 60% hires through direct sourcing, 14% through members referral and 26% via vendors
- **Streamlined Interviewing:** Limited interview rounds to two, focusing on assessing candidate potential, cultural fit, and past performance
- **In-Person Final Interviews:** Shifted most final rounds to in-person to deepen candidate engagement and strengthen rapport
- **Stakeholder Collaboration:** Conducted regular calibration meetings with BUs to align on skill needs and market-relevant compensation
- **Post-Offer Candidate Engagement:** Introduced project and client panel interactions post-offer to drive higher acceptance

- **Enhanced Candidate Experience:** Trained interviewer panels on professionalism, empathy, and timely communication. Candidate feedback loops were institutionalized for continuous improvement, resulting in higher joining ratio
- **Geo-Aligned Vendor Partnerships:** Built strategic relationships with local vendors to support global hiring, especially for niche and hard-to-fill roles

### Technology and Innovation

We continue to embed technology and innovation across our recruitment lifecycle. By leveraging AI and analytics, we automate key hiring processes to improve efficiency and decision-making. The launch of virtual talent communities helps us engage passive candidates and build continuous talent pipelines. Additionally, the use of interactive assessments and digital onboarding tools enhances both candidate experience and process effectiveness.

### Equal Opportunity and Inclusion

Happiest Minds remains committed to equal employment opportunities, maintaining fair and unbiased practices across all levels without discrimination on race, ethnicity, gender, age, sexual orientation, or ability. We track diversity metrics rigorously, publishing quarterly dashboards reviewed by the Executive Board.

## 302

Women onboarded, contributing to an overall diversity hiring ratio of 26.6%

### Diversity & Inclusion Initiatives

We are committed to fostering a diverse and inclusive workforce through targeted, measurable actions:

- **BU-Led Diversity Goals:** Business Units drive diversity targets through hiring campaigns, hackathons, and campus/lateral recruitment, with quarterly progress shared with leadership
- **Inclusive Hiring Training:** Recruiters and managers undergo regular training on unconscious bias and inclusive hiring practices
- **Leadership Diversity:** TA focuses on increasing diversity in leadership roles, aligned with succession and development plans
- **Boomerang Hiring:** Former Happiest Minds can rejoin through a simplified, fast-tracked process with minimal interviews

### Future-Ready Hiring Process

Our hiring approach is designed to be future-ready, with a strong focus on recruiting talent in emerging technology areas such as AI, cloud computing, cybersecurity, and data science to meet evolving business demands. In parallel, we actively support upskilling and internal mobility programs, ensuring continuous talent development while complementing it with strategic external hiring.

### Key Talent Acquisition Highlights

- **Global Reach:** We hire in about 17 countries globally, with our TA team present across 8 different locations
- **Campus Commitment:** All campus offers were honored
- **Leadership Hiring:** Successfully onboarded 32 leaders
- **TA Alignment to Outcomes:** Introduced incentive-linked performance metrics for the TA team
- **Tech Panel Engagement:** Introduced incentives for tech panels to drive timely interviews and quality assessments
- **Global Referral Policy:** Implemented a unified referral policy — any member can refer to any position, regardless of job location





# Responsible Supply Chain

## Empowering Partnerships for Sustainable Value

We regard our supplier relationships as strategic partnerships that reinforce business integrity, operational resilience, and social responsibility. Our framework emphasizes ethical conduct, inclusive economic development, and continuous improvement across all tiers of the value chain.



### Supply Chain Policy and Code of Conduct

Our Supply Chain Policy and Supplier Code of Conduct define the ethical, legal, and sustainable standards we expect from all suppliers. All suppliers must acknowledge and comply with the Code as a means of doing business with Happiest Minds. Adherence is monitored through risk-based assessments and ongoing engagement.

