



2020-21

eClerx SUSTAINABILITY REPORT FY21



www.eClerx.com

TABLE OF CONTENTS

01	INDEX
02	CORPORATE OVERVIEW
03	CHAIRMAN'S INTRODUCTION
04	ABOUT OUR ESG STRATEGY
05	KEY PERFORMANCE INDICATORS
06	MATERIAL ISSUES / OUR PRIORITIES
07	ENGAGEMENT WITH STAKEHOLDER GROUPS
08	SELECTED SDGs
09	ENVIRONMENT
	i. ENERGY CONSUMPTION / SAVING
	ii. RENEWABLE ENERGY
	iii. CARBON FOOTPRINT – CLIMATE FIRST SERVICE DESIGN
	iv. WATER CONSUMPTION
	v. WASTE MANAGEMENT
	A) REDUCING PLASTIC WASTE
	B) USING RECYCLED OR BIODEGRADABLE MATERIAL
	C) REDUCING FOOD WASTAGE

TABLE OF CONTENTS

10

SOCIAL

- i. EMPLOYMENT MODEL – FULLTIME VS. CONTRACTORS
- ii. EMPLOYEE HEALTH & SAFETY
- iii. DIVERSITY
- iv. EDUCATION & UPSKILLING (EMPLOYEES & YOUTH)
- v. FIGHTING POVERTY – EMPLOYMENT GENERATION & VOCATIONAL TRAINING

11

GOVERNANCE

- i. BOARD STRUCTURE & DIVERSITY
- ii. RESPONSIBLE TAXPAYER
- iii. COMPENSATION RATIOS
- iv. TRAINING ON INSIDER TRADING REGULATION & ANTI-BRIBING
- v. SPECIAL FRAUD RISK RELATED TRAINING
- vi. ROBUST COMPLIANCE
- vii. TRANSPARENT COMMUNICATION
- viii. DATA MANAGEMENT / SAFETY
- ix. RESPONSIBLE PROCUREMENT & DISPOSAL
- x. RESPONSIBILITY FOR ESG INITIATIVES
- xi. APPROACH TO CONTINUOUS IMPROVEMENT – EXTERNAL SUPPORT / AUDIT

12

SUSTAINABILITY AT PERSONIV

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 Stock Exchange and NSE. The firm employs 13,000 people across Australia, Canada, Germany, India, Italy, Netherlands, Philippines, Singapore, Thailand, UK, and the USA.



CHAIRMAN'S INTRODUCTION

eClerx has always cared deeply about its people, the environment and the communities within which it operates. This has manifested in initiatives such as CSR which the firm started as a private company well before this rightfully became a regulation under the Companies Act of 2014, and more recently, a number of “green practices” focused on reducing the firm’s environmental footprint. Our ESG initiatives arise from our desire to do the best for all our stakeholders – our people, our clients, our suppliers and our investors. Our young cohort of employees represent our collective future and they are each vested in environmental issues and sustainability, as well as in working in a learning, open and inclusive community. Our investors - who have always rated the firm highly for its standards of corporate governance - are now increasingly caring about our ESG practices, and our global clients have started on their own net-zero and sustainability journeys. We have also had an opportunity to communicate our ESG priorities to our supplier community, ensuring a meeting of minds on key beliefs.

The past year has been a back-to-school of sorts for all of us - one complete with lessons in overcoming adversity, and in human adaptability and tenacity. Whilst caring deeply about people is at the heart of eClerx, COVID has challenged us to step up our game to ensure employee well-being whilst continuing our focus on business continuity and client satisfaction. Of course, the global pandemic reminds us of the fragility of the ecosystem we live in, and never has our focus on our ESG initiatives been as important as it is today. We are confident that our EPIC firm values - Excellence, People, Integrity and Client - will empower us to build a better and more sustainable tomorrow, and we remain committed to implementing an effective set of ESG practices. We intend to formally report on these initiatives in a Sustainability Report to stakeholders, making us one of the first mid-cap listed companies in our sector to do so.

We thank you for your continued support.

Yours Truly

Pradeep Kapoor
Chairman

ABOUT OUR ESG STRATEGY

At eClerx, our effort has been to strike a balance between maximizing our business potential while 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 endeavor 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 with an aim to become a company espousing ESG guidelines and we have already made a small yet 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:

- Focusing on 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.
- Deploying a comprehensive approach to reducing GHG emissions, use of water and reduction of waste generation; our focus areas of environmental sustainability include transitioning towards low emission technology, increasing the renewable energy mix, water stewardship, responsible waste management, air quality management.
- Committing to growth without compromising the sustenance needs of the future generations, we have made Sustainability a way of life, introducing a complete ban of single-use plastic across all offices
- Nurturing our employees through a positive work environment that will empower them to support the community; our Knowledge Management Program that started in 2005 has grown into an inhouse university to train and reskill our employees to anticipate and address emerging needs of our clients; our CSR programs target educating the youth, vocational training, and helping marginalized communities and children
- Focusing on governance - we have robust policies across the board to comply with the laws of the land in spirit, with appropriate checks and balances along with zero tolerance for non-compliance; training for the prohibition of insider trading and anti-bribery measures and a specific fraud risk-related training.



