

Environmental, Social and Governance

01	Managing Director's Message
03	Sustainability at Happiest Minds
07	Environmental
11	Social – People
33	Social – Supply Chain
35	Governance
41	Board of Directors
42	Executive Leadership & CEOs
43	Senior Management
45	GRI Content Index

Managing Director's Message

Dear Valued Stakeholders,

Greetings!

FY26 was a year of disciplined execution and meaningful progress for Happiest Minds as we strengthened our AI-first positioning, expanded our capabilities, and continued creating sustainable value for customers, shareholders, employees, and communities. Guided by our mission of creating "Happiest

People. Happiest Customers.", we remain committed to building a future-ready organization powered by innovation, agility, and responsible growth.

Building on the momentum of our strategic transformation journey, we recently launched our **11th strategic transformation, "AI First. Agile Always."**, reinforcing our commitment to embedding

artificial intelligence at the center of everything we do, from engineering products and platforms to transforming customer experiences and enhancing our own operations. This strategic direction is accelerating enterprise transformation through innovative AI solutions, our flagship Enterprise AI Platform, and scalable offerings such as the **Arttha** banking platform and **Eduweave** for the education sector.

Our strategic focus on AI-led digital engineering, targeted acquisitions, and customer-centric execution continued to deliver resilient business momentum during FY26 despite a dynamic macroeconomic environment. Revenues grew **12.3% year-on-year to ₹ 2,315 cr**, while operating profit reached ₹ 401 cr and Adjusted PAT stood at ₹ 278 cr. We ended the year with **300+ active clients**, added 51 new clients, and **recorded a 27% increase** in our pipeline, reflecting sustained demand for AI-led digital transformation.

Reflecting our strong balance sheet and sustained cash generation, the Board has recommended a **final dividend of ₹ 3.65** per equity share, taking the **total dividend for FY26 to ₹ 6.40** per share, underscoring our continued commitment to delivering shareholder returns while investing in future growth.

Our recent strategic acquisitions of **PureSoftware Technologies, Aureus Tech Systems, and GAVS Technologies Middle East business** have significantly expanded our capabilities across BFSI, Healthcare & Life Sciences, and digital product engineering, while strengthening our AI, data, cloud, and platform-led offerings and enhancing our regional presence. During the year, we successfully completed the integration of these businesses into a unified operating model, creating a stronger and more agile organization.

Looking ahead, **with our guidance of 12.5% constant currency growth** and a continued focus on margin expansion, we remain well positioned to deliver

sustainable, profitable growth while helping our clients realize greater value through AI-led transformation.

Alongside our business priorities, we remain equally committed to creating sustainable long-term value through responsible business practices. **At Happiest Minds, ESG is not a parallel priority but a natural extension of our purpose**, strengthening our business strategy, enhancing resilience, and creating enduring value for all stakeholders.

ENVIRONMENTAL

Our environmental strategy focuses on improving resource efficiency, advancing circularity, and promoting responsible consumption across our operations. **Solar installations now contribute approximately 12% of our overall facility energy consumption, while Zero Liquid Discharge (ZLD) practices** reinforce responsible water stewardship across locations. Our **waste management initiatives** further support landfill reduction through sustained composting and recycling efforts.

The **One Billion Drops** program, United Way Bengaluru's flagship water conservation initiative, remains central to our water stewardship efforts. Through this initiative, we committed to **constructing 1,000 percolation wells across Bengaluru and have completed 895 wells to date**, contributing to groundwater recharge and building long-term water resilience.

We also expanded our **afforestation and ecosystem restoration initiatives**, including planting over **1.21 lakh trees** through 'Cauvery Calling', an initiative of the Isha Foundation, and **1,00,000 mangroves in coastal Tamil Nadu in partnership with Grow-Trees**, while also promoting biodiversity zones across rural Karnataka and Tamil Nadu.

A defining milestone during the year was the launch of **Digital Detox Week**, a bi-annual, organization-wide initiative promoting responsible e-waste disposal. The program **collected ~2,000 kg of e-waste, avoided 8-14 tonnes of CO₂e emissions, and engaged over 3,500 members**, creating a scalable model for circularity.

We remain committed to our long-term net-zero ambition by reducing emissions, expanding renewable energy, and embedding circular economy principles across our operations.

SOCIAL

People remain at the heart of our success. We continue to invest in inclusion, capability building, employee well-being, and community development to create lasting impact.

Our **Aura Rise** initiative empowers women professionals through mentoring, leadership development, and learning opportunities, strengthening career progression and leadership-readiness. This is complemented by our continued investment in talent development, recognized through **3 Brandon Hall Group Awards** for excellence in learning and development.

Over the last 15 years, our partnership with the Akshaya Patra Foundation has enabled the serving of more than **12.51 million** mid-day meals to school children, contributing to improved nutrition, enhanced classroom participation, and better educational outcomes.

In healthcare, **we enabled care for over 3,740 children with Type 1 diabetes and supported mental health initiatives impacting 1,500+ individuals**, expanding access to care in underserved communities.

Community initiatives such as **River Weaves, plastic-free programs, and Daan Utsav** continue to drive sustainable livelihoods, responsible consumption, and meaningful social impact. We raised ₹ 1.5 million through member contributions during Joy of Giving week.

Our volunteering efforts also supported **Project Puthri**, enabling STEM career guidance for underprivileged girls, further strengthening future career-readiness. These efforts were **recognized at the Prayag - Volunteer Celebration Event 2026**.

Together, these initiatives advance our commitment to the UN Sustainable Development Goals, including quality education, gender equality, and inclusive growth.

GOVERNANCE

Our governance framework remains anchored in **transparency, ethics, and accountability**, supported by robust policies across **integrity, compliance, and risk management**.

Our **zero-tolerance approach** to misconduct is reinforced through structured systems for monitoring, compliance, and grievance redressal. We continue to provide transparent stakeholder engagement channels, including the **We Hear** portal, and maintain global standards in data protection through our **ISO 27701 certification**.

Our governance practices continue to receive external recognition, including a **"Strong" ESG rating** from CRISIL and recognition by Dun & Bradstreet among India's leading ESG organizations. As expectations continue to evolve, we remain focused on strengthening enterprise risk management, cybersecurity, responsible AI governance, and data integrity.

Looking ahead, we will continue to strengthen our ESG framework through enhanced measurement, improved disclosures, and alignment with evolving global standards. We recognize that sustainable growth and the journey towards net zero require long-term commitment, disciplined execution, and continuous innovation.

I sincerely thank our Board, shareholders, customers, partners, and every Happiest Minds member for their continued trust, dedication, and support. Together, we will continue to build an organization that combines technological excellence with responsible business practices, creating enduring value for all our stakeholders.

Best Regards,

Venkatraman Narayanan
 Managing Director

SUSTAINABILITY AT HAPPIEST MINDS

Sustainable by Design. Agile by Action.

Sustainability is integral to our growth strategy, driving rapid progress across ESG (Environmental, Social, and Governance) priorities. Guided by purpose and committed to delivering sustainable value to all stakeholders, we stay ahead of the ESG curve with active leadership oversight. Our recognition as India's Leading ESG Entities for FY25' 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 drives sustainable business practices with a clear focus on climate action. We are progressing toward carbon neutrality by 2030, with disciplined tracking of key metrics including emissions, energy consumption, waste, and air and water quality. Our performance is transparently disclosed through BRSR and EcoVadis reinforcing accountability and stakeholder confidence.

Sustainability Governance

Leadership anchors our sustainability agenda through robust oversight, integrated risk management, and active stakeholder engagement. Our ESG policies emphasize ethics, transparency, and full regulatory compliance. Guided by the ESG Committee, we advance our sustainability priorities to create long-term shareholder value while contributing positively to society.



Contribution to the UNSDGs

Tree Plantations

Our mangrove restoration initiative in Chengalpattu, Tamil Nadu, strengthens coastal ecosystems through the plantation of Rhizophora species, enhancing biodiversity, natural carbon sequestration, and resilience to coastal hazards, while supporting water quality, soil stability, and community livelihoods.

In addition, through our partnership with the Cauvery Calling initiative (Isha Outreach), we have supported large-scale afforestation efforts, contributing to the plantation of over 1.21 lakh trees, advancing ecological restoration and sustainable livelihoods for farming communities.

2,21,000

Saplings planted

4,520,000 kg

CO₂ per year sequestration upon maturity

Renewable Energy

Our rooftop solar installation at the Bengaluru offices is helping us increase the share of clean energy in our operations. This initiative supports our broader transition towards renewable energy adoption and reflects our commitment to reducing dependence on conventional power sources over time.

12.15%

Green energy contribution

100% by 2030

Renewable energy ambition

Waste Management

We continue to strengthen waste management practices across our operations through source reduction, responsible disposal and structured segregation. Food waste from the pantry is composted, while the cup and kerchief initiative has helped reduce the use of disposables such as tissues, paper cups and plastic packaging.

Our urban waste management pilot on Hosur Road, Bengaluru, focuses on daily cleaning, public bin installation, electric vehicle-based waste collection, waste segregation and active vendor engagement. The initiative has improved cleanliness across the covered stretch, reduced littering, encouraged community participation and supported more sustainable waste handling practices.

100%

Food waste composted

500-meter stretch

Urban waste management coverage

2 sweepers and 1 supervisor

On-ground team deployed

1 EV

Waste collection vehicle

100%

Flower waste segregation

Water Management

We have adopted water conservation measures across our facilities through sensor-operated taps and responsible reuse of treated wastewater. Wastewater generated at our premises is treated through the STP and reused for washrooms and plant watering, supporting circular water use and reducing freshwater dependence.

100%

Wastewater treated and reused

One Billion Drops

Water security during peak summer months in Bengaluru remains a key focus of our sustainability efforts. Through the One Billion Drops initiative, we are supporting rainwater harvesting and groundwater recharge by installing percolation wells across the city. The initiative contributes to long-term water resilience and reflects our commitment to environmental stewardship and climate action.

895

Percolation wells installed

Social Forestry and Soil Conservation

Our social forestry and soil conservation initiative in Karnataka enables large-scale plantation of native and non-invasive saplings through farmer-led adoption. The program is supported by training, monitoring and agro-climatic species selection, ensuring that plantation efforts remain locally relevant, ecologically suitable and sustainable over the long term.

2 years

Monitoring support

Farmer-led adoption

Plantation approach

Agro-climatic suitability

Species selection

E-Waste Management Initiative

Our e-waste management initiative promotes structured collection and recycling through certified channels. It supports circular economy principles, encourages responsible consumption and reduces environmental risks linked to improper e-waste disposal. The initiative also strengthens employee awareness on sustainable disposal practices and reinforces our commitment to responsible resource management.

