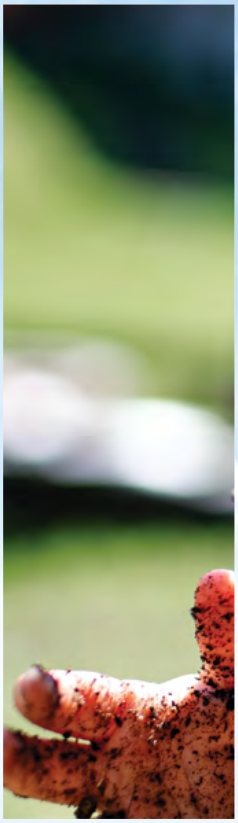
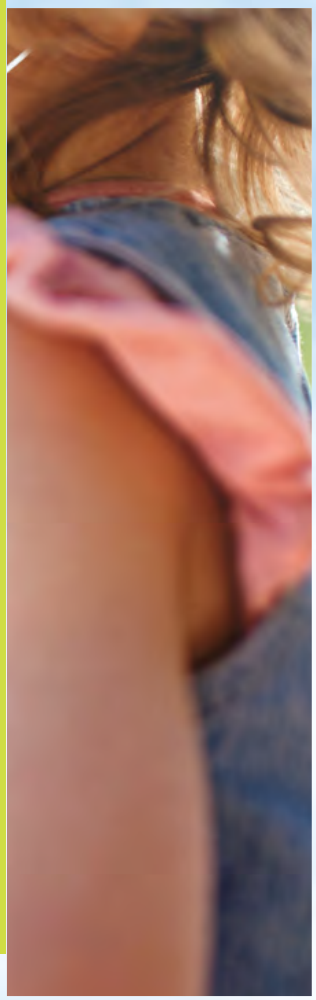
Mindtree
A Larsen & Toubro Group Company





WE CARE

SUSTAINABILITY REPORT
2020-21

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Leader Statement

Four ‘R’s

- *Relief*
- *Responsiveness*
- *Responsibility*
- *Resilience*

Debashis Chatterjee
CEO & MD

Creating positive value across the triple bottom line.

I am proud to share that we at Mindtree have produced positive results across the triple bottom line while the global pandemic caused unprecedented challenges.

Four ‘R’s characterized us in this challenging year:

Relief measures for *our communities*, **Responsiveness** to *our people’s* well-being, **Responsibility** for *resource* conservation—all of which validated us as a **Resilient** *business*.

This report presents the story of our journey and shares how we kept the triple bottom lined value creation alive amidst the pandemic.

Never taking our eye off from customer commitments while transitioning into remote working, we balanced keenness for growth with care for our people and were glad to see results that validated our approach. We grew our business profitably, garnered higher client satisfaction, witnessed high engagement from our people, and supported communities with COVID-19 related relief—all in the spirit that says, **‘We Care’!**

Keeping the short, medium, and long-term sustainability risks and opportunities in mind, our strategy continues to pursue people engagement, resource conservation, renewables, and community care, focusing on the material aspects identified by us. FY 2020-21 has been a year of transformation for us in many ways—to realize our resilience and have it validated is heartening.

We are closing the year with a sense of deep satisfaction for the value we co-created with our stakeholders and positive anticipation for the growth momentum to continue. The new normal is here with its demands, and we are ready to deliver our best on the **people-planet-profit** bottom lines in the times to come.

I am pleased to present our ninth sustainability report to our stakeholders here (and also as COP report to UNGC), as we share the story of our **sustained value creation across the triple bottom line**.

It is said that crises bring out the best amongst us. This crisis has reaffirmed our true strengths in excellence and strategic edge, coupled with our legacy, foresight, and compassion. I thank all our stakeholders for being an integral part of this journey and invite them to join us in **redefining possibilities** in the new normal.

Sustainable Organization

About this report

Welcome to the ninth edition of Mindtree's Sustainability Report.

In line with our values of transparency and integrity, and our global commitments to sustainability and responsible business, we at Mindtree began our non-financial reporting journey in FY 2012-13 based on the Global Reporting Initiative (GRI) guidelines.

Since then, we have been regularly publishing our sustainability reports every year, synthesizing our innate story of sustainability with the rigorous GRI framework. We believe in telling our story in a simple and non-technical way to our larger stakeholders while adhering to the data-driven requirements of the framework, as required for assurance. Our most recent report was published in FY 2019-20.

The current report (FY2020-21) shares the story of our value creation across the triple bottom lines while keeping sustainability alive even amidst the pandemic.

The scope of the economic performance is global and includes all financial entities as does our annual report, while our social and environmental performance pertains to India operations, where our largest social and environmental impacts lie. The scope and boundary remain the same as in the previous year, with no significant changes in structure and reinstatements, which may have a bearing on the impacts.

This report defines its content based on GRI Standards, principles and recommendations. We have sought internal stakeholder inputs while preparing the content. We attempt to improve over our previous year reporting by further advancing towards the Comprehensive criteria of GRI Standards. This report is externally assured.

Organizational overview

Mindtree, a global technology solutions and consulting Company with 21 years of ***legacy in exemplary performance and impeccable reputation,*** *now a part of Larsen & Toubro conglomerate (since mid-2019), presents* ***yet another year of positive value creation*** *despite the challenges posed by the pandemic.*

Embedding the cause of making societies flourish in our very mission, ours is ***a story of triple bottom lined (People-Planet-Profits) value creation*** over decades, which has rendered us resilient against recent global adversity.

Note: Some of the images used in this report are from the period prior to COVID-19 and therefore, do not depict the safety protocols mandated and practiced presently at all our Mindtree facilities

Across our global operations, we help the world's leading Companies use cutting-edge digital and IT solutions as a competitive advantage and get them to the future ahead of schedule. Born digital, leveraging emerging technologies, we have garnered immense client trust by redefining their success to higher levels. ***Simplifying, differentiating and changing our models, processes and offers,*** we have grown from strength to strength, becoming the 'go-to partner' for our clients.

We have been fortunate to serve our communities in several integrated ways, and in much needed ways in the unprecedented year of the pandemic. We have strived to conserve the resources of our planet through smart solutions. We have demonstrated that ***'We Care' for our clients, communities, and our countries of operation.***

The COVID-19 crisis came close on the heels of transitioning into the management of our Group Company L&T. But, we as an organization, leveraged the best of the old and the new, anchored ourselves firmly and moved ahead of the curve. The leadership and our people came together with a ***shared vision of the future*** to make it possible.

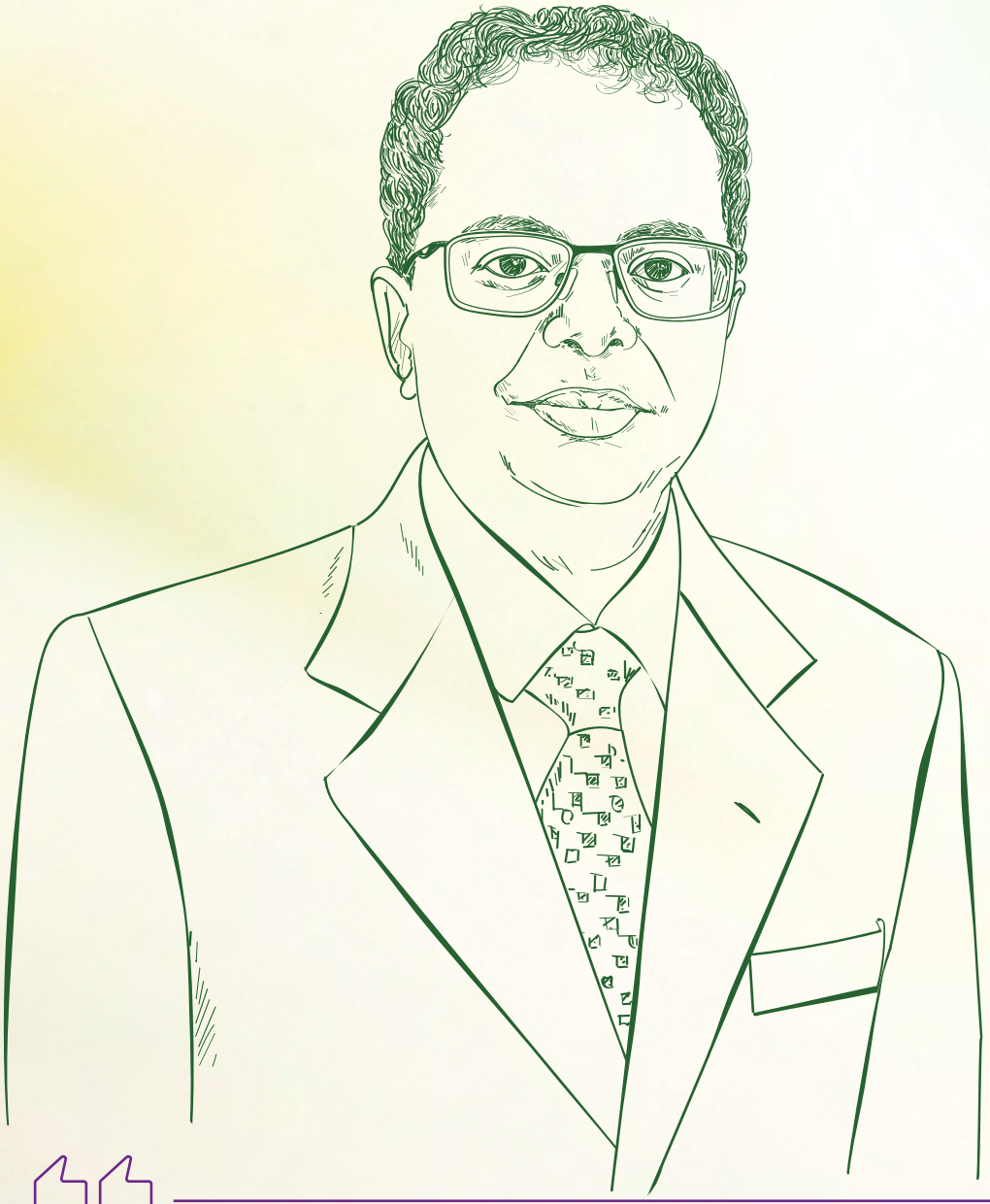
This is the beginning of our new journey of redefining possibilities!

Quick view

Global operations: America, Europe, APAC, India and the Middle East
Two direct subsidiaries
Headquarters: Bengaluru (Karnataka, India) and Warren (New Jersey, USA)
Revenue: USD 1,077 million, INR 79,678 million (CAGR 11.1%)
Profit After Tax (PAT): INR 11,105 million (CAGR 27.6%, Up 76% YoY)
Active clients: 270, New clients added: 26
CSR spend: INR 80 million
Environmental spend: INR 3.1 million
Renewable energy component: 74.84%
Client satisfaction: high results: 6.05/7
Talent pool: 23,814
Women representation: 32%
Two women directors on the Board
50% independent directors on the Board
Virtual learning: 100%
Virtual mode of working: 100%
61% Mindtree Minds reported increased productivity in WFH mode

Roots of Sustainability

Sustainability Reporting



We demonstrated the strength of our sustainability in this globally tough year by excelling on triple bottom lines (People-Planet-Profit), emerging as a resilient organization.

Surendra Kumar Pendekanti
Head – Sustainability

Sustainability spotlight

Sustainability Commitments: Mindtree
UNGC (signatory)
CDP
GRI Standards
BRR
National Voluntary Guidelines
SDGs
Integrated Reporting
Universal Human Rights
Precautionary Principle

Our Sustainability Framework

Workplace Sustainability

- Diverse Workforce
- Inclusive Workspace
- Labour Regulation
- Employee Engagement

Governance and Advocacy

- Policies
- Code of Conduct
- Risk Management
- Reporting and Disclosure
- Financial Compliance

Ecological Sustainability

- Carbon Footprint Reduction
- Resource Conservation
- Environmental Legislation Compliance
- Green Infrastructure

Business
42 offices, 24 countries
100% WFH mode (* less than 0.5% attended office)
Zero impact of the pandemic on client deliveries
Highest client satisfaction results: 6.05/7.00
Revenue: INR 79,678 million
Profit after tax: INR 11,105 million
Best-in-class Business Continuity Planning (BCP) ensured smooth functioning of all business operations
Our COVID-19 response has been taken up as a case study by a top academic institute
Updation of Data Loss Prevention (DLP) tool and the DLP Policy
ISO27701 certification
Top certifications and integrated audits for quality excellence of delivery
Ten delivery tenets launched for Mindtree Minds
Digital Inside: for internal leverage
Digital supplier portal
Digitalization of people profiles
Launched several COVID-specific care programs for our people

People
Total talent pool: 23,814
1,340 Campus Mindtree Minds joined
We became one of the preferred recruiters among 25 colleges
Project Velocity boosted the talent supply chain
43% women hired in campus recruitments
Totally 32% women in the organization
44 People with Disabilities
Digital Orchard: 100% virtual onboarding of campus hires
Digital Arboretum: 100% virtual onboarding of 1,200+ lateral hires; Crest Award for new joiners
100% virtual learning; uptake of learning went up during WFH. Our learning portal, YORBIT, with 2,800+ courses on over 900+ skills recorded 1,53,000 completed courses this year
Updation of our talent board charter
Initiated role-based architecture for skilling: Integration between market needs and skilling
Received several external awards for our best-in-class people initiatives

People

New programs launched:

- Young Leaders Program
- Mindtree Masterclasses
- Crucibles of Leadership

Competency development program:

- Leadership Chronicles
- Falcon Program
- Access to Harvard ManageMentor Spark

New programs for women:

- Women Tech Trailblazer
- She WILL (Women in Leaders League)
- Athena: A community for lady Mindtree Minds

Culture stories: Lockdown diaries added to the portfolio

In Harmony program for unifying the organization. Song of Harmony launched

Communities

Reorientation of our CSR Charter/themes to focus on pandemic relief and economically weaker sections of the society

Differential needs assessment for five states in India for relief determination

CSR spend: INR 80 million

9 CSR projects with 8 NGO partners

18,087 beneficiaries of CSR projects

COVID relief benefit to five states

Prisoner welfare program to bring out positivity in prisoners amidst the crisis: The positivity stories were aired on our prison FM radio station

Winner of Golden Peacock National Award, 2020, for CSR

Environment

Steady dip in our per capita resource consumption over the previous eight years with our innovative measures

Decrease in consumption in FY2020-21: A mixed effect of the pandemic and our own initiatives

Flagging off of 'Making the workplace future-ready': Research, training, and restructuring

A suite of new initiatives for workplace safety for the new normal

Extensive trainings: Internal and external on safety in the new normal

Modifications for future efficiencies carried out in the no-footfall time

All touchpoints covered by safety mechanisms

Bengaluru East location now a zero waste site, with no burden on the landfill

We entered the global leadership league by reaching A-level in Climate Change and Supplier Engagement world rankings by Carbon Disclosure Project (CDP)

Sustainability and governance

Governance and advocacy form one of the key pillars of our sustainability framework. Ethical governance also forms a material topic for us at Mindtree.

Ethical governance

We **approach** governance by establishing it on our values. It forms an all pervasive anchor for all our policies and practices. The **strategy** is to institutionalize our governance systems and mechanisms and leverage them to run our business responsibly. Several structures, systems, and processes are in place, and they come together to make our vision and mission a reality.

Our Governance Philosophy

- Act in the spirit of law and not just the letter of law
- Do what is right and not what is convenient
- Provide complete transparency on our operations
- Follow openness in our communication to all our stakeholders

Values Guiding Us

- Honesty
- Integrity
- Fairness
- Transparency

Endorsements

- OECD Principles
- UNGC Signatory
- NVG-SEERB
- The Precautionary Principle
- Internationally Proclaimed Human Rights

Reporting

- CDP
- BRR
- GRI
- IR
- UNGC
- NVG-SEERB
- SDG

Policies in Responsible Business

- Integrity Policy
- Anti-bribery and Anti-corruption Policy
- Whistle-blower Policy
- Prevention of Sexual Harassment Policy
- Code of Conduct for Our People
- Code of Conduct for Suppliers
- Code of Conduct for Prevention of Insider Trading in the Securities of Mindtree Limited
- Non-discrimination Policy
- Equal Remuneration Policy
- Environmental Health and Safety Policy
- CSR Policy
- Reasonable Accommodation Policy
- Maternity Policy

Advocacy Platforms

CII Confederation of Indian Industry · NASSCOM® · FICCI · ASSOCHAM INDIA · BCIC BC INNOVATION COUNCIL

Governance of sustainability

Our Board of Directors review and approve strategic directions and initiatives, and take cognizance of issues, forces, and risks that define and drive the Company's long-term performance.

The Board members actively discuss various ESG initiatives of the Company and encourage the senior management to take steps beyond regulatory requirements.

The Board of Directors has constituted the Board level CSR Committee, with an Independent Director being the Chairperson of the Committee, which presently consists of four Directors with one Executive Director (COO) and three Independent Directors. In turn, it is delegated to CPO to monitor the activities undertaken with supervision of the sustainability function.

Our Board of Directors get to know of stakeholder concerns, if any, through the Stakeholders' Relationship Committee (SRC) updates. Our SRC of the Board has expanded its Terms of Reference (TOR) to include review of people and procurement function.

At Mindtree, the Board of Directors is the highest body. The Board has constituted its committees as per the requirements of the Companies Act and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. (Refer to the annual report for details on the Board.)

Independence, tenure, and the responsibilities of the board/committee members are as per the said regulations and the additional responsibilities as may be delegated by the Board from time to time.

The CSR Committee consists of two male and two female Member Directors.

On the stakeholders' representation, Company receives suggestions/recommendations of shareholders during AGM/through email on dedicated email id for investors, etc., and other stakeholders and implements as deemed appropriate.

The Chairman of the Board of directors is a Non-Executive Chairman. We believe such separation of Chairman and Managing Director positions is a feature of good governance.

All the decisions taken on the CSR activities are with the collective knowledge of the Board. Formal induction is given to the Independent Directors on appointment, apart from the Company's activities, financial aspects, the CSR activities the Company is engaged in and so on. Further, CSR Committee meetings are convened inter alia to update on the CSR activities undertaken, its performance, etc.

The Chairman of the CSR Committee updates the Board and the minutes of the committee meetings are circulated to the Board members.

Nomination & Remuneration Committee (NRC) engaged an independent external agency to evaluate the performance of the Board, Committees, Chairperson and individual Directors who have evaluated the performance with respect to the governance of economic, environmental, and social topics.

The evaluation is based on peer assessment and is carried out annually by an independent agency. Based on the evaluation, appropriate measures are taken, if necessary.

The Board actively reviews the sustainability performance and the sustainability report.

Remuneration and sustainability

Our updated remuneration policy *(https://www.mindtree.com/sites/default/files/2020-11/Nomination-and-Remuneration-policy.pdf)* remains true to our values of ethics, transparency, and non-discrimination. Our annual report shares it in much detail.

Our remuneration process is not linked to EES performance as of now.

Our remuneration process remains the same as before, with remuneration consultants offering services across levels. Approval of shareholders is obtained for the remuneration of the Directors.

The Board of Directors does the assessments related to economic, social, and environmental aspects, which in turn feeds to remuneration policies, and decisions taken by the NRC. Our remuneration-related aspects are well covered in our annual report.

Key aspects of our governance

Respect for Human Rights

- Our supplier code of conduct
- Grievance mechanisms
- Sensitization programs
- Human rights embedded into the culture

Integrity

- Integrity policy
- Anti-bribery and anti-corruption policy
- 100% adherence
- Zero tolerance
- Whistleblower policy

Transparency

- Open door policy
- Simplification of processes
- Reporting on CDP, GRIS, IIRC for ESG related performance

	Opening No. of Cases as of April 1, 2020	No. of New Cases Registered during the Year	No. of Cases Resolved during the Year	Outstanding No. of Cases as of March 31, 2021
Whistleblower	4	12	14	2
POSH	0	0	0	0

Notes

- Our extensive 100% vigilance for corruption incidences across all units and training and communication on the same ensures no cases of corruption
- No issues on compliance on anti-competitive behaviour
- Child labour, forced/compulsory labour ruled out through codes of conduct and contract clauses

Risk management and sustainability

Mindtree's Enterprise Risk Management (ERM) program is a strategic discipline that supports the Company's objective to support sustainable growth and generate value for its customers, investors, employees, and other stakeholders. This is achieved by deploying an effective risk management framework, which helps in proactive risk identification, assessment, treatment, monitoring and its reporting. Risks to achieving business objectives are identified on a continuous basis, and Key Risk Indicators (KRIs) have also been defined for effective risk measurement. The ERM framework has been designed by aligning with leading risk management frameworks/ standards including COSO, ISO 31000 and the IRM Risk Management Standard. This Framework covers the following areas: Strategic Risks, Operational Risks, Financial Risks, and Compliance Risks.

Our approach is cognizant of key risks and impacts, including sustainability, in the short, medium, and long-term time frames. It includes sustainability related risks such as climate change and water stress in the risk register. Risks from pandemics also features in our risk evaluation—which has received much attention in the ongoing COVID crisis.

The Risk Management Committee of the Board provides oversight of the risk management program and reviews key risks.

Our risk management has been pivotal in the proactive response that our organization managed to give in times of the COVID crisis. Our annual report contains more details on ERM.

Materiality and our stakeholders

As an inclusive organization, Mindtree believes in extending the scope of our inclusivity for larger segments of the society.

Our stakeholder engagement process goes through identification, prioritization (based on a few key criteria such as significance, influence, impact, and so on), and consultation stages before we arrive at materiality determination process and designing or refining stakeholder engagement platforms.

Stakeholder management

Based on our analysis, we have a plethora of stakeholder platforms in place, which enable periodic sensing of the pulse of all our stakeholder segments and engage with them in meaningful ways to co-create sustainable value.

