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Mphasis
The Next Applied

29 June 2020

The Manager
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street, MUMBAI -400 001

The Manager
National Stock Exchange of India Limited
Exchange Plaza, Plot No.C/1, G Block,
Bandra-Kurla Complex, Bandra (E),
Mumbai – 400 051

Dear Sir,

Sub:- Business Responsibility Report for the year ended 31 March 2020

We refer to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations) and enclose the Business Responsibility Report under Regulation 34(2)(f) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 for year ended 31 March 2020.

We request you to kindly take the above on record as per the provisions of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Thanking You,

Yours faithfully,

For Mphasis Limited

DocuSigned by:
Subramanian Narayan
864FB8DBFAE44A7...

Mphasis Limited BANGALORE

Subramanian Narayan
Vice President and Company Secretary

Encl: As above

DS

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CIN: L30007KA1992PLC025294

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Mphasis Ltd.

Business Responsibility Report

FY 2019-20

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From the CEO Desk



Dear Shareholders,

Before I begin, I would like to thank you for your continued interest and investment in Mphasis.

I am truly grateful for the opportunity of presenting the annual Business Responsibility Report of your Company this year as well. As mentioned in the past year, we are reporting our policies and performance across the nine principles of National Voluntary Guidelines issued by the Ministry of Corporate Affairs, Government of India. This disclosure reaffirms our spirit of a responsible corporate by adhering to the mandatory requirements as well as incorporate best-in-class elements of transparency in our business. We are relentlessly working on improving our disclosures by incorporating newer elements and sharing a comprehensive business responsibility report.

Our 'Growth' Mantra is Growth that is 'Consistent', 'Competitive', 'Profitable' and 'Responsible'. This is our guiding principle as well as business strategy. Publishing this report has enabled a suite of management frameworks and governance systems aligned with our business processes that help us achieve our business objectives in a responsible manner. This report provides an insight into how business responsibility is ingrained to your Company's culture.

All of us are going through some extraordinary times due to the unprecedented Covid 19 pandemic situation. However, safety, health and wellbeing of our employees and families is paramount to us. The leadership team continuously assess and appropriately respond to the crisis as it evolves, to adjusting our operations. As always, we operate in accordance with guidance from local government and public health authorities across the globe. We have put in place many virus-mitigating actions which result in a reduction of potential transmission like:

- Sanitized work environment
    - Further enhancement of cleaning protocols in all areas to ensure the highest cleanliness and sanitary conditions.
    - Introduction of supplementary hygiene measures across all locations, including the introduction of additional hydroalcoholic gel dispensers.
- Social distancing
    - Work from home (WfH) where applicable (wherever clients have permitted). Majority of our employees have been provided with laptops and connectivity.
    - Doubling cabs: Where there were five passengers per cab, that has been reduced to 2-3 to ensure safe distance.
    - Additional space availability: With all support and delivery teams working from home, the freed up real estate is being used to spread out employees in safe distance.
- Sheltering
    - In certain cities where there are challenges for employees residing in Paying Guest accommodations and have been asked to vacate; we are providing alternate accommodation. So, employees do not have to travel back home, as by travelling you put yourself, and your near and dear ones at risk.

We have extensive online collaboration capabilities for all employees to communicate with each other and with clients. We are working tirelessly to help everyone stay safe while at the same time continuing to serve our customers. When we come out on the other side of this situation, we will no doubt be held in good stead for having displayed this approach.

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Moving on to Corporate Social Responsibility, which has been an integral part of our efforts to be a responsible business. Our social programs are executed via the Company's Philanthropic arm, Mphasis F1 Foundation in partnership with external implementation partners. The key objective of our CSR programs has been to work for socially excluded and economically disadvantaged groups through innovative models and technology-based solutions.

Our CSR programs broadly focus on improvement in learning outcomes, promotion of rural entrepreneurship, promotion of accessibility for persons with disabilities, inclusion of underserved communities, applied research to solve for social problems, and incubation /acceleration support for social startups. The singular focus in all our community initiatives has been to bring about long term, sustainable social outcomes. Towards this, we try to build in sustainability into project design itself and work with the communities long enough till the interventions are assimilated well and sustained for the long term.

While direct interventions with communities are critical, we also keenly realize that indirect interventions can be just as effective and can have large multiplier effects. We achieve this through our focus on social entrepreneurship as well as applied research projects through academia. We realize the incredible promise that social entrepreneurs hold for positive social outcomes and have incubated more than 25 social startups this financial year- allowing them to refine their operating models, go to market, and scale. We also realize the critical role that applied research can play in developing novel ways of addressing critical social issues, and accordingly have partnerships with academic institutions like IIIT B, IIM B and Plaksha University in place.

Some of our flagship programs include:

- Founding partner for Plaksha University, a pioneering initiative to revolutionize engineering education in the Country, focusing on interdisciplinary learning, innovation and entrepreneurship.
- Institutionalized wheelchair accessible vehicle transportation services – UberAccess- for persons with disabilities in partnership with Uber in Bangalore; more than 17000 trips facilitated for around 4500 users thus far.
- Focusing on improving English language outcomes in more than 40 government schools benefiting more than 6000 students. Third party impact evaluation suggest considerable improvement over similar schools with no such intervention.
- Established Cognitive Computing Centre of Excellence at IIIT Bangalore to focus on applied research using cognitive computing to solve for social problems.

Through these unprecedented times of COVID 19, Your company has been actively contributing to support vulnerable groups and communities. Mphasis is proud to have set up the Covid Helpdesk – ApthaMitra for Government of Karnataka in record time. Your company had over 150 medical professions working across shifts to respond to calls that come to the 104 Covid helpline. We are also working closely with all stakeholders – NGOs, government, academia - to ensure we are making optimal and effective contributions at multiple levels. We will be exploring immediate relief opportunities for health workers, providing support to vulnerable communities and supporting technology projects that can complement on ground relief efforts.

I request you to look at the full Business Responsibility report that is available in the next few pages; that covers other aspects such as - Employee Engagement at Mphasis, Corporate Governance at Mphasis, Environmental Sustainability, Quality Management and delivery, Customer satisfaction and value creation, et al among others. Do share any feedback, recommendations or views you may have on this.

I hope you find this report helpful in furthering your understanding of your Company’s sustainability practices.

Best regards,

Nitin Rakesh

CEO and Executive Director

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Business Responsibility at Mphasis

Our strategic vision is Growth - Growth along the four key vectors namely, Consistent, Competitive, Profitable and Responsible. We have made great progress on all 4Gs of Growth, which has resonated extremely well with the market. Our clients responded positively to our message of customer centric transformation with the application of Front2Back™ (F2B), powered by X2C2™. Most remarkably, we demonstrated that we have a unique combination of domain and technology solutions.



Figure 1: Our Vision - The four G's of Growth

What business responsibility means to us?

Empowering our people
We empower our employees by providing opportunities to channel their creativity, abilities and skills towards achieving their professional and personal goals.

Customer centric innovation
We continuously strive to create cutting edge digital solutions through hyper-specialized approaches and deep customer relationships, service delivery improvement, increased customer value and future-proofing our solutions to meet evolving needs and expectations.

Promoting environmental sustainability
We are committed to conducting our business activities in an environmentally responsible manner and we focus on reducing our environmental footprint across the value chain.

Caring for communities
We are focused on supporting innovative programs in education, livelihoods and inclusion through our CSR initiatives, delivered through Mphasis F1 foundation.

Being transparent and accountable
We have deployed systems, policies and governance mechanisms to ensure responsible business practices across our operations and value chain.

Connecting with stakeholders
We have established management systems to drive our processes and build trust in order to engage efficiently with our stakeholder

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Awards

2020HW Tech 100 Mortgage Winner

Mphasis Digital Risk bags the esteemed "2020 HW Tech 100 Mortgage Winner" Award

Rotary Karnataka CSR Award

Mphasis Wins Rotary Karnataka CSR Award 2020

Mphasis Certified as Great Place to Work

Great Place to Work Certified Company

Mphasis CEO Nitin Rakesh of the first 250 CEO signatories of the Valuable 500

The Valuable 500

Ms. Veda Iyer, Global CMO & Head Sales, APAC, 'Women in Tech' leader/Innovator/Disruptor of the year category

Women Leadership Influencer Award 2020

Mphasis CFO V Suryanarayanan recognised with the CFO India's League of Excellence 2020 awards

League of Excellence 2020

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Customer Centricity at Mphasis

Nothing is more important to our business than maintaining the confidence that customers have in our services. We are aware that our position as a leading service provider in an industry, characterized by disruption, transformation and modernization, is a product of our constant desire to power solutions through new gen technologies and innovation.

Mphasis enables customers to reimagine their digital future by applying a distinctive formula of integrated cloud and cognitive technology.

A leading applied technology services company, Mphasis stands tall on the edge of NEXT and positive disruption. With our agile business processes and innovations, we anticipate the future of applied technology, predict tomorrow's trends to keep our clients at the summit in an ever-changing marketplace. Leading with architecture and design, our next-gen solutions enable enterprises to accelerate on their digital transformation journey.

Modernization: Based on our Front2Back™ (F2B) methodology, focuses on delivering the business benefits that would come from a modern platform with rich next-gen technology, while shrinking and wrapping legacy logic.

DevOps: An integrated DevOps and Agile Framework accelerates solution deployment securely, delivers business value at speed, and ensures faster time to market. Our DevOps goes beyond tool-based solutions to breakdown silos between development and operations teams.

Application Management Services: Integrated, cognitive, automated Application Management Services leverages NextSTEP™ and follows a continuous evolution based iterative transformation approach to deliver business value.

Data Analytics and AI: Focuses on data migration and integration, preparation and organization of the data, and analyzing the prepared data for downstream system.

Next-Gen Application Development: Moves enterprises from a 'big-ball-of-mud' enterprise to a product enterprise, and ultimately to a platform enterprise. Through unparalleled user-centric design and experience, we create an 'innovation-by-default' culture through AI-driven experience platforms, IPs and accelerators with a breakneck speed of development.

Enterprise Automation: Integrates structured and unstructured data through the use of machine earning, natural language processing, robotic automation and other techniques to redefine automation across the organization.

Cyber Security: A portfolio of services designed to secure clients' digital journey. Securing the broader company philosophy of bringing 'T' back into IT, our Cyber Security offering aims to solve complex security challenges using latest and proven technology.

Infrastructure Management Services: A full-stack infrastructure management and transformation services for our clients based on AI and cognitive powered service delivery platform, InfraGenie™. It helps achieve standardization, efficiency, reliability and predictability in their infrastructure operations

Customer centricity is foundational to Mphasis and is reflected in the Mphasis' Front2Back™ transformation - an architecture-centric approach that harnesses the power of cognitive technologies and rich data resident in enterprises, using our industry-specific $X2C^2$™ framework. Our Service Transformation approach helps 'shrink the core' through the application of digital technologies across legacy environments. This enables clients to stay ahead in a changing world using our advantages of domain expertise, speed, innovation and specialization.

Our ability to deliver quality to the clients is a result of four key elements:

- Deep client relationships
- Critical scale and agility
- Engineering DNA
- Deep domain experience

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Quality Management and Delivery

Our customer relationship management is process driven and is laser focused on increasing customer value. we have established a robust mechanism to gather customer feedback as we believe customer centricity is vital to our business and enables us to be a partner of choice. We continuously strive to improve our service delivery and meet the customer evolving needs and expectations. Our enterprise wide quality management program consistently keeps track of our service delivery quality and is based on leading industry standards - ISO 9001:2015, ISO 13485:2016 and SEI CMMI v1.3 Integrated Dev and SVC at maturity level 5. The Quality Management System (QMS) implemented as SPEED (Single Path to Effective and Efficient Delivery) covers services delivery functions as well as supporting functions across all Mphasis facilities in India.

Mphasis has established the following service delivery excellence framework to promote operational and delivery excellence:

Solution Risk Review: Our dedicated function established to review the solutions and 'De-risk' them at the pursuit stage and minimize risk of project turning red at 'execution stage'.

Contract Review: We review the contracts to ensure compliance with customer commitments/contract clauses, identify gaps if any and/or risks in being compliant and work to timely mitigate.

Pre-Kick-off workshop/Boot camps: We engage in workshops with customers prior to formal kick-off of a project. The main objective is to check project planning, risks and their mitigation, identify best practices, tools and reusable components upfront and acts as a preparatory phase to minimize issues during project execution.

Project Management Reviews: This system has been put in place to arrest Red projects early, bring synergy on focus to execute and add value to delivery teams.

Deep Dive Process/GTG: This process is conducted on red projects within 3 days of identification to prepare Go to Green (GTG) plans. The target is to recover red/amber projects back to green as quickly as possible but within 8 weeks.

Productivity improvement: It is important to identify, bring visibility and enable leverage through the adoption of tools, reuse, automation, innovation and NextStep for projects to improve their productivity.

Health Checks: Focused project governance through project and process health checks, early alerts, audits, final inspection of deliverables are carried out in these checks. Monthly management reviews from delivery dashboard for specific Lines of Business (LOB) within an account, covering all milestones/deliverable/service levels committed. Operational excellence is covered through talent management, learning & development, optimizing of resources and infrastructure.

