

2021-22

eClerx

SUSTAINABILITY REPORT

A DATA ANALYTICS & PROCESS
MANAGEMENT COMPANY

[ECLERX.COM](https://eclerx.com)

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Disclaimer: This Annual Report contains forward-looking information to enable investors to comprehend the Company's prospects and make informed investment decisions. This report and other statements – written and oral – that we periodically make contain forward-looking statements that set out anticipated results based on the management's plans and assumptions. We have tried, wherever possible, to identify such statements by using words such as 'anticipate,' 'estimate,' 'expects,' 'projects,' 'intends,' 'plans,' 'believes,' and words of similar substance in connection with any discussion of future performance. We cannot guarantee that these forward-looking statements will be realised, although we believe we have been prudent in assumptions. The achievement of results is subject to risks, uncertainties, and assumptions. Should known or unknown risks or uncertainties materialise or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated, or projected. We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events, or otherwise.

eClerx is a registered trademark of eClerx Services Limited.

CORPORATE OVERVIEW

eClerx provides business process management, automation and analytics services to a number of Fortune 2000 enterprises, including some of the world's leading financial services, communications, retail, fashion, media & entertainment, manufacturing, travel & leisure, and technology companies.

Incorporated in 2000, eClerx is today traded on both the Bombay and National Stock Exchanges of India. The firm employs 14,000+ people across Australia, Canada, Germany, India, Italy, Netherlands, Philippines, Singapore, Thailand, UK, and the USA.



Offices in the US, UK, India, Europe, Singapore, Australia, Thailand & Philippines



14,000+ Analysts, Project Managers, Specialists, and Consultants Across the Globe



Fortune 2000 Companies Served Globally



\$300MM+ in Revenue across Financial Markets, Digital, and Customer Operations



THEME / FOREWORD ON ESG

eClerx operates in a people-intensive industry, and we feel that companies in our industry have added responsibility to our past, current and prospective employees, their families and the community at large. Today's younger generation, which powers our industry cares deeply about our shared and only habitable planet, learning, co-creation and openness in communication. Most investors have also started focusing on ESG parameters beyond the financial performance of the company to assess the long-term sustainability and commitment of the businesses. Lastly, many of our global clients have started on their own net-zero and sustainability journey and have encouraged us to participate in their programs. These beliefs are very aptly captured in most of the popular ESG frameworks available now, which eClerx will adopt over the next few years. eClerx started its journey towards these matters much before we became public in 2007. At that point, we were contributing a certain percentage of our profits to CSR, an initiative that got further strengthened with CSR regulations introduced in the Companies Act of 2014. We have also started embedding green practices in our processes since 2019 and have started disclosing relevant metrics in the last two annual reports. We are now at a stage where we can formalise all these initiatives along with our continued strong governance into a formal Sustainability report to stakeholders. We feel that we will be able to add to this formal ESG reporting in due time with external support as necessary.



CHAIRMAN'S MESSAGE

REVENUE PERFORMANCE & KEY METRICS

Financial Year 2022 carried forward the momentum we witnessed at the end of FY 2021. We ended with record revenues of USD 285mm, up 35% over the prior year, and exited the year with a fourth quarter run rate of USD 309mm. Our growth was substantially higher than the industry average of twenty percent. Net profit for the year at INR 417 crores represented an increase of almost 50% over the previous year. Hidden under these high level numbers are some metrics worth sharing – client concentration reduced with our top ten now at 61%, the lowest ever; our \$1m clients stood at 39, the highest ever; and our \$3-10mm revenue cohort of clients doubled to ten, again another high. I am happy to report that this strong performance continued into FY 23 with India firmly the preferred destination for offshore service delivery, and your Company standing out by providing focused, quality and relevant execution for its clients. Overall, a fantastic year for the Company

LEADING WITH BPAAS, AUTOMATION, & ANALYTICS

We have written in the past of your Company's focus on managed service – or business process as a service (BPaaS). These are services in which we leverage our deep domain, execution experience, technology platforms and industry partnerships to deliver value-added, high return on investment, sticky services. Such productized services, including Customer Experience, Marketing Automation, Trade Lifecycle, Client Lifecycle, Field Tech Operations and Finance and Accounting to mid-market clients, have helped power our sales efforts by providing high value add “arrow-heads” to establish new client relationships. Our success in this initiative is best reflected in the USD 73mm of revenue derived from BPaaS services in FY22, with growth in these services substantially higher than the Company average. Automation and Analytics services were firmly in demand, and together contributed just over 20% of Company revenue – the highest once again in our history and notable given the much larger revenue base. Automation services saw a near doubling, with demand for low-code / no-code, robotic process automation, smart automation (AI/ Machine Learning), consulting and platform implementations. Our technology efforts won recognitions such as NASSCOM's AI Game Changer, CIO100 India, CSO100 and the CIO Power List. Our research and development initiatives in the year included a partnership with IIT Delhi's Technology Innovation Hub (IHFC) to drive artificial intelligence (AI), machine learning (ML) and robotics process automation (RPA), and with NASSCOM. Analytics grew across all geographies, aided by investments in platforms and skills in new avenues such as inventory management, large scale forecasting, cloud engineering, and the metaverse. These initiatives together with learnings from our rich portfolio of clients helped us to be voted one India's “best firms for data scientists to work for” at Analytics India

Magazine - the second year in a row. It is a notable mention that whilst offshore services led growth, we experienced substantial demand for hybrid onshore-offshore services across each of BPaaS, analytics and automation, allowing us to deepen our partnerships with clients and to provide stickier, higher value services overall.

FOCUS ON PEOPLE

As a Company of now of almost fifteen thousand, FY 2022 was more than ever about our people. Work from home moved to hybrid home and office work, and your Company – together with the industry – adapted to a permanent new normal. Whilst the shift created choices about where and when to work, the loss of physical oversight and controls potentially increased the risk of mistakes and of malicious attacks. So our infrastructure teams worked diligently to implement systems and processes to support this transition across all of our geographies, with a particular focus on end-point detection and response, security incident and event management, data leak prevention, secure terminals and productivity and collaboration tools. Most markedly, our Secure Anywhere Anytime (SAA) model now allows our people secure flexibility to switch seamlessly between office and home work. In a year marked by strong talent demand and supply constraints, our people function worked well to bring on board 8300 new employees – our largest scale of hiring and on-boarding, the vast majority of it virtual. To support this nascent model, we invested heavily in our recruiting, training and engagement initiatives. We developed hundreds of hours of training, administered online and invigilated using new software tools. Average learning hours per employee increased to 70 annual hours, double the corporate average, and over 2500 managers participated in our manager training programs. We continued deepening domain expertise to support our productised services, and in key skills such as data visualization, robotics, machine learning and cloud migration. With our young colleagues' view of our Company now determined through the fickle window of 2D screens, employee engagement took on more criticality. We pivoted our engagement initiatives, launching innovative measures such as video check-ins and checkouts to replace gate swipes and team huddles, tools to replace workplace interactions, intelligent applications to proactively identify and address stress and anxiety, and Zoom happy hours to substitute for office get-togethers. As some return to work commenced, we prioritized offices for critical and sensitive work, and new hire training and assimilation. Of course, Covid didn't go away, so we ensured that a vast majority of our workforce continued to have access to our vaccination and well-being programs. Such initiatives, together with workplace flexibility, new recognition programs and leadership coaching ensured our highest ever engagement survey score. In fact, our Philippines site led the pack, now certified a Great Place to Work with a 90% employee approval rating during the year. Finally, a statistic I am particularly proud of – at the end of the year, women contributed forty percent of our global workforce by number, comfortably above industry average, and our women representation in leadership roles increased to fifteen percent from only five percent three years ago.

CORPORATE RESPONSIBILITY, SUSTAINABILITY, & EFFICIENCY

We continued our support for our CSR partners as the pandemic and associated lock-downs ebbed and flowed. We worked with them to ensure that projects were delivered, and in accordance with our ESG mandate, helped them adopt environmental initiatives such as transitioning to solar power and increasing tree plantation efforts. Intermittent closure of schools meant a vigilant eye on educating our community of children, and I am happy to report that the Company, its employees and its CSR partners worked to ensure uninterrupted access to education through digital platforms. Volunteering activities also moved to virtual, and in spite of the relative novelty of this medium of engagement, our volunteer champions wholeheartedly contributed to numerous initiatives impacting over 20,000 lives. Progress has also been steady on our sustainability journey, and over 90% of our offices are now LEED-certified for energy efficiency, up from 65% last year. Use of electricity from renewable sources has increased five-fold to just under twenty percent over the year. This hybrid blend of in-office and remote working certainly feels the new norm for our industry, and will drive a permanent reduction in resource consumption. Our second sustainability report is imminent, and will highlight how we intend to align our targets, practices, and disclosures to more commonly-accepted global frameworks. In line with our stated objective of resource efficiency, we returned USD 40mm to shareholders in FY22 through a buyback, leaving slightly under USD 100mm to fund opportunistic inorganic opportunities. In the absence of such opportunities, we intend to return excess capital to shareholders as in the past. We remain confident that our balance sheet strength and considered approach to capital deployment will serve us well as we enter a more volatile economic environment.

