

eClerx

SUSTAINABILITY REPORT FY 2022-23

ENABLING A BETTER TOMORROW

OUR VISION

To be one of the industry
leaders in the areas of social and
environmental responsibility,
backed by good governance



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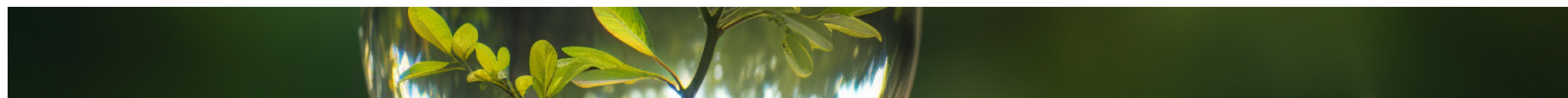
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CORPORATE OVERVIEW

ABOUT US

eClerx is one of India's leading process management and data analytics companies.

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 16,000+ people across Australia, Canada, Germany, India, Italy, Netherlands, Philippines, France, Singapore, Thailand, UK, and the USA.

OFFICES

in the US, UK, India, Europe, Singapore, Australia, France, Thailand, Philippines

16,000+

Analysts, Project Managers, Specialists, and consultants across the globe

FORTUNE 2000

companies served globally

\$345MM

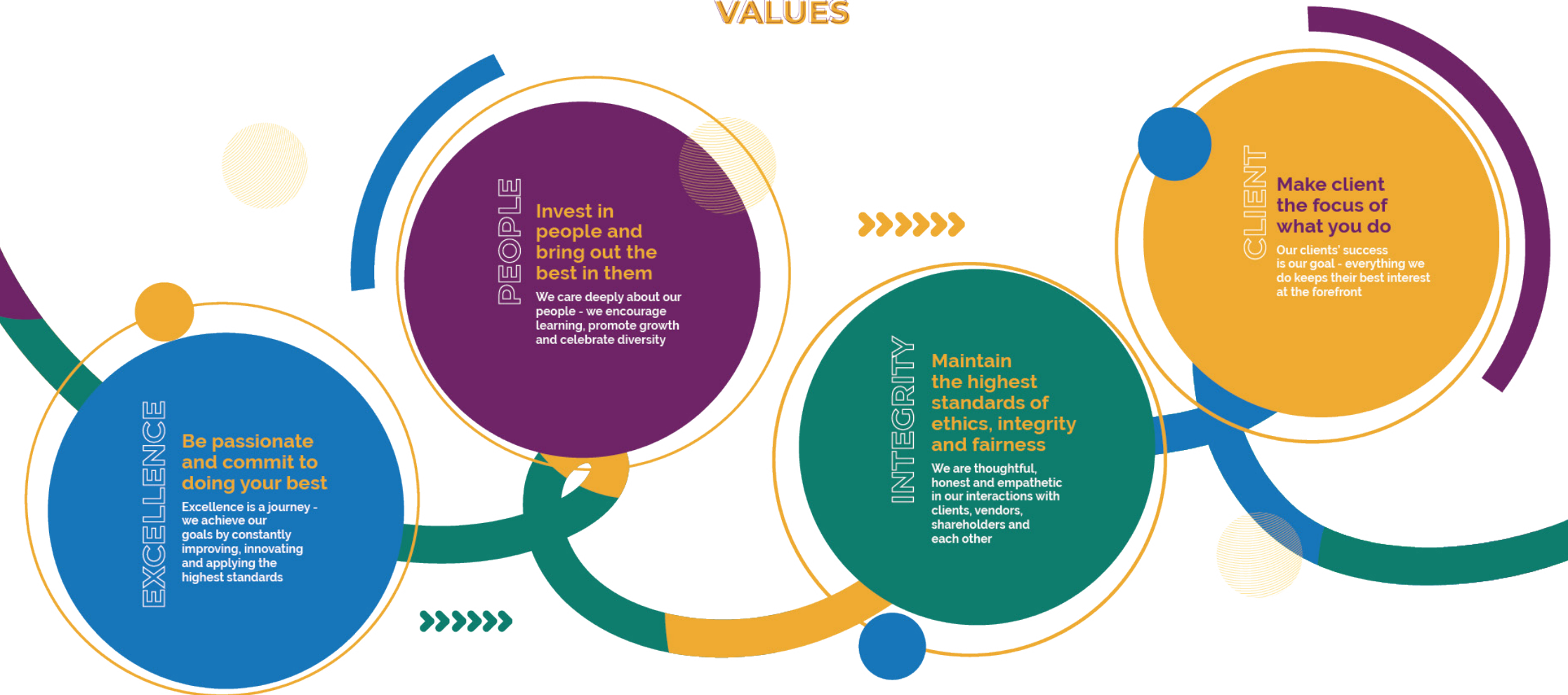
in revenue across Financial Markets, Digital, and Customer Operations





OUR VALUES

Our 'EPIC' values are what define us. They are our guiding principles. eClerx stands for **EPIC** – **Excellence, People, Integrity, Client.**





WHAT WE DO

ECLERX CUSTOMER OPERATIONS

eClerx Customer Operations specializes in providing operational expertise and process excellence throughout the customer journey. We create solutions and services, utilizing our domain knowledge that supports our clients' evolving needs. Our suite of offerings enhances each step of the customer journey by providing advanced analytics, automation, superior technical operations and digital care.

We assist companies in developing, implementing and operating multichannel customer interaction capabilities for the external and the internal customer – facing operations – transforming everyday touchpoints into a superior experience. In this way, we aid our clients in improving sales and retention, while reducing service costs and enhancing customer satisfaction.

**Operations Support | Technology Solutions |
Data Analytics and Reporting |
Customer Experience | Consulting Services**

ECLERX DIGITAL

eClerx Digital is the trusted partner of choice to many of the world's largest global brands for creative production, e-commerce/web operations and analytics and insights services. We help clients maximize the results of their digital activities across the customer journey.

We complement existing capabilities through data analytics and marketing support. Global industry leaders partner with us to cost-effectively scale their digital activities by leveraging our highly-skilled and blended resource model.

**Data Management | Analytics & Insights |
Digital Marketing Operations | Creative Services**

ECLERX FINANCIAL MARKETS

For financial organizations across the world, eClerx Markets offers consulting, technological innovation, and process management expertise to solve numerous operational challenges. We are powered by digital technologies and robotic process automation that seamlessly integrate resources and capabilities to help financial institutions improve accuracy, flexibility and adaptability.

Supported by nearly two decades of financial services experience, our team of experts delivers holistic solutions across the trade and client lifecycles including: trade support; settlements and clearing; KYC and client on-boarding; legal documentation services, as well as reference data and advanced analytics.

**Derivative Trade Support | Cash Securities
Operations | Regulatory Compliance and Data |
Document Management | Analytics |
Technology Products**

PRODUCTS / SERVICES SOLD BY THE ENTITY

Sr No	Product/Service	NIC Code	% of total turnover contributed
1.	Information Technology Enabled Services	631, 6311	95.16%
2.	Software development, licensing of software products and related services	72292	4.84%



OUR LOCATIONS

NUMBER OF
LOCATIONS

NATIONAL
05

INTERNATIONAL
22

MARKETS
SERVED

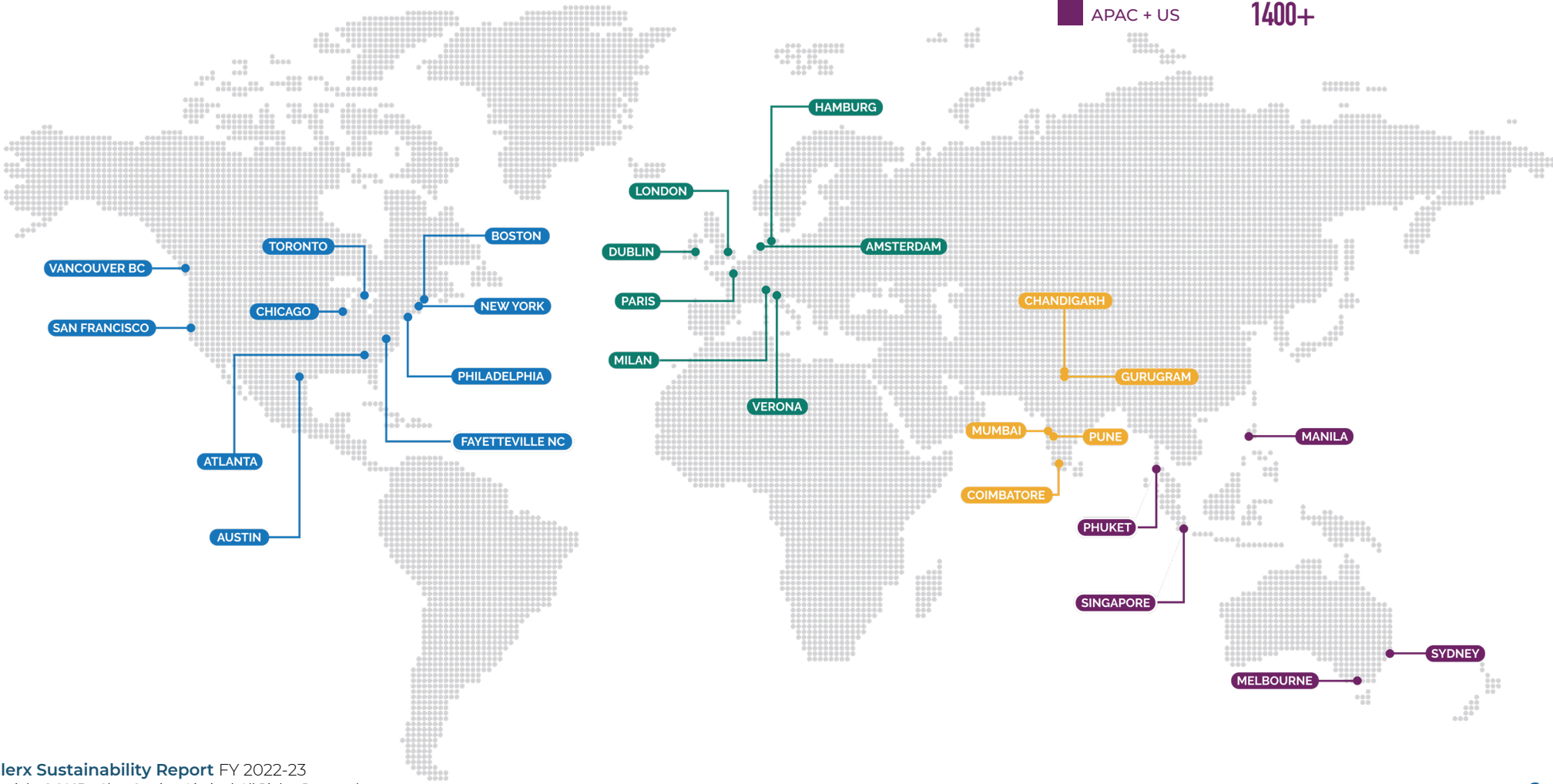
NATIONAL
03 STATES AND
1 UNION TERRITORY

INTERNATIONAL
22 COUNTRIES

REGIONS AND
EMPLOYEE STRENGTH

where plants and
/ or operations /
offices of the entity
are situated

NORTH AMERICA 500+
EUROPE 300+
GLOBAL 14000+
APAC + US 1400+



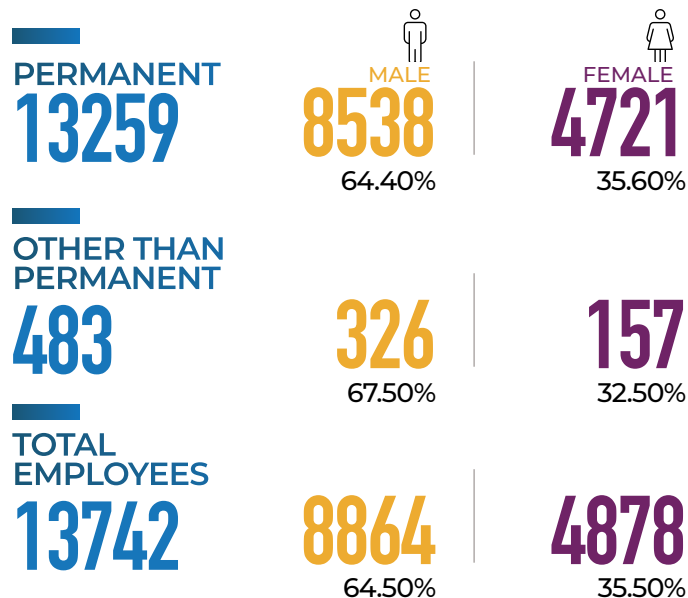


CORPORATE OVERVIEW

OUR PEOPLE

eClerx offers an extraordinarily wide range of career opportunities across geographies. With backgrounds ranging from risk management, consulting, and product control to predictive analytics, social media, and digital asset management, our 16,000+ people combine to create a wealth of intellectual capital and functional expertise that is unparalleled in our industry.

Each analyst and manager distinguishes themselves uniquely in their professional offering – a different way of looking at a client's problem, or an out-of-the-box approach to complex challenges. The diversity of our people is one of our greatest strengths.

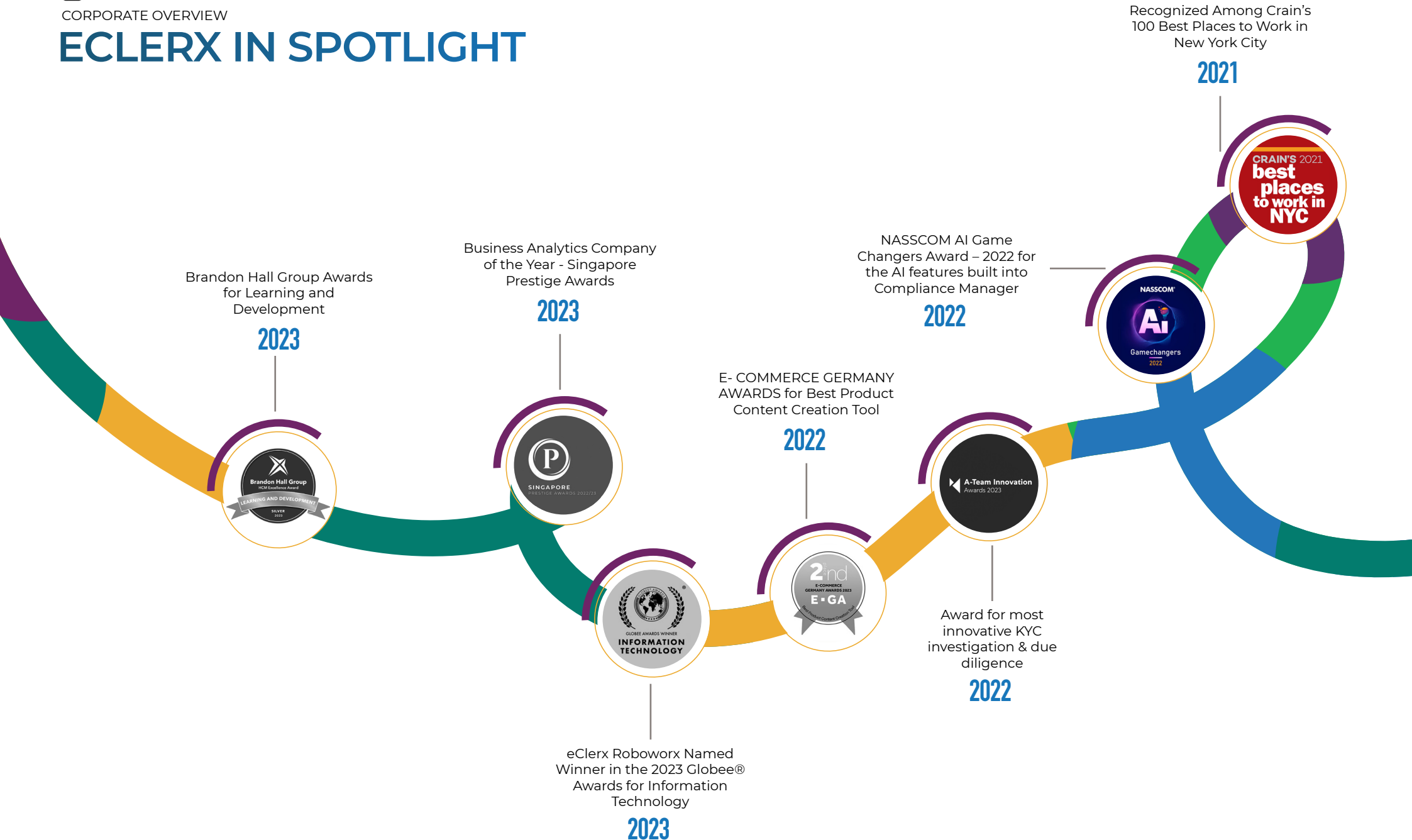


DATA SPECIFIC TO INDIA





ECLERX IN SPOTLIGHT





MESSAGE FROM CHAIRMAN



ANISH GHOSHAL
Chairman

REVENUE PERFORMANCE & KEY METRICS

The last twelve months marked a period of resurgence for the Company. We closed the year with revenues of USD 333mm revenue and net income of INR 4,888mm, each up by 17% over the previous year, exceeding the industry average growth for a second successive year. There was marked progress on key measures: client concentration reduced with our top ten now at 60%, our lowest; the number of \$1m+ clients stood at 44, our highest; our \$3-10mm revenue cohort of clients doubled to ten, another high and we added a record eighty new clients.

Automation and Analytics services at \$71mm now represent twenty percent of a much larger organisation, and Business Process as a Service (BPaaS) or managed services is now at our highest ever contribution. The firm grew to be the largest and most diverse it has ever been, with over 16,000 colleagues across the globe. The market recognised our progress by according us a “unicorn” USD 1bn valuation during the year.