** Engagements are carried out in virtual mode during this year of the pandemic.*

Customers	Employees	Communities	Suppliers
Periodic • Project feedback survey (Quarterly) • Customer experience survey (Annual)	**Periodic** • CEO connect (Quarterly) • All Minds Meet (Employees-senior mgmt. interactions) • Crest awards (Quarterly) • PACE (Performance mgmt. system) • Sustainability portal	**Periodic** • Social programs	**Periodic** • Vendor meets
Ongoing • Steering committee meetings • Request for proposals • Customer visits • Mindtree website • Senior management interactions • Project status review meetings • Customer touchpoints (Appreciations and escalations)	**Ongoing** • PeopleHub (Intranet) • Genie (Online issues resolution) • Global contact center (Call center for support) • Communication blogs • Direct communication with senior leaders • MindSpeak (Grievance mechanism) • Whistleblower (Integrity cases) • Virtual engagement initiatives • Health initiatives – physical and mental • Yammer engagement portals • Project linked engagement surveys • Recognitions through R&R portal	**Ongoing** • Interaction with communities & NGOs through Mindtree Foundation • CSR projects • Site visits • Mindtree Foundation website	**Ongoing** • Operational reviews • New supplier portal

Key expectations of stakeholders

Materiality

Materiality assessment at Mindtree goes through the steps prescribed by GRI standards.

It starts from identifying stakeholder segments to consulting and researching material issues from various sources to screening and assessing them internally. It reaches out to selected segments for a consultation on the set of issues. The issues are assessed by both the organization and the stakeholders in terms of significance and impact. The analysis leads to a set of material topics under three categories (social, environmental, and economic), further grouped into high, medium, and low degree in the assessment scores.

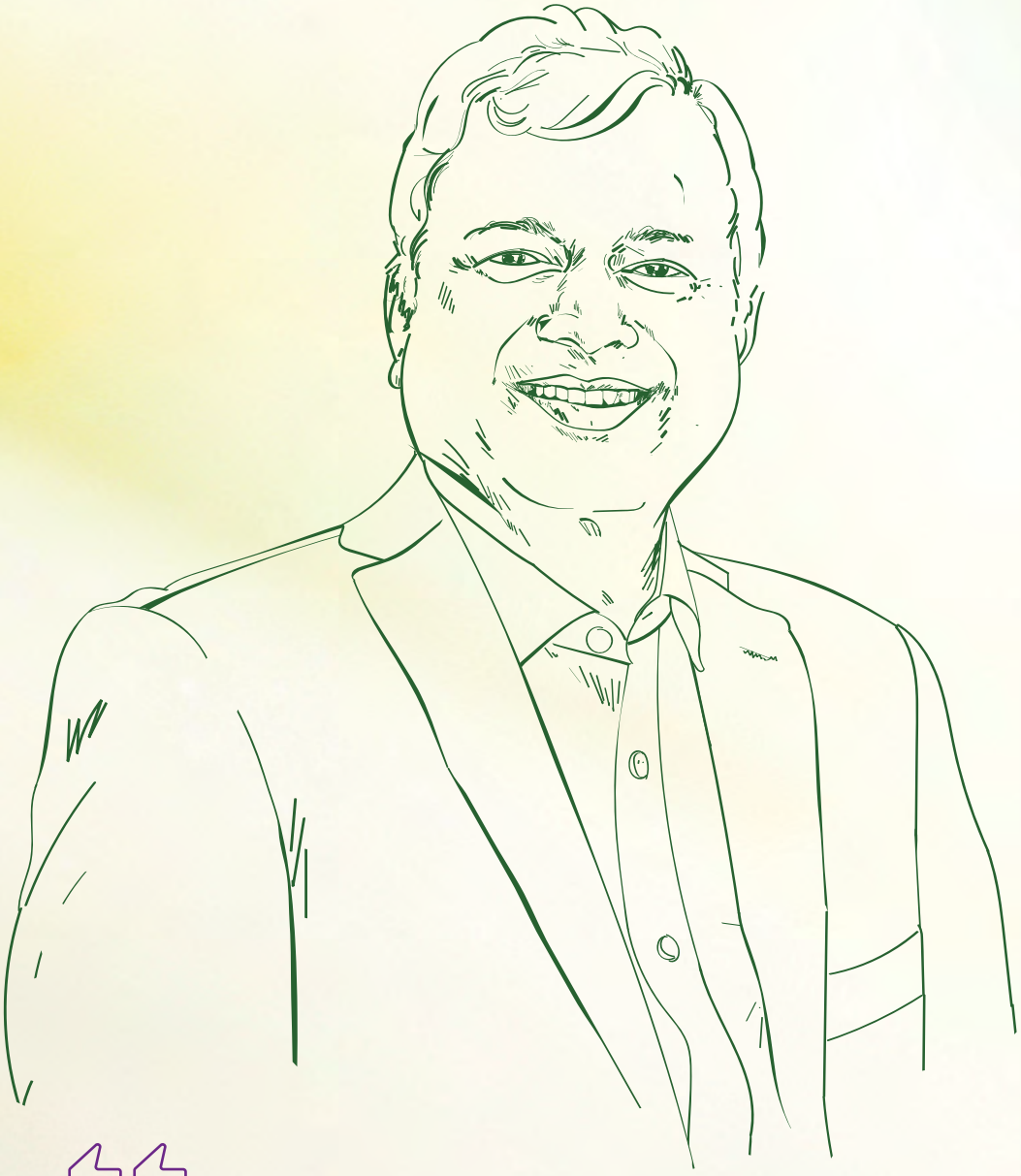
Sustainable Development Goals (SDGs) impacted

	High	Medium	Low
Social	• People well-being • Talent management • Career enablement	• Diversity & Inclusion • #BeTheGiveR (CSR)	
Environmental		• Resource savings projects	• Environmental compliance
Economic	• Sustained growth (in the new normal) • Customer satisfaction	• Ethical governance • Data privacy & data security	• Supplier sustainability

Triple Bottom Lined Value Creation in the New Normal

- *People Sustainability*
- *Social Sustainability*
- *Ecological Sustainability*
- *Business Sustainability*

People Sustainability



We owe our success in continued value creation despite the COVID-19 challenge, to insightful leadership and total dedication of our people.

Paneesh Rao
Chief People Officer

Overview

Material topics

- People well-being
- Talent management
- Career enablement
- Diversity & Inclusion

Approach

- **People-centric approach applied across goals**

At Mindtree, we do not have a Human Resources (HR) function. We have a 'People function' team as we do not consider people as resources or as capital but as individuals to be engaged with and nurtured. We address them as 'Mindtree Minds.' This approach permeates everything we do for their well-being.

Strategy

- **Talent management, career enablement, diversity and inclusion**
- **Pursuit of people, program, and process digitalization**

At Mindtree, we deploy a combination of strategies across functions to bring about the outcomes we envisage and are glad to notice it has paid rich dividends in terms of positive engagement, retention, productivity, smooth delivery, and high client satisfaction.

Governance

- **A range of systems to monitor people well-being in place**
- **Digitization of programs, processes, and people profiles**

In addition to the vast array of tracking systems and dashboards that are in place, we have moved to digitization of processes which has brought about multiple benefits in efficiency and governance.

Sustainable Development Goals (SDGs)

Pursuit of excellence

Talent management

We **approach** talent management with a learner-centric lens and apply several **strategic tools** to ensure skilling, reskilling, and upskilling **to** match the market needs, while deploying rigorous **tracking mechanisms** for measurement.

Transformation to the virtual mode

Our onboarding of campus hires (we call it the **Orchard program**) follows an unconventional **approach** of experience-based and learner-centric philosophy of no classrooms, no syllabus, and no tutorage mode.

The **strategy** involves a capability-driven learning model of learner-led immersive learning, which is adaptive and progressive. It is based on real-life problem-solving.

The **governance** mechanisms evaluate the impacts constantly, and capabilities are assessed regularly. The impacts are evident in the edge we have observed in our Orchard-trained talent during our initiatives such as Osmosis, our annual tech-fest that calls for innovation and creativity.

Key steps in our **Digital Orchard: LEARN–MANAGE–THRIVE**

When the pandemic hit, we evacuated 600 Campus Mindtree Minds from our Kalinga campus smoothly in just two days and handheld them back to their home shores safely.

We seamlessly moved to virtual onboarding and induction of Campus Minds, successfully managing the transition to **100% virtual mode**. We envisage moving to **a platform-based model** of **learning** in the future.

2,192+ Mindtree Minds have been onboarded virtually through the Digital Orchard.

Talent acquisition moved from partially online to 100% virtual mode this year.

Key partnerships and safe-proofing by a secure platform facilitated the smooth transition.

We also reaped the sustainability benefits of no travel, no emissions, and no carbon footprints.

We secured the **preferred recruiter** status among 25 colleges. We were offered the first-day recruiter slot.

We recruited 43% of women talent through campus hiring this year.

Project Velocity – launched the speed and precision across the talent supply chain to drive revenue, margin gains, and competitive differentiation.

We also revised our **Talent Board Charter** to refine the provision of context, steering enablers, and facilitating outcomes.

- We implemented well recognized and verified assessment instruments to improve reliability, reduce the need of re-tests and enhance decision making.
- We achieved benefits of reduced interview time, increase in candidate reach, and better engagement.

Our lateral onboarding (called Arboretum at Mindtree) had to adapt quickly to the challenge too.

Arboretum transformed into a **Digital Arboretum** space as a response and managed to convert all assimilation programs, capability building, 'connect' programs, and tracking mechanisms to a seamless virtual platform.

We were highly appreciated for conducting an interactive, informative, and engaging program, thus creating a **'memorable assimilation'** and received immense **positive professional testimonials** on LinkedIn from our lateral joiners.

Our simple thought and effort is to nurture all our new joiners to adapt to a new environment and help them grow as persons and as professionals at Mindtree.

4,221 Mindtree Minds have been onboarded virtually through the Digital Arboretum.

Leadership development programs

We covered several levels in the leadership development agenda, from young leaders to seniors, adapting to the virtual mode with much élan and efficiency.

Young Leaders Program

- 320 participants
- With average learner rating of 4.32

Mindtree Masterclass

- A talk series inviting accomplished personalities to share their journey based on inspiration, not domination, on cooperation, not intimidation to inspire the Mindtree Minds
- 8 Mindtree Masterclasses in the reporting year

Partnership with Harvard Business Press

- Harvard ManageMentor Spark
- For unlimited access to a wide repository of knowledge

Learning and skilling

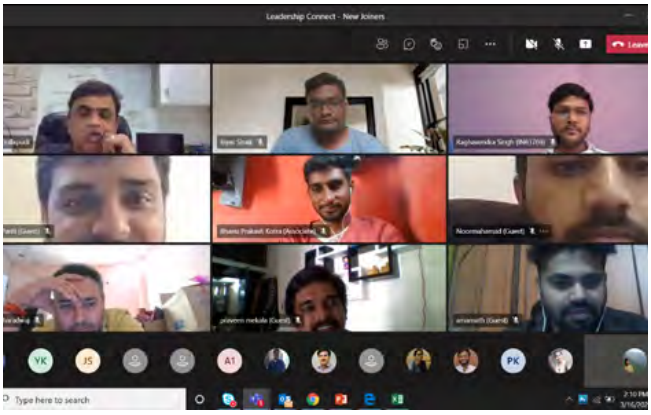
We approach learning from a **learner-centric lens**. Our strategy is to focus on emerging technologies in learning solutions. Our current emphasis is to bring the market need and talent pool closer together by **integrating, skilling, and delivering** more efficiently.

We track our success constantly and are glad to notice that we achieved all our learning/skilling goals and targets this year.

Having embarked on a digital learning journey a few years earlier (YORBIT), we used the early advantage to totally transition into the virtual learning mode.

We launched CISO (secure codes) program to 2,000+ people.

We provided account-based learning programs to 5,000+ people.



Crucibles of Leadership

Mindtree Competency Development Plan is an integrated learning plan designed to improve immediate performance and foster readiness for long-term career goals.

Each of the **'Catalysts'** identified from the N-3 level is appointed Executive Sponsors with the following objectives for 2020-21:

- Design and develop the charter for the assigned competency
- Lead the Competency Development plan for C8 and above (Community level/Not individual level)
- Consult with Talent Board members for inputs and sign off on the annual plan
- Lead the way in making leadership an integral part of the Mindtree DNA

Leadership Chronicles

– For internal visibility of the 'catalysts'

Falcon Program

– For potential enhancement through job shadowing

Career enablement

Our **approach** for career enablement brings together multiple functions to chart career progression for our people. Our **strategy** involves skilling, upskilling, reskilling, and career architecture, now boosted by our people's digital profiles. Our **governance** systems track and monitor the needs, shifts, and progress, constantly mapping competencies and skills to match the business needs.

In the year of transition to total virtual learning, our people doubled their uptake of learning.

To give a fillip to career planning, we identified a set of competencies and skills across key roles. We initiated better integration of market need-based roles, competencies, and skills that map to them.

Career:

- Learning for all: Open access
- Learning for emerging themes: Nomination-based
- Personalized learning: Assessment-based
- Leadership programs | Industry forums | Curated content
- Self-paced learning | Digital platforms (Harvard and other partners)
- IDPs | Coaching and mentoring | On-the-job opportunities

Persistent engagement for people well-being

Our approach is people-centric. Our strategy of addressing our people's well-being from multiple functions, policies, practices, and our monitoring systems for key metrics have paid off over the years—our productivity levels are high, and our engagement levels are highly satisfactory. Our attrition rate decreased from 17.4% in 2019-20 to 12.1% in 2020-21.

- We aim to bring out the best in Mindtree Minds through continuous evaluation and developmental feedback
- We make a plethora of policies work for our people's well-being
- We introduced a series of mental health support initiatives for COVID-19 care
- Tech platforms for engagements (career growth platforms, intranet, chatbots, and apps) constantly engage with our people
- All locations are OHSAS certified; All key health metrics (such as absenteeism, sick leave, injury, etc.) are tracked and reported

Building bigger and better ideas for a brighter future

Patent incentivization scheme launched to encourage and recognize Mindtree Minds to submit unique ideas or interventions for patent registrations.

Work ethos

We undertook a comprehensive exercise to understand our current work ethos and articulate our desired work ethos for the future.

The idea is to retain the strengths that will continue to be relevant and change the ones which could get in the way of achieving our ambitions.

We refreshed our rewards and recognition framework, earmarking recognition at all levels.

We added a special section to our **Culture Stories – The Lockdown Diaries,** which brought out the multiple culture stories in the organization as we dealt with the lockdown and the subsequent new normal way of working.

These stories covered various aspects, from the procurement of desktops and dongles to watering plants at employee desks and small acts of kindness to connect us all during these trying times.

Diversity & Inclusion

We **approach** diversity and inclusion as a value-based business responsibility. Gender diversity also reflects our commitment to SDG#5: Gender equality. Our **strategy** aims to create a more inclusive workplace.

Wellness

Our wellness programs are based on a comprehensive understanding of health and wellbeing. This year, we catered to the pandemic-related aspects of wellness as well, through addressing physical, emotional, and intellectual aspects of caring.

Our programs covered a range of topics, training our people in comprehensive wellbeing, promoting healthy behaviours and safety, preventing and mitigating several health and safety risk impacts, covering all our people with our health and safety policy, procedures, benefits, and the special care extended during the pandemic.

Under the 'We Care' theme, our care and concern for wellness extended to not only our full time employees but others as well, and the care initiatives were extended keeping in mind the employees' family wellbeing.

At Mindtree, **Inclusion is Respect | Belongingness | Empowerment | Progress**

Mindtree's diversity and inclusivity charter focuses on four pillars which we call **EDGES** – Ethnicity/ Nationality, Disability, Gender, and Sexual Orientation.

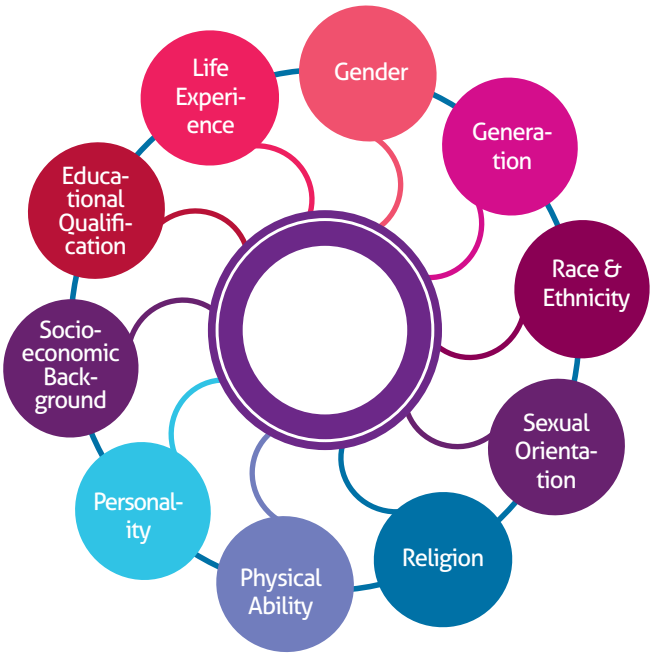
Unveiling the new D&I identifier, Mindtree has re-affirmed its commitment to Diversity and Inclusion to create an organization where diverse people come together 'In Harmony.'

Global Harmony Song – A D&I anthem with song and lyrics was composed and performed by Mindtree Minds through collaboration across the globe—the U.S., UK, and India.

Our D&I Score Card

- Women in the workforce have grown from 16% in 2004 to 32% in 2020
- Vision 40x30 (FY 2030): We aim to have 40% of women representation
- 44 people with disabilities contributed to our success
- 86 nationalities are represented in our overall talent pool

Diversity & Inclusion



We set up our **D&I Council** to ensure strong **governance** and guidance to the D&I activities at Mindtree. Members were chosen across geographies, functions, and gender to ensure that we have representation in all aspects.

Ongoing programs in diversity

- Focused intervention to improve gender diversity in senior positions in technical roles at Mindtree
- Ignite the lady Mindtree Minds to 'Aspire' for long-term careers in IT and technology

Aims to:

- Have a significant impact on the number of women in leadership roles
- Motivate women leaders to grow into larger roles
- Build visibility for women leaders at senior leadership levels
- Provide challenges and opportunities for women leaders to grow and expand their outlook
- Introduce women leaders as role models for the next level of aspiring women

Responsiveness in the pandemic

Mindtree, as an organization, responded to the pandemic with characteristic alacrity. Our people responded and adapted to the challenge with their agility and flexibility. Quick responsiveness expressed from both sides enabled our smooth operations and business success, while keeping our people's well-being intact.

We Care—for our clients, communities, and the country

Our people were already familiar with WFH mode, thanks to our effective WFH policy. It is one of our good business practices. The task at hand was to extend it to a larger and longer scale, which we addressed as an organization in time.

Within no time into the lockdown, 99.5% of our people were comfortably working from home.

The organization brought in the due digital infrastructure, data security measures, and several modes of the **'We Care'** spirit for the people. Our people rose to the occasion in magnificent ways, working smoothly and seamlessly with teams across walls and geographical boundaries, and delivered much-admired value to our clients. They deployed higher engagement levels with our stakeholders during this time to both our clients and people in need of COVID relief in the communities.

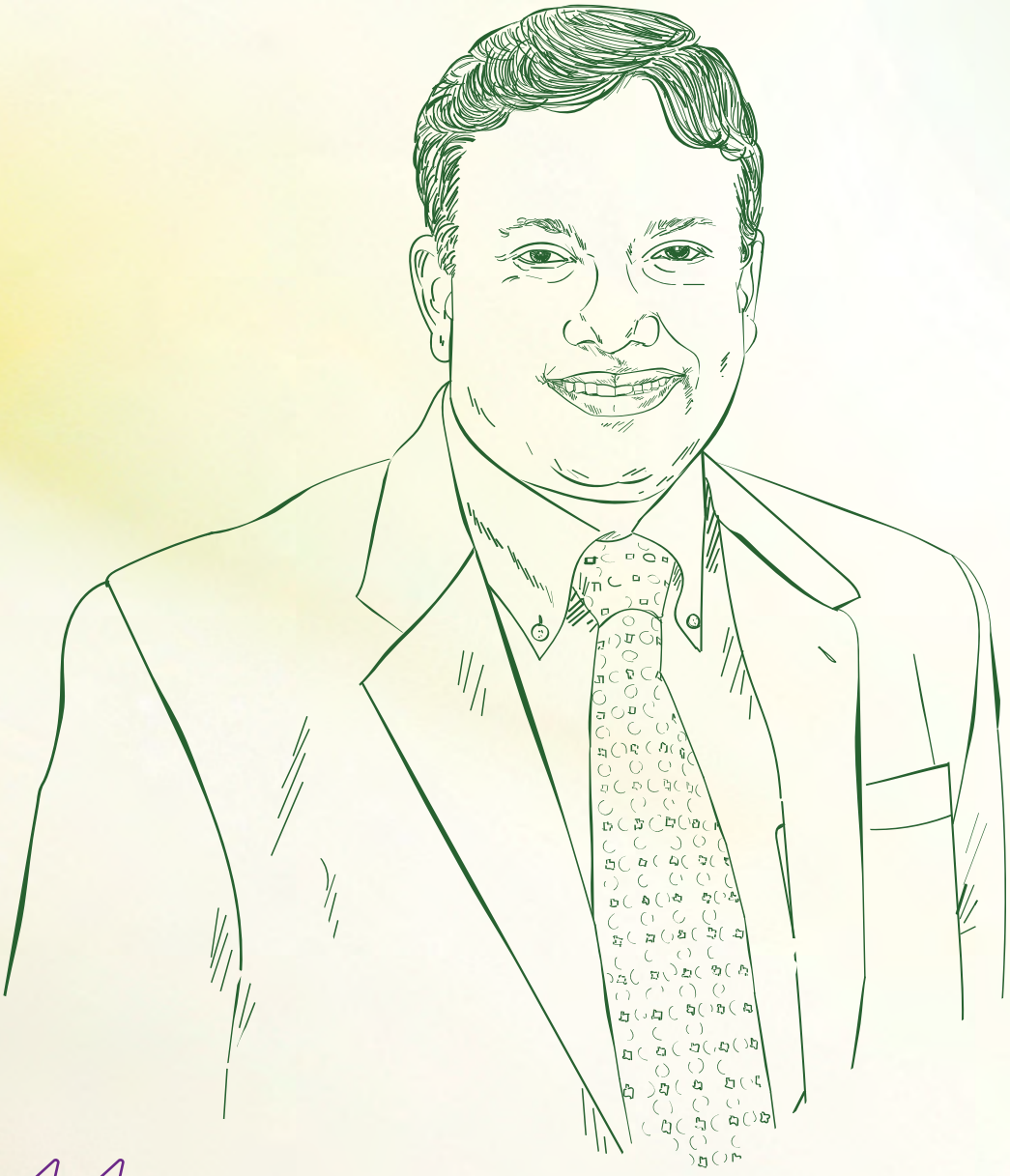
Our clients showered us with high appreciation and loyalty, as we received our highest scores ever on client satisfaction during this tough year.