Certified channels

Recycling route

Sustainable disposal practices

Employee awareness

Responsible consumption

Circularity focus

Community Mental Health Program

Our community mental health initiative in Puri District, Odisha, is designed to improve access to care for persons with mental illness and their caregivers. The Program supports clinical interventions, counseling, treatment follow-ups, vocational training, welfare linkages and community capacity-building through awareness Program and caregiver networks. Through this integrated approach, the initiative enhances quality of life, promotes economic independence and strengthens community-based mental health support systems.

1,500

Number of people beneficiaries

Clinical care, counseling and follow-ups

Support areas

Vocational training and welfare linkages

Socio-economic support

ESG KPIs

KPIs	Units	FY 2025-26	FY 2024-25	FY 2023-24
Total electricity consumption	kWh	38,00,913	40,11,397	39,69,007
Electricity-renewable	kWh	4,88,911	4,86,719	4,92,559
Total fuel consumption	KL	26.53	40.44	43.90
Total Scope 1 GHG Emissions	MTCO ₂ e	741	1,011.75	1,241.76
Total Scope 2 GHG Emissions	MTCO ₂ e	2,721	2,872.16	2,841.81
Total GHG emissions (Scope 1 + Scope 2)	MTCO ₂ e	3,462	3,883.9	4,083.57
Scope 3	MTCO ₂ e	4,922	4,671.76	3,295.34
Total water consumption	KL	20,532	71,619	9,204
Total hazardous waste disposed	L	0	0	0
NOx	mg/Nm ³	25.9	26.7	15
SOx	mg/Nm ⁴	12.1	11.2	7.5
Particulate matter	Ug/NM ³	28.4	36.3	32.6
CSR spend	₹	619 lakhs	422 lakhs	226 lakhs

Economic Value Created and Distributed

Particulars	FY 2025-26	FY 2024-25	FY 2023-24
Revenue	2,31,511	2,06,084	1,62,466
Other income	8,497	10,138	8,416
Direct economic value generated	2,40,008	2,16,222	1,70,882
Operating costs	33,608	31,863	26,411
Employee wages & benefits	1,56,095	1,36,534	1,01,469
Payments to providers of capital	8,601	8,385	3,408
Payments to government	7,952	8,443	9,518
Community investments	736	655	470
Economic value distributed	2,06,992	1,85,880	1,41,276
Economic value retained	33,016	30,342	29,606

ENVIRONMENTAL

Environmental Strategy

Reducing our carbon footprint is central to our environmental strategy. We are systematically lowering emissions through energy efficiency initiatives, increased adoption of renewable energy, and optimized transportation practices. Our ambition is to achieve a 100% reduction in Scope 1, 2, and 3 emissions from baseline levels, progressing toward full carbon neutrality by 2030. In parallel, we focus on resource optimization, waste reduction, and circular economy principles, while actively engaging with suppliers who align with our environmental standards.



Disclaimer: This image is generated by Artificial Intelligence

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. A significant portion 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.

12.15%

of our total energy consumption comes from green sources

Sustainable Technology Practices

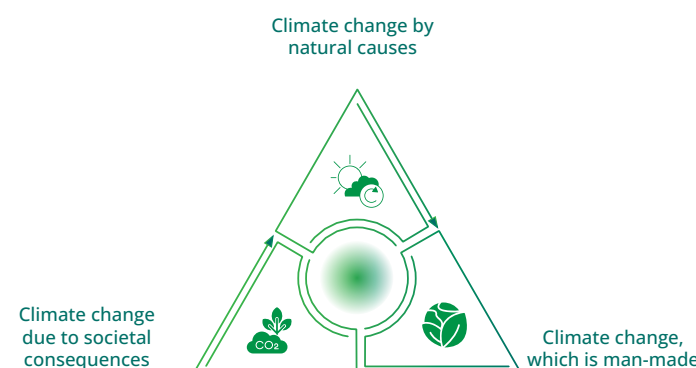
Laptop Usage and E-Waste

We extend the lifecycle of laptops up to 4 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:



Human activity continues to accelerate temperature shifts, leading to extreme weather events such as droughts, heat waves, and floods. Recognizing 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 advancing with clear intent towards our carbon neutrality ambition by strengthening the way we manage emissions across our operations. Our efforts are focused on reducing direct and energy-related emissions, with particular emphasis on optimizing fuel usage and improving operational efficiency. During the year under review, these actions delivered a significant reduction in fuel consumption and contributed to a sharp decline in direct emissions. This progress reinforces the effectiveness of our approach and reflects our steady movement towards a lower-carbon operating model.

2,030

Carbon neutrality target

30%

Reduction in fuel consumption

27%

Reduction in Scope 1 emissions

Biodiversity

We take nature as a critical partner in our sustainability journey, guiding our approach to long-term value creation. Our biodiversity efforts focus on responsible land use, conservation of natural habitats, and the integration of environmentally responsible practices across our operations.

Grow-Trees Mangrove Plantation: Building Resilient Ecosystems for a Low-Carbon Future

The Grow-Trees mangrove plantation initiative strengthens our ESG commitments by integrating climate action with ecosystem restoration and community development. Through the plantation of 1,00,000 mangrove trees across ~9.8 hectares in Tamil Nadu, the project contributes significantly to carbon sequestration, with an estimated absorption of ~ 20,00,000 kg of CO₂ annually upon maturity, supporting our long-term decarbonization goals.

Beyond emissions reduction, the initiative enhances coastal resilience by protecting shorelines from flooding, storm surges, and climate-induced risks, while restoring biodiversity and improving water quality. It also creates sustainable livelihood opportunities for local communities through plantation and maintenance activities, reinforcing inclusive growth. By combining environmental impact with socio-economic benefits, the initiative plays a critical role in strengthening our climate strategy and advancing our commitment to sustainable and responsible business practices.

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. We also give importance to procure from green sources. These choices help protect natural resources, support local economies, and create long-term value for all stakeholders.

53%

Procured Locally (Within India)

32%

Sourced from MSMEs

16%

Green Sourcing

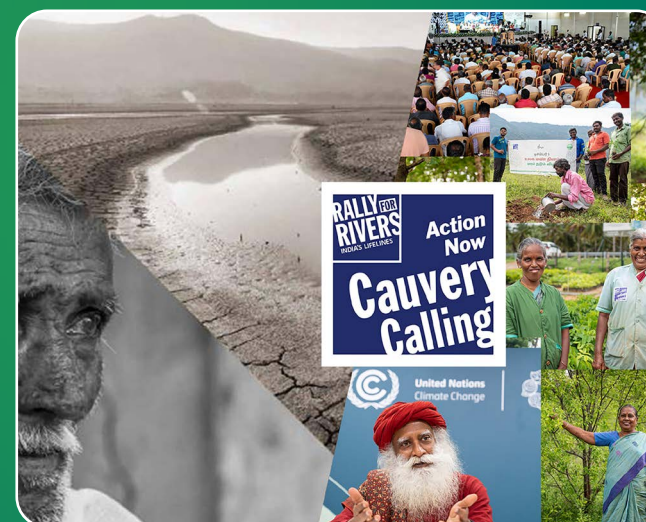
Supply Chain Management and Code of Conduct

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



"The Cauvery Calling project onboarded Happiest Minds as one of our largest contributors for the year. With their support, we enabled more than 178 farmers across 7 districts of Tamil Nadu to adopt tree-based agriculture and plant a total of 1.21 lakh trees. Their contribution facilitated the much-needed transition towards regenerative agriculture practices while securing long-term income for farmers, restoring soil health, and increasing green cover. These 1.21 lakh trees are expected to sequester over 45K tons of CO₂ during the period of 30 years."

Anand Ethirajalu

Project Director, Cauvery Calling



"United Way Bengaluru, we are proud to partner with Happiest Minds' in driving meaningful environmental and community impact. Together, we have strengthened groundwater recharge in Bengaluru through the One Billion Drops campaign, created a 25-acre community-owned social forest in Chikkaballapura, and developed park space in Madurai. These initiatives are generating lasting environmental, social, and economic benefits for the community and will continue to benefit over 5.7 lakh individuals. Happiest Minds' commitment to sustainable development is commendable, and we look forward to building on this shared vision for positive change."

Rajesh Krishnan

CEO, United Way Bengaluru

SOCIAL - PEOPLE

Adhering to People-First Culture

People Practice Framework

Our People Practice strategy is central to our ambition to double in size over the next three years. By aligning People Practice initiatives with business priorities, we are building an agile, future-ready talent ecosystem for sustained growth.

Compensation and Benefits

Benefits

- **Insurance and well-being:** Enhanced benefits under the Base Flex Plan, introduced the Diamond Plan for leadership, and expanded sum insured options under the Parental Policy in India. We also aligned global benefits across geographies with enhanced offerings
- **Compensation and compliance:** Aligned the compensation structure with the new labor wage code and rolled out the Compensation Framework for PDES, COE Analytics, and COE DPA
- **Policy and benefits enhancements:** Updated holiday structures, introduced the Middle East Leave Policy, revised the Conveyance Policy for the US and Canada, revised the Leave Policy for UK SMP limits, updated Australia maternity leave applicability, revised India annual leave for Telangana, and updated the Overseas Business Travel Policy to include Oman location limits
- **Incentives and rewards:** Introduced a new reward initiative under the Inside Sales Incentive Policy in FY26 and launched the New Farmer Model for BDMS under PDES

M&A and Organizational Evolution

We executed strategic M&A and transformation initiatives to improve operational efficiency, integrate talent, and support scalable growth.

- **PureSoftware:** Successfully aligned policies, processes, systems, and teams
- **GAVS and Innovaz integration:** Seamlessly integrated benefits and policies, while ensuring alignment with local geography compliance requirements

Pioneering Programs for Employee Engagement and Growth

New Program Launches

- **Benevolent Fund (Harmony):** Raised ₹24 lakhs from inception through April 2026.
- **Fixed-Term Employment:** Onboarded 69 hires in FY26.
- **MentorUp:** Launched Season 2 of reverse mentoring with 70+ participants, enabling cross-generational learning, with 35+ sessions completed so far.
- **Seven Spokes of Happiness:** Engaged 3,500+ members through expert-led well-being sessions.
- **Applaud:** Launched a peer recognition platform that recorded 10,000+ appreciations in 30 days, supported by gamified features.
- **Apprenticeship Program:** Enabled a policy-driven hiring lifecycle, onboarding 137 apprentices through robust policies and systems.

Strengthening Employee Connections

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

- **Happometer:** Logged 11,636 interactions; 79% reported Happy, offering real-time sentiment insights
- **Mithra (FY 2025-26):** Delivered 123+ counseling hours.

