


SUSTAINABILITY

REPORT 2011



HCL

REBALANCE



“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

- Brundtland Commission

When the commission was set up to define sustainability, the members of the commission travelled across the globe to speak to people from all walks of life. One of the findings of the study was that there wasn't one sustainability issue that was first and foremost in peoples' minds. People talked about living conditions, resources, population pressures, international trade, education, and health. All matters relating to environment, economic and social were intertwined.

Our sustainability approach is aligned with the standard definition and findings of the commission. We are aware that we cannot separate the people, community, environment or business issues from each other while working on the larger sustainability goals. We are conscious of the interdependencies, and aim to balance the needs of all stakeholders while implementing our sustainability actions.

Rebalance is our sustainability approach to improve the eco system while conducting business responsibly. We understand that we cannot give back more than what we take from the eco system, but we know that we make responsible investments today for sustenance of scarce resources, which will help future generations meet their needs.

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Our Global Operations

Australia	Saudi Arabia
Belgium	Singapore
Brazil	South Africa
China	Sweden
Czech Republic	Switzerland
Denmark	UAE
Finland	United Kingdom
France	USA
Germany	
Hong Kong	
India	
Indonesia	
Israel	
Italy	
Japan	
Malaysia	
Mexico	
Netherlands	
New Zealand	
Norway	
Poland	
Puerto Rico	
Qatar	



ABOUT HCL TECHNOLOGIES

HCL Technologies(HCLT) is a leading global IT services company, working with clients in the areas that impact and redefine the core of their businesses. Since its inception into the global landscape after its IPO in 1999, HCL focuses on 'transformational outsourcing', underlined by innovation and value creation, and offers integrated portfolio of services including software-led IT solutions, remote infrastructure management, engineering R&D services and BPO. HCLT leverages its extensive global offshore infrastructure and network of offices in 26 countries to provide holistic, multi-service delivery in key industry verticals including Financial Services, Manufacturing, Consumer Services, Public Services and Healthcare. HCLT takes pride in its philosophy of 'Employee First, Customer Second' which empowers our 77,046 transformers to create a real value for the customers. HCLT, along with its subsidiaries, had consolidated revenues of US\$ 3.5 billion (₹ 16,034 crores), as on 30 June 2011(on last 12 months basis).

For more information, please visit www.hcltech.com

Corporate Headquarters: HCL Technologies, A-9, Sec.3, Noida, U.P. India.



FROM THE SUSTAINABILITY DESK

The importance of sustainability is not new to HCLT. Responsible corporate citizenship has been a part of our core values and sustainability has been the driving factor in many of our initiatives, as would be evident in the pages that follow.

This year, however, marked a watershed in this journey with the setting up of a dedicated Sustainability Office. The raison d'être was to commit to a long term goal to embed sustainability in every action, thereby formally integrating environmental and social concerns into our business strategy.

This decision to establish a Sustainability Office did not stem from a previous lack of commitment. In fact it reflected recognition of the fact that sustainability is a priority for us and was a move to reinforce and further strengthen this commitment. Institutionalizing this office sharpened the focus to make sustainability integral to our operations and strategy for value creation. It also ensured that "everybody's business" did not run a risk of becoming "nobody's business."

The Sustainability Office runs a multi-layered corporate program to drive our sustainability vision. The CEO is the chief custodian of the entire program. Our change agents are our employee volunteers who run the initiatives through combined, individual and corporate action. We partner with multiple stakeholders to form an all inclusive working group and adopt a precautionary approach to create policies, processes and other organizational measures. The progress of all our activities is periodically reviewed by the Board of Directors. The last review was conducted for the quarter ending in March 2011

We have adopted a three-pronged approach to Rebalance. We believe that responsible investments in sustainability will generate long term value for all our stakeholders by improving competitiveness and reducing risk. The three stages outlined below form a firm foundation as we Rebalance our organization to achieve 'Sustainability 10' by 2020.

Our first step was to assess the current state of sustainability. We did this assessment by engaging both internal and external stakeholders to understand their expectations.

The second stage was to identify materiality issues and articulate 'Sustainability 10', the top ten priorities for our organization under the framework of four broad pillars: Responsible Business, Redefine Workplace, Renew Eco System and Repay Society.

The third was to set out a clear roadmap to achieve these priorities - with short, medium and long term goals - and put together internal processes to support them. To ensure that we stayed on the right path, we set up an ongoing engagement model with HCLT stakeholders through consultation, collaboration, monitoring and participation.

This is our first annual sustainability report for the FY 2011 (July 1, 2010 - June 30, 2011). In it, we have assessed our current state on all sustainability parameters using the Global Reporting Initiative framework G3.1 and ISO 26000. In addition, the verification has been done using AA 1000 Assurance Standard. As you will read in the pages that follow, our sustainability approach goes beyond just compliance.

This report covers the performance of all the business units under HCLT. The reporting principles and methodology is in accordance with the GRI (Global Reporting Initiative) G3.1 guidelines. The relevant indicators and technical protocols have been followed for reporting on the various factors.

The economic performance section is based on HCL Technologies Ltd Annual Report. S.R. Batliboi & Co are the independent external auditors of the report who have audited the attached consolidated balance sheet of HCL Technologies Limited, its subsidiaries and joint ventures together as a 'Group'.

The scope for the Renew Eco System chapter is HCLT, India based operations except for carbon measurements, where we have included global locations namely - Poland, Israel, New Zealand and Japan, which have significant number of employees per office. The Repay Society chapter covers all our activities at global level.