Our communities benefited from the largesse of our people, who, amidst personal challenges and high ask from jobs, reached out to the needy by donating their contributions to the PM Cares Fund.

Our people came forward in several ways, such as donating old but functional laptops to domestic workers' children. This is how our people came together as an organization to serve over and beyond their own needs and capabilities to show their care and responsibility to our clients, communities, and country.

This entire year stood as a witness to all our core values (expert thinking, unrelenting dedication, collaborative spirit), and our mission—'helping societies flourish' being fulfilled in meaningful ways while our business stayed strong.

Social Sustainability



We focussed on life beyond business and provided relief in the pandemic, leading from the field.

Abraham Moses
Head – Mindtree Foundation

Material topics

#BeTheGiveR (CSR)

Approach

- **CSR is intrinsic to our mission**

Social responsibility is ingrained into the very mission of Mindtree since its inception and has evolved to impact society in multiple ways. Our social responsibility manifests itself through foundation-led CSR initiatives and people-led initiatives in volunteering.

Having started with a non-strategic approach to CSR, we have progressed to build rigorous systems, methods, and measurements.

Strategy

- **Integrated solutions across our charter**
- **'Protecting life beyond business' during the pandemic**

Known for wearing our hearts on our sleeves and rolling them up for grassroots level work to offer integrated solutions in CSR, we reoriented our CSR in FY2020-21 towards contribution to national priorities to bring COVID relief. Both the organization and our people came forward to serve the cause of relief in the pandemic.

Governance

- **Policy, Board Committee, and Charter**
- **Measurement frameworks**

We are driven by a CSR policy, a clear Charter defining focal areas, guided by our CSR Committee of the Board. We partner with NGOs and follow an indigenously developed framework (H-E-A-T) for needs assessment at the grassroots level. We also conduct internal as well as external (third-party) impact assessments to monitor our impacts. Having shown high impact scores in our previous impact assessment study in 2019-20 (by Social Audit Network - above 4 out of 5), FY2020-21 put a temporary pause to our regular impact assessment, owing to the special challenge of the pandemic.

Sustainable Development Goals (SDGs)

#BeTheGiveR

CSR: Giving back to society is the purpose with which our Mindtree Foundation is built.

The vision of the Mindtree Foundation

To inspire every individual to be the giver and transform underprivileged communities into givers.

Our approach to CSR projects believes that every act of giving need not be monetary, and hence, everyone is capable of giving to society in some way.

Our strategy aims to inspire our beneficiaries into givers and thus create a chain of multiple and continuous impacts.

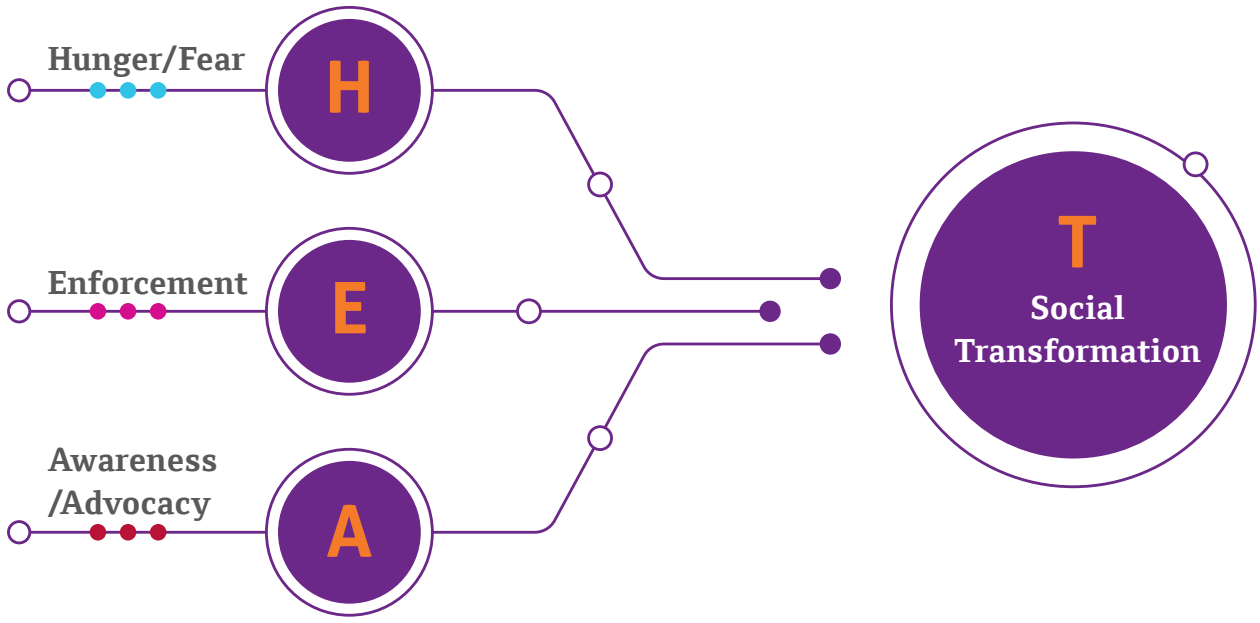
Our focus is to change the livelihood of a few hundred individuals who, in turn, will change the livelihood of several thousand. For the Mindtree Foundation, that is the real impact of a good transformational program.

- We adopt a deep dive approach to needs assessment, design of interventions, and monitoring
- We aim for integrated CSR solutions, interlinking related needs, and multiple solutions to benefit targeted segments of society
- We adopt a taluk-level focus on all our plans
- Our focussed solutions usually grow into full-spectrum programs

Our CSR Charter focuses on supporting:

- People with disabilities
- Sustainable livelihood
- Education
- Prison inmates' welfare
- Economically weaker sections of society
- Pandemic relief

FY2020-21 Beneficiaries	18,087	NGO partners	8
Projects	9	Amount spent per beneficiary	INR 858



Impacts at a glance

Plan | Therapeutic park for disabled children

Conceptualize the theme

- Select the locations
- Identify architects and engineers
- Get approvals from the authorities
- Construct an inclusive park

Expected outcome

- Children with disabilities and their parents will have an opportunity to play in a safe and accessible park
- Therapeutic for children and helps improve their well-being

Physiotherapeutic Inclusive Children Park

INR 10 million

At Cubbon Park, Bengaluru

Relief measures in the pandemic

'Protecting life beyond business' became our mantra this year.

In this tough year of global uncertainty where disaster played havoc with lives, we as an organization decided to rise to the challenge and offer relief during the troubled times.

In March 2020, we were drawing our CSR plans for the next financial year when the global pandemic struck. Mindtree as a true corporate citizen came forward to support our people, our COVID warriors, and communities at large.

In our spirit of need-based contribution, adaptability, and flexibility, we paused for research and reflection, steered our focus towards meeting and serving the immediate realities around us.

Key Stages of Our Relief Contribution Plan

Pause → Reflect → Reorient → Relief

Our two-pronged contribution

1. Contributions by Mindtree Foundation
2. Differential support to the five states in India we operate

We leveraged our needs assessment philosophy to decipher the varying needs in the five states in India, engaged and explored the landscape of needs along with the respective state Governments, identified key needs in each state, and designed our support in a differentiated mode.

Contribution of relief across the states

Hygiene kits	PPE kits	Free PCR testing of samples
3,52,450	26,380	8,333
Grocery kits	PCR testing machines	Light commercial vehicles
6,000	15	10

Prisoners' welfare

The Radio Station we have set up at the prison for the wellbeing of the inmates saw an innovation this year: Positivity stories emerged from the inmates and were broadcast to spread hope and cheer amidst the gloomy pandemic.

Winners | National – 2020 | Golden Peacock Award for Corporate Social Responsibility | (GPACSR)

The Golden Peacock Awards, bestowed annually, is a benchmark of corporate excellence worldwide and are designed to encourage total improvement in each sector. This year, out of 319 nominations received, 119 applications were shortlisted by the jury.

Ecological Sustainability

Sustainability is about meeting the needs just as necessary and avoiding over consumption. That's smart business too!

Balaji Doraiswamy
Head – Real Estate & Facilities

Overview

Material topics

Resource conservation

Environmental compliance

Approach

- **Planet care as smart business**

Mindtree adopts the noble precautionary principles both for its ethical merits and its strategic potential. We know the intrinsic connection between planet care and business benefits and adopt green practices as smart business practices.

Strategy

- **Address short-term, mid-term, and long-term risks**
- **Resource conservation, smart technology-based solutions, sustainable infrastructure, and sustainable supply chain**

Mindtree is ever conscious of the rising environmental risks emerging on the horizon and takes them into cognizance while formulating its ecological strategy. Our relentless focus on several aspects of climate protection has borne dual benefits—to us as an organization, and to the planet, as a key stakeholder.

Governance

- **Environmental Management Systems (EMS)**
- **Monitoring systems and AI-based tracking**

Our resource conservation efforts follow the environmental management systems. We adopt and follow compliance frameworks and go beyond them into proactive and online monitoring systems. We have also introduced Gladius, our AI-based tech platform for real-time monitoring of resource consumption in a phased manner.

As we are future-proofing our workplace for the new normal, looking ahead, we would also be taking our sustainable infrastructure to new levels from the current green building certifications to green certifications on the interiors—enabling our people to improve their sustainable lifestyle is on the cards too.

Sustainable Development Goals (SDGs)

Climate protection: Resource-saving projects

Resource conservation is a material topic for Mindtree.

Our expenditure on the environment:
INR 30,69,772

The pandemic brought down our resource consumption owing to near zero occupancies. In addition, we boosted our proactive measures for conservation.

Risks of climate change, global warming, and related concerns pose a relevant risk for all businesses. We recognisze that climate change poses risks and financial implications to our business and industry. Mindtree approaches resource conservation as a topic of utmost concern to the organization and the stakeholders.

We **approach it from a strategic lens**, running each investment decision through the filer of benefits to the

bottom line over a period. We are open to long horizons over which benefits of environmental investments accrue. **Our conservation strategy is validated** by the savings our green practices and sustainable infrastructure have brought for us. **Our robust monitoring systems** always keep a check on our progress, and are boosted by AI-based applications.

The year 2020-21 brought down our resource consumption since the employee footfalls have been negligible. Less than **0.5%** of employees and house-keeping staff attended the office. These savings or measures on performance cannot be attributed to our efforts, nor are they comparable to our previous years.

This year has seen savings which are partly attributed to the pandemic and partly to our efforts.

It is pertinent to point out that **we have been making steady dips in our per capita consumption across the last eight years despite an increase in our employee base,** as shared in our last reports. In this year, too, our proactive measures continued to progress.

Hence, we take pride in our initiatives from a historical perspective, even while this particular year has been a mixed bag.

Energy and emissions

Mindtree has seen a constant reduction in per capita energy consumption and emissions over the last eight years.

The year under reporting was a year of no footfall owing to work-from-home. We decided to use this as an opportunity for launching all India initiatives on:

- Continuing the previous initiatives—such as the conversion of lights to LED, UPS optimization, and so on
- New initiatives for conservation
- Making the workplace conducive towards COVID protection
- Making the workplace future-ready for the new normal

Energy Conservation Programs FY 20-21		
Location	**Projects Implemented FY 20-21**	**UOM kWh per Annum**
MTW	Battery optimization	33,678
	Installed Variable Frequency Drives (VFD)	1,037
	Replaced T5 Lights by LED	38,396
MTE	UPS optimization	41,864
MTC	UPS optimization	73,213
MTH	Replacement of T5 lights by LED	8,070
	Installed new split AC	2,707
	Total Savings	**1,98,965**

Renewable Energy component in our total mix (FY 2020-21): 74.84%

Water

Reduce-Recycle-Reuse has been our mantra for water conservation.

Historically, our investments in rainwater harvesting, STPs, water recycling, and reusing have yielded benefits constantly, resulting in a decrease in per capita water consumption for over eight years.

The current year of the pandemic encouraged us to install new measures of water conservation.

Simple measures such as closing 50% of the taps and installing foot-operated peddle (to reduce contact touchpoints) to water taps brought down the consumption even further.

Mindtree Kalinga campus faced additional water requirements for cleaning this year due to the projects surrounding the campus. But the savings accrued from the foot peddle initiative alone prevented us from sourcing water to meet the additional demand.

Water Saving due to COVID-19 Initiative		Current Operation (kl/annum)	Full Operation (kl/annum)
Installation of foot-operated water taps at all hand wash areas	MTW (Bengaluru West Campus)	26	1,022
	MTE (Bengaluru East campus)	20	211
	MTC (Mindtree Chennai)	16	493
	MTH (Mindtree Hyderabad)	13	383
	MTP (Mindtree Pune)	13	179
	MTK (Mindtree Kalinga)	90	457
	PAN INDIA (savings)	**178**	**2,745**

To maintain ecological balance and to ensure the adherence of our company's EHS policy, many initiatives towards conservation, such as rainwater harvesting and rainwater earth charging were implemented. It helped in improving sub-soil water level and helped in reducing the tanker water purchase by 4,707 kl from October 2020 to March 2021. Utilized the old non-usable borewells as recharge pit which helped in improving the ground water table.

The artificial lake we have constructed at our Kalinga campus fed our construction requirements on the site with **6,695 kl** water from the pond.

Bengaluru locations stopped external sourcing of water. Our East campus facility started using organic chemicals in the cooling towers—the savings from which will accrue in the future.

Our Pune location, a zero-discharge location, upgraded STP to newer technology and utilized treated water for flushing and landscaping.

Waste management

Our waste recycling has improved in the last six years from 80% (2014-15) to 91.95% (2019-20). 2020-21 saw progress in reducing incineration. We recycled 94.6% of the waste during the year 2020-21.

Our persistent focus on not only recycling but also reduction in waste generation has been a driving factor behind our success over the years. The combination of waste reduction, waste segregation, recycling, on-site composting, and incineration has led to reducing the burden on the city landfills.

The waste management system is a norm at Mindtree across locations, with the Bengaluru location leading the way.

This year, we further progressed in reducing incineration and increasing the recycled component from rejected waste in Pune and Bengaluru East campus.

Bengaluru East location is now a zero-waste site, with recycling more of the rejected waste, and no burden on the landfill.

We made special provisions for collecting and disposing of used masks and used PPEs by keeping dedicated dustbins in the common areas.

Our campus at Kalinga recycled waste up to **98.2%** (up from **71%** last year).

The Pune location reduced incineration by recycling used oil.

Gladius: Our IoT solution

Gladius indicates how we walk the talk on sustainability by innovation for resource conservation leveraging our strength in technology.

'Gladius Connected Buildings,' our full-fledged building IoT solution integrates all aspects of building management systems with the IT systems, reduces our energy consumption, and contributes to sustainability while not compromising people's comfort.

Note: This year where the occupancy at the office was zero, per capita targets, measures, and reporting not being relevant, we chose to report at aggregate levels.

Responsibility in the pandemic

Creating a workplace for the new normal

Mindtree is highly aware of the demand that our perimeter for health and safety responsibility has increased many folds now, extending to WFH (Work-From-Home) contexts.

Research

Mindtree made the best use of the 'zero occupancy period' to research how to safe-proof and future-proof the organization for the new normal and modify the workplace.

Training

Our awareness and safety training relevant for the COVID context included internal and external training, including our partners.

Restructuring

A plethora of measures were implemented to enhance the health and safety of the people in the workplace.

Mindtree held external partner training programs for health and safety relevant to the pandemic

Environmental compliance

Mindtree's approach places a high significance on adherence to compliance. **The strategy** involves Environmental Management Systems (EMS) deployment to surpass expectations.

Our EMS related processes keep us on track on crucial and mandatory norms.

All our India locations are ISO 14001:2015 certified.

The pandemic has brought in new norms of compliance—different reporting norms across the states in India. Mindtree follows all the norms as per new expectations.

There were no negative impacts, no spills, and no fines on environmental compliance adherence in the current year, just like the previous years.

Going forward on ecological sustainability

Mindtree shall continue to pursue resource conservation, green practices, and smart solutions for ecological sustainability. We shall be a workplace of the new normal in every sense. We intend to enhance further awareness in our people and partners around sustainability as a lifestyle and look at ways to grow our influence across larger stakeholders.

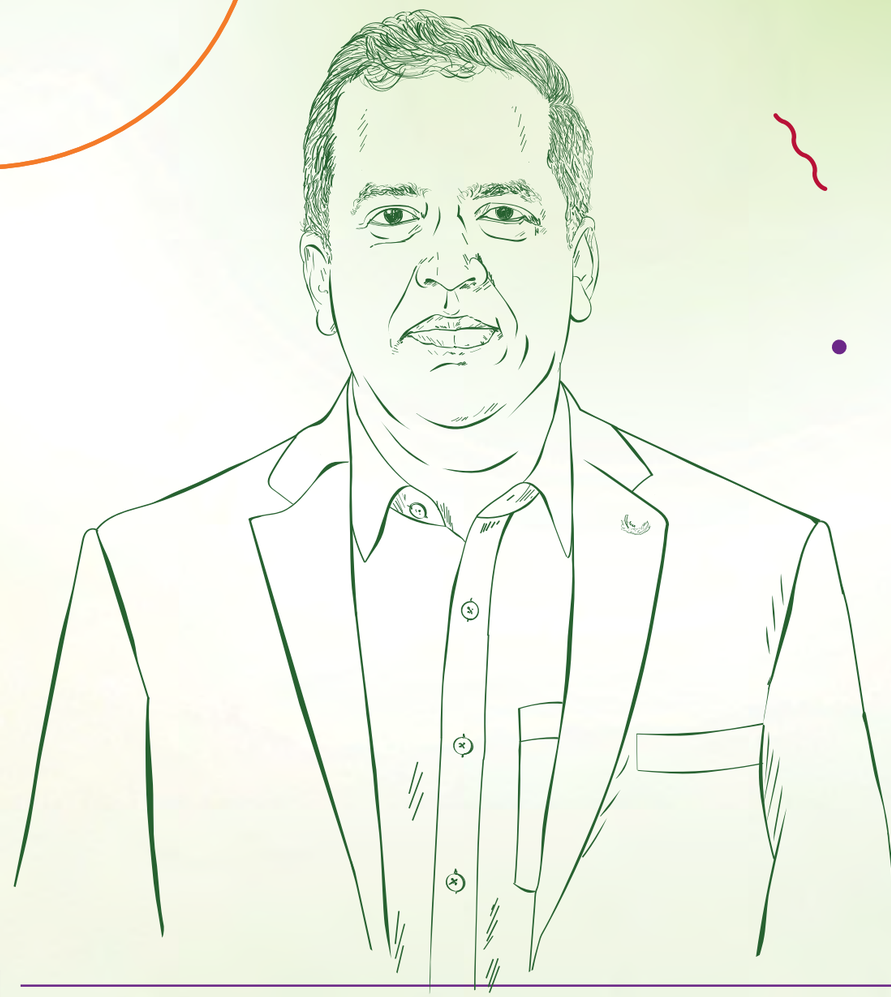
CDP DISCLOSER 2020
CLIMATE CHANGE A–

We advanced on the global CDP rating to A-leadership league in FY2020-21

Business Sustainability

We consider sustainability central to our business operations, and we do it not because it is a nice thing to do, but because it is the right thing to do. We have aligned our operations to create sustainable value in the year of the pandemic!

Dayapatra Nevatia
Chief Operating Officer



We continued to spend resources on CSR and COVID-related ‘We Care’ initiatives in the midst of the pandemic while we pursued business success. For us, employee well-being is extremely important and hence we have agreed to cover vaccination expenses for Mindtree Minds as well as their immediate families as part of our wellness initiatives.

Vinit Teredesai
Chief Financial Officer

Overview

Material topics

- Sustained growth
- Customer satisfaction
- Ethical governance
- Data privacy and data security
- Supplier sustainability

Approach

- **Sustainable value creation is a broad approach to our business, as evident in our mission**

Mindtree's mission embeds the intent to help societies flourish. Thus, our business strategy integrates social and environmental value creation into the core of our business. The Economic Value Added (EVA) we create has been on an upward curve constantly.

In the pandemic, our approach further focused on the health and well-being of our people internally while delivering customer expectations seamlessly externally.

Strategy

- **Redefine customer success in multiple ways**
- **Simplify-Differentiate-Change**
- **The digital edge**

Born digital, Mindtree leverages strong digital capabilities to offer customer delight. We managed to achieve this despite the challenge posed by the pandemic. Our ongoing efforts at accelerating growth by simplifying internal and external processes, creating differentiation through unique solutions, and driving change to optimize business models, delivery processes, and upskill people, proved valuable and it is evident in our results.

Governance

- **Value-based governance**
- **All pervasive and cascading governance mechanisms**

Integrity being the crux of our business strategy and our core values anchoring our business, our governance systems and tools cover the organization across units, levels, and functions. Our agile ERM brings further strength to our business sustainability and its governance in multiple ways. (Details on governance available in a separate chapter in this report, as well as in our annual report.)

Sustainable Development Goals (SDGs)

Resilient business in the new normal

Sustained growth

Keeping the principles of growth anchored on our values, Mindtree set forth an **approach** that works on organization design, systems, and governance.

Guided by the charters for growth, focus on the right people, and led by top leaders across the globe, the organization design got further finesse. Our processes got further streamlined through the tightening of the systems. The governance mechanisms aided faster decisions by the right people.

Our strategy focused on the following:

Customer-first: Our preparedness on WFH and proactive and early actions amid the crisis, handholding of our customers through the pandemic, and investing in information and security played a crucial role in making our 'Customer-first' mantra real. Our tracking mechanisms, strengthening of our transition teams and frameworks led to perfect deliveries and high customer satisfaction scores—a testimony to the mantra we abide by.

People centricity: Aligning people-centricity with business focus moved us into role-based architecture. Our YORBIT-based learning journeys (capability development programs that continue to evolve) and new initiatives in leadership development (Crucibles of leadership) combined to strengthen the alignment.

Operational excellence received further attention in connecting the client and the delivery domain through integration—which ties up with our role-based architecture in a meaningful way, with the market, delivery, and people skills coming together in ways made efficient by aligned operations.