AWARDS & RECOGNITIONS

Our work won further recognition from the industry during the year. For the fourth consecutive year, we were recognized by the Brandon Hall Group for 'Excellence in Learning and Development'. We ranked as a Leader in Analytics India Magazine's annual 'Top Data Science Providers in India in 2021' report and our Compliance Manager solution won the NASSCOM 2022 AI Game Changers award in the BFSI segment. Last but not least, eClerx bagged two ITEA (International Team Excellence Award) awards at ASQE (American Society for Quality Excellence) – one of the most coveted awards globally in the Quality space.

A NOTE OF THANKS

I am sure all of you will join me in thanking Pradeep Kapoor who stepped down as Chairman, and from the Board, in February 2022 due to ill health. Mr Kapoor served fifteen years on the board, including the past five as chairman. Whilst he oversaw a period of great growth for the Company, he also oversaw a period in which we deservedly developed a reputation for the highest levels of corporate governance and stakeholder responsibility. I am humbled and honoured by the board's decision to appoint me as the new Chairman, and aim to build on the excellent work of my predecessor.

A LOOK FORWARD

December 2022 will mark the fifteenth anniversary of our public listing. I recall that we were a USD 30mm revenue Company when we listed in 2007, and today we are over 300mm - a near twenty percent annual growth rate. During this journey, we have learned from the best – our amazing clients. Today I am proud to say that three-quarters of our revenue derives from Fortune 500 clients and almost sixty of our clients are over \$10bn revenue enterprises. These relationships are incredibly long tenured – over a hundred of our clients have been so for over five years, and over thirty for over ten years. In the fast-moving world in which we operate, these lasting relationships are a testament to us doing whatever it takes to make our clients win, and to us staying relevant to them and in industry. We are small in comparison to our large competitors, but our deep and meaningful relationships, and the trust we enjoy in the most senior offices at our large enterprise clients, makes us the envy of our peer group. So it is that in the past decade, our top 30 clients have spent slightly over a billion dollars on services with eClerx! Your Company is very well positioned to succeed with its ever increasing scale, global footprint and its specialist abilities. We solve complex client problems with our unique combination of people, process and technology, and the market for such services continues to grow. The past two years have again shown what make the Company special – the determination, agility and resilience of its incredible people. With such a team, our clients, our capabilities and our values, I remain ever more confident of the future. I thank you for your belief in us and for your ongoing support.



Sincerely,
ANISH GHOSHAL
Chairman

ECLERX ESG STRATEGY

Operating in a people-intensive industry makes eClerx conscientious of our accountability towards the eClerx family – our people, their families and the community at large. Many global clients have already started on their own net-zero and sustainability journey while encouraging us to participate in their programs. While eClerx began its journey towards these matters much before we became public in 2007 and subsequently formalised it under the CSR program called eClerx Cares, we also began embedding green practices in our processes in 2019. We started disclosing relevant metrics in annual reports.

At eClerx, our effort has been to strike a balance between maximising our business potential and integrating a sustainability vision into our long-term strategic plan in a way that creates lasting value to build trust amongst our key stakeholders. As a responsible corporate citizen, our continued endeavour will be on:

- Prudent use of natural resources leading to a sustainable future for our stakeholders
- Providing a safe, engaging, and enriching environment promoting diversity and inclusion to our people, our key asset; and
- Continuous improvement in our governance practices, transparency, and maintaining data privacy

We initiated our effort a few years ago to become a company espousing ESG guidelines, and we have already made a small but noticeable impact on the environment and society. We have aligned our ESG strategy on 10 out of the 17 Sustainable Development Goals defined by UNDP:

- Our energy-saving initiatives, such as moving to motion-sensing LED lighting, energy-efficient climate control, and reduction in computing infrastructure needs through better design, have shown positive ramifications on waste and landfill reduction in the company.
- Focusing on recyclable paper for use in the office, reusable stationery materials, discontinuation of plastic cups, increasing awareness on food wastage, and installing solar panels under our CSR projects are some of the other measures that have started.
- We strongly believe in nurturing our employees through a positive work environment that will empower them to support the community. Our Knowledge management program started in 2005 and has grown into an in-house university to train and reskill our employees to anticipate and address the emerging needs of our clients. Our CSR programs target educating the youth, vocational training, and helping marginalised communities and children. Last year, our employees volunteered for more than 18000 working hours on these initiatives.
- On the governance side, eClerx, as a Company since its inception, has always stood for good governance as part of its DNA. We have robust policies across the board to comply with the laws of the land in spirit, appropriate checks and balances, and zero tolerance for non-compliance. This includes training for the prohibition of insider trading and anti-bribery measures. A specific group of employees have also undergone fraud risk-related training.

As we embark on this circularity and net-zero target that organisations across the world have committed for themselves, eClerx will strive to make continuous improvements to working towards measurable solutions and have a positive impact on society.

Best regards,

ANISH GHOSHAL
(Chairman)

KEY PERFORMANCE INDICATORS

Unless stated otherwise, these metrics pertain to eClerx's India entity and its operations in Chandigarh, Mumbai and Pune. FY22 metrics are heavily influenced by pandemic situation requiring work from home for almost all of our staff and hence might significantly change in future reporting years.

NO.	METRICS	FY22	FY21	FY20
ENVIRONMENT				
1.	All (one-time/multiple use) plastic (kg)	399.08	0	97.74
2.	Non-recyclable paper usage (tons)	6.23	3.95	33.33
3.	Paper based invoice processing (%)	75	57	59
4.	Electricity Consumption (Units per day per employee)	1.96	2.6	3.5
5.	Non-recycled Paper Consumption (per employee per day) (gm)	1.33	1.31	11.18
6.	Non-drinking Water Consumption (per employee per day) (litres)	2.63	0.22	14.28
7.	Non-drinking waste water recycled %	100	100	100
8.	Scope 1 CO2 Emissions (tons)	1643.56	1163	3319
9.	Scope 2 CO2 Emissions (from electricity) (tons)	6939	5503	7534
10.	Scope 3 CO2 Emissions (from Business Travel) (tons)	165.04	32	1735
11.	Total Scope1-2-3 CO2 Emission (tons)	8748	6698	12588
12.	CO2 Emissions prevented for Clients (tons)	8750	8500	6500
13.	% of our revenue from non-fossil fuel sector clients	100	100	100
14.	% of employees working remotely	81.5	97.5	2.5
15.	% Office space under LEED	92	65	67
16.	% of renewable energy usage for electricity	18	4	3
17.	IT waste recycled through certified agencies (tons)	11.61	3.6	9
18.	Hazardous waste or ozone depleting Emissions released in environment via core business operations	Nil	Nil	Nil
19.	Activities negatively affecting biodiversity-sensitive areas	Nil	Nil	Nil
20.	Trees Planted	5400+	Nil	Nil

*Reduced to Zero by end of FY21

SOCIAL

1.	Gender Diversity (overall)	F (33.1%)	F (34.9%)	F (32%)
2.	Gender Diversity (managerial level)	F (15.5%)	F (21.9%)	F (20.3%)
3.	Gross Direct Jobs (fresher) created	5190	1,996	1,682
4.	% of hiring done through channels accessible to all	64.67	49	63
5.	Gross Training hours for Employee skilling in Million hours	4.87	2.29	1.71
6.	Number of Office Injuries	Nil	Nil	Nil
7.	% of workforce covered by Government Social Security	87	49	51
8.	% of workforce covered by Government Healthcare	100	100	100
9.	% of workforce covered by Private medical insurance	100	100	100
10.	% of workforce covered by Retiral benefits	100	100	100
11.	% of office locations with access to doctor and emergency vehicle	100	100	100
12.	% of Employees with any kind of monetary bond or restriction to join or form unions	None	None	None
13.	Declaration under Modern Slavery Act (UK)	Yes	Yes	Yes
14.	% of the total workforce across all locations who received regular performance and career development review	100	100	100
15.	% of employees covered by spot reward scheme and team entertainment	100	100	100
16.	% of people having access to health (including mental health) counselling	100	65	67
17.	% of contracted supplier staff covered under minimum wages;	67	100	100
18.	% of contracted supplier staff having access to healthcare and pension	93	3.6	9
19.	Employee Attrition %	39.02	24.25	38.56
20.	Lives Touched (through CSR)	2357	20,821	15,243
21.	Employee Volunteer (Hours for CSR)	9838	5,953	20,709