LEADING WITH PRODUCTIZED SERVICES, MANAGED SERVICES (BPaaS), AUTOMATION AND ANALYTICS

Our Company's focus on productized services including Creative, Content & Commerce, Trade Lifecycle (TLC), Customer Experience (CX), Client Lifecycle (CLC), Field Tech Operations (FTO) and Finance and Accounting Operations (FAO) to mid-market clients, helped power sales efforts by providing resonant “arrow-heads” to acquire new client relationships. Each of these service lines grew as we added new logos and increased our footprints at established clients. Notable highlights of the year included the opening of our Milan innovation hub and expansion of Phuket to support our Creative services; the growth of our digital banking services; the doubling of onshore consulting driven by our first large multi-country CLC consulting engagement and being selected - in the face of intense competition - Care Partner of the Year by our largest and most sophisticated client in CX.

Our focus on productized services also meant an increased share of Business Process as a Service (BPaaS) where we leverage our deep domain, execution experience, technology platforms and industry partnerships to deliver value-added, high return on investment services. These services continued to help us create longer-term stickier relationships.

Automation and Analytics – a key focus area for us – grew to \$71mm in revenue. In automation, growth occurred across low-code/no-code, intelligent automation and in our platforms such as Compliance Manager, DocIntel, M360, Merchandiser+, Workforce Manager, and Fluid4. An increasing number of organizations turned to us for consulting, development, and testing support. We broadened our partnership with IIT Delhi's Technology Innovation Hub (IHFC) and NASSCOM COE for Data

Science and AI to help us drive innovation in artificial intelligence, machine learning and robotics process automation (RPA). Notable awards included those at NASSCOM AI Game Changer and RegTech Insight for Compliance Manager, at CIO100 India for Intelligent Automation, and at Data Management Insight for Roboworx.

Analytics experienced success across industries, but most notably in luxury, B2B and banking. We acquired fifteen new logos, and invested in our services suite comprising digital analytics, data engineering and consulting; in our product platforms such as eMatch, eRange and M360; and in expanding industry partnerships to include names such as Microsoft, Amplitude, Funnel.io and Alation. To cap off our commercial success, we were voted one of India's “Best Firms For Data Scientists To Work For” by Analytics India Magazine for a second consecutive year.

Finally, I am happy to say that our purchase of Personiv proved very beneficial for our Company. That business grew 20% over the past year, added 20 new logos and approached a USD 40mm run rate. We successfully integrated the various Personiv business elements into our core business units, and witnessed growth across all service lines. Our new Philippines capabilities became core to the firm and we moved new business there, providing a new low-cost alternative to India for any clients reconsidering India concentration.

FOCUS ON PEOPLE

In FY '23, we grew to over 16,000 employees, adding talent across business process management, analytics, and automation services. I am happy to share that our pool of women talent expanded, with women today comprising 37% of our global workforce.



MESSAGE FROM CHAIRMAN

Two-fifths of external hires last year were women, thanks in part to hybrid and remote work arrangements. We launched an external mentoring program for our high potential senior women leaders, which led a just under 20% representation of women in top leadership roles - our highest ever.

We adopted a global HR platform last year to provide a unified support experience across our entire global family. This brought all people functions such as recruitment, on-boarding, learning, rewards and performance onto one platform, easily accessible to employees across different parts of the globe. This in particular helped us transform our end-to-end learning journey, with thousands of virtual classrooms and curated learning assets across a range of cutting-edge technologies and industry domains now available anytime, anywhere. Our managerial development programs dwelt on leading teams in a digital world, driving innovation and developing a better understanding of emerging technologies. For the third edition of our firm-wide 'Skill of the Year' program, we partnered with the University of Toronto and certified 1000+ employees on 'Low-Code/No-Code', to bolster firm-wide technology and automation capabilities. Such innovations in learning and career development meant that we were awarded a Brandon Hall Award for Excellence in Learning and Development for the fifth year in a row - this time in 'Best Advance in Custom Content'.

OUR SOCIAL, SUSTAINABILITY, AND RISK MANAGEMENT RESPONSIBILITIES

We maintained our focus on community partnerships and volunteering efforts, as returning to physical mode allowed us to make a deeper impact. Our themes last year were employability, environment and education and many of our colleagues volunteered their time in ARTSHALA

to paint and transform walls of government schools, upcycle notebooks from waste paper, and create learning aid materials for school teachers. We supported our CSR partners to adopt green energy infrastructure and build climate resilience, and planted more than ten thousand saplings across the country. You should feel proud that our combined efforts changed fifteen thousand young lives for the better. In ESG - our facilities in India almost doubled the share of electricity generated from renewable sources to 32% in FY '23, and we are happy to report our full compliance with the statutory requirements of the NGRBC (National Guidelines on Responsible Business Conduct) principles. We have also published our first BRSR (Business Responsibility & Sustainability Report) in line with SEBI requirements.

Last but not least, resilience and risk management remained our primary goal. We focused on information security efforts aimed at data encryption, remote data management, endpoint detection, and user activity monitoring to reduce risk to the firm. We continued to nurture a strong balance sheet with a thoughtful approach to capital allocation - an important consideration for all our client and employees. We remained consistent with our capital allocation policy of returning excess cash to shareholders, and in FY '23, returned USD 40mm through a buyback.

A NEW BEGINNING

Today, we are a company approaching USD 350 million in revenue and have ambitions to grow substantially. We recognise that meeting these aspirations needs senior leadership with the experience of building businesses of such scale. I am therefore happy to announce that Kapil Jain joins us as CEO this year, taking over executive responsibilities from our two co-founders, PD Mundhra

and Anjan Malik. Kapil has spent the past two decades at a major Indian IT firm and his experience in the IT / BPM industry spans delivery, sales, transition, marketing, alliances and M&A, across a wide breadth of industries including capital markets, consumer and retail. Kapil has experience in building businesses, as well as clients, products, services and technology. He substantially strengthens our leadership in an environment of accelerating technological disruption.

LOOKING AHEAD

December 2022 marked the 15th anniversary of our public listing. We were a USD 30mm revenue company when we listed in 2007, and are today nearly USD 350mm - an almost 20 per cent annual growth rate.

On this journey, we have learned from the best - our clients. And what a rarefied group they are - three-quarters of our revenue derives from Fortune 500 clients and almost 60 of our clients are over \$10bn revenue enterprises. These relationships are incredibly long-tenured - over a 100 of our clients have been with us for 5+ years and over 30 for 10+ years - a remarkable feat in our fast and fickle industry. Our deep and meaningful relationships, and culture of service ensures that we enjoy the trust of all our clients.

We are today the most scaled, global and resilient that we have ever been. But we continue to demonstrate the agility and hunger of a much smaller organization. We hope that like us, you feel incredibly proud of what we have built together, and are excited about what the future will bring.

I thank you for your ongoing support.

ANISH GHOSHAL
Chairman



A NOTE FROM OUR

COMMITTEE CHAIRPERSON



DEEPA KAPOOR
Chairperson, ESG & CSR Committee

We have a proud legacy of doing what's right for our people, communities and the planet we all share. Our EPIC Values are an expression of this legacy. Our business strategy also embeds this commitment as an integral part of delivering top tier financial performance.

At eClerx, we always have and will continue to deliver value to our clients and give back to the society through our numerous ESG and CSR activities we engage in throughout the year.



MESSAGE FROM CFO



SRINIVASAN NADADHUR
Chief Financial Officer

We at eClerx take pride in setting high standards of governance and transparency. We are also committed to being a responsible organisation with regards to the environment. We believe in consuming resources judiciously, reusing as much as possible and avoiding wastage.

Over time, we want to give back more resources than we consume. With the publication of the Sustainability Report for FY '23, we have formalized our commitment to the environment. All our stakeholders - customers, suppliers, shareholders, and employees have played and will play a key role in our journey, and we are thankful for their support and guidance.



FOREWORD

OUR APPROACH TO SUSTAINABILITY



At eClerx, we believe in creating a sustainable business where we care about our people, their families and the community at large and driving value for our clients together. Our clients have already started their sustainability journey and have always encouraged us to be a part of their programs. In alignment with our clientele's ESG visions and carbon neutrality targets, we aim to achieve our Net-Zero target by 2050. Our EPIC values – Excellence, People, Integrity and Client are our guiding principles and ingrained in our DNA.

No company today, large or small, can continue to function purely on financial metrics; given the urgent challenges of climate and societal changes. With a rapidly growing business, it becomes imperative to not only align, but to contribute significantly in the areas of environment protection and improvement of society in general. This requires special focus and concerted efforts.

Our company has taken its first significant steps towards this journey. The Board has been re-designed to create a joint ESG & CSR committee with adequate authority and budgets to initiate and implement important projects and processes, not just within the organisation but also with partners, vendors, clients and NGOs. We have not only commenced reporting through BRSR as mandated by SEBI, but have also integrated important global frameworks like GRI, CDP, and TCFD in the measurement and reporting of key ESG metrics. In order to align ourselves better with the industry requirement and benchmark our performance against our peers, we are working with rating agencies like EcoVadis, CDP, Achilles and S&P to disclose our non-financial performance and have shown consistent improvement in our scores year-on year.

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 a lasting value to build trust amongst our key stakeholders.

As responsible corporate citizens, we will endeavour to achieve:

Continuous improvement in our governance practices, transparency, and maintaining data privacy

A safe, engaging, and enriching environment promoting diversity and inclusion to our people

Prudent use of natural resources leading to a sustainable future for our stakeholders

The previous FY 2022-23 has opened the doors for our company to become a more environment friendly and socially responsible organisation. In addition to strong and transparent business and financial performance over the years, we will strive together to make our company one of the best in the social and environment areas as well.

ABOUT THE REPORT

This report provides information about our Governance, Environmental and Social performance during the reporting period, which is FY 2022-23. Through this report, we have made an attempt to demonstrate our programs and initiatives that we are proud of, and look forward to leveraging our impact and influence to create a sustainable value for our stakeholders.

This report includes data against the material topics identified for eClerx, whereas the economic performance data are in line with our annual latest annual report. The report is intended for all the stakeholders who are part of our long-term business strategy including our investors, regulators, employees, customers, business partners, and local communities.

REPORTING BOUNDARY

This report covers data and initiatives from all entities of eClerx Services Limited including Personiv across our office locations in:

CHANDIGARH | COIMBATORE | GURUGRAM | MANILA | MUMBAI | PUNE

We plan to cover additional locations in our subsequent reports.



FOREWORD



FRAMEWORKS AND STANDARDS

For greater alignment of metrics, target setting process and performance measurement to globally accepted standards, we have adopted GRI (Global Reporting Initiative) as our ESG framework. This is primarily because:

- Most rating agencies used by clients and in general, use GRI as a base for assessment
- Most other large & small organizations across the world follow GRI across sectors
- 78% of the top 250 globally & 68% of the top 5800 mid-size companies use GRI
- BRSR has incorporated GRI and is almost fully aligned

We have a strong focus on year-on-year improvement and measurement to enable robust reporting for BRSR, commencing FY-2023. Materiality mapping has been undertaken to arrive at key material issues based on Board objectives, nature of the business and future growth plans. These have been analysed as a Risk Management Framework based on the TCFD structure.

MATERIALITY

As a part of our risk management strategy, we have also undertaken a rigorous materiality assessment to identify the ESG topics that are most important to our business and stakeholders. Through this assessment we have identified and prioritized the most pressing ESG issues for our internal and external stakeholders that will impact our operations, products, and brand perception over time. We have identified about 20 material topics through primary and secondary surveys conducted with key stakeholders. We have also benchmarked our operations against leading peers across the sector to identify the most important material topics. Our detailed policy on determining material events and its disclosure can be accessed **on this link**.





FOREWORD



Following are our top 20 material issues bucketed under Environmental, Social and Governance.

Other items that are material for the company include:



GOVERNANCE Transparency & Integrity

- 1 Ethics & integrity
- 2 Stakeholder engagement & communication
- 3 Governance structure, board appointments & functioning
- 4 Reporting practices
- 5 Values & strategic implementation
- 6 Conflicts of interest
- 7 Anti-corruption



SOCIAL Employee Satisfaction, Learning & Development

- 8 Employee benefits
- 9 Work options
- 10 Leaves
- 11 Training & education
- 12 Wellness
- 13 Diversity & equal opportunity
- 14 Non-discrimination
- 15 Health & safety
- 16 Local communities



ENVIRONMENT Energy, Resources & Transport Efficiency

- 17 Water
- 18 Energy
- 19 Emissions
- 20 Materials

CSR Corporate Social Responsibility

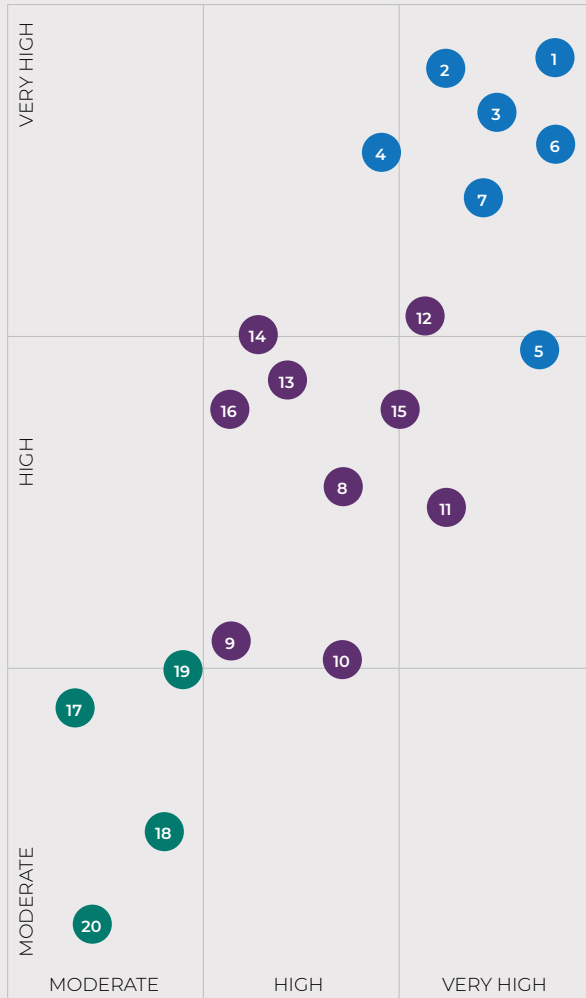
- Youth education and empowerment
- Local community recruitment
- Minimising impact on environment

Client

- Continuous improvement
- Service quality
- Staying relevant to our clients

These material topics are further mapped as moderate, high, and very high based on the importance for stakeholders and business performance.

IMPORTANCE TO STAKEHOLDERS



IMPORTANCE TO BUSINESS



FOREWORD

ALIGNMENT WITH UN SUSTAINABLE DEVELOPMENT GOALS

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 in to grow.

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 people enjoy peace and prosperity by 2030. Today, eClerx is working on 10 of the 17 Sustainable Development Goals.



Our focus areas include:

A GREEN PLANET



A POSITIVE WORK ENVIRONMENT



GOOD CORPORATE GOVERNANCE



These ESG aspirations are well aligned to the material topics identified by our key stakeholders and has been dealt in detail in the subsequent sections of the report.



eClerx

CORPORATE

GOVERNANCE



OUR VISION

To be one of the industry leaders in the areas of social and environmental responsibility, backed by good governance



OUR

CORPORATE GOVERNANCE

eClerx firmly believes that robust corporate governance framework and practices are essential for sustained growth and enhanced stakeholder value in the long run. Good corporate governance is an intrinsic part of the company's fiduciary responsibility as a responsible citizen.

In addition to complying with the statutory requirements, we have institutionalized effective governance systems and practices towards improving transparency, disclosures, internal control and promotion of ethics at the workplace. eClerx recognizes that good governance is a continuing exercise and reiterates its commitment to pursuing highest standards of corporate governance in the overall interest of its stakeholders.

All our stakeholders including customers, vendors and communities where we operate are an integral part of the business and we ensure fairness for each of them through transparency and accountability - two basic tenets of corporate governance.

eClerx is compliant with all the mandatory provisions of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") as applicable. The details on how the corporate governance principles are put into practice within the company are discussed below.

OUR BOARD

Our Board represents an optimum combination of Executive and Non-Executive Directors for its independent functioning. The composition of the Board as on March 31, 2023 is in conformity with the applicable provisions of the Companies Act, 2013 and the Listing Regulations.



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. Our detailed board diversity policy can be accessed using [this link](#).

3 KEY MANAGEMENT PERSONNEL

PD Mundhra
Executive Director

Srinivasan Nadadthur
Chief Financial Officer

Pratik Bhanushali
Company Secretary



PD Mundhra
Executive Director



Anjan Malik
Non-Executive Director



Anish Ghoshal
Non-Executive Independent Director



Biren Gabhawala
Non-Executive Independent Director



Deepa Kapoor
Non-Executive Independent Director



Shailesh Kekre
Non-Executive Independent Director



Srinjay Sengupta
Non-Executive Independent Director



Naresh Chand Gupta
Non-Executive Independent Director



Naval Bir Kumar
Non-Executive Independent Director



OUR

CORPORATE GOVERNANCE

The selection and constitution of the Board is guided by a dedicated Nomination & Remuneration Committee (NRC), as per the company's Nomination and Remuneration Policy. The Policy includes the following considerations:

- Identify persons who are qualified to become Directors and who may be appointed in senior management in accordance with the criteria laid down, recommend their appointment and removal to the Board and carry out evaluation of every director's performance
- Formulate the criteria for determining qualifications, positive attributes and independence of a director and recommend a policy, relating to the remuneration for the directors, key managerial personnel and other employees, to the Board
- Ensure that the Board comprises a balanced combination of Executive Directors and Non-Executive Directors and also the Independent Directors
- Devise framework to ensure that Directors are inducted through suitable familiarization process covering their roles, responsibility and liability
- Oversee the formulation and implementation of ESOP Schemes,

their administration, supervision, and detailed terms and conditions in accordance with SEBI Guidelines

Our Nomination and Remuneration Policy has been formulated in accordance with Section 178 of the Companies Act, 2013. The rules framed thereunder are amended from time to time as per Regulation 19 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

eClerx's Nomination and Remuneration Policy can be accessed by clicking [this link](#).