Digital inside: The mantra applied all pervasively from campus hiring to onboarding and skilling to upskilling.

One Mindtree: Unified the digital ecosystem, establishing a commonness of purpose and practice organization-wide.

Mindtree was able to adapt quickly and smoothly, thanks to the emphasis placed on extensive communication of a shared vision, periodic communication within all levels, and the comfortable buy-in of the shared vision.

While our above strategy led to positive results, we must acknowledge the valuable outputs that our **governance mechanisms** generated for our strategy to succeed. The constant outputs on productivity, utilization ratios, billable pool size, and several other metrics tracked by our systems helped us achieve sustained growth in a tough year.

Ensuring **customer stickiness** was an outcome pursued with great rigor at high levels of management, with our CXOs playing sponsors for key, large accounts. The results of our pursuit became visible in our high customer satisfaction levels. Our strategic clarity, market positioning, sales team composition, and logo saw a fresh new makeover.

Our goal of **profitable growth** kept us focused on reducing internal costs and increasing operational control while being competitive in the market.

Our keenness on **adaptation** kept us flexible, agile, and efficient through two major transitions: the management transition from July 2019 onwards and the transitions demanded by the COVID situation from early 2020.

Operational excellence

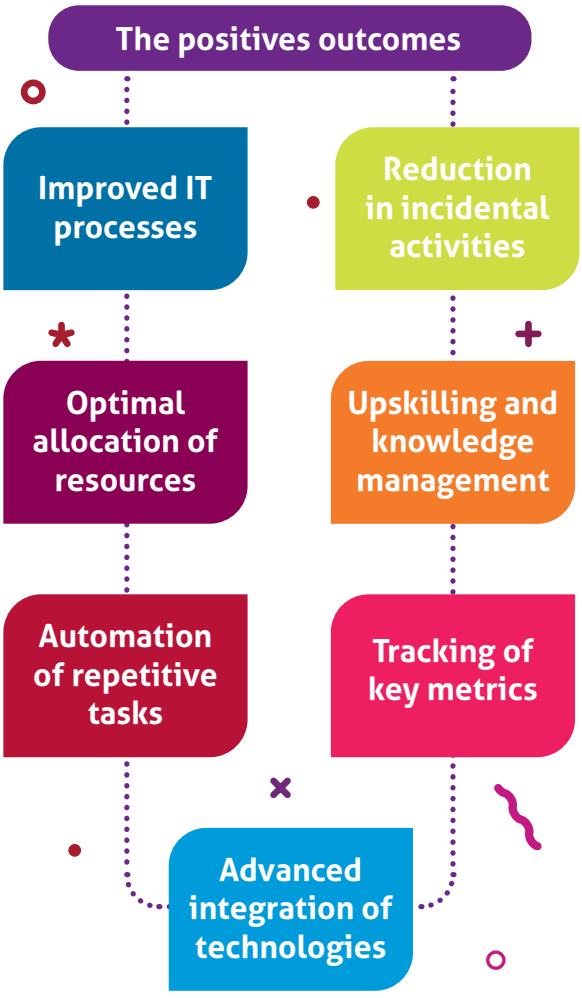
Driving efficiency

Motto of our approach: **"Be best in class at execution and delivery."**

The strategy was to focus on people productivity in the WFH environment at individual and team levels. We applied strong governance mechanisms to track the key metrics for reporting and remediation as required.

DRIVE, our operational engine is built to boost operational excellence and improve productivity in the context of the new normal. We measured input productivity against the target metrics and reported it back to the project stakeholders. We facilitated interventions necessary to meet the targets and shared the analytics with the Board.

We applied advanced analytics on several levers such as capacity utilization, demand management, skill capacity, context-switching, and design interventions accordingly across all functions.



Digital Inside

Digitization is an unavoidable imperative for a Company set on a high growth trajectory. 'Digital Inside' is a transformational initiative for Mindtree Minds to learn, work, collaborate, and thrive.

The initiative enabled our people to personalize work and career, enjoy rich learning experiences, and streamline staffing and delivery processes. Spanning across security, space management, innovation, customer projects, and risk management, the initiative is aligned to our strategy of Simplify-Differentiate-Change.

It provides one-of-a-kind user experience to our people, changing the way they engage with processes and systems.

Digitization of people processes

We initiated the creation of digital profiles of our people which help match the status of their development with the openings available in the organization. As we are believers in in-house promotions rather than lateral hiring, it helps us plug skill gaps internally and enables our people to further their careers within the organization. The strategy is to bring in simplification and efficiency along with better transparency and communication of organizational procedures and processes to our people.

In the current year, we have further intensified the strategy by expanding the scope of digitization. Across functions, an increasing number of processes have been brought under this umbrella and are expected to grow in their number and impacts.

Data privacy and data security

Our approach to the challenge is guided by a security framework founded on prevention, detection, containment, and response.

Our strategy is to leverage data privacy and security not only for compliance and continuity but also for long-term competitive advantage through trust building.

With increasing number of cyber-attacks, vulnerability and adversity are a reality in today's world. The nature of our business places high importance on data privacy and security for both, employee and customer trust. The COVID situation has further posed challenges in terms of vigilance, imperatives on maintaining productivity, and identity protection.

We are aligned with the global requirements for data protection in terms of compliance, business continuity, and trust of customers and employees. **In a world where data is seen as 'the new oil', we have realized that data privacy and security are a source of competitive advantage.**

Mindtree's data privacy and security compliance are externally audited, and the results are exceedingly satisfactory.

Mindtree's **Global Privacy Framework** coupled with a **Privacy by Design** culture instills confidence in customers (and in turn, their customers) that their data is handled in a lawful, fair and a transparent manner. Also, robust cyber security framework ensures data security as all applications are built in line with the core principles of this domain.

We updated our **Data Loss Prevention (DLP) tool and the DLP Policy** to maintain the integrity and confidentiality of Mindtree Minds, vendors and client data across our network and endpoints. The updated DLP tool covers e-mails, networks, endpoints, and removable media (wherever applicable.)

Data Privacy and Cyber Security week

We have launched an all-embracing Data Privacy and Cyber Security framework to combat ever increasing cyber security threats, combined with an adequate awareness program to change risky behaviour and foster a secure organizational culture. Part of that, our Mindtree Minds are constantly reminded of data privacy and cyber security best practices, including the dos & don'ts.

Future proofing

Customer satisfaction

Mindtree accomplished the rare feat of producing its highest customer satisfaction scores in the toughest year—the year of the pandemic.

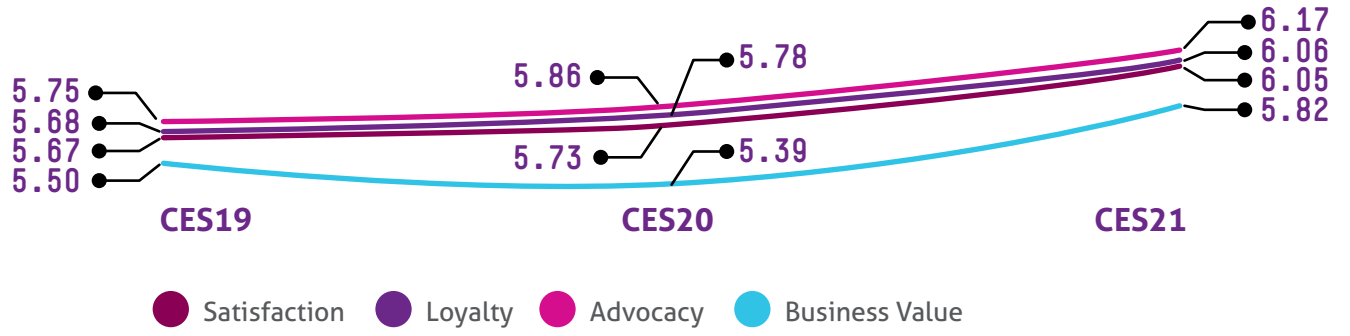
Our **approach** holds quality as the value perceived by our clients, and the high customer satisfaction scores stand testimony to our success in the market.

Our **strategy** to achieve high client satisfaction leverages excellence across domains—people engagement, operational excellence, delivery excellence, and several standards and systems for high performance. A rigorous governance system monitors the dynamic operations constantly.

Our score in the customer satisfaction survey conducted in FY2020-21 is over 6 on a scale of 1-7.

The criteria of satisfaction, loyalty, advocacy, and business value displayed high levels of outcomes—this denotes that our client relationships have become stronger and deeper, thanks to a plethora of things we did right and smart across people management, operational and delivery excellence while responding to the pandemic in an effective and caring way.

- Our top brass played active sponsors for key accounts
- Not a single delivery was missed during the year of the pandemic
- Our high customer satisfaction ensured that we attained our goals of profitable growth through customer stickiness



Supplier sustainability

We **approach** procurement as an opportunity to contribute to both, business sustainability and social and environmental sustainability. Our **strategy** is to leverage the potential of green procurement as a value creation source for the organization. Our monitoring mechanisms, now with total digitization by way of the online portal, offer a stringent **governance** mechanism across all operations.

Our supplier base consists of **2,233+ suppliers** across locations, and they are subject to our local sourcing norms, our code of conduct and human rights philosophy.

We strongly believe in

- Driving the sustainability and diversity agenda forward
- Encouraging green practices
- Emphasizing on codes and compliances
- Progressing on supplier engagement and assessment

Some of Our Best Practices

Green Procurement

This is an asset of initiatives, a regular feature of our commitment to drive the green agenda

0.3% of our vendors are enterprises owned by women. They account for 2.64% of our spend

Supplier Code of Conduct

Our code of conduct mandates no child labour, no forced compulsory labour, and keeps human rights violations at bay

Our Purchase Orders (POs) now cover all terms and conditions, leaving no room for compliance issues

Local Sourcing

Our norm of local sourcing is a committed practice in sustainability

93% of our suppliers are local

94% of our our total spend is on local suppliers

Supplier Engagement

We have regularly engaged with our suppliers and held partner meets in the previous year which yielded us highly positive feedback of 4.72/5.00

With the pandemic prohibiting such meets this year, we continued to be in touch with our suppliers and trained them in our digital portal usage

As part of our environment/sustainable practices, we have agreed with OEM partners, like our laptops suppliers, to not use thermocol and styrofoam for packaging. For all purchases, we have specifically incorporated sustainable guidelines as part of PO terms.

Partner engagement for disposal of hazardous waste: At Mindtree, disposal of hazardous waste is done with proper validation through authorized/registered vendors/suppliers only, thereby avoiding any health and environmental risks.

Since a host of data-rich services are now delivered by vendors and sub-contractors with virtual and physical access to everything related to personal information of employees and customers, as part of inclusive and sustainable long-term approach, we have enabled PII (Personally Identifiable Information) non-disclosure with partners through DPA (Data Privacy Algorithm) agreements.

Go Green

Digitization of processes: iProcure, our supplier portal launched at the end of FY2019-20, has evolved this year and is globally spreading its reach, bringing complete supplier visibility. The traction was accentuated by the pandemic, and we are already witnessing the early benefits in terms of time and efficiencies.

All PO invoice transactions are now virtual globally under our Supplier360 Portal and we have achieved our 'Go Green' concept through this initiative.

As a responsible procurer, our focus is on the reduction of waste, recycling, hardware reuse, take-back, and disposal of hazardous waste on a continuous basis.

With a series of small steps, such as increasing laptop OEM warranty during last year, we increased asset utilization and achieved savings.

We are exploring the possibility of collaborating with owners of our leased locations for renewable energy projects. So far, our renewable energy projects have been installed only in locations owned by us. We would now like to look at ways to inspire our leased location users to adopt renewables as well.

Value to stakeholders

Our **approach** of value creation for our stakeholders rests upon our cognizance of triple bottom lines to our business.

We believe, sustainable value can be created for our larger group of stakeholders through our committed performance across the people-planet-profit pillars. We focus on the triple bottom lined approach at all times, and we did not deviate from it even during the pandemic. On the contrary, it has strengthened our belief in value creation across triple bottom lines.

Our **strategy** aims to create profitable growth on the economic bottom line, offer integrated CSR solutions to our communities, including pandemic relief in this year, and resource conservation for a sustainable future. A variety of frameworks we use for reporting our multiple value creation impacts act as **governance** mechanisms as well. Our commitments to CDP, UNGC, GRIS, and IIRC go a long way in helping us evaluate our performance on value creation and also share our journey of value creation with our stakeholders.

We measure our CSR impacts through self-study as well as impact measurement studies. GRIS enables us to measure, track, and improve our sustainability performance on the economic, environmental, and societal fronts year on year. CDP reporting helps us to constantly improve on our carbon performance. Our Economic Value Added (EVA), a measure of the economic value added to entities beyond our organization, has been on a constant rise. Our CES studies have shown impressive rise this year, indicating that we have created significant value for our customers. Our CSR beneficiaries across segments tell touching tales of lives changed. In the last couple of years, our value creation approach embraced prison inmates of Karnataka. We made a difference to their levels of dignity, incomes, and tenures.

While the above is a short glimpse of the value created across bottom lines, this sustainability report brings out our value creation process and outcomes in a detailed way.

Going forward

The volatilities of an uncertain world may continue to challenge businesses, industries, societies, and governments in several ways. As an organization, it is our responsibility to be future-ready with our risk-responses in place and our strengths honed sharp to stay ahead of the curve. We shall continue to build on our strengths and successes and set out on our next growth curve armed with upskilled and engaged talent pool, thriving communities, efficient green practices, and industry leading economic performance to deliver sustainable value to all our stakeholders.

Annexures

Sustainability dashboard

Economic Value Generated and Distributed

(INR in crores)

Direct Economic Value Generated (A)	2020-21	2019-20	2018-19
Revenue (through core business segments)	7,967.79	7,764.25	7,021.55
Other Income (through other sources)	151.74	75.66	89.33
Total	**8,119.53**	**7,839.91**	**7,110.87**

Economic Value Distributed (B)	2020-21	2019-20	2018-19
Operating cost	1,219.16	1,651.09	1,552.33
Personnel expenses (wages+benefits)	5,090.25	5,027.03	4,397.64
Interest charges	50.44	52.91	2.95
Taxes and royalties (given to various Govt. wherever business units are located) – Taxes expenses	387.93	197.90	232.74
Taxes and royalties (given to various Govt. wherever business units are located) – Dividend tax paid	–	101.41	37.80
Dividends (payments to capital providers)	288.10	493.33	180.51
Donations (political parties/politicians)	–	–	–
Community development/CSR investments – paid to Mindtree Foundation	1.65	4.70	7.04
Total	**7,037.53**	**7,528.36**	**6,411.01**
Economic Value Added (A-B)	**1,082.00**	**311.55**	**699.86**

Contribution to Benefit Plan

(INR in crores)

Benefit Plan	2020-21	2019-20	2018-19
Contributions to Provident and Other Funds	408.43	320.53	282.85
Staff Welfare Expenses	22.94	37.70	23.55
Total	**431.37**	**358.23**	**306.40**

Exemptions Received

(INR in crores)

Financial Assistance Received	2020-21	2019-20	2018-19
IT exemption	447.15	334.79	339.28
Land provided at subsidised rate	–	–	–
Incentives	–	–	–
Custom, excise duties waived#	6.96	7.55	18.5
Total	**454.11**	**342.34**	**357.78**

Talent Pool

By Employee Category	2020-21			2019-20			2018-19		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	12,494	7,006	19,500	11,467	6,523	17,990	10,560	5,685	16,245
Middle Management (C5-C7)	3,376	630	4,006	3,156	580	3,736	3,119	563	3,682
Senior Management (C8-C9)	263	27	290	228	21	249	228	23	251
Top Management (C10-C12)	18	0	18	16	0	16	25	1	26
By Employee Contract	**2020-21**			**2019-20**			**2018-19**		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent	16,151	7,663	23,814	14,867	7,124	21,991	13,932	6,272	20,204
Contract	1,758	572	2,330	1,289	387	1,676	1,667	864	2,531
By Employee Type	**2020-21**			**2019-20**			**2018-19**		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Full Time Employees (Headcount)	16,151	7,663	23,814	14,867	7,124	21,991	13,932	6,272	20,204
Part-time Employees (Headcount)	1,758	572	2,330	1,289	387	1,676	1,667	864	2,531

By Region	2020-21			2019-20			2018-19		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	13,466	6,925	20,391	11,810	6,337	18,147	10,864	5,514	16,378
UK	248	55	303	339	81	420	358	86	444
US	2,197	637	2,834	2,395	655	3,050	2,299	598	2,897
Others	240	46	286	323	51	374	411	74	485
By Age	**2020-21**			**2019-20**			**2018-19**		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
<30	6,329	4,580	10,909	6,241	4,512	10,753	5,848	3,945	9,793
30-50	9,516	3,026	12,542	8,342	2,562	10,904	7,801	2,269	10,070
>50	306	57	363	284	50	334	283	58	341
Total	**1,6151**	**7,663**	**23,814**	**1,4867**	**7,124**	**21,991**	**13,932**	**6,272**	**20,204**

New Hires

By Employee Category	2020-21			2019-20			2018-19		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	3,580	1,717	5,297	4,261	2,448	6,709	4,055	2,136	6,191
Middle Management (C5-C7)	500	66	566	409	66	475	604	108	712
Senior Management (C8-C9)	64	5	69	18	2	20	30	5	35
Top Management (C10-C12)	7	0	7	5	0	5	1	0	1
By Region	**2020-21**			**2019-20**			**2018-19**		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	3,675	1,586	5,261	3,951	2,207	6,158	3,896	1,974	5,870
UK	55	10	65	22	6	28	42	8	50
US	363	174	537	692	294	986	675	249	924
Others	58	18	76	28	9	37	77	18	95

By Age	2020-21			2019-20			2018-19		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
<30	2,156	1,277	3,433	2,844	1,948	4,792	2,732	1,710	4,442
30-50	1,932	504	2,436	1,761	553	2,314	1,861	517	2,378
>50	63	7	70	88	15	103	97	22	119
Total	4,151	1,788	5,939	4,693	2,516	7,209	4,690	2,249	6,939

Attrition among New Hires

Total Number of New Employee Hires leaving the organisation in the reporting period by Category, Region, Age, and Gender			
Categorisation By Employee Category	2020-21		
	Male	Female	Total
Associates (T4-C4)	47	17	64
Middle Management (C5-C7)	1	0	1
Senior Management (C8-C9)	0	0	0
Top Management (C10-C12)	0	0	0
By Region	2020-21		
	Male	Female	Total
India	35	13	48
UK	0	0	0
US	10	4	14
Others	3	0	3
By Age	2020-21		
	Male	Female	Total
<30	19	8	27
30-50	29	9	38
>50	0	0	0
Total	**48**	**17**	**65**

Attrition

Total Employee Attrition by Category, Region, Age, and Gender			
Categorisation By Employee Category	2020-21		
	Male	Female	Total
Associates (T4-C4)	1,616	727	2,343
Middle Management (C5-C7)	333	63	396
Senior Management (C8-C9)	33	4	37
Top Management (C10-C12)	6	0	6
By Region	2020-21		
	Male	Female	Total
India	1640	699	2339
UK	23	8	31
US	282	82	364
Others	43	5	48
By Age	2020-21		
	Male	Female	Total
<30	831	457	1,288
30-50	1,121	332	1,453
>50	36	5	41
Total	**1,988**	**794**	**2,782**

Parental Leave and Retention

Category	No. of Employees that Took Parental Leave	No. of Employees Who Returned to Work After Leave Ended	No. of Employees Who Returned to Work After Leave Ended and Were Still Employed After 12 Months	Return to Work Rate	Retention Rate
Maternity Leave	345	340	324	99%	94%
Paternity Leave	557	557	503	100%	90%

Rate of Turnover

Rate of Employee Turnover by Category, Region, Age, and Gender			
Categorisation By Employee Category	2020-21		
	Male	Female	Total
Associates (T4-C4)	13.5%	10.7%	12.5%
Middle Management (C5-C7)	10.1%	10.2%	10.1%
Senior Management (C8-C9)	12.6%	15.1%	12.9%
Top Management (C10-C12)	34.3%	0.0%	34.3%
Subsidiary Employee	0.0%	0.0%	0.0%
By Region	2020-21		
	Male	Female	Total
India	12.7%	10.5%	11.9%
UK	9.6%	14.4%	10.5%
US	12.9%	13.0%	12.9%
Others	18.2%	11.2%	17.1%
By Age	2020-21		
	Male	Female	Total
<30	14.0%	10.5%	12.5%
30-50	12.0%	11.1%	11.8%
>50	11.9%	8.8%	11.4%
Total	**12.8%**	**10.7%**	**12.1%**

Career Development Reviews

Review	Male	Female	Total
Number of employees	16,045	7,544	**23,589**
Number of eligible employees	13,537	6,191	**19,728**
Number of employees submitting annual performance appraisal	12,681	5,751	**18,432**
Percentage of submission	93.7%	92.9%	**93.4%**

Standard Benefits Provided

By Employee Category	India		US		UK		ROW	
	Full Time	Part-time/ Contract	Full Time	Part-time/ Contract	Full Time	Part-time/ Contract	Full Time	Part-time/ Contract
Group Term Life Insurance	Yes	No	Yes	No	Yes	No	Yes	No
Health Care – Medical Insurance	Yes	No	Yes	No	Yes	No	Yes	No
Disability – E.g.: Cab Facility	Yes	Yes	No	No	No	No	No	No
Parental Leave	Yes	No	Yes	No	Yes	No	Yes	No
Retirement Provision (PF+Gratuity)	Yes	No	Yes	No	Yes	No	Yes (Superannuation in Australia)	No
Stock Ownership	Yes (as approved by NRC)	No	Yes (as approved by NRC)	No	Yes (as approved by NRC)	No	Yes (as approved by NRC)	No
B+ve (Counselling Program)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Healthy Mind Healthy Body (Wellness Program)	Yes	Yes	Yes	Yes	No	No	No	No
Personal Accident Insurance	Yes	No	Yes	No	No	No	No	No
Special Needs Leave	Yes	No	No	No	No	No	No	No
Emergency Medical Fund	Yes	No	No (salary advance covers medical emergencies)	No	No (salary advance covers medical emergencies)	No	No (salary advance covers medical emergencies)	No
Loans & Advances (House Deposit, Two-wheeler, Salary Advance)	Yes	No	Yes (Car, House, Salary)	No	Yes	No	Yes	No
Reduced Working Hours	Yes	No	Yes	Yes	Yes	No	Yes	No
Sabbatical	Yes	No	Yes	No	Yes	No	Yes	No
Child Care Vouchers	No	No	No	No	Yes	No	No	No
Flexible Work Hours	Yes	Yes	No	No	No	No	No	No
Day Care Facility	Yes	No	No	No	No	No	No	No

Remuneration Ratio of Women to Men

Employee Category	India (in INR)			UK (in GBP)			US (in USD)			Others (in USD)		
	Male	Female	Ratio	Male	Female	Ratio	Male	Female	Ratio	Male	Female	Ratio
Associates (T4-C4)	3,32,371	2,79,930	0.84	46,336	45,057	0.97	73,433	69,172	0.94	63,552	55,419	0.87
Middle Management (C5-C7)	7,22,054	6,04,445	0.84	82,164	75,946	0.92	1,04,068	1,03,158	0.99	92,652	77,276	0.83
Senior Management (C8-C9)	15,36,987	14,21,934	0.93	1,40,553	1,42,400	1.01	1,78,307	1,96,367	1.1	1,79,113	1,65,565	0.92
Top Management (C10-C12)	57,95,645	–	–	3,75,324	–	-	3,19,135	–	–	–	–	–
Remuneration**												
Associates (T4-C4)	9,53,269	7,68,450	0.81	46,336	45,057	0.97	78,849	74,834	0.95	63,552	55,419	0.87
Middle Management (C5-C7)	24,68,226	21,51,051	0.87	91,676	83,007	0.91	1,22,764	1,21,891	0.99	1,00,560	85,529	0.85
Senior Management (C8-C9)	54,94,017	49,80,281	0.91	1,77,366	1,74,620	0.98	2,35,159	2,61,656	1.11	2,22,589	2,00,664	0.9
Top Management (C10-C12)	2,15,35,393	–	–	5,44,051		–	4,76,435	–	–	–	–	–

Note: For the UK and Others, Annual Gross has been considered for the basic salary.