Delivery Excellence

SPEED (Single Path for Effective and Efficient Delivery) is Mphasis defined Quality Management System (QMS) to manage the service delivery built on different Life Cycle models like Agile Development, Software Engineering Waterfall model, Application Operation & Support, Application testing, Infrastructure service delivery and Business process services delivery. SPEED enables the leaders, program and project managers, delivery, and project teams to provide consistent Delivery excellence and customer satisfaction. It is aligned to Industry standards and methodologies of CMMI, ISO and ITIL. These processes are tailored and deployed based on the project specific or client-specific requirements.

Project Governance: Includes following activities

- **Process In-phase or Health check (PIC):** Process performance of the project is quantified, assigned Green / Yellow / Red colors to indicate how well the project is complying to the defined process
- **Project Health Index (PHI):** Quantifies the health of the project, considers all the relevant aspects of project execution. Assigned Green / Yellow / Red colors to indicate the project's health
- **Quality Maturity Index (QMI):** Quality Maturity Index indicates the richness of the process and the consistency with which it is applied in projects throughout the account. Assigned Green/Yellow/Red colors to indicate the Account Maturity
- **Early Warning:** These alerts are mainly focused to highlight and bring attention with respect to project scope changes, quality of deliverables, process non-compliances, Deliverables/Milestone/SLA/schedule slippages, customer dis-satisfaction, cost over-run. This helps the Delivery

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leadership team to act for early resolution and prevent red projects.

- **MMRs:** Monthly Review of Project performance with Senior Delivery Leadership. Review are done for the project performance w.r.t Project Metrics, SLA Adherence, Project Health, Process Health, Early Warning Alerts, Client Satisfaction Survey score, Attrition, Customer complaints

MPPM (Mphasis Project and Portfolio Management system) is a workflow-based tool configured with project management processes that helps Project Managers to plan, monitor and manage their projects. It provides:

- Support for overall Project Governance
- Enforce process controls through workflows
- Project planning and monitoring capabilities
- Real-time visibility and control over project processes, metrics, risks and dependencies
- Unified view of Project data through integrated dashboards
- Alerts and notifications to take proactive actions

Remote Working Rigor:

Weekly Pulse Check tool

- A Power App based tool which Delivery Managers use weekly to rate 12 key parameters related to Delivery health, BCP robustness and remote working best practices.
- Quick pulse-check view obtained on the ground from DMs on weekly basis, also a mechanism for the Delivery team to alert Senior management on key issues seeking help
- Executive summary dashboard view to Senior Leaders (CEO, LT1) aggregated for Red items at channels/services & a summary view to define? on their respective portfolios
- Delivery Leaders get a bird's eye view on various parameters as well as Red item views to address and mitigate risks in those, weekly governance on the Red parameters

Digital Dashboard

- Dashboard to provide single view for Mphasis and Client team using the real time data from the client tools such as JIRA / SNOW / HP-ALM etc.
- A Client APP, deployed in the client environment with all the required connectors to the standard tools, available on Mobile/Tablet/Desktop
- Multiple levels of views for different client stakeholders with aggregated, drill down and trend views across various type of programs
- This will provide a Digital view of projects with real time data, instead of running around for the project status data across multiple sources.

Alerts Dashboard

- One stop view for all the critical alerts which needs attention from the senior management, dashboard views in Mobile/Tablet/Desktop
- Provides mechanism to raise early alerts from GDAL / ODPs, which can be alerted to CEO/LT1s for timely executive governance
- It includes Customer escalations, Low CSAT, SLA Misses, Red Programs, Risky Programs and Outages
- Open Alerts from various areas will be available for consumption at different management levels

Customer Satisfaction and Value Creation

We typically carry out two types of surveys to ensure that we exceed the expectations of all our stakeholders. They are:

1. Operational survey - covering the stakeholders from Client Operations Team, with whom day to day interactions are done.

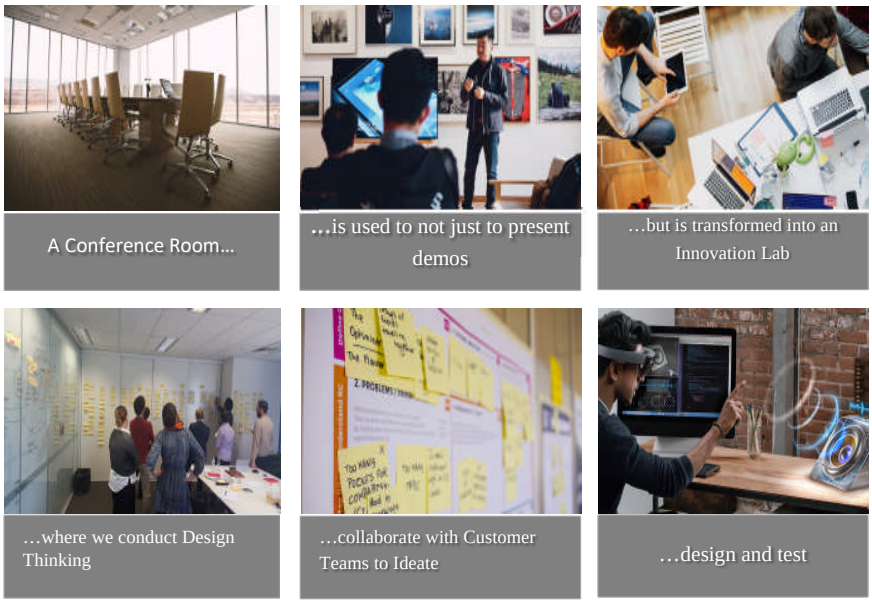
2. Strategic survey - Covers the strategic stakeholders from client's senior management team.

These surveys are conducted once in 6 months. The feedback score is measured on a scale of 1 to 5, lowest being 1 and highest being 5. As part of the survey, if the score is less than 4.5, we further initiate service improvement plan to address the concerns raised by the customers

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Mphasis has been at the forefront of customer experience initiatives during FY 19-20 which include:

Customer Experience Centre (CEC) in a Box- Mphasis' Customer Experience Center (CEC)-in-a-box is an innovative concept that showcases our latest digital capabilities and enables us to collaborate and co-innovate with clients. Demonstrations, design thinking workshops and rapid prototyping and testing can be undertaken without any location constraints.



Customer Experience Centre (CEC) in a Box – An illustration

- **Virtual Inauguration of Development Center** – With the use of Digital technology, Mphasis has enabled their client CXO's (Chief Experience Officer) to virtually inaugurate its Offshore Development Centers in India.
- **Innovation Applied** – Mphasis hosted 'Innovation Applied' event in France which was attended by 25 clients and 9 partners.

Architecture Summit Mphasis hosted its first 'Architecture Summit' for one of the largest logistics players in the world. The summit focused on the solution roadmap and technical architecture for its key platforms.



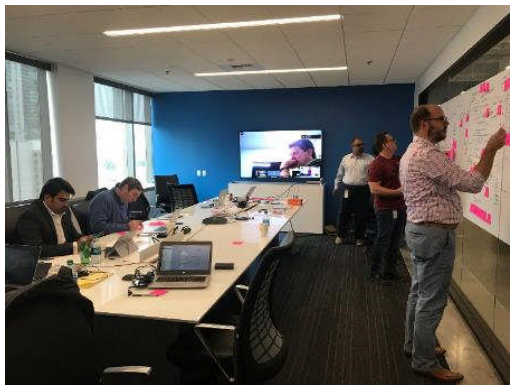
Snapshots from our 'Architecture Summit'

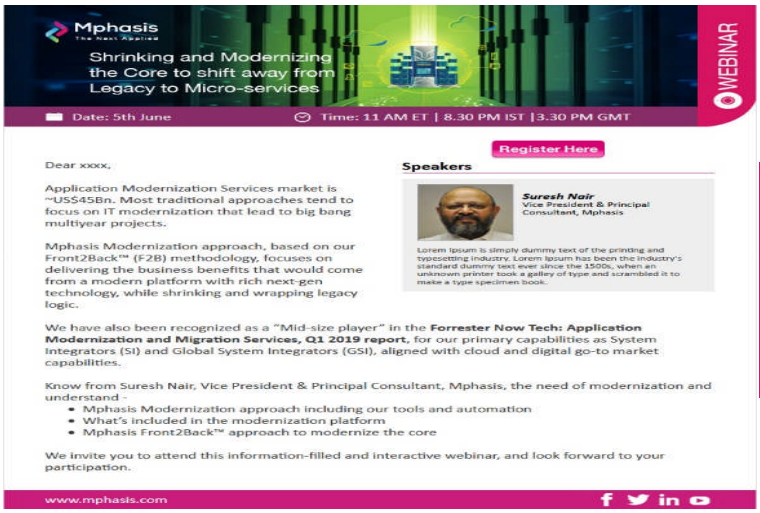
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Account Based Marketing **-** In keeping with our focus on hyper personalization we also had several touch points with the strategic clients.

Design Thinking workshops where we worked with the clients to develop solutions for challenges they were facing.

Hackathons were another key initiative that we scheduled with leading clients both in the US and in Europe.





Webinars: To build awareness and share details of our new offerings we ran a series of Webinars for our clients and prospects



Glimpses from the Sparkle Program

Sparkle Program
It is an umbrella program, which hosts various events organized for our clients under the sponsorship of client CXOs. The objective of SPARKLE Program is to build Thought Leadership, increase brand awareness, enhance recall value and open new business avenues or expand existing ones. Mphasis organized sparkle day at one of the largest American banks during the reporting period. This event showcased our recent innovations along with expert discussion and TED Talks.

Lunch and Learn /Brown Bag Sessions – Based on a client need, we set up sessions with experts from the Industry as well as Mphasis SME's to host these sessions. This helped clients understand that Mphasis point of view was in sync with that of the industry experts.

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Delivering value and creating impact

We are constantly striving to deliver enhanced value to our clients through customized solutions to address challenges our clients face. A few instances where our services have led to significant positive impact are highlighted below.

Employing Robotic Process Automation to Reduce Turnaround Time for a Global Insurance Firm

Challenge: A large back-office team was manually reviewing cases and making decisions to log or renew quotes for the insurance carrier's customers. This approach resulted in errors and increased response times. The client sought to reduce turnaround time significantly, improve accuracy, and drive cost reduction.

Mphasis solution: The Mphasis Robotic Process Automation (RPA) team, deployed a desktop automation solution was designed to club manual steps together so that we could get as close to complete straight-through processing as possible. The benefits to the client were:

- Automation of processes after simplification and streamlining led to 55 percent full-time equivalent (FTE) reduction along with improved accuracy and error reduction
- Improvement in cycle times and reduction in turnaround time by 80-90 percent
- Simplification of agent operations enabled new agents to be more productive and reduced training time
- Consolidation of process steps and interfaces to minimize human effort

Reducing Time to Market through Automation and Site Reliability Engineering (SRE) for a Leading Energy Firm

Challenge: High manual errors and increasing costs hampered the productivity of the client. A detailed analysis revealed that the following issues needed to be addressed on priority.

- Ineffective tools/process integration between software development and IT operations
- Extended time for provisioning and deployments, leading to lengthy time to market
- Lack of standardized processes and tools, and minimal automation

Mphasis Solution: We leveraged our expertise in program management, architecture, cloud, and Agile and DevOps to address client challenges. From execution in Agile mode to monitoring and test automation; we partnered with the client to enhance infrastructure provisioning and automation. The project included the automated deployment for AWS cloud environments and segregation of various environments (INT, SQE, PPR, and production). We also supported the client in capacity management implementation, service cost monitoring and enhancement of root-cause analysis through site reliability engineering (SRE) practices. The benefits to the client were:

- Reduced deployment time from days to minutes through push button deployment
- Minimized costs by 23 percent across delivery and reduced deficits by 34%
- Improved speed to market by 58 percent
- Supported four AWS regions for geo-distributed and automated deployments.

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Supporting the Start-Up Ecosystem

- **Sparkle:** Sparkle Innovation Ecosystem is a contextual innovation program at Mphasis, designed to curate, apply and deliver new and disruptive technologies to address specific business challenges of our enterprise clients. Sparkle brings together incubators, accelerators, VCs, academicians, from across the world, as well as in-house research labs and bespoke solution studios, that help clients reimagine their technology roadmap, apply innovation at scale, faster at lower risk.

  Sparkle co-creates a structured, yet flexible process to systematically understand client needs, provide immersive experiences designed to accelerate meaningful results through interactive 'Sparkle Days' sessions. This combines design thinking, process mining, solution strategy and rapid prototyping converge to help a client arrive at solutions to their most complex problems in a fraction of the time it takes them otherwise. This innovation process promotes ambitious experimentation with innovation in a controlled environment, guided by business objectives, and without the costs and risks for our clients.

  Though Sparkle was launched recently, we have begun to see great traction amongst various constituents for this program - including clients looking for innovative solutions, as well as Mphasis internal solution teams looking to 'sparkle up' their solution stacks; Sparkle has so far curated and built a database of over 700 relevant startups and are implementing a formal 'Innovation Partner Relationship Management' process to build and nurture a robust innovation partner ecosystem.