New Hire Engagement

- **New Hire Lounge:** Engaged with 850 new joiners as part of "SmilesOnboard", the onboarding experience program
- **Lead and Inspire:** leadership-led motivational sessions for 240 members
- **PoSH Training:** 1,173 new joiners have completed their POSH training

Leadership and Talent Development

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

- **i3 Program:** Graduated 2 batches of Delivery Managers, Architects, and Business Analysts, and 1 batch of Project Management leaders
- **Hogan Assessments:** Conducted assessments for 70+ leaders, including C9-level debriefs by Board Member Ms. Anita Ramachandran
- **Global Leadership Development:** Sponsored 5 leaders for executive programs at IIM-B and ISB
- **LEAP Program:** Launched a program for people managers, combining classroom learning with post-training behavioral activation. The program covered Leading, Enabling, and Accelerating People management for 67 people managers across Noida and Bengaluru

- **Mentorship Program:** Launched as part of the Individual Development Plan for 22 Aura Rise-Achieve members
- **Glider AI:** Used the tool to assess technical competencies for upskilling, project allocation, and training

People Practice Strategy (FY 2026-27)

Our People Practice strategy is central to our FY 2026-27 vision and is anchored in five core pillars: Talent Retention, Future-Ready Capabilities, Unified Post-Merger Enablement, AI-Driven Innovation, and Transformation Enablement. In FY27, we aim to strengthen retention, accelerate skill-readiness, and embed an AI-first philosophy across the talent lifecycle. This strategy supports an integrated one-team operating model that promotes organizational cohesion, business continuity, and data-driven decision-making at scale.



Five-Pillar Framework

Strengthening Talent Retention

- **Critical talent management:** Implement a robust framework to identify and engage high-potential talent through targeted compensation benchmarking and accelerated career progression pathways
- **Managerial accountability:** Deploy a three-tier people-risk framework to reduce high-risk attrition, with retention KPIs embedded into manager performance scorecards to strengthen ownership

Building Future-Ready Capabilities

- **AI reskilling at scale:** Execute organization-wide upskilling initiatives to bridge the AI talent gap and deliver measurable value for our members and clients
- **Leadership pipeline excellence:** Strengthen leadership-readiness through multi-level development programs focused on managerial effectiveness and behavioral transformation, supported by collaborations with premier academic institutions
- **Women in leadership:** Accelerate the advancement of women leaders through structured mentorship, sponsorship, and targeted capability building to increase representation across senior management tiers

Unified Post-Merger Enablement

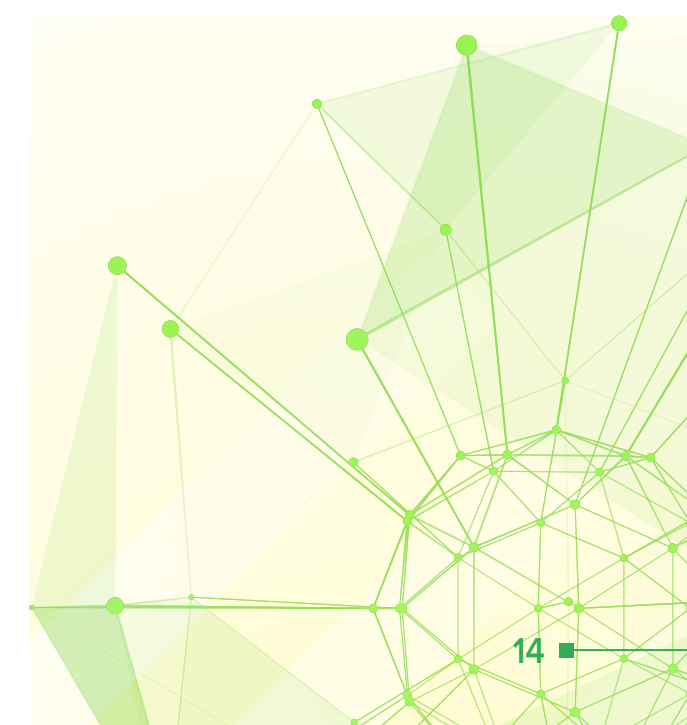
- **Culture harmonization:** Drive systemic alignment across all business units to build a cohesive organizational identity and shared purpose
- **Synergy realization:** Enable cross-entity collaboration frameworks to accelerate operational synergies and collective performance across newly integrated teams

AI-Driven Innovation

- **Operational AI integration:** Advance from GenAI-readiness to embedded AI operations by using automation and intelligent interfaces to drive enterprise-wide productivity and scale
- **Predictive and autonomous practices:** Move toward agentic AI and autonomous workflows across onboarding, rewards, and people analytics to enable a predictive, high-velocity talent function

Transformation Enablement

- **Performance and outcome alignment:** Embed outcome-driven behaviors by aligning roles, incentives, and recognition frameworks with broader business goals, reinforced through continuous development dialogues
- **Enterprise-wide culture activation:** Scale Mission, Vision, and Values activation and real-time listening platforms across 100% of the workforce to strengthen responsiveness and cultural cohesion across all global geographies



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:

- Discover meaningful growth opportunities and new career paths
- Access advanced learning and leadership programs
- Navigate career transitions with clarity and support
- Feel a strong sense of belonging, purpose, and recognition

Culture of Mindfulness

Practicing mindfulness, emotional intelligence, helping members manage stress and anxiety, improve collaboration & productivity

Culture of Happiness Evangelism

The culture of happiness evangelism focuses on actively promoting joy, positivity, and fulfillment within the organizations to enhance overall well-being and productivity

Culture of Inclusion

27% gender diversity
Women in tech initiatives
D&I sensitization training
Diversity & inclusion programs
Glassdoor score: 3.7

Culture of Giving

12.5 million meals over the past 15 years towards Akshaya Patra Foundation



Culture of Wellbeing

EAP program,
Holistic well-being - emotional, financial, physical wellness, etc.
Doctor teleconsulting, Leave Donation Program
Compassion Program

Culture of Listening

MITHRA – The Good Samaritan Program, Happometer, Dipstick Surveys, eNPS, GPTW surveys, 360 degree feedback, Feedback for managers

Culture of Gratitude

Gratitude Stories, Gratitude note to Happiest Minds Family, Peer to Peer Recognition, Spot Awards, iAppreciate

Culture of Learning

Upskilling and cross-skilling
Mentoring programs
High-potential (HiPo) programs
Thought leadership
Career pathing
Leadership development programs

Key Initiatives Undertaken

Culture of Mindfulness

Living Mindfully

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

Mindfulness in Daily Life

- Emotional well-being:** Regulates emotions, reduces anxiety, and cultivates inner peace
- Resilience:** Helps us navigate challenges with calm and composure
- Creativity:** Promotes clear thinking, innovation, and effective problem-solving
- Decision-making:** Enhances clarity and supports deliberate, informed choices
- Self-awareness:** Strengthens understanding of our thoughts, emotions, and behaviors
- Collaboration:** Encourages empathy, active listening, and teamwork
- Adaptability:** Enables confident and flexible responses to change
- Sustainable happiness:** Supports a richer and more meaningful life experience

Mindfulness at Happiest Minds

Mindfulness is integral to our culture and 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, while creating meaningful and lasting impact across our organization and the broader community.

Our approach to mindfulness is two-fold. Being mindful focuses on cultivating non-judgmental awareness by remaining fully present and accepting each moment as it is. Doing Mindful emphasizes engaging with the present through focus, curiosity, and openness.



Mindfulness Training in FY 2025-26

1,017
Participants covered in FY 2025-26

6,497
Total Happiest Minds till date

93%
Coverage of Mindfulness training

Mission, Vision and Value (MVV) Training in FY 2025-26

820
Participants covered in FY 2025-26

6,497
Total Happiest Minds till date

64%
Coverage of MVV training

Culture of Happiness

Cultivating a Culture of Joy and Well-Being

Happiverse is our holistic well-being initiative, designed to promote emotional wellness, deepen human connections, and create a more fulfilling workplace. At its core is the Seven Spokes of Happiness framework, which builds a deeper understanding of happiness and resilience through curated sessions led by senior leaders and practical articles on nurturing joy in personal and professional life.

To strengthen trust and connection, Happiverse offers safe, non-judgmental, and anonymous platforms such as Listening Post and Mithra, enabling members to share, reflect, and seek support with confidence. Our engagement programs, including The Happiness Compass, Happiness Ambassador, and Happiness Memoir, encourage self-discovery, meaningful participation, and storytelling, while reinforcing a shared culture of well-being across the organization.

Mindfulness Matters: Strengthening Present-Moment Awareness

Mindfulness Matters is a structured program that helps members build self-awareness, reduce stress, and develop a focused, peaceful mindset. Through guided sessions, members explore techniques to strengthen resilience, emotional intelligence, and overall well-being. The program equips them with practical tools to stay grounded, manage challenges with composure, and bring greater emotional balance, concentration, and clarity to work and life.

Happometer: Real-Time Insights into Workplace Happiness

Happometer is our real-time feedback tool that captures members' 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 promotes active listening, thoughtful intervention, and ongoing refinement of our initiatives, making every voice count and every experience better.

The Happiness Compass: Your Monthly Guide to Joy

The Happiness Compass is our monthly newsletter that keeps members informed, inspired, and connected. It features updates on Happiverse programs, accessible insights into the science and philosophy of happiness, and real-life stories from our community. Together, these elements reflect our commitment to nurturing a workplace culture grounded in well-being, collaboration, and meaningful engagement.

Happiness Memoir: Sharing Joy, Spreading Positivity

Happiness Memoir brings to life personal stories shared by our Happiness Ambassadors, who actively champion joy and positivity across the organization. These stories capture moments of gratitude, resilience, and everyday experiences that shape a positive workplace. By sharing these reflections, the initiative reinforces our 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, the platform enables open dialogue and empathetic listening, reflecting our commitment to a workplace where every voice is valued and every member feels supported.

07

Exclusive sessions and articles provided to cultivate happiness

05

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

100+

Members have embraced mindfulness in daily life

04

Batches delivered tools for calm, clarity, and presence

11,636

Total engagements recorded on Happometer

79% (9,192)

Reported feeling happy

Culture of Inclusion: Embracing Diversity and Belonging

Diversity, Equity, Inclusion, and Belonging (DEIB) is a core value that shapes our culture and strengthens our performance. We believe DEIB drives innovation, enhances collaboration, and creates an environment where every member feels respected, valued, and empowered. Our commitment extends beyond policies through mentorship, education, and accessibility initiatives that foster genuine belonging across our workplace.

Diversity at a Glance

27%

Women-led workforce

95%

Maternity return rate

100%

Paternity leave return rate

12 Nationalities

Global workforce brings diverse perspectives

5 Generations

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

1,769

Women members supporting career growth and mentorship (Aura ERG)

12

Members with 8 types of special abilities

Ensuring accessibility and inclusion

28

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

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

₹ 15.10 lakhs

Collected contributions through Daan Utsav, fulfilling 3,300+ wishes for children across five NGO partners

₹ 160 lakhs

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

₹ 10 lakhs

Kadambari: Promoted traditional Indian arts and crafts through exhibitions like River Weaves, supporting artisans livelihoods, natural dye adoption and sustainable practices.