Training and Development

Employee Category	Total No. of Employees per Category			No. of Hours of Training per Category			Average Hours of Training per Year per Employee		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	12,494	7,006	19,500	16,56,761	10,95,071	27,51,832	132.6	27,51,965	141
Middle Management (C5-C7)	3,376	630	4,006	1,37,473	27,288	1,64,761	40.72	1,64,802	41
Senior Management (C8-C9)	263	27	290	3,099	252	3,351	11.78	3,363	12
Top Management (C10- C12)	18	0	18	102		102	5.67	108	6
Total without SC	**16,151**	**7,663**	**23,814**	**17,97,435**	**11,22,611**	**29,20,046**	**111.29**	**29,20,157**	**123**
Sub-Contractors	1,758	572	2,330	18,359	11,854	30,213	10.44	30,223	13
Total with SC	**17,909**	**8,235**	**26,144**	**18,15,794**	**11,34,465**	**29,50,259**	**101.39**	**29,50,360**	**113**

Our Supply Chain

Region	No. of Active Suppliers	% of Suppliers	Spend (USD)	% Spend
India	1,190	54%	69,074,287	36.83%
ROW	313	14%	11,018,802	5.88%
UK	166	7%	11,992,151	6.39%
US	554	25%	95,451,080	50.90%
Total	**2,223**	**100%**	**187,536,320**	**100.00%**

Category	No. of Active Suppliers	% of Suppliers	Spend in USD	%
Women owned enterprises	6	0.3%	4,947,482	2.64%

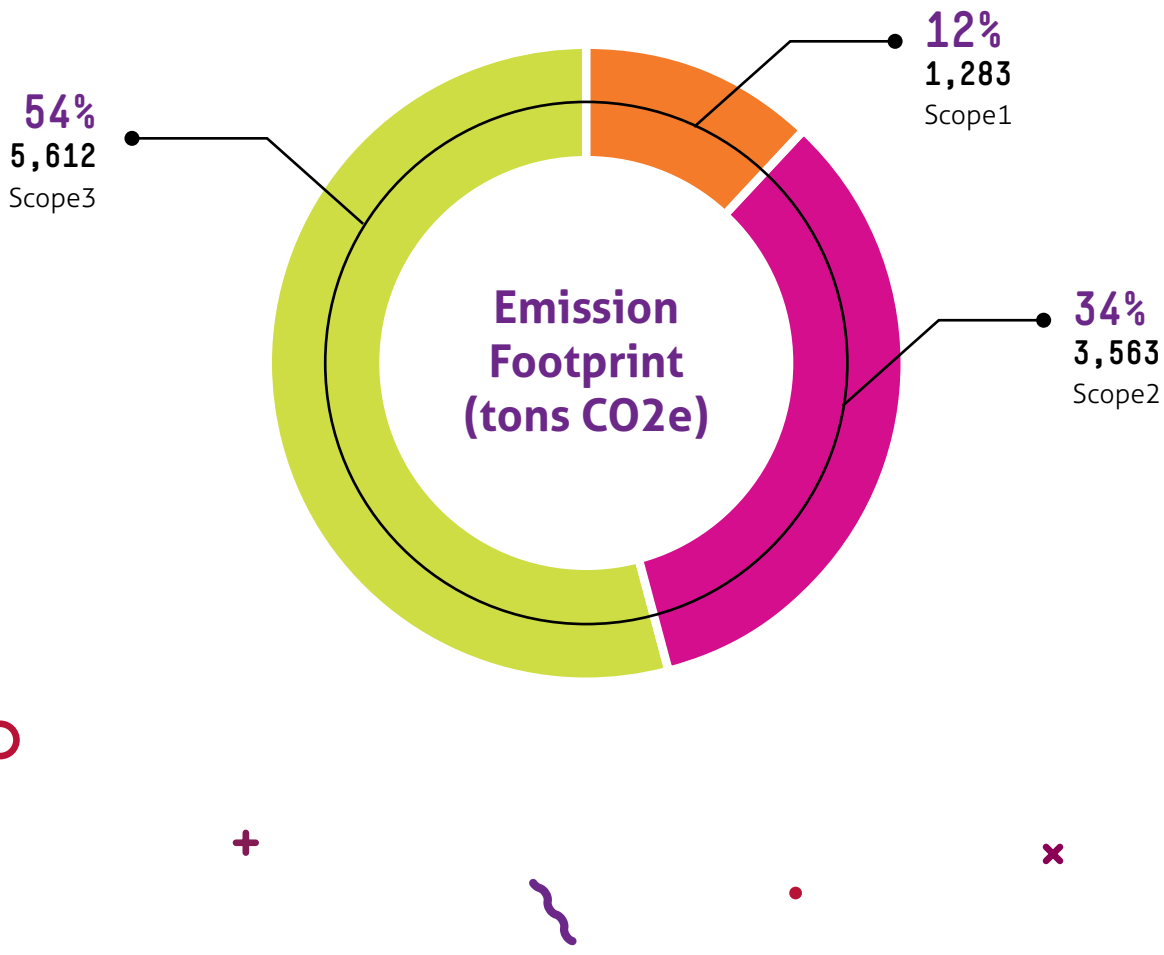
Workplace Injuries

	Overall	By Gender		By Region		
		Male	Female	Bengaluru - Global Village	Bengaluru - Whitefield	Hyderabad
Total No. of Injury Incidents This can include:* Injuries inflicted at the workplace* Injuries inflicted during travel, commuting, etc.* Occupational Disease Incidents like ergonomic injuries, both major and minor like RSI, Stress, etc.	21	13	8	20	1	0
No. of lost days due to injuries*	44	27	17	44	0	0
Total No. of Person Hours Worked	17,16,660	11,60,547	5,56,113	11,82,060	3,61,944	1,72,656
Total No. of Employees	723	488	234	498	152	73
Incident Rate per 100 employees = No. of incidents X 100/ Total No. of Employees	2.77	2.66	3.42	4.02	0.66	0.00
Frequency Rate = No. of incidents X 1,00,000/ Total No. of Person Hours Worked	1.22	1.12	1.44	1.69	0.28	0.00
Severity Rate = Total No. of Lost Days/ Total No. of Incidents	2.20	2.08	2.13	2.20	0.00	0.00

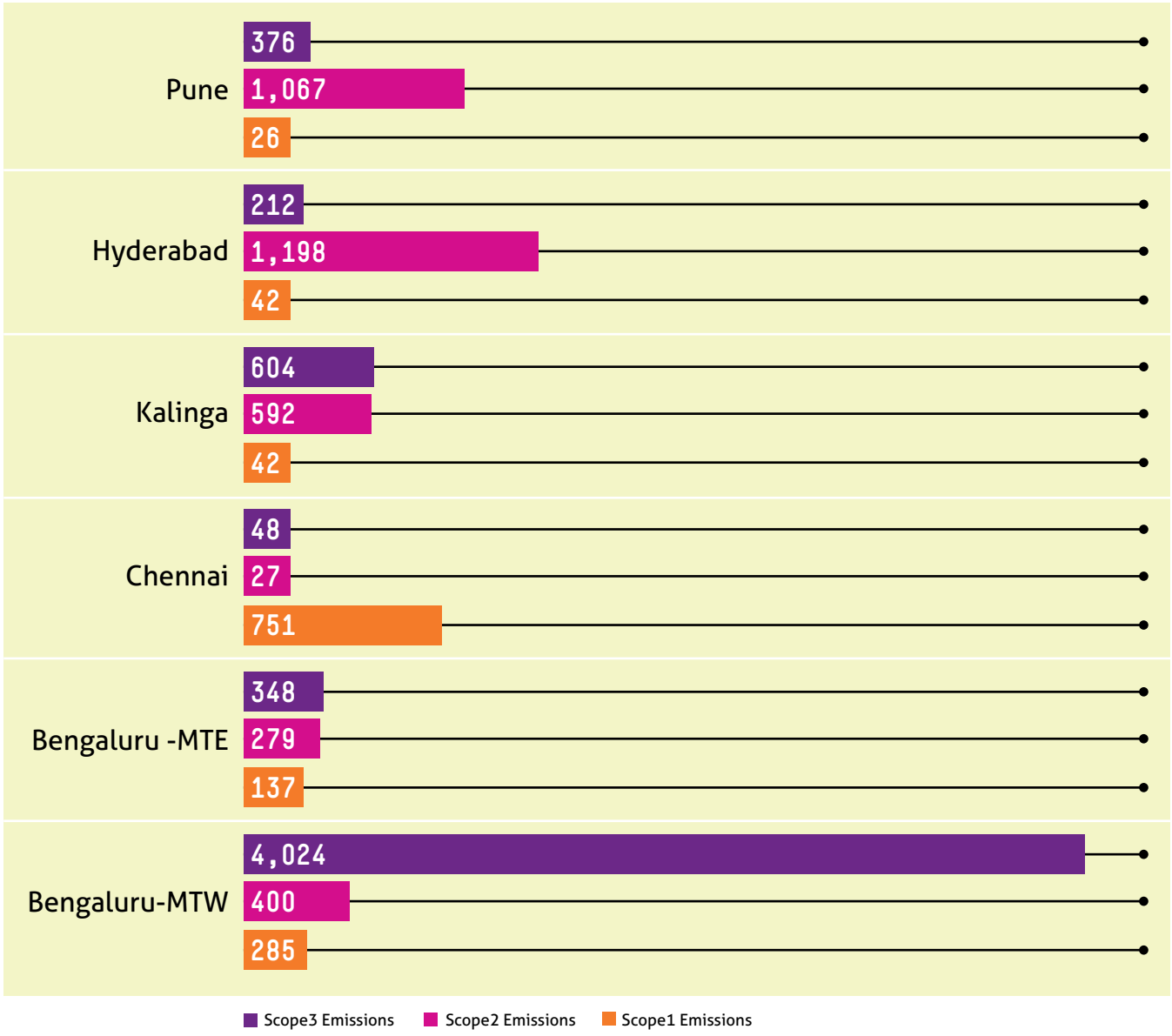
Carbon FootPrint

Category	2020-21 Performance
GHG EMISSIONS tons CO2e/annum	10,457
ENERGY kWh/annum	1,56,96,504
RENEWABLE ENERGY %/annum	74.8%
WATER kl/annum	38,881
WASTE RECYCLED %/annum	94.6%

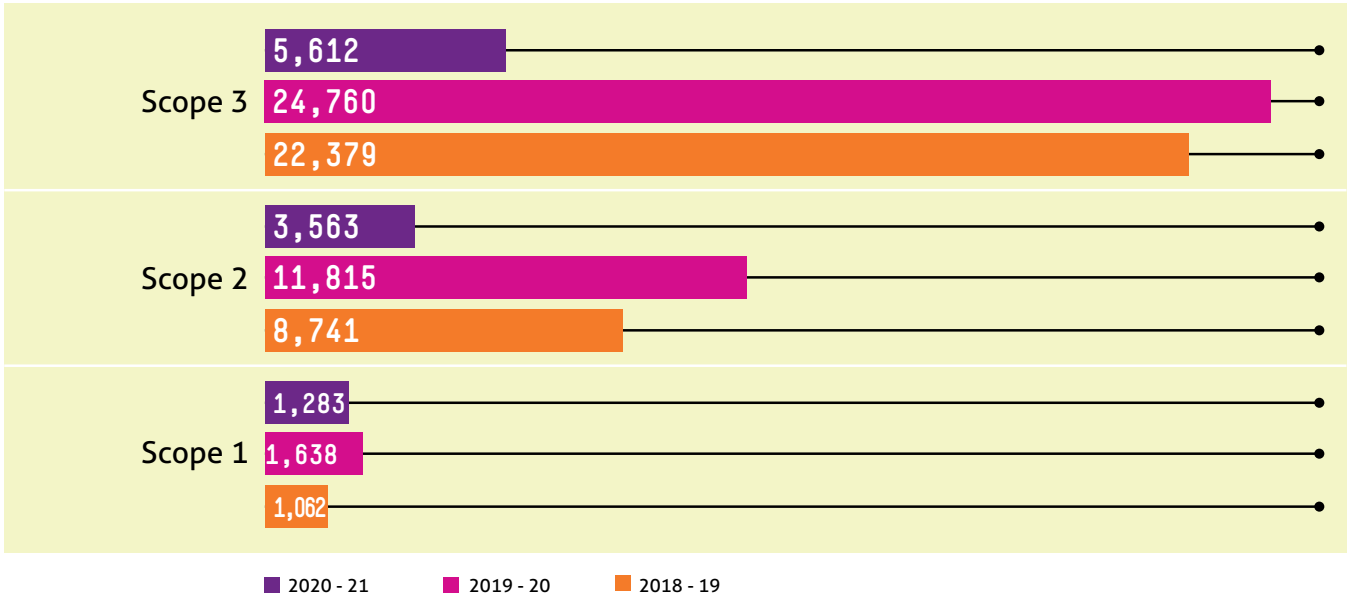
GHG Emissions Performance



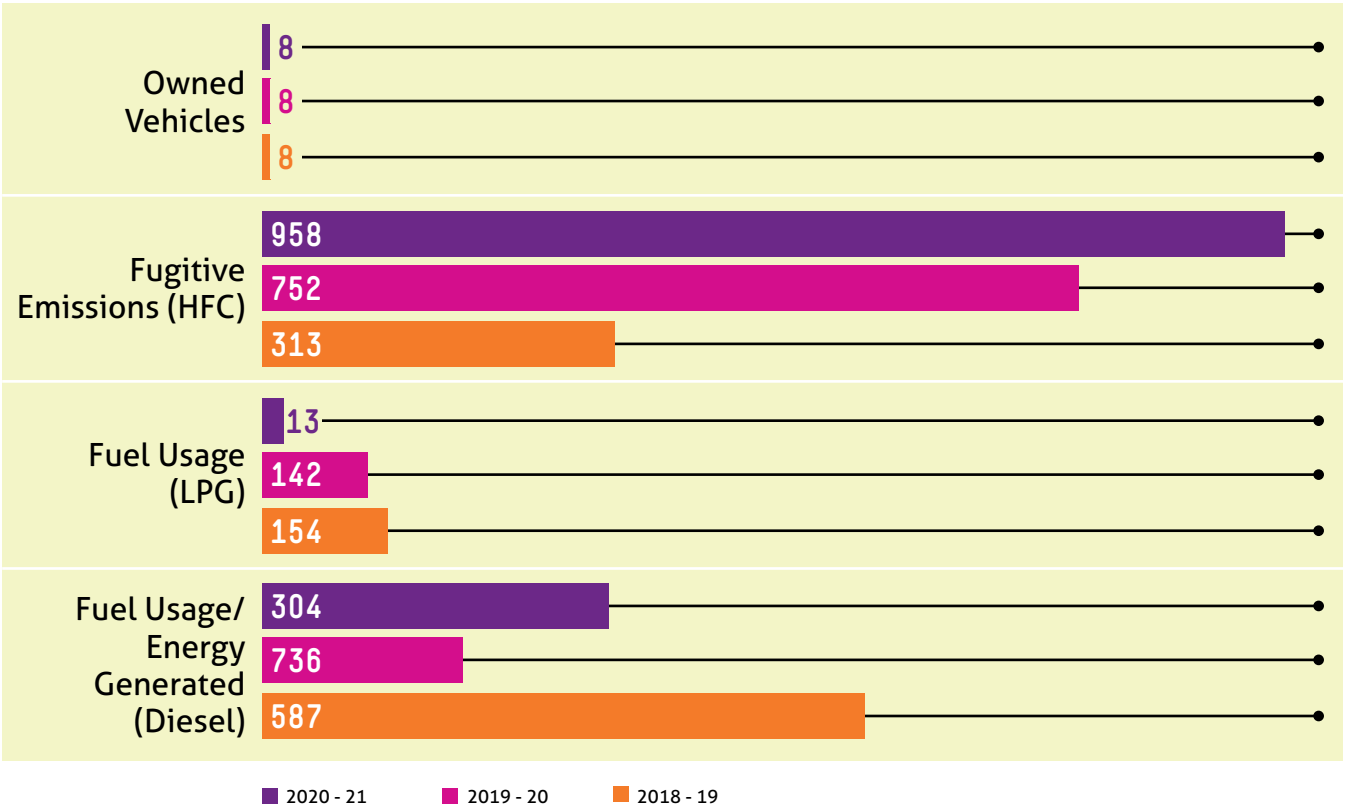
Emissions Location-wise (tons CO2e)



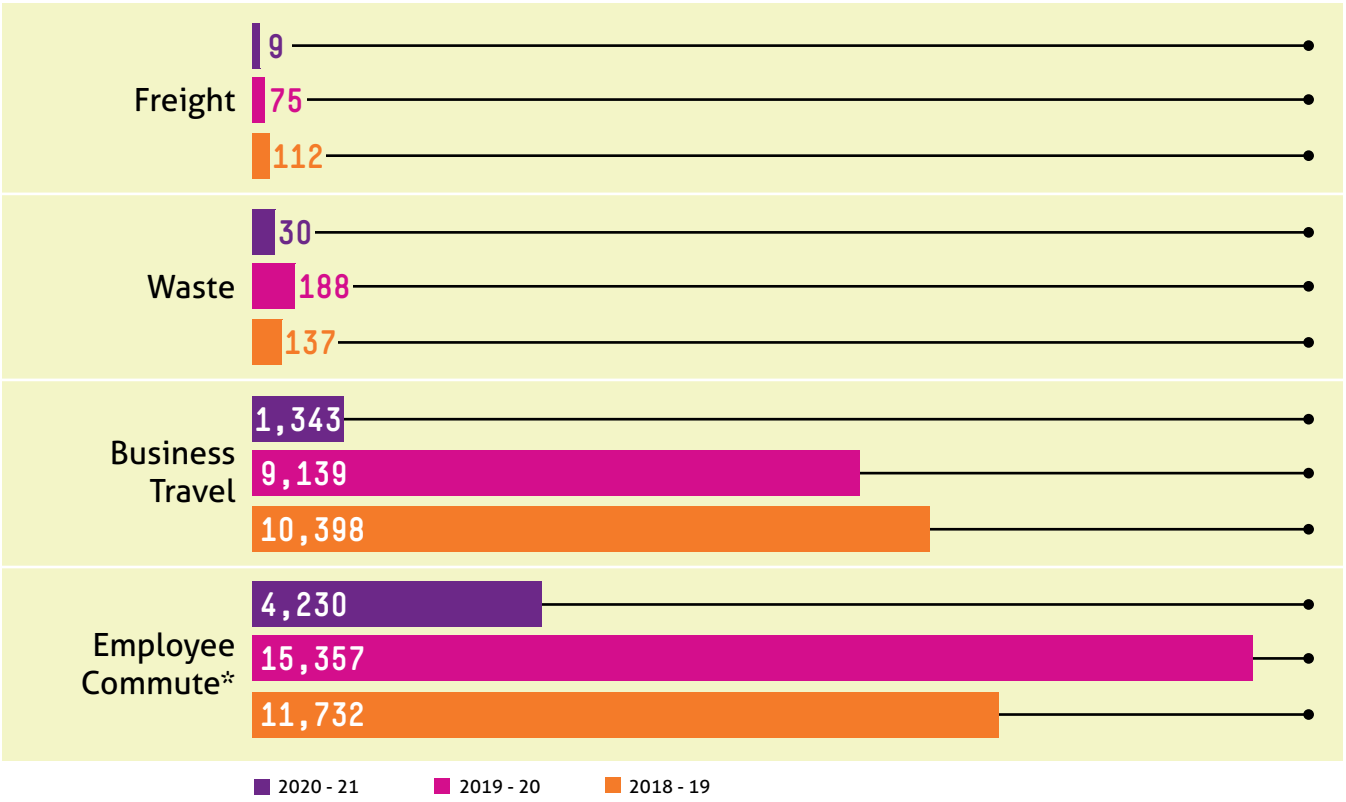
Emission YoY Performance (tons CO2e)



Scope1 Emissions Source-wise (tons CO2e)