#### Key Policy Principles

- Respect for human rights and labor standards, including fair wages, non-discrimination, and a strict prohibition of forced or child labor
- Commitment to occupational health and safety
- Environmental stewardship and compliance with applicable regulations
- Ethical business conduct, including anti-corruption practices
- Compliance with laws and transparent operations

### Procurement Practices and Local Procurement

Our procurement practices are developed on fairness, transparency, and value creation across the supply chain. ESG considerations are integrated into our supplier selection and evaluation processes.

In FY 2024-25, we strengthened our focus on local procurement by engaging regional vendors and MSMEs (Micro, Small, and Medium Enterprises) to promote inclusive growth and mitigate supply chain risk.

#### Supplier Audits, Assessments and their Outcome

As part of our efforts to enhance supply chain resilience and sustainability, we are evaluating the introduction of a supplier audit framework for reporting periods in future.

No formal supplier audits or assessments were conducted during the reporting period. However, we continue to engage suppliers

through standard procurement protocols and contractual compliance measures.

We are enhancing our supplier engagement model with implementations planned for training and audits. Future initiatives will focus on raising compliance awareness, promoting ethical sourcing, and enabling digital collaboration with key partners.

### Supplier Capacity Building

We are committed to building strong, transparent, and compliant supplier partnerships from the outset. All suppliers undergo a structured onboarding process that includes submission and verification of key business and compliance documents such as bank account details, Certificate of Incorporation, GST registration, MSME certification (if applicable), and a formal escalation matrix. This ensures that suppliers meet regulatory, operational, and communication standards before engagement.

- Supplier data is maintained in a centralized system to support seamless communication and traceability
- We prioritize MSME-certified suppliers to promote local and inclusive economic development
- In the coming year, we plan to explore supplier training modules and self-assessment tools to further strengthen compliance and performance

### Support for Performance Improvement

While no formal performance improvement programs were implemented during the reporting period, we remain committed to enhancing supplier engagement. We recognize the importance of supporting suppliers in meeting compliance expectations and improving long-term operational and sustainability performance.

#### Planned initiatives include

- Exploring digital platforms for centralized documentation and compliance tracking
- Establishing structured feedback mechanisms to enhance accountability
- Identifying opportunities for knowledge-sharing and training
- Developing support frameworks aligned with ESG goals

These efforts reflect our long-term goal of building a responsible, high-performing supplier network that supports both our sustainability commitments and broader business objectives.

We recognize the increasing importance of embedding ESG into supply chain management and are actively working to strengthen our approach. However, formal Key Performance Indicators (KPIs) to track the ESG performance of our suppliers are yet to be implemented.

In upcoming reporting periods, we plan to develop and roll out a comprehensive set of Supplier ESG KPIs. These will help us assess and improve supplier sustainability practices, ethical conduct, and governance standards, ensuring alignment with our overall ESG strategy.

We will continue to engage suppliers through existing procurement and compliance processes, while exploring ways to integrate measurable, actionable ESG metrics across the supply chain. Our goal is to establish a robust Supplier ESG framework in the near future.

# Communities

## Forging growth inclusively

#### Volunteering & Community Engagement Highlights

Initiative	Outcome
Daan Utsav	₹14.5 lakhs raised by members, 2,500 wishes fulfilled for 4 NGOs.
Kitchen Immersion Visits	2 kitchens visited by members to enhance understanding of large-scale meal logistics.
Blood Donation with Rotary	Over 100 blood units donated, boosting local blood bank reserves and civic awareness.