In addition to the Nomination and Remuneration Committee, the Board of Directors has also constituted several other Board Committees to deal with specific areas and activities which concern the company and requires a closer review. The following board committees have been set up to ensure transparency and consistent monitoring of core functions: Audit Committee, Stakeholders' Relationship Committee, CSR and ESG Committee, and Risk Management Committee.

AUDIT COMMITTEE

The Company has a well-qualified and independent Audit Committee consisting of four Non-Executive Independent Directors and an Executive Director, having adequate financial and accounting knowledge. It

oversees the financial reporting process of the Company. The constitution, powers, duties and responsibilities of the Audit Committee are in line with provisions of the Act and the Listing Regulations.

STAKEHOLDER RELATIONSHIP COMMITTEE

The Stakeholders Relationship Committee looks into matters relating to investors' grievances and the overall services rendered by Registrar and Transfer Agent to the shareholders. The constitution, duties and responsibilities of the Stakeholders Relationship Committee are in line with the provisions of the Act and Listing Regulations.

ESG & CSR COMMITTEE

Pursuant to Section 135 of the Act read with Companies (Corporate Social Responsibility) Rules, 2014, the Board has constituted Corporate Social Responsibility Committee ('CSR Committee') which recommends the amount of CSR to be spent on the projects as well as monitors the implementation of the same.

The Board of Directors of the Company, at its meeting held on Thursday, May 25, 2023, approved renaming of the existing 'Corporate Social Responsibility' Committee to 'Corporate Social Responsibility and Environmental, Social & Governance

Committee' and further amended the existing role of the Committee so as to include the Environmental, Social & Governance functions.

The CSR & ESG Committee consists of four directors, out of which three are independent directors. The Committee meets at least twice a year to discuss and review ESG and CSR activities and Policies. The main activities of the committee include:

- Recommending the amount of expenditure to be incurred on sustainability activities;
- Monitoring the CSR and ESG Policy of the Company from time to time;
- Setting up a sustainability charter (or objectives) & roadmap;
- Ensuring organizational adherence to the charter/ roadmap (including yearly targets);
- Continuous monitoring of ESG risks, material issues and strategy changes;
- Independent reviews & audits of policies, expenditure and performance by Management;
- Ensuring accurate & transparent reporting to regulatory authorities & public disclosures



OUR

CORPORATE GOVERNANCE

ENTERPRISE RISK MANAGEMENT

Risk management is an integral part of our business. The Company has in place a well-defined EWRM framework and Risk Management Policy which, inter-alia, aims at the following:

- Safeguarding the Company assets, interests and interest of all stakeholders by identifying, assessing and mitigating various risks
- Laying down a framework for identification, measurement, evaluation, mitigation & reporting of various risks
- Evolving the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects, which the business and operations of the Company are exposed to.
- Balancing the cost of managing risk and the anticipated benefits.
- Creating awareness among the employees to assess risks on a continuous basis & developing risk mitigation plans in the interest of the Company.

The Risk Management Committee has been delegated the task of monitoring and reviewing of the risk management policy and the EWRM framework of the Company. The policy and the EWRM framework are periodically reviewed by senior management to ensure that the risks are identified, managed and mitigated. The same is also periodically reported to the Risk Management Committee, Audit Committee and the Board of Directors. The Company has also laid down procedures to inform the Board of Directors about risk assessment and minimization procedures.

We have outlined the principal risks and uncertainties that could adversely impact the functioning of the Company through their effect on operating performance, financial performance, management performance and overall sustainability. While our focus has been on highlighting likely adverse outcomes, many of these could also provide us opportunities if the outcomes happen to favour us. These risks include, but are not limited to the following:

RISK CATEGORIES

Risk Category	Risk Description and Impact
Macro-economic risk	The Company derived over 91% of its revenue during FY 2022-23 from US and Western Europe. Challenging business and economic conditions including inflation, high interest rates, supply side challenges and geopolitical risks could impact our clients and thus may affect the Company adversely in a number of ways. The Company may witness loss of key projects or customers or a reduction in prices, in turn affecting financial performance.
Concentration Risk	The Company derived 60% of its total revenue during FY 2022-23 from its top ten clients. Though the contribution of top clients has progressively reduced over the years, the concentration risk continues to be high. The Company's profitability and revenues would be significantly affected in case of loss of any of these clients or a significant downsizing or insourcing. Further, any mergers or acquisition of or by any of such large clients could cause change in outsourcing strategy thus limiting our business with those clients.
Currency Risk	The Company derived around 82% of its revenue in US Dollars, 10% in Euros, and 8% in Sterling and other currencies. Adverse movements in foreign exchange rates on account of global, regional or local events could have a negative impact on our financial performance.
Competition Risk	New competitors may enter the markets the Company operates in. Likewise, current competitors could decide to focus more on these markets, and thereby intensify the competition. They could also offer new disruptive technologies, a different service model or similar services at reduced prices. Such developments could harm the Company's business and operations.
Integration Risk	The Company's past or future acquisitions may pose challenges including financial, technological and people integration risks, which if not managed adequately, could result in failure to achieve the strategic and financial objectives of the transaction.
Key People Risk	Our business is critically dependent on the quality of our workforce. Failure to attract, retain and motivate key employees would impair the Company's ability to offer the right quality of service to clients.
Technological Risk	With advancement of technology, artificial intelligence and robotics, the work volume for people-skill driven services might decrease or reshape significantly, and the Company might not be able to transition to newer client demands or newer supply side models quickly.
Business disruption due to IT system failure risk	Business disruption following a major outage event or a failure of our IT systems could cause a disruption in the Company's services, thereby reducing client confidence.



OUR

CORPORATE GOVERNANCE

RISK CATEGORIES

Risk Category	Risk Description and Impact
Business disruption due to pandemic	Business disruption due to pandemic resulting in lockdowns, travel restrictions in specific regions, large absenteeism due to widespread infections could impact financial performance if our clients do not extend work from home approvals or decide to shift business to their own or competitor facilities that are still functional.
Legal and regulatory risk	The acquisition of Personiv has increased eClerx delivery locations both within and outside India, giving us additional options to strengthen business continuity plans to mitigate risk from business disruption events. Additionally, with pre-agreed strategies as work from home tied to MSAs, the option of business continuity during such an adverse event has been adequately managed.
Personal data and Privacy Risk	There is increased sensitivity on the part of governments and regulators with respect to personal data and privacy. Legislations like GDPR in Europe carry severe consequences for non-compliance or breach. Failure to comply with current and/or new regulations or inadequacy of privacy policies and procedures could result in substantive liabilities, penalties and reputational impact.
Risks from Work from home scenarios	Work from home scenarios could expose the company to additional risks related to security of network, data and endpoint devices and new employee health hazards. Any adverse event on this front could expose the company to reputational and financial risks. There could also be frequent power or internet disruptions at home without adequate redundancy, increasing the risk of missing client deliverables and SLAs, which could impact client business decisions vis-à-vis eClerx.
Business disruption due to Cyber Security Incident or Cyber Attack	Business disruption following a cyber security incident or targeted cyber-attack may render network, servers, storage and endpoints non-functional or partially functional. A cyber-attack denying an organization access to its electronic systems can cause major disruptions, with potentially serious financial and reputational consequences. Following a data breach, an organization can also suffer loss of production, sales and customers as networks and websites are taken offline and repaired, thereby reducing client confidence, and subjecting the organization to litigations. While the organization has beefed up security processes and made significant investments in security technologies at network, server infrastructure and end-point level, any cyber incidents due to inherent vulnerabilities, advanced ransomware, unknown/zero day exploits, targeted attacks, disgruntled employee, etc. may bypass cyber security defences causing a disruption in the Company's services, thereby reducing client confidence.

Note: The risk-related information outlined in this section may not cover all possible risks. The discussion may include forward looking statements. Our business is subject to uncertainties that could result in significant differences between actual results and those expressed in the forward-looking statements. If any of these risks materialize, they could have a material and adverse impact on our business, financial condition, or prospects. Additionally, our business, operating results, financial performance, or prospects could be negatively affected by risks and uncertainties currently unknown to us or that we do not consider material. Readers are advised to refer to the detailed discussion of risk factors and related disclosures in our regulatory filings and to exercise their judgment in assessing the risks associated with the Company.

BOARD INDEPENDENCE AND FAMILIARIZATION

The Independent Directors on the Board provide a solid foundation for good corporate governance and a strong independent element to the Board.

The Code of Conduct for Independent Directors ("ID Code") has been adopted by the Company in compliance with Section 149 read with Schedule IV of the Act. In terms of the ID Code, a separate meeting of Independent Directors was held on May 24, 2022 wherein they evaluated the performance of Non-Executive Directors, the Board as a whole and the Chairman taking into account the views of Executive and Non-Executive Directors.

All the Independent Directors of the Company have registered themselves/ renewed their registration, as applicable, on Indian Institute of Corporate Affairs (IICA) portal and their names are included in the data bank maintained by IICA. Further, the Independent Directors of the Company have also confirmed that they have passed the online proficiency self-assessment test conducted by IICA as may be applicable to them.

eClerx has an elaborate Familiarization Programme for Independent Directors to enable them to familiarize themselves with the Company, its management and

operations. This Programme is focused on facilitating Independent Directors to clearly understand their roles and responsibilities for the purpose of contributing significantly towards the growth of the Company.

The Business Heads, CFO and other leaders provide detailed updates to the new Independent Directors, as a part of their induction on the business model, nature of industry and its dynamism. The CFO and the Company Secretary explain in detail the roles, responsibilities and liabilities of Independent Directors. The business presentations at the Board/ Committee meetings cover Business Strategies, Management Structure, People Function initiatives, Compliance framework, Succession Planning, Business Performance, Finance Plan, Customer Experience, Innovative Solutions, Digital Platforms, Review of Internal Audit, Risk Management framework, Internal Financial Controls, Regulatory updates, etc.

Details of the familiarization programme for Independent Directors are available on the website of the Company at [this link](#).

CORPORATE GOVERNANCE

BOARD SKILL AND ATTRIBUTES MATRIX

Our Directors bring a wide range of skills and experience to the Board, which enhances the quality of the Board's decision-making process. The Board has identified the following core skills which are required in the context of the business of the Company to function effectively.

8 OUT OF 9

DIRECTORS HAVE SUSTAINABLE DEVELOPMENT SKILLS

100%

BOARD MEMBERS, KMPS & OTHER EMPLOYEES TRAINED ON THE 9 PRINCIPLES OF BRSR

Core Skills	Description
 Industry Expertise and Business Acumen	Knowledge of the IT-BPM sector, understanding of the business operations of the Company, strategic planning, audit, risk management
 Corporate Governance	Knowledge of Corporate Governance, Accountancy, understanding of Legal & Regulatory environment, Stakeholder advocacy
 Quality Decision Making	Being attentive to risks, solving problems by analysing options, identifying opportunities, being focused and creative in ideas, Leadership
 Ability to contribute to Company's growth	Sales and Marketing, Technology and Digital, Global experience, Knowledge of budgeting, M&A, Mentoring, Networking etc.
 Sustainable Development	CSR/ESG initiatives, Diversity, Empathy
 Strategic Planning and Analysis	Ability to critically identify and assess strategic opportunities and threats and develop effective strategies in the context of long-term objectives and the organizations' relevant policies and priorities

The skill matrix displaying Directors' proficiency in core skills is given hereunder. The table also reflects the number of years that Independent Directors have left to serve, which helps to analyse which skills need to be replaced sooner than others.

Director	Years to Serve (as applicable)	Core Skills
Anish Ghoshal Non-Executive Independent Director - Chairperson	1	     
Anjan Malik Non-Executive Director – Promoter	NA	     
PD Mundhra Executive Director – Promoter	NA	     
Biren Gabhawala Non-Executive Independent Director	1	     
Deepa Kapoor Non-Executive Independent Director	1	     
Naresh Chand Gupta Non-Executive Independent Director	5	     
Naval Bir Kumar Non-Executive Independent Director	5	     
Shailesh Kekre Non-Executive Independent Director	4	     
Srinjay Sengupta Non-Executive Independent Director	3	     



OUR CORPORATE GOVERNANCE

ETHICS AND INTEGRITY

Ethics and Integrity are key to nurturing a responsible business. Beyond regulation and stakeholder attention, there is a growing recognition that good behaviour is good for business. At eClerx, our commitment to a value-based ethos is enshrined in our Code of Conduct.

Our 'EPIC' values are the principles we use to run the Company daily and are the source of our Code of Conduct. Our values are the foundation of everything we do and are encapsulated in the acronym EPIC (Excellence, People, Integrity, and Client)

EXCELLENCE

Be passionate and commit to doing your best

PEOPLE

Invest in people and bring out the best in them



INTEGRITY

Maintain the highest standards of ethics, integrity and fairness

CLIENT

Make clients the focus of what you do

CODE OF CONDUCT

The Code of Conduct has been adopted by eClerx to comply with the applicable rules of the Stock exchanges, where the securities of the Company are listed, including but not limited to SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and the applicable provisions of the Companies Act, 2013.

We are committed to conducting our business in accordance with the applicable laws, rules and regulations with highest standard of business ethics. We are committed to continuously reviewing and updating these policies and procedures. It complies with the legal requirements of applicable laws and regulations, including anti-bribery and anti-corruption and ethical handling of conflicts of interest. It also highlights expectations from our employees and is signed off by the Board.

The Code has been prescribed as a guiding principle for doing business and is addressed to all those who act for and on behalf of the Company. This Code is applicable to our Board of Directors and employees including employees of subsidiaries and associate companies. This Code also applies to the Company's agents, business partners, third party vendors, suppliers, consultants, customers and others acting on our behalf, whether operating out of any eClerx location or

otherwise. Annual declaration is signed by the board of members and senior management personnel that they have received, read, understood and agree to comply with the Code. The complete Code can be accessed at [this link](#)

TRANSPARENCY

The Officer(s), agents and business partners acting on behalf of the Company ensure that their actions in the conduct of business are totally transparent except where the need of business activity dictates otherwise. Such transparency is brought about through appropriate policies, systems and processes.

0 PENALTIES/FINES

PAID IN PROCEEDINGS WITH REGULATORS OR LAW ENFORCING AGENCIES IN THE FINANCIAL YEAR

Details of complaints regarding conflicts of interest	FY 2022-23	FY 2021-22
Number of complaints received in relation to issues of Conflict of Interest of the Directors	NIL	NIL
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	NIL	NIL

ANTI-COMPETITIVE PRACTICES

All employees and business partners of eClerx comply with the antitrust and competition laws of the countries where we do business. In general, we avoid agreements, understandings, or plans with competitors that limit or restrict competition, including price fixing and allocation of markets. To compete fairly in the marketplace, we show the same respect for the confidential information of our competitors that we show for our own. We may only gather competitive information in a lawful and ethical manner, never through deception or misrepresentation.

ANTI-BRIBERY AND ANTI-CORRUPTION (ABAC) PRACTICES AND POLICY

eClerx is committed to the prevention, deterrence and detection of fraud, bribery and all other corrupt business practices. It is our policy to conduct our business activities with honesty, integrity and the highest possible ethical standards and vigorously enforce the business practice, wherever we operate throughout the world, of not engaging in bribery or corruption.

The ABAC Policy applies to all individuals worldwide working for all affiliates and subsidiaries of eClerx at all levels and grades, including directors, senior executives, officers, employees (whether



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permanent, fixed-term or temporary), consultants, contractors, trainees, seconded staff, casual workers, volunteers, interns, agents, or any other person associated with us. One is expected to read, understand and comply with this Policy and avoid any activity that might lead to or suggest a breach of this Policy. Any breach of this Policy attracts disciplinary action, which could result in dismissal, imposition of large fines and/or imprisonment on the individual and termination of contract.

Those who refuse to accept or offer a bribe or those who raise concerns or report another's wrongdoing, are sometimes worried about possible repercussions. We encourage openness and support anyone who raises genuine concerns in good faith under this Policy, even if they turn out to be mistaken. We are committed to ensuring that no one suffers any detrimental treatment as a result of refusing to take part in bribery or corrupt activities or because of reporting their suspicion in good faith that an actual or potential bribery or other corruption offence has taken place or may take place in the future.

eClerx provides training document on this policy as part of the induction process for all new employees. Employees also receive regular, relevant training/updates on how to adhere to this policy, and are asked annually to formally accept that they will comply with this policy. All new employees

are required to appear and pass a test with regard to this policy within 15 days of joining eClerx. eClerx's anti-bribery and anti-corruption policy and zero-tolerance attitude are clearly communicated to all suppliers, contractors, business partners, and any third parties at the outset of business relations, and as appropriate thereafter.

We are committed to continuously reviewing and updating our policies and procedures based on the learning. This is so even when eClerx enters a new market/sector/country which may pose a risk under this Policy. The Compliance/HR team monitors the effectiveness and reviews the implementation of this Policy, regularly considering its suitability, adequacy and effectiveness. Any amendment or waiver of any provision of this Policy has to be approved in writing by the Company's Board of Directors. Complete ABAC policy is available on [this link](#).

ZERO

DISCIPLINARY ACTIONS TAKEN BY LAW ENFORCEMENT AGENCIES AGAINST ANY OF THE DIRECTORS/ KMPS/EMPLOYEES WITH REGARDS TO BRIBERY/CORRUPTION

WHISTLEBLOWER POLICY

This policy addresses our commitment to integrity and ethical behaviour by helping to foster and maintain an environment where employees or any other person dealing with the Company can act appropriately, without fear of retaliation. This policy is consistent with, and forms part of the Company's Code of Conduct and Corporate Governance policy.

Employees are strongly encouraged to discuss with supervisors, managers or other appropriate senior employees, when in doubt about the best and ethical course of action in a particular situation. This policy, inter-alia, complies with Section 177(9) & (10) of Companies Act, 2013 and Rules framed thereunder, Regulation 22 of SEBI (Listing Obligation Requirements) Regulations, 2015, Regulation 9A(6) of SEBI (Prohibition of Insider Trading) Regulation, 2015, read with amendments or re-enactments thereunder, concerning report about unethical behaviour, actual or suspected fraud or violation of the company's codes of conduct or policies, report instances of leak or suspected leak of Unpublished Price Sensitive Information and safeguards against victimization of whistleblowers who avail of the mechanism. The procedures facilitate a framework to promote responsible and secure whistle blowing. The entire whistleblower and vigil mechanism can be accessed at [this link](#).