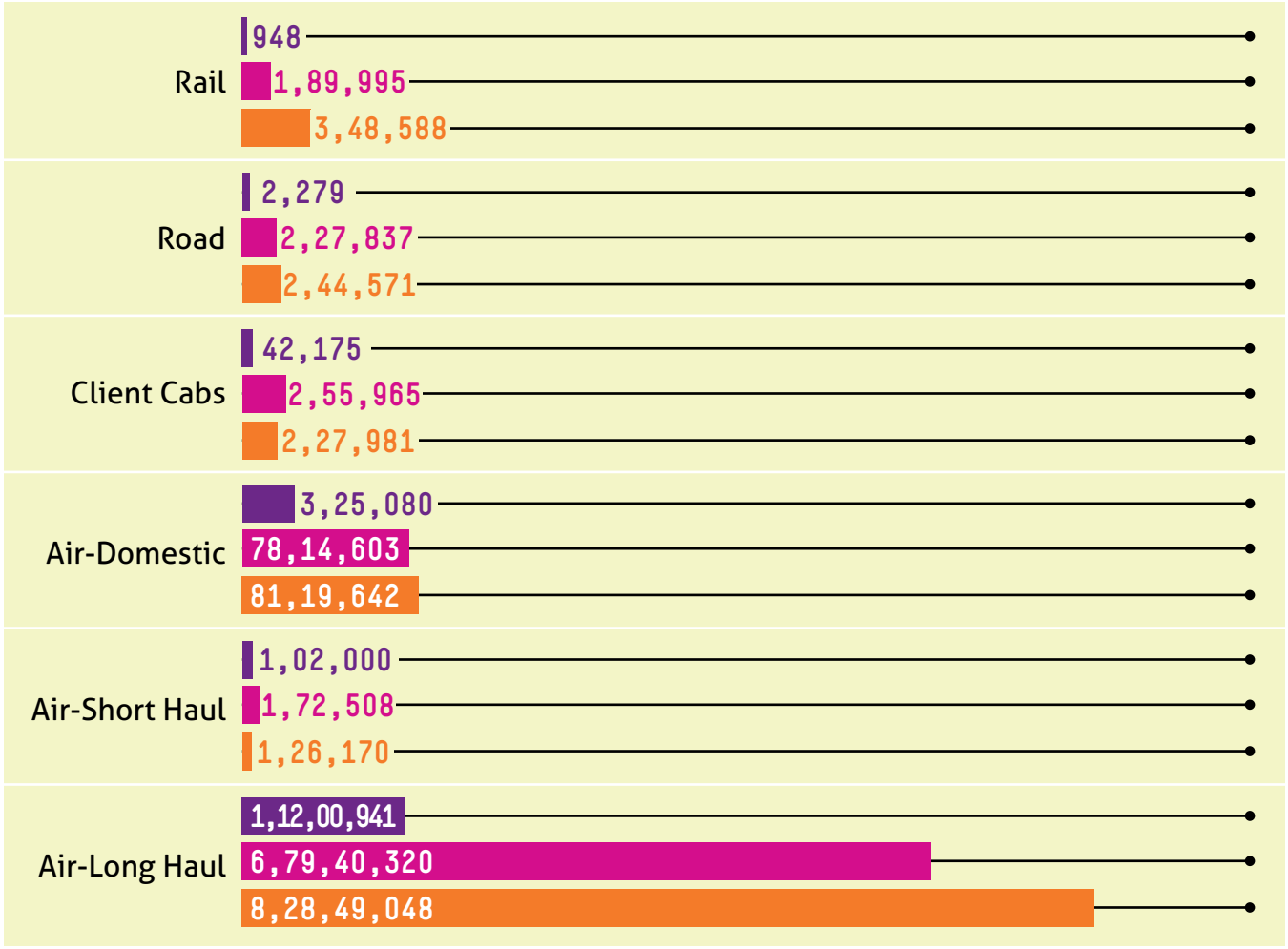


Scope3 Emissions Source-wise (tons CO2e)



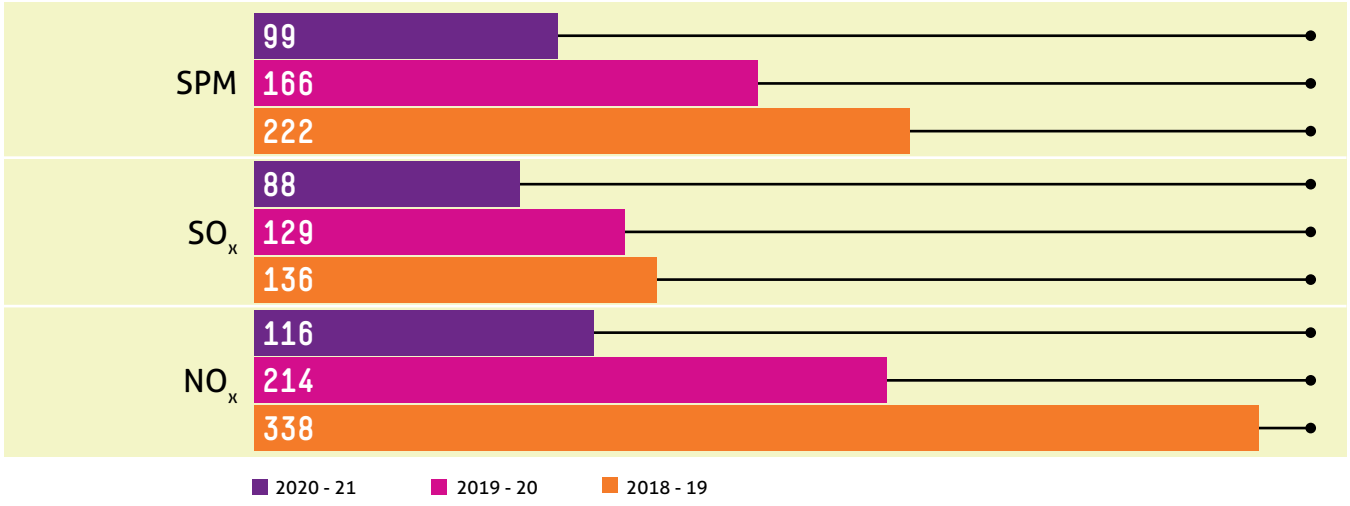
**Includes critical functions employee commute and assets transport to enable employees WFH mode*

Business Travel (km)

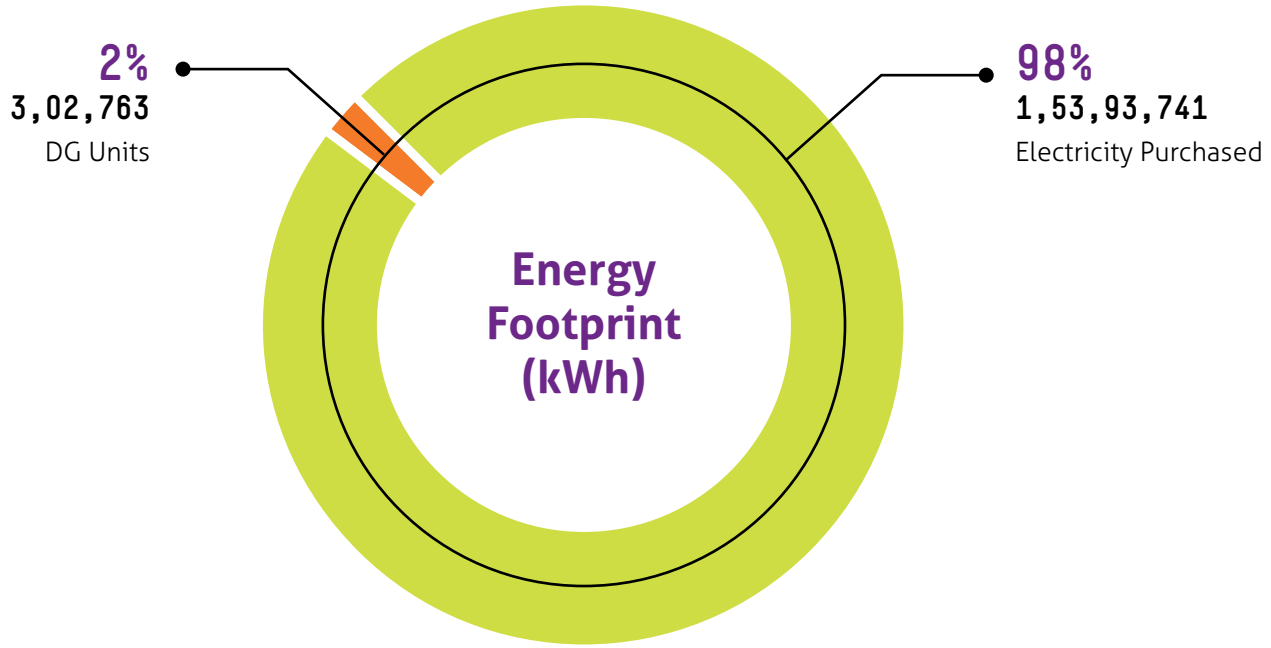


Ozone Depleting Substances (kg)

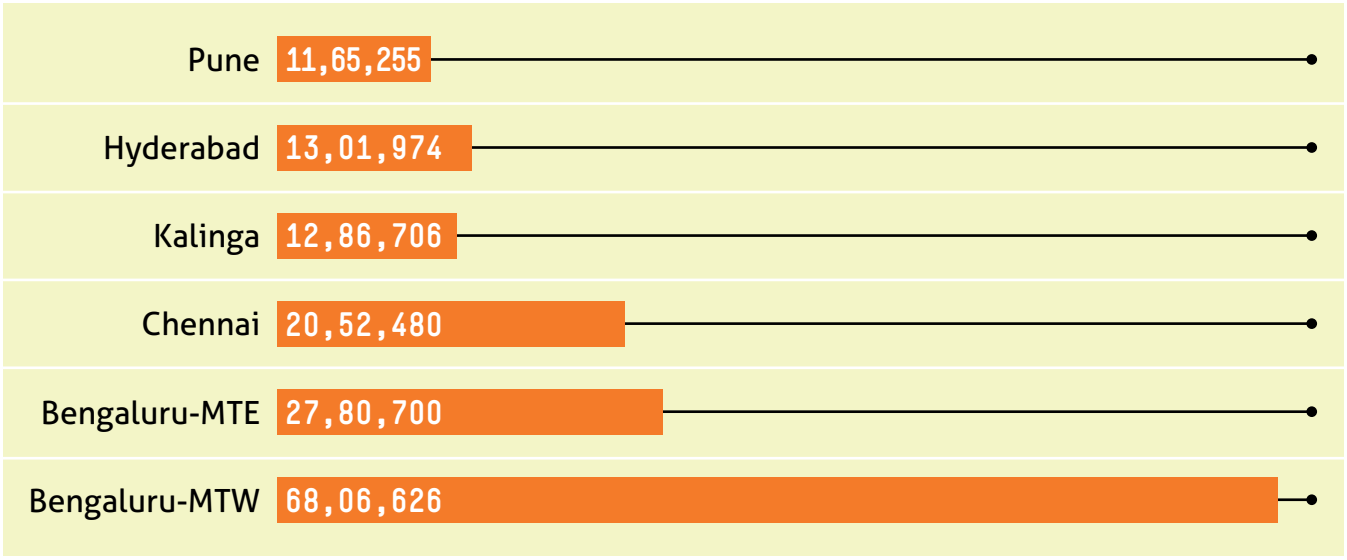
Air Emissions (kg)



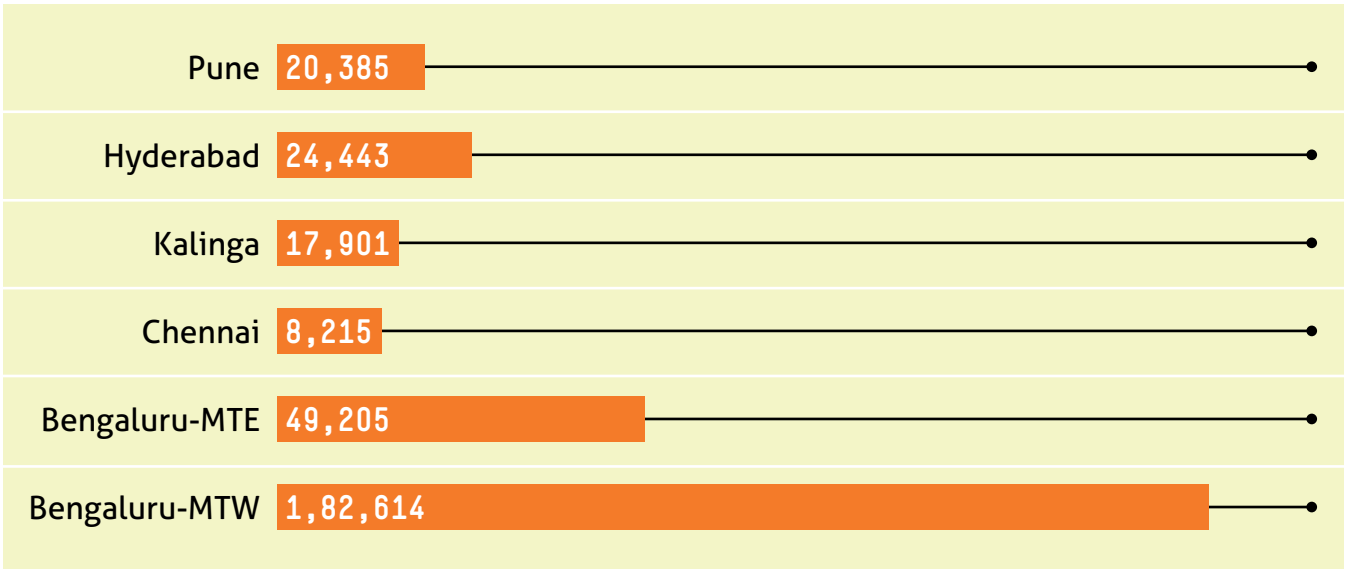
Energy Performance



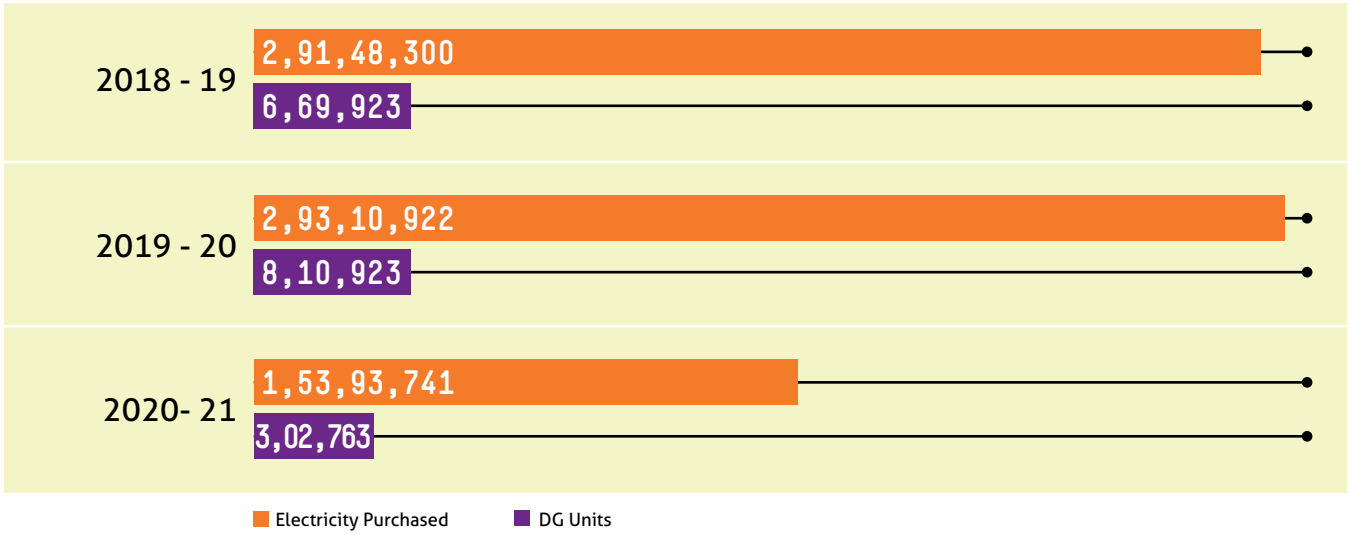
Electricity Purchased Location-wise (kWh)



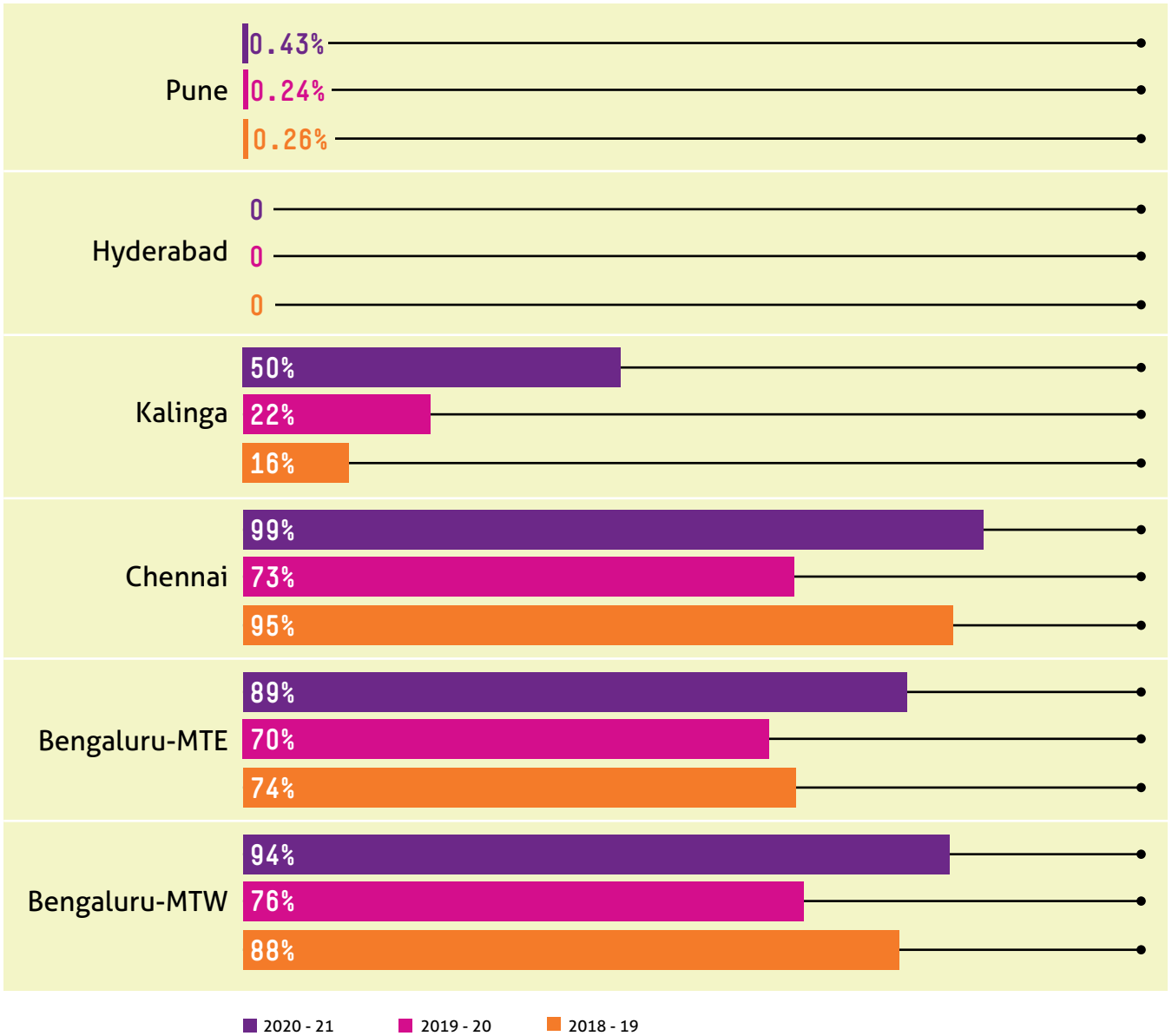
DG Units Location-wise (kWh)

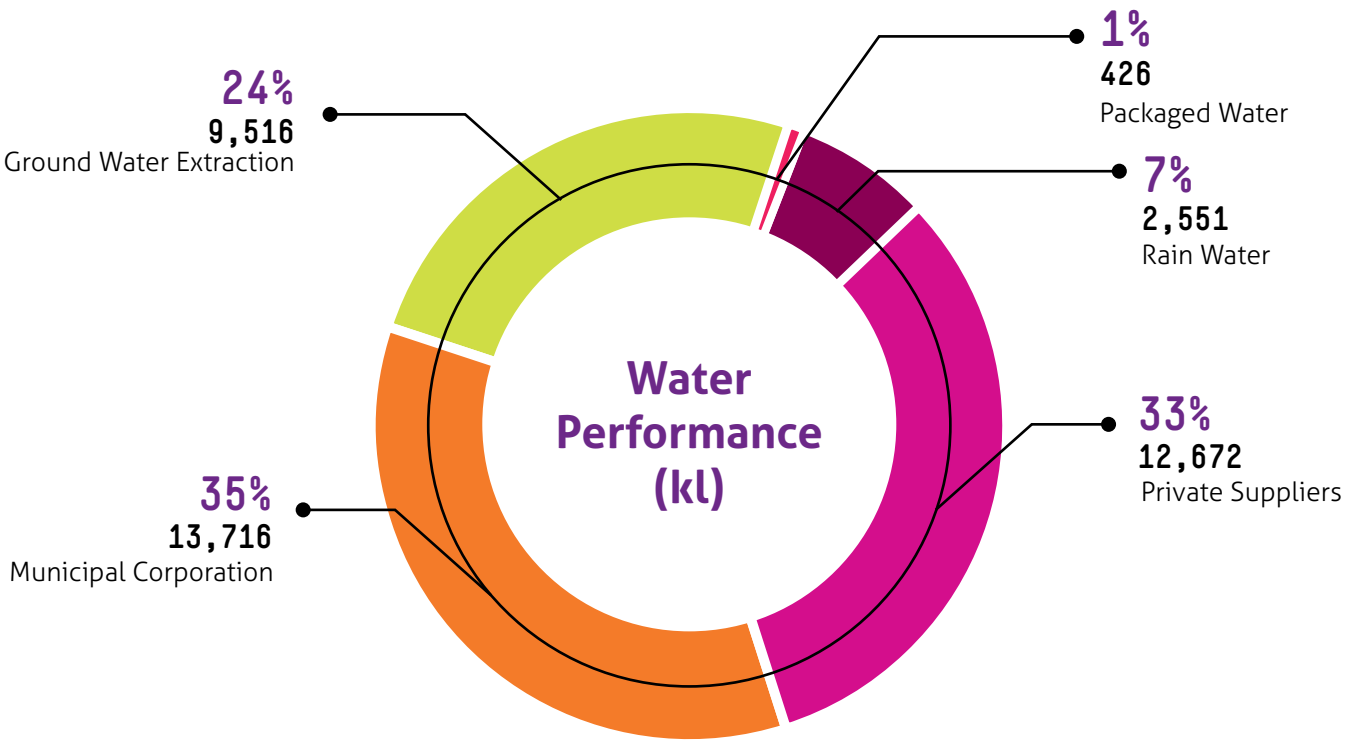


Energy Performance (kWh)