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Employee Engagement at Mphasis

We at Mphasis recognize the importance of providing an atmosphere of mutual trust and support to our employees. For creating a diverse workforce, retaining talent, providing recognition and keeping our employees motivated, we have undertaken various initiatives to implement an effective employee engagement and well-being strategy. The idea behind each event and initiative is to cater to the holistic development of our employees.

Flagship Events

Pillars: Pillars is Mphasis longevity program to celebrate the commitment & hard work of those Mphasian's who have been with the Organization for more than a decade (Mphasians who have completed 10, 15 & 20 years in Mphasis). Through this program, we have felicitated around 5000 tenured employees since its inception. In India, we invite the employees along with their family members for the event.

Bring Your Child to Work: To encourage our employees, we have instituted this special program where children of our employees are invited to the office/workplace for a day full of fun and learning. The purpose of the program is to convert a child's imagination of their parent's workplace into a reality. It is a day we dedicate to the children and ensure they have lots of fun and learning activities. Children between the age group of 4 years –15 years can attend this program & on an average 1,200 – 1,400 kids participate in this event every year.

Mphiesta : Mphiesta is a Fun Carnival with lot of fun activities and games for our employees. We set-up game stalls, conduct games with master of ceremony, fun activities and DJ. On an average 3,000 – 5,000 employees participate in this event every year.

Up Your Game: We organize an indoor sports tournament comprising of Carrom, Table Tennis & Chess. This initiative is taken to keep our workforce agile and healthy. This event is conducted across all major offshore locations & approximately 750 – 800 employees participate in this tournament every year.

Engaging with Our Employees

Quarterly Financial Wellness sessions - Quarterly Financial Wellness sessions are conducted every quarter on selected topics through webinar and a recording link is shared with all employees who cannot join the webinar. Topics covered in the last year include Filing Tax Returns, Financial Planning, Managing Loans, Provident Fund & National Pension Scheme & around 750 employees participated in these webinars.



Mphasis On Air (MOA) – Mphasis On Air radio plays every Friday at 4 PM IST. Company updates & other updates are shared via this program across all offshore locations.

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Hackathon: Hackathons boost creative thinking, foster a solution mindset and spark experimentation. Mphasis Hackathons commend fresh thinking and inspire innovation and digital thinking. Till date, we have organized hackathons on varied themes such as Cloud, Data Analytics, Cognitive solutions, AI, ML, Chatbots, RPA, Application Support, Application maintenance, Test Automation, Infrastructure Automation, Test Automation tool, NLP etc. Average participation for each event is approximately 200 employees. Hackathons in Mphasis are conducted in collaboration with top technology companies around the world including Google Cloud, Automation Anywhere, AWS etc.

My Story: My Story recognizes an employee's interests & passion outside of work and values each employee as a unique individual (Passions, Hobbies, Interests, Talent etc.). My Story not only highlights an individual's achievement, but also encourages fellow employees to pursue their dreams and make it happen!

Christmas Celebration: Christmas celebration in US & UK office involves Office decoration, ethnic wear, fun activities & engagement followed by snacks & high tea.

The NeXt Store: This is an exclusive online merchandise store available only to Mphasis employees. Employees can browse & buy Mphasis branded merchandise on the portal. These include products like apparel, bags, personal accessories, stationery and desktop products.

Shutter Bugs: This is a photographers' club for digital photography enthusiasts. It's a platform to connect photography enthusiasts with other digital photographers (both amateur and professional), share photos and stories, get critiqued, and discuss photography techniques and gears.

Mprivilege: These are special discounts and offers on entertainment, fine dining, health & wellness, travel & holiday, shopping and much more which can be availed by our employees by simply displaying their company identity card.

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Rewards & Recognition

Every year at Mphasis, we organize an Annual Rewards and Recognition Program for recognizing stellar performance and rewarding our heroes. The R&R program at Mphasis is called “The Spirit of Winning”. We have monthly, quarterly and annual rewards and recognition programs that awards employees who have made exceptional contribution to the organization and more importantly given recognition for their hard work. The ACE event is conducted in exotic locations (Pattaya, Dubai, Phuket), 2N3D experience with lot of engagement activities and a Gala dinner where the winners were felicitated in the presence of senior leaders.



Training & Development

We have designed and developed a web-based system called "Talent Next” as the bedrock of our Talent development initiatives. This system is built as a one-stop destination for all talent development initiatives. Curated and graded courses aligned with the immediate and upcoming business requirements are hosted on Talent Next and are available to learners either directly for self-assignment (aspirational learning) or through nomination by the manager (business critical skill building). Powered by cognition, the system recommends skills to learners - factoring the learning history, current role of the learners and job description.

Learning paths are laid down for every job role making it easier for stakeholders to define the skill-building roadmaps. Every learner gets a unique Talent Next experience due to hyper-personalization. An immersive learning ecosystem, it supports all facets of skill building - Learning (Digital/Virtual Instructor Led Training/Blended), Hands-on (Practice), benchmarking of learning by certifications (internal & external). Beyond talent development, the objective is deployment thereby providing an accelerated growth path to the learner.

The entire initiative is driven in an Agile model (Sprints) and elements of gamification make learning engaging and foster a culture of competitive learning. All associates have access to a digital learning platform. This platform hosts over 12,000 courses in Leadership Development, Compliance, Technology Development & certification, Business skills, etc.



Employee Wellness Initiatives

Physical Wellness: Zoojoobe is our wellness platform that helps employees to form healthy habits in a fun & easy way. It’s a gamified app which helps employees to take up health challenges and set reminders on their mobile. They can create

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groups to motivate/challenge each other to stay fit. They can also access resources like articles, webinar recordings, mindfulness sessions, group forums on this platform. They also earn points through healthy habits and are rewarded.

In addition to this, to ensure good health of our employees, we organized various webinars in FY 19-20 on topics concerning health like Simple Ways to Eat Healthy Every day, Meditation at Work, World health day special: Importance of a healthy lifestyle, Chair Yoga, Acupressure Techniques for Instant Relaxation, Habits for a successful professional life, Key Tips to an Impactful Presentation, How to stay positive and motivated at work, setting Health Goals for 2020, Boosting Mental Wellbeing Through Creativity, Managing Difficult Emotions, Super Seeds and Nuts to include in your Diet, The Psychology of Happiness etc.

Mental Wellness

We have a "**Reach Us**" service in place to ensure mental well-being of our employees. Reach Us is a confidential counseling service which equips our employees to meet their life's challenges better in a safe and secure environment. Employee counseling services are provided free of cost and open to all Mphasis employees across India. Employees can schedule their counselling appointment through their handheld mobile device. Access to article, Online dietician support, HRA, online counselling etc.

We offer 3 modes of counselling services to our employees.



E-Counselling



Telephone Counselling



Face-to-face counselling

- **E-Counseling:** Interact with a counsellor through secure web-based messaging.
- **Telephone Counselling:** Speak to a counsellor on the telephone with prior appointment. 24/7 services through toll free number.
- **Face-to-face counselling:** Meet a counselor in person with prior appointment



Online resources available on the 1to1help portal include-

- Self-help Library
- Assessment Tools (Health Risk Assessment, BMI calculator etc.)
- Discussion Group
- Chat with coach /counsellor/Dietician
- Wellness Coaching
- Exclusive Articles

Promoting Diversity and Inclusion

At Mphasis, we understand that everyone is unique and the diverse background that they come from adds to the plethora of point of views and experiences that our employees bring to the table. It is this philosophy of embracing difference and ensuring that we respect and treat all with dignity, that has led to Mphasis being an equal opportunity employer.

We realize that to stay current and relevant, it is important to move with changing times. Hence at Mphasis policies are regularly looked at and revamped as per the changing needs.

Our additions to the policy on leaves includes -
1) Adoption Leave for Single Parent - 3 Months/12 Weeks, Work From Home.

2) Paternity Leave - Paternity Leave can be availed by male employees for a maximum of 10 days in

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their tenure and for a maximum of 2 children (ie, 5 days per child)

3) Fertility Treatment Leave - 2 Weeks/14 Days

4) Gender Reassignment Leave - 30 Days

Focused effort on hiring more women employees

The Leadership at Mphasis has taken a conscious and committed call to ensure that more women employees are hired at all levels. Focused efforts to maintain an equal ratio are constantly made through strategic planning and implementation.

With this endeavor, we have covered 105 recruiters and 121 panelists. Mphasis aims at ensuring a better equipped and diverse group of internal stakeholders to undertake the interview process for prospective employees including women and Persons with Disabilities.

Providing a safe workplace

We are committed to providing a safe work environment to all employees and contractual work force. Mandatory safety related trainings are assigned at regular intervals on areas like fire safety, office safety and emergency preparedness.

Quarterly workshops are also organized on relevant themes like diabetes, heart disease, obesity, smoking cessation, women health etc. We supplement this with 'Health talk' sessions and video bites from renowned doctors and medical practitioners.

Every six months a mock evacuation & fire drill is conducted by an external agency across all our facilities in India. Specialized role-based safety training is also conducted for personnel in specialized roles. These trainings include chemical safety training for HK Janitors, electrical safety training for EM staff, emergency response training for ERT members, first aid training, basic life support training (CPR) etc.

1,300 employees (including permanent employees, permanent women employees, casual/ temporary/ contractual employees, Employees with disabilities) have been provided with 40 hours of safety training in the FY19-20.

Integrated circuit

Mphasis has launched an exclusive program for our top executives with a special focus on our women employees and clients. The program provides them a platform to share their journey and learn from each other's experiences.

Disability Initiatives

Special training programs have been designed and executed from a Diversity and Inclusion standpoint, such as recruiter sensitization training for hiring of persons with disability which focused on the finer details that needs to be kept in mind while hiring persons with disability.

Further, we have implemented an Open-Door Policy to ensure we have an open communication channel between our people and the higher leadership to discuss any ideas, issues, concerns or questions. This has promoted a culture of collaboration and transparency.

Further initiatives that we have been working on include creating an 'Alumni Club' to promote a second career for women as well have actively participated in recruitment drives to include more second career women into the organization. We have also designed programs to improve Career progression including job rotation.

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Environmental Sustainability at Mphasis

We have developed various strategies and initiatives to address global environmental issues such as climate change and global warming. We are mindful of our responsibility towards the natural environment and are committed to minimise the impact of our businesses on the environment.

EHS Management System

We have a dedicated Environmental, Health and Safety (EHS) policy in place, which addresses the EHS related concerns involved with our business operations. The policy also helps in bringing EHS awareness.

Our EHS Policy addresses the concerns related to the environment through the following commitments outlined in the policy:

- Meeting all the environment related compliance requirements (like hazardous waste annual returns, environmental audit statement, battery returns and E-waste returns) across our business locations in the country in a timely manner.
- Enhance sustainability initiatives to reduce company's carbon footprint and thereby continuously monitoring the carbon data.
- Conserve natural resources by minimizing usage, reusing and recycling material and by purchasing recycled material.
- Ensure the optimum consumption of energy throughout our business, including conserving energy, improving energy efficiency by use of energy efficient devices and giving preference to renewable over non-renewable energy sources wherever feasible.
- Strive to prevent pollution and to minimize the environmental impacts.
- Educate our suppliers to operate consistently with our Supplier Code of Conduct and applicable Environmental standards.
- Set targets for continuous improvements on Environmental performance indicators and report our performance to our stakeholders.

Salient features of our environmental, health & safety practices

- Collating the EHS data from PAN India facilities such as energy consumption, paper consumption, transportation distance, waste inventory, water consumption etc. on monthly basis in order to assess the data and for preparing quarterly report on the same.
- Organizing EHS activities such as health checkups & awareness camps, wellness camps and health sessions across PAN India facilities.
- Organizing First aid training, Fire safety training, Chemical safety training across PAN India facilities.
- Organizing Environmental awareness events and circulating the relevant communications
- Providing necessary support for external EHS audits and participating in various EHS award categories
- Conducting EHS call for PAN India facilities on regular basis.

Management of Environmental Impact Across Our Operations

Mphasis has established an organization wide Enterprise Risk Management (ERM) based on the ISO 31000 international standard on risk management to identify and mitigate all risks that could potentially impact our business objectives including environmental risks. The ERM framework categorizes social and environment risks into the 'compliance' bucket and enables us to respond swiftly to the identified risks. Governance risks are monitored based on compliance with the Companies Act, 2013, other relevant regulatory requirements and ethical practices. These requirements are updated during the quarterly legal compliance assessments and reported to the Audit Committee and/or Board of Directors of the Company for noting and/or for approval. The Company has installed lighting energy savers and LED light fixtures, remote operation of AC by software application, occupancy sensors, enthalpy system, replacement of old Precision Air Conditioners(PACs) by new PACs which have environment friendly R 410 refrigerant at data center to minimize power consumption and solar inverters at certain facilities to promote sustainable energy usage. The old inefficient UPS are replaced by latest state of the art UPS which are more than 95% energy efficient. Hydrogen sensing system are installed at all the UPS battery rooms to give advance alarm if the batteries are heating up. The carbon footprints are monitored on a monthly basis. One of the Company's facilities at Bengaluru has been certified LEED (Leadership in Energy and Environmental Design) Gold by United States Green Building Council (USGBC).