KEY PERFORMANCE INDICATORS

Unless stated otherwise, these metrics pertain to eClerx's India entity and its operations in Chandigarh, Mumbai and Pune. FY21 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	FY21	FY20
ENVIRONMENT			
1.	All (one-time / multiple use) plastic in KGS	0	97.74*
2.	Non-recyclable paper usage (tons)	3.95	33.33
3.	Paper based invoice processing (%)	57	59
4.	Electricity Consumption (units per day per-employee)	2.6	3.5
5.	Non-recycled Paper Consumption (grams per employee per day)	1	11
6.	Non-drinking Water Consumption (litres per employee per day)	0.22	14.28
7.	Non-drinking waste water recycled %	100%	100%
8.	Scope 1 CO2 Emissions in Metric Tonnes (from company arranged transport)	1163	3319
9.	Scope 2 CO2 Emissions in Metric Tonnes (from electricity)	5503	7534
10.	Scope 3 CO2 Emissions (from business Travel) in Metric Tonnes	32	1735
11.	Total Scope 1-2-3 CO2 Emission	6698	12587
12.	CO2 Emissions prevented in Metric Tonnes for US Clients	8500	6500
13.	% of our revenue from non-fossil fuel sector clients	100	100
14.	% of employees working remotely	97.5	2.5
15.	% Office space under LEED	65%	67%
16.	% of renewable energy usage for electricity	4%	3%
17.	IT waste recycled through certified agencies (tons)	3.6	9
18.	Hazardous waste or ozone depleting Emissions released in environment via core business operations	Nil	Nil
19.	Activities negatively affecting biodiversity-sensitive areas	Nil	Nil

*Reduced to Zero by end of FY20

SOCIAL

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

GOVERNANCE

1.	Board size	9	8
2.	Average age of Directors in years	53.77	54.68
3.	Ratio of Independent Directors to total Board (%)	77.78	75.00
4.	Board Meeting Attendance Average (%)	98.44	97.50
5.	% Directors by Nationality – Indian	55.56	62.50
6.	% Directors by Nationality - US & UK	44.44	37.50
7.	% of Special Resolutions approved by Shareholders	100	100
8.	Ratio of Executive Director Pay to Average Employee Pay (India)	78 times	70 times
9.	Number of Women Independent Directors	1	1
10.	Separate post Chairman and CEO	Yes	Yes
11.	Independent Director as Chairperson	Yes	Yes
12.	Number of breaches of the Code of Ethics	Nil	Nil
13.	Number of incidents reported through the whistleblowing procedure	Nil	Nil
14.	% of all operational sites with an information security management system (ISMS) certified to ISO 27000	100	100
15.	% of staff trained on anti-bribery and corruption policies	96.70	94.50
16.	% of employees with completed Background checks	98	97
17.	% of suppliers confirming to company's ESG principles	55	Nil
18.	% of vendor Spend decision under Dual Approval	100	100
19.	% of revenue from Government or weapons sector	Nil	Nil
20.	Unplanned auditor rotation / resignation	Nil	Nil
21.	Total Taxes paid globally in INR Crore	100.43	59.02
22.	Violations of UN Global Compact principles and Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises	Nil	Nil
23.	Shareholder Distribution in INR Crore	112.90	259.99



MATERIAL ISSUES / OUR PRIORITIES

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

After the detail exercise, management deliberates different issues and creates a materiality metrics to understand and prioritize most important issues to our stakeholders which has the potential for significant economic, environmental, and social impacts on eClerx's business and its stakeholders.

These are listed below:

Material Topics			
Material Issues	Why?	What?	Who?
Corporate Governance	Robust Corporate governance practices take into account stakeholder concerns, builds trust and accountability, drives fiscal behaviour consistent with stakeholder expectation, and helps an organisation achieve its full potential.	- Enterprise wide risk framework; Code of Conduct - Additional aspects: Independence of the board; avoidance of conflict of interest; independent audits, fiscal prudence; transparency; ethical behaviour and compliance	Internal
Business Sustainability	A financially strong business that adapts to changing customer industry landscape to remain relevant to customers and profitably grow its revenues is essential to meet longer term expectations of stakeholders.	- Financial performance - Additional aspects: growth in new sales; business agility; staying relevant to customers; tech enablement of processes; growth in cash generation and giving it back to shareholders	Internal
Talent Management	The company's ability to attract, nurture and retain talent is critical to business success.	- Headcount growth; people centric policies; diversity and equal opportunity; training and education - Additional aspects: talent retention; transparent communication; employee engagement; health and safety - Employees demonstrating ownership, accountability and purpose	Internal
Responsibility towards Communities	Business has to be rooted in society and serve its interests. Businesses that work for local communities that they operate in can create longer term value.	- Hiring locally - Additional aspects: job creation; taxes paid; education and skill development for employees and other underprivileged alike; health and wellness; climate consciousness	External
Environmental Impact	All businesses share the same planet and have access to more or less same resources. Good environmental practices result in better operational efficiency and helps in engaging meaningfully with employees and other stakeholders.	GHG emissions; energy efficiency; water management; waste and landfill reduction; protecting biodiversity	External

ENGAGEMENT WITH STAKEHOLDERS GROUPS

eClerx engages with stakeholders – internal and external on a continuous basis to develop a materiality matrix and continues to update the matrix. This leads to better long-term policy formulations and decision making. The continuous engagement allows us to keep track of our sustainable strategy and undertake necessary course corrections wherever required.