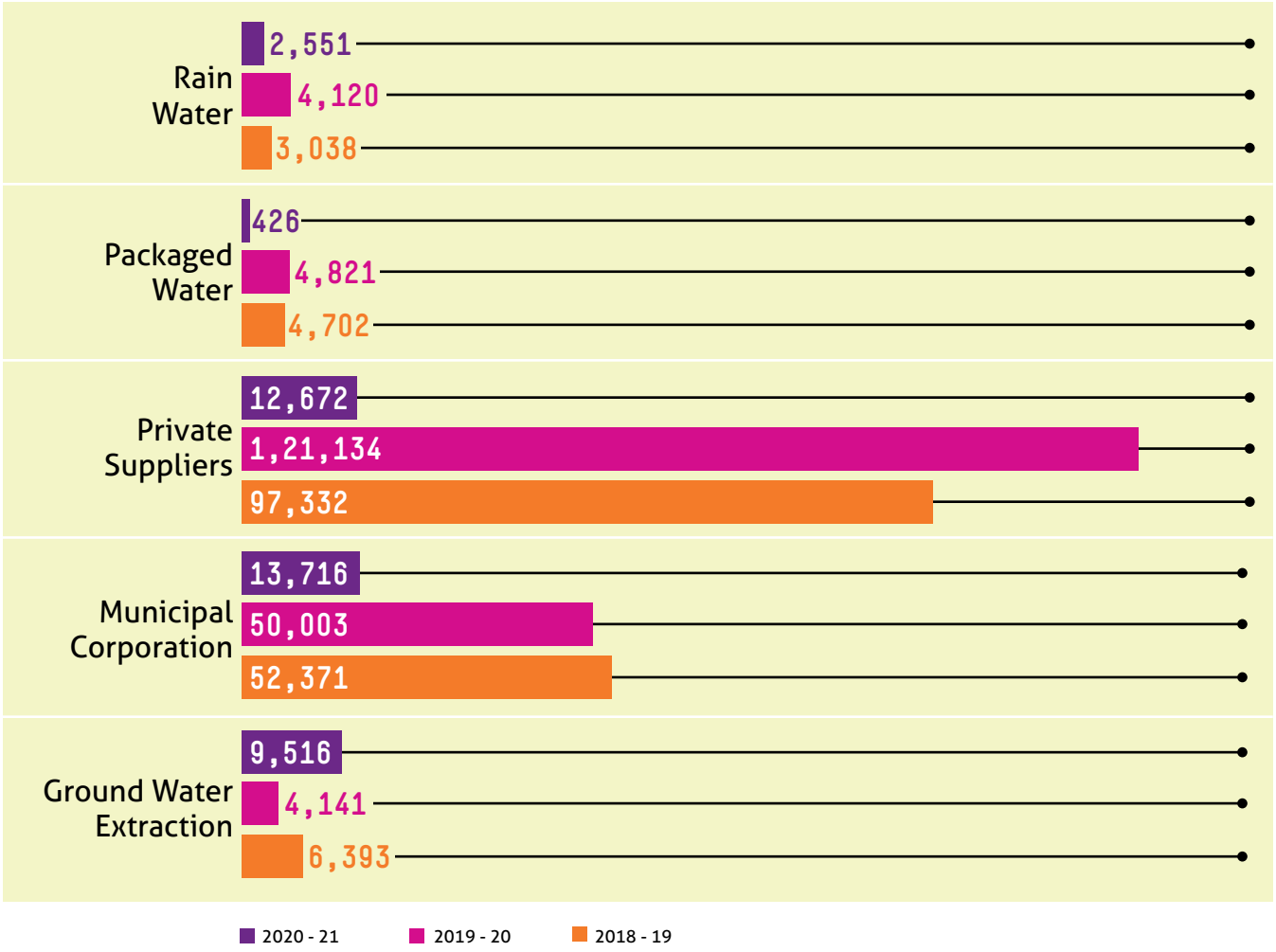


Renewable Energy

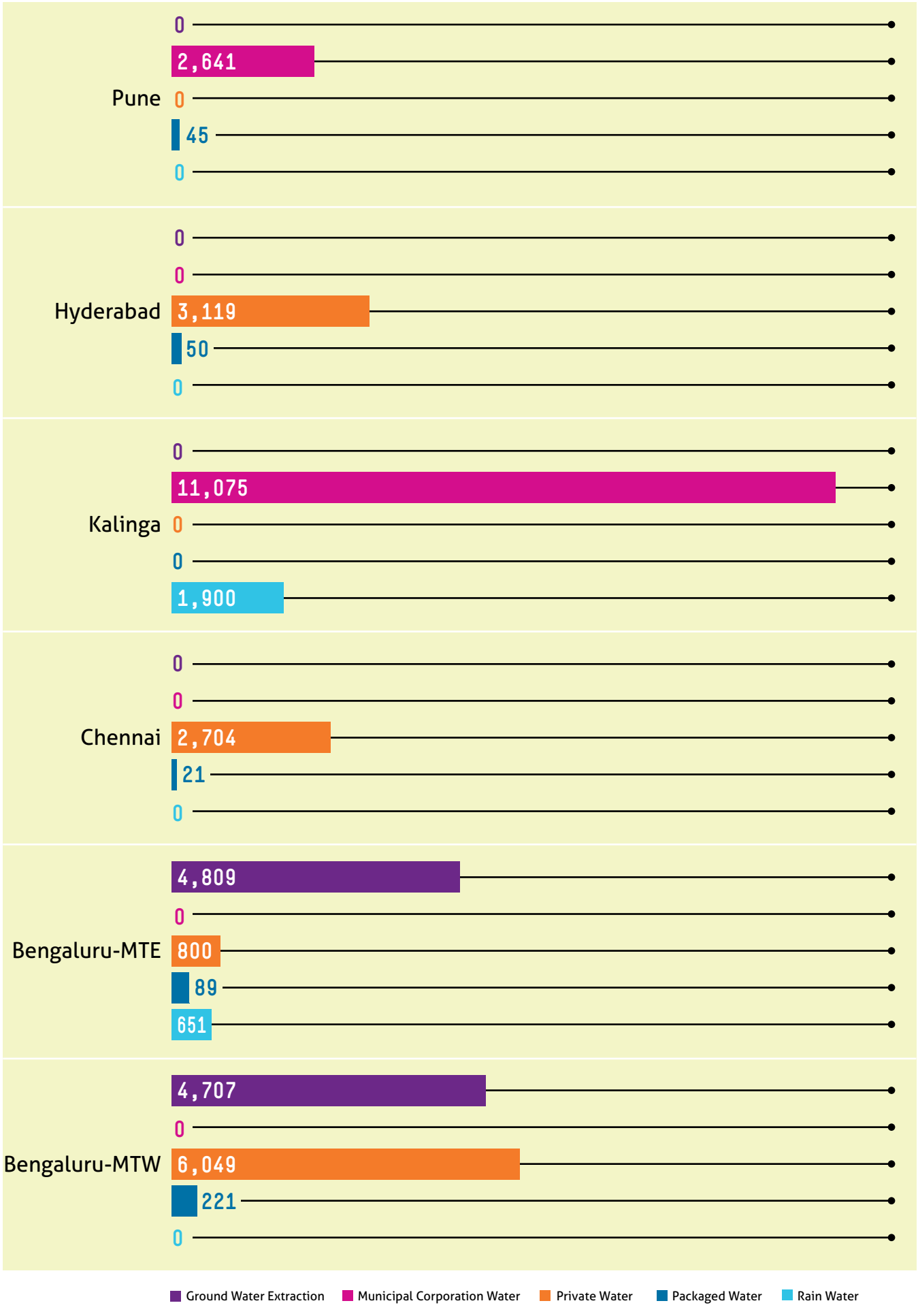




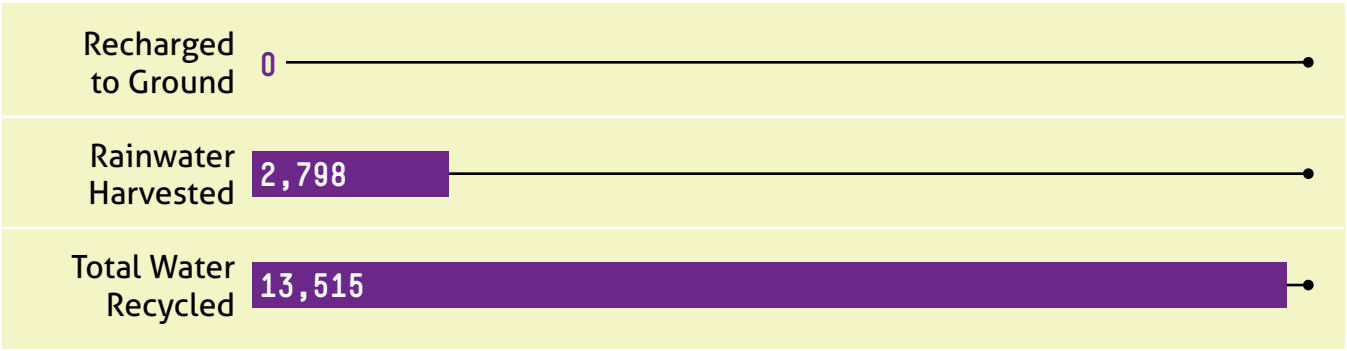
Water Performance (kl)



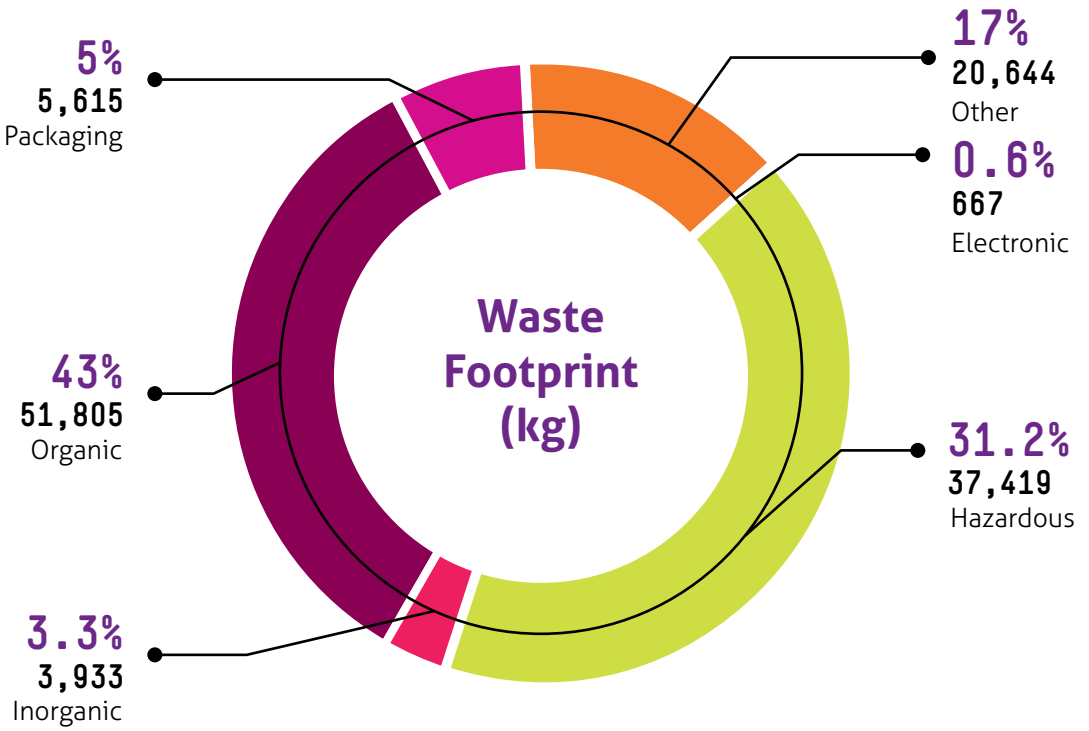
Water Consumption: Location-wise (kl)



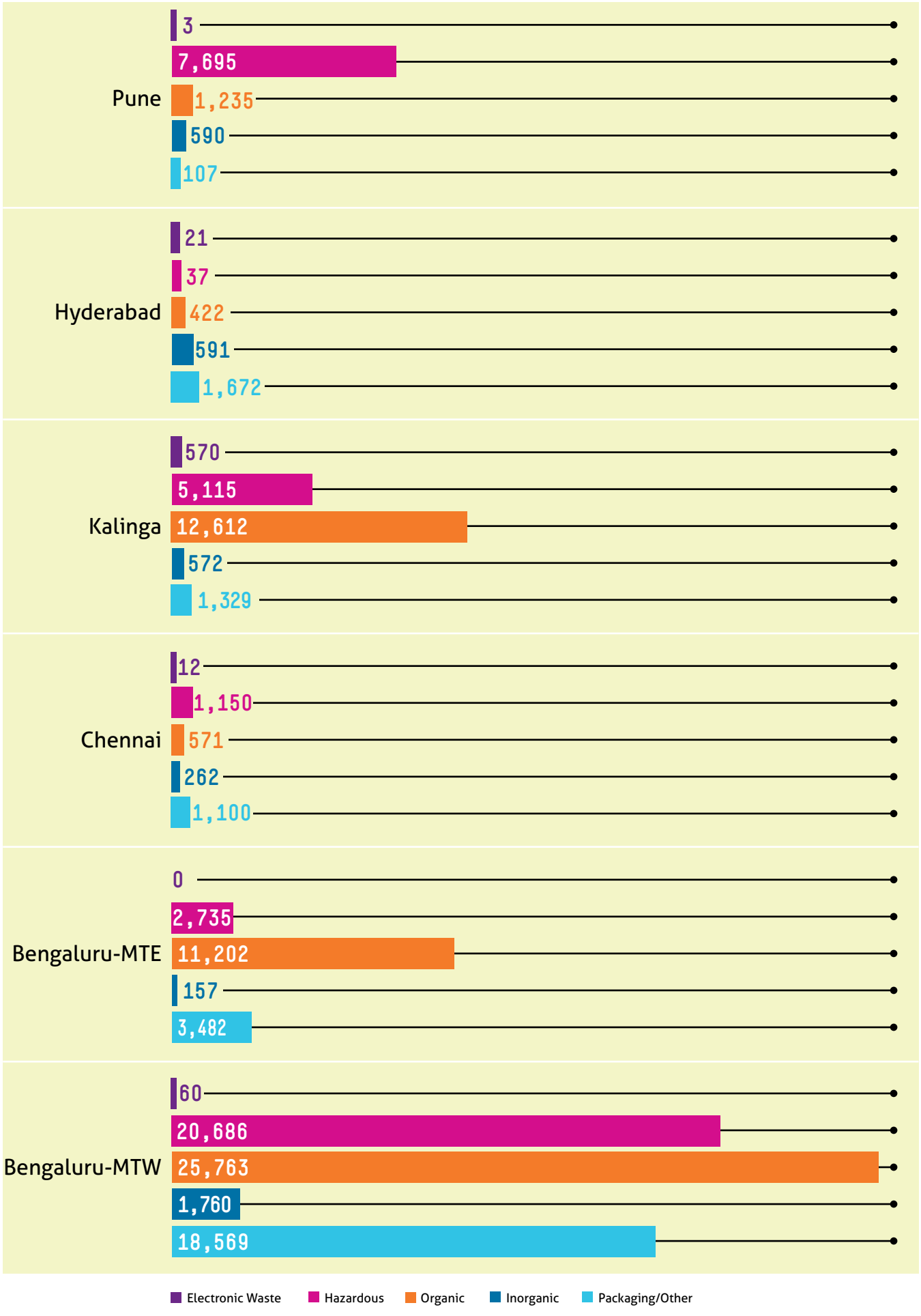
Water Conservation (kl)



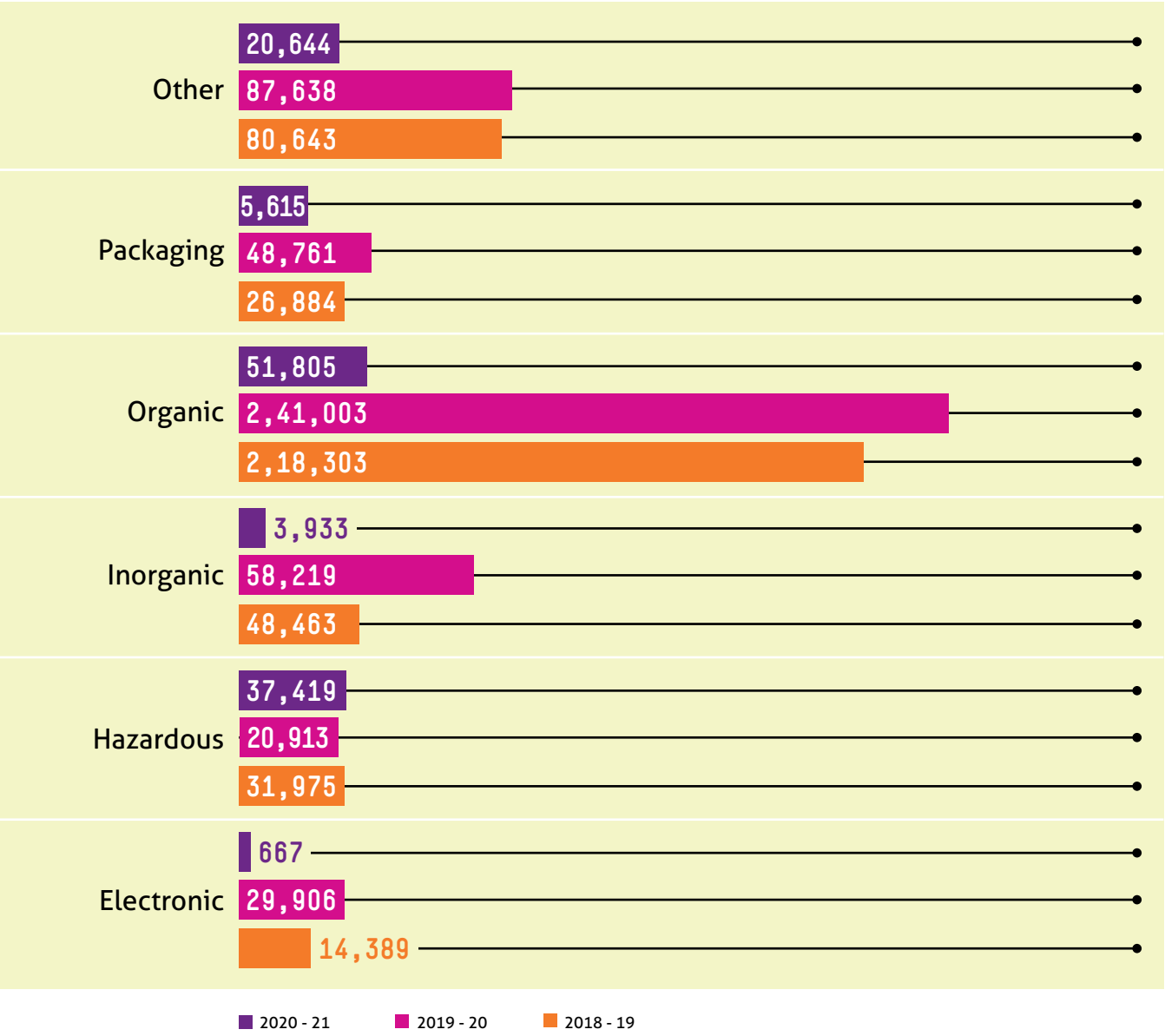
Waste Management Performance



Waste Location-wise (kg)



Waste Management Performance (kg)



Notes

- No significant changes in structure or nature of operations during the year, which may have a bearing on the sustainability reporting
- ROW (Rest of the World): Australia, Japan, Malaysia, Singapore, and UAE
- The Rupee-US dollar exchange rate taken as INR 70.12 for 2018-19, INR 76.42 for 2019-20, and INR 74.01 for 2020-21
- Training on anti-corruption policies and integrity is all-pervasive
- All our employees and security personnel are trained in organizational and human rights policies, procedures, and integrity policy. They follow a code of conduct
- Worker representation in our various operational committees is at **5.23%**.
- None of our operations are complicit in child/forced/compulsory labour; Our contracts with suppliers include clauses covering the same
- No human rights violation found in our organization or our value chain
- We have no trade unions and no collective bargaining agreements
- No water sources significantly affected by our water withdrawal
- No significant spills
- No non-compliance with environmental laws/marketing communications/laws w.r.t. social and economic areas
- No cases of breach of customer privacy or data loss
- No operations of ours has any negative impact on local communities
- The GRI Standards content Index prepared as per GRI Standards 2016

Mapping material topics and KPIs

Material Aspect/Topic	Scope	Why is it Material for Us?	Measurement KPI/Topic Boundary
Social–Employees			
Wellbeing & Engagement	• Wellbeing (people related pandemic challenges, stress, WFH, etc.) • Talent management (retain and engage with the best of talent in the organization) • Performance oriented future-ready culture • Digitalization of all people related processes to enhance experience and value	It is our priority to attract, engage and retain the best talent when we are a part of the knowledge industry, and our employees (Mindtree Minds) are our biggest assets. Our people's well-being is paramount to us, especially in the times of the pandemic. It is our people who are pivotal to our success in challenging times.	Employment (Internal) 401-2, 401-3 Non-discrimination (Internal) 406-1 Economic Performance (Internal & External) 201-3
Career Enablement	• Hire best of talent into the organization • Enable future ready career opportunities by reskilling and proficiency development of Mindtree Minds • Elevate Diversity and Inclusion to an organization wide engagement, commitment coming together 'In Harmony', demonstrating resilience and excellence in our business performance	Our people are our greatest assets and we rely on them to deliver meaningful engineering solutions to our customers. Our organization success is directly linked to our competencies, ability to skill, upskill and reskill knowledge and experience. Enhancing diversity and inclusion and bringing our diversity into a unified culture harmoniously is crucial for our business success.	Employment (Internal) 401-1 Training and Education (Internal) 404-1, 404-2, 404-3 Diversity and Equal Opportunity (Internal) 405-1 Equal Remuneration for Women and Men (Internal) 405-2