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Other Initiatives to Reduce Environmental Impact

- We have an ORR facility which is ISO 14001:2015 (Environmental Management System) certified organization
- Implemented a visitor management tool to reduce the consumption of paper and waste generation resulting from security's visitor management
- Present transport tool ETMS is been integrated with the mobile app for reducing the paper consumption which is being used per month to maintain trip details
- Display of various environmental awareness posters at prominent places.
- Wastepaper and paper products are sent for recycling to ITC Paper Mills and other wastes like metal and plastic are sent for recycling through the govt certified vendors.
- E Waste, battery waste & hazardous waste management – managed in adherence to all regulatory requirements.
- The transport team has developed a tool ETMS to reduce and stop the use of paper to rooster employee trip details.

Managing Our Energy Consumption

The Company's operations involve low energy consumption. Mphasis is committed to conserving energy and efficient usage of energy. The key facilities have been awarded 5-star, 4-star or 3-star rating by Bureau of Energy Efficiency, Government of India (BEE) for the last 6 years. The rating is a nationally accepted industry benchmark and Mphasis is certified by BEE in India. The Company has been awarded, by Confederation of Indian Industry, an Environment, Health and Safety (EHS) Award with a 4 rating for one of its facility at Bengaluru appreciating its sustainable initiatives. One of the Company's facilities at Bengaluru is certified ISO 14001:2015 by British Standards Institution (BSI) showcasing the demonstration towards the environmental management system.

Measuring and accurately reporting our data on energy consumption helps us in setting energy reduction targets. This is critical for us to determine the efficacy of our energy efficiency program and set energy reduction targets. The data on energy consumption are given in the below table:

Type of direct energy consumed	*Unit*	*Total*
Grid electricity/purchased electricity	kWh	3,83,51,699
Diesel (DG sets)	kWh	3,80,328
Solar energy	kWh	7,175
Total energy	kWh	3,87,39,202

Energy efficiency measures

The company has taken multiple initiatives to reduce its energy footprint or to promote energy efficiency. The major savings in energy consumptions and carbon reductions were achieved through the three initiatives listed in the following table:

Description of activity	*Estimated annual CO2e savings (MT CO2e)*	*Annual monetary savings (INR)*
Enthalpy System	73.8	900,000
Lighting Energy Savers	74825	912,500
Day Light sensors	29930	365,000

Other process improvements were also initiated during the year to ensure a more efficient use of energy resources which include:

- Replacement of R22 refrigerant with R 410-A at our DLF facility to eliminate the emission of ozone depleting substances. Additionally, the cleaner R 410-A refrigerant was installed at our new construction project – Tower F (Bengaluru).
- Achieved higher energy efficiency through the Installation of 100 KVA X 3 Transformer-less UPS and 60 KVA X 3 Transformer less UPS replacing the old 120 KVA x 3 UPS and 80 KVA X 2 UPS.

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- Installed new condenser coil units for Precision Air Conditioners at CC4 facility in Pune to enhance energy efficiency. Hydrogen sensor units were installed in all the UPS battery room to monitor the hydrogen emitted from the batteries across all our locations.

Addressing Carbon Emissions

We evaluate the amount of CO2 emissions from our various business operations on monthly basis which is closely monitored by EHS team. This helps to limit the same by setting a target for the amount of energy consumption on monthly basis and by introducing various energy conservative measures and through above detailed various EHS initiatives. The data is circulated to all our stakeholders with an interest in our environmental performance. Our Greenhouse Gas (GHG) emissions data is summarized in the table below:

Source	*Unit*	*Total emissions FY 2019-20*
Fuel (Diesel, LPG, Coal)	tCO_2e	263
Purchased electricity (grid)	tCO_2e	36,996
Employee commute (diesel-cars)	tCO_2e	5168

Managing and Minimizing Waste

We believe that having an effective waste management system helps in protecting the environment, health of the community and reduces legal liabilities. We have implemented our waste management practices across our operations, based on the 3R principle – reduce, reuse and recycle. Our waste is disposed of in a safe, responsible and ethical manner to ensure minimal impact on the environment.

The main sources of waste generated in our operations-

Paper waste

We strive to incorporate digitization to the best possible extent to reduce the usage of paper. Printers and toners procurement have been discontinued, end to end services are maintained by HP. This way, the generation of printer and cartridges waste is reduced. Though we encourage digitization at all levels to reduce the paper waste, we also recognize the need to use the physical paper for certain operations. We encourage and supply our employees with the eco-friendly paper to ensure minimal impact on environment and meet their operational needs.





Managing E-waste

Generated E waste is being managed as per the prevailing E waste rules 2016 and is routed to State Pollution Control Board authorized recyclers for dismantling and further recycling process. The e-waste returns are submitted to PCB under form 3 once in 6 months.

Other waste items

We promote environmentally friendly practices like usage of ceramic cups instead of paper cups for consuming beverages, having reusable cutlery like steel or ceramic alternatives and using hand driers in wash areas instead of paper tissues.

Renewable Energy

We are among one of the few IT companies in India to implement captive renewable energy generation units at multiple locations as part of our sustainability initiative. We are keen to diversify our energy mix and actively support renewable energy applications to help reduce our consumption of grid electricity. We have installed 15 and commissioned 10 kW of solar power capacity at Kshema facility in Global Tech Park, Bangalore and at our Mangalore facility. The total energy generated from these two units is about 11,757 kWh for the reporting period.

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Say No to Plastic Program

Around the world, one million plastic drinking bottles are purchased every minute, while up to 5 trillion single-use plastic bags are used worldwide every year. In total, half of all plastic produced is designed to be used only once, and then thrown away. Researchers estimate that more than 8.3 billion tonnes of plastic has been produced since the early 1950s.

About 60% of that plastic has ended up in either a landfill or the natural environment. If current trends continue, our oceans could contain more plastic than fish by 2050!

The global volume of plastic waste continues to grow, and some of the biggest producers don't manage their waste effectively. Mphasis pledged not to be one of them.

During the year, the Company initiated "Let us 'Say No To Plastic'", a new program which will help us divert waste and do our part to reduce our impact on the local community and in turn the environment. The program is simple and straightforward. It requires a few small changes in our daily habits both at home and at office. Our leadership team, the administration SPOC's and the CEO took the challenge to ban single use plastic at all our offices with each one of our employees to support in becoming the poster child for a plastic free organization. The Company reached out to its employees worldwide to help us by saying no to single use plastic at home and at work.


Mphasis
The Next Applied

Dear Mphasians,

Around the world, one million plastic drinking bottles are purchased every minute, while up to 5 trillion single-use plastic bags are used worldwide every year. In total, half of all plastic produced is designed to be used only once, and then thrown away. Researchers estimate that more than 8.3 billion tonnes of plastic has been produced since the early 1950s.

About 60% of that plastic has ended up in either a landfill or the natural environment. If current trends continue, our oceans could contain more plastic than fish by 2050!

(Environment and water plastic pollution at a glance)

The global volume of plastic waste continues to grow, and some of the biggest producers don't manage their waste effectively. Let us not be one of them.

Let us **'Say No To Plastic'** with our new program which will help us divert waste and do our part to reduce our impact on the local community and in turn the environment. The program is simple and straightforward. It will require a few small changes in our daily habits both at home and at office. Our leadership team, the administration SPOC's and I have taken up the challenge to ban single use plastic at all our offices. I am looking at each one of you to support us in becoming the poster child for a plastic free organization. You can help us by saying no to single use plastic at home and at work.

Let's combat this problem together. We must act now! ***#letsbeplasticfree***

Regards,
Nitin Rakesh
CEO & Executive Director

www.mphasis.com

Responsible supply chain

Our suppliers are a vital part of the Mphasis sustainability process. Sustainable sourcing at Mphasis is twofold approach, while we hold ourselves up to the highest standard of commitment, we also demand the same level of excellence from our suppliers. We select our suppliers responsibly by requiring them to have a documented Environmental Management System and ISO 14001 certification.

We ensure that their operations meet our ethics and compliance requirements and they work within the

The movement had an overwhelming response from the Employees who despite joining the campaign also started following the message. We made certain conscious changes in our usages and processes to eliminate plastics, some of which are highlighted below:



1.5 Lakh (In No.) of Plastic Garbage Bag replaced with Biodegradable Garbage Bag





2.5 Lakhs Nos. of Plastic stirrer is been replace with Wooded stirrer in PAN India Mphasis Facility

Plastic wrapper removed from campus

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framework of the law and are fair in their dealings with us and their other stakeholders. We also extend our Code of Business Conduct (COBC) and POSH policy to them and expect compliance. Periodically a letter is written to all our suppliers on the code of conduct to be followed by them while dealing with us. This letter is also part of the supplier enrolment form to ensure that before we empanel them, they are aware of the code of conduct and follow the same. Most of our high value procurements are from vendors where sustainability is paramount. Additionally, we encourage local procurement by requiring that suppliers exist in the same geography as the facilities served. Approximately 1.5% of our needs are met by local suppliers.

Supplier performance evaluation: The procurement department is responsible for providing performance feedback to key suppliers at least once a year. The supplier's performance review involves assessing the supplier's deliverables on key projects and giving a rating that reflects their performance. The evaluation is done on non-price parameters like technology, flexibility, quality, performance to commitments and communication. Additional criteria can be added depending on the project or commodity.

Supplier screening: All procurements over INR 25 Lakhs are routed through our Negotiation Committee consisting of three members which are procurement representative, Finance representative and user group representative. These three members scrutinize all the vendors and do the selection. While conducting a sourcing event, preference is given to diverse suppliers. It encourages the use of suppliers who are minority owned, women owned, veteran owned, LGBT owned, disabled owned, SME etc. in the supply chain.

Diverse suppliers with growth potential can be selected even if they are not the most competitive in a sourcing process. However, the standard procurement process will be followed.

Managing our Water Footprint

Water conservation is essential for a water stressed country like India and we have stepped upon to conserve this priceless resource. Our core operations are not water resource dependent, but it is used for drinking, for kitchen use and for lavatories. Wastewater generated from the use is reused and recycled to the extent possible and it is used for landscaping, gardening or toilet flushing.

We have also installed water aerators to reduce our water consumption from operations.



Water aerators

Creating awareness and engaging employees: We have nurtured an enabling environment for employees to help them reduce their impacts. Through regular events in partnership with various NGOs, internal awareness campaigns and demand side management approaches, we regularly encourage positive environmental action in our employees.

Concern towards environment is promoted by sending regular e-mails to the organization that highlight the benefits of simple activities like taking the stairs, carpooling, turning off lights and computers when not in use to reduce overall carbon footprint. By linking employee behaviour to carbon emissions, and providing them with opportunities to reduce their footprint, we have seen a decline in our monthly carbon emissions data.



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Quantity of waste recycled and method of disposal

Type of Product/Waste	*Percentage of Product/Waste recycled*	*Details on methods of disposal*	*Units of Measurement*	*Quantity of waste recycled*
Dry paper and paper products	21,624	Toilet Roll paper done through builders' dump yard and printed paper which is shredded is disposed through disposal procedure. Also sent the waste products to ITC for recycling and in turn got note pads as by products.	kg	23,087
Metal waste	730	Sent to ITC for recycling	kg	430
Plastic waste	330	Sent to ITC for recycling	kg	290
E-waste	11,41	NA	kg	0
Food waste	56,672	Food waste will be sent to Tanglin for recycling	kg	9,967

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Giving back to the society

Mphasis has a stated vision of redefine the power of social change by harnessing the power of technology and disruptive solutions. We are conscious of the transformational role technology can play as a key enabler in the realms of education, livelihood creation and equitable development.

Our Approach to Social Responsibility

Our CSR programs leverage technology to achieve positive outcomes for the communities around us needing our continued support. Our aim is impact lives through relevant programs and providing support in our three focus areas:

- Education
- Livelihood
- Inclusion

The CSR programs are carried out through our independent charitable trust, Mphasis F1 foundation, set up with a charter to support and drive innovative programs that work towards an inclusive development of the society and the under privileged.

The Mphasis F1 Foundation engages with all the local stakeholders to identify community needs and implement programs that create lasting impact in the target areas through enhanced economic and social capabilities. The Foundation identifies suitable NGOs with demonstrated experience in the communities where the program is undertaken. In all our programs, we make sure that we gather regular feedback from the on-ground stakeholders to assess participation, satisfaction levels and to document experiences of change. In all projects, our implementation partners are actively in touch with the local communities right throughout the project lifecycle.

To assess the program outcome effectively, we also undertake baseline and end line surveys and maintain a program evaluation matrix which is reviewed periodically by our internal team. We also interact directly with beneficiaries in some cases to obtain additional perspectives on how the project is helping them.