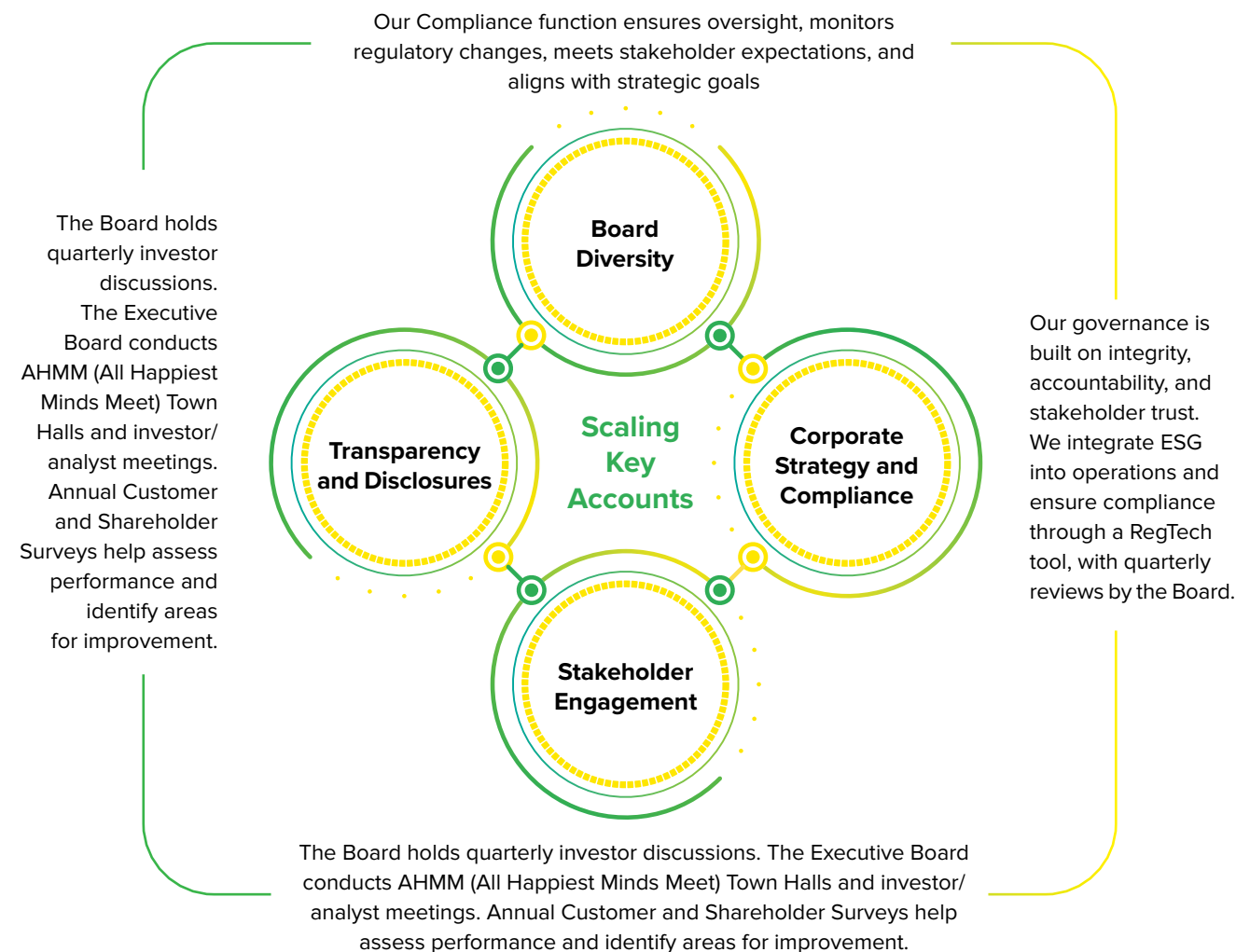


# Governance

Governance within ESG centers on ethical leadership, transparency, and accountability across all our decision-making processes. We are committed to maintaining robust governance structures that promote responsible business practices and create long-term value for our stakeholders.

Our ESG strategy is shaped and overseen by the senior management and business leaders, who regularly report the proceedings to the Executive Board and Board of Directors. They work in close coordination with the Risk Management and CSR Committees to address emerging challenges and drive social impact initiatives.

We embed ESG into our business strategy, enhancing stakeholder value through improved trust, collaboration, innovation, member engagement, and environmental stewardship.