GOVERNANCE

1.	Board size	8	9	8
2.	Average age of Directors (Years)	53.09	54.68	53.77
3.	Ratio of Independent Directors to total Board (%)	75	77.78	75
4.	Board Meeting Attendance Average (%)	97.5	98.44	97.5
5.	% Directors by Nationality – Indian	50	55.56	62.5
6.	% Directors by Nationality - US & UK	50	44.44	37.5
7.	Familiarization session Attendance Average of Independent Directors(%)	100	100	100
8.	% of Board members with IT Industry expertise	100	100	100
9.	% of Board members with Sustainable Development skill (CSR/ESG initiatives, Diversity, Empathy)	75	77.78	87.5
10.	% of Special Resolutions approved	100	100	100
11.	Ratio of CEO Pay to Average Employee Pay (India)	73 times	78 times	70 times
12.	Number of Women Independent Directors	1	1	1
13.	Separate post Chairman and CEO	Yes	Yes	Yes
14.	Non-executive and non-promoter Chairman for Better Governance	Yes	Yes	Yes
15.	Number of breaches of the Code of Ethics	Nil	Nil	Nil
16.	Number of incidents reported through the whistleblowing procedure	1	Nil	Nil
17.	% of all operational sites with an information security management system (ISMS) certified to ISO 27000	100	100	100
18.	% of staff trained on anti-bribery and corruption policies	96.5	96.7	94.5
19.	% of employees with completed Background checks	97	98	97

GOVERNANCE

20.	% of suppliers confirming to company's ESG principles	64	55	Nil
21.	% of vendor Spend decision under Dual Approval	100	100	100
22.	% of revenue from Government or weapons sector	Nil	Nil	Nil
23.	Unplanned auditor rotation/resignation	Nil	Nil	Nil
24.	Total Taxes paid in INR Crore	164.17	100.43	59.02
25.	Violations of UN Global Compact principles and Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises	Nil	Nil	Nil
26.	Shareholder Distribution in INR Crore	301.07	112.9	259.99

MATERIAL ISSUES / OUR PRIORITIES

Stakeholder interactions with various groups to identify key material issues for each stakeholder. Customer satisfaction surveys, employee surveys, first-hand feedback from investors, and discussions with internal and external stakeholders are formal inputs in prioritising the identified issues for each stakeholder group. For this report, stakeholders include, Internal – Management and employees, whereas external stakeholders include shareholders, vendors and the community around us.

After the detailed exercise, management deliberates on different issues. It creates materiality metrics to understand and prioritise the most critical issues to our stakeholders, which has the potential to have significant economic, environmental, and social impacts on eClerx's business and its stakeholders. These are listed below:

These are listed below:

MATERIAL TOPICS	WHY THIS IS MATERIAL	KEY ASPECTS	BOUNDARY OF IMPACT
Corporate Governance	Strong corporate governance that takes in to account stakeholder concerns, engenders trust, oversees business strategies, and ensures fiscal accountability, ethical corporate behaviour, and fairness to all stakeholders is core to achieving the organization's longer term mission.	<ul style="list-style-type: none"> Governance structure and composition; anti-corruption Additional aspects: Independence of the board; avoidance of conflict of interest; Board oversight; fiscal oversight; disclosure and transparency; ethics and compliance 	Internal
Business Sustainability	A financially strong viable business that is able to adapt to changing technology landscapes to remain relevant to customers and profitably grow its revenues year-on-year is essential to meet longer term expectations of stakeholders.	<ul style="list-style-type: none"> Economic Performance Additional aspects: demand sustainability; business agility; investments in innovation; financial sustainability 	Internal
Talent Management	The company's ability to attract, develop, motivate, and retain talent is critical to business success.	<ul style="list-style-type: none"> Employment; labour management; relations; diversity and equal opportunity; training and education Additional aspects: talent retentions; employee engagement health and safety 	Internal

ENGAGEMENT WITH STAKEHOLDERS GROUPS

eClerx engages with stakeholders – internal and external continuously to develop a materiality matrix and to continue to update the matrix. This leads to better long-term policy formulations and decision-making. The constant engagement allows us to track our sustainable strategy and do the required course corrections wherever needed.

Following is our critical stakeholder interaction framework, along with the topics of significance to each group:

STAKEHOLDER ENGAGEMENT APPROACH

STAKEHOLDER	INTERFACING GROUP	ENGAGEMENT TYPES BY FREQUENCY	MATERIAL TOPICS
Customers	Sales/Presales	As needed: Project-related calls and meetings; project management reviews; relationship meetings and reviews; executive meetings and briefings; customer visits; responses to RFIs/RFPs; sponsored events; mailers; newsletters; brochures Continuous: TCS website; social media (LinkedIn, Twitter, Facebook, Instagram, YouTube) Half-yearly: Customer satisfaction surveys Annual: Customer summits, Innovation days, Executive customer surveys, Sponsored Community events	Investments and capabilities in digital technologies; quality of work; data privacy and security; ethical behaviour; customer growth and transformation opportunities, fair business practices, community development
	Marketing		
	Client Partner		
	Delivery Teams		
	Senior Management		
Employees	HR	As needed: Town halls; roadshows; project or operations reviews; video conferences; audio conference calls; PEEP; PROPEL (employee forum); one-on-one counselling	Safe and comfortable workplace; diversity; engaging assignments; learning opportunities; career development; compensation structure
	Senior Management		

SDG TARGETS

Achievements and growth aside, philanthropy continues to be at the core of eClerx. With a vision of being a responsible company in today's society, at eClerx, we place great importance on the role our organisation and employees can play in helping the communities we live and work to grow.

Today, eClerx is working on 10 of the 17 Sustainable Development Goals. All United Nations Member States adopted these goals in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.





GOAL

1

NO POVERTY

We remain sensitive to our responsibility as the change agents of our communities. We are committed to facilitating, funding and supporting social and economic transformations for various underserved communities.



GOAL

3

GOOD HEALTH & WELL BEING

Every individual has a right to healthy living and physical and emotional well-being, irrespective of age or background. Our value system of EPIC reinforces the necessity of ensuring a healthy workforce and a strong community. This goal has become all the more important during the ongoing pandemic.



GOAL

4

QUALITY EDUCATION

We believe that when you educate a child, you can transform the world. Children's rights and education are central to our Corporate Social Responsibility mission and continuous learning for our Human resources department. Talent and resources should go beyond optimising businesses. They are part and parcel of expanding individual potential and helping them lead better, more productive lives.



GOAL

5

GENDER EQUALITY

A nation's strength can be ascertained by how it empowers its women force. We are committed to providing a nurturing ecosystem that empowers and encourages women to thrive, excel and succeed. We are also conscious about eliminating all discrimination against LGBTQI+ to enable them to participate fully in eClerx's growth.



GOAL

8

DECENT WORK & ECONOMIC GROWTH

It is imperative to build a sustainable organisation that remains cognizant of its responsibilities to create growth opportunities for our employees and inspire them to work together to make an equitable workplace.



GOAL

10

REDUCED INEQUALITIES

The global pandemic further increased the disparity among vulnerable groups, making it a more significant responsibility for socially aware corporates to ensure reduced inequalities and work towards policies that promote equal opportunity.



GOAL 11 SUSTAINABLE CITIES & COMMUNITIES

The pandemic gave us lessons in the need to make our cities and communities resilient, safe and sustainable with improvement in the quality of life and vulnerabilities for the communities around us.



GOAL 12 RESPONSIBLE CONSUMPTION & PRODUCTION

The dwindling natural resources stand testimony to the continuing rise in global material footprint. The pandemic is an opportunity to develop a recovery roadmap that will help build a more responsible and sustainable future. eClerx's services are designed to digitize and automate work thereby reducing material consumption in our client's supply chains.



GOAL 15 LIFE ON LAND

Loss of forest cover and natural biodiversity is one of the most drastic issues faced by countries alike. Conservation, restoration and sustainable use of our ecosystem along with reducing the degradation of natural habitats is an important goal for corporates and nations alike.



GOAL 17 PARTNERSHIP FOR THE GOALS

It is time for leaders across corporates and nations to unite to mobilise and strengthen networks that help implement sustainable development for the vulnerable. While the pandemic severely challenged global partnerships, it highlighted how global and community response could help address economic, health and environmental crises for a sustainable tomorrow.



ENVIRONMENT

1. ENERGY CONSUMPTION / SAVING

For FY 2021-22 total electricity consumption/CO2 emission and per capita electricity consumption/CO2 emission had been reduced due to implementation of various energy saving and technology improvement initiatives.

For FY 2021-22 our offices were operational with minimum occupancy (hybrid model) and hence electricity consumption/CO2 emission and per capita electricity consumption/CO2 emission was reduced due to reduction in operating hours for all work area electrical equipment and air conditioning systems.

Solar panels are installed by the landowner at Chandigarh which generates 4% energy of overall annual energy consumption.