₹ 46 lakhs

Donated to Idhayangal Charitable Trust to support children under 14 with Type 1 Diabetes, ensuring access to life-saving treatment and care. Out of this contribution, ₹ 10 lakhs were raised from "Run Miles Bring Smiles", our annual Happiest Minds Run.

₹ 10 lakhs

Utkarsh Global Foundation: Driving a Single-Use Plastic-Free Karnataka by spreading awareness and promoting eco-friendly alternatives like cloth bags and steel bottles through its "Say No to Single Use Plastic" campaign launched in the state. Created awareness among children by distributing 10,000 cloth bags and reusable bottles, encouraging early adoption of sustainable habits.

Culture of Giving: Empowering Lives Through Compassion

₹ 10 lakhs

Live Love Laugh: Supported mental health programs in Puri through awareness and counseling initiatives impacting 1,500+ lives

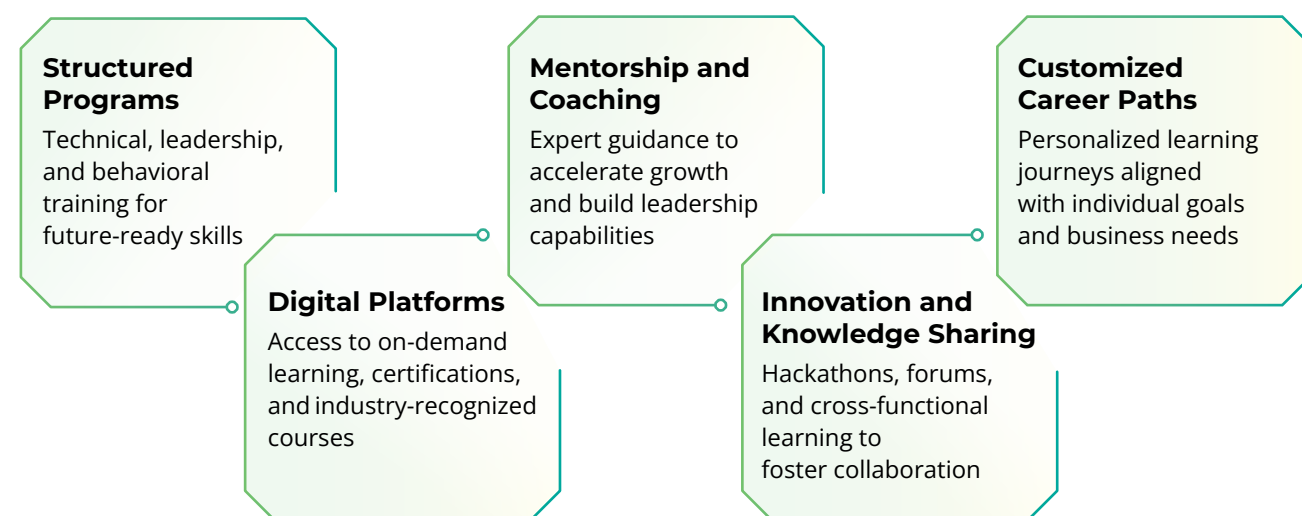
Giving with Heart, Changing Lives

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



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 foster a culture of active and empathetic listening to understand our members' perspectives, emotions, and needs. This approach strengthens trust, openness, and continuous improvement across the organization.

Key Listening Platforms

Just Ask:

Enables members to submit questions directly to the Chairman, MD, and CXOs, with prompt responses

Mithra:

Connects members with trained in-house volunteers for peer support during personal or professional challenges

AHMM/Townhalls:

Provide open forums for direct interaction and feedback with leadership

Listening Post:

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

We Hear:

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

Building a Culture of Trust and Openness

We embed listening as a core value to create a workplace where members feel heard, respected, and empowered. These initiatives strengthen our culture of trust, support, and purposeful engagement, ensuring every voice matters.

Culture of Gratitude: Fostering a Workplace Where Appreciation Thrives

Gratitude is integral to our culture. Every session or gathering begins with a moment of thanks, reinforcing appreciation as a shared value. SMILES Cards are available across our facilities, while the Applaud digital platform enables members to recognize contributions from colleagues, managers, and teams across personal and professional contexts. This culture of appreciation extends across business units, the organization, and the community. We also observe Gratitude Month annually in January or February, encouraging members to reflect on and express gratitude for the positive aspects of their lives.

10,000

Appreciation shared with 4,000+ individuals over 30 days

10,000

Appreciate messages sent by more than 1,100+ people

4,000

Appreciate cards used to appreciate team members on the floor

Top Employer India 2026

The certification recognizes our sustained focus on building a people-first, inclusive, and high-performing workplace. It follows a rigorous, independent assessment of our people practices across areas such as people strategy, leadership, learning and development, well-being, diversity and inclusion, talent acquisition, digital HR, and people analytics.

We were assessed alongside more than 2,400 organizations globally and achieved an overall score of 92%, significantly higher than the industry benchmark of 85%. As part of the certification, our people-friendly practices were reviewed across six core HR areas: Steer, Shape, Attract, Develop, Engage, and Unite, covering the entire employee lifecycle.

The review spanned 20 strategic focus areas, including workforce planning, leadership development, diversity and

inclusion, well-being, learning, performance, and culture. The evaluation included multiple rounds of verification to ensure that our policies and practices truly reflect the employee experience.

Key Highlights

2,400

Total Responses

92% (>benchmark of 85%)

Top Employer India Score

Circle of Happiness

As part of our ESG framework for FY 2025-26, our social pillar focused on key priorities such as nutrition, health equity, education for the girl child, and member engagement. Alongside structured programs, we increased our focus on member-driven initiatives, including volunteering, immersion visits, and community participation campaigns.



Key Highlights

₹ 2.45 cr

Total budget allocated

37%

Percentage of overall ESG budget

Social Welfare & Education Initiatives

Mid-Day Meal Program

In partnership with The Akshaya Patra Foundation, we allocated ₹ 160 lakhs to provide balanced meals to children in government schools. This initiative aimed to improve both nutrition and school attendance.

Community Giving – Daan Utsav (Volunteering Project)

This member-led initiative raised ₹ 15.10 lakhs voluntarily, fulfilling 3,300+ wishes across 5 NGOs. It highlighted our shared culture of compassion and collective responsibility.

Healthcare Interventions

Children Care

Partnering with Idhayangal Charitable Trust, we allocated ₹ 46.0 lakhs to support screening, nutritional counseling, and lifelong disease management for children under 14 diagnosed with Type 1 Diabetes from marginalized communities. Out of this contribution, ₹ 10 lakhs were raised from “Run Miles Bring Smiles”, our annual Happiest Minds Run.

Lives Impacted (Estimated)

15,000+

children via mid-day meals

1,500+

lives impacted through mental awareness and counseling

Created awareness among children by distributing

10,000 cloth bags

and reusable bottles, encouraging early adoption of sustainable habits.

Social - Communities

Forging growth inclusively

Volunteering & Community Engagement Highlights

Artisan Livelihoods Supported, Natural Dye Adoption.

3,300+

direct beneficiaries through Daan Utsav

3,740+

children under diabetes care

Daan Utsav

₹ 15.10 lakhs

raised by members, 3,300+ wishes fulfilled for 5 NGOs

Cumulative Financial Summary – Social Pillar

Category	FY25 Budget (₹ lakhs)	% of Total ESG Budget	FY25 Spent + Committed (₹ lakhs)	Utilization %
Social Welfare & Education	235	6	245.0	100
Healthcare	40.6	35	56	100
Total (Social Pillar)	275.60	41	301	100

Strategic Alignment

UN SDG Alignment



Channels of Engagement

Holistic Well-Being through HappiZest

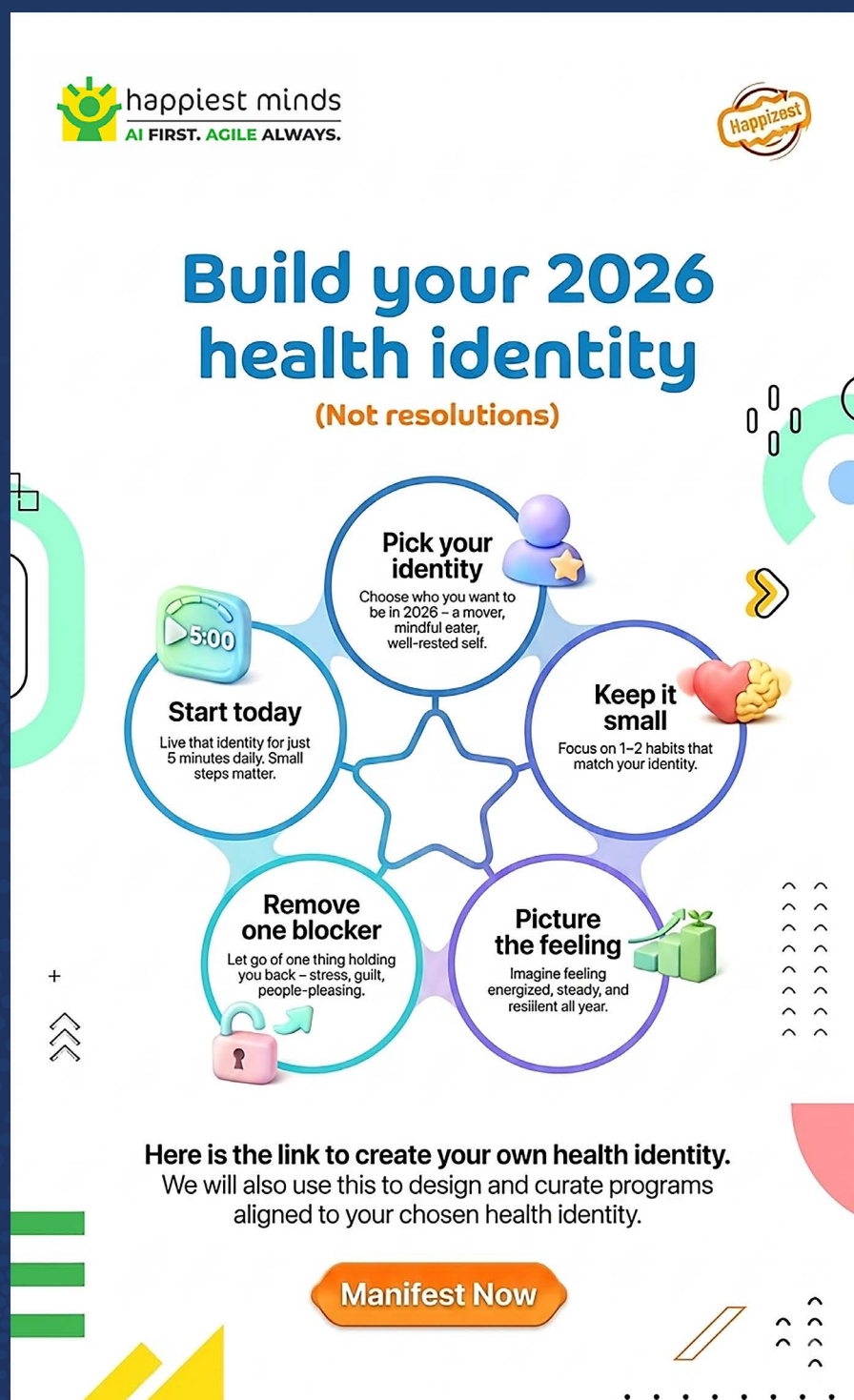
Our wellness platform, HappiZest, adopts the 7Ws of Wellness

- Physical, Spiritual, Intellectual, Professional, Social, Emotional, and Environmental, supported by expert-coached sessions, facilities, and corresponding logistics to cultivate complete member well-being.