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

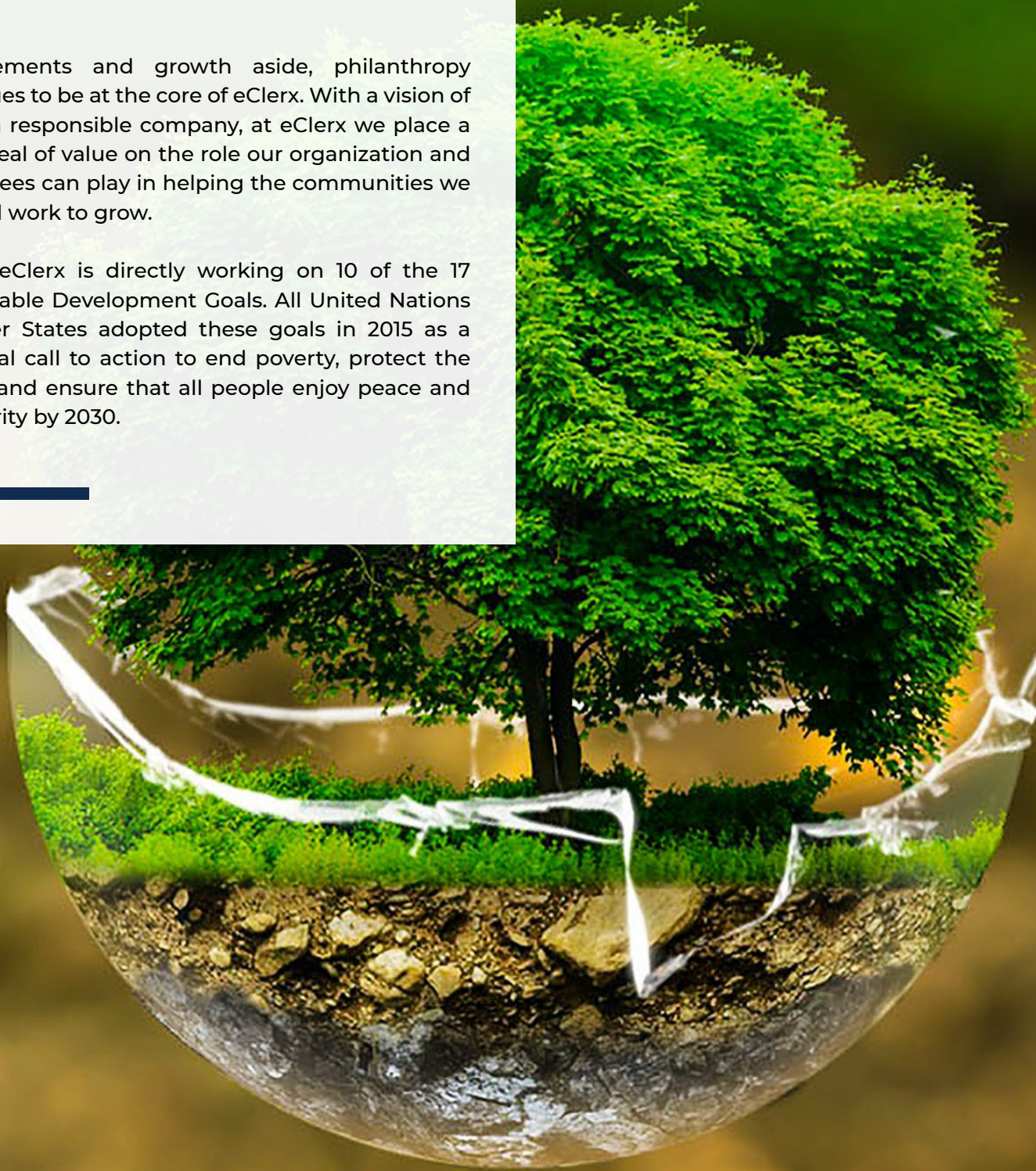
Stakeholder Engagement Approach			
Stakeholder	Who?	When?	Material Topics
Customers	Client Engagement Teams	Relationship meetings and consultative reviews; quarterly and monthly business reviews; customer visits; responses to RFIs/RFPs; mailers; solution sheets	Investments and capabilities in intelligent automation; productivity improvements; tech enablement of processes; quality of work; data privacy and confidentiality; measurement of solution ROI
	Operations Teams		
	Senior Management	Continuous: eClerx website; social media (LinkedIn) Annual: Annual performance reviews, Executive customer connects	
Employees	Resource Management Group	As needed: Meet the Manager; offsites; operations reviews; video conferences; audio conference calls; one-on-one counselling Quarterly: Synapse (in-house magazine) Continuous: eClerx website; Insight; Chatbot; Suggestion box Annual: PULSE (employee feedback survey); spot rewards, team entertainment, long-service awards	Transparent communication; employee engagement; health and safety; comfortable workplace; diversity; team working; learning opportunities; performance feedback; career development; short, medium and long term incentives, talent retention
	Senior Management		
Shareholders	Investor Relations	As needed: Press releases and Investor conferences; in-person meetings; non-deal roadshows; conference calls Quarterly: Financial statements in Ind AS; earnings call; exchange notifications Continuous: Investors page on the eClerx website Annual: Annual General Meeting; Annual Report	Financial sustainability; corporate governance: Independence of the Board, transparency in communication; ethical behaviour and compliance, social and environmental sustainability, growth in new sales; business agility; growth in cash generation and giving it back to shareholders
	Company Secretary		
	Senior Management		