The landowner at Airoli Mindspace is currently purchasing renewable power approximately that constitutes 33.87% of their overall annual energy consumption.

Below are the Energy Saving & Technology Improvement Initiatives Implemented to reduce Electrical consumption & GHG Emission.

INITIATIVES (ENERGY SAVINGS)	ENVIRONMENT IMPACT FACTORS	BENEFITS
Energy efficient LED lights installation in office area.	<ul style="list-style-type: none"> Minimization of mining operations Minimization of waste and hazardous by-products Minimization of air pollution Use of recyclable environment friendly materials for manufacturing Reuse / refurbish the end of life products and their disposal to minimize environment impact Energy efficient reducing overall energy consumption and cost throughout the product's life 	<ul style="list-style-type: none"> 30 to 50% saving in electrical consumption & cost compared to conventional lights Reduction in power consumption leads to reduction in greenhouse gasses) Operational life is 6 yrs. compared to conventional lights having avg. operational life of 2-3 yrs. only LED lights can be taken to standard recycling centers and can be easily recycled without emitting hazardous pollutants into the atmosphere as conventional bulbs contain mercury, which releases toxic vapors into the atmosphere LED lights give off very little heat compared to standard lighting. This allows us to reduce costs by minimizing certain considerations such as air conditioning LED lights produce virtually zero UV emissions
Energy efficient AC Selection & Installation — Energy Star rating air conditioners used in Data centers and Hub rooms as backup to floor air conditioning system.	<ul style="list-style-type: none"> Minimization of mining operations Minimization of waste and hazardous by-products Minimization of air pollution Energy efficient to reduce overall energy consumption and cost throughout the product's life 	<ul style="list-style-type: none"> 10 to 15% saving in electrical consumption & cost compared to conventional ACs ACs with environment friendly gas have been used resulting in less depletion of ozone gas in the atmosphere Operational life of energy efficient AC is 10-12 yrs. compared to conventional AC having operational life of 7-8 yrs
Optimal temperature setting across various facilities led to energy saving in HVAC consumption	<ul style="list-style-type: none"> Minimization of mining operations Minimization of air pollution Energy efficient to reduce overall energy consumption and cost throughout the product's life 	<ul style="list-style-type: none"> 5 to 7% saving in HVAC consumption would be achieved Leads to increase in operational life of air-conditioners

INITIATIVE (TECHNOLOGY UPGRADATION)	ENVIRONMENTAL IMPACT FACTORS	BENEFITS
Modular UPS selection & Installation	<ul style="list-style-type: none"> Minimization of mining operations Minimization of air pollution Energy efficient to reduce overall energy consumption and cost throughout the products life 	<ul style="list-style-type: none"> 4 to 5% saving in electrical consumption & cost compared to conventional UPS Energy efficient UPS systems gives 96% to 99% power efficiency at all times due to advance power saving technology, as against a normal UPS system which generally give 80-85% efficiency Conventional UPS system take up more space due to the fact that they are typically extended horizontally on the floor however modular UPS typically increase vertically in the rack along with the batteries thereby using less floor space Operational life is 10-15 years compared to conventional UPS having average operational life of 10-12 years Less heat dissipation and noise level compared to conventional UPS
Lithium-Ion Batteries Selection & Installation for UPS system	<ul style="list-style-type: none"> Minimization of mining operations Minimization of waste and hazardous by products Minimization of air pollution Reuse / Refurbish the end of life products and their disposable to minimise environment impact Energy efficient to reduce overall energy consumption and cost throughout the products life 	<ul style="list-style-type: none"> 3 to 5% saving in electrical consumption & cost compared to conventional battery Lithium-Ion batteries don't contain cadmium (a toxic heavy metal) and are better for environment Operating temperature for LI batteries is 30 to 35 Deg C and SMF batteries is 25 Deg C. resulting to HVAC electricity consumption saving in maintaining room temperature Size & weight of LI battery is less as compared to SMF type battery and hence it requires 50% less footprint as compared to SMF type battery Design / operational life of LI battery is 10-12 years as compared to SMF type battery having design operational life of 3-4 years only
Cold Aisle Containment Installation Inside the Data centers	<ul style="list-style-type: none"> Minimization of mining operations Minimization of air pollution Energy efficient to reduce overall energy consumption and cost throughout the products life 	<ul style="list-style-type: none"> Uniform cooling would be achieved in the Data centers With changed DC PAC setpoint tentative 10 to 20 % savings in DC HVAC consumption would be achieved
Installation of Auto Power factor correction (APFC) panels with latest controller for PF correction (lead & lag)	<ul style="list-style-type: none"> Minimization of mining operations Minimization of waste and hazardous by-products Minimization of air pollution Energy efficient to reduce overall energy consumption and cost throughout the products life 	<ul style="list-style-type: none"> Tentative 5% saving in electrical consumption & cost would be achieved
<p>Modifications in HVAC Setup by implantation of below systems to curb the spread of coronavirus within the office premises.</p> <p>i. Installation of UVGI (Ultraviolet germicidal irradiation) system in eClerx floor AHU's</p> <p>ii. Installation of PHI (Photo Hydro-Ionization) system in eClerx floor AHU's</p> <p>iii. Replacement of eClerx floor existing AHU's MERV 8 type filters with MERV 14 type filters</p>	<ul style="list-style-type: none"> Minimization of Air Pollution. Energy efficient to reduce overall energy consumption and cost throughout the product's life. 	<ul style="list-style-type: none"> Improve the Air Quality. Disinfecting the Air by killing germs, viruses and bacteria. Improves HVAC system efficiency.

TECHNOLOGY UPGRADATION INITIATIVE DETAILS:

We will continue to include construction/fit-outs and energy standards improvements in all new fit-out/renovation projects and evaluate environmental standards and building standards while purchasing and deploying energy-efficient IT assets (Servers / TFTs / Thin Clients) and associated technologies.

A) ENERGY

Purchase Energy Star[®] rated equipment and appliances

Use public transportation or walk before using a car

Give higher preference to premises with LEED certification or "green" practices

Purchase of computing assets with green technology (Use of Virtualization, Thin clients, TFTs which are power efficient and emit lesser heat etc.)

Use of low energy lighting (T5 or LED lights)

Use appropriate technology for Power Management (Power Management via AD policies on IT assets)

Use electric lighting only when necessary in favour of natural lighting

Work from home policy

Turn off all non-essential equipment when not in use

Reduce air-conditioning consumption by taking optimal plans from builders and allocating multiple units to separate areas

Auto switch off for computers when not used

Maintaining temperature at an energy-efficient level

Energy efficient settings on laptops

Focusing on transport efficiency to emphasise energy conservation

Cut power to appliances when not in use with a power strip

Cold aisle containment installation in data centres and reduction of AC temp. in hub rooms

2. AIR ENHANCEMENT

Clean, fresh air is an essential requirement for a healthy lifestyle. A clean and fresh working environment maintains good health and improves concentration. We firmly believe that this will not only create a workplace that our associates will look forward to but will also add to their productivity. We regularly conduct air quality tests and measure the air quality parameters. These parameters are within the permissible limits as per the OSHA standard.

To facilitate a clean and healthy air environment within the office premise, our HVAC systems have been equipped with (UVGI, PHI, and MERV14 filters) which offers a purified air conditioning system which resulted in the following:

- Promoted return to office environment given any foreseen pandemic situation
- Ensured the health and safety of the employees in the office premises
- Introduced system to reduce transmission of any infection in office premises



3. REDUCTION IN GHG EMISSIONS OUT OF EMPLOYEE TRANSPORTATION & BUSINESS TRAVEL

- 50% of the distance travelled by company-organised employee transportation has been operating on CNG-based vehicles, which cause lower GHG emissions compared to diesel-based vehicles. At one of our locations (Personiv -Gurugram), 100% of CNG vehicles are deployed for employee transportation.
- Grouping of large vehicle transport facility to reduce carbon footprint
- Deploy an intelligent scheduling app to reduce stopovers and optimise miles travelled by employee transport vehicles.
- Encourage employees to use Microsoft Teams and video conferencing to conduct virtual business meetings
- We use tele and video conferencing for interoffice communication instead of travel

NO PLASTIC

There are numerous reasons to limit/restrict the use of plastic, which creates/can lead to environmental disturbances. Hence the organisation ensures minimal use of one-time plastic and promotes recyclable plastic materials in its daily office operations and areas such as cafeteria/garbage disposal/washrooms etc.

PAPER

- 100% of recyclable paper employed for office operations
- Existing stationery products have been now replaced with Eco-friendly products
- Promoting a paperless work environment to reduce the consumption of paper.



If you can't REUSE it, REFUSE it!