## Governance and Ethics

To promote fairness and transparency, the Company has developed and put in place policies that are aligned with our Company's Code of Conduct standards. These policies encompass:

### Zero Tolerance for Bribery and Corruption

We maintain zero tolerance for bribery and corruption through our Integrity Policy, which upholds legitimate business practices and prohibits any form of misconduct. To support this, we have implemented a secure platform, WE HEAR, that enables members to report unethical behavior, suspected fraud, or violations of our Code of Conduct and Ethics. Our Grievance Resolution Policy ensures that concerns raised through WE HEAR are addressed within two working days, with an option to escalate unresolved matters directly to the Executive Board or Executive Chairman. Additionally, forums such as Just Ask, Ask EB, and Ask Ashok offer members multiple avenues to voice concerns, reinforcing our commitment to a transparent, safe, and responsive workplace culture.

### Promoting Health and Safety Standards

Our Health and Safety Policy reflects our commitment to a safe, healthy workplace. It focuses on preventing hazards, complying with safety norms, and promoting well-being through training, risk assessments, and proactive initiatives. Collaboration between members and management is key to building a strong safety culture and responding quickly to health risks.

### Reporting Misconduct with Protection

Our Whistle-Blower Policy affirms our commitment to ethical conduct. It provides a secure channel for members and consultants, including those in subsidiaries, to report potential violations of laws or internal policies. The policy ensures protection against retaliation, creating a safe space for open communication.

### Upholding Ethical Standards

Our Integrity Policy defines our core values: Sharing, Mindful, Integrity, Learning, Excellence, and Social Responsibility (SMILES). Integrity, a key value, highlights the importance of honoring commitments. It promotes reliability, honesty, and professionalism, encouraging us to do the right.

### Promoting a Respectful and Safe Workplace

We are dedicated to a respectful, inclusive, and harassment-free workplace. Our Disciplinary Policy supports fair and consistent handling of misconduct, focusing on behavioral improvement aligned with Company values. An Internal Committee addresses complaints under the PoSH Act, supported by year-round training and awareness programs. These efforts help foster a workplace where all Happiest Minds feel safe, valued, and respected.



Preserving Human Rights

We are firmly committed to upholding human rights and stand unequivocally against all forms of modern slavery. Guided by our mission Happiest People, Happiest Customers, we strive to create a workplace where individuals can thrive through a culture rooted in fairness, transparency, and joy. Our 7Cs of the Happiest People Framework—Culture, Credibility, Collaboration, Contribution, Communication, Community, and Choice—underscore our focus on well-being, work-life balance, and social responsibility.

Focus on Diversity, Equal Opportunity, and Inclusion (DEI)

Diversity, Equal Opportunity, and Inclusion are central to our values and operations. Through the Happiest Minds Diversity Council, we actively shape a culture of inclusion, using team feedback to inform new initiatives and continuously improve our DEI practices. This commitment extends to our partners and vendors, who are expected to uphold our Vendors’ Code of Conduct, covering key principles such as freedom of employment, safe working conditions, fair compensation, and non-discrimination.

Business Continuity Plan (BCP)

Our Business Continuity Plan is designed to ensure uninterrupted operations during and after disruptions whether natural or man-made, while protecting our people, assets, and service delivery. It addresses a range of risks including technical failures, natural disasters, and emergencies, and is regularly communicated across business units and updated as needed. Access controls safeguard physical and digital assets, while our Information Security Policy reinforced through mandatory training ensures data confidentiality and integrity.

Key Components of the BCP

Disaster Recovery Plan (DRP)

Focuses on restoring critical IT and business functions, maintaining security throughout recovery.

Management Support

Senior management ensures enterprise-wide commitment.

Risk Assessment & Business Impact Analysis

Identifies threats and evaluates potential business impacts to prioritize response.

BCP Development

Tailored plans outlining roles, resource backup, vendor support, and service continuity.

Testing & Maintenance

Ongoing testing and reviews keep the plan current with organizational and environmental changes.