This report reflects the material issues, which have significant economic, environmental and social impact that can substantially influence the assessments or decisions of our stakeholders. Hence we have covered all HCL operations including Joint ventures, subsidiaries for economic performance social impact primarily in regions of India and the United States based on our significant number of employees per office. The material issues, impacts and our sustainability responses are discussed in detail under the 4 R's - Responsible Business, Redefine Workplace, Renew Ecosystem and Repay Society.

We believe that we have commenced our journey meaningfully and we look forward to your ideas and feedback. Please write to us at sustainability@hcl.com.

The soft copy of the report is available at www.hcltech.com

July 25, 2011

Srimathi Shivashankar
Sustainability Office



CEO'S STATEMENT

VINEET NAYAR

The human ecological footprint has tripled since 1961. In the coming decades, our planet will be a very different place. By 2050, there will be an additional three billion people on Earth and 70% of the world's population will be living in cities. With the growth of China and India's economy and population, the pressure on natural resources will grow. Risks associated with poverty, land degradation, water scarcity and climate change are now pressing in with increasing urgency. Under usual business conditions, we may need multiple earths to support us.

Business, like other parts of society, will be seriously affected by these challenges facing the world. Leaders across the world are asking similar questions today: What can we do to ensure sustainable growth and development in a world where the deterioration of the eco system is becoming alarmingly commonplace; where climate change runs the risk of being accepted as inevitable; and where inflation in food and energy prices is already being rationalised as a scarcity of resources.

We too were faced with this question as we got to work on our sustainability agenda. The logic that we followed for creating the agenda was simple. An enterprise reflects the values of all its stakeholders—including employees, customers, investors, shareholders, government and society at large. It is an integral part of society and the environment it operates in, and everything we do for our business growth impacts the ecosystem. Therefore, the evolving expectations of stakeholders today have redefined the very concept of business to include sustainability issues.

In other words, sustainability is simply good business. Integrating broader societal concerns into company strategy makes sound business sense. Our own interests can be realized by incorporating the interests of all those with whom we have a mutually dependent relationship into our operating model.

At HCLT, we are translating this holistic understanding into actions based on our values and collective wisdom. First, the trust and transparency which upholds our transactions with all stakeholders energizes us to rethink business as usual. Second, the Employee First philosophy empowers HCLites to speak up and provide ideas on doing things differently. There exist many channels for youth leaders to lead the company towards a better tomorrow. Third, our customers think collaboratively and partner with us on innovation. And finally, the world is getting smaller, more interconnected and facilitates our work across borders. Digital and physical infrastructures are converging, giving us the ability to conduct business responsibly.

What we are doing is important, but what we will do in future even more so. We know that we need to do more to give back to the environment and society. We also know that our transformational journey is incremental and every step we take will get us a little closer to our vision. This journey has been outlined in our 'Sustainability 10' framework, available in this report.

Rebalance is our first attempt to consolidate, align and reinforce all the actions taken so far into a comprehensive sustainability agenda. Our sustainability program rests on the 4 R's – Responsible Business, Redefine Workplace, Renew Eco System and Repay Society.

Our sustainability priorities are multi-fold. Employee wellbeing, creating a culture of innovation through trust and transparency, and exceeding customer expectations are priorities to us. While working on business growth we give equal importance to the eco system. Through our sustainability efforts in the past, we have been able to cut down our per capita carbon footprint by 18.5% since 2008. We are following a detailed plan, including investments for renewable energy, to decrease the emissions by 20% in 2020, and have set ourselves a goal to reduce water consumption by 5% in the next 3 years. The 'Power of One' at HCLT will continue to drive our outreach programs and inclusive growth. Every HCLite will spend a day with the community in the next few years.

We are a signatory of UN Global Compact (UNGC) and its 10 principles. The HCLT senior management team is active in World Economic Forum (WEF). We will leverage these global forums to learn and adopt new practices, as well as contribute to public policies.

Through this first report, we have been able to identify our role for and in a sustainable future. We are ready to break the defined boundaries of our role as a company, and are open to partnering with all our stakeholders - employees, customers, investors,

governments, non-governmental organizations, academia and educational institutions – to Rebalance and build tomorrow's society.



VINEET NAYAR
Vice Chairman, Chief Executive Officer & Whole time Director

REBALANCE

OUR SUSTAINABILITY FRAMEWORK

We have been committed to improving stakeholder value responsibly since the inception of our parent company in 1976. Our sustainability vision is based on this philosophy.

As a prelude to defining this vision, we engaged a diverse group of internal and external stakeholders to understand their needs and expectations. We believe that their needs are meaningful opportunities for our sustainability actions and hence have considered them for implementation in addition to the opportunities we have already listed under the “Management Discussion and Analysis” section of the Annual Report this year.

The framework titled ‘Sustainability 10’ guides all our goals to achieve Rebalance through responsible value creation. Each pillar in the framework maps a set of key sustainability opportunities to relevant actions.