SAY NO TO PLASTIC



WATER

- Awareness programs via digital mediums on water savings
- Non-drinking waste water recycled: eClerx ensures 100% STP water recycled is reused for flushing and horticulture, thus reducing freshwater withdrawals
- Various campaigns and promotions are being conducted to encourage water conservation
- Various water conservation measures, such as the installation of water meters, installation of aerators in restroom taps, have been initiated
- Use bio-blocks which assist in water conservation since an eco and no-water product etc.
- Installation of foam dispensers which facilitate water conservation
- Non-drinking water consumption per employee/day – **2.63** litres for FY 22
- Installation of dishwashers (saves 40% water)
- Total water consumption in megaliters: **10.503**



You can make a change!

DO NOT WASTE WATER



4. WASTE MANAGEMENT

- We ensure that all the waste generated from our activities is reused, repurposed, or recycled through authorised recyclers and vendors. We have a robust system of segregation at source.
- The waste is then collected for management along the circular economy principles. E-waste is collected, stored and disposed of as per guidelines. The registered recyclers of e-waste manage it.
- Solid waste like food waste, paper, etc., is systematically processed and utilised within the premises with the objective of zero waste to landfill.
- In the reporting year, food waste was converted to manure through vermin composting used for landscaping. Our waste output does not affect any habitats or water bodies.
- Total weight of hazardous waste in tons: **11.61**
- Total weight of non-hazardous waste in tons: **85.51**
- Total weight of waste recovered: **13.07**

A) USING RECYCLED OR BIODEGRADABLE MATERIAL

- Use cleaning products that are biodegradable and not tested on animals
- Procurement of biodegradable materials
- Discard toxic materials and products that contain them properly
- Purchase supplies made with recycled content as practical
- Purchase products and supplies that can be used more than once and/or recycled
- Waste Paper recycling
- Introduction of recyclable paper for Notepads/checklists/log sheets
- Introduction of reusable stationery materials

B) REDUCING FOOD WASTAGE

- Food waste handling from pantry
- Awareness of food wastage in the cafeteria



Employee campaigns done on various waste awareness through emails and posters

Environment Health & Safety: Initiatives Taken



1



Discontinuation of plastic bottles across all locations in cafeteria meeting rooms and client areas and use of glass bottles

2



Conversion of all manual taps to aerator-equipped sensor taps in cafeterias, washrooms and client areas to conserve water

3



Use of eco-friendly products in day to day house keeping activities to ensure minimal adverse effect on environment

4



Use of eco-friendly and recyclable stationery products in day to day office use

5



Use of motion sensing light controls in washrooms, meeting rooms and client areas to conserve energy

6



Use of bio blocks in urinal to conserve water and curb the use of harmful chemicals in washroom cleaning

7



'Page Select' option to control the number of unused / unwanted prints by a user

8



Installation of automated foam dispensers which facilitate water conservation and provides better hygiene standards

9



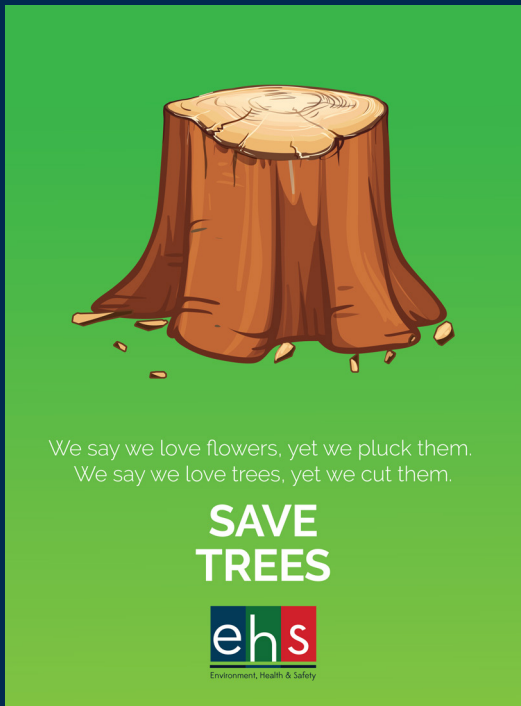
Installation of technologically advanced hand dryers with minimal decibel level to conserve energy and reduce queuing time

10



Semester-wise fire drill conducted across all locations with no significant 'non compliances'

Employee campaigns done on various waste awareness through emails and posters



MISCELLANEOUS:

We comply with all environmental laws and regulations. In the reporting year, there were no fines, penalties, or show cause notices for non-compliances with applicable environmental regulation at any of our locations.

New office site selection is finalised based on new norms on environmental sustainability applicable to office buildings

Increase in our CSR activity to encourage employees around plantation of trees and save trees

Educating & Sensitizing Supply Chain on Environmental Sustainability

Implementation of 'No Elevator Day' at one of our location

Green Procurement Practice – finalisation of suppliers who have sustainable practices

Usage of automatic sensors for integrated with Lighting & AirCon units

Usage of natural lighting to minimise indoor daylighting. Adhering norms of .8 Watts per sqft on the lighting inside the building

The carpet installed in the facility is CRI (Carpet and Rug Institute) or equivalent certified Green Label Plus carpet which has least VOCs (Volatile organic compounds) and can be easily cleaned and maintained

The paints, adhesives, sealants, and coating used in the project are all low VOC

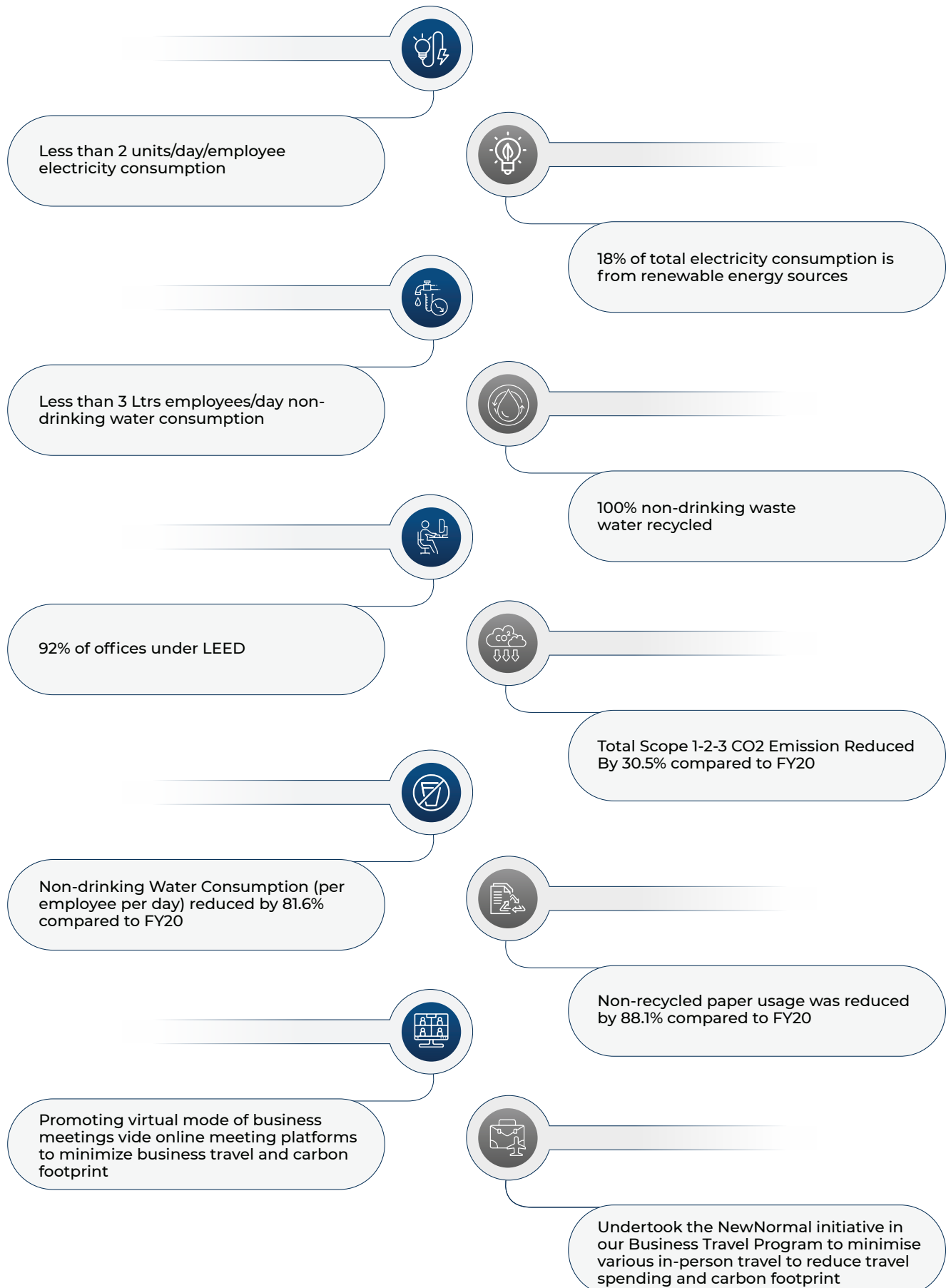
Efficient VRV systems installed for better energy efficiency

The building is provided with a fresh air intake of more than 30% as per ASHRAE standards

Company-owned office sites comply with LEED (Leadership in Energy and Environment Design) or similar standards

Encourage local sourcing by a preference for local vendors to outsource facilities management, procurement of materials for infrastructure development, and others.