CREATING SUSTAINABLE SUPPLY CHAINS

We believe in an are committed to partnering with suppliers of the highest quality in order to ensure that we deliver the best business solutions to our clients.

Our Supplier Code of Conduct and Sustainable Sourcing Policy are an expression of our commitment to integrating sustainability principles into our supply chain relationships and building long-term socio-economic and environmental opportunities for diverse businesses.

eClerx engages with suppliers who demonstrate a commitment to establishing management systems (policies, plans, accounting and reporting mechanisms, and performance measures) which provide for compliance, assurance and continual improvement, have an Employee Code of Conduct, and that report externally on social, ethical and environmental performance.

We ensure that the supplier maintains effective anti-corruption, anti-fraud and anti-bribery programs and complies with these prohibited business practices.



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This **Sustainable Supply Chain Management (SSCM) Code of Conduct** applies to all the suppliers, vendors, contractors and companies who provide us with products and services. The organisation recognises that our suppliers are independent entities; however, a supplier's business practices and actions may impact or reflect on us. Sustainability is deemed a significant contribution to a company's success, and suppliers play an essential role in this. Suppliers produce better quality products and services with superior operating principles and practices. We bind all our suppliers to the following social, ethical and environmental standards of conduct and encourage each supplier to adopt practices with preferred and favoured standards, to make our supply chain sustainable.

We expect our suppliers to abide by and ensure continuous improvements in:

Minimising impact on the environment

Providing a safe and healthy work place

Management practices that respect the rights of all the employees and the local community

Ethical business practices

Privacy and data protection

Prohibited business practices as per the law of the land

At a minimum, the suppliers shall:

- Comply with all local and national laws, regulations, licenses and restrictions on prohibited business practices like bribery, corruption, fraudulent practices, kickbacks of any kind, antitrust and competition laws
- Conduct their business with high ethical standards
- If the supplier or employees of the Company have evidence, doubts, or suspicions regarding any form of corruption or other criminal or non-compliant conduct while engaging with eClerx, they shall immediately inform and report through the eClerx whistleblowing line. eClerx will not tolerate any form of retaliation against anyone who, in good faith, communicates facts that could constitute a breach of this Code
- Define rules in place containing precise descriptions of disciplinary practices
- Provide a formal complaints management process for employees, suppliers and members of the communities in which they operate or provide services to

OUR COMMITMENT TOWARDS SUSTAINABLE SOURCING

1. Engaging suppliers that demonstrate a commitment towards sustainability, with an overall philosophy, management approach, and strong governance and policy implementation. Suppliers must share the company's commitment towards best practices, continuous improvement, and collaborative processes and commit to its requirements per the SSCM Supplier Code of Conduct
2. Dealing in good faith, ethically and responsibly with suppliers and building trust, cooperation and long-term relationships
3. Complying with all local and international laws and regulations regarding social, ethical and environmental issues
4. Seeking higher performance standards from key suppliers via our SSCM Questionnaire covering social, ethical and environmental aspects and, where necessary, Remedial Action Plan (RAP)
5. Adopting an approach that efficiently uses eClerx and supplier resources, per the eClerx SSCM Code of Conduct for Suppliers
6. Delivering social and environmental benefits for eClerx, our suppliers and the broader community by encouraging our suppliers' practical and effective social, ethical and ecological responsibility
7. Encouraging our suppliers to make available cost-effective, environmentally and socially responsible products and services
8. Creating other benefits for our company, such as reduced costs, improved risk management, enhanced quality, and product or service innovation
9. Ensuring SSCM does not discriminate against SME or local vendors (where such vendors could meet the needs of eClerx)
10. Ensuring the accuracy of information provided by suppliers and improving the underlying performance through audits, third-party verification and similar processes
11. Evaluating potential suppliers by assigning weightage to social, ethical and environmental performance within the sourcing process, and setting minimum standards for all suppliers through our SSCM Code of Conduct



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12. Undertaking a detailed assessment of high-spend suppliers to ensure a more in-depth understanding of those suppliers' social, ethical and environmental business practices

Particulars	FY 2023	FY 2022
Directly sourced from MSMEs/small producers	15.00%	10.00%
Sourced directly from within the district and neighbouring districts	77.00%	76.00%

ENGAGING WITH OUR DIVERSE STAKEHOLDER GROUPS

eClerx engages with stakeholders – internal and external – continuously to develop a materiality matrix. This matrix is updated periodically to improve long-term policy formulations and aid decision making. The constant engagement allows us to keep track of our sustainability strategies and undertake necessary course corrections wherever required.

THOUGHTS FROM ONE OF OUR KEY SHAREHOLDERS

"In today's contemporary investment landscape, it is crucial for us to conduct thorough ESG evaluations of our investee firms, reinforcing our portfolio with assets that exemplify not just financial excellence but also a steadfast dedication to sustainability and ethical business practices."

DSP Mutual Fund – A top Institutional Shareholder

STAKEHOLDER GROUPS	Stakeholder	Interfacing Group	Engagement Frequency and Medium	Topics of Engagement
	Customers	1. Sales/Presales 2. Marketing 3. Client Partner Delivery Teams 4. Senior Management	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: eClerx 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 behaviours; customer growth and transformation opportunities, fair business practices, community development
	Employees	1. HR Senior Management	As needed: Town halls; roadshows; project or operations reviews; video conferences; audio conference calls; PEEP; PROPEL (employee forums); one-on-one counselling	Safe and comfortable workplace; diversity; engaging assignments; learning opportunities; career development; compensation structure
	Shareholders	1. Investor Relations 2. Company Secretary 3. Senior Management	As needed: Press releases and investor conferences; in-person meetings; non-deal roadshows; conference calls Quarterly: Financial statements in India 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 back to shareholders
	Academia	1. Resource Management Group 2. Senior Management	As needed: Pre-placement talks Continuous: eClerx website, guest lectures, continuous education program	Job creation; curriculum enhancement; internship opportunities
	Recruiting Firms; Vendors	1. Resource Management Group 2. Business Units 3. Procurement	One-time: RFQs / RFPs; on-boarding process As needed: Transactional meetings; periodic reviews	Talent acquisition; Ethical behaviour; fair business practices; creditworthiness; business continuity
	Partners & Collaborators	1. Client Engagement Teams	As needed: Meetings/calls; visits; attending partner events, co-creation Monthly: Conference calls Quarterly: Business reviews	Value-addition to the customer; ethical behaviour; fair business practices; governance; investments and capabilities in intelligent automation; creditworthiness
	Industry Bodies	1. Finance 2. Senior Management	As needed: Conferences and seminars; working council meetings; surveys Annual: Conferences; summits	Financial stability; governance; ethics and compliance; fair business practices
	Governments; NGOs; Local Communities; Society	1. Finance Teams 2. CSR Team 3. Senior Management	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 behaviour; 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



eClerx SOCIAL



OUR VISION

To be one of the industry leaders in the areas of social and environmental responsibility, backed by good governance



SOCIAL

The pandemic drastically transformed the way businesses operate and people connect at work. The new normal posed its own challenges. Throughout it all, we made employee well-being a top priority and a strategic focus area.

We have reevaluated our strategy, policies and systems as we transitioned to hybrid working to understand and protect the safety and health of our employees while ensuring business continuity. Our HR processes such as hiring, performance management, learning and development, employee engagement, employee well-being, inclusion and diversity, and people-result indicators have been redesigned to create a differentiated employee experience while maximizing shareholder value. We constantly strive to improve gender and ethnic diversity in our leadership ranks across the organization.

Certain things, such as our unwavering commitment to our EPIC values and our commitment to the globally recognized principles of business responsibility, human rights, and corporate governance, have remained at the core of how we work as we continue to transform.

DIVERSITY, EQUITY & INCLUSIVITY

eClerx strongly believes in harbouring a culture of equal opportunities for all groups. Our organisation is a diverse group with our client footprint across multiple geographies.

We are driven by ideas and innovation, hence, having a diverse workforce that values equal representation is crucial for us to drive business for our clients. This is driven globally by our employee resource group that focuses on creating awareness, advocacy and allyship for women and acceptance for diverse groups of people. Our strategies in the last five years and policies have helped us to harbour a culture of equal opportunities for all our employees and we aim to continue these efforts.

EQUAL OPPORTUNITY POLICY

The Company is committed to the principles of equal employment opportunity for all. We provide equal employment opportunity to all qualified individuals without regard to age, race, caste, physical disability, gender, sexual orientation, colour, marital status, religion or belief, nationality, social or ethnic origin, or family medical history (collectively defined as “protected class of characteristics”) and any other protected class of characteristics that may be defined under the relevant

anti-discrimination laws of the countries where the company or its affiliates operate out of, in all aspects of employment, including selection, job assignment, promotion, compensation, transfer, reassignment to a different process or location, discipline, termination, and access to benefits and development opportunity.

All employment decisions are based on business needs, job requirements, individual qualification, and performance (as applicable). Individuals to be hired, promoted, transferred, or trained are selected on the basis of merit and the best qualification available for the successful execution of evolving business demands. The Company provides for fair treatment to all employees based on merit and a non-discriminatory and inclusive environment for all employees.

100%

of our employees in India (both permanent and other-than-permanent employees) are covered under Health Insurance, Accidental Insurance and Parental benefits

DATA SPECIFIC TO OFFICES IN INDIA

HUMAN RIGHTS

All officers, agents and business partners acting on behalf of eClerx shall respect the human rights and dignity of all its stakeholders. The Company treats all employees with dignity and maintains work environment free of sexual harassment – physical, verbal or psychological.

The Company does not employ children at its workplaces or use forced labour in any form. eClerx does not confiscate personal documents of its officers, or force them to make any payment to us or to anyone else in order to secure employment with us, or to work with us.

90%

of our employees in India are trained on Human Rights Issues and policy



SOCIAL

GOOD CORPORATE CITIZENSHIP

While eClerx continues to provide expert outsourcing options, it has not lost sight of its responsibilities as a change agent for accelerating the pace of social and economic transformation across various segments.

Behaving responsibly as a global citizen is an inextricable part of our heritage. We uphold human rights in all of our global operations. All employees of eClerx worldwide are entitled to fair wages and hours, consistent with local laws, and are entitled to work in an environment free from discrimination. We are committed to preserving the environment and we utilize sustainable practices to reduce our carbon footprint and ensure our impact on the world is a positive one. Employees of eClerx must ensure compliance with all applicable environmental laws, regulations, and standards.



Child rights and education is one of the causes that resonates broadly within the eClerx family. The mission of 'eClerx Cares' is committed to being participants of progress by supporting initiatives in education and child welfare to help measurably improve the lives of underprivileged children.

ANTI-SEXUAL HARASSMENT

eClerx 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. We do 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

ashc@eClerx.com

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".

GRIEVANCE REDRESSAL

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.

OCCUPATIONAL HEALTH AND SAFETY

eClerx is committed to achieving high standards of occupational health and safety throughout the organization. All Officers, agents and business partners acting on behalf of the Company shall strive to provide a safe and healthy working

environment and shall follow all prescribed safety and environment related norms. The Company has in place an Environment, Health and Safety Policy which applies to all employees, contractors and visitors at work. It is the duty of our employees to ensure compliance with the Environment, Health and Safety Policy.



The policy complies with the legal requirements of the applicable health and safety laws of the countries wherein we or our affiliates conduct business. Officers must take reasonable care for 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 or observe the same amongst their team members. Officers should not be under the influence of alcohol or illegal substances during working hours.



SOCIAL



Environment, Health & Safety

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 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

ZERO

cases of work related injuries/
fatalities reported in the year

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

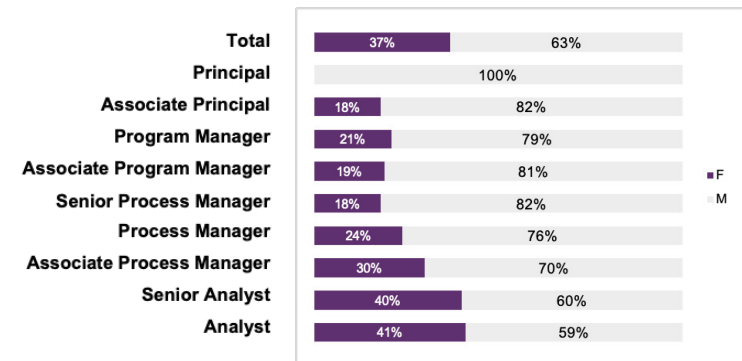
Identify employee occupational health and safety training needs and organise and assist with its delivery to all staff, including new joiners

Ensure that all appropriate EHS policy-related information is available on the Intranet and is regularly updated

Women@eClerx 37% women representation in the workforce

Our Women@eClerx programs are not "one-size-fits-all" but have been tailored and customized to cater to the needs of women at every stage of their life and work. The framework structures eClerx's internal policies, processes, and initiatives that promote gender inclusion and empowerment. Focused training and mentoring programs for women, networking opportunities with women leaders from across the industry, and inclusive policies and practices foster a gender-inclusive work environment at eClerx.

We observed that while in entry-level roles, there is almost equal representation of men and women, the representation of women keeps dropping as we get higher up the ladder. This is a common challenge across the globe and industries.



We run leadership programs for women in middle and senior-level roles that address gender-specific leadership challenges. We have taken proactive steps to improve diverse representation across levels through increased leadership involvement, accountability, mentorship, sponsorship, networking programs, and a structured effort based on meritocracy.

Focused training and mentoring programs for women, networking opportunities with women leaders from across the industry, and inclusive policies and practices foster a gender-inclusive work environment at eClerx.



SOCIAL

LEADIN – COACHING WOMEN LEADERS AT ECLERX

Women@eClerx (W@E) program commenced a first-of-its-kind, unique journey for high potential women leaders at eClerx to provide them with an opportunity to work on their foundations and reinvent themselves, both personally and professionally.

The program, titled 'LEADIn', offers a holistic and personalized coaching experience with external experts that will challenge these leaders to self-introspect and leverage their strengths, exemplify their personal brand, and deploy it to achieve professional and personal objectives. For this initiative, eClerx partnered with external Organization Development (OD) experts from 'My Persona' having collective experience of 35 years in driving impactful leadership.

The program starts off with having meaningful and emotionally-charged conversations to bring in a shift in the idea, and understand 'coaching and mentoring' as a concept. It also helps the leaders identify key strengths to lead and leverage opportunities effectively.

W@E represents a global and diverse community of people dedicated to the advancement of women within eClerx. The mission is to foster a community that believes in equal opportunities for all

and empowers women to focus on their professional and personal growth. The organization believes that each individual brings a new perspective and story that has the potential to inspire many in the organization.

The infographic is a vertical rectangle with a blue-to-purple gradient background. At the top, it features the 'We' logo in white, where the 'W' and 'e' are stylized to include a silhouette of a person. Below the logo, the text 'Women at eClerx' is written in white. Underneath, a line of text states: 'The program covers three milestones staggered over a five-month journey:'. This is followed by three milestones, each preceded by a horizontal line: 'Self-Reflection and Assessments', 'Cohort Workshop for Orientation', and 'Coaching by Industry Experts'.

We
Women at eClerx

The program covers three milestones staggered over a five-month journey:

- Self-Reflection and Assessments
- Cohort Workshop for Orientation
- Coaching by Industry Experts

WOMEN IN TECH

We have a robust framework that not only aims at increasing representation of women in leadership roles but also helps them sustain and create a personal brand through executive coaching and guidance. We also have invested heavily in upskilling women in tech this year.

This initiative focuses on Learning for Women in Technology by providing visibility and upskilling along their career roadmap in technology. In addition to this, we created relevant tracks as per their experience and capability to build a tech mindset for women. Additionally, we also have proportionate representation when it comes to learning with **77.5% unique coverage for women vs 79.9% coverage for men as of Dec '22 in FY23.**

The Women@eClerx team has partnered with the KM Core team for a program that focuses on educating women employees across eClerx and Personiv on tech domains. The program consists of three tracks for women employees to choose from – depending on their current level of technical competence and the extent to which they want to grow their tech skills.

AWARENESS

For women with no tech background, the first track (Awareness) offers curated content that demystifies some of the high

headcount tech domains in eClerx – like digital analytics, predictive analytics, front-end development, back-end development, A/B testing, RPA, low code no code and many more.

AWAKENING

For women in non-tech roles looking to make a foray into tech, a track (Awakening) exists wherein technology training specialists from the KM Core team have a 1x1 conversation with every interested woman employee to understand her educational background, work experience and aspirations – and basis this, recommend a learning path that's best suited to the profile and aspirations of the woman employee.

ACING

Lastly, for women employees in tech roles who are looking to take their technical competence to the next level, a track (Acing) that entails 1x1 conversations with SMEs, so experts can profile the woman employee, and basis her goals, suggest courses / conferences and other learning avenues that would enable her to go deeper in the domain of her choice.

300

women from eClerx India, Onshore and Personiv sign up for this program



SOCIAL

Technology learning specialists connected 1x1 with the enlisted women employees and helped these women employees sign-up for custom learning programs. For some it's virtual instructor-led training programs that are being delivered by KM Core hard skills trainers on Zoom, for others it's technology courses on Udemy or LinkedIn Learning, and for still others it's training programs available on other learning platforms.

The tech programs into which the most number of women employees have signed up are Excel Basics, Excel Advanced, Power BI, Python Basics, Python with Machine Learning, and Advanced SQL.