Physical and Mental Wellbeing

Our wellness partners Happiest Health and Ekincare support 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



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

- Childbirth Gift
- Leave Donation
- Compassionate Loan
- 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

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

Rewards and Recognition

Service Smilestones

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

Awards

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

Empuls

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

Applaud

A program that promotes a culture of gratitude by encouraging members to recognize the support and efforts of their colleagues. Marked a MILESTONE with over 10,000 appreciations shared among 4,000+ members across locations.

Gratitude by Giving Initiative

Contributed 3,000+ meals, reinforcing our commitment to community support.

Diversity and Inclusion

Diversity, Equity, Inclusion, and Belonging (DEIB) are integral to Happiest Minds' culture. They shape a workplace where every individual feel seen, heard, and valued. DEIB is more than a policy. It is a mindset that enables people from diverse backgrounds to bring their authentic selves to work. This strengthens creativity, collaboration, and innovation, making inclusion a key driver of organizational success.

Building an Inclusive Workplace

Amplifying Awareness Through DEIB Communication

Happiest Minds promotes DEIB awareness through focused initiatives that encourage participation, dialogue, and inclusive behaviors. These initiatives help build understanding, challenge biases, and strengthen a culture of belonging.

Key initiatives included

- International Mother Language Day: Members shared meaningful phrases in multiple languages, promoting linguistic diversity and cultural appreciation
- Diversity and Inclusion Summit: Interactive sessions and campaigns deepened awareness and encouraged meaningful conversations on DEIB
- Autism Awareness Month: Internal storytelling highlighted neurodiverse voices and promoted acceptance and inclusion.
- Pride Month: An allyship session reinforced LGBTQ+ inclusion and belonging.
- Maa-Anubhav: Quarterly panel discussions enabled new mothers to receive guidance from experienced mothers, 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 dedicated platform supported women leaders in personal branding, career progression, and leadership development.
- PWD Awareness Campaign: Initiatives addressed misconceptions and promoted accessibility in the workplace.
- DEIB Basics and Engagement: Interactive learning modules simplified DEIB concepts and encouraged active participation.
- International Day of Persons with Special Abilities: Training sessions emphasized inclusive communication and workplace accessibility.
- AURA Rise: A holistic women development program designed to support and accelerate the growth of women professionals across levels. Grounded in real-world career challenges, the program uses targeted, lifecycle-based interventions to nurture leadership potential, strengthen retention, and enable more women to progress organically into leadership roles.



Cultivating an Inclusive Culture

Happiest Minds cultivates an inclusive culture through DEIB-focused initiatives that build awareness, strengthen leadership capability, and promote collaboration. Diversity training programs equip leaders with the skills to foster inclusive teams and create a more equitable workplace.

Women's learning and development initiatives support future-ready women leaders through programs such as Leadership Development by Jombay, DEIB Training for Returning Mothers, Functional Upskilling and Mentorship, and Technical Training for Career Advancement. The Speed Mentoring Program connects junior and mid-career professionals with industry veterans for focused guidance and career support. The program has seen strong engagement, with an average rating of 4.5/5 across cohorts.

Driving Inclusive Hiring and Career Reintegration

Happiest Minds is committed to inclusive hiring and career reintegration. Its Women Hiring Drive creates equitable opportunities for women professionals across geographies. The Rekindle Your Dreams program supports women on career breaks as they re-enter the workforce with confidence.

The Company also advanced its Veteran Inclusion initiative during the year, successfully onboarding six former Indian Armed Forces personnel across diverse business functions. This strengthened its commitment to building a workforce that reflects varied experiences, skills, and perspectives.

Supporting Parenthood Through MOM-Matter

MOM-matter is a structured and comprehensive maternity support program designed to ensure a smooth career transition for working mothers. It provides support across three phases:

Pre-Maternity

The program begins with the WOW, Wellness of Women, initiative, which supports the health and well-being of expectant mothers. Maa-Anubhav, a peer-mentoring platform, enables experienced mothers to share guidance and practical insights.

Maternity Leave

Happiest Minds offers flexible and extended maternity leave policies to provide financial security and continuity. Personalized support includes commuting assistance and mental wellness resources. The MOM-Matter WhatsApp Group helps build a supportive community through real-time interaction.

Post-Maternity

After maternity leave, the Company supports returning mothers through reskilling opportunities with Udemy licenses, Mithra Team counseling for emotional well-being, and childcare support through partnerships and in-house facilities. Flexible work options, including work-from-home and sabbaticals, help enable a smoother return to work.

Celebrating Diversity and Cultural Inclusion

Happiest Minds celebrates diversity through programs that recognize individual identities, cultural expression, and lived experiences. These initiatives help strengthen belonging while creating platforms for dialogue, visibility, and inclusion.

Key initiatives included

- AURA of Excellence - A Women Leaders Talk Series: Completed 13 episodes featuring the journeys of 40+ women leaders in technology, with domain-specific insights from Manufacturing, EduTech and Pharma.
- Café by neurodiverse individuals: A café set up at the Noida office by neurodiverse children and adults, creating opportunities for participation and visibility.
- Women Connect, "She Speaks": A platform for women members and leaders to engage, share experiences, and support one another.
- Support for neurodiverse artists: Products created by autistic children were showcased to promote inclusion and recognition.
- Women's Day Celebrations: Multi-location events recognized the achievements of women across industries.

27%

Current gender diversity ratio

12 nationalities and 27 Indian states

Represented by the Company reflecting strong cultural and regional diversity.

32% Gen Z 20-32 years

53% Millennials 33-46 years

15% Gen X and above 45+ years

Workforce reflects a balanced generational mix

Learning and Development

Learning and Development at Happiest Minds is a continuous process that builds an agile, creative, and collaborative workforce aligned with business priorities. The Company's future-ready programs equip team members with the skills, tools, and technological capabilities required for professional growth, while supporting individual aspirations and organizational goals.

Key Matrix: Business Enabling Programs

3,031

Trained - Udemy

4,487

Trained Tech

74,648

Hours Udemy

3,815

Trained - VILT

1,466

Trained PDP

1,48,295

Total Hours

4,646

Total Happiest Minds Trained

73,647

Hours VILT/ILT

28.92

Average Training Hours Per Member

113.43%

Target Achieved

25.5

Target Hours

Programs Undertaken

Happiest Minds undertakes learning programs across three key categories:

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

Total learning hours represent the cumulative learning hours delivered across these categories.

Training Mode

- VILT-Virtual Instructor-Led Training
- ILT-Instructor-Led Training
- E-Learning
- Online Webinars
- External Sponsored Training Events

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 2025-26) (Apr'25 to Mar'26)

70%

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

67%

Track-Based Learning (i3 Initiative): A 6-month, role-based training program designed to upskill Delivery Managers, Architects & Project Managers through curated learning tracks aligned to their roles

40

Internal technical programs delivered by SMEs, totaling 15,754 learning hours

1,774

Members trained on 11 different technical training programs

18%

Billable members trained in GenAI Awareness and GitHub Copilot



PDP Highlights

Happiest Minds strengthened professional development through focused learning interventions across communication, leadership, domain capability, and behavioral skills.

- Professional Development Programs: 1,466 unique Happiest Minds were trained through project-specific and open programs on topics such as Speak Up, business communication, emotional intelligence, email etiquette, time management, data storytelling, presentation skills, and stakeholder management.
- Track-Based Learning: i3 Initiative: PROMT Batch 1 was launched for 22 Project Managers in partnership with an external reputed training partner. The 6-month program focuses on behavioral, functional, and leadership skills.
- D-Hub Domain Learning: Rolled out in collaboration with IG heads and SMEs. 58 RCL participants completed Phase 1, while 40 participants partially completed it. The Healthcare domain was also launched for 60 members, of which 30 completed the L0 level. Content development is in progress for other domains.
- LEAP Program: Conducted for CORP, C7, and C8 members across Bengaluru and Noida. 67 Happiest Minds have attended the program so far.
- Speak Up Intervention: The initiative for Team Madurai has covered 15 batches with 222 participants, including one Train-the-Trainer program. It received strong feedback, with a rating of 4.75/5.
- Women Leadership Programs: Under the AURA Rise, Achieve Initiative, 6 women leadership programs were conducted for 30 women managers on topics such as resilience and adaptability, conflict management, vision board, and personal branding. The program received an average feedback rating of 4.6/5.

Talent Acquisition

Happiest Minds' Talent Acquisition function continues to evolve into an AI-enabled and analytics-driven capability that supports faster, more informed hiring decisions. The Company remains focused on strengthening its position as an employer of choice through a differentiated talent strategy, superior candidate experience, and future-ready capability building.

Agility and Scalability in Hiring

During FY 2025–26, Happiest Minds enhanced the speed, scalability, and business alignment of hiring through agile offer processes supported by pre-approved grids, AI-driven sourcing strategies, streamlined interview structures, and strong stakeholder collaboration. These initiatives helped improve time-to-hire, hiring quality, and joining ratios.

Technology Enablement and Innovation

Technology played a key role in modernizing the Talent Acquisition operating model. As part of its phased digital transformation, the Company implemented AI-enabled platforms to improve sourcing efficiency, candidate quality, transparency, and governance across the hiring and talent demand lifecycle.

SmilesHire, the enterprise recruitment platform, went live on August 18, 2025. The platform is equipped with auto-sourcing capabilities and AI-based candidate screening. Since launch, 167 candidates have been hired through SmilesHire, accounting for 31% of direct sourcing hires, with a 94% joining ratio. This reflects strong candidate-market alignment and effective screening mechanisms.