Impact Assessment and Evaluation

Once a CSR program is rolled out, Mphasis monitors and evaluates it from time to time (quarterly in case of most of the programs, mid-term evaluations in case of long-term programs and external evaluations at the end of major programs). Detailed qualitative reports are sought periodically from our project partners to assess the indirect impact of our major programs. The evaluation is typically against the initially agreed upon impact metrics with the implementation partner. For CSR project reaching a stage of maturity, a suitable third-party impact evaluation firm is engaged to evaluate a holistic view of the project and measure all direct and indirect outcomes of the project/activities.

As we had communicated in our last report regarding the intention to undertake third party assessments for completed projects from this year, our flagship program Arivu Disha executed through Headstreams for the last five years was evaluated by a competent third party during the year. The agency adopted a mixed-method approach consisting of quantitative (survey) and qualitative research techniques (focus group discussion, one-on-one interview) using primary and secondary data collection methods. The objective of the exercise was to understand and anticipate likely social consequences of the respective initiatives among Government school students in Karnataka.

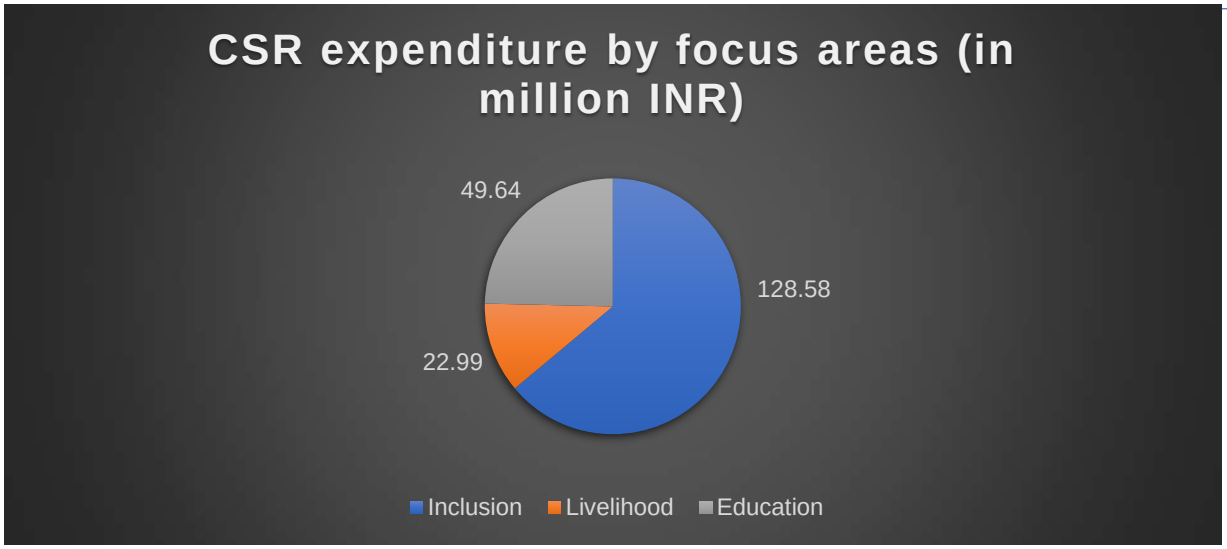
The impact assessment revealed that the program was valued by the students as it allowed them to explore their own creative side using digital technologies. It was also observed than an increasing number of students were using the skills to impart learning to their siblings and friends and take part in activities such as waste recycling.

CSR Governance and Expenditure

We follow a two-tier organizational structure for planning, implementing and monitoring the CSR activities/projects of the Company. As per the provisions of Section 135 of the Companies Act, 2013, Mphasis has constituted a “CSR Committee” responsible for recommending and communicating the progress of the projects to the board along with the monitoring and oversight of program implementation. For execution implementation of the programs, we have a dedicated CSR team that is responsible for activities on the ground as well as for liaising with our partners and stakeholders on social impact programs.

In total, our CSR expenditure for 20 projects that span across our three focus areas stood at 201.2 million INR. Additionally, the overhead cost of maintaining our CSR project offices for the year was 6.8 million INR.

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Major Programs and Impact

We have undertaken more than 40 programs across our three focus areas over the course of the year. We would like to highlight our major initiatives that made a positive impact on the community in 2019-20.

Arivu Disha – A Technology Driven Learning Program

Arivu, is an innovative learning program, conceptualized and implemented by Headstreams, a leading NGO with support from Mphasis since 2015, to address the key challenges that exist in education. The program provides exposure to marginalized students enrolled in government schools, to a very innovative learning environment. Using the Arivu digital app, teachers can create digital games for learning without prior coding or UI/UX designing experience. Mphasis has supported Headstreams with approximately INR 120 M over a period of 5 years. Arivu is currently being implemented in 3 districts of Karnataka in 42 state-run schools. Cumulatively, the program has benefited more than 6000 students of grades 6 to 9. As the program had reached its final year, we also undertook a third-party impact assessment of the progr



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Museum of Art & Photography (MAP)

Mphasis supports MAP with an INR 100 M grant in its pioneering effort to create the most accessible museum in the country. It is envisioned to be a barrier free space easily accessible for persons with disabilities and senior citizens. The grant will be given to MAP over a period of 5 years and will be utilized to create accessible infrastructure (accessible website, accessible signages, accessible technology), and to conduct educational and outreach programs to promote art.



Mphasis- UberAccess and UberAssist

Mphasis has partnered with Uber Technologies Inc to launch Mphasis-UberAccess and Mphasis UberAssist- an initiative that provides accessible public transportation services for Persons with Disabilities (PwDs) - in Bengaluru, India. Mphasis supports Uber India with an INR 135.4 M grant over a period of 4 years. Since its launch, UberAccess has completed ~17000 trips and has served around 4500 riders' trips across Bengaluru.

Social Alpha – Startup Incubation

Mphasis has partnered with Social Alpha to support incubation of start-ups working on assistive technologies for Person with Disabilities (PwDs). Mphasis supports Social Alpha with a one-year grant of INR 25 M. Through this initiative, 10 social enterprises working on assistive technologies will be provided with required acceleration support. This includes go-to-market support, design for manufacturing support and funding support. The partnership will also lead to launch of an assistive technology open innovative platform for all the stakeholders to work together towards solving problems faced by PwDs.



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Plaksha University (RHEF) – Transforming Higher Education Through Partnerships



Mphasis is among the founding partners for Plaksha University, a pioneering initiative to revolutionize engineering education in the country, focusing on interdisciplinary learning, innovation and entrepreneurship

Mphasis supports Plaksha with an INR 100 M grant over a period of 5 years. This grant will go towards ensuring a highly accessible campus infrastructure, scholarships for students, and to set up research centres. This world class University is expected to be functional by 2021 and have partnerships with reputed international educational institutes such as UC Berkley, Purdue and Stanford.

Employee Contribution and Volunteering

We have an active payroll giving program, where employees are encouraged to donate a portion of their salary to a social cause of their choice. A total of INR 1,289,740 was contributed by the employees through payroll contribution for the FY 19-20

By leveraging the skills of our employees through their participation in volunteering activities within the scope of our CSR projects, we strengthen our relationships within the community. Our role and initiatives that impact the communities we operate within, has helped us create meaningful partnerships to promote social development. Furthermore, senior leadership of the organization continue to provide mentoring support to each program in their individual capacity.

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Corporate Governance at Mphasis

We believe that following strong governance practices are imperative for generating trust with our customers as well as our stakeholders which is critical for smooth functioning of our business operations. Our principles of governance are based on ethics, transparency, responsibility, accountability, compliance, trust and confidence values.

We strive to remain competitive and in order to ensure implementation of highest standards of corporate governance principles and practices in our operations, we have a robust governance system in place. We have a transparent and clear organizational structure with well-defined roles and responsibilities, an effective risk management system and control mechanisms in place.

Our Board of Directors

The responsibility of providing an effective governance to the company has been entrusted with our Board of Directors. The Company's business is conducted by its employees under the overall supervision of the Chief Executive Officer, who is assisted by a council of senior managerial personnel in different functions.

Composition of the Board

The board of directors is constituted keeping in mind the interests of the company as well regulatory requirements. The board has optimal combination of Executive Directors, Non-Executive Directors, Women Directors and Independent Directors to meet the needs of the company as well as in compliance with the provisions of the Companies Act, 2013 and all other applicable laws.

Board Meetings

The Board meets at regular intervals with an annual calendar and formal schedule of matters specifically reserved for its consideration to ensure that the matters in relation to strategy, operations, governance, finance and compliances are reviewed. In order to ensure the board can discharge its duties effectively, it is regularly apprised on the performance of the Company and is provided with necessary information and presentations on matters concerning business, compliances and quarterly financials.

The Board undertakes the following important functions:

- Reviewing and assessing the business and the operational strategy and plans developed by management;
- Responsible for CEO succession, evaluation and compensation;
- Satisfying itself that the Company is governed effectively in accordance with good corporate governance practices;
- Overseeing the functioning of sub-committees of the Board;
- Monitoring management performance and directs corrections;
- Balancing the interests of different stakeholders;
- Reviewing and assessing the risks facing Mphasis and management approach to addressing such risks;
- Overseeing the reliability of external communications, especially to shareholders;
- Overseeing the process for compliance with laws and regulations; and
- Monitoring and reviewing the Board Evaluation framework.

Directors Orientation Program

A director orientation program is a process which begins when a person is appointed as a director The program assists the board In order to be fully aware of the roles & responsibilities that have been entrusted upon them and to facilitate better decision making, we have established a director orientation program. The appointed director is provided with a joining kit containing the charters of the Board and Committees, profiles of his/her colleagues on the Board and senior management, Board calendar etc. To ensure that this information is always available for the director's reference throughout his/her tenure, these details are also hosted on a secured electronic platform.

An important objective of this program is to ensure the directors are educated continually on the market, updated on changes in the competitive landscape, enterprise risk minimization overview and regulatory compliances. These efforts ensure that the company provides full support to its board not only at the time of their appointment, but throughout their tenure.

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Board Committees

The Board has constituted the following Committees to take informed decisions in the interest of the company and to establish best corporate governance practices.

- Audit Committee;
- Share Transfer Committee;
- Nomination and Remuneration Committee;
- CSR Committee;
- ESOP Compensation Committee;
- Stakeholders Relationship Committee;
- Treasury & Operations Committee
- Strategy Committee; and
- Risk Governance and Management Committee

The Board Committees meets at regular intervals and monitors the various aspects of business responsibility as per defined periodicity. The Audit Committee takes note of the Enterprise Risk Management (including the Business Continuity Plan), status of litigations and whistle-blowers on a quarterly basis. Observations arising out of internal audits on HR practices and vendor management are reviewed as and when such reports are issued. The CSR Committee reviews the CSR activities of the Company on an on-going basis. The Board takes note of the status of sexual harassment cases on quarterly basis. The Investor Grievance Committee takes note of the status Investor Complaints on a monthly basis. The Risk Governance and Management Committee reviews the Risk Management Plans and takes updates on Cyber Security practices periodically.

The Board also takes updates, at every meeting, from the Chairperson of the respective Committees regarding the Committee meetings held since the date of the last Board Meeting.

Risk Management Framework

We believe that effective governance is not restricted to legal formalities but encompasses implementation of ethical business practices also in its purview. A comprehensive risk management system is critical for such implementation and more importantly to focus on generating long-term value creation.

A truly Black Swan event unparalleled in the recent history, COVID-19 impacted every sphere of activity across the globe and slammed brakes on all economic activity. It is yet to reveal its full impact. It has accentuated the Volatility, Uncertainty, Complexity and Ambiguity (VUCA) factors in the business environment, making planning the future very difficult as we are still in the early stages of the Pandemic. It might be few months before we get back to normalcy. In addition to disturbing the fragile business equilibrium it has accentuated the possibility of a global economic recession manifold. As businesses shrink, discretionary spending on IT will come down especially on new IT initiatives and will be selective. Given the dismal economic outlook, risks related to growth and profitability are likely to increase.

With the new approach to Risk management - Being Agile to Become Anti-fragile –our Company is confident of surmounting challenges posed by the COVID-19 calamity.

Our Company has implemented an Enterprise Risk Management (ERM) program benchmarked to COSO ERM framework, adhering to ISO 31000 Risk Management Standard and complying with the Indian Companies Act, 2013 / Companies (Amendment) Act, 2019.

ERM at Mphasis assists the company in Identification, assessment, monitoring, mitigation and reporting of strategic, operations, financial, compliance and information risks. The program is aligned to the business strategy of the Company.
The details of risks assessments are reviewed by the Audit Committee on a quarterly basis. Broadly, enterprise risks are classified and managed under the following categories:

- Strategy Risks
- Operational Risks
- Cyber and Privacy Risks
- Financial and Reporting Risks
- Compliance Risks

Risk Governance and Management Committee (RGMC)

The company has formed a Risk Governance and Management Committee (RGMC) comprising of Board Members and senior executives to assist the Board in discharging its risk oversight of its responsibilities in relation to Risk Management and Cyber Security. The Committee is responsible for providing governance and oversight on the matters of Risk Management and Cyber Security and ensures compliance with the regulatory requirements.