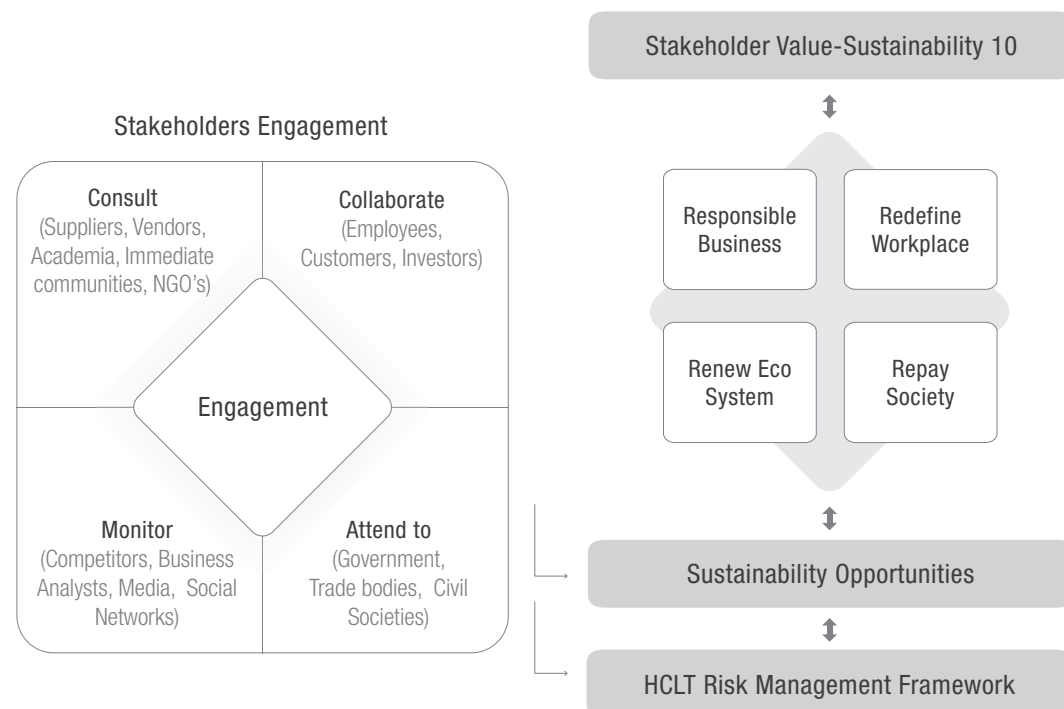
An extensive exercise for identifying opportunities involving multiple engagements with various stakeholders, resulted in the creation of 4 R’s of our ‘Sustainability 10’ framework: Responsible Business, Redefine Workplace, Renew Ecosystem and Repay Society.

“At HCLT we carefully pursue every opportunity to dialogue with key partners such as Employees, Customers and Investors for identifying sustainability priorities. We believe this approach will help us embed sustainability values in every aspect of business activity in the long run”

Anil Chanana
Chief Financial Officer

Rebalance begins with a commitment to short term goals effective FY 2012. It also establishes a review mechanism to monitor progress against targets set each year followed with an appropriate course correction.

Sustainability related risks and opportunities are identified, and appropriate responses are implemented with support from the Risk Management Committee. More information on this committee and sustainability governance is available in our Annual report.



SUSTAINABILITY 10 BY 2020

Below is a summary of our key sustainability goals to be achieved by 2020 based on the sustainability framework.

Sustainability 10	Long Term Goals	Goals 2011-2012
Responsible Business		
Advocacy - clear position on public policy	Lead forums to bring changes in public policies that are science based and impact social and environmental issues positively	Participate and contribute in forums including those organized by local Governments, UNGC, Greenpeace, Confederation of Indian Industry (CII), TERI, National Association of Software Companies (NASSCOM), GRI and the Green Grid
Innovative IT solutions for climate and community efficiencies	Integrated investments for developing and incubating IT climate and community solutions	Initiate steps to integrate sustainability solutions into existing customer offerings
Embed sustainability into policies to guide day-day decision making	Key policies relating to Governance, Human Resources, Suppliers and Business Operations are inclusive of Sustainability	Sustainability Office will audit existing policies and advocate sustainability among all stakeholders
Redefining Workplace		
Promote inclusive growth-employee and supply chain	Integrate diversity into our service life cycle	Specific focus on gender inclusion in the workplace
Nurture employee wellbeing and safety	Employee benefits to include sustainable lifestyle and workplace safety programs	Implement life counseling and women mentorship
Renew Eco System		
Reduce carbon footprint	Reduce carbon footprint by 20%	Implement operations to reduce per capita energy consumption by 2% in owned facilities
Invest in renewable energy	20% of power purchased will be substituted by renewable energy.	Identify a facility to pilot renewable energy- windmill source
Improve water efficiency	Reduce consumption of water by 30% in our owned facilities	Install recycling and rainwater harvesting plants in 4 of our major facilities; implement a standard water measurement process
Meet world class green standards for our buildings	50% of all our new buildings will comply with LEED or GRIHA standards	Obtain LEED/ GRIHA rating for 2 office facilities. Develop and implement "Siting policy" for new infrastructure.
Repay Society		
Dignified Life for 100, 000+ people	Every HCLT employee will participate and contribute to HCLT outreach programs	Institutionalize CSR trust for overseeing the community activities; Achieve a coverage of 20,000 beneficiaries

STAKEHOLDER ENGAGEMENT FOR IDENTIFYING SUSTAINABILITY OPPORTUNITIES

“Our engagement approach is multi dimensional. It encompasses identifying sustainability opportunities and implementing related activities through varying types, levels and frequency of interactions and span of control in the engagement and accountability.”

Rahul Singh
President - HCL Business Services(BSERV)

Based on this approach, we collaborate with employees, customers and investors; consult academia, suppliers, vendors, immediate community and NGO's; monitor our competitors, business analysts, media and social networks; participate in forums organized by the government, trade bodies and civil societies for sustainability actions.

This office partners with the Sustainability Committee with nominated members drawn from the Business, Employee First Councils, Infrastructure and Administration, Human Resources, Customer Advocacy Group, and Marketing. As a first step this year, the group reached out to stakeholders including NGO's identified through various channels to identify key material issues, relevant actions and targets to achieve by FY 2012.

Each of the focus areas mentioned in 'Sustainability 10' and the corresponding material issues are discussed in detail under 4 pillars of Sustainability in this report.