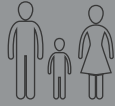
Academia	Resource Management Group	As needed: Pre-placement talks	Job creation; curriculum enhancement; internship opportunities
	Senior Management	Continuous: eClerx website, guest lectures, continuous education program	
Recruiting Firms; Vendors	Resource Management Group	One-time: RFQs / RFPs; onboarding process	Talent acquisition; ethical behavior; fair business practices; creditworthiness; business continuity
	Business Units	As needed: Transactional meetings; periodic reviews	
	Procurement		
Partners & Collaborators	Client Engagement Teams	As needed: Meetings / calls; visits; attending partner events, co-creation	Value-addition to customer; ethical behavior; fair business practices; governance; Investments and capabilities in intelligent automation; creditworthiness
		Monthly: Conference calls	
		Quarterly: Business reviews	
Industry Bodies	Finance	As needed: Conferences and seminars; working council meetings; surveys	Financial stability; governance; ethics and compliance; fair business practices
	Senior Management	Annual: Conferences; summits	
Governments; NGOs; Local Communities; Society	Finance Teams	As needed: Project meetings; reviews; calls and meetings; surveys; consultative sessions; due diligence; conferences and seminars; press releases Continuous: eClerx website	Financial stability quality of work; data privacy, and security, ethical behavior; fair business practices; good governance; ethics and compliance; social and environmental responsibility; job creation; taxes paid; education and skill development; climate consciousness, energy efficiency; water management; waste and landfill reduction; protecting biodiversity
	CSR Team		
	Senior Management		

SELECTED SDGs

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

Today, eClerx is directly 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. This is precisely the reason why 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 their age or background. Our value-system of EPIC reinforces the necessity of ensuring a healthy workforce along with a strong community. This goal has become even more relevant during ongoing pandemic.

GOAL 4 QUALITY EDUCATION

We believe that when you educate a child you can transform the world. Children rights and education are central to our Corporate Social Responsibility mission and ongoing learning for our Human Resources department. Talent and resources should go beyond optimizing 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 the way 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 for LGBTQI+ to enable them to fully participate in eClerx's growth.

GOAL 8 DECENT WORK & ECONOMIC GROWTH

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

GOAL 10 REDUCED INEQUALITIES

The global pandemic further increased the disparity among vulnerable groups, making it a bigger 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 stands testimony to the continuing rise in global material footprint. The pandemic is an opportunity to develop 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 global issues. Conservation, restoration and sustainable use of our ecosystem along with reducing 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 come together to mobilize and strengthen networks that help implement sustainable development for the vulnerable. While the pandemic severely challenged global partnerships, it also 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 2019-20 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 2020-21 the Covid-19 pandemic-enforced lockdowns meant our global offices were operational with minimum occupancy 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.

We take care to engage with partners who are equally committed to sustainability measures. We are very proud of the fact that 100% of our global revenue comes from "non-fossil fuel sector clients."

Being a technology company, our core operations do not create any hazardous waste, or release ozone depleting emissions (GHG) in the environment.

Listed 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. Automation to control light fixtures — installed motion sensors inside washrooms, meeting and conference rooms, to control the LED lighting fixture (ON / OFF) to save the electricity by switching off the lights automatically when area is unoccupied.	- 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	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.	- 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	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	- Minimization of mining operations - Minimization of air pollution - Energy efficient to reduce overall energy consumption and cost throughout the product's life	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	- Minimization of mining operations - Minimization of air pollution - Energy efficient to reduce overall energy consumption and cost throughout the products life	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	- 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	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	- Minimization of mining operations - Minimization of air pollution - Energy efficient to reduce overall energy consumption and cost throughout the products life	- 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)	- 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	Tentative 5% saving in electrical consumption & cost would be achieved

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

TECHNOLOGY UPGRADATION INITIATIVE DETAILS:

A) ENERGY

Purchase Energy Star® rated equipment and appliances

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

Use of low energy lighting (T5 or LED lights)

Use of electric lighting only when necessary in favor of natural lighting

Turn off all non-essential equipment when not in use

Auto switch off for computers when not used

Energy efficient settings on laptops

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

Use public transportation or walk before using a car

Purchase of computing assets with green technology (use of virtualization, thin clients, TFT's which are power efficient and emits lesser heat etc.)

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

Work from home policy : Currently 95.7% of our workforce is working remotely. This jump is due to Covid-19 precautionary measures. However, we will continue to encourage partial remote working in the future as well.

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

Maintaining temperature at energy efficient level

Focusing on transport efficiency to emphasize energy conservation

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

Energy Efficient Air Conditioning (VRV) system selection for all upcoming upgrades

Centralized Air Conditioning for office floor (with set temperature of 25 degrees Celsius)

Energy conservation awareness among employees through digital communication

2. RENEWABLE ENERGY

- Solar panels installed in 2 buildings of our partner NGO in Lonavala
- All company leased facilities evaluated for suitability of rooftop solar panel installations
- 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 9% of their overall annual energy consumption

3. CARBON FOOTPRINT — CLIMATE FIRST SERVICE DESIGN

- Our services such as Avoidable Truckroll reduces carbon footprint for our clients. This service uses smart analytics and domain knowledge to prevent technician visits to cable subscriber's homes by troubleshooting the issues remotely. We have saved 17 million miles of road trips in FY21 in the United States vs. 13 million in FY20. Similarly, our dispatch program assists technicians to not visit homes where problems could not be fixed due to some constraints. Our digital services save tons of paper and travel by avoiding photoshoots, printing of catalogues, and increasing online shopping.
- Within eClerx's own operations, we group large vehicle transport facility to reduce carbon footprint and our smart scheduling app reduces stopover and optimizes miles travelled by employee transport vehicles.
- We utilize tele and video conferencing for inter-office communication instead of travel.
- We are continuously looking to increase work from home roles to reduce commute.