HIGHLIGHTS OF THE KEY PERFORMANCE INDICATORS



EV CHARGING STATION:

The office campus of one of our facilities in Mumbai is now equipped with a “HIGH-SPEED UNIVERSAL ELECTRIC VEHICLE CHARGING STATION ” to encourage Zero Emission.

Installation of similar charging stations at other office facilities is in talks with respective authorities.



RENEWABLE ENERGY

Currently, 18% of the overall energy purchased is sourced from the renewable sector	100% renewable energy planned for Airoli location in FY23	Discussion with respective authorities to increase % of renewable energy in the overall electricity consumption
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ENVIRONMENT

Use of eco-friendly products in day-to-day housekeeping activities to ensure minimal adverse effects on the environment.	100% STP water recycled is reused for flushing and horticulture, thus reducing freshwater withdrawals.	Install technologically-advanced hand dryers with minimal decibel levels to conserve energy and reduce queuing time.	Grouping large vehicle transport facility to reduce carbon footprint and use an intelligent scheduling app to reduce stopover and optimise miles travelled by employee transport vehicles.
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SOCIAL

1. EMPLOYMENT MODEL – FULL-TIME VS CONTRACTORS

eClerx hires full-time employees as a default practice to ensure that social security benefits are available to substantially all of its workforces. Contractors are engaged only in exceptional situations.

2. EMPLOYEE HEALTH & SAFETY

- Installation of touch-free automatic hand sanitiser dispensers for mitigating covid-19 related risks
- Availability of 24X7 medical attendants and emergency services for all our employees
- Changes in existing infrastructure to ensure social distancing on the work floor, cafeteria and transport fleet.
- PPE, masks, gloves and hand sanitisers across all locations for all the employees and support staff
- Continuing identification of potential accidents and emergencies and responding to accidents and emergencies
- We are continuing to prevent and mitigate the associated environmental impacts.
- Continuing to test the effectiveness of the emergency preparedness and response procedure by conducting the periodic drill
- Focus on hiring from nearby areas and flexibility to choose the nearest facility
- Laboratory testing of food provided in canteen.
- Use products that don't off-gas toxic chemicals into the workspace
- Prevention from Accidents by specific policies on Vehicles, Travel Partners and Vendors and ensuring awareness of traffic and road safety rules.
- Our internal auditors regularly audit employee safety pertaining to company-provided transportation. We annually check the adequacy of employee health and accidental insurance covers and upgrade them as needed.
- We have conducted several Covid-19 vaccination drives for our employees free of cost and extended this facility to their dependents.

Employees are encouraged to take reasonable care for their health and safety and those of others who may be affected by their actions. They must inform their managers if they contract any contagious diseases (e.g. Swine flu) or observe the same among their team members.

- Employees are required under this Health and Safety Policy to:
- Promptly report health and safety risks and issues, including all accidents and near misses, to either the EHS Forum, their location EHS lead, or the immediate manager
- Comply with eClerx's EHS Policy guidelines and procedures
- Carry out work by safe systems of work, training, and instructions
- Not intentionally or recklessly interfere with or misuse anything provided in the interests of health, safety or services

The EHS Forum's role under the EHS Policy is to:

- Advise the Company on health, safety and environment policy development and implementation
- Develop, monitor and review the occupational health, safety and environment management system of the Company
- Advise the Company and employees on matters relating to occupational health and safety
- Coordinate, monitor, and review eClerx's EHS risk assessment program
- Monitor the implementation of the occupational health, safety and environment standards as far as reasonably practical
- Perform functions for health and safety management at work
- Identify employee occupational health and safety training needs and organise and assist with its delivery to all staff, including new joiners
- Ensure that all appropriate EHS policy-related information is available on the Intranet and is regularly updated

ANTI-SEXUAL HARASSMENT

eClerx Services Ltd. is committed to providing a safe and respectful work environment to its employees that enables employees to work without fear of prejudice, harassment, or any form of intimidation or exploitation. The company also believes that all employees have the right to be treated with dignity. eClerx Services Ltd. does not support discrimination against individuals based on race, colour, gender, age, national origin, religion, sexual orientation, marital status, citizenship, and disability.

eClerx Services Ltd. treats sexual harassment as gross misconduct under the service rules and other applicable laws, and action will be initiated appropriately for such misconduct. Employees must deal with their colleagues, including personnel in vendor roles, with complete fairness, respect and dignity and realise that his / her behaviour will be attributed to the company and can affect its reputation. Currently, India has specific legislation dealing with sexual

harassment and an Act called 'The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013', and its rules are in force.

For the purpose of handling and addressing the complaints under sexual harassment, an Internal Committee has been formed, called the Anti Sexual Harassment Committee, which is constituted under the provisions of "The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013".

3. DIVERSITY



GENDER DIVERSITY IMPROVED **33.1%** this year

Women in managerial positions: 15.5%

EQUAL EMPLOYMENT OPPORTUNITY

- eClerx is committed to the principles of equal employment opportunity for all. We provide equal employment opportunities to all qualified individuals without any discrimination on the grounds of age, race, caste, physical disability, gender, sexual orientation, colour, marital status, religion or belief, nationality, social or ethnic origin, or family medical history in all aspects of employment, including selection, job assignment, performance assessment, promotion, compensation, transfer, reassignment to a different process or location, discipline and access to benefits and development opportunity.
- The organisation provides a non-discriminatory and inclusive environment for all employees.
- The values of inclusivity at eClerx ensure suitable opportunities and a safe working environment for specially-abled, vulnerable and transgender people with appropriate facilities.
- During the pandemic, we opened our hiring to people from smaller cities who may not have had earlier access to domain intestine jobs that eClerx provides.
- Our ability to work from home for specific roles allowed us to hire many more people who could not take up jobs due to their inability to commute to the office.
- We have hired a lot of staff from veterans and Black communities in our Fayetteville centre.
- We offer a personalized coaching program to high potential women leaders that enables them to achieve their personal and professional goals
- We also focus on learning for Women in Technology. The initiative focusses on providing learning path in Technology and to provide visibility to career roadmap in Technology space.

GRIEVANCE PROCEDURE

All supervisors and managers are responsible for ensuring that policies of equal opportunity are followed at all times and that all procedures and practices are free of discrimination. All staff are obliged to follow legal guidelines and equal opportunity employer principles. In cases when these rules are violated, employees can report to respective HRBPs or Grievance Officers. Any employee who violates this Policy discriminates against anyone or renders any harassment shall be dealt with under the Grievance Redressal policy.

4. EDUCATION, UPSKILLING & CAREER DEVELOPMENT (EMPLOYEES & YOUTH)

CONTINUOUS EDUCATION POLICY

Through the CEP or 'Continuing Education Policy, eClerx invests in intellectual capital, helping employees gain knowledge in areas that make them more productive and sculpt them into better professionals. With the help of CEP, eClerx aims to reimburse some of the fees employees have incurred in the current financial year for their self-development through various external training programs, graduation / post-graduation courses, and even part-time MBA programs. CEP covers any system, provided it is relevant to the business context and approved by the immediate manager and PGM+.

INTERNAL JOB POSTING

eClerx allows its employees to take an IJP / internal movement to other roles of their choice. Subject to the availability of the parts, employees shall be entitled to take up positions in any location within or outside the country.

ENCOURAGING ENTREPRENEURIAL SPIRIT

As a small business ourselves 2 decades back, we understand that spirit of entrepreneurship and perseverance can create jobs for thousands and support many more family members. We started our flagship program named eMagine to support employee entrepreneurship in 2016. We have funded one startup in the education technology space, which provides reasonably priced coaching and test material for various competitive exams for graduation and higher education. We further committed INR 10crore in FY21 to support startups via a startup PE fund.

PERFORMANCE MANAGEMENT

eClerx follows a Performance Management process wherein KRAs and competencies become part of the performance assessment, leading to various rewards and incentives such as bonuses, awards etc. Performance must be the basis of mutually agreed levels of performance and in adherence to organisation policies on Conduct & Discipline.