Building on recruitment modernization, Avasara, the Talent Demand and Supply Chain Platform, was launched on March 23, 2026, under Phase 1. Avasara, meaning "Opportunity" in Sanskrit, enabled centralized talent demand creation, reduced dependency on legacy systems, and improved end-to-end visibility, governance, and reporting across talent demand and fulfillment.

Avasara integrates with HRMS, SmilesHire, Redmine, Salesforce, and Learning and Development platforms. This integrated ecosystem supports a structured skills framework, enabling data-driven workforce planning and closer alignment between business demand, talent supply, and capability development.

Equal Opportunity and Inclusion

Happiest Minds remains committed to fair, inclusive, and unbiased employment practices across all stages of hiring. Diversity metrics are monitored through quarterly dashboards and reviewed at the Executive level to strengthen transparency and accountability.

During the year,

476

women were onboarded,
contributing to an overall
diversity hiring ratio of

27%

Diversity and Inclusion Initiatives

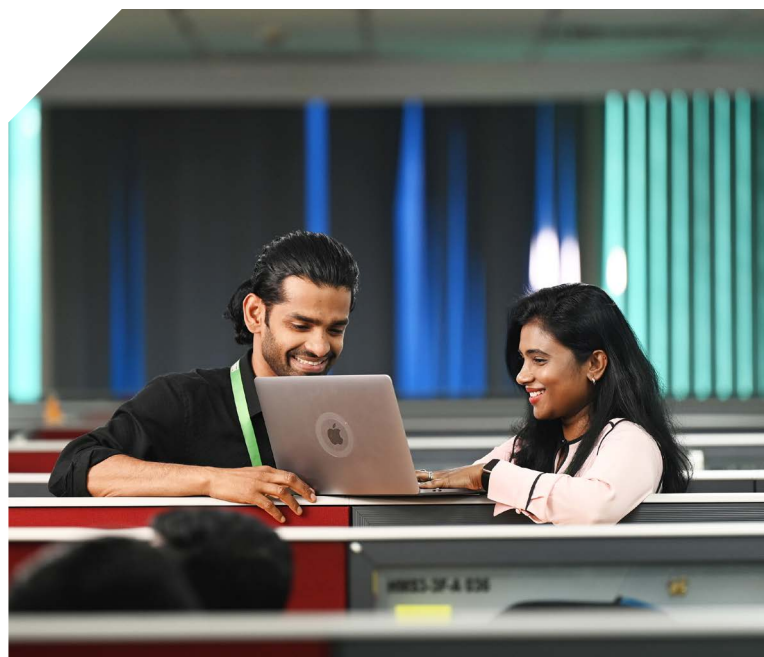
The Talent Acquisition function supported diversity goals through BU-led hiring campaigns, inclusive hiring training for recruiters and managers, focused leadership diversity hiring, and a simplified boomerang hiring program that enables former Happiest Minds to rejoin through a fast-tracked process.

Future-Ready Talent Acquisition

Happiest Minds' hiring strategy remains focused on building future-ready capabilities across emerging technology areas such as AI, cloud computing, cybersecurity, and data science. Internal mobility and upskilling initiatives are actively promoted, complemented by strategic lateral and leadership hiring.

Key Talent Acquisition Highlights

- Global hiring presence across approximately 17 countries
- Talent Acquisition teams operating from 8 global locations
- All campus offers were honored
- 50 leadership hires completed during the year
- Incentive-linked performance metrics introduced for TA teams
- Unified global referral policy implemented



Social - Customers

Customers are among our most valued stakeholders, and our commitment to them extends well beyond the scope of individual project engagements. At Happiest Minds, every strategy, investment, and initiative is ultimately oriented toward creating meaningful, lasting value for the organizations we serve.

As an 'AI First. Agile Always.' company, we are uniquely positioned to help customers not just respond to change but lead through it. In a business environment defined by rapid technological disruption, the transformative rise of artificial intelligence, and persistent economic pressures, our role as a trusted partner has never been more purposeful. We stand alongside our customers through evolving times, equipping them with the capabilities, insights, and agility they need to stay ahead.

8.03/9

Customer Happiness Score
FY 2025-26

68

Net Promoter Score
FY 2025-26

100%

Grievances
Resolved within Time
Zero pending at year-end

Customer-First Approach

Our customer-first philosophy is the organizing principle behind how we build teams, design solutions, and measure success. Every touchpoint is crafted to reinforce trust, responsiveness, and a genuine commitment to the customer's long-term interests.

- **Proactive Engagement:** Senior leadership oversight of strategic accounts ensures accountability and continuity.
- **Executive Sponsorship:** Each strategic customer is assigned a Senior Executive Sponsor, providing direct access to the highest levels of the organization.
- **Co-Innovation Mindset:** We engage customers as collaborative partners, ideating and co-creating solutions tailored to their specific business context.
- **Transparency & Accountability:** Open, honest communication on progress, risks, and outcomes builds the foundation of enduring partnerships.

Supporting Customers in Evolving Times

The business environment our customers operate in is changing faster than ever. The rapid mainstreaming of AI, shifting macroeconomic conditions, tightening regulatory landscapes, and persistent pressure to do

more with less, all demand a technology partner that is adaptive, not just capable.

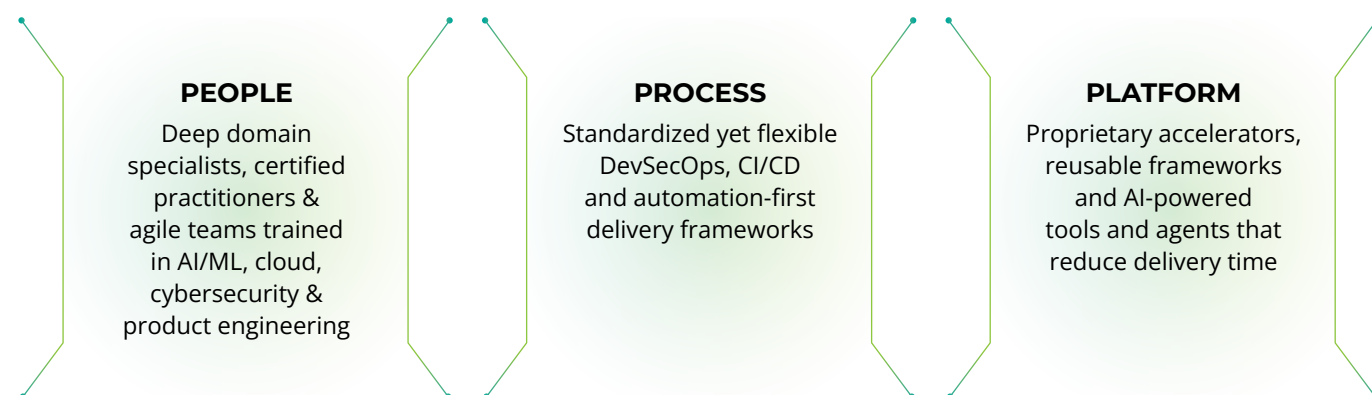
Our 'AI First. Agile Always.' positioning means we are built for exactly this moment. We help our customers:

- **Harness the Power of AI:** Moving beyond experimentation to real-world deployment of AI and Generative AI solutions that drive productivity and unlock new revenue streams.
- **Build Organizational Resilience:** Designing architectures and operating models flexible enough to absorb disruption and agile enough to capitalize on emerging opportunities.
- **Accelerate Time-to-Value:** Through lean, iterative delivery models that reduce risk and bring outcomes to life faster in an environment where speed of adaptation is a strategic advantage.
- **Navigate Regulatory Complexity:** Supporting customers across BFSI, healthcare, and retail in staying ahead of evolving data privacy, cybersecurity, and sector-specific compliance requirements.
- **Optimize Costs While Sustaining Innovation:** Helping customers rationalize legacy estates, migrate to cloud, and automate processes to free up capital for growth-oriented investments.

Value Proposition Through Integrated Delivery

Integrated Delivery Approach

Our integrated delivery model brings together cross-functional expertise, global delivery capabilities, and modern engineering practices to ensure consistent, high-quality outcomes at scale. Delivery centers in India, with onshore presence across the US, UK, Canada, and Australia, enable a follow-the-sun model that maximizes responsiveness and minimize risk.



Customer Value Creation Life Cycle

We engage customers through a structured, end-to-end life cycle that ensures every engagement moves from insight to impact:

1. **Discover** – Structured assessments and workshops to deeply understand business goals, pain points, and transformation aspirations.
2. **Design** – Tailored solution blueprints and technology roadmaps aligned to desired business outcomes.
3. **Deliver** – Agile, milestone-driven execution with continuous feedback loops and transparent progress reporting.
4. **Sustain** – Managed services, performance monitoring, and proactive optimization to protect and grow value delivered.
5. **Evolve** – Ongoing strategic advisory and innovation scouting to ensure customers remain competitive as conditions shift.

Satisfaction Surveys

Customer satisfaction is a non-negotiable metric at Happiest Minds. We conduct structured Customer Happiness Surveys annually across almost all active engagements.

Apart from this, we have process of project end feedback and regular engagement feedback at planned intervals. Feedback is captured across delivery quality, responsiveness, communication, proactiveness, and overall partnership experience. Survey findings are reviewed at account level, with action plans tracked to closure, and aggregate insights presented to senior leadership each quarter.

Management Systems

Quality is embedded in our delivery culture and governance. We operate under a comprehensive Management Systems certified to internationally recognized standards:

- **ISO 9001:2015**: Quality Management System
- **ISO 27701:2019**: Privacy Information Management System
- **ISO 27001:2022**: Information Security Management System
- **CREST**: Penetration Testing Operating in EMEA
- **ISO 20000-1:2018**: Service Management System

Our framework includes defined SLAs and KPIs with real-time dashboards, formal Root Cause Analysis (RCA) and Corrective & Preventive Action (CAPA) processes, periodic independent quality audits, and a Delivery Excellence Review process for large programs.

Customer Relationship Management

Strong relationships are the foundation of sustainable partnerships. Our CRM approach is designed to nurture deep, multi-level relationships that extend well beyond any single engagement.

- **Customer Success Managers**: Dedicated CSMs serve as primary relationship stewards for strategic accounts, ensuring seamless coordination across delivery and service lines and geographies.
- **Executive Sponsorship**: Each strategic customer has a Senior Executive Sponsor from our leadership team, reinforcing the importance we place on the relationship.
- **Structured Business Reviews**: Regular Business reviews which includes Monthly (MBRs), Quarterly Business Reviews (QBRs) and Annual Business Reviews (ABRs) provide structured forums for performance review and forward-looking co-planning.
- **CRM Platform**: An enterprise-grade CRM platform tracks all interactions, manages escalations, and monitors satisfaction trends ensuring no customer signal goes unaddressed.
- **Voice of the Customer (VoC)**: Beyond formal surveys, informal feedback is actively captured through cadence calls, account reviews, and industry events.