Co2 Emissions
From Electricity

7429

Metric Tons

Co2 Emissions
From Transport

5134

Metric Tons

Total Co2 Emission
Electricity + Transport

12,563

Metric Tons

Awareness programs via digital mediums on water savings



You can make a change!

**DO NOT
WASTE WATER**



4. WATER CONSUMPTION

- Encourage reduction of water consumption and develop water conservation plans
- Introduction of foam dispensers to reduce water usage
- Installation of water sensors and aerator shower in taps to reduce water
- Non-drinking waste water recycled: eClerx ensures 100% STP water recycled is reused for flushing and horticulture, thus reducing freshwater withdrawals

Non-Drinking Water Consumption
(Per employee per day)

12.76L

5. WASTE MANAGEMENT

We ensure that all the waste generated from our own 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 principles of the circular economy. E-waste is collected, stored and disposed as per guidelines. It is collected by the registered recyclers of e-waste. Solid waste like food waste, paper, etc., is systematically processed and utilized 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.



If you can't REUSE it, REFUSE it!

SAY NO TO PLASTIC



A) REDUCING PLASTIC, PAPER, MATERIAL & OTHER WASTE

- Focusing on proper collection, reception, storage, transport, and disposal of computing waste through authorized vendors
- Reducing use of office paper by allotting printing rights to limited number of people with quotas
- Reduction of paper by using electronic communication and e-payments
- Recycling drives under CARE initiative by promoting donation of paper, clothes, utensils etc
- Discontinuation of plastic water bottles in cafeteria
- Replacement of plastic dispensers with steel dispensers
- Increased share of digital invoices and digital solutions for end-to-end paperless employee claims and vendor payments
- For our US, UK and Singapore locations
 - Moved to paperless employee onboarding in most situations with digital record keeping for all Onshore locations moving forward
 - Working with vendors to move to electronic billing to reduce on mail, postage, etc

B) USING RECYCLED OR BIODEGRADABLE MATERIAL

- Using cleaning products that are biodegradable and not animal-tested
- Procurement of biodegradable materials
- Discarding 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 / checklist / log sheets
- Introduction of reusable of stationery materials

Non-recycled Paper Consumption
(Per employee per day)

<2g

C) REDUCING FOOD WASTAGE

- In the pre-Covid period, we have been able to reduce our food waste by ~25% through **awareness programs**. Any food waste was recycled as manure through Organic Waste Converters and Vermicomposting units
- Food waste handling from pantry
- Awareness on food wastage in cafeteria

Specimen of daily food waste tracking record

(we do not have adequate data since March 2020 due to closure of offices)

Food Wastage	KG	01-Feb-20	02-Feb-20	03-Feb-20	04-Feb-20	05-Feb-20	06-Feb-20	07-Feb-20	08-Feb-20	09-Feb-20	10-Feb-20	11-Feb-20	12-Feb-20	13-Feb-20	14-Feb-20	15-Feb-20	16-Feb-20	17-Feb-20	18-Feb-20	19-Feb-20	20-Feb-20	21-Feb-20	22-Feb-20	23-Feb-20	24-Feb-20	25-Feb-20	26-Feb-20
Breakfast	Kg	1.00	1.50	2.20	7.10	6.50	8.10	6.50	5.30	4.90	6.10	3.40	3.47	3.20	2.70	4.50	3.20	2.50	3.30	4.50	2.50	1.70	2.00	1.50	3.50	4.10	3.70
Lunch	Kg	0.00	0.00	12.40	11.17	11.55	12.58	12.20	0.00	0.00	12.20	13.10	12.50	14.00	13.10	0.00	0.00	14.25	11.20	12.10	13.30	0.00	0.00	0.00	14.00	16.91	13.00
Dinner	Kg	14.00	10.00	14.70	17.50	13.40	13.30	24.40	14.93	10.00	17.54	13.80	18.79	15.41	14.20	10.69	11.40	13.56	12.60	20.80	13.60	19.58	10.00	6.60	0.00	15.40	20.20
Total	Kg	15.00	11.50	29.30	35.77	31.45	33.98	43.10	20.23	14.90	35.84	30.30	34.76	32.61	30.00	15.19	14.60	30.31	27.10	37.40	29.40	21.28	12.00	8.10	17.50	36.41	36.90



Be grateful for a plate full of food!

**DO NOT
WASTE FOOD**






**TAKE ALL YOU CAN EAT
BUT EAT ALL YOU TAKE**

YESTERDAY'S WASTAGE WAS _____ **KGS**

WHICH CAN FEED

_____ **PEOPLE**



Employee campaigns done on various waste awareness through emails and posters



We say we love flowers, yet we pluck them.
We say we love trees, yet we cut them.

**SAVE
TREES**



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.
- We understand that biodiversity is fundamental to long term survival of our ecosystem. Our core operations have zero impact on biodiversity.
- Clean fresh air is the basic requirement for a healthy lifestyle. A clean and fresh working environment not only maintains good health but also 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 test and measure the air quality parameters. These parameters are within the permissible limits as per the OSHA standard.