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The primary function of the RGMC are as follows:

- Reviewing and approving annually, an ERM framework of the Company including the Risk Appetite Statement and the framework for the cyber and data security and recommend the same to the Board for its approval;
- Reviewing and recommend changes to the approved ERM framework of the Company required from time to time including periodic review of the risks related to the execution of company's business strategy to ensure that the ERM program assists in achieving the business goals of the Company;
- Evaluating the significant risk exposures to the Company and review the management actions to mitigate such risks; and
- Evaluating the Cyber – Security preparedness of the Company including overseeing of the Business Continuity Planning and Disaster Recovery preparedness and overseeing the resolution of risk events including breach of information security and cyber-attacks, if any, and make appropriate recommendations to the Board.

Mphasis Risk Management Committee (MRMC)

At the management level, the Mphasis Risk Management Committee (MRMC), chaired by the CEO, provides the required oversight for the ERM program and monitors the progress on various identified enterprise risks and periodically reviews the mitigation efforts.

There is a dedicated risk management function headed by Chief Risk Officer (CRO) to coordinate all risk related activities across the enterprise and who periodically provides status updates on enterprise risks to the Board/RGMC/Audit Committee.

Fraud Risk Management System

To conduct our business in an ethical manner and ensure it is devoid of misconduct at every level, we have implemented a comprehensive Fraud Risk Management System. We have comprehensive policies and procedures that provide direction for ensuring antifraud mechanisms as a part of the fabric of the organization.

Our governance structures like internal audits, whistle blower policy and an independent investigation team has built a strong framework to detect and mitigate fraud risk. Our operations span across the globe and therefore we adhere to various country specific such as Foreign Corrupt Practices Act in the USA and the UK Anti-Bribery Act. The Company has established appropriate mechanisms to ensure compliance to these laws, including guidelines and training.

Certifications

- **Continuity and Disaster Recovery Risk-** The Company is certified on **ISO 22301** which is an international standard for Business Continuity Management System (BCMS) and which provides reasonable assurance of continuity of service to clients.
- **Data and Information Security Risk -** The Company has implemented several measures including robust IT security frameworks, a Cyber Security Strategy and is also certified on **ISO 27001**. This is an international standard on Information Security Management System (ISMS). This certification provides a reasonable assurance to all concerned stakeholders that the Company has implemented adequate data protection and information security measures.

Ethical Conduct

To ensure transparency & accountability towards all stakeholders, we have implemented various policies and practices to be followed and upheld by all our employees and the management.

At Mphasis Ltd., we have a comprehensive set of policies relating to ethical business conduct:

Code of Business Conduct Policy- Our COBC requires directors, officers and employees to observe high standards of business and personal ethics in conduct of their duties and responsibilities. All employees are required to go through an annual certification on the COBC.

Compensation Policy- The remuneration policy for our senior executives including the key managerial personnel, is guided by the Mphasis Compensation and Benefits Manual. Our policy is designed with the aim of being competitive in the industry and providing fair and reasonable remuneration to attract and retain our executives.

Prevention of Sexual Harassment (POSH) Policy- We are committed to provide a safe

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workplace for all employees. The POSH policy is constituted in accordance with the Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redressal) Act, 2013. The Company has established Internal Complaints Committees at all its locations. During the reporting period 54 sexual harassment complaints were filed, out of which 43 complaints were disposed of in terms of the aforesaid Act as on 31 March 2020. Complaints outstanding will be investigated and disposed within the prescribed time limits.

Anti-bribery and Corruption Policy- As part of our operational as well as organizational-level risk identification and management process, all our locations undergo assessment for risks related to corruption.

Whistleblower Policy- The Company has a Whistleblower Policy to enable employees, partners and business associates a framework where they can raise unethical practices and/or concerns (whether or not a violation of law) and report it to the Whistleblower Custodian without revealing their **identity**, if they choose to do so. This Policy governs reporting and investigation of allegations that are in breach of COBC.

The company has implemented various channels to report actual or suspected fraud or violation of the Company's Code of Conduct or Ethics policy i.e. through e-mail to the Whistleblower office at **whistleblower@mphasis.com** or a written complaint can be dropped into the Whistle blower drop box at the respective Company's location. Complaint can also be made telephonically and left at the Whistleblower Hotline. Further the stakeholders can also directly report the violations to the Chairman of the Audit Committee who is the Whistleblower Ombudsperson.

These policies are applicable across all levels of management, employees, clients, vendors, contractors, consultants, suppliers, agents, sponsors and all others that are doing business with the organization, as well as its subsidiaries, irrespective of their geographical location.

Upholding Human Rights

Yes, The Human Rights related policies extend to Mphasis' vendors, suppliers and contractors. Our policies reflect our commitment to acting ethically and with integrity in all our business relationships and in implementing and enforcing effective systems and controls to ensure slavery and human trafficking is not taking place anywhere in our supply chains Mphasis is aware of the need to address workplace issues such as working hours, child labor, forced labor, nondiscrimination, health and safety and the environment. We expect all those in our supply chain, including contractors, to comply with our values and governance systems.

In fact, given that the United Kingdom recently adopted a Modern Slavery Act 2015 which prohibits Slavery and Human Trafficking in multiple forms, Mphasis has incorporated these provisions into its company manuals and directives across the organization, and not just in the United Kingdom through its 'Anti-Slavery statement'. Since the inception of the Mphasis Anti-Slavery initiative in 2016, Mphasis has: 1.) Expanded on its purchase order Terms and Conditions (T&Cs) to include Mphasis' zero tolerance stance on Modern Slavery and to require that all suppliers adopt the same position when doing business with Mphasis; 2.) Expanded on its supplier contracts to include clauses allowing for termination of agreements if a supplier engages in acts contrary to human rights; 3.) Expanded companywide training to include Modern Slavery training to all national and international employees of Mphasis

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Stakeholder Engagement at Mphasis

We develop partnerships and explore possibilities to create, preserve and enhance value for all our stakeholders. The input and feedback we receive from all our stakeholder groups throughout the year has helped us make informed decisions regarding our economic, environmental, social and governance performance.

At Mphasis, we develop a two-way partnership with our stakeholders and explore possibilities to create, preserve and enhance value for the company. We have mapped our internal and external stakeholders and engage with them through multiple engagement channels throughout the year. Our internal stakeholders include contract employees, trainees, interns and management. Our external stakeholders include our customers, suppliers, partners, investors, regulatory bodies and the communities in which we operate.

Please refer to the table below for details of our engagement methods for each identified stakeholder group

Stakeholder	*How we engage on an ongoing basis?*	*Structured/periodic engagement*
Employees	Intranet Employee engagement programs/ Employee assistance program CSR activities for employees and their families Pillars program for employees who have completed 10 years at Mphasis Cultural and sports activities for employees EHS mailers on environment, health and safety Mailers Whistleblower Training and development	Performance Appraisal VoE (Voice of Employee) Pulse Survey 360-degree feedback Rewards and recognition Environment day activities
Customers	Weekly – Status review meetings Monthly – Governance review meetings Monthly/Quarterly – Senior management governance reviews Quarterly – Customer satisfaction survey	Relationship meetings by CEM/CRM/Sales Leaders/MU Head/Delivery Leaders/GDU President/CEO
Communities and NGOs	Employee volunteering Monthly connect meetings with F1 Foundation Quarterly progress meetings with NGOs Mphasis website	Social audits F1 Foundation
Partners / Business Associates & Suppliers	We write letter to all our suppliers periodically on the code of conduct to be followed by them while dealing with the company. This letter is also part of the supplier enrolment form to ensure that before we empanel them, they are aware of the code of conduct and follow the same.	Yearly survey is carried out to assess the services provided by the select range of suppliers in different fields. The inputs are obtained from the stakeholders availing the services

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Investors and shareholders	Analyst meeting Earnings calls A separate page for investor relations on the website Press conference/briefings on acquisitions, strategic decisions, financial results, etc. Investor grievance handling mechanism Postal ballots, electronic voting, etc. RTA Contact Dividend Reminders Stock Exchanges disclosures	Annual general meetings Shareholder interactions
Regulators and Public Policy Makers	Timely statutory reporting and returns filed with all the regulators Participation in seminars, webinars, etc. organized by various regulators	Timely disclosure of information to the Stock Exchanges and other regulators

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Engaging with Industry Associations

As a leading player in the service industry, we are actively involved in various forums of interest to our business and stakeholders. We ensure that all such engagements are conducted in line with our business conduct. The bodies that we have an active membership are:

Name of Association/Industry Body	Broad areas of engagement
The National Association of Software and Services Companies (NASSCOM)	Sustainable business principles, Inclusive development policies, Governance and administration, Economic reforms, products and technology
Confederation of India Industries (CII)	India Women Network Corporate law reforms

Mphasis has an ongoing CSR partnership with the NASSCOM foundation where we support the social innovation forum through seed grants, mentoring and industry access to startups working to improve accessibility in education.

On the advocacy front, Mphasis has been supporting the National Centre for Promotion of Employment for Disabled People (NCPEDP) and its advocacy program aimed at better policies to improve accessibility for persons with disabilities to create a 'World Without Barriers'. The advocacy partnership engaged with the government at multiple levels and resulted in the passing of Right of Persons with Disabilities Act in 2016.

Mphasis has been supporting National Centre for Promotion of Employment for Disabled People (NCPEDP) to conduct strong, systematic and sustained advocacy and monitoring to encourage Govt. of India to draft and implement national disability legislation. The efforts of the program were rewarded in 2016, when the Right of Persons with Disabilities Act was passed unanimously by both houses of Parliament.

For its continued efforts, MPHASIS-NCPEDP partnership received the prestigious Zero Project Award for 'Best Innovative Practice 2019 on 'Independent Living and Political Participation' at Vienna.

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BRR Index

The Company's business responsibility ingrains the spectrum of nine principles of National Voluntary Guidelines (NVG) issued by the Ministry of Corporate Affairs, Government of India, along with their key elements. The report has also incorporated in essence, the principles of National Guidelines on Responsible Business Conduct (NGRBC) which are a revised version of the NVGs as a good practice.

Section A – General Information about the Company

1	**Corporate Identity Number (CIN) of the company**	**L30007KA1992PLC025294**
2	Name of the Company	Mphasis Limited
3	Year of Registration	1992
4	Registered Address	Bagmane World Technology Center, Marathahalli Outer Ring Road, Doddanakundi Village, Mahadevapura, Bangalore - 560 048, India
5	Website	https://www.mphasis.com/
6	Telephone Number	+918067504613
7	Email ID	subramanian.narayan@mphasis.com
8	Financial Year Reported	2019-20
Products/Services		
9	Sector(s) that the Company is engaged in (industrial activity code-wise)	As per classification under National Industrial Classification, Central Statistical Organization, Ministry of Statistics and Programme Implementation, Government of India, New Delhi, the company is engaged in the following activity:

*Group	Class	Description
620	6201	Computer Programming and Related

10	List three key products/services that the Company manufactures/provides (as in balance sheet)	1. Computer Programming, Consultancy and related activities 2. Other information and communication service activities
Operations		
12	Total number of International locations where business activity is undertaken by the Company	The company has business activities in the 17 international locations namely- 1. USA 2. Canada 3. Belgium 4. France 5. Germany 6. Netherlands 7. Ireland 8. Poland 9. Sweden 10. Switzerland 11. United Kingdom 12. Japan 13. Singapore 14. China

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		15. Taiwan 16. Hungary 17. Australia
13	Total number of National locations where business activity is undertaken by the Company	The company has business activities in 6 national locations namely- 1. Bangalore 2. Mangalore 3. Chennai 4. Mumbai 5. Pune 6. Hyderabad
14	Markets served by the Company – Local/State/National/International/	National and International markets.
Associate Entities		
15	Details of Trust/Society/Section 8 company to further its CSR agenda:	
	a. Names;	Mphasis F 1 Foundation Trust
	b. Organization form (Trust, Society, Company) and year of establishment;	Trust Established in the 2008
	c. Main objects/purpose;	1. To focus on women, children, young adults from the less privileged and economically backward strata of society, and persons with disabilities; 2. To support innovative and effective programs and projects that empower women, children, young adults from the less privileged and economically backward strata of society, and persons with disabilities; 3. To support projects that aim to impart relevant vocational skills to these communities to create a career development plan for them, to actively encourage and promote employment of these communities both within Mphasis as well as within other organizations. 4. To give donations to any educational or medical or other charitable institutions or trusts; 5. To give scholarships, financial assistance, prizes or awards to deserving students or student or for providing funds for any deserving student or students to pursue studies either in India or abroad and to give all other help for advancement of education; 6. To meet the costs or expenses of medical treatment, medicines, or medical apparatus required to be given to any deserving poor patients who cannot bear the same on their own; 7. To support programs that support people from underprivileged segments, including women, children and persons with disabilities; 8. To support organizations which are non-profits, secular, non-political, credible and which are committed to addressing humanitarian issues, providing education and technology access for the youth etc.;

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		9. To help any persons affected by any calamity such as earthquake, fire, floods, riots or accidents; 10. To contribute and participate in such other charitable purpose or purposes of public utility as the Trustees may think fit and proper.
	d. Amounts and sources of funds received in the reporting year;	Please refer to CSR section in the Annual Report for FY20
16	Contact details of Nodal Officer for this report (name, designation, email id, phone number).	Name: Mr. Nipun OS, e-mail: Nipun.Os@mphasis.com