Grievance Management

Happiest Minds ensures that customer concerns are addressed promptly, fairly, and with full accountability through a structured Grievance Management Framework.

- **Defined Escalation Matrix**: A clearly structured escalation hierarchy from Delivery Leads through Business Unit Heads to the Executive Leadership Team, ensures no concern remains unresolved.
- **Turnaround Commitments**: All grievances are acknowledged and resolved within committed timelines, with progress communicated at each step.
- **Root Cause & Recurrence Prevention**: Every significant grievance undergoes formal RCA, with learnings incorporated into process improvement plans and shared with relevant delivery teams.
- **Annual Grievance Review**: Aggregate grievance data is reviewed at senior leadership level annually to identify systemic patterns and drive structural improvements.
- **No-Fault Escalation Culture**: We actively encourage customers to raise concerns early, fostering a culture where issues are seen as opportunities for improvement.

In FY 2025-26, 16 formal grievances were received, of which 100% were resolved within committed timelines.



SOCIAL – SUPPLY CHAIN

Agile Supply Chains for Responsible Futures

Happiest Minds regards supplier relationships as strategic partnerships that strengthen business integrity, operational resilience, and social responsibility. Its framework emphasizes ethical conduct, inclusive economic development, and continuous improvement across all tiers of the value chain.



Policy and Code of Conduct

Happiest Minds' Supply Chain Policy and Supplier Code of Conduct define the ethical, legal, and sustainability standards expected from all suppliers. Suppliers are required to acknowledge and comply with the Code as a condition of doing business with the Company. Compliance is monitored through risk-based assessments, standard procurement protocols, and ongoing engagement.

Key Policy Principles

- Respect for human rights and labor standards, including fair wages, non-discrimination, and prohibition of forced and child labor
- Commitment to occupational health and safety

- Environmental stewardship and compliance with applicable regulations
- Ethical business conduct, including anti-corruption practices
- Compliance with applicable laws and transparent operations

Procurement Practices and Local Procurement

Happiest Minds' procurement practices are guided by fairness, transparency, and value creation across the supply chain. ESG considerations are integrated into supplier selection and evaluation processes to strengthen responsible sourcing and long-term resilience.

During FY 2025-26, the Company strengthened its focus on local procurement by engaging regional vendors and MSMEs to support inclusive growth and reduce supply chain risks. It also adopted credit card-based purchases for urgent procurement needs to meet project commitments in a timely manner.

Supplier Audits, Assessments and Outcomes

As part of its efforts to strengthen supply chain resilience and sustainability, Happiest Minds is evaluating the introduction of a supplier audit framework for future reporting periods.

Formal supplier audits or assessments were not conducted during the reporting period. However, the Company continued to engage suppliers through standard procurement protocols and contractual compliance measures. It is further enhancing its supplier engagement model, with planned initiatives around supplier training and audits. These efforts will focus on improving compliance awareness, promoting ethical sourcing, and enabling digital collaboration with key partners.

Supplier Capacity Building

Happiest Minds is committed to building strong, transparent, and compliant supplier partnerships from the outset. All suppliers undergo a structured onboarding process that includes the submission and verification of key business and compliance documents, including bank account details, Certificate of Incorporation, GST registration, MSME certification, where applicable, and a formal escalation matrix. This process helps ensure that suppliers meet regulatory, operational, and communication standards before engagement.

Supplier data is maintained in a centralized system to support seamless communication, traceability, and documentation. Happiest Minds also prioritizes MSME-certified suppliers to promote local and inclusive economic development.

The Company has implemented a vendor portal through Zoho, enabling supplier onboarding and empanelment through a digital platform. This has reduced manual intervention and strengthened process efficiency, transparency, and record management.

In the coming year, Happiest Minds plans to explore supplier training modules and self-assessment tools to further strengthen compliance, performance, and responsible sourcing practices.

Support for Performance Improvement

Formal supplier performance improvement programs were not implemented during the reporting period. However, Happiest Minds remains committed to enhancing supplier engagement and recognizes the importance of supporting suppliers in meeting compliance expectations and improving long-term operational and sustainability performance.

Initiatives Planned

- 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 the Company's long-term goal of building a responsible, high-performing supplier network that supports its sustainability commitments and broader business objectives.

Supplier ESG Performance Monitoring

Happiest Minds recognizes the growing importance of embedding ESG considerations into supply chain management and is actively working to strengthen its approach. Formal Key Performance Indicators to track suppliers' ESG performance are yet to be implemented.

In upcoming reporting periods, the Company plans to develop and roll out a comprehensive set of Supplier ESG KPIs. These indicators will support the assessment and improvement of supplier sustainability practices, ethical conduct, and governance standards, while ensuring alignment with Happiest Minds' overall ESG strategy.

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

GOVERNANCE

Trust First. Responsibility Always.

Governance at Happiest Minds forms the foundation of responsible business conduct and long-term value creation. The governance framework is designed to uphold ethical leadership, transparency, accountability, and regulatory compliance, while staying aligned with the Company's purpose of 'Happiest People . Happiest Customers'.

Governance is embedded across strategy, operations, risk management, and people practices. This enables consistent decision-making and reinforces ethical and responsible conduct across the organization. The Board of Directors provides oversight, while senior leadership regularly updates the Board on governance matters, emerging risks, regulatory changes, and stakeholder concerns.

Disclaimer: This image is generated by Artificial Intelligence

Scaling Key Accounts

1. Board Effectiveness and Diversity

The Board provides strategic direction and independent oversight through diverse skills, experience, and perspectives. Regular Board and committee reviews strengthen governance effectiveness and informed decision-making.

6. Governance Review and Alignment

Happiest Minds periodically reviews governance practices to ensure continued alignment with business priorities and stakeholder expectations as key accounts scale.

2. Transparency and Disclosures

Happiest Minds upholds transparency through timely, accurate, and responsible disclosures, supported by structured internal reviews and digital governance processes. Paperless meeting platforms enable efficient documentation, secure information sharing, and smooth compliance for governance meetings.

5. Customer Experience and Service Consistency

Happiest Minds focuses on consistent service quality through defined processes, feedback mechanisms, and continuous improvement initiatives, supporting long-term customer relationships as accounts scale.

3. Stakeholder Engagement and Trust

Happiest Minds engages with Members, customers, investors, and partners through structured dialogue and feedback mechanisms. These insights support continuous improvement and strengthen long-term relationships.

4. Corporate Strategy and Compliance

Governance is built on integrity, accountability, and stakeholder trust. Happiest Minds integrates ESG into operations and ensures compliance through a RegTech tool, with quarterly Board reviews.

Governance and Ethics

Happiest Minds has developed and implemented policies aligned with its Code of Conduct. These policies define standards for ethical behavior, professional integrity, confidentiality, conflict-of-interest management, and compliance with applicable laws and regulations.

Anti-Bribery and Anti-Corruption

Happiest Minds follows a zero-tolerance approach toward bribery, corruption, fraud, and unethical business practices. Its Integrity Policy prohibits improper influence, facilitation payments, and unethical advantages. All members and consultants are expected to comply with applicable anti-corruption laws and internal policies.

Whistle-Blower Framework and Grievance Redressal

Happiest Minds promotes an open speak-up culture where concerns can be raised without fear of retaliation. Its Whistle-Blower Policy provides a confidential mechanism for reporting violations. WE HEAR, the Company's central reporting platform, ensures timely acknowledgment and resolution of concerns. Matters may be escalated to senior leadership, the Executive Board, or the Executive Chairman, where required. Open forums such as Just Ask, Ask EB, and Ask Ashok further reinforce transparency.

Safe, Respectful, and Inclusive Workplace

Happiest Minds is committed to maintaining a safe, inclusive, and discrimination-free workplace. Its Disciplinary Policy ensures fair and consistent handling of misconduct. Prevention of sexual harassment is addressed through a PoSH-compliant framework supported by an Internal Committee, awareness initiatives, and training programs.

Health, Safety, and Employee Well-Being

Employee health and safety are integral to Happiest Minds' governance framework. Its Health and Safety Policy focuses on preventive measures, risk identification, statutory compliance, and continuous improvement, supported through collaboration between management and Happiest Minds.

Human Rights and Ethical Labor Practices

Happiest Minds is committed to upholding human rights and ethical labor practices across its operations. The Company stands firmly against forced labor, child labor, and modern slavery while promoting dignity, fairness, and non-discrimination.

Responsible Value Chain and Vendor Governance

Happiest Minds extends its ethical expectations to partners and vendors through the Vendors' Code of Conduct. The Code defines standards for ethical behavior, human rights, non-discrimination, and workplace safety, reinforcing responsible practices across the value chain.

Business Continuity Plan (BCP)

Happiest Minds maintains a Business Continuity Plan (BCP) to ensure operational continuity and minimize disruption during unforeseen events. The framework is designed to safeguard members, protect critical systems and information, and support continued service delivery.

The BCP ensures continuity of critical services, including network and technology services. It is supported by cloud-based infrastructure, enabling members to continue operations using Company-provided laptops and secure access through cloud firewalls and configured threat protection mechanisms. This allows members to work securely through available internet connectivity while maintaining service continuity.