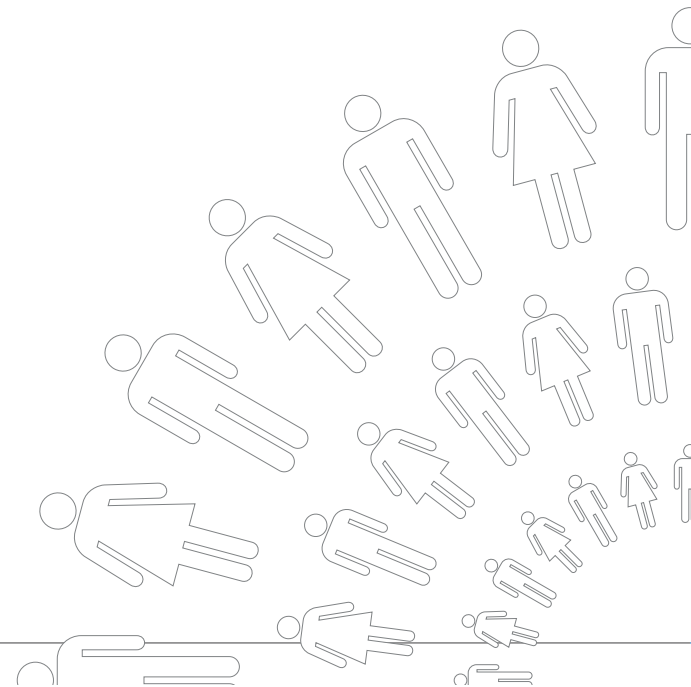


Engagement Level	Stakeholder	Channels/ Communication Tools*
Collaborate	Employees	Directions, Town Hall, U & I, Employee First Councils, 360 feedback, Listen Hour, EPIC, MAD JAM Global Customer Meet, Customer Feedback
Consult	Investors, Suppliers, Communities, NGO's, Students and Academia	Analysts meet, Supplier audits and meetings, Community and NGO interactions, MAD LTD, Campus Force
Monitor	Competitors, Global Advocacy Organizations, Media Affinity Networks	Public reports, Benchmark data, Social Platforms
Participate	Sustainability Forums, Government led Task Forces, Trade Associations	Memberships, Organize and Participate in events/campaigns/best practices sessions

* Details of each channel is available in various sections of this report

The stakeholder channels for identifying, strategizing and implementing the material issues for every aspect (business, people, environment, and society) are provided in detail under the same sections.

The management approach, sustainability governance policies and guidelines relating to sustainability are available in the Annexure of this report, as we do not see them changing in the short term.

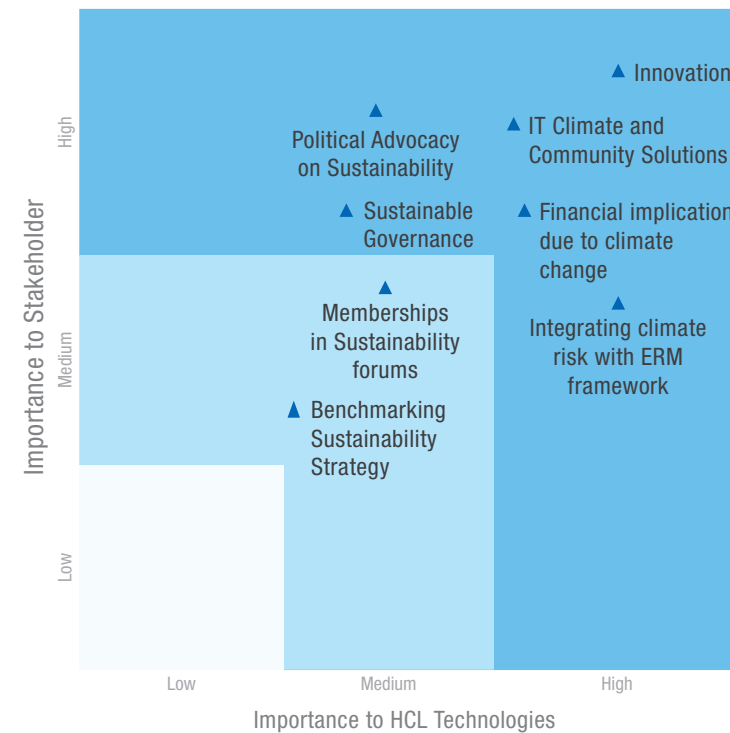


RESPONSIBLE BUSINESS

During the financial year 2010-11, on a consolidated basis, our revenues for the year 2010-2011 stood at US\$ 3.5 billion registering a growth of 31.1% over the previous year. We recruited 9,572(gross) and 3,626(net) employees for FY 2011 and the current work force strength at global level is 77,046. The new customers added are 70 and the total number stands at 467.

Sustainability materiality issues for Responsible Business based on our stakeholder engagement are illustrated below. These parameters supplement the business opportunities and the corresponding strategies provided under the Management Discussion and Analysis section in our annual report for FY 2011 available at www.hcltech.com

The outcome of our stakeholder conversations on key Responsible Business parameters to improve the 'Sustainability 10' by 2020 is provided in the materiality matrix.



“Our Employee First philosophy dismantles the traditional hierarchy in the system, empowers employees and builds a collaborative environment which facilitates new ideas, and possibilities of new ways to solve customer problems. Instead of a few leaders with all the answers, it is a much larger participation through innovation and problem solving leading to significantly larger unlocking of individual potential”

Premkumar S
Senior Corporate Vice President & President-Financial Services & Healthcare

Economic Performance

Our revenues during FY 2011 have grown by 31.1% compared to FY 2010. We derive our revenues from three business segments - Software, Infrastructure Management and Business Process Outsourcing Services.