Once a woman completes the learning program assigned to her, tech learning specialists will assign projects so the trainees have an opportunity to test and hone their skills on real-world problems. For domains where there's an industry certification – women employees will be guided and assisted to take a crack at the certification. And lastly, for those women who want to change tracks, the KM Core team will work with the IJP team and assist those women employees in their endeavour to transition to a tech domain.

eClerx aims to inspire women by offering them platforms to interact with thought leaders and role models at senior management levels. Some of our flagship

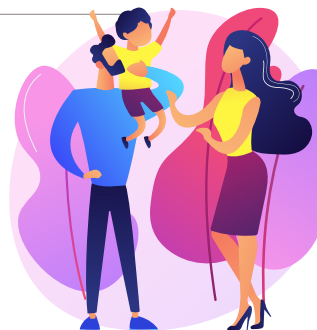
initiatives such as Coaching for High Potential Women Leaders, upskilling of women on technical skills, and Leaderchat Unplugged sessions with thought leaders has received positive uptake and acceptance. We also celebrate International Women's Day every year at eClerx which brings together employees across geographies for a week-long celebration.

On March 7th, the Women@eClerx team also hosted a virtual webinar, Leaderchat Unplugged where Ms Deepa Kapoor, Independent Director, eClerx, and we discussed women's representation in leadership roles and the gender stereotypes at work and beyond. The event received an overwhelming response from all entities with participation from India, Philippines, and the United States.

PARENTAL LEAVES

APPROX 70% of our employees came back to work after their parental leaves

MORE THAN 50% employees continued working with us even twelve months after their parental leaves



EMPLOYEE ENGAGEMENT

NEW HCM PLATFORM ACROSS ENTITIES – ORACLE

To harmonize and simplify the way in which we manage HR processes and engage with our expanding global workforce, we've launched Oracle HCM as our unified HR platform. In 2022, for the seventh consecutive year, Oracle was named a Leader in the Gartner Magic Quadrant for Cloud HCM Suites.

We believe that with the introduction of this new HCM platform across eClerx, CLX, and Personiv locations, we will be able to consolidate HR processes under one umbrella – including Recruitment, Learning and Development, Performance Management, Compensation, HR Analytics, and Talent Engagement.

The mobile-enabled HCM platform will improve the overall experience for employees on the back of streamlined self-service modules, which can be accessed on the go – anywhere, anytime.

The HCM platform journey commenced on December 1, when we launched the initial modules relating to employee life cycle events.

This journey will proceed gradually in 2023, covering firm-wide roll-outs of modules for Performance Management, Compensation, HR Analytics, and Talent Engagement, with significant improvement in UI.

In the last few years, HR products and services at eClerx underwent large-scale transformations, which built a stable base for integrating and synchronizing existing processes with upcoming next practices. Oracle supports a framework to manage complex technological connections with various third-party products and service providers. It makes it possible for employees in different parts of the world to share a unified experience on a single integrated platform, which boosts both collaboration and the overall quality of the work experience.



SOCIAL

Alongside the unification of the employee experience, it opens new horizons in the field of human resource management, such as:

- End-to-end recruitment automation with live updates on the progression of candidates for businesses
- Compensation module that is easy to use and offers real-time tracking of budgets as well as improved audit controls for ad-hoc pay-outs
- Real-time dashboards with predictive analytics and integrated reports with visualisation
- Online skill management with assessment matrices

With this world-class HR solution being launched, we hope to enhance the employee experience, foster collaboration and bring synergies in global reporting within all eClerx Entities.

Learning and Development

The Learning and Development function is strategically aligned to eClerx's vision of a bold and resilient organization focusing on investments that make learning accessible and relevant for all. We've built a broad portfolio of offerings through Instructor-Led Trainings (ILTs), self-paced modules, virtual learning journeys, social learning, gamified interventions and e-summits to cater to various learning needs.

Close to

8 LAKH HOURS

spent on learning by our employees in Mumbai, Pune and Chandigarh

85% of our employees invested in Training and Development



DIGITAL LEARNING HUB

A significant investment is made each year in organizing virtual instructor-led technology trainings delivered by external experts. To repurpose some of these trainings so that large number of employees can learn new skills, it was decided to digitize all training recordings by creating bite-size learning modules and uploading them as courses on the LMS.

This digitization of courses was done by the in-house E-learning team, and we now have a repository of over 50 digitized courses on the LMS. Periodically, a mailer is sent to employees announcing new courses made available on the LMS.





SOCIAL

LEAP – ENABLING MANAGERS TO LEAD TEAM

The post-pandemic era has seen eClerx adopt new learning paradigms. Keeping an eye on the future needs of our managers, it was imperative that we laid down core principles and best practices for teams working in hybrid mode across geographies. We crafted a guide that offers application oriented concepts to acquire new behaviours and mind-sets for managing people and teams. To make the learning delivery scalable and accessible, the content was clustered into bite-sized interactive modules with practical applications.

OUR IMPACT

Since its launch, more than 1500 managers have taken the LEAP on our LMS. Our vision is to make every eClerx India manager LEAP certified so they are all equipped to lead highly engaged teams that deliver maximum value for our clients.

USPs

1 Contextualised worksheets for action learning

2 Learn at your own pace, anytime and anywhere

3 Experiential learning through case studies



Learn at your own pace



Remotely accessible



Learning repository



Bite Sized interactive modules



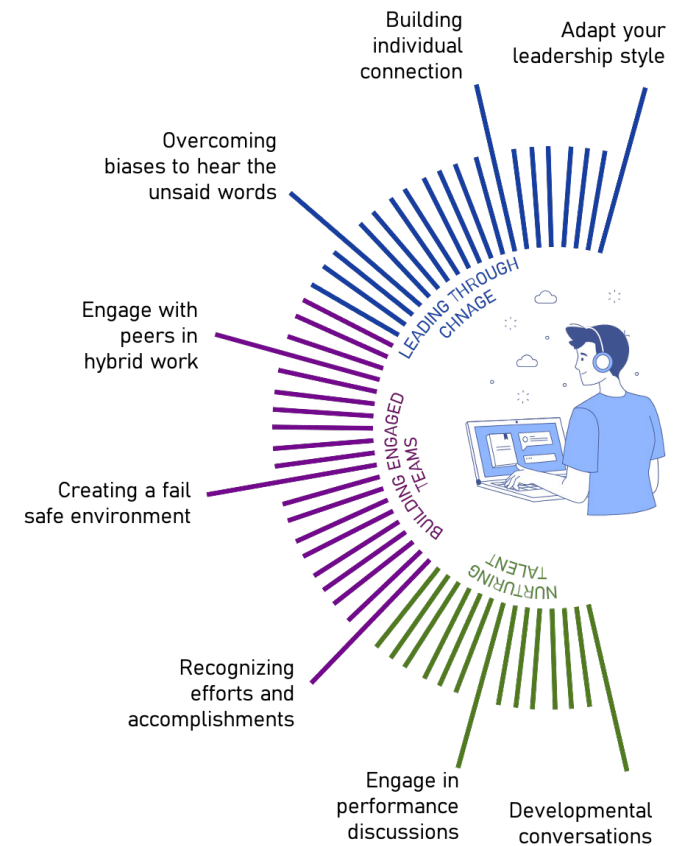
EMPLOYEE SPEAKS

The team did a great job in collating interesting and interactive points for every member in the session.

The course concepts were precise and to-the-point, including all the relevant aspects of how to build better teams.

The module is especially useful to understand different aspects of a manager's responsibilities. I have a lot more clarity about my role now.

Thank you for such a wonderful and informative session. It comprehensively covered the core concepts of leading and managing a team effectively.





SOCIAL

EXECUTIVE PRESENCE TRAINING FOR SENIOR MANAGERS

With the intent to enhance and build strong leadership qualities in the senior managers, we ran a specially curated training program, SMAP (Senior Manager Advancement Program). Through SMAP, a select set of senior managers undergo a journey-based training program which includes 1x1 coaching sessions with a specially allocated trainer, group sessions to include relevant topics on executive presence, share good reads on best practices in client handling and relevant podcasts on market trends.

The training is designed to include key parameters to enhance their leadership communication, executive presence and client service excellence. Sub modules such as Language, Accent Neutralization, Building Self-Confidence, Emotional Intelligence, Negotiation & Persuasion and Influential Skills have also been planned to build strong cognitive and emotional capacities and increase manager effectiveness.

One of the key highlights of the program is personalized feedback and coaching sessions for each participant basis his or her needs. We have seen an overall improvement of 19% through dedicated effort of 200+ hours. Participant opinion with an overall score of 4.8 has helped measure additional project effectiveness.





SOCIAL

SKILL OF THE YEAR

In line with our strategic imperative to develop and invest in building niche skills, we launched an enterprise-wide learning initiative titled 'Skill of the Year' in 2020. In November 2020, we partnered with the University of Miami's Institute for Data Science and Computing to certify 500+ employees with a program in 'Data Visualization and Storytelling', which was an overwhelming success.

In 2021, we picked RPA as the 'Skill of the Year' to enable our people to uncover opportunities ripe for automation, and to lead the development, implementation, and running of RPA projects.

500+ employees certified on Data Visualization and Storytelling Program

RPA continues to be one of the most sought-after skills in the IT and BPM space as enterprises increasingly adopt digital transformation, build intelligent operations via automation and drive process innovation.

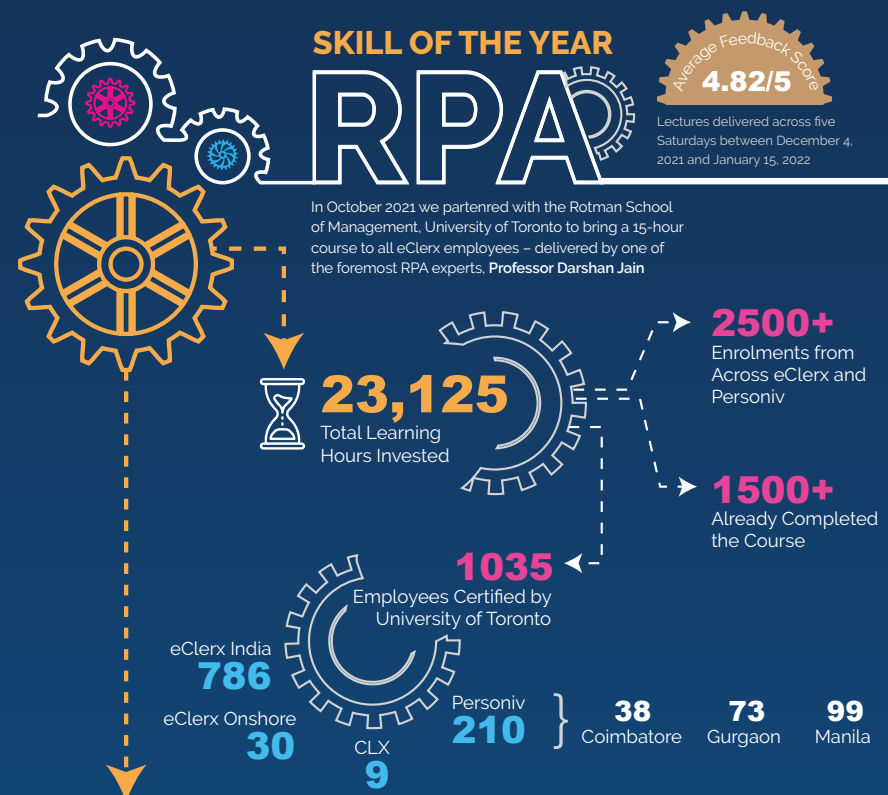
We collaborated with the University of Toronto's Rotman School of Management, a top-notch research university that is at the forefront of modern academia, to upskill 2500+ of our employees in RPA. After attending 15 hours of lectures, and appearing at an online assessment, 1035 employees were certified by the University of Toronto.

A key highlight this year was that this was the first learning program that saw participation from all group entities – eClerx India, eClerx Onshore, CLX, and Personiv. We had over 200 employees from Personiv that were certified!



"We continue to invest in and upskill our workforce on RPA and other trending technologies, as we witness high demand and business growth in these areas. We have collaborated with the University of Toronto's Rotman School of Management, a top-notch research university that is at the forefront of modern academia, to upskill 2,500+ of our employees in RPA. Armed with this certification program, our employees will be able to advance their learning, tap into internal career opportunities, and utilize this knowledge to deliver their best for our clients".

Amir Bharwani – HR Head, eClerx Services Ltd.



The 100 top performers now have the opportunity to take up UiPath Associate or Developer certification – fully sponsored by eClerx!



"Rapid technological change is causing one of the largest shifts in the labour market worldwide in history. We admire the initiative eClerx has taken to ensure its employees are well equipped to support their clients as this shift takes place. Home to world-leading researchers on the topics of machine learning and digital transformation, the Rotman School of Management at the University of Toronto is proud to support this key initiative by eClerx."

Stephanie Hodnett – Executive Director of Executive Programs, Rotman School of Management, University of Toronto



SOCIAL

Further to our relationship with the Rotman School of Management, University of Toronto, last year, we brought a course on Low Code/No Code to all eClerx employees. Reports from NASSCOM, Gartner, Forrester, Fortune, and Forbes reveal India's LCNC market at \$400 million, poised to reach \$4 billion by 2025. LCNC solutions are projected to comprise 65% of application development by 2024, addressing productivity, skill gaps, and project backlogs. The course delivery included a LCNC certificate program over two consecutive Saturdays, accommodating non-technical background employees.

The objective of the program was to give an overview and enable everyone to understand how an individual can identify and use LCNC platforms in their respective functions. We had Professor Darshan Jain from the University of Toronto deliver the LCNC program.

Those who wished to delve deeper after completing this certification program were given access to a comprehensive 30-hour course on Alteryx - a leading LCNC platform. And lastly, the third level of upskilling would be guidance from the L&D team on how to take the official Alteryx foundation certification.

eClerx SKILL OF THE YEAR Low Code / No Code

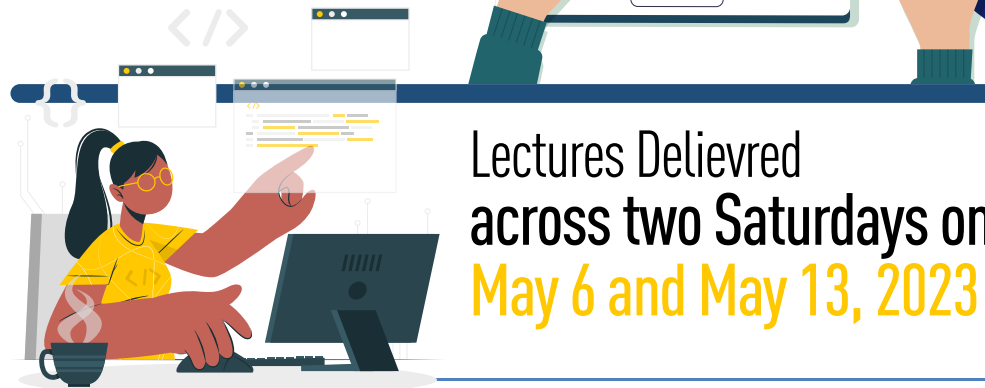
In May 2023, we partnered with the Rotman School of Management, University of Toronto to bring a course on Low Code / No Code to all eClerx employees - delivered by one of the foremost experts, Professor Darshan Jain.

Rotman School of Management
UNIVERSITY OF TORONTO

EMPLOYEES CERTIFIED

1330

1,677 employees who completed the course and took the assessment



Lectures Delivered across two Saturdays on May 6 and May 13, 2023

VERTICAL-WISE

Digital
392

Personiv
312

Financial Markets
266

Technology Services
162

Customer Operations
138

Shared Services
58

CLX
02



SOCIAL

INSTITUTIONAL PARTNERSHIPS

ECLERX SIGNS MOU WITH IIT DELHI

IHFC, the Technology Innovation Hub of #IIT Delhi and eClerx, recently collaborated for a mutually beneficial alliance to jointly invest and co-create innovative solutions in the areas of Artificial Intelligence / Machine Learning, Intelligent Automation, and Mobility Solutions.

The joint efforts will focus on building solutions in the areas of image recognition, speech recognition, natural language processing, text mining, and intelligent automation. eClerx looks at this as an opportunity to leverage the skillsets and resources of IIT Delhi to augment its product stack and provide cutting edge solutions to its clients.

eClerx's existing product stack utilizes most of these technologies, but the endeavour is to keep investing in Research & Development in this space, and keep on improving and innovating to come up with new technologies, which can form the bedrock for new solution offerings to clients and the industry.



Image recognition, analysis, processing, and synthesis is an important area of offering, especially for e-commerce and luxury fashion industries. This, in combination with augmented reality, has various possible game-changing implementations. Similarly, speech recognition is an important technology for developing advanced offerings in the area of customer service.

These offerings can lead to significantly enhanced customer experience, which can help elevate the overall satisfaction levels within an industry. Apart from these technologies, the partnership will also explore advancements in data engineering, blockchain and metaverse to build customer relevant IPs.

Metaverse is an important technology for future with clients looking to implement initial use cases and expanding from there. Customer and employee immersive experiences are the areas where most of the business offerings are likely to be in the near term. Metaverse and blockchain go hand-in-hand with most of the transactions in the virtual world likely to leverage blockchain concepts. Hence, it is important to develop IPs in these areas.

ECLERX PARTNERS WITH BITS PILANI

eClerx is pleased to announce a partnership with the Birla Institute of Technology & Science (BITS), Pilani – a prestigious Indian university for higher education in science, technology and humanities. eClerx managers are enrolling for M.Tech and MBA across disciplines like Software Engineering, Computing Systems & Infrastructure, Data Science and Engineering, Business Analytics, and FinTech so they can advance their knowledge of emerging disciplines whilst working at eClerx.





SOCIAL

STREAMLINING ON-BOARDING THROUGH METAVERSE

In collaboration with Gmetri, we created a virtual metaverse office environment for our employees. It contains various interesting features like spaces to meet the leaders, interact with colleagues during live sessions, play as you learn, etc.

To start with we are using the dedicated space for employee on-boarding, where employees will have a chance to learn about the brand, businesses, and policies all in one place. Going ahead the platform is being upgraded for other employee engagement initiatives such as Rewards and Recognition, Learning and Development, and Team Meet & Greet sessions.