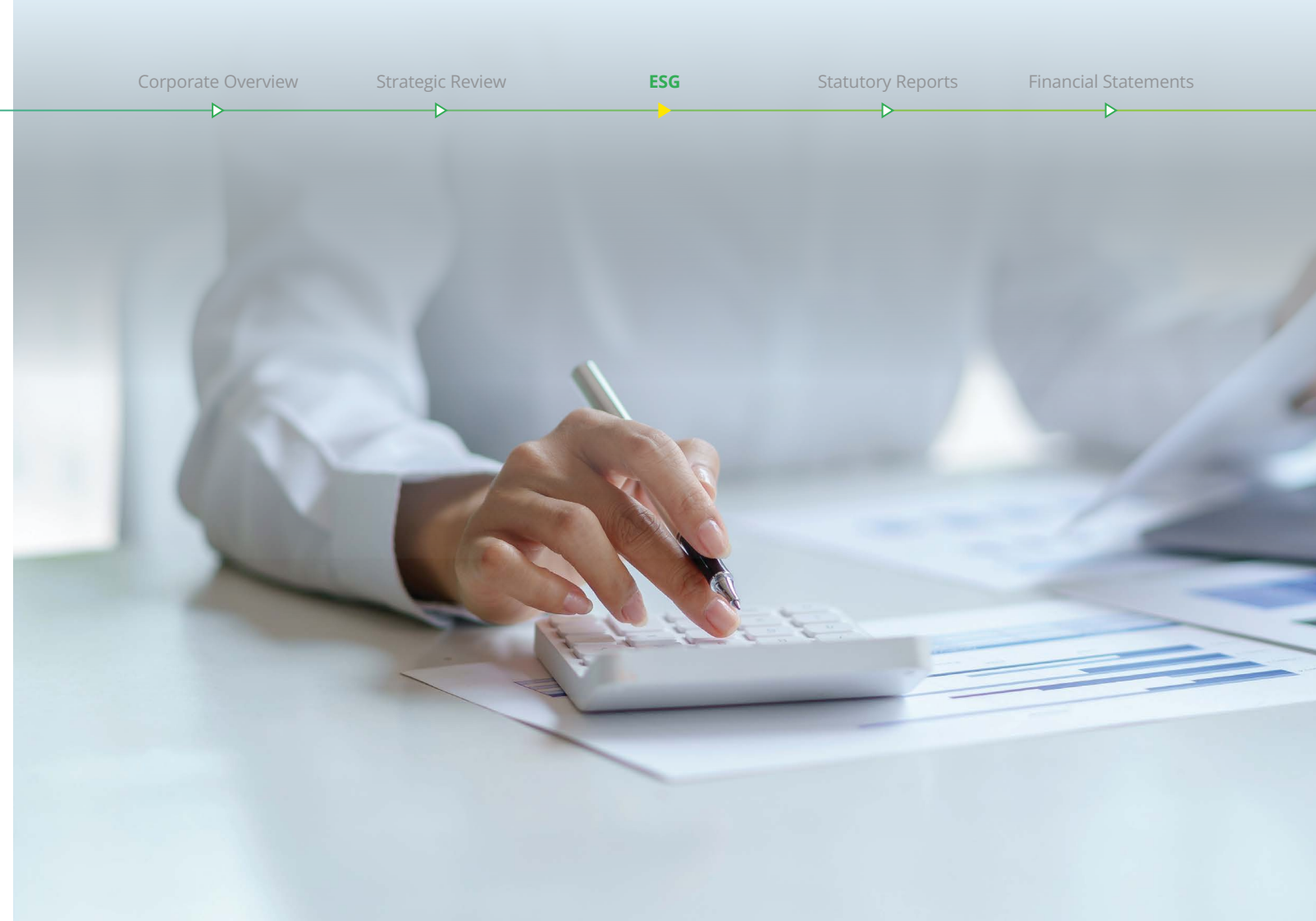
Key elements of the Business Continuity Framework include:

Identification of critical business processes and assets

Business impact assessment to evaluate potential disruptions

Disaster recovery and system restoration arrangements

Periodic testing and review to enhance preparedness



Tax Governance and Strategy

Happiest Minds follows a responsible and compliant approach to taxation, aligned with its governance framework and applicable laws and regulations. Tax governance forms an integral part of corporate governance and supports transparency, risk management, and sustainable business operations.

The Company seeks to comply with tax laws in all jurisdictions where it operates and manages its tax affairs in accordance with both the letter and spirit of the law. Tax matters are evaluated with due diligence and are subject to established internal review processes. The Company also monitors changes in tax legislation and regulatory developments on an ongoing basis and assesses their implications in a timely manner.

Tax-related risks are managed prudently through appropriate controls and documentation, with an emphasis on ethical conduct and responsible corporate citizenship.

Data Privacy and Security

Happiest Minds continues to strengthen its Information Security and Privacy posture through a risk-driven and compliance-aligned approach that addresses evolving cyber threats and regulatory expectations. Its integrated framework combines strong governance, advanced security controls, and continuous monitoring to safeguard stakeholder data and ensure business resilience.

The Company operates a mature Information Security Management System (ISMS) aligned with ISO 27001 and a Privacy Information Management System (PIMS) aligned with ISO 27701. Both frameworks are independently audited annually and help institutionalize standardized security and privacy practices across the organization.

During FY 2025-26, Happiest Minds further enhanced its capabilities by strengthening security architecture, advancing Zero Trust adoption, improving cloud and application security controls, and expanding data protection measures to prevent unauthorized access and data leakage.



Privacy Governance and Compliance

Happiest Minds' privacy program is designed to ensure compliance with global data protection regulations, including India's Digital Personal Data Protection Act, 2023 (DPDPA). Supported by established controls and processes, the Company is well-positioned to meet evolving regulatory requirements.

Key elements of our privacy governance framework include:

Appointment of a Data Protection Officer (DPO) to oversee privacy compliance and governance

Periodic Data Privacy Impact Assessments (DPIAs) for high-risk processing activities

Comprehensive Data Processing Agreements (DPAs) with third-party processors

Defined data breach response and notification mechanisms

Organization-wide privacy training and awareness programs

Publication and periodic updates of privacy policies

Key Capabilities of the Integrated Information Security and Privacy System

Happiest Minds has built a comprehensive and scalable Information Security and Privacy System to protect data across its lifecycle and uphold stakeholder trust.

Data Inventory and Governance

The Company maintains structured data inventories and data flow mappings to ensure visibility, accuracy, and accountability of personal information across systems and processes.

Vendor Risk Management

Third-party vendors undergo security and privacy risk assessments before onboarding and are subject to periodic reviews to ensure alignment with the Company's security and compliance requirements.

Data Subject Rights Management

Transparent mechanisms enable individuals to exercise their rights, including access, correction, deletion, and consent management, in line with applicable regulations.

Secure-by-Design Approach

Privacy and security principles, including Privacy by Design and Privacy by Default, are embedded into the software development lifecycle to support proactive risk mitigation.

Data Security and Protection

Layered security controls reinforce the Company's infrastructure to prevent unauthorized access, data breaches, and leakage, while integrating privacy into enterprise security practices.

Oversight and Continuous Monitoring

Regular internal and external audits assess control effectiveness. Advanced technologies, governance frameworks, and continuous improvement practices strengthen data protection and response to emerging risks. Capabilities have also been enhanced through network segmentation, Zero Trust architecture migration, advanced cloud and application security protocols, and stringent data leakage prevention measures.

Continuous Improvement and Future Focus

Happiest Minds remains committed to continuously evolving its security and privacy capabilities. Focus areas include strengthening Zero Trust Architecture, enhancing threat detection and response capabilities, expanding privacy automation, and aligning with emerging global regulatory frameworks.

Board of Directors



Ashok Soota
Chairman & Chief Mentor
M M



Anita Ramachandran
Independent Director
M C C M M



Joseph Anantharaju
Co-Chairman & CEO
M M M



Mittu Sridhara
Independent Director
M M C



Rajendra Srivastava
Lead Independent Director
M M M C C



Shuba Rao Mayya
Independent Director
C M C M



Venkatraman Narayanan
Managing Director
M M M M M

Board Committees

- Audit
- Nomination, Remuneration & Board Governance
- Corporate Social Responsibility
- Administrative and Stakeholders Relationship
- Risk Management
- Strategic Initiatives
- C Chairperson
- C Co-Chairperson
- M Members

Executive Leadership & CEOs



Anand Balakrishnan
Chief Financial Officer



Prathamesh Kulkarni
CEO - BFSI, Healthcare & Life Sciences, and Retail & CPG



Praveen RP
Co-CEO, GBS



Preeti Menon
COO, PDES



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



Rohit Mathur
CEO - HiTech, EdTech & Industrial



Sridhar Mantha
CEO, Generative AI Business Services (GBS)



Senior Management



Dr. Anand Veeramani

Geo Head Middle East and
Sales Head IMSS India



Balasubramanian K

IG Head: Hi-Tech, Media & ISV



Dinesh Ramachandran

Sales Head ANZ and Head -
Strategic Alliances



Ritesh Gupta

Chief Technology Officer



Sachin Khurana

Chief People Officer (CPO)



Sajith S Kumar

Chief Information Officer



Isaac George

Geo Head and Sales Head –
PDES, UK & Europe



Jaganath Ram Shankar

Head of Cloud &
Infrastructure Services, IMSS



Maninder Singh

Chief Growth Officer, PDES



Srinivas Iyengar

IG Head: Healthcare
& Life Sciences



Subhasis Bandyopadhyay

IG Head: Banking, Financial
Services, & Insurance



Suresh Chettur

CoE Head - Digital Process
Automation (DPA)



Poornima Bethmangalkar

IG Head: Industrial, Manufacturing,
Energy & Utilities



Praveen Kumar Darshankar

Head of Legal, Company Secretary and
Compliance Officer



Priya Prasad

IG Head: Retail, CPG & Logistics



Suresh Kanniappan

Sales Head, IMSS, US



Sundar Ramaswamy

CoE Head - AI/Analytics



Vandana Singal

Pre-Sales Head, PDES



Raja Sekher

Head - Engineering &
Business Excellence



Rajesh Chandran Sogasu

Head - Talent Acquisition and L&D



Vijay Bharti

Chief Information Security Officer



Vivek Manu

Head - Practices, PDES

GRI Content Index

GRI Standard	Disclosure	Pg-IAR
GRI 302: Energy 2016	302-1 Energy consumption within the organization	48, 81, 83, 85, 215
	302-2 Energy consumption outside of the organization	48, 215
	302-3 Energy intensity	215
	302-4 Reduction of energy consumption	79, 81, 85
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	81, 216
	303-3 Water withdrawal	219
	303-4 Water discharge	219
	303-5 Water consumption	48, 83, 219
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	67, 191, 192, 219
	304-2 Significant impacts of activities, products and services on biodiversity	67, 79, 81, 86, 219, 220
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	83, 217
	305-2 Energy indirect (Scope 2) GHG emissions	83, 217
	305-3 Other indirect (Scope 3) GHG emissions	83, 219
	305-4 GHG emissions intensity	217, 219
	305-6 Emissions of ozone-depleting substances (ODS)	217
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	83, 217
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	79, 81, 82, 85, 218, 219
	306-2 Management of significant waste-related impacts	218
	306-3 Waste generated	218
	306-4 Waste diverted from disposal	218
	306-5 Waste directed to disposal	218
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	89, 189
	401-2 Benefits provided to full-time members that are not provided to temporary or part-time members	205, 206
	401-3 Parental leave	206
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	208
	403-2 Hazard identification, risk assessment, and incident investigation	208
	403-3 Occupational health services	208
	403-9 Work-related injuries	208
	403-10 Work-related ill health	209
GRI 404: Training and Education 2016	404-1 Average hours of training per year per member	48, 104, 105
	404-2 Programs for upgrading employee skills and transition assistance programs	104, 105
	404-3 Percentage of members receiving regular performance and career development reviews	90, 207
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and team members	102-104, 188, 189
	405-2 Ratio of basic salary and remuneration of women to men	213
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	213, 214
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	86, 110, 114, 214, 215
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	86, 110, 111, 214, 215
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	224