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 advance hand dryers with minimal decibel level to conserve energy and reduce queuing time

10



Semester. Wise fire drill conducted across all locations with no major 'non-compliances'

SOCIAL

1. EMPLOYMENT MODEL – FULLTIME VS CONTRACTORS

eClerx hires full time employees as a default practice to ensure that company and government provided social security and healthcare benefits are available to substantially all of our workforce. Despite the difficult times presented by the pandemic, we were able to create ~19% more jobs for freshers in FY21. Contractors are hired only in exceptional situations. As at FY21 end non full-time employees including apprentice and contractors were less than 10% of our global full-time employees. We follow industry standards and guidelines to provide appropriate minimum wages and healthcare and pension benefits to our contracted supplier staff.

2. EMPLOYEE HEALTH & SAFETY

- Zero office injuries during FY21
- 100% of our workforce is covered by Government or Private healthcare
- We lay strong emphasis on mental health in our organization and ensure that all our employees have access to health counselling that includes both physical and mental health
- Installation of touch-free automatic hand sanitizer dispensers for mitigating Covid-19 related risks
- Availability of 24X7 medical attendant and emergency services for all our employees
- Changes in existing infrastructure to ensure social distancing on work floor, cafeteria and transport fleet
- PPE, masks, gloves, and hand sanitizers across all locations for all the employees and support staff
- Continuing identification of and respond to potential accidental and emergency situations
- Continuing to mitigate and prevent associated environmental impacts
- Continuing to test the effectiveness of the emergency preparedness and response procedure by conducting periodic drill
- Focus on hiring from nearby areas and flexibility to choose nearest facility
- Laboratory testing of food, water and air
- Use products that don't off-gas toxic chemicals into the workspace
- Prevention of 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 adequacy of employee health and accidental insurance covers and upgrade them as needed
- We have conducted several Covid-19 vaccination-drive for our employees free of cost and extended this facility to their dependents

Employees are encouraged to take reasonable care of their own health and safety and for that of others who may be affected by their actions. They must inform their managers in case they contract any contagious diseases (e.g. Swine flu) or observe the same amongst 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 the either the EHS Forum, their location EHS lead, or immediate manager
- Comply with eClerx's EHS Policy guidelines and procedures
- Carry out work in accordance with 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 the purposes of the health and safety management at work
- Identify employee occupational health and safety training needs and organize 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

COVID COVERAGE

- Vaccination administration drives organized across all locations
- Thermal screening of all employees/vendors/visitors/contract staff visiting offices
- Touchless environment on office floor through installation of sensor-based hand sanitizing units, sensor taps, water dispensers etc
- On-line self-declaration for employees/visitors prior their office visit
- Routine sanitization and deep cleaning of the office premises
- 24*7 ambulance services and on call doctor assistance
- Deep cleaning and sanitization of all our company transport fleet before and after each trip
- Re-arranging the work station considering government norms and social distancing norms
- Reduced occupancy in transport fleet to adhere to

government norms and social distancing norms

- Digitalization of internal communications with virtual meetings through tele/ audio-conferencing that brings down meeting-related travel, minimizing potential risk of infection further
- Campaigns on social-distancing, wearing masks and precautionary measures to be followed through various channels such as emails, WhatsApp, SMS and posters
- Webinars conducted for all employees resuming office
- Installation of UVGI, special filters in our HVAC

ANTI-SEXUAL HARASSMENT

eClerx Services Ltd. is committed to provide 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 of individuals based on race, color, 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. It is necessary for employees to deal with their colleagues, including personnel or vendor rolls with full fairness, respect and dignity, and realize that his / her behavior will be attributed to the company and can affect its reputation. Currently, India has a 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.

3. DIVERSITY



OVERALL GENDER DIVERSITY IMPROVED ~35% this year

➔ **Managerial diversity improved to ~22%**

EQUAL EMPLOYMENT OPPORTUNITY

- eClerx is committed to the principles of equal employment opportunity for all. We provide equal employment opportunity to all qualified individuals without any discrimination on grounds of age, race, caste, physical disability, gender, sexual orientation, color, 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.

- We constantly strive to ensure that employment opportunities at eClerx are visible across hiring channels that are easily accessible to all
- While employing prospective candidates, we do not impose any monetary bonds or tenure restrictions
- The organization provides a non-discriminatory and inclusive environment for all employees
- The values of inclusivity at eClerx ensure a suitable ecosystem along with a safe working environment for specially-abled, vulnerable and transgenders with appropriate facilities
- During the pandemic, we opened our hiring to people from smaller cities who may not have had earlier access to domain intensive jobs that eClerx provides
- Our ability to do work from home for certain types of roles allowed us to hire many more people who could not take up jobs due to inability to commute to office
- We are committed to reducing our gender pay gap and during FY21 we were able to bring it down YoY for non-managerial staff
- We have hired significant number of staff from veterans and Black communities in our Fayetteville center.
- For our employees in the US, UK and Singapore:
 - We comply with the Modern Slavery Act (UK) and provide annual declarations regarding the same
 - We launched an onshore Diversity, Equity and Inclusion initiative in 2020 and gave access to employees, especially women get to attend virtual conferences
 - We have created diversity outreach initiatives via third party partners for recruiting talent such as In Her Sight (<https://www.inhersight.com/company/eclerx>) and Diverely (APAC - <https://www.diversely.io/stories/eclerx>)
 - We offer WFH flexibly (pre/post Covid) and remote opportunities for those not near our offices
 - 100% of our workforce enjoys retiral benefits for a smooth transitioning to their retirement years.