8515

total number of new hires in FY 22-23

32.4%

employee attrition across Mumbai, Pune, and Chandigarh locations



[CLICK HERE
EXPERIENCE OUR ECLERX METAVERSE](#)



eClerx

OUR SOCIAL RESPONSIBILITY WING

ECLERX CARES



OUR VISION

To be one of the industry leaders in the areas of social and environmental responsibility, backed by good governance



ECLERX CARES



OUR SOCIAL RESPONSIBILITY WING

At eClerx, we have always deeply cared about the people and the communities within which we operate. This has manifested in initiatives that pivot on employability and education for children and youth. Over the years, the Company has partnered with credible implementing agencies for rollout of programs which focus on these areas while ensuring increased participation of various stakeholders.

We believe that enhancing employability skills of youth is the first step towards creating stronger individuals. Our partner NGOs help youth acquire industry relevant skills ensuring higher employability quotient and empowering youth with the ability to choose their career path.

The eClerx Cares team under the guidance of the CSR & ESG Committee is responsible for championing all philanthropy and CSR initiatives of the Company. The mission of eClerx Cares is to act as a catalyst for the identified programs in education and employability and mobilize our employees around it.

OUR GOAL

**TO CREATE
SCALABLE,
SUSTAINABLE
AND REPLICABLE
MODELS OF
IMPACT IN ORDER
TO ENSURE
MAXIMUM
BENEFIT FOR OUR
BENEFICIARIES**

Through our CSR initiatives, we intend to:

- Support interventions for young adults (ages 10 to 30) to create transformational outcomes. The aim is to change the lives of people by supporting and providing them with resources to rise out of poverty
- Choose flagship programs in the vicinity of our office locations to provide engagement opportunities for our volunteers and create a culture of giving within the company
- Allocate certain budgets for programs recommended to us by our stakeholders including employees, clients, industry bodies, and government departments, in order to develop stronger associations with them

At eClerx, our CSR efforts revolve around 4 key pillars

1 Education and Employability

2 Empowerment

3 Environment

4 Employee Engagement

These pillars represent our primary areas of focus. Through our dedicated initiatives and strategic partnerships, we aim to create a positive impact in these critical areas, making a meaningful contribution to society and building a sustainable future for the world around us.



ECLERX CARES

PROMOTING FINANCIAL INDEPENDENCE THROUGH COMMUNITY EDUCATION

Social Action for Manpower Creation (SAMPARC)

One of our most valuable collaborations this past year has been with SAMPARC, an organization that has been working in childcare, skill development, education and rehabilitation for over three decades now. eClerx joined hands with them for a holistic tribal development project conducted across 70 villages of Mulshi, a sub-district in the Lonavala region of Maharashtra.

The goal here was to use education as a tool to pull struggling communities out of the poverty cycle and give them an opportunity to match pace with the world. With projects spanning the breadth of education and livelihood enhancement, this partnership fructified the lives of over 3,400 individuals, reducing urban migration in the area by up to 4%, and increasing the annual income of the supported families by 27%.



3400 Lives Fructified

80% Students undertook hard-skill development courses

27% Increase in annual income of the supported families



I Pooja hail from Bhambarde and belong to a humble family of 6 members. Post receiving higher education support from eClerx and SAMPARC, I was able to continue and pursue my engineering degree (B.E Mech.). I also participated in many extra-curricular activities like sports, science exhibitions etc. I am currently working at Maersk and drawing a monthly salary of INR 38,000.

87% Increase in school attendance

66% Improvement in learning levels for Maths & English

Lighthouse Communities Foundation (LCF)

eClerx is a huge proponent of taking collective action, and this applies directly to our CSR activities. We prefer to work together to achieve our goals, and for this particular project, we tied up with LCF for skill development of underrepresented youth. LCF operates on a 'collective action model' based on partnerships with government and corporates.

eClerx partnered with LCF by opening two 'lighthouses' in Pune, where we offered sustainable livelihood and agency building programs for disadvantaged urban youth between the ages of 18-35. From spoken English to accounting to web development, skill areas spanned the spectrum, with 1,055 students completing their foundational course training and skilling in these fields.

On completion of these modules, 130 first generation earners were placed in various companies in manufacturing, retail and IT/ ITES, drawing an average salary of INR 14,000. Through the LCF project, we were able to ensure bright futures and provide support for 700+ youth in various careers.



I am Siddhita, a mother of two, born and raised in Nanded and I always wanted to support my family financially. Being a distributor in a small company, I have always dreamt of becoming a beautician. To follow my passion, I joined LCF and enrolled in the beauty parlor training course. With a lot of hardships and determination, I was selected as a beautician in one of the reputed salons with a monthly salary of INR 16,000. I express my gratitude towards eClerx for providing support and transforming my life.

1055 Students completed foundational & skilling courses

130 first generation earners were placed with an average salary of INR 14,000



I, Sonali Ahir come from a low income household. I have completed my post-graduation (M. Com.) in 2020 post which I lost my parents. This shook me to the core and I was shattered. I joined Foundation course at eClerx supported Lighthouse in Warje Pune. With eClerx and LCF's support I worked on my resume and cracked interview as an IT associate currently earning a monthly salary of INR 25,000. I am grateful to eClerx and LCF for their continued support.



ECLERX CARES

Make a Difference (MAD), Cochin

MAD has developed a pioneering, holistic and age-transitional model that combines skill development and volunteering. MAD works with 60 shelters in 23 cities to help children and youth between the ages of 10 to 28. eClerx joined in on this model to support 367 children across six shelter homes in Mumbai, Pune, and Chandigarh.

Volunteers form an important component of project delivery at MAD, with frequent sessions in volunteer sourcing, recruitment, training and classes being conducted on ground.

After a significant drop in volunteering numbers during the pandemic, numbers rose again this year leading to 30+ modules being covered under the foundation program. With digitization coming in soon after, the recruitment, onboarding and training process was completely revamped, again increasing volunteer numbers to 300+ in FY 2022-2023.



367

Children supported across six shelter homes in Mumbai, Pune, and Chandigarh.

30+

Modules covered under the foundation program

300+

Volunteers associated with the cause

FOSTERING EMPOWERMENT AND SELF-DEPENDENCE

Aarti Home

eClerx collaborated with Aarti Home to support 284 students through a unique educational bridging program that employs special activity-based sessions and experiential learning methodologies for first-generation learners. Education and training was provided in technical subjects such as robotics and coding through 12-hour monthly lab sessions in a digital library.

Resultantly, and based on the statistics mentioned in the ASER report of 2022, the students of Aarti Home showed better results in arithmetic, reading and comprehension. After attaining a certain level of education, many of the girls were moved to mainstream schools as well.



284

Student supported through a unique educational bridging program



ECLERX CARES

Kaveri Vanita Sevashrama (KVS)

eClerx partnered with KVS, a shelter home for orphaned and underprivileged children in rural Bangalore, to bear the educational and nutritional expenses of 46 children of KVS.

With no financial hindrances and the addition of monthly health check-ups, the annual attendance of the children went up to 99%, with learning levels in Mathematics and Science improving by 40%.

Currently, 17 supported youths are pursuing higher education in streams like B. Com, BBA, BSc (Nursing) and engineering, and three youth were placed in accountancy and hospitality domains this year.



99%

Annual attendance with monthly health check-ups

40%

Improved learning levels in Mathematics & Science

17

Supported youths are pursuing higher education in various streams

Seva Sadan Society

In another landmark alliance with positive outcomes, eClerx collaborated with Seva Sadan to contribute to its school and shelter home for underprivileged children, destitute women and girls in Mumbai. Here, eClerx not only provided funding but also provided teacher trainings to ensure that the quality of education imparted to the children remains uncompromised.

Through eClerx's support, 108 children are currently enrolled in their English medium school. Post-Covid, physical classes began to be conducted for the pre-primary section up to Standard 8, which now has nearly 100% attendance. An added contributor to this were the teaching techniques and training aids using latest methodologies and pedagogies imparted during the quarterly teacher training workshops, leading to an increase in the learning levels of the children by 17% this year.



108

Children enrolled in English medium school

17%

Improved learning levels due to teaching techniques and training aids using latest methodologies and pedagogies



ECLERX CARES

Resourceful Education Foundation (REF)

A provider of educational scholarships, REF enables academically bright and economically disadvantaged students to pursue higher education. Through a rigorous selection process, REF identifies needy beneficiaries from underprivileged backgrounds and provides them with educational scholarships.

Thanks to eClerx's assistance, 47 students were able to continue their education despite financial hardships and challenges.

Varitra Foundation

eClerx's partnership with Varitra Foundation was based on the unique model of training and deploying 'shikshan mitras' or women from the local community to communicate the importance of education to the parents of underprivileged children in rural Haryana. eClerx undertook educational support for 160 students in grades 4 and 5 across two government schools in Dhauj and Pawta, and also set up creative learning centres to offer the right environment for study. Through this, average school attendance went up to 140 students across the two schools, with improved learning levels of up to 70% in English and Mathematics.

Divya Bharathi Mission (DBM India)

Offering skill development and vocational training in domains such as early childhood care and education, and para-nursing, is the core of DBM India, and eClerx joined hands with them to accelerate this provision in the slums of Mumbai. Under this collaboration, eClerx extended the coverage of training for 65 youth from underprivileged backgrounds and was able to place 54 youth in reputed hospitals.

Jyoti Sarup Kanya Asra Society (JSKAS)

JSKAS' goals align with eClerx CSR strategy of improving education and employability, leading to a longstanding association between the two organisations. JSKAS is a shelter home in Chandigarh that takes destitute, abandoned and orphaned girls under its wing and offers opportunities for quality education. This year, eClerx undertook the educational and health expenses of 143 girls at JSKAS, all of whom have together accounted for 95% annual attendance at school. 20 of these students are presently pursuing higher education across streams like commerce, business administration, nursing and engineering. The JSKAS staff has also begun to conduct special evening tuition, following which an average of 66% exam scores were achieved by the students.

One of the greatest achievements of this partnership is that for the first time in the history of JSKAS, two girls successfully completed their LLB degree and are working with the DLSA (District Legal Services Authority), Punjab Government. One of them has also cleared the preliminary exam of Punjab Civil Services Exam (PCS). As our association with JSKAS continues, we hope that these inspiring trailblazers motivate other students to follow their footsteps and kick-start successful career journeys.

Aatmaja Foundation

At Aatmaja Foundation, eClerx has supported 38 talented young girls in completing their education, while also inculcating strong values and professional skills. For this association, eClerx employees had the valuable opportunity of volunteering their time to conduct sessions on leadership, life skills, resume building etc. at the centre.





ECLERX CARES

ADVOCATING FOR ENVIRONMENTAL SUSTAINABILITY

Pressing global issues of climate change and environmental degradation demand urgent attention, and we at eClerx believe in doing our bit to making the world a greener place. Advocating for sustainability is one of our primary CSR functions, and in FY 2022-2023, we initiated an organization-wide project with Sankalptaru Foundation to implement and leverage tree plantation initiatives and address the issue of fading green cover in the country.

Under this model, we planted more than 7,400 trees across Pune and Alwar districts in Maharashtra and Rajasthan respectively, which has helped to generate more than 1,900+ employment hours for the local rural communities. In due time, this green cover will also have a widespread socio-environmental impact through women empowerment, poverty alleviation, and community ownership. Our plantations have also proved vital to improving the quality of water in the lakes and ponds nearby and has significantly increased groundwater table levels in the areas.

7400

TREES ACROSS PUNE AND ALWAR DISTRICTS IN MAHARASHTRA AND RAJASTHAN RESPECTIVELY

1900+

EMPLOYMENT HOURS GENERATED FOR THE LOCAL RURAL COMMUNITIES





ECLERX CARES

ENGAGING OUR EMPLOYEES TO DRIVE CHANGE

At the forefront of all our initiatives are our employee volunteers – the helping hands that bring each idea to fruition, and through whose efforts we are able to make a difference to numerous lives. While the eClerx Cares committee monitors project funding for different implementing agencies, the eClerx Cares Council, consisting of employee volunteers at each location, champions our employee engagement initiatives.

Employee donations and volunteering has always been one of our greatest strengths, and we have been fortunate to have their complete support and enthusiasm through all avenues of participation, whether it be virtual volunteering, physical assistance or NGO visits. This year, as we made the transition from virtual to physical volunteering, more than 5,800 employees participated across all initiatives. To benefit from the convenience and reach of virtual programs, we also conducted workshops like mock interviews, LinkedIn profile creation, presentation skills, and resume building for youth.

In-house events and internal campaigns witnessed great turnouts and support, with events like Artshala (creative

school transformation activity), seed ball making, notebook upcycling, teacher's learning aids making, Diwali lamp painting, and educational kit distribution to tribal students attracting the maximum participation. We also hosted underprivileged youth and children at our offices where employees spent the day with them and our leaders conducted sessions on skills transfer and career guidance.

In October, as part of Joy of Giving month, we held donation drives, which provided 87 disadvantaged families in rural areas with books and clothes. Our volunteers also visited our partner NGOs Aatmaja Foundation and DBM India to conduct sessions on soft skills, basics of MS Office, resume building, etc. Collectively, we were able to impact 15,200 lives through our volunteer strength this year.

Another unique activity initiated this year was the Impact Premier League app, where employees could raise money for every kilometre they actively walked or ran, and consequently plant trees or donate to a cause through the money they raised. A total of 3,519 active employees pledged to plant trees and helped educate children from underserved backgrounds.



5800

employees participated across all initiatives

15200

lives impacted through our volunteer strength this year

3519

active employees pledged to plant trees and helped educate children from underserved backgrounds



ECLERX CARES

PAYROLL GIVING PROGRAMME

This year, more than 2,400 employees voluntarily contributed a part of their salaries towards the initiative. Matching contributions are made by eClerx for each donation made by the employee.

We have an existing tie-up with Nanhi Kali, which is a program managed by K.C. Mahindra Education Trust that promotes girl child education. We currently sponsor the education of over 410 underprivileged girl children across 125 schools through payroll giving contributions.

In addition to Nanhi Kali, Sankalptaru Foundation also provides a platform for our employees to reduce their carbon footprint by planting trees from the comfort of their homes. Every tree sapling is geotagged through an app, generating a tree URL unique to every donor. Through this initiative, over 3,300 saplings were planted across India throughout the year, in addition to the 7,400 saplings that were planted as part of the Rural Livelihood Plantation Model.

Please refer **this link** for our detailed CSR policy and for details around our upcoming projects, please refer **this link**.

410

underprivileged girl children sponsored across 125 schools

3300

saplings were planted across India throughout the year

7400

saplings that were planted as part of the Rural Livelihood Plantation Model



eClerx ENVIRONMENT



OUR VISION

To be one of the industry leaders in the areas of social and environmental responsibility, backed by good governance



ENVIRONMENTAL STEWARDSHIP

Global temperatures have been continuously rising as a result of human activity and have reached ~1.1° C above pre-industrial levels. This has led to a widespread impact on climate. There are frequent droughts, heatwaves, forest fires, floods and increased levels of polar ice-cap melting. Despite the Paris Agreement of 2015 reaching a milestone to adopt strong measures for limiting global warming to 1.5°C, the pace or scale of action has not been adequate to achieve the stated goals.

As a step to mitigate the impacts of climate change, nations have adopted the Glasgow Climate Pact in 2021 with a goal to transform the 2020s into a decade of climate action and support. The World Economic Forum's 2023 Global Risks Report focuses on the various sectors where the world is at a crucial juncture, calling for action to get ready for possible future catastrophes, while on the other hand, striving to build resilience. The signatories to the Paris Agreement, including India, have put forward their commitments to reduce Greenhouse Gas (GHG) emissions in the form of INDCs (Intended Nationally Determined Contributions) based on their capabilities, circumstances and priorities.



2050

We plan to achieve our net-zero targets by 2050

AT ECLERX

our focus has always been on measuring and reducing GHG emissions to align ourselves to the global goal of limiting GHG emissions in accordance with the Paris Agreement. We are committed to facilitating the transition to a low carbon economy to mitigate the effects of climate change through the adoption of energy efficient solutions.





ENVIRONMENTAL STEWARDSHIP

EFFICIENT ENERGY UTILIZATION

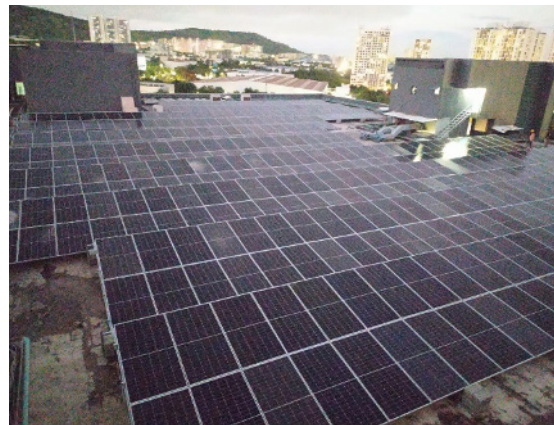
eClerx is promoting the use of renewable power across all its offices, and is gradually increasing the share of renewable power Y-o-Y to its total electricity consumption. eClerx is doing so by purchasing the renewable power from Power Supply Authorities, which provides green certificate to the company for the same on M-o-M basis.

During FY 2023, renewable power share increased to 32% of total electricity consumption of the company as against 18% recorded in FY 2022. Our target is to reach 50% renewable power consumption by the end of FY 2024.

32%  of our total electricity consumption is renewable

90%  of our offices are LEED certified as 'green premises'

As a step towards utilizing green power, in March 2023, building authorities at Pune installed solar panels (Solar Photovoltaic Technology, Mono type) on the terraces of all the building in the Pune campus. Total capacity of the solar power system installed is 1.4 Megawatts further bifurcated as (Building 1 & 2 capacity – 800 KVA, building 3 & 4 capacity – 640 KVA) wherein eClerx office is in Building 1.



This solar power generated by the building authorities is utilized to operate the common areas including lights, elevator, HVAC, pumping system, etc.

eClerx Pune consumes approx. 25% of total units generated from solar power system for common area utilities. (i.e. approx. 310,000 KWH units per annum)

More than 90% of our offices are LEED (Leadership in Energy and Environmental Design) certified as 'green premises'. We have installed Energy Star rated appliances on all our office floors, that includes LED lights, ACs used in data centres and hub rooms as backups to floor air conditioning systems. We maintain optimal temperatures across facilities which leads to further energy savings on HVAC systems.