Amount in US \$ million

Component:		2010-11	2009-10
Direct economic value generated			
Revenues	Net sales plus revenues from financial investments and sales of assets	3,587.71	2,735.46
Economic value distributed		3,223.35	2,398.26
Operating costs	Payments to suppliers, non-strategic investments, royalties, and financial payments	1,184.05	937.53
Employee wages and benefits	Total monetary outflows for employees (current payments, not future commitments)*	1,888.99	1,350.56
Payments to providers of capital	All financial payments made to the providers of the organizations capital	150.24	110.15
	Dividend	114.70	67.76
	Interest	35.54	42.39
Payments to government	Gross taxes	216.81	159.81
Community investments	Voluntary contributions and investments of funds in the broader community (includes donations)	0.07	0.03
Economic value retained (calculated as Economic value generated less Economic value distributed)	Investment, equity release, etc	368.58	346.30
Geo wise break down of revenue			
USA		55.8%	59.3%
Europe		26.9%	27.3%
ROW		17.3%	13.4%
Key Economic Ratios			
Year-on-year revenues growth (%)		31.1%	24.1%
Employee cost/ total revenue (%)		53.3%	49.9%
Operating profit/ total revenue(%)		13.4%	15.7%
Return on average invested capital (%)		16.1%	13.4%
ROCE (PBIT) average capital employed (%)		20.0%	20.2%
Basic EPS Growth (before exceptional Items (%))		33.3%	5.4%
Price/ earnings at the end of the year		21.12	20.11
Tax/ PBT (%)		23.0%	16.2%

* Inclusive of pension and gratuity

Scope: HCLT Global operations as on 30 June, 2011

- The provision for taxation includes tax liabilities in India and any tax liabilities arising overseas on incomes sourced from those countries. Company's operations are conducted through software technology parks ("STPS") and special economic zones ("SEZS"). The tax exempt income of the company attributable to export operations of units situated in STPS is subject to minimum alternate tax (mat). The company has recognized deferred tax assets for such tax credit amounting to ₹ 196 crores for FY 2010 and ₹ 267.99 crores for FY 2011 (July 1, 2010 - June 30, 2011).

- R&D expenditure as a percentage of revenues is 1.37% for FY 2011

We conduct an annual survey on customer satisfaction with the help of an external agency. Strategies and corresponding actions are implemented with support from various stakeholders, including our customers. In addition to the survey, we engage our customers through an annual Global Customer Meet to understand their expectations and discuss economic/ technological/ market opportunities that can be leveraged. These engagements help us understand the focus areas for research and development. Details of research and corresponding strategies are available in our Annual Report for FY 2011.

Our internal systems and controls have been established to ensure compliance with applicable laws and regulations. Internal audit reviews of fraud risks are a part of the audit plan and evaluates anti fraud controls by carrying out controls testing. To conduct our business ethically, our marketing programs adhere to the legal regulations of the countries we operate in. We were not subjected to any material legal actions for anti-competitive behaviour, anti-trust, monopoly practices or non-compliance with laws and regulations in FY 2011. We did not record any significant complaints regarding breach of customer privacy, loss of customer data and non-compliance with laws and regulations concerning the usage of our products and services.

Our Value Services Model

We adopt a 360-degree approach in embedding value in all facets of the HCLT-customer relationship.

Value Culture

The most reliable way that we create customer value is through engaged, empowered and result-oriented employees. We ensure that the working culture gives them enough support, tools and training in order to create value.

Value Creation

This flexible framework allows us to treat each customer uniquely by imbibing patterns and characteristics of the customer organization, industry and geography. This unique flexibility has resulted in innovative commercial models like output based pricing and global account management programs that enable each relationship to yield more business value than could be normally expected by both partners.

Value Engagement

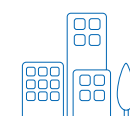
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Value Distribution

We are able to distribute value across a customer's IT landscape through our well-distributed services portfolio, significant domain strengths and locally relevant geographic distribution.

Value Delivery

In the physical world, value is judged on the basis of reliability, quality and speed. In the services world, especially IT services, security is an added component. Value is calculated based on the business benefit delivered by the service provider. This calls for high levels of maturity and customer satisfaction and would be difficult to achieve if the outsourcing strategy is based solely on short-term goals. HCLT has geared its Service Delivery Framework, Quality Systems and Information Security to meet the maturity levels required in a value centric world.



Sustainability Solutions and Services offered by HCLT

Our unconventional ways of empowering employees have helped us continually push the boundaries of innovation and collaborate with customers to create solutions for business transformation and sustainability. The business transformational solutions can be read in our publication CIO Straight Talk, which is available online at www.hcltech.com for all our stakeholders.

Our Infrastructure Management business offers a number of services, especially in the area of Remote Information Management (RIM), to customers for meeting their Green, Governance and Growth requirements. While a number of innovative offerings are available under RIM, for this report we focus on the Green Data Centre strategy that has significant impact on the carbon footprint and energy expenditure of our customers.

G3 Datacenters

Facilitating Green, Governance and Growth needs of customers

Our strategy relies on the service philosophy of partner owned datacenter to provide “Right Shore” hosting and migration capabilities with the ability to provide seamless global delivery to our clients. We have 10 datacenter partners across UK and USA and we continue to invest in our partner eco system.

We have invested in Next-Generation-Green-Datacenter in New Jersey, USA. This 35,000 square foot facility enables end-to-end datacenter services including near-shore co-location solutions, business continuity planning, cloud computing and mainframe management services. This facility has been designed for mission critical systems conforming to the Uptime

Institute’s TIER III guidelines. Additionally the facility follows LEED guidelines established by U.S. Green Building Council (USGBC).