PERFORMANCE ASSESSMENT

- Employees are assessed and rated basis of their performance and competencies exhibited, as evaluated by their managers in October (Mid Year Cycle) and April (Annual Cycle)

- Rating Scale:
 - a) Outstanding
 - b) Consistent Meets Expectations
 - c) Partially Meets Expectations
 - d) Needs Improvement

TOOLS FOR EFFECTIVE PERFORMANCE ASSESSMENT

Performance Notepad:

Accomplishments can be documented and discussed on a periodic schedule, such as annually, bi-annually, or event-driven, such as completing specific committed work. Achievements should be documented and examined at least once during the period defined for a set of established performance objectives.

For this purpose, all appraisers must maintain a performance notepad on their appraisees to maintain regular reference points on targets set for each employee, training needs identified, monthly progress of the employee, etc. the scope of the performance notepad covers: significant achievements, areas of development, successful initiatives were taken and overall feedback. Each appraiser is required to update the notepad at least once a month.

All managers must enter the performance notepad at least once a quarter for their team members. Reminder emails are sent monthly to all the managers to update the employees' performance notepads.

Self-Appraisal:

All employees have the option of appraising themselves on their performance in both the appraisal cycles against KRAs and the Goals agreed for them.

Employees can appraise themselves on the:

- 3-5 most significant achievements
- 3-5 areas where performance gaps were identified and needed to be worked upon
- Career path: Generalist or Specialist
- KRAs
- Competencies
- Other highlights

Rate Your Manager:

All employees have the option of appraising their managers on their managerial capabilities and guidance provided by them. All employees are required to rate their Managers in both the Appraisal Cycles – Oct & April.

Employees can appraise their managers on the:

- Managerial competencies
- Things that the manager does well
- Things that manager should stop doing
- Things that manager should start doing

Performance Assessment:

Managers are required to appraise subordinates (only APM++) on their KRAs and Competencies using the Team SLA tool.

All KRAs for the cycle under consideration must be scored. The manager must sign off on all subordinate scores.

Team Competency Metrics:

Managers can provide qualitative feedback for their subordinates using the Team Competency Metric tool. Managers can use the tool to:

- Identify a Competency improvement plan and recommend training needs
- List significant achievements
- List areas of development
- List successful initiatives taken
- Provide Overall Feedback

5. EMPLOYMENT GENERATION & VOCATIONAL TRAINING

The Indian government had launched an Apprentice scheme to ensure the nation's youth get vocational skills from the industry. eClerx has been actively participating in this scheme and has hired hundreds of young graduates in FY22 under the scheme. We also follow similar principles in other significant geographies, such as the USA, where we have tied up with a local college in Fayetteville for regular training of the students and subsequent induction into eClerx in many cases.

6. CSR

Our total contribution for various environmental CSR projects was INR 44 Lakhs

Project 1 – INR 3.4 Lakhs

eClerx initiated a payroll-giving program for our employees wherein our employees could sponsor plantation of fruit bearing saplings on the land of underprivileged farmers in association with our CSR partner SankalpTaru Foundation. This plantation drive had a two-fold benefit i.e. increasing the green cover and providing farmers with an alternative livelihood stream via the produce of these saplings when matured. 200+ employees pledged over 2,900 saplings with matching contributions from eClerx

Project 2 – INR 15.3 Lakhs

Community tree plantation project in rural Pune with our CSR partner – SankalpTaru Foundation. eClerx helped reforest 3.3 hectares of degraded community land by planting 2,500 saplings. This initiative which is approved and supported by the local Gram Panchayat spans 3 years, and the land will be handed back to the Panchayat at the end of the project period. The entire village population of 2,500+ will benefit from the production of these fruit trees (approximately 30 tons of fruits per season) and the resultant ancillary benefits of improved microclimatic conditions. Over 15,600 man hours of employment will be generated over the course of the project period

Project 3 – INR 2.5 Lakhs

Solar water heater installed for our CSR partner NGO – Kaveri Vanitha Sevashrama, in rural Bangalore. This setup will help 40+ children in an orphanage with their daily requirements.

Project 4 – INR 22.5 Lakhs

23.48 kWp solar panel installation for our CSR partner NGO – SAMPARC across 2 locations in rural Maharashtra. This included a new solar installation of 10.88 kWp and augmenting an existing setup with additional capacity of 12.6 kWp. Combined annual savings in electricity costs is projected to be approximately INR 5.73 lakhs. Net metering services have also been installed to ensure SAMPARC can generate energy credits by exporting surplus power to the electricity grid.

Generic Precautionary measures are undertaken for the safety of our employees to combat COVID:

Precautions within campus

Controls on arrival and within the office premise

- Facemasks are compulsory for all employees
- Aarogya Setu app was made mandatory for individuals visiting the campus
- Thermal body checks through IR thermometers conducted on accessing complex
- Common recreation areas/gyms/creches are closed until further notice
- Access to candidates/visitors and food delivery personnel will be temporarily restricted/prohibited
- Sanitization of all commonly touched surfaces such as door handles, elevator buttons, railing etc
- Adequate stock of PPE (Personal Protective Equipment)
- Provisioning for containment area/isolation room
- Limited pedestrian movements at podium levels and clubhouse lawns
- Demarcation in elevators with the presence of security guards in building lobbies. Liftman available where feasible

Precautions within the office premise

- Timely cleaning of all the common areas through disinfectant solutions
- Biometrics will continue to remain disabled until further notice
- A thorough fumigation of the entire office floor followed by an on-ground check/audit by the admin team along with the pest control/fumigation service provider at regular intervals
- Availability of hand sanitisers and their automatic dispensing units across the floors at multiple locations and touchpoints

- Gym/recreation rooms/gaming zone will be temporarily locked down until the situation attains normalcy
- Wellness room usage will be through registration at the security desk to ensure 100% linen turnover and cleaning of the beds post every usage
- All meeting rooms and board rooms will be available, adhering to 6 feet-distancing guidelines. Use of Phone, Skype, Zoom, VC etc. is advised.
- Dedicated chairs would be assigned to each user with a seat number. No chair swapping will be allowed. Services like HVAC will be operational and modulated basis the employee strength in the office
- Fleetstar will be automatically updated with the information input by the employees on the seat booking link. Subsequently, transport management will be done through the fleet star basis this information. Pre-fixed centralised pickup and drop routes
- Employees to track the vehicle via the fleet star app to ascertain arrival at pick up point to minimise waiting time for themselves
- Temperature of all the rostered employees will be checked and recorded at the main entry of eClerx premises.
- Daily check on hotspots and containment zones to restrict movement in these locations

Medical assistance and services

- Assessment and temperature checks with touch-free IR devices on arrival at the office premise
- The masks and gloves allotted to the medical team are appropriately discarded at the end of each shift
- For medical attendants, security and vendor staff, a new set of masks and gloves are made available at the security desk/reception at the start of their services/shift
- Timely and frequent sanitisation of the touch-free thermometers

A team of 24*7 trained medical attendants/nurses/ security staff and emergency ambulance service is available.

Precautions in transport management

Following are a few driver / vehicle and general precautions in current practice:

- Deployment of medically fit drivers wearing masks and gloves.
- Sanitization of all vehicles before each pickup, and drivers are advised to sanitise hands with sanitiser regularly.
- Hand wash/sanitising facility at parking lots for drivers. Sanitisers in every vehicle for employee use.
- All drivers and escorts are contacted daily for health checks over the phone before being deployed on duty
- Aarogya Setu App status/fitness declaration for all drivers and escorts
- Vehicles/fleet adhering to social distancing guidelines stipulated by government authorities
- Cars with campus parking stickers/tag/notification to the landlord
- No drivers from containment zones are to be sourced for deployment on any day
- Fumigation and deep cleaning of all vehicles
- Briefing and training to all transport staff on said guidelines

GOVERNANCE

Corporate governance refers to the systems and processes that are put in place to govern the Company in the most ethical and stakeholder-centric manner. It preserves and strengthens stakeholder confidence, serves as a foundation for a high-performing organisation and helps balance the interests of all the stakeholders. In addition to inspiring transparency in the organisational systems that ensure healthy and balanced economic development, Corporate Governance also provides that the Company is well placed in an environment of constant change by instilling best governance practices. We at eClerx, have always strived to adopt the best governance practices, and our management upholds principles of Accountability, Fairness, Transparency and Responsibility. Corporate Governance at eClerx reflects the Company's compliance philosophy, strategies, relationship with stakeholders, commitment to values and ethical business behaviour. Our actions are governed by our values, which each employee is responsible for adhering to eClerx's core values are:



Our governance systems have helped us maintain investors' confidence, and our ethical decisions and management have helped satisfy clients and high goodwill. Good governance has helped us create value amongst the stakeholders and to have effective control systems commensurate with the risks involved.

1. BOARD STRUCTURE & DIVERSITY

The Board has adhered to the highest standards of Corporate Governance in directing the Company's affairs and discharging their statutory duties and responsibilities. It removes some of its obligations directly and has delegated specific responsibilities to the mandatory Board Committees to be formed as per the applicable provisions of the Companies Act, 2013 and Rules framed thereunder ("the Act") and the Listing Regulations; Audit Committee; Nomination and Remuneration Committee; Stakeholders' Relationship Committee; Corporate Social Responsibility Committee and Risk Management Committee. These Committees focus on different areas of the Board's responsibilities delegated to them.