Installed Solar Photovoltaic Technology, Mono type, Pune Campus

COMPANY ELECTRICITY CONSUMPTION

Parameter	FY 2022-23 (Mega Joules)	FY 2021-22 (Mega Joules)
Energy consumption from renewable sources	1,29,94,826	55,24,005
Energy consumption from non-renewable sources	2,75,86,662	2,49,39,489
Total energy consumed from renewable + non-renewable sources	4,05,81,488	3,04,63,495
Energy intensity per rupee of turnover	0.0021	0.00019

THIS DATA IS SPECIFIC TO OUR INDIA OPERATIONS



ENVIRONMENTAL STEWARDSHIP

ADOPTING NEW TECHNOLOGIES

Technology	Benefits
Modular UPS selection & installation	• 5% saving in electrical consumption & cost compared to conventional UPS • Energy efficient UPS systems gives 96% to 99% power efficiency due to advance power saving technology, as against a normal UPS system which generally gives 80-85% efficiency • Conventional UPS systems take up more space as 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 • Increased operational life by almost 3 years compared to conventional UPS • Less heat dissipation and noise level compared to conventional UPS
Lithium-Ion batteries selection & installation for UPS system	• 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° C to 35° C and SMF batteries is 25° 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 Centres	• Uniform cooling would be achieved in the Data centres • 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)	• Tentative 5% saving in electrical consumption & cost would be achieved
Modifications in HVAC setup by implantation*	• Improve the air quality • Disinfecting the Air by killing germs, viruses and bacteria. • Improves HVAC system efficiency.

IMPLANTATION*

1. Installation of UVGI (Ultraviolet Germicidal Irradiation) system in eClerx floor AHU's
2. Installation of PHI (Photo Hydro-Ionization) system in eClerx floor AHU's
3. Replacement of eClerx floor existing AHU's MERV 8 type filters with MERV 14 type filters

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.



ENVIRONMENTAL STEWARDSHIP

CUTTING DOWN ON EMISSIONS

Our approach towards climate action is simple and straightforward – to reduce our Scope 1, 2 and 3 emissions and continue offsetting the remaining through our carbon offset strategies, for example, afforestation.

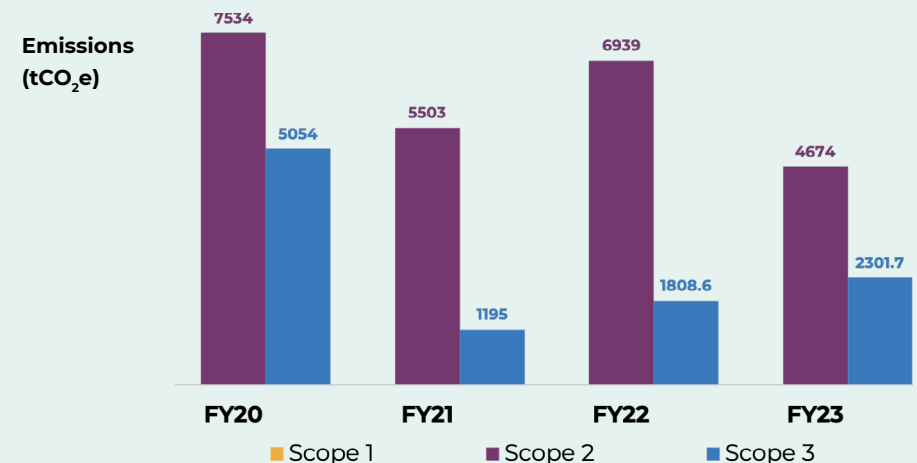
Our clients have set their own net-zero targets and as a part of their value chain, we are committed to aligning ourselves to their expectations and goals through the following:

1. Deploying smart analytics and domain knowledge for the Company's clients to ensure reduction of client's carbon footprint
2. Grouping large vehicle transport facilities to reduce our carbon footprint and to deploy a smart scheduling app to reduce stopovers and optimize miles travelled by employee transport vehicles
3. Introducing an eco-friendly fleet of company transport vehicles. Efforts to promote electric mobility solutions wherever possible.
4. Enhancing use of telephonic and video conferencing for communication instead of travel
5. Running campaigns to save trees. CSR activity to encourage employees' participation in trees plantation drives.
6. Promoting sustainable sourcing and use of recyclable materials in office premises
7. Promoting work from home policy to reduce employee commute and better work-life balance
8. Encouraging employees to use company/public transportation, carpooling for office commute
9. Sensitizing employees to the climate change crisis and requesting them to act to save the planet
10. Focussing on CO₂ emission reduction programs with specific reduction targets



We collected data on our greenhouse gas emissions using specific tools and ensured accuracy using UNFCCC GHG emission calculator. We encompassed emissions from various sources across the three scopes, providing insight into each scope's contribution towards our overall numbers. We have reported our intensity figures in tones of CO₂ per Rupee of revenue for the financial year.

We have also corrected the scope of our emissions from our previous sustainability report. The data represented below is specific to our India operations.





ENVIRONMENTAL STEWARDSHIP



SCOPES

SCOPE 1

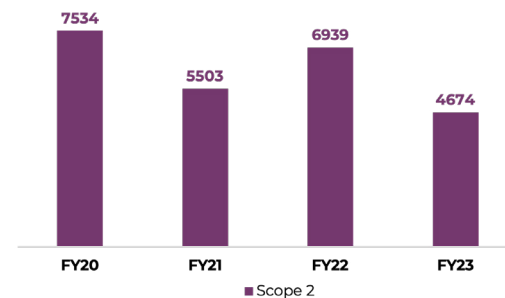
Our Scope 1 emissions are practically **nil** since all our office premises are leased assets and are not owned or controlled by eClerx. The DG sets are owned by landlords of our campus. There are no vehicles owned or controlled by the company.



SCOPE 2

We rely on electricity procured from the grid in order to meet our energy requirements. We monitor the electricity usage across all our office locations in India, including Mumbai, Pune, Chandigarh, Coimbatore and Gurugram using electricity metres provided by the distribution companies. In the fiscal year 2022-23, our total electricity consumption amounted to **1,12,72,635 kWh**, resulting in an indirect emission of **4,674 tCO₂e**.

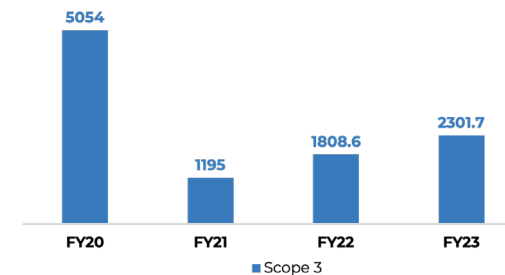
This electricity consumption constituted a significant **67%** of our overall emissions. We have made noticeable strides in reducing our Scope 2 emissions, with a remarkable **32% decrease** compared to the financial year 2021-22.



SCOPE 3

Our Scope 3 emissions primarily come from business travel and employee commute. During the financial year 2021-22, our organization's Scope 3 emissions totalled **1808.6 tCO₂e**, comprising approximately **21%** of the overall emissions. However, in the following year, 2022-23, the Scope 3 emissions increased to **2301.7 tCO₂e**, accounting for about **33%** of the total emissions. This represents a **27% increase** in Scope 3 emissions compared to the previous financial year.

The significant rise in Scope 3 emissions is due to more and more employees reporting to office post COVID restrictions as well as an increase in business related travel. This highlights the need for our continued efforts to address and reduce the environmental impact associated with activities beyond our direct operational control. We are also in the process of putting a framework in place for assessing our value chain emissions. As we move forward, we remain committed to implementing strategies that effectively mitigate Scope 3 emissions and promote sustainable practices across our entire value chain.





ENVIRONMENTAL STEWARDSHIP

EMISSION REDUCTION ROADMAP

We have already started working on implementing various measures to mitigate our GHG emissions. One such approach is to enhance energy efficiency by improving HVAC systems, data centres, and energy efficient lighting facilities at our offices. The usage of energy-efficient lighting, such as LEDs, and maintaining chiller efficiency also contributes to reducing our total energy consumption and emissions. Additionally, we aim to increase the share of renewable energy in our total energy consumption, either through use of solar rooftop systems installed by our landlords or offsite procurement through power grids.

To reduce GHG emissions, we have also formulated an action plan that consists of several key steps. Firstly, we commit to conducting an annual assessment of GHG emissions and enhancing the accuracy and completeness of our inventory, such as inclusion of data for other applicable categories through the establishment of a systematic data collection system. Additionally, we recognize the importance of setting clear Key Performance Indicators (KPIs) to monitor our progress effectively. We aim to set both short-term and long-term GHG reduction targets, providing us with specific milestones to work towards.

Lastly, we commit to public reporting through industry recognized surveys such as CDP, EcoVadis, S&P and Achilles, ensuring transparency and accountability in our efforts to mitigate GHG emissions.



EV FLEET

With the latest trend of Electric Vehicles (EVs), a promising technology for achieving sustainable employee transport in the future, we have taken a step towards reducing our Scope 3 emissions. Our EV fleet has low to zero carbon emissions, low noise, high efficiency, and flexibility in grid operation and integration.

The eClerx Administration team has evaluated multiple service providers under this segment. A detailed survey and analysis was carried out with different vendors followed by 2 weeks of pilot with each. We finalized "Lithium Urban Technologies" as our vendor partners for EVs.



In Q4 of FY 22-23 (Jan'23 to Mar'23), we clocked 1 lakh+ kilometres using EVs which has resulted in savings of 22,000 Kgs. of CO₂e emissions. Our target for FY 23-24 is to do 20% of trips with these vehicles & to save approx. 40,000 Kgs. of CO₂e emission quarterly, which is roughly 160 tCO₂e emissions in a year. To equip & increase the efficiency of these vehicles, we have even provisioned sufficient charging station within our premises.

Our employees have provided positive feedback saying their office commute has become much more comfortable and noise free by the deployment of EVs.

EV Cars Empaneled at Our Pune Office

1 Lakh+

Kms. clocked using EV fleet in Q4 of FY 22-23 (Jan'23 to Mar'23)

22000

Kgs. of CO₂e emission saving in Q4 of FY 22-23 (Jan'23 to Mar'23)



ENVIRONMENTAL STEWARDSHIP

WASTE MANAGEMENT AT ECLERX

Over the past few years, Waste Management has become a global concern. We are dedicated to promoting a sustainable waste management system as part of our commitment to environmental responsibility.

To achieve this, we have implemented a comprehensive waste segregation program across all our office locations. Within our facilities, we have designated bins for the collection of different types of waste, including recyclables, organic, and general waste. Training sessions are conducted for our employees to educate and raise awareness about the importance of 'segregation at source'. Additionally, we diligently track and maintain records of the waste generated at our offices. Through these proactive measures, including segregation at source and waste tracking, we are making a significant impact in reducing our footprint and fostering a cleaner and healthier environment for all.

30% reduction in waste generated compared to FY22

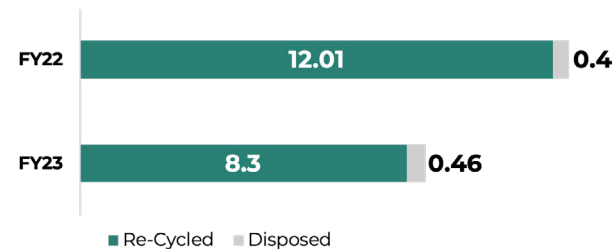
For our detailed Waste Management Policy, please refer to the following **this link** (Page no. 9)

THIS DATA IS SPECIFIC TO OUR INDIA LOCATIONS

	FY23 (in metric tons)			FY22 (in metric tons)		
	Generated	Recycled	Disposed	Generated	Recycled	Disposed
Plastic Waste	0	-	-	0.798	0.399	0.399
E-Waste	2.45	2.45	-	9.86	9.86	-
Bio-Medical Waste	0	-	-	0	-	-
Construction/Demolition Waste	0	-	-	0	-	-
Battery Waste	5.85	5.85	-	1.75	1.75	-
Radioactive Waste	0	-	-	0	-	-
Other Hazardous Waste	0	-	-	0	-	-
Other Non-hazardous Waste	0.46	-	0.46	0.0019	-	0.0019
Total	8.76	8.3	0.46	12.41	12.01	0.40



RECYCLED VS. DISPOSED





ENVIRONMENTAL STEWARDSHIP

E-WASTE MANAGEMENT

Our e-waste includes personal computers (desktops and laptops), mobiles, printers, cartridges and batteries. These are sent back to the original vendors from whom they are originally procured or authorized resellers who provide us with certificates on successful recycling and recovery of material. E-waste is regulated through legislation and hence we evaluate the vendor to ensure all compliances are addressed prior to disposal.

SUSTAINABLE FEMALE HYGIENE MANAGEMENT

Disposable sanitary products contribute to a large amount of global waste. Ensuring women and girls have access to sustainable and quality products, and improving the management of the disposal of menstrual products can make a big difference to the environment.

Every year, an average woman trashes about 150 kilograms of non-biodegradable waste. In India alone, roughly 121 million women and girls use an average of eight disposable and non-compostable pads per month, generating 1.021 billion pads waste monthly, 12.3 billion pads waste annually, and 113,000 metric tons of annual menstrual waste.

eClerx has taken a significant step towards improving the health and hygiene for its female employees and making the workplace more women friendly by installing hygiene bins and vending machines for material procurement and safe disposal. These machines have been installed in all female lavatories of one of our facilities and is gradually scaling up.

435

Pads collected

11 KGs

material recycled (approximately)

217.5

Litres landfill area saved

24 KGs

CO₂e conserved (approximately)

WATER MANAGEMENT

We recognize the importance of responsible water management and are wholeheartedly committed to incorporating sustainable practices throughout all our offices. We actively monitor the total water consumption, including the water used for drinking and domestic purposes, in each of our office locations across the country.

Our goal is to ensure efficient and conscientious water usage as we uphold environmental responsibility.

The primary water usage is for our employees, contract staff, and visitors, including drinking, cafeterias, washrooms and landscaping. We are continuously preparing our campuses to be water sustainable by reducing freshwater intake and implementing water conservation initiatives. Retrofits and consolidation in building operations brought down freshwater consumption in various locations. Our freshwater consumption is solely for human sustenance and hence we believe we do not significantly impact water resources. We are focused on reducing our freshwater consumption through many initiatives.

A comprehensive water management strategy has been devised to achieve water sufficiency. Water usage is reduced through demand-side measures and 100% of wastewater is recycled within our campuses. Our campuses are equipped with rainwater harvesting technologies to further reduce our external freshwater dependency and also help to replenish the ground water table in the areas we operate in. None of our campuses are situated in water stressed localities.

100%

STP water is re-cycled and consumed domestically

ZERO

liquid discharge

Water Withdrawal by source (Kilo litres)	FY 2022-23	FY 2021-22
Surface water	0	0
Ground water	0	0
3 rd party water	5,220	863.95
Seawater / desalinated water	0	0
Others – rainwater utilized	0	0
Total volume of water withdrawal	5,220	863.95
Water intensity per rupee of turnover (Water consumed / turnover)	0.00000027	0.0000000055



ENVIRONMENTAL STEWARDSHIP

SOME OF OUR ACCOLADES

ECLERX ADMIN BAGS TOP HONORS AT INFHRA'S 6TH EDITION WORKPLACE EXCELLENCE AWARD



The Infrastructure, Facility, Human Resource & Realty Association
We influence • We inform • We implement

The eClerx Pune Admin Team took top honors, winning the INFHRA's 6th Edition Workplace Excellence Award 2021-2022 in the category of 'Corporate Real Estate Consolidation' (Pune Consolidation Project). The Team was awarded 2nd Runner's up in the category of 'Innovation Technology' (automation in locker management, upcoming automation of guest house bookings and pick up confirmation IVR calls to reduce transport no show).

INFHRA is an industry body and member driven association for the Facilities, Admin, CRE, Procurement, and Travel professionals. They are a PAN India association having their Chapter in Kolkata, NCR, Ahmedabad, Mumbai, Pune, Hyderabad, Bengaluru & Chennai. They also have a UAE Chapter.

INFHRA had invited nominations under the following categories - Excellence in: Corporate Vaccination Campaign, Sustainability, Innovation Technology, Hygiene@Workplace, Best Project Architecture, Transport Management, Best Project Corporate, Corporate Real Estate Consolidation, Safety and Security, and Return to Work Strategy. The Pune Admin team participated in two categories - Corporate Real Estate Consolidation and Innovation Technology.