Section B – Financial Details of the Company

Note: All numbers are in million - Unaudited

1	**Paid up Capital (INR)**	**1,865.43 million**
2	**Total Turnover (INR)**	43,471.39 million
3	**Total Profit after Taxes (INR)**	12,050.55million
4	**Total Spending on Corporate Social Responsibility (CSR) as percentage of profit after tax (%)**	2%
5	**List of activities in which expenditure in 4 above has been incurred: - a. ...b….. c....**	Refer to chapter 'Giving back to the society'

Section C- Other Details

1	**Does the Company have any Subsidiary Company/ Companies?**	Mphasis has 27 subsidiaries namely- 1. Mphasis Software & Services (India) Private Ltd. 2. Msource (India) Private Limited 3. Mphasis Corporation, USA 4. Mphasis Deutschland GmBH 5. Mphasis Australia Pty. Ltd 6. Mphasis (Shanghai) Software & Services Co. Ltd. 7. Mphasis Consulting Limited 8. Mphasis Europe B.V. 9. Mphasis UK Limited

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		10. Mphasis Pte Ltd., Singapore 11. Msource Mauritius Inc. 12. Mphasis Ireland Ltd 13. Mphasis Belgium BVBA 14. Mphasis Lanka (Private) Limited 15. Mphasis Poland Sp. z o.o 16. Mphasis Infrastructure Services Inc., USA 17. PT. Mphasis Indonesia 18. Mphasis Wyde Inc, USA 19. Wyde Corporation, USA 20. Wyde Solutions Canada Inc. 21. Mphasis Wyde SASU, France 22. Mphasis Philippines Inc. 23. Digital Risk, LLC, USA 24. Digital Risk Mortgage Services, LLC, USA 25. Digital Risk Valuation Services, LLC, USA 26. Investor Services, LLC, USA 27. Stelligent Systems LLC, USA
2	Do the Subsidiary Company/Companies participate in the BR Initiatives of the parent company? If yes, then indicate the number of such subsidiary company(s)	Mphasis BR policies also extend to our subsidiary companies and they also participate in our BR initiatives in line with our policies. Mphasis subsidiaries are integrated within the core culture as 'One Mphasis', which ensures same belief system at all levels while engaging in the business.
3	Do any other entity/entities (e.g. suppliers, distributors etc.) that the Company does business with, participate in the BR initiatives of the Company? If yes, then indicate the percentage of such entity/ entities? [Less than 30%, 30-60%, More than 60%]	Business Responsibility at Mphasis also extends to all our suppliers. Our policies like COBC, Whistleblower, Anti-Slavery Policy and POSH are applicable to our suppliers as well. Our supplier registration process requires the suppliers to disclose information related to their environmental management system as well as information related to human rights. Most of our high value procurements are from standard vendors where BR initiatives are undertaken regularly.

Section D- BR Information

1	**Details of Director/Directors responsible for BR**	
	a. Details of the Director/Directors responsible for implementation of the BR policy/policies	
(i)	DIN Number	00042261
	Name	Nitin Rakesh
	Designation	CEO and Whole time Director
	b. Details of the BR Head	
1	DIN Number	Not Applicable
2	Name	Subramanian Narayan
3	Designation	Vice President & Company Secretary
4	Telephone Number	+91 80 4690 4613
5	Email-ID	Subramanian.Narayan@mphasis.com

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The National Voluntary Guidelines on Social, Environment and Economic Responsibilities of Business (NVGs), released by the Ministry of Corporate Affairs, is composed of nine principles of Business Responsibility.

1) Businesses should conduct and govern themselveswith Ethics, Transparency and Accountability	2) Businesses should provide goods and services that aresafe and contribute to sustainability throughout their life cycle	3) Businesses should promote the wellbeing of all employees
4) Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalised	5) Businesses should respect and promote human rights	6) Business should respect, protect, and make efforts to restore the environment
7) Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner	8) Businesses should support inclusive growth and equitable development	9) Businesses should engage with and provide value to their customers and consumers in a responsible manner

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1) Principle-wise (as per NVGs) BR Policy/policies

No.	*Questions*	*P 1*	*P 2*	*P 3*	*P 4*	*P 5*	*P 6*	*P 7*	*P 8*	*P 9*
1.	Do you have policy/policies for#	Y	Y	Y	Y	Y	Y	NA	Y	Y
2.	Has the policy being formulated in consultation with the relevant stakeholders?	Y	Y	Y	Y	Y	Y	NA	Y	Y
3.	Does the policy confirm to any national/ international standards? ** If yes, specify?	Y	Y	Y	Y	Y	Y	NA	Y	Y
4.	Has the policy been approved by the Board? If yes, has it been signed by the MD/owner/CEO/ appropriate Board Director?	Policies are approved by respective functional heads. Policies are approved by the Board of Directors of the company								
5.	Does the Company have a specified committee of the Board/Director/Official to oversee the implementation of the policy?	Y	Y	Y	Y	Y	Y	NA	Y	Y
6.	Indicate the link for the policy to be viewed online?	Policies meant for public disclosures are maintained and updated online. Internal policies and procedures are accessible on the intranet.								
7.	Has the policy been formally communicated to all relevant internal and external stakeholders?	Y	Y	Y	Y	Y	Y	NA	Y	Y
8.	Does the Company have in-house structure to implement the policy/policies?	Y	Y	Y	Y	Y	Y	NA	Y	Y
9.	Does the Company have a grievance redressal mechanism related to the policy/policies to address stakeholders' grievances related to the policy/ policies?	Y	Y	Y	Y	Y	Y	NA	Y	Y
10.	Has the Company carried out independent audit/evaluation of the working of this policy by an internal or external agency?	All policies undergo regular monitoring and review by respective policy owners.								

Notes: # Mphasis has the following policies covering the 9 principles: Code of Business Conduct (CoBC), Corporate Social Responsibility Policy, EHS Policy, Anti-Bribery & Corruption Policy, Whistle-blower Policy, Prevention of Sexual Harassment Policy, Quality Management System, Enterprise Risk Management System, Fraud Risk Management System, and HR Policies. With respect to principle 7, all of our engagements with external stakeholders (Industry associations etc.) are governed by the principles and values enshrined in our Code of Business Conduct. We engage in responsible public policy advocacy through our membership with leading industry bodies (like NASSCOM) in line with the NVGs.

**Our policies comply with all applicable local laws. They are also aligned with the principles of the National Voluntary Guidelines.

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If answer to S. No. 1 against any principle, is 'No', please explain why:

No.	*Questions*	*P 1*	*P 2*	*P 3*	*P 4*	*P 5*	*P 6*	*P 7*	*P 8*	*P 9*
1.	The Company has not understood the Principles	NA								
2.	The Company is not at a stage where it finds itself in a position to formulate and implement the policies on specified principles									
3.	The Company does not have financial or manpower resources available for the task									
4.	It is planned to be done within next 6 months									
5.	It is planned to be done within the next 1 year									
6.	Any other reason (please specify)									

Part 3- Governance Related to BRR

No.	**Questions**	**Response by the Company**
1	Indicate the frequency with which the Board of Directors, Committee of the Board or CEO to assess the BR performance of the Company. Within 3 months, 3-6 months, Annually, More than 1 year	The Board of Directors (including its Committees) monitors the constituents of BR elements at different frequencies. The Audit Committee takes note of the Enterprise Risk Management (including the Business Continuity Plan), Litigations and whistle-blowers on a quarterly basis. Observations from Internal Audits on HR practices and Vendor management are reviewed as and when such reports are issued. CSR Committee reviews the CSR activities of the Company on an on-going basis. The Board takes note of the status of sexual harassment cases on quarterly basis. The Investor Grievance Committee takes note of the status Investor Complaints on a monthly basis. For more details, refer to the chapter 'Corporate governance at Mphasis'.
2	Does the Company publish a BR or a Sustainability Report? What is the hyperlink for viewing this report? How frequently it is published?	Yes, the Company publishes a Business Responsibility Report on its website under the Investor Section in the Financial & Filing Page. Hyperlink for viewing the report : https://www.mphasis.com/home/corporate/investors.html The Business Responsibility Report is published annually.

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3	Month/year of last review by Governance Structure/ top management of performance of the business across the Principles and Core Elements of the Guidelines?	The review of performance of the business is carried on a continuous basis. The review of core elements of the guidelines covering social, environmental and governance aspects are reviewed based on the process enumerated in point 1 above.

Section E- Principle Wise Disclosures

Principle 1 - Businesses should conduct and govern themselves with Ethics, Transparency and Accountability

1. Does the policy relating to ethics, bribery and corruption cover only the company? Yes/ No. Does it extend to the Group/Joint Ventures/ Suppliers/Contractors/NGOs /Others?

The policy relating to ethics, bribery and corruption covers not only the company, but all our subsidiaries as well. Please refer to the Chapter on Corporate Governance for more details.

2. How many stakeholder complaints have been received in the past financial year and what percentage was satisfactorily resolved by the management? If so, provide details thereof, in about 50 words or so.

Following Complaints have been received in the past financial year along with the status of their resolution

Stakeholder Complaints			
Nature of Complaint	***Number of stakeholder complaints received***	***Number of stakeholder complaints resolved***	***Number of stakeholder complaints pending as on end of the financial year***
Customer Complaints	1	1	Nil
Stock exchange Complaints	4	4	Nil
Sexual Harassment Complaints	54	43	11 cases are work in progress and within the redressal timelines
Violation of code of business conduct & ethics	8	8	Nil

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Essential Indicators

1. Month/year of last review by Governance Structure/ top management of performance of the business across the Principles and Core Elements of the Guidelines?

   Already responded in response to section D, part 3, first question.

2. Number of meetings/ dialogues with minority shareholders that were organized in the year?

   Last dialogue with the minority shareholders took place at the AGM held on 23 July 2019.

3. Value of non-disputed fines / penalties imposed on your business by regulatory and judicial institutions in the year?

   No fines for the reporting period.

4. Details of unmet obligations (fiscal, social, etc.) arising out of any benefits or concessions provided by the central, state, or local governments (100 words)

   Nil

Leadership Indicators

1. Was report on responsible business conduct made, in the year:

   a. As per mandatory/global reporting frameworks. This is as per the mandatory framework
   b. Available in the public domain. Yes
   c. Assured by a third party. The report is reviewed by the management internally.

2. Details of non-disputed fines/penalties imposed on your business by regulatory and judicial institutions in the year available in public domain.

   No fines/penalties imposed on your business by regulatory and judicial institutions.

3. Provide examples (up to three) of corrective action taken on the complaints / cases of corruption and conflicts of interest to prevent recurrence.

   Not applicable, as there were no compliant received on corruption.

Principle 2 - Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle

1. **List up to 3 of your products or services whose design has incorporated social or environmental concerns, risks and/or opportunities.**
   Mphasis provided financial services, logistics, and technology industries to various clients. The management at Mphasis, as a part of its vision towards the contribution for the environment related to the business operations, has implemented an ISO 14001: 2015 Environmental management system standard. This Environmental Management System (EMS) manual presents the environmental policy, structure of the environmental management system and related documents. Following activities are covered as part of Environmental management system:
   - Waste management - Well defined Procedure and waste handling mechanism are available for the waste materials generated such as used Batteries, E-waste like Personal Computers (Central Processing Unit with input and output devices), Laptop Computers (Central Processing Unit with input and output devices),Printers including cartridges, Telephones, Electric waste, Solid waste (Dry waste, Paper Waste, Carton Boxes), Metal Waste, Plastic Waste, General Office Waste, Garbage(Waste from Pantry, Workstations, cafeteria and Rest room), etc.
   - Indoor Air Quality Monitoring is done at defined frequency
   - Calculating Organization Carbon Foot Print from possible emission sources are done at defined frequency.

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For further information on how we manage our environmental footprint as we deliver services to our clients, refer to the chapter – 'Environmental sustainability at Mphasis' and for further information on our human resource related practices, refer to the chapter – 'Employee engagement at Mphasis'.

2. **For each such product, provide the following details in respect of resource use (energy, water, raw material etc.) per unit of product (optional):**
   (i) Reduction during sourcing/production/ distribution achieved since the previous year throughout the value chain?
   (ii) Reduction during usage by consumers (energy, water) has been achieved since the previous year?

   Please refer to the Chapter- Environmental Sustainability at Mphasis for details in respect of resource use.

3. **Does the company have procedures in place for sustainable sourcing (including transportation)?**

(i) If yes, what percentage of your inputs was sourced sustainably? Also, provide details thereof, in about 50 words or so.

Yes, the company has a procedure in place for sustainable sourcing.

We look at the following sustainability factors while procuring IT assets from our suppliers-

- Diverse Vendors.
- MSMED Status
- Yearly revenue
- Quality Certification
- POSH Committee
- ISO Certification
- Slavery and Human trafficking
- Environmental Management
- Child Labour

While empanelment of our suppliers, we ensure that all the above-mentioned factors are thoroughly checked. This is done through a supplier registration form which the vendor is supposed to fill.