The Board represents an optimum combination of Executive and Non-Executive Directors for its independent functioning. The composition of the Board conforms with Regulation 17 of the Listing Regulations and Section 149 of the Act, which comprises of 8 (eight) Directors, of which 1 (one) is Executive Director, 1 (one) is Non-Executive Director and 6 (six) are Non-Executive Independent Directors including 1 (one) Independent Woman Director. The Chairman of the Board is a Non-Executive Independent Director. There are no inter-se relationships between the Directors on the Board of the Company.

2. RESPONSIBLE TAX PAYER

We paid INR 134.17 crores of direct and indirect taxes in FY22 vs INR 81.21 crores in FY21. Most of our taxes are delivered in advance as part of our commitment to support government schemes that use such tax funds.

3. COMPENSATION RATIOS

We have ensured that the CXO layer's salary ratio to the median salary for the other employees in the same country does not exceed 100.

4. TRAINING ON INSIDER TRADING REGULATION & ANTI-BRIBING

We have achieved 100% coverage of training for insider trading regulation and anti-bribery prohibition during FY21.

5. SPECIAL FRAUD RISK-RELATED TRAINING

Particular fraud risk-related training was conducted for the relevant group of employees. This includes mock phishing drills as well as refresher training and onboarding tests.

6. ROBUST COMPLIANCE

We not only follow the law in letter but also in spirit. We have tools to track new regulations that might apply to us and affect our stakeholders on a near real-time basis. In case of any laws ambiguity or applicability, we back up our principle of EPIC and err on the side of caution.

7. TRANSPARENT COMMUNICATION

We endeavour to maintain honest, transparent and timely communication with all our stakeholders. Employees have access to a comprehensive HR portal for all their needs and policy changes, a chatbot, human support, and a manager's forum to ask queries and get resolutions. This ensures that there is healthy two-way communication. The same principle is followed in dealing with clients, investors, vendors and regulators.

8. DATA MANAGEMENT / SAFETY

Our data security teams implement newer tools to identify and thwart emerging cyber threats and deploy Vulnerability assessment and penetration testing via external consulting firms. Our Clients also guide us with their global IT practices, which help achieve international data security and privacy management standards.

9. RESPONSIBLE PROCUREMENT & DISPOSAL

- BG verification is being done for 3rd party vendor personnel deployed at our premises - evidence can be shared.
- We continuously upgrade our Standard Operating Procedure Document to incorporate new ideas about sustainability.
- We are also enhancing our Due Diligence Questionnaire to vet vendors on several parameters, including their commitment to sustainability during selection and onboarding.

10. RESPONSIBILITY FOR ESG INITIATIVES

Responsibility for ESG initiatives resides with four department heads – Finance and procurement, HR, Infosec and IT infrastructure and administration.

11. APPROACH TO CONTINUOUS IMPROVEMENT – EXTERNAL SUPPORT/AUDIT

We participated in a paid global ESG benchmarking survey during FY21 and have received feedback on improvement areas. We plan to implement most of the suggestions during FY22. In future years, we will also plan to engage a global consulting firm to propel our ESG mission from defining goals to achieving measurable results. Further, Department heads responsible for ESG initiatives attend training and webinars on sustainability topics to learn from best practices in the industry.

PERSONIV COIMBATORE

SOLAR POWER PLANT – GREEN ENERGY

As part of Personiv's giving back (CSR) initiative, on March 2022, we installed an 8-KW on-grid solar power plant and 3 LED solar streetlights at St. Thomas Karunalayam, a home for 35 abandoned bedridden elders. The project is worth Rs 6,55,200. It can produce 10k units of electricity per annum and reduce 40% of the electricity cost for the home for the next 20 years.



TEACH PROJECT

Personiv Coimbatore and its corporate social club, Rotaract Club of Personiv, as a part of a sustainable development initiative, have adopted a tribal village in Coimbatore. We have been conducting TEACH project continuously for more than 75 weeks now, where we educate the underprivileged children of the village of all grades. Our volunteers provide one-on-one attention to the children every weekend and provide them with strong basics in all the subjects.

Also, we provide them with Yoga and Silambam (self-defence art) training to the children and create awareness about the martial skills.

We also have set up a smart classroom through which we provide a wide variety of informative videos for the kids to understand the concept much better. We have set up a small library, and the books were sponsored by our employees and Rotarians from our Parent Rotary club.





We have provided sports kits and bicycles to enhance the children's physical fitness. We also celebrate all the festivals along with the family members of the village. We close the teaching session every week by providing healthy snacks and food. Many school dropout students have benefited from this program and have attempted to clear their board exams.



NEET ASPIRANT

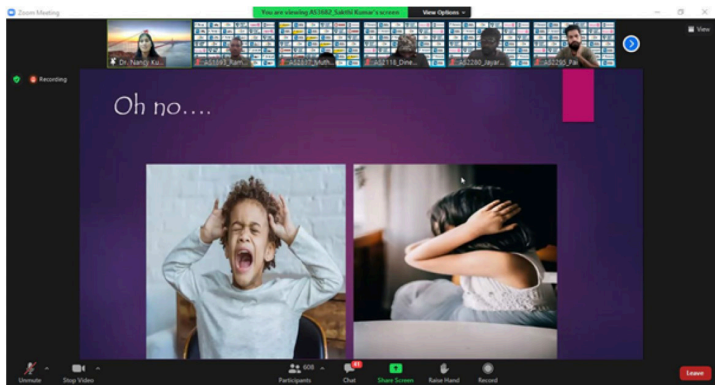
Personiv Coimbatore sponsored a student named Sangavi from an underprivileged tribal community aspiring for Medical. We provided free NEET coaching through an institute and English training. We also extended our support by giving a Laptop, books, hostel accommodation, and food.

After the entrance exam, we provided counselling through a psychological counsellor and envisioned with the career options she could choose in the medical field. Sangavi has cleared the NEET in November 2021 with 202 marks.

She is a role model for her community.



EMPLOYEE WELL-BEING



Personiv Coimbatore, as a part of its employee well-being initiative, conducts psychological counsellor sessions monthly with assistance from Dr Nancy Kurian. She addresses our associates on various wellness topics, which enhances employees' mindsets, especially during the pandemic. She also brings in physical and mental wellness experts to provide awareness of health issues, and our associates benefited from this session. Dr Nancy also offered one-on-one counselling to our associates suffering from COVID and helped them overcome mental fear and focus their thought processes.

TREE PLANTATION CAMPAIGNS

Personiv Coimbatore, as part of its GO GREEN initiative, has conducted various tree plantation drives since 2016 and planted more than 650 saplings in and around Coimbatore.



Trees Planted by Personiv Coimbatore

2016	-	300
2017	-	125
2020	-	200
2021	-	50



PERSONIV GURUGRAM

We have taken some initiative towards the ESG causes, and here is a quick overview of what we have led in FY 2021-22:

- We have installed 1 solar panel in FY 2021-22 for 10 KVA
- We were using lithium-ion batteries in Personiv Gurugram
- In our premises, we have low-energy lighting (LED lights)
- Auto switch off for computers when not used
- Centralized air conditioning for office floor (with a set temperature of 24 degrees Celsius)
- Focusing on transport efficiency to emphasise energy conservation- have 100% CNG vehicles
- Equal employment opportunity status: Gender equality: 71:29 M: F ratio; Leadership – M: F – 92:8
- Here is the vaccination status –
 - 84% of the Personiv Gurugram team are vaccinated with 1st dose
 - 67% with both the doses

Post going through the Sustainability report, there are a couple of things which Personiv Gurugram would like to lead in FY2022-23:

1. Energy Consumption and Saving: Automation to control light fixtures — installed motion sensors inside washrooms, lobbies and meeting/conference rooms to control the LED lighting fixture (ON / OFF) to save electricity by switching off the lights automatically when the area is unoccupied.
2. As a part of CSR activity: Solar Plant (Renewable energy) implementation is in the pipeline for the FY 2022-23
3. Will check the feasibility of conversion of manual taps to aerator-equipped sensor taps in places where water usage is high
4. Will chalk out a plan to lead tree plantation event within this FY 2022-23
5. Old laptops replacement is a part of our yearly plan

ECLERX SERVICES LIMITED

CIN: L72200MH2000PLC125319
Sonawala Building, 1st Floor,
29 Bank Street, Fort, Mumbai – 400 023,
Maharashtra, India.
Ph. No.: +91 (22) 6614 8301
Fax No.: +91 (22) 6614 8655
E-mail: investor@eclerx.com
Website: www.eClerx.com

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