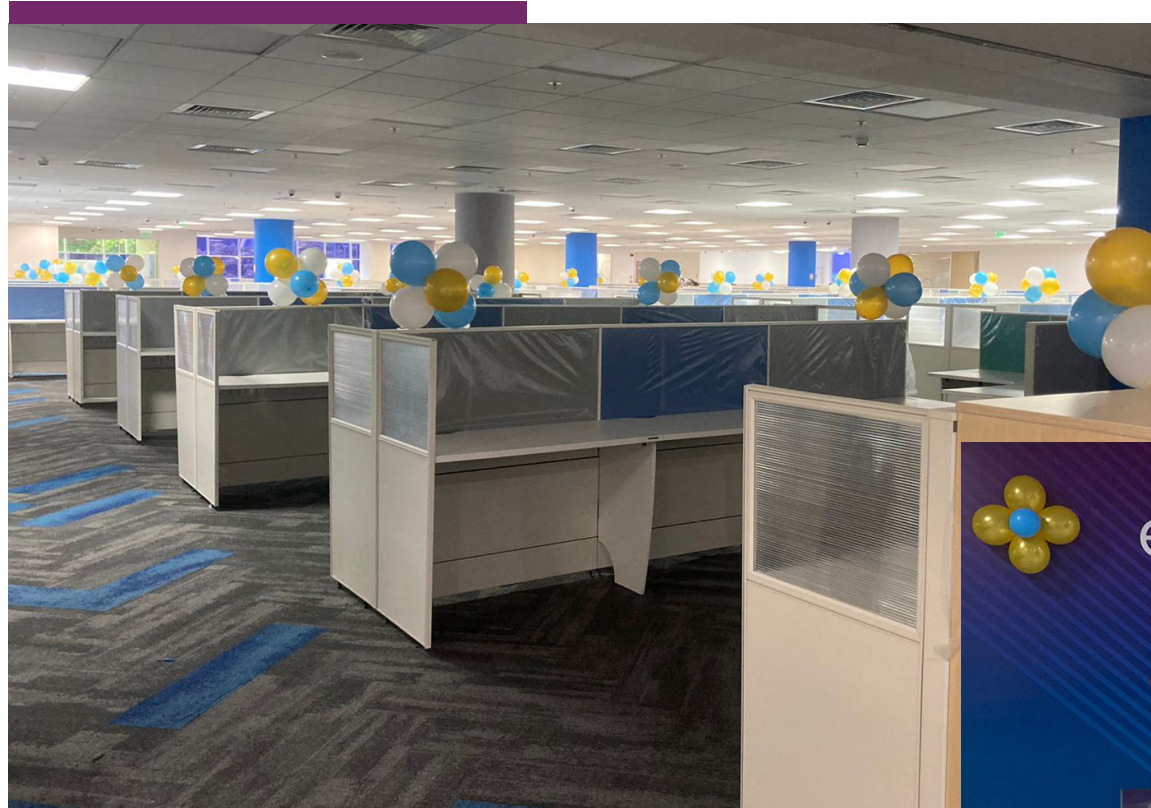
ENVIRONMENTAL STEWARDSHIP

NEW OFFICE PREMISES OPERATIONAL AT CHANDIGARH

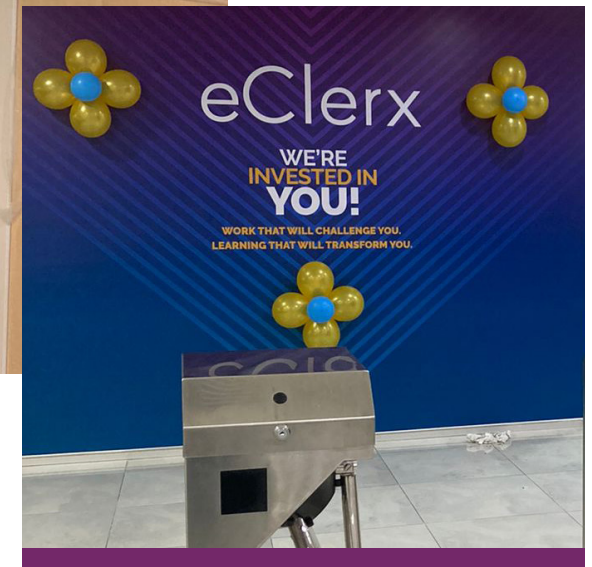
The Chandigarh Admin team recently made the new office premises operational for all employees. A total space of 55,846 square feet has been revamped / added with an addition of 260 seats, separate dedicated areas for Training and Recruitment.

Some features of the new space are:

- Existing old floor has been completely re-done from scratch as per eClerx benchmark standards
- New space has been added
- Segregated sterile and non-sterile areas
- Achieved standard meeting room and training room ratio for optimum usages
- Adequate seat spacing – two rows, 0.7 NRC ceiling tiles for better noise absorption
- State-of-the-art facility with latest technology and optimum space planning
- Focus on environmental and safety factors like installation of nylon carpet tiles, GREENGUARD certified modular furniture to contain chemical emission limits, UV lamps, CO₂ sensors to check CO₂ levels, fire-proof doors and curtains



eClerx Chandigarh Office





eClerx SUSTAINABILITY

INITIATIVES AT PERSONIV



OUR VISION

To be one of the industry leaders in the areas of social and environmental responsibility, backed by good governance



SUSTAINABILITY INITIATIVES AT PERSONIV

PERSONIV COIMBATORE

EMPOWERING CURIOUS MINDS

In December 2022, Personiv, in a collaborative initiative with its client Thryv, demonstrated its commitment to social responsibility by making a philanthropic gesture as a donation.

The generous contribution comprised **322 desktop personal computers** worth **INR 5mm**, which were bestowed upon 51 government / government-aided educational institutions in and around Coimbatore and Nilgiris districts in Tamil Nadu.

This noteworthy act of benevolence has profoundly impacted the educational landscape within these beneficiary schools, which predominantly cater to the underprivileged strata of society. By equipping these institutions with contemporary computing resources, thousands of previously disadvantaged children have been afforded the invaluable opportunity to acquaint themselves with computers and cutting-edge technologies.

It is anticipated that the lasting impact of this donation will reverberate through the recipients' lives, boosting them toward a brighter and more prosperous future.



Government-aided educational institutions Coimbatore

REDUCING CARBON FOOTPRINT

On the 17th of February 2023, Personiv exemplified its unwavering commitment to corporate social responsibility by successfully commissioning the 10th Solar Power Plant at Presentation Convent, Kinathukadavu, Coimbatore, Tamil Nadu. This benevolent initiative was undertaken to extend support to the esteemed institution run by dedicated nuns catering to mentally disabled students.

The commissioned Solar Power Plant boasts an impressive capacity of 6KW, operating offline while efficiently generating power to cater to the vital needs of the school and hostel. Notably, the power generated by the plant is further reinforced by a robust UPS battery backup system, ensuring an uninterrupted and seamless energy supply. As a result of this thoughtful intervention, the school's 60 children can now engage in their learning activities without any concern for power consumption or disruptions.

In a heart-warming gesture of collaboration and solidarity, a team of dedicated volunteers from Personiv handed over the Solar Power Plant to

the revered nuns. This symbolic act underscored the profound impact of collective efforts in empowering the intellectually disabled and fostering an environment of learning and growth.

The successful establishment of the Solar Power Plant stands as a testament to Personiv's vision of making a positive difference in society through sustainable and socially responsible actions. Personiv has alleviated the institution's energy-related challenges by providing a reliable and eco-friendly power source and creating an environment where these special children can thrive and flourish.

This philanthropic endeavour exemplifies the spirit of empathy and compassion, inspiring others to follow suit and bring about meaningful change in the lives of the less privileged.





SUSTAINABILITY INITIATIVES AT PERSONIV

PERSONIV COIMBATORE GIVES BACK AT ST. THOMAS KARUNALAYAM, COIMBATORE

As part of Personiv's #BeingHuman mission, the team builds solar panel projects across the globe for organizations serving the community, supplying a lifetime of not just power, but also much-needed cost savings that are redistributed to do good. The Coimbatore, India Personiv team undertook its 10th such project earlier this year.

The 8KW solar panel project was inaugurated at St. Thomas Karunalayam of Coimbatore – a homestead for the elderly and children in need.

The inauguration was conducted by Coimbatore's Site Head and EVP, and saw the presence of Coimbatore team members, and volunteers of Rotaract Club of Personiv and Rotary Club of Coimbatore, Greencity.

Typically, with solar panel projects, the organizations save up to 60 percent on their energy costs per month. According to John, the project was chosen to be commissioned at St. Thomas Karunalayam this year because of its “unconditional love and care for the underprivileged elderly, who would otherwise be left in the streets”.

10 PLANTS 4.5M COMMISSIONED

72,675 UNITS OF POWER PRODUCED

INR 472,387 SAVED



The Personiv team has produced a total of 10 such plants worth INR 4.5m commissioned across the Coimbatore area that, so far, produce 72,675 units of power and save approximately INR 472,387 every year. These plants are expected to save around INR 11,809,675 for the organizations they serve during their full lifespan.

But the project didn't stop just at solar power. The team continued to care for the center throughout March, adopting the residents by spending their weekends there and distributing food and desperately needed supplies, as well some fun and good cheer.



SUSTAINABILITY INITIATIVES AT PERSONIV

PERSONIV COIMBATORE PEDALS FOR A GREEN FUTURE

Earlier this year, the Rotaract Club of Personiv volunteers took their bicycles out and paddled for the green future and road safety. Organized by the Rotary Club of Coimbatore, Greencity, the event 'Cycle For Recycle' was sponsored by Personiv Coimbatore.

The event was attended by Personiv Coimbatore's Site Head and EVP, and a few renowned members of the Rotary Club.

The rally saw the participation of seven Coimbatore team members, city cyclists, and other environment enthusiasts, who commuted on bicycles to spread

awareness on road safety guidelines, reducing pollution, and promoting carbon-neutral modes of transportation. All the cyclists covered 23 KMs, and it took them approximately 73 minutes.



EMPLOYEE HEALTH AND SAFETY EXCELLENCE AWARD

Over the past four years, Personiv Coimbatore has actively participated in the CII Southern Region EHS Excellence Awards and Certification. During this period, our EHS practices have undergone annual assessments conducted by CII auditors.

Traditionally, the third-party auditors conduct on-site visits to the office premise, thoroughly evaluating the implementation and effectiveness of our EHS practices. These assessments were based on the stringent requirements of ISO 14001 and ISO 45001 standards and industry best practices.

More recently, on December 23, 2022, a dedicated team of CII auditors revisited our premises and meticulously verified our adherence to industry standards and ISO requirements while noting the level of implementation and effectiveness of our EHS measures. Their feedback was highly encouraging, as they acknowledged our commitment to maintaining a high standard of EHS practices and appreciated the efforts put forth by our team. Our initiatives and precautionary measures during the challenging COVID and post-COVID periods received high commendation and appreciation. The unwavering focus on safeguarding our valued employees' physical and mental well-being was central to our approach.

To ensure the holistic well-being of our workforce, we took proactive steps in providing dedicated psychological counselling services, which proved instrumental in offering support and guidance during times of uncertainty and stress. Recognizing the importance of mental fitness, we organized regular yoga sessions that offered a rejuvenating outlet and promoted inner peace and balance.

Moreover, our commitment to fostering a culture of fitness and camaraderie led us to initiate various sports and marathon events. These engaging initiatives promoted physical health and fostered team spirit and a sense of togetherness among our employees. The positive impact of our initiatives resonated deeply within our organization, as they not only helped mitigate the challenges posed by the pandemic but also cultivated a resilient and motivated workforce. We take immense pride in our employees' well-being and remain dedicated to nurturing a workplace environment prioritizing their health and happiness.





SUSTAINABILITY INITIATIVES AT PERSONIV

PERSONIV GURUGRAM

CARBON INITIATIVES

A total of 3 Solar Power Plants were installed by Personiv Gurugram team last Year: 2 units of 10KVA each and 1 Unit of 15KVA capacity.

In Quarter 1, we installed a Solar plant in Gurukul Ashram, Loni Border where caretakers were supporting the challenged kids. It has helped to reduce the carbon footprint, and we were also able to provide light at a lesser cost. This initiative will support the Ashram for the next 25 years.

Looking at the drive in the previous quarter, we installed one more Solar plant at Anandashram, where differently abled men were being taken care of. In order to reduce the carbon footprint, we have installed the Solar plant off-grid with batteries. These plants provide power supply even when the sunlight is low to minimal.

In Q4, we visited Shanti Bhawan in Burari, a place for specially abled women, where we installed a Solar Plant and donated 5 medical beds. We also installed a water cooler with a capacity of 500 litres along with an RO filter to ensure pure drinking water for the people living there.

Additionally, 200+ saplings were planted in Alwar district in Rajasthan in collaboration with Sankalptaru to further reduce our carbon footprint.

PERSONIV GURUGRAM CELEBRATES CHILDREN'S DAY BY GIVING BACK

Giving back and making an impactful contribution is a significant part of the Personiv culture, a quality that sets it apart. Each quarter, Personiv Coimbatore, Gurugram, and Manila choose a community or charity for its Corporate Social Responsibility. The sites put an emphasis on their philanthropic duty to society, either through its employee volunteer programs or charitable grants to non-profit organizations.

As part of its Q4 CSR activity, Personiv Gurugram celebrated this year's Children's Day by giving back to the Holy Family Convent in Loni, Ghaziabad. It is a Christian convent of nuns that oversees the running of Holy Family Convent School. Established in 1985, the school consists of students from grades 1 to 5.

The ManComm team members installed a 10 KVA Solar Plant. In addition to the solar panel, the company distributed gifts to the children, such as notebooks and other educational materials. Furthermore, the entire team prepared food for both the nuns and students of its chosen beneficiary.

This CSR activity happened on November 14, the same day Children's Day is celebrated in India. The observance is held to increase awareness of children's rights, care, and education and as a tribute to the country's first Prime Minister, Pandit Jawaharlal Nehru. Fondly known as "Chacha Nehru", he considered children as the real strength of a nation and the foundation of society.

Personiv Gurugram hopes that the solar panel will be of great help to the Holy Family Convent, especially to the children. It's a privilege for the company to be able to empower young people who will be leading the future. With the meaningful time spent with them, this CSR activity made the company's celebration of Children's Day a special one. In the coming years, Personiv Gurugram plans to conduct more CSR activities that involve local schools and students in need.





SUSTAINABILITY INITIATIVES AT PERSONIV

PERSONIV MANILA

ATIMOYA FARMERS ASSOCIATION INC.

ATIMOYA Farmers Association, Inc. is a non-profit and non-stock farmers association in Dolores, Quezon.

Throughout the years, building a sustainable future has been one of the primary focuses at Personiv Manila. In March 2023, the company visited ATIMOYA Farmers Association Inc. and donated assorted vegetable seeds and plants as well as 25 sacks of fertilizers to farmers. Volunteer employees also conducted a tree planting activity, aiming to mitigate climate change.



MISSIONARIES OF CHARITY BROTHERS CONTEMPLATIVE VOCATION & FORMATION CENTRE

The foundation is a diocesan religious institute made up of brothers and priests with equal rights and obligations, founded by Saint Teresa of Calcutta with Fr. Sebastian Vazhakala on March 19, 1979. Its goal is to care for the hungry, homeless, crippled, blind, those who feel unwanted, unloved, uncared for in the society, and people that are shunned by society.



"We do not inherit the earth from our ancestors; we borrow it from our children." – Native American Proverb. This saying reminds us that our time on Earth is short, and we owe it to our future to care for it. In today's business, this highlights the importance of ESG principles. It's not about short-term profit anymore; it's about long-term responsibility. As an organization, embracing sustainable practices isn't just a strategic move; it's a pledge to uphold our borrowed legacy – every decision we make today crafts the world our children will inherit tomorrow. Let's ensure it's a world they're proud to call home.

Lilibeth Cawili, eClerx Services Ltd.



SUSTAINABILITY INITIATIVES AT PERSONIV

BAHAY NI MARIA

Fulfilling its commitment to giving back, Personiv Manila conducted its first CSR for 2022; providing Bahay ni Maria with groceries. Bahay ni Maria is a home for the elderly with special needs. It is owned and cared for by the Missionary Sisters of Our Lady of Fatima located in Brgy, Sampiruhan, Calamba City.



RUTH FOUNDATION

Personiv Manila conducted its second CSR for 2022 on June 24, 2022. Choosing Ruth Foundation as its beneficiary, the Manila team visited and brought its donations to the chosen shelter.

Ruth Foundation provides community-based palliative and hospice care programs for children, youth, men & women, and the elders. Personiv Manila stands with Ruth Foundation's mission of enhancing the quality of life for those facing advanced illness.



BINAN ELEMENTARY SCHOOL

Personiv Manila joined Binan Elementary School last September for the 2022 Q3 CSR activity - OptiDrive. The company donated 60 pairs of glasses to students, free eye check-ups, and school supplies.



TEN FOUNDATION

Personiv Manila offers a gift that keeps on giving – solar panels. Each year, the organization chooses a community and for 2022, it's Ten Foundations.

Ten Foundations was founded with hopes to provide a sustainable livelihood for the unemployed women in Taludtod, Balayan, Batangas. The foundation provides skills training and employment programs for these women. The solar panels will greatly help the foundation with its current undergoing expansion.





SUSTAINABILITY INITIATIVES AT PERSONIV

PERSONIV MANILA RECEIVES THE PRESTIGIOUS GREAT PLACE TO WORK CERTIFICATION

2022 has been a meaningful year of growth for Personiv. In July 2022, the Manila site received the prestigious Great Place to Work designation, with 90% of participating employees affirming the organization's positive work culture. This is compared to 53% of employees at a typical global company.



Great Place to Work® is the global authority on workplace culture, employee experience, and leadership behaviors. For more than 30 years, it has been delivering market-leading revenue, employee retention, and

increased innovation. A significant part of its evaluation is based on a confidential survey, in which employees assessed the company based on their personal experiences in terms of respect, fairness, pride, and camaraderie, among others.

Of the Personiv Manila employees that responded to the Great Place to Work's Trust Index survey, 97% say they are given the essential resources and equipment to do their job. Moreover, 94% share that the company celebrates special events and that its facilities contribute to a good working environment. Confidence in the services was also expressed, with 94% of members agreeing that the company delivers excellent solutions. In terms of physical safety, 97% feel secure working for the Manila site. This further solidifies the level of trust that employees put into the organization and demonstrates how the company prioritizes its employees' welfare.

Personiv Manila's commitment to people-first has been its main priority ever since. Over the years, the company has conducted various surveys to get insights from its people. These include launching All Ideas Matter (AIM) and We Hear You, an open platform where employees can submit their suggestions and observations. Aiming to find more ways to maintain its culture, the company partnered with Great Place to Work® to conduct this comprehensive survey.

Being Great Place to Work®-certified is an honor for Personiv Manila as it reflects the company's commitment to operating as a responsible business to employees, clients, and communities. With the GPTW badge, the company is now even more inspired to look for ways to foster a safe, highly inclusive, and truly human environment, where everyone feels seen, heard, and connected. From offering competitive benefits to providing learning programs and career advancements, the company ensures that its people have near-limitless opportunities to thrive.





eClerx SUSTAINABILITY

ENABLEMENT FOR CLIENTS



OUR VISION

To be one of the industry leaders in the areas of social and environmental responsibility, backed by good governance



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We welcome your views

We warmly invite all our stakeholders to
provide feedback and comments on our
Sustainability Report

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