We believe that green IT initiatives can be taken along the following three dimensions of a datacenter namely Technology, Facility and Management. Our suite of Green Datacenter Services helps enterprise IT organizations reduce their companies’ environmental impact by assessing, planning, and implementing initiatives around their datacenter environment. We assist many Fortune/Global 1000 organizations to walk this green path.

Green Datacenter Solutions:

Infrastructure Management Services from HCLT supports customers in creating Green Datacenters. The blue print for one such center is given below:



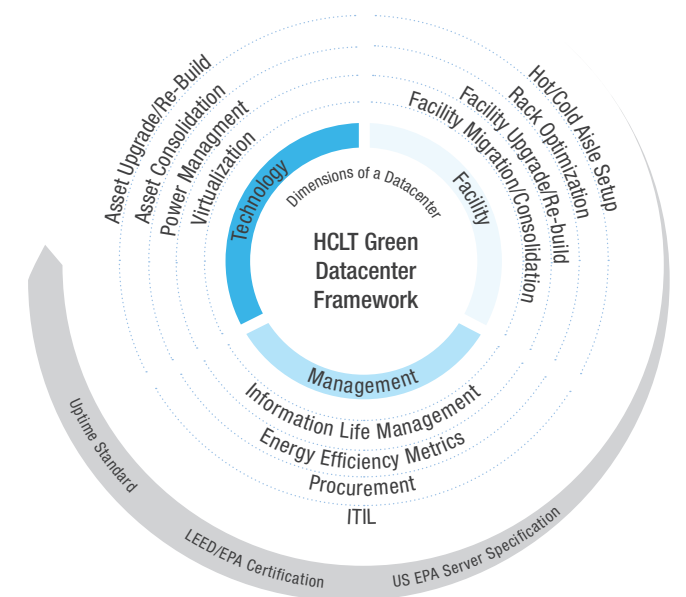
Our G3 Datacenter Services

Following are some of HCLT’s capabilities with respect to Green Datacenter Services:

Datacenter Technology	Datacenter Facility	Datacenter Management
<p>Virtualization</p> <p>Consultancy and Solution Implementation</p> <p>Architect Virtualization Solution using VMware certified capacity planner tools</p> <p>Power Management</p> <p>Power off servers with low priority applications during power emergencies.</p> <p>Shutdown IT systems systematically during unplanned environmental conditions.</p> <p>Move compute loads to least expensive power geography (follow-the-moon).</p> <p>Datacenter Consolidation</p> <p>Consultancy & implementation activities in Project Management, Administration, Application Management, Logistics and Third Party handling</p>	<p>Datacenter Structural Changes</p> <p>Audit and Gap Analysis to rebuild Facility/Assets to gain energy efficiency</p> <p>Consultancy on right size and right performance system for obsolete / EOL or legacy systems</p> <p>Energy Efficient CPU models coming from various OEM's</p> <p>Datacenter Non-Structural Changes</p> <p>Use energy efficiency metrics like PUE (Power Usage Effectiveness) by Green Grid</p> <p>Provide quantification in terms of costs, primary energy and carbon emissions</p> <p>Workload management software to meter power usage and trend data</p> <p>Power capping on servers to optimize energy use and application performance</p> <p>Compliant with regulations (RoHS, WEEE)</p>	<p>HCLT Datacenter management focuses on IT equipments along with their power and cooling requirements.</p> <p>HCLT has identified initiatives for energy efficiency where it can leverage its strong expertise and help the customers achieve significant energy and cost savings enabling a healthy bottom line.</p> <p>The different opportunities have been classified into 3 categories:</p> <ul style="list-style-type: none"> • Little resource or investment required to achieve significant amount of energy savings, e.g. turn off unused equipments, improve datacenter airflow. • Moderate level of resource or investments required, e.g. virtualize and consolidate servers and storage, power management. • High level of resource or investment required, e.g. Consolidate Datacenters, utilize daylight, and use power from renewable resources.

Our unique Green Datacenter services framework has powered us to deliver cost and energy savings to our customers, some of which are as follows:

- 15-40% savings through Datacenter Consolidation and Virtualization.
- 10-15% savings from Datacenter Asset re-build and buy out.
- 10-15% savings due to Rack Optimization in Datacenter.
- 4-10% savings by installing best-in class power equipments in Datacenter.
- 7-15% savings due to efficient Air conditioning architecture within the Datacenter.



G3 Datacenters

Case Studies

Leveraging Management Capabilities to improve operational efficiency for energy utilities

As a partner with EMC, we provided Energy Future Holdings Corp. (EFH) with an opportunity to transform its IT infrastructure and transition from an incumbent service provider to reduce cost, and improve both flexibility of operations as well as the manner in which electricity was delivered to customers. We worked closely to understand EFH's IT landscape and their needs moving forward to put together a comprehensive storage and backup infrastructure solution. By transforming the IT infrastructure of EFH, they were better equipped to meet current and future needs and realize the vision of bringing together world-class energy infrastructure. EFH, through a subsidiary, is responsible for providing electricity to the whole of Texas, USA and HCLT ensured that their IT systems were up to date. We took over the assets ensuring a 'Capex-to-Opex' conversion, committed 10% of each full-time employee's stipulated project hours, and transitioned multiple streams across infrastructure, processes and tools, helping EFH save energy costs and time.