4. **Has the company taken any steps to procure goods and services from local & small producers, including communities surrounding their place of work?**

   Please refer to the chapter Environmental sustainability at Mphasis

(i) If yes, what steps have been taken to improve their capacity and capability of local and small vendors?

Please refer to the chapter Environmental sustainability at Mphasis.

5. **Does the company have a mechanism to recycle products and waste?**

   Please refer to the chapter Environmental sustainability at Mphasis.

(i) If yes what is the percentage of recycling of products and waste (separately as <5%, 5-10%, >10%). Also, provide details thereof, in about 50 words or so.
Please refer to the chapter- Environmental Sustainability at Mphasis for detailed information on recycling of products and waste at Mphasis.

Essential Indicators

1. % of total raw material consumed in the year (by value) that consisted of material that was recycled or reused (provide details in 50 words):
   a. <5%

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b. between 5% and 25%,
c. > 25%.

Please refer to the chapter- Environmental Sustainability at Mphasis for detailed information on recycling of products and waste at Mphasis.

2. Describe the process in place to safely collect, reuse, recycle and dispose of your products at end-of life (100 words)

We have a disposal process based on the statutory requirements for the disposal of our obsolete Inventory. Please refer to the chapter- Environmental Sustainability at Mphasis for more details.

Principle 3 - Businesses should promote the wellbeing of all employees

1. **Please indicate the Total number of employees.**

   Total number of employees is 19,313 out of which 13,225 are males and 6088 are females.

2. **Please indicate the Total number of employees hired on temporary/contractual/casual basis.**

   Total number of employees hired on temporary/contractual/casual basis is 513 out of which 371 are males and 142 are females.

3. **Please indicate the Number of permanent women employees.**

   5,946

4. **Please indicate the Number of permanent employees with disabilities.**

   73

5. **Do you have an employee association that is recognized by management?**

   No. Currently no such employee association that is officially recognized by Mphasis.

6. **What percentage of your permanent employees is members of this recognized employee association?**

   NA.

7. **Please indicate the Number of complaints relating to child labour, forced labour, involuntary labour, sexual harassment in the last financial year and pending, as on the end of the financial year**

	Category	*No. of complaints filed during the financial year*	*No. of complaints pending as on end of the financial year*
A	**Child labour/ forced labour/ involuntary labour**	We do not hire any child labour/forced labour/involuntary labour.	
B	**Sexual harassment**	54	43 (11 complaints are work in progress and within the redressal timelines)
C	**Discriminatory employment**	0	0

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8. **What percentage of your under mentioned employees were given safety & skill up-gradation training in the last year?**

The training needs are identified by a process of discussion with Vertical heads, Department / Function heads, Delivery Leads and Delivery Managers. The needs are aligned with the Strategic Business Plan, Key competencies identified, Business Goals, Team Development Plan, Individual Development Plan, Corporate Training initiatives and Organizational Training initiatives.

A	**Permanent Employees**	Total: 100% (inclusive of separated employees) Number of hours of training provided: 220766
B	**Permanent Women Employees**	Total: 100% (inclusive of separated employees) Number of hours of training provided: 8618
C	**Casual/Temporary/Contractual Employees**	Total: 61% (inclusive of separated employees) Number of hours of training provided: 1181
D	**Employees with Disabilities**	Total: 99% (inclusive of separated employees) Number of hours of training provided: 78

Please refer to the Employee Engagement Chapter for a detailed response on our training initiatives.

Essential Indicators

1. % of your establishments / value chain that has been audited in the year for:
   a. Child labour
   b. Forced/involuntary labour

   Not Answered.

2. % of your employees that were paid above the legal minimum wage in the last year.

   96.68% employees were paid above the legal minimum wage in the last year.

3. Ratio of the highest salary paid to the lowest salary paid amongst your permanent employees.

   The ratio of the highest salary paid to the lowest salary paid amongst our permanent employees is 141.75%.

4. Number of cases of delay in payment of wages during the year:
   a. Resolved – No cases
   b. Pending resolution
   No cases.

Leadership Indicators

1. Describe the work-life balance issues (up to three) that were brought up by employees (100 words).

   Please refer to the chapter- employee engagement for more details.

2. Examples (up to three) of identified work-life balance topics that have been implemented.

   Please refer to the chapter- employee engagement for more details.

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Principle 4 - Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized.

1. **Has the company mapped its internal and external stakeholders? Yes/No**

   We have mapped our internal and external stakeholders. For detailed information on how we map our internal and external stakeholders, please refer to the chapter on stakeholder engagement at Mphasis.

2. **Out of the above, has the company identified the disadvantaged, vulnerable & marginalized stakeholders?**

   We have recognized people with disabilities and women employees as vulnerable stakeholder groups.

3. **Are there any special initiatives taken by the company to engage with the disadvantaged, vulnerable and marginalized stakeholders? If so, provide details thereof, in about 50 words or so.**

   We have taken special initiatives to engage with the vulnerable stakeholders. We provide safety for our female employees taking cab at nights.

   We have built ramps and created a especially abled friendly environment for specially abled people.

Essential Indicators

1. List stakeholder groups that have been identified as key to your business.

   All the stakeholders are key to the business.

2. Positions / departments / functions responsible for engagement with each stakeholder category identified above?

Stakeholders	Department/Function responsible for engagement
Employees	Human Resources
Society	CSR Team
Suppliers	SCM Team
Clientele & Partners	Market Units & Delivery Units
Investors and external channels	Marketing & Corporate Communication
Shareholders	Secretarial Department

3. Number of stakeholder groups that were formally engaged on environment and social issues in the last year?

   Please refer to the chapter on stakeholder engagement at Mphasis for a detailed response.

Leadership Indicators

1. Frequency of engagement with each stakeholder group?

   There are different frequencies of engagement with different stakeholders

2. List of the vulnerable and marginalized groups in each stakeholder group.

   No vulnerable or marginalized groups among stakeholders.

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3. Examples of decisions and actions taken by the business to address the interests of vulnerable/marginalized groups

   Not applicable.

Principle 5 - Businesses should respect and promote human rights

1. **Does the policy of the company on human rights cover only the company or extend to the Group/Joint Ventures/ Suppliers /Contractors/NGOs/Others?**

Yes. Refer to Chapter – Corporate Governance at Mphasis.

2. How many stakeholder complaints have been received in the past financial year and what percentage was satisfactorily resolved by the management?

The stakeholder complaints have been resolved satisfactorily by the management as described in Question 2 of principle 1.

Essential Indicators

1. % of employees that have been provided training on human rights issues:

a. In the year

b. Total to date

All our employees are trained on our Code of Business Conduct (“COBC”) which explicitly forbids violations of human rights.

2. Employee categories that are covered by the human rights policies of the business –

Permanent/Contract/Casual.

The COBC which outlines our approach and commitment to human rights covers all our employees.

Principle 6 - Does the policy related to Principle 6 cover only the company or extends to the Group/Joint Ventures/ Suppliers/Contractors/NGOs/others?

The policy related to Principle extends to subsidiary companies in addition to the suppliers and contractors of Mphasis Ltd. The joint ventures have their own set of policies against principle 6.

Does the company have strategies/ initiatives to address global environmental issues such as climate change, global warming etc.?

Yes. We have strategies and initiatives to address global environmental issues such as climate change and global warming. For detailed information on these initiatives please refer to the chapter- environmental sustainability at Mphasis.

Does the company identify and assess potential environmental risks?Y/N

Yes, Mphasis has established an organization wide Enterprise Risk Management (ERM) based on the ISO 31000 international standard on risk management. For detailed information on this, please refer to the chapter- environmental sustainability at Mphasis.

Does the company have any project related to Clean Development Mechanism?

No, the company does not have any project related to Clean Development Mechanism (CDM).

Has the Company undertaken any other initiatives on - clean technology, energy efficiency, renewable energy,etc. Y/N.

For detailed information on these initiatives, please refer to the chapter- environmental sustainability at Mphasis.

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Are the Emissions/Waste generated by the company within the permissible limits given by CPCB/SPCB for the financial year being reported?

Please refer to the chapter- environmental sustainability at Mphasis.

Number of show cause/legal notices received from CPCB/SPCB which are pending (i.e. not resolved to satisfaction) as on end of Financial Year?

We have not received any show cause or legal notice from the CPCB/SPCB as on 31st March 2020. None of the cases are pending with the PCB authorities.

Principle 7 - Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner.

Is your company a member of any trade and chamber or association? If Yes, Name only those major ones that your business deals with:

Please refer to the chapter – Stakeholder engagement at Mphasis

Have you advocated/lobbied through above associations for the advancement or improvement of public good? Yes/No; if yes specify the broad areas (drop box: Governance and Administration, Economic

Reforms, Inclusive Development Policies, Energy security, Water, Food Security, Sustainable Business

Principles, Others)

Please refer to the chapter – Stakeholder engagement at Mphasis

Principle 8 - Businesses should support inclusive growth and equitable development

Does the company have specified programmes / initiatives/ projects in pursuit of the policy related to Principle 8? If yes details thereof.

Yes. Our CSR programs span across three focus areas: **education, livelihoods and inclusion of persons with disabilities**. For detailed information on these initiatives please refer to the chapter- Giving back to the society at Mphasis.

Are the programmes/ projects undertaken through in-house team/own foundation/ external NGO/ government structures/ any other organization?

Please refer to the chapter – Giving back to the society.

Have you done any impact assessment of your initiative?

Please refer to the chapter – Giving back to the society.

What is your company's direct contribution to community development projects - Amount in INR and the details of the projects undertaken?

Please refer to the Giving back to the society chapter for details.

Have you taken steps to ensure that this community development initiative is successfully adopted by the community? Please explain in 50 words or so.

Please refer to the Giving back to the society chapter for details.

Essential Indicators

1. Social impact assessments of your business operations conducted:

a. Number completed in the year?

b. Number conducted by an independent external agency

Please refer to the Giving back to the society chapter for details.

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2. Examples of products, technologies, processes or programmes (up to three) that contribute to the benefit of the vulnerable and marginalized sections of society.

Three of our programs contribute directly to the vulnerable and marginalized sections of the society:

Arivu-Disha - The programme encourages marginalized students enrolled in government schools to learn though play by using blended teaching approaches using different mediums and formats including elements such as digital and activity space, missed call service called DIAL TO LEARN and a bi-lingual comics in English and Kannada and also through the Arivu-Disha App customized for the purpose.

Mphasis-UberAccess & Assist - Mphasis F1 Foundation has partnered with Uber Technologies Inc to bring in Mphasis-uberACCESS and Mphasis UberAssist- an initiative to provide accessible public transportation services for persons with disabilities - in Bengaluru.

Katalyst - Mphasis has supported 45 young women from low income families pursuing professional education through various development intervention such as skill enhancement, mentor support and exposure.

3. With respect to projects during the year for which R&R is applicable:

a. Number of persons that were affected displaced by these projects?

b. Gross amount paid out to project-affected and displaced persons?

Please refer to the Giving back to the society chapter for details.

4. Details of investments (top three by value) in regions which are underdeveloped (100 words).

Please refer to the Giving back to the society chapter for details.

5. Grievances / complaints received from local community:

a. Number received during the year

b. Number pending resolution

No grievance or complaints received from the local community during the reporting period.

6. Details of adverse orders or judgments in intellectual property rights disputes related to traditional knowledge during the year (100 words).

There has been no adverse order or judgement related to traditional knowledge during the year.

7. Number of beneficiaries covered under your CSR projects (as per Section 135 of Companies Act 2013), disaggregated by the vulnerable and marginalized group categories.

For projects where we have made an estimation of the number of direct beneficiaries, the details are provided below:

UberAccess: Trips till date: 10,800+; Unique riders till date: 2,800+

UberAssist: Trips till date: 42,500+; Unique riders till date: 34,500+

Katlayst - 45 girl students

Arivu-Disha - 6000 students over 4 years

Principle 9 - Businesses should engage with and provide value to their customers and consumers in a responsible manner

What percentage of customer complaints/consumer cases are pending as on the end of financial year.

Please refer to the chapter – 'Customer centricity at Mphasis'

Does the company display product information on the product label, over and above what is mandated as per local laws? Yes / No/N. A. / Remarks (additional information)

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The same is not applicable to Mphasis as it is not involved in manufacturing.

Is there any case filed by any stakeholder against the company regarding unfair trade practices, irresponsible advertising and/or anti-competitive behaviour during the last five years and pending as on end of financial year? If so, provide details thereof,in about 50 words or so.

No consumer complaints in respect of advertising during the financial year.

Did your company carry out any consumer survey/ consumer satisfaction trends?

Please refer to the chapter – 'Customer centricity at Mphasis'

Essential Indicators

3. Number of consumer complaints in respect of data privacy:

a. Received during the year.

b. Pending resolution

No consumer complaints with respect to data privacy were received by our organization in 2019-20.

4. Number of consumer complaints in respect of advertising:

a. Received during the year.

b. Pending resolution.

No complaints in relation to data privacy or advertisement were received by our organization during the financial year.