GRIEVANCE PROCEDURE

All supervisors and managers are responsible in ensuring the equal opportunity policy is 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 Officer. Any employee who violates this Policy, or in any manner discriminates with any person, 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, thereby helping employees gain knowledge in areas that make them more productive and sculpt them into better professionals. With the help of CEP, eClerx aims at reimbursing a part of the fees that 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 course, provided it is relevant to the business context and is approved so by the immediate manager and PGM+.

- We strongly believe in nurturing our employees through a positive work environment that will empower them to support the community. Our CSR programs target educating the youth, vocational training, and helping marginalised communities and children. Last year alone, our employees have volunteered for about 6000 working hours on these initiatives despite the pandemic.

INTERNAL JOB POSTING

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

ENCOURAGING ENTREPRENEURIAL SPIRIT

As a small business ourselves two decades ago, we understand that the spirit of entrepreneurship along with perseverance can create jobs for thousands and support many more family members. We started our flagship program named eImagine for supporting 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, higher education. We further committed INR 10crore in FY21 to support startups via a startup PE fund.

SUPPORTING INDUSTRY INITIATIVES FOR SKILLING YOUTH

eClerx participates actively through Industry bodies like Confederation of Indian Industries (CII) and NASSCOM for various projects related to skilling youth for improving their employability in the IT and ITeS industry. eClerx under the banner of CII has conducted National debate competition for college students and produced domain specific course modules for NASSCOM Futureskills.

PERFORMANCE MANAGEMENT

eClerx follows a Performance Management process wherein KRAs and competencies become part of the performance assessment such that they lead to various rewards and incentives like bonus, awards etc. Performance must be assessed basis mutually agreed levels of performance and in adherence to organization policies on Conduct & Discipline.

PERFORMANCE ASSESSMENT

- Employees are assessed and rated basis their performance and competencies exhibited, as evaluated by their managers in October (Mid-Year Cycle) and April (Annual Cycle)
- Rating Scale:
 - a) Star
 - b) Consistent performers
 - c) 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 on an event driven basis, such as completion of specific committed work. Accomplishments should be documented and discussed at least once during the period defined for a set of documented performance objectives.

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

Self-Appraisal:

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

Employees can appraise themselves on:

- 3-5 most significant achievements
- 3-5 areas where performance gaps were identified and need 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 to ensure a two way trust based feedback.

Employees can appraise their managers on:

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

Rate the Manager feedback is not visible to respective managers but only to skip level managers.

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. All subordinate scores must be signed off by the manager.

Team Competency Metrics:

Managers can provide qualitative feedback for their subordinates using the Team competency metric tool. MANAGERS can use the tool to:

- Identify 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 launched the Apprentice scheme to ensure that the youth of the nation acquire vocational skills through the industry. eClerx has been actively participating in this scheme and has hired hundreds of young graduates in FY21 under the scheme. We also follow the similar principle in other major geographies such as USA, where we have partnered with a local college in Fayetteville for regular training of the students and subsequent induction into eClerx in many cases.

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 organization and helps in balancing interests of all the stakeholders. In addition to inspiring transparency in the organizational systems that ensures strong and balanced economic development, Corporate Governance also ensures that the Company is well placed in an environment of constant change by instilling best governance practices into it. At eClerx, the 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 behavior. Our actions are governed by our values and we encourage and expect our employees to adhere to these values of:



Our governance systems have helped us maintain investors' confidence and our ethical decisions and way of management have helped in satisfied clients and high goodwill. Good governance has helped us creating value amongst the stakeholders and to have effective control systems commensurate with the risks involved. Giving back to our stakeholders is a strong sentiment at eClerx for they have been integral to our growth journey. During FY21, we shared INR ~113 Crores of our earning through dividend distribution to our shareholders.

1. BOARD STRUCTURE & DIVERSITY

The Board has adhered to highest standards of Corporate Governance in directing the Company's affairs and discharging their statutory duties and responsibilities. It discharges some of its responsibilities 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 provide detailed focus to different areas of 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 is in conformity with Regulation 17 of the Listing Regulations and Section 149 of the Act which comprises of 9 (nine) Directors, of which 1 (one) is Executive Director, 1 (one) is Non-Executive Director and 7 (seven) are Non- Executive Independent Directors including 1 (one) Independent Woman Director. The average age of directors is about 54 years. The Chairman of the Board is a Non-Executive Independent Director. There is no inter-se relationships between the Directors on the Board of the Company. The Board is committed to supervising and guiding the management with their valuable insights. This commitment is visible in their strong average attendance of 98.44% in the board meetings. At eClerx, we believe a diverse set of leaders can positively steer the organization towards sustainable growth. Our board consists of the right mix of Directors from diverse backgrounds. Currently, we have 55.56% Indian Directors and 44.44 % directors from US and UK.

2. RESPONSIBLE TAX PAYER

We paid a total of INR 100 crores of direct and indirect taxes in FY21 vs INR 59 crores in FY20. Majority of our taxes are always paid in advance as part of our commitment to support government schemes that use such tax funds.

3. COMPENSATION RATIOS

We have ensured that CXO layer's salary as a ratio of median salary for rest of the employee in same country does not exceed 100 in any case. Currently, this stands at 78x for India.