Improving G3 of global manufacturing and printing companies

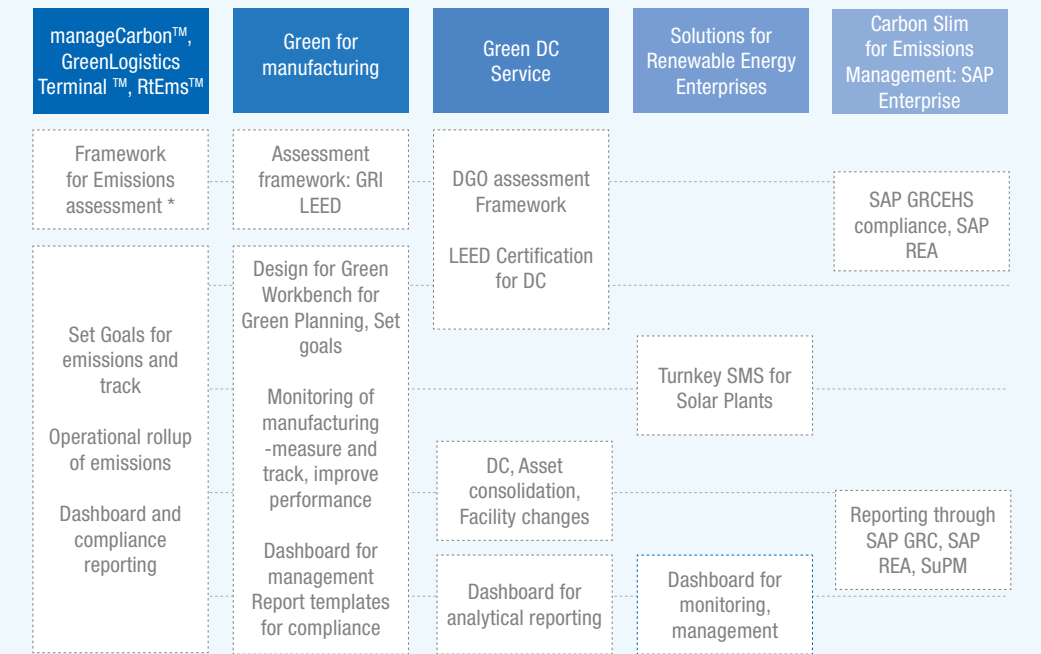
We partnered with a global printing solutions company and improved their capabilities to manage their information services better. Through datacenter hosting and migration, virtualization, consolidation and storage architecture services across North America and Europe, we improved their operational efficiencies, reduced footprint and therefore energy cost. Business service management processes were created to centralize and standardize the client's datacenters infrastructure. We strengthened their governance requirements to meet with regulatory requirements such as Sarbanes-Oxley, internal security policies, etc.

We collaborated with another global manufacturing customer in achieving pro-active problem management, performance improvement and server footprint reduction. The client was faced with the challenge of a lack of scalability and flexibility in technology and applications. It needed to standardize and simplify the application and infrastructure process environment, improve process and the quality of data for better decision-making and support for common shared services across businesses. The client had an urgent need for continuous process improvement across supply chain, customer service, engineering and information delivery. Quantitatively, we helped in reducing server footprint by 20% based on simple server consolidation, an additional reduction by 20% driven by application optimization.

HCLT GreenEdge

IT Solutions

GreenEdge™ is a framework that addresses complete lifecycle to achieve Green and Sustainable business. It is a consulting driven exercise supported by sector specific templates, methodologies, processes for measurement, reporting and reduction assessment.



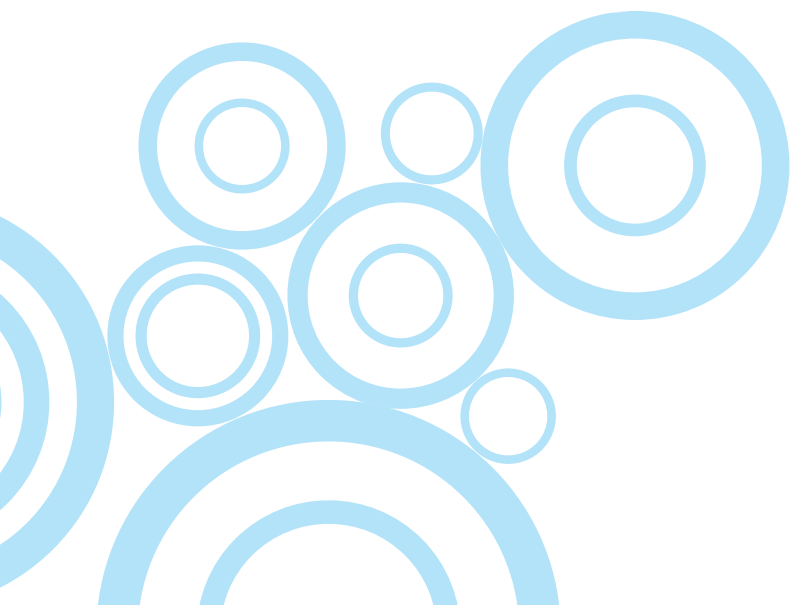
Manage Carbon:

Manage Carbon, an IT solution around GHG Protocol for corporate standard, was developed and deployed for measuring and reporting carbon emissions. The technologies used in the solution are primarily open-source technologies to keep a low cost footprint. It integrates with various other enterprise applications containing electricity, travel and fuel data., using multiple approaches ranging from database level integration to web services based integration (both push and pull modes), in addition to providing options for direct entry of information.

This tool has been successfully piloted internally at HCLT and has helped us monitor and report on carbon emissions. A prototype of the tool is available for the public on our website: www.hcl.com on our Go Green links (<https://carbon.hcl.com> & <https://carbon.hcl.com/personalemissionscalculator>)

Agora:

HCLT's proprietary solution AGORA is a solution accelerator for Independent Service Vendors (ISV) to plug in their products and services. AGORA provides the complete range of features needed to start delivering products in the subscription based business model. Complete with modules for aspects like customer management, OEM and partner management, metering, billing and support, Agora helps ISVs monetize their SaaS channels in a time span of weeks as opposed to months leading to energy and operational efficiency.