Material Aspect/Topic	Scope	Why is it Material for Us?	Measurement KPI/Topic Boundary
Social Sustainability	• Benefit the differently-abled • Promote education • Create sustainable livelihood opportunities • Prison inmates' welfare • Enable & Educate EWS • Pandemic Relief Programs	As a socially responsible organization, Mindtree creates consistent value for the communities where we operate. Our CSR is integral to our mission of making societies flourish, and our communities look upon us with hope and trust. We are keen on maintaining this trust, goodwill, and faith of our communities. The pandemic further demands a demonstration of our responsibility for providing relief beyond our business and regular CSR.	(Internal) Employment 401-1 Training and Education 404-1, 404-2, 404-3 Diversity and Equal Opportunity 405-1 Equal Remuneration for Women and Men 405-2 (External) Local Communities 413-1, 413-2 Socio-Economic Compliance 419-1
Supply Chain Sustainability	• Drive sustainability and diversity as key agenda with the supply chain partners • Green Procurement practices, codes & compliance regarding suppliers • Supplier Assessments on sustainability practices	We consider it highly important to earn and retain the respect of our suppliers by motivating them to resolve key sustainability challenges via capacity building, recommending improvements and best practices in transition towards sustainable and low carbon development and growth.	(Internal & External) Procurement Practices 204-1 Child Labor 408-1 Forced or Compulsory Labor 409-1 Supplier Social Assessment 414-1, 414-2
Economic–Investors & Customers			
Business Sustainability	• Adapting to the new normal with resilience and driving profitable growth and deliver value to all stakeholders • Maintain business momentum with customer stickiness, building on our strengths and sharpening our capabilities	Integral to the sustainability of the organization. Sustainable business practices and strong performance will be result of ethical governance and good management, resulting in financial inclusion. Our strategy and focus enables customers' business to besustainable, cascading the benefits to internal and external stakeholders.	(Internal & External) Economic Performance 201-1, 201-4 Anti-Corruption 205-1, 205-2, 205-3 Anti-Competitive Behavior 206-1 Marketing and Labeling: 417-3 Customer Privacy 418-1

Material Aspect/Topic	Scope	Why is it Material for Us?	Measurement KPI/Topic Boundary
	• Drive profitable growth by being the business transformation partner for our clients and deliver value to all stakeholders • Client Satisfaction & Privacy with ethical governance	Our reputation as perceived by external stakeholders including customers, investors, and general public depends on our business performance. Economic performance is of prime importance, not only for building a sustainable organization but also for cascading the value to our internal and external stakeholders. Client satisfaction is a key measure of our performance and will be our number one priority with the dynamic changes in business landscape with the need for greater transparency and ethical governance, innovation and technology updation, data privacy, and information management as significant value drivers.	Customer Satisfaction: General Disclosures: 102-43 & 102-44
Environment–Employees			
Ecological Sustainability	• OHS/Health & Safety • Green practices, resources consumption projects • Environmental compliance initiatives	We commit to the precautionary principle and follow global commitments on resource conservation. As a responsible organization, we aim to reduce our resource consumption, be more energy efficient and use renewable energy sources, monitor and lower our greenhouse gas (GHG) impact, reduce fresh water dependence and improve sustainable waste management. We have a focused approach to make our campuses and operations more sustainable.	Occupational Health and Safety (Internal) 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10 Economic Performance (Internal & External) 201-2 Compliance (External) 307-1 Energy (Internal) 302-1, 302-2, 302-3, 302-4, 302-5 Water (Internal) 303-1, 303-2, 303-3 Emission (Internal) 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7 Effluents and Waste (Internal) 306-1, 306-2, 306-3, 306-4, 306-5

GRI content index

GRI Standard	Disclosure Number	Disclosure Title (Individual Disclosure Items ('a', 'b', 'c', etc.) are not Listed Here)	Page Number(s) and/or URL(s)
General Disclosures	102-1	Name of the organization	FRONT PAGE
	102-2	Activities, brands, products and services	AR
	102-3	Location of headquarters	8
	102-4	Location of operations	AR
	102-5	Ownership and legal form	AR
	102-6	Markets served	AR
	102-7	Scale of the organization	8
	102-8	Information on employees and other workers	54-55
	102-9	Supply chain	49, 61
	102-10	Significant changes to the organization and its supply chain	NO CHANGE
	102-11	Precautionary principle or approach	11, 13, 37, 49
	102-12	External initiatives	13
	102-13	Membership of associations	13
	102-14	Statement from senior decision-maker	4, AR
	102-15	Key impacts, risks, and opportunities	4, 15, AR
	102-16	Values, principles, standards, and norms of behavior	13-14, AR
	102-17	Mechanisms for advice and concerns about ethics	14-15, AR
	102-18	Governance structure	14, AR
	102-19	Delegating authority	14, AR
	102-20	Executive-level responsibility for economic, environmental, and social topics	14
	102-21	Consulting stakeholders on economic, environmental, and social topics	14-15, AR
	102-22	Composition of the highest governance body and its committees	AR
	102-23	Chair of the highest governance body	14, AR
	102-24	Nominating and selecting the highest governance body	AR
	102-25	Conflicts of interest	AR
	102-26	Role of highest governance body in setting purpose, values, and strategy	14-15, AR
	102-27	Collective knowledge of highest governance body	14-15, AR
	102-28	Evaluating the highest governance body's performance	14-15, AR
	102-29	Identifying and managing economic, environmental, and social impacts	14-15, AR
	102-30	Effectiveness of risk management processes	15, AR
	102-31	Review of economic, environmental, and social topics	14-15

GRI Standard	Disclosure Number	Disclosure Title (Individual Disclosure Items ('a', 'b', 'c', etc.) are not Listed Here)	Page Number(s) and/or URL(s)
	102-32	Highest governance body's role in sustainability reporting	14-15
	102-33	Communicating critical concerns	14-15
	102-34	Nature and total number of critical concerns	14-15, AR
	102-35	Remuneration policies	14, AR
	102-36	Process for determining remuneration	AR
	102-37	Stakeholders' involvement in remuneration	AR
	102-38	Annual total compensation ratio	AR
	102-39	Percentage increase in annual total compensation ratio	AR
	102-40	List of stakeholder groups	16
	102-41	Collective bargaining agreements	72
	102-42	Identifying and selecting stakeholders	16-17, AR
	102-43	Approach to stakeholder engagement	16-17, AR
	102-44	Key topics and concerns raised	16-17, AR
	102-45	Entities included in the consolidated financial statements	AR
	102-46	Defining report content and topic boundaries	7, 73-75
	102-47	List of material topics	17
	102-48	Restatements of information	NO CHANGE
	102-49	Changes in reporting	NO CHANGE
	102-50	Reporting period	FRONT PAGE, 7
	102-51	Date of most recent report	7
	102-52	Reporting cycle	7
	102-53	Contact point for questions regarding the report	BACK PAGE
	102-54	Claims of reporting in accordance with the GRI Standards	7
	102-55	GRI content index	75-79
	102-56	External assurance	80-81
Management Approach	103-1	Explanation of the material topic and its boundary	73-75
	103-2	The management approach and its components	21, 29, 37, 44
	103-3	Evaluation of the management approach	22-27, 30-36, 38-41, 45-51, 53-72
Economic Performance	201-1	Direct economic value generated and distributed	53
	201-3	Defined benefit plan obligations and other retirement plans	53
	201-4	Financial assistance received from the Government	54
Indirect Economic Impacts	203-1	Infrastructure investments and services supported	30-35, AR
	203-2	Significant indirect economic impacts	30-35, AR

GRI Standard	Disclosure Number	Disclosure Title (Individual Disclosure Items ('a', 'b', 'c', etc.) are not Listed Here)	Page Number(s) and/or URL(s)
Procurement Practices	204-1	Proportion of spending on local suppliers	49
Anti-corruption	205-1	Operations assessed for risks related to corruption	AR 100% COVERAGE
	205-2	Communication and training about Anti-corruption policies and procedures	AR 100% COVERAGE
	205-3	Confirmed incidents of corruption and actions taken	NONE
Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	NONE
Energy	302-1	Energy consumption within the organization	66-67
	302-2	Energy consumption outside of the organization	64-65
	302-3	Energy intensity	62
	302-4	Reduction of energy consumption	38-39
Water	303-1	Water withdrawal by source	68-70
	303-2	Water sources significantly affected by withdrawal of water	NONE
	303-3	Water recycled and reused	39-40, 70
Emissions	305-1	Direct (Scope 1) GHG emissions	62-64
	305-2	Energy indirect (Scope 2) GHG emissions	62-63
	305-3	Other indirect (Scope 3) GHG emissions	38, 62-65
	305-4	GHG emissions intensity	62
	305-5	Reduction of GHG emissions	38, 62-65
	305-6	Emissions of ozone-depleting substances (ODS)	38, 65
	305-7	Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	38, 65
Effluents and Waste	306-1	Water discharge by quality and destination	NIL
	306-2	Waste by type and disposal method	70-72
	306-3	Significant spills	NONE
	306-4	Transport of hazardous waste	NONE
	306-5	Water bodies affected by water discharges and/or runoff	NONE
Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	NONE
Employment	401-1	New employee hires and employee turnover	55-58
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	59
	401-3	Parental leave	57

GRI Standard	Disclosure Number	Disclosure Title (Individual Disclosure Items ('a', 'b', 'c', etc.) are not Listed Here)	Page Number(s) and/or URL(s)
Occupational Health and Safety	403-1	Workers representation in formal joint management-worker health and safety committees	72
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	61
	403-3	Workers with high incidence or high risk of diseases related to their occupation	61
	403-4	Health and safety topics covered in formal agreements with trade unions	61
	403-5	Worker training on occupational health and safety	24, 41
	403-6	Promotion of worker health	24-25
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	24-25
	403-8	Workers covered by an occupational health and safety management system	24 100%
	403-9	Work-related injuries	61
	403-10	Work-related ill health	61
Training and Education	404-1	Average hours of training per year per employee	60
	404-2	Programs for upgrading employee skills and transition assistance programs	23-24
	404-3	Percentage of employees receiving regular performance and career development reviews	58
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	54-56, AR
	405-2	Ratio of basic salary and remuneration of women to men	60
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	AR
Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor	49 (NONE)
Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	49 (NONE)
	410-1	Security training on organizational policies	72
	412-2	Training on human rights	72
Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	30-32
	413-2	Operations with significant actual and potential negative impacts on local communities	NONE
Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	49
	414-2	Negative social impacts in the supply chain and actions taken	NONE
Marketing and Labeling	417-3	Incidents of non-compliance concerning marketing communications	NONE
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	NONE
Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	NONE

Note: Wherever AR is mentioned prefixing a page number, it denotes our Annual Report. The non-prefixed page numbers imply the location of the disclosure in this Sustainability Report

Assurance statement

Independent Assurance Statement

Scope and Approach

DNV GL Business Assurance India Private Limited ('DNV') has been commissioned by Mindtree Limited ('Mindtree' or 'the Company', Corporate Identity Number (CIN) L72200KA1999PLC025564) to undertake independent assurance of the Company's Sustainability Report 2020-21, in its printed format ('the Report') including references to the Annual Report 2020-21 for the financial year ending 31st March 2021. The sustainability disclosures in this Report have been prepared based on the identified material topics and related performance disclosures based on the Global Reporting Initiative ('GRI') Sustainability Reporting Standards ('GRI Standards') covering the economic, environmental and social performance for the activities undertaken by the Company for the financial year 1st April 2020 - 31st March 2021. The reporting scope and boundary encompasses the economic, environmental and social performance of Mindtree's operations i.e. economic performance pertains to global operations, whereas social and environmental performance is limited to Indian operations, as brought out in the Report in the section 'About the Report'.

We performed a limited level of verification based on our assurance methodology VeriSustain™[1], which is based on our professional experience, international assurance best practices including International Standard on Assurance Engagements 3000 (ISAE 3000) Revised* and GRI Principles for Defining Report Content and Quality. Our assurance engagement was planned and carried out during March 2021 – May 2021. The intended user of this assurance statement is the Management of Mindtree.

Responsibilities of the Management of Mindtree and the Assurance Provider

The Management has the sole responsibility for the preparation of the Report and are responsible for all information disclosed in the Report as well as the processes for collecting, analysing and reporting the information presented in the printed Report as well as maintaining the integrity of online versions of the Report and related references made to the Annual Report and website. In performing this assurance work, DNV's responsibility is to the Management of the Company; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of Mindtree.

We did not provide any services to Mindtree, which in our opinion, would have constituted a conflict of interest with this assurance work. Our assurance engagements are based on the assumption that the data and information provided by Mindtree to us as part of our review have been provided in good faith and free from misstatements. We were not involved in the preparation of any statement or data included in the Report except for this Assurance Statement. DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Assurance Statement.

Basis of our Opinion

As part of the assurance process, a multi-disciplinary team of sustainability and assurance specialists performed remote assessment through DNV remote assessment methodology and sampled the disclosures related to its material topics across key locations. We undertook the following activities:

- Reviewed the approach to stakeholder engagement and materiality determination process and the outcome as brought out in this Report.
- Reviewed the process of reporting on Organisational Profile, Strategy, Ethics and Integrity, Governance, Stakeholder Engagement and Reporting Practices based on GRI Standard 102: 2016.
- Reviewed the performance disclosure of identified material topics and related GRI Standards; that is, carried out a remote assessment of the processes for gathering and consolidating performance data related to identified material topics and, for a sample, checking the process of data consolidation to assess the Reliability and Accuracy of performance disclosures reported based on GRI Topic Specific Standards.
- Interviewed responsible personnel for management of sustainability issues and reviewed selected evidences to support issues disclosed in the Report.
- Considering the COVID-19 pandemic and related travel restrictions, we carried out remote assessments of Mindtree's operations to review the processes and systems for aggregating site-level sustainability information, that is, reviewed sustainability disclosures for selected sites, that is, Bengaluru (East and West campus), Bhubaneswar (Kalinga campus), Chennai, Pune and Hyderabad, and overall data aggregation and consolidation by the sustainability team at the Company's Corporate Office at Bengaluru.
- Reviewed draft and final sustainability report and presented a gap assessment report.

During the assurance process, we did not come across limitations to the scope of the agreed assurance engagement. The reported data on economic performance, expenditure towards Corporate Social Responsibility (CSR) activities, and other financial data are based on audited financial statements issued by the Company's statutory auditors.

Opinion and Observations

On the basis of the verification undertaken, nothing came to our attention to suggest that the Report does not properly describe Mindtree's sustainability performance for the reporting period including adherence to the GRI Principles for Defining Report Content and identified material topics for developing its sustainability disclosures**.** Without affecting our assurance opinion, we provide the following observations against the principles of VeriSustain and GRI reporting principles:

- GRI 201: Economic Performance 2016 – 201-1, 201-3, 201-4;
- GRI 203: Indirect Economic Impacts 2016 - 203-1, 203-2;
- GRI 204: Procurement Practices 2016 - 204-1;
- GRI 205: Anti-corruption 2016 – 205-1, 205-2;
- GRI 302: Energy 2016 – 302-1, 302-2, 302-3, 302-4;
- GRI 303: Water 2016 – 303-1, 303-3;
- GRI 305: Emissions 2016 – 305-1, 305-2, 305-3*, 305-4, 305-5, 305-6, 305-7;

[1] The VeriSustain protocol is available on www.dnv.com
* Assurance Engagements other than Audits or Reviews of Historical Financial Information.
Project No: PRJN-220186-2021-AST-IND

- GRI 306: Effluents and Waste 2016 – 306-1, 306-2, 306-3, 306-4;
- GRI 307: Environmental Compliance 2016 – 307-1;
- GRI 401: Employment 2016 – 401-1, 401-2, 401-3;
- GRI 403: Occupational Health and Safety 2018 – 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10;
- GRI 404: Training and Education 2016 – 404-1, 404-2, 404-3;
- GRI 405: Diversity and Equal Opportunity 2016 – 405-1, 405-2;
- GRI 406: Non-discrimination 2016 – 406-1;
- GRI 408: Child Labour 2016 – 408-1;
- GRI 409: Forced and Compulsory Labour – 409-1;
- GRI 413: Local Communities 2016 – 413-1, 413-2;
- GRI 419: Socioeconomic Compliance 2016 - 419-1.

*Scope 3 reported emissions are limited to categories identified as material by Mindtree.

Materiality

The Report explains the process of the materiality determination as adopted by Mindtree based on GRI's reporting principles. The material topics were reviewed by Mindtree's team considering the external environment and applicable sustainability reporting frameworks such as the Carbon Disclosure Project, UN Global Compact, Business Responsibility Report and National Voluntary Guidelines. The Report states that there were no significant changes in material topics during the reporting period. Nothing has come to our attention to believe that the materiality process has not missed out any known material topics based the current business of Mindtree and the overall sustainability context.

Stakeholder Inclusiveness

The Report articulates the application of GRI's principle of Stakeholder Inclusiveness and its key stakeholder engagement modes in the section 'Materiality and our stakeholders' of the Report, that is, Mindtree has adopted a process for identification and prioritization of its stakeholders for formal and informal engagements, based on impacts that an identified issue may have on the organization and its key stakeholders. It is suggested that the Report may bring out the key stakeholders' concerns as required by GRI Standards. Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Stakeholder Inclusiveness.

Responsiveness

The Report bring out the Company's responses to key material issues through organizational policies, strategies and management systems, including key performance indicators for the identified material topics based on identified GRI Standards. It is suggested that Mindtree may report full disclosures based on the chosen standards including disclosures related to water based on revised GRI 2018 standard. Nothing has come to our attention to believe that the Report does not meet the requirements related to the Principle of Responsiveness.

Reliability and Accuracy

Mindtree has developed a spreadsheet-based sustainability disclosure system to capture key sustainability disclosures across its reporting boundary. The majority of data and information verified by us were found to be fairly accurate and reliable. Some of the data inaccuracies identified during the verification process of the sample data sets verified were found to be attributable to transcription, interpretation and aggregation errors. The data inaccuracies have been communicated for correction, and the related disclosures were reviewed for correctness. Nothing has come to our attention to believe that the Report does not meet the principle of Reliability and Accuracy.

Completeness

The Report has articulated the scope and boundary of reporting based on the GRI Standards and the Principle of Completeness as defined in GRI 101: Foundation 2016; Mindtree may further strengthen its disclosures related to Human rights assessment and Supplier social assessment in future reporting periods. Nothing has come to our attention to suggest that the Report does not meet the Principle of Completeness with respect to the identified scope, that is, economic as global, and environmental and social performance limited to Indian operations as significant impacts have been reported to occur within India for the reporting period.

Neutrality

The Report brings out disclosures related to Mindtree's sustainability performance, including key concerns and challenges faced during the reporting period in a neutral tone in terms of content and presentation. Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Neutrality.

For DNV GL Business Assurance India Private Limited

Vadakepatth, Nandkumar Digitally signed by Vadakepatth, Nandkumar Date: 2021.05.24 11:02:06 +05'30'	Radhakrishnan, Kiran Digitally signed by Radhakrishnan, Kiran Date: 2021.05.24 10:53:21 +05'30'
Vadakepatth Nandkumar Lead Verifier DNV GL Business Assurance India Private Limited, India.	Kiran Radhakrishnan Assurance Reviewer DNV GL Business Assurance India Private Limited, India.

24th May 2021, Bengaluru, India.

DNV GL Business Assurance India Private Limited is part of DNV – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. www.dnv.com

Project No: PRJN-220186-2021-AST-IND

Glossary of acronyms

Acronym	Expansion	Acronym	Expansion
AGM	Annual General Meeting	HFC	Hydro Flouro Carbon
AI	Artificial Intelligence	IIRC	International Integrated Reporting Council
APAC	Asia Pacific	IOT	Internet of Things
AR	Annual Report	IR	Integrated Report
ASSOCHAM	The Associated Chambers of Commerce and Industry of India	IT	Information Technology
BRR	Business Responsibility Report	KG	Kilogram
C1-C9	Levels at Mindtree	KL	Kilo Litres
CAGR	Compound Annual Growth Rate	KWH	Kilowatt-hour
CDP	Carbon Disclosure Project	LED	Light-Emitting Diode
CEO	Chief Executive Officer	LPG	Liquid Petroleum Gas
CO2e	Carbon Dioxide equivalent	MD	Managing Director
COO	Chief Operating Officer	NGO	Non-Governmental Organization
COP	Communication of Progress	NO_x	Oxides of Nitrogen
COVID-19	19 Coronavirus Disease of 2019	NVG-SEERB	National Voluntary Guidelines on Social, Environmental and Economic Responsibility of Business
CPO	Chief People Officer	OEM	Original Equipment Manufacturer
CSR	Corporate Social Responsibility	OHSAS	Occupational Health & Safety Assessment Sequence
DG	Diesel Generator	PPE	Personal Protective Equipment
D&I	Diversity & Inclusion	PwD	People with Disabilities
EES	Economic, Environmental and Social	ROW	Rest Of World
EHS	Environmental, Health & Safety	SDG	Sustainable Developmental Goal
ERM	Enterprise Risk Management	SEBI	Securities and Exchange Board of India
ESG	Environmental, Social and Governance	SPM	Suspended Particulate Matter
EVA	Economic Value Added	STP	Sewage Treatment Plant
FY	Financial Year	UNGC	United Nations Global Compact
GHG	Green House Gases	UPS	Uninterruptible Power Supply/Source
GRI	Global Reporting Initiative	WFH	Work From Home

Mindtree, Global Village, RVCE Post,
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Online report

https://www.mindtree.com/sustainability-report

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We welcome any feedback
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