Tax Strategy at Happiest Minds

Our tax strategy is rooted in a strong commitment to legal compliance, due diligence, and sound governance. Given the dynamic nature of tax legislation, we take a proactive and structured approach to monitor, interpret, and respond to legislative changes, regulatory updates, and judicial rulings. Each matter is evaluated on a case-by-case basis to ensure our tax positions align with applicable laws.

We draw on relevant case laws and jurisprudence to guide our interpretations, ensuring our approach is consistent with prevailing legal precedents and judicial interpretations. This strategy underscores our broader commitment to transparency, legal integrity, and corporate responsibility adhering to both the letter and the spirit of the law.

Data Privacy and Security

We maintain robust processes and controls to manage cybersecurity risk in line with evolving threats and regulations. We regularly assess our security and privacy programs through internal and external audits, continuously enhancing our infrastructure.

To strengthen our commitment to privacy, we adopted ISO 27701, the Privacy Information Management System (PIMS) in December 2022. This globally recognized standard, audited annually by third-party auditors, helps us formalize and standardize privacy policies and practices. We developed data flow maps, evaluated operations, identified privacy risks, and implemented effective mitigation measures and controls.

Key Policies/Practices

- Release of Happiest Minds Privacy Policies
- Privacy Training and Awareness Programs
- Appointment of a Data Protection Officer (DPO)
- Performing Data Privacy Impact Assessment (DPIA)
- Establish Contracts and Data Protection Agreements (DPA) with Third-Party Processors
- Defining Data Breach Notification and Response Process

The data privacy requirements and regulations worldwide led us to adopt ISO 27701, a Privacy Information Management System (PIMS), in December 2022, which is audited and certified annually by third-party auditors. This facilitated documenting and applying standardized privacy policies and procedures. With all these privacy controls already established, we will meet the needs of India's Digital Personal Data Protection Bill of 2023 and Digital Personal Data Protection Rules of 2025, so we are still responding to the privacy risk and regulatory need.

Key Capabilities of the Integrated Information Security and Privacy System

We have built a comprehensive Information Security and Privacy System to safeguard data and uphold stakeholder trust. Key capabilities include:

Data Inventory

We maintain detailed records to monitor, validate, and ensure the accuracy and completeness of personal information (PI).

Vendor Management

We maintain a complete inventory of vendors and conduct security and privacy risk assessments prior to onboarding and periodically thereafter, ensuring compliance with our security standards.

Data Privacy Impact Assessment (DPIA)

We conduct thorough risk assessments of PI-handling processes and implement appropriate mitigation controls to manage identified risks.

Oversight and Monitoring

Internal and external audits help us monitor the effectiveness of our security and privacy protocols. Leveraging advanced technologies, a robust set of security controls, and a mature governance framework, we continually improve our systems to ensure data security and privacy across all stakeholder interactions.

Data Subject Requests

We have established mechanisms that enable individuals to exercise their rights such as data deletion, subscription management, updates, or opting out of data sale through accessible and transparent processes.

We have further strengthened our capabilities through enhancements such as network segmentation, Zero Trust architecture migration, advanced cloud and application security protocols, and stringent data leakage prevention measures.

Data Security

We embed privacy principles like “Privacy by Design” and “Privacy by Default” into our software development lifecycle. Our infrastructure is fortified to prevent unauthorized access or data leaks, integrating privacy with our broader security framework.



Board of Directors



Ashok Soota  
Chairman & Chief Mentor



Anita Ramachandran  
Independent Director



Joseph Anantharaju  
Co-Chairman & CEO



Mittu Sridhara  
Independent Director



Rajendra Srivastava  
Lead Independent Director



Rajiv Shah  
Executive Director



Shuba Rao Mayya  
Independent Director



Venkatraman Narayanan  
Managing Director



Board Committees

- Audit
- Nomination, Remuneration & Board Governance
- Corporate Social Responsibility
- Administrative and Stakeholders Relationship
- Risk Management
- Strategic Initiatives

Executive Leadership & CEO's



Ram Mohan C  
CEO, Infrastructure Management & Security Services (IMSS)