4. TRAINING ON INSIDER TRADING REGULATION & ANTI-BRIBING

We have achieved close to 97% coverage of trainings for prohibition of insider trading regulation and anti-bribery during FY21.

5. SPECIAL FRAUD RISK RELATED TRAINING

Special fraud risk related training conducted for 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 effect our stakeholders on near real time basis. In case of any ambiguity in regulations or its applicability, we fall back up on our principle of EPIC and err on the side of caution. We ensure that background checks for all our employees are completed in a timebound manner. For FY21, we completed verifications for 98% of our workforce. During FY21, there was no incident of breach in Code of Ethics or incidents reported through our whistleblowing procedure.

7. TRANSPARENT COMMUNICATION

We endeavor to maintain honest, transparent and timely communication with all our stakeholders. Employees have access to comprehensive HR portal for all their needs and policy changes and have access to chatbot, human support, manager's forum to ask queries and get resolutions. This ensures that there is healthy two-way communication. 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 helps us achieve global standards on data security and privacy management. All our operational sites with an information security management system (ISMS) are certified to ISO 27000.

9. RESPONSIBLE PROCUREMENT & DISPOSAL

BG verification 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 pertaining to sustainability.

We are also enhancing our Due Diligence Questionnaire to vet vendors on several parameters inclusive of their commitment to sustainability at the time of selection and onboarding. Currently, 55% of our suppliers are conforming to the Company's ESG principles. 100% of our vendor spend decision undergoes dual approval process.

10. RESPONSIBILITY FOR ESG INITIATIVES

Responsibility for ESG initiatives resides with four department heads - Finance and procurement, HR, Infosec & IT infrastructure, & Administration.

11. APPROACH TO CONTINUOUS IMPROVEMENT - EXTERNAL SUPPORT / AUDIT

We have 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 trainings and webinars on sustainability topics to learn from best practices in the industry.

SUSTAINABILITY AT PERSONIV

eClerx acquired Personiv Group in December 2020 as the Company resonated with the eClerx culture and values of employee focus, governance principles and commitment to the community. Personiv has more than 500 employees at each of its three delivery centers in Gurugram, Coimbatore in India, and Manila in Philippines. This section highlights Personiv's current ESG practices. Personiv will be fully integrated in eClerx's ESG framework by end of FY22.

	Gurugram	Coimbatore	Manila
Environment	Energy efficient LED lights - resulted in 30 to 50% savings	100% use of energy-efficient LED lightings	Green PC. ENERGY STAR version display monitors
	Energy efficient AC selection and installation – resulted in 10 to 15% savings	100% Plastic free zone	Waste Segregation policy as per Department of Environment and Natural Resources
	Introduction of foam dispensers and aerator shower to reduce water usage	100% IT waste recycled through certified agencies	
	Focus on collection, reception, storage, transport, and disposal of computing waste through authorized vendors	0% paper-based invoice / document processing	
Social	Covid-19 related measures across facilities		
	• Providing PPE's, vitamins, and masks to all employees		
	• Daily temperature check		
	• UV disinfection and sanitation of incoming documents		
	• Installation of touch-free automatic hand sanitizer dispensers for mitigating COVID-19 related risks		
	• Company-sponsored COVID-19 vaccination drive for employees and their dependents at Gurugram premises		
	Employee Health & Safety		
	Zero cases of office injuries across geographies		
	Availability of 24X7 medical attendant and emergency services for our employees	80% Government Health Care benefits and 20% Private Health Care benefits	• 100% of workforce covered by SSS, Philhealth, HMO • Access to health (including mental health) counselling
	Diversity & Inclusion		
	2020 – F: 26%; M - 74% 2021 – F: 31%; M - 69%	2021 – F:30%; M:70%	2020: M 57% / F 43% 2021: M 56% / F 44%
	Employment Model		
	2021: 100% Fulltime employees		2020: 97% FT / 3% C 2021: 99% FT / 1% C

Training

CY 2020: 2,731 hours
CY 2021: 152.72 hours
(until July 2021)

§ 25 hrs. Average cross
training / up-skilling hours
per employee every year

2020: 3,573 hours
2021: 1,948 hours

Community

Two 10 KVA solar panels
installed in premises of our
partner NGOs – in Gurugram
and New Delhi

2,200 Units of electricity
generated every month
through solar panels installed
in the underprivileged
communities

3.2 kw Solar Panel Project
donation

Governance

Code of conduct and other governance policies have been established and board committees are formed to supervise the implementation of these policies

Mandatory training to employees on compliance issues

100% employees covered under complete internal background verification check

Certified for ISO 27001:2013 by
BSI India, latest certification
is from 11-Jan-2021 to
10-Jan-2024

CII: Platinum Certification -
5s Excellence

Zero breaches of the Code
of Ethics (Major Offenses
resulting to Dismissal)

Certified for ISO 9001:2015 by
BSI India, latest certification
is from 25-Aug-2019 to
24-Aug-2022

CII: 3 Start Certification - EHS
Excellence

Certified ISO 9001:2015 by
TUV Rheinland since 2017

Certified for PCI-DSS version
3.2.1 by Panacea InfoSec,
latest certification is from
19-Nov-2020 to 18-Nov-2021.

Certified ISO 27001:2013 by
TUV Rheinland since 2019

Certified SOC I type II by
Riskpro India since 2020

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

FOLLOW US ON SOCIAL MEDIA

 <https://www.linkedin.com/company/eclerx>

 <https://twitter.com/eClerx>