Anil Baid  
Chairman and Chief Strategy Officer, PureSoftware Business



Abhishek Pakhira  
CEO, Aureus Business



Manish Sharma  
CEO, PureSoftware Business



Sridhar Mantha  
CEO, Generative AI Business Services (GBS)



## Senior Management



**Anand Balakrishnan**  
Chief Financial Officer



**Anand Veeramani**  
Sales Head, IMSS, EMEA & India



**Balasubramanian K**  
IG Head: Hi-Tech, Media & ISV



**Praveen Kumar Darshankar**  
Head of Legal, Company Secretary  
and Compliance Officer



**Preeti Menon**  
CDO, PDES



**Priya Prasad**  
IG Head: Retail, CPG & Logistics



**Dinesh Ramachandran**  
Sales Head ANZ and Head -  
Strategic Alliances



**Isaac George**  
Geo Head and Sales Head –  
PDES, UK & Europe



**Kannan Srinivasan**  
Head of Security Practice  
and Delivery, IMSS



**Raja Sekher**  
Head - Engineering &  
Business Excellence



**Rajesh Chandran Sogasu**  
Head - Talent Acquisition and L&D



**Ramu MR**  
CoE Head - Digital  
Process Automation



**Maninder Singh**  
Chief Growth Officer, PDES



**Poornima Bethmangalkar**  
IG Head: Industrial, Manufacturing,  
Energy & Utilities



**Praveen RP**  
COO, GBS



**Ritesh Gupta**  
CTO, PDES



**Rohit Mathur**  
Sales Head, PDES



**Sachin Khurana**  
Chief People Officer (CPO)





**Sajith S Kumar**  
CIO



**Sameer Jain**  
Chief Business Officer,  
PureSoftware Business



**Srinivas Iyengar**  
IG Head: Healthcare  
& Life Sciences



**Subhasis Bandyopadhyay**  
IG Head: Banking, Financial  
Services, & Insurance



**Suresh Kanniappan**  
Sales Head, IMSS, US



**Sundar Ramaswamy**  
CoE Head - AI/Analytics



**Vandana Singal**  
Pre-Sales Head, PDES



**Vijay Bharti**  
CISO



**Vivek Manu**  
Head - Practices, PDES

# GRI Content Index

GR+A5: G117I STANDARD	DISCLOSURE	Pg-IAR
GRI 302: Energy 2016	302-1 Energy consumption within the organization	74, 197
	302-2 Energy consumption outside of the organization	197
	302-3 Energy intensity	197
	302-4 Reduction of energy consumption	70, 76
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	73, 181, 201
	303-3 Water withdrawal	198
	303-4 Water discharge	198
	303-5 Water consumption	198
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	201
	304-2 Significant impacts of activities, products and services on biodiversity	201
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	74, 199
	305-2 Energy indirect (Scope 2) GHG emissions	74, 199
	305-3 Other indirect (Scope 3) GHG emissions	74, 201
	305-4 GHG emissions intensity	199, 201
	305-6 Emissions of ozone-depleting substances (ODS)	199
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	74, 199
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	199, 200
	306-2 Management of significant waste-related impacts	200
	306-3 Waste generated	199
	306-4 Waste diverted from disposal	200
	306-5 Waste directed to disposal	200
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	81, 172
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	187, 188
	401-3 Parental leave	188



GR+A5: G117I STANDARD	DISCLOSURE	Pg-IAR
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	190
	403-2 Hazard identification, risk assessment, and incident investigation	190
	403-3 Occupational health services	190
	403-9 Work-related injuries	190
	403-10 Work-related ill health	190, 191
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	22, 95, 96
	404-2 Programs for upgrading employee skills and transition assistance programs	95, 96
	404-3 Percentage of employees receiving regular performance and career development reviews	81, 189
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	93, 94, 104-108, 171
	405-2 Ratio of basic salary and remuneration of women to men	195
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	195, 196
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	77, 98, 99, 196, 197
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	77, 98, 99, 196, 197
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	205