“Fostering the innovation DNA at every level in the organization is imperative to being successful as a business in recent times. We not only encourage HCLites but also enable them to think out of the box and work towards improving the business operations of our customers including their commitment towards a green tomorrow”

GH Rao
Senior Corporate Vice President & Chief Customer Officer-ERS

Green Logistics Terminal:

The ‘Green Logistics Terminal’ is a tool that has been developed to help logistics companies define, measure, track and control their emissions. Some key features of this solution include-

1. A methodology to define the existing operational structure, financial structure, activity structure and resource structure of an organization.
2. Accurately measure the carbon footprint of the company at any point in time and track it against set goals and thresholds.
3. Define and create new projects that the company may undertake to go green and track emissions savings from these projects, both by form of emissions saved as well as dollars saved.
4. An extensive range of ready KPI’s, which allow for multiple views of different granularity to track carbon emissions and potential areas where dollar savings can be realized.

Green for Manufacturing:

This suite of products and solutions are largely for monitoring emissions, reporting using standard dashboards and also create workbench for setting goals on green operations. SAP based ready solutions on Health, Safety and Environment are a subset of these services. CarbonSlim is a product for GHG Emissions Management and Energy Efficiency Management for Oil and Gas.

HCLT Climate Solutions:

Customer Case Studies

Reducing Carbon Footprint

for a resource recovery and waste management company

Sustainability Challenge:

Veolia Environmental Services, Australia is an industry leader in resource recovery and waste management. The client need was to streamline their fleet and field force operations. Being in the waste management business, Veolia Australia maintains a fleet of more than 600 hundred waste collection trucks, some of which are owned and operated by contractors under the Veolia brand and management. Therefore, the management of this vast fleet of collection vehicles was a crucial challenge for the client and an area of focus for us.

Our Solution and Differentiators:

We worked with Veolia to develop a customized mobile technology solution called the Paperless Truck System (PTS). As part of this system, each truck was outfitted with a custom-designed on-board computer and PDA connected in real time to a fleet/field force management system. This, in turn, was connected to a centralized SAP back-end system.

Business Benefits:

Extensive cost savings have been realized in terms of both labour and time, due to better fleet management and streamlining of operations. Enhanced efficiencies in fleet management resulted in a reduced carbon footprint with lower fuel consumption and emission. The business has also benefitted with significant improvement in customer service. We also successfully partnered with Veolia to make it among the first organizations in the world to implement a SAP Waste and Recycling software solution.

Facilitating Green Operations

for a global hospitality company with large supply chain

Sustainability Challenge:

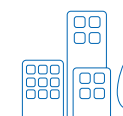
The challenges faced included high server foot print with low utilization, low network utilization with high idle time for equipment, high energy bill and lack of visibility in consumption, absence of proper measurement and controls across energy consumption, and paper based transactions.

Our Solution and Differentiators:

We offered a two-point approach for achieving energy efficiency and cost reduction based on GreenEdge. First, an IT equipment inventory was prepared along with a measurement of critical operational parameters, linked energy consumption with asset utilization. Paper centric processes and operational inefficiencies were also mapped. Following this extensive exercise, a step-wise roadmap was drawn out for energy efficiency through green operation, including data centre energy reduction through server virtualization and network consolidation. We provided the client product agnostic solution offerings ranging from consulting to implementation.

Business Benefits:

Energy savings were realized with greener operations, which enabled visibility on energy consumption, processes bottleneck and paper generating functions. The GreenEdge based automated solution also helped reduce paper consumption and provided better measurement and controls.



HCLT Climate Solutions: Customer Case Studies

Enabling Energy Management

for a Pharma company with distributed manufacturing and R&D centers

The Client and Sustainability Challenge:

The challenge was to overcome low energy utilization and high energy consumption levels due to distributed HVAC systems across multiple plants and buildings, obsolete control and measurement, sub optimized cooling and heating processes and wider variation in differential pressure.

Our Solution and Differentiators:

We undertook a study of dispersed HVAC systems at multiple locations and prepared an equipment inventory with energy consumption and measurement across multiple units. Process modelling of HVAC was undertaken and inefficiencies analyzed. Enhanced process efficiency was achieved through implementation of higher level of measurement, automation and control through latest technology and an established system differential pressure for higher energy utilization. HCLT offered an integrated solution offering, right from consulting, design and engineering to implementation, with extensive knowledge of technologies offered by multiple OEMs.

Business Benefits:

Enhanced energy utilization, better measurement and controls resulted in energy saving. Energy efficiency was achieved by replacing obsolete systems, discovering visibility on energy consumption and removing process bottlenecks.

“Our unconventional way of empowering employees has helped us continually push the boundaries of innovation and collaborate with customers to create solutions for business transformation and sustainability.”

Rajiv Swarup
Senior Corporate Vice President & Chief Customer Officer - Strategic Accounts

Green Benefits from HCL Solutions

Based on the case studies mentioned above, the estimated reduction in carbon emissions and energy consumption are summarized below:

Case	GHG Reduction	Power Saving	Cost Saving
MPS- Fleet Management	70-80 kgs/ Truck	20-30%	20-25%
Cloud Computing	150-200 kgs/server	100%	20-30%
Data Center	150-200 kgs/server	30-40%	15-20%
VMWare – Storage	100-200kgs/ TB	30-40%	30-40%
VMWare- Desktop	70-80kgs/ CRT	40-60%	15-30%

While we have worked with a number of clients on datacenter management, we have provided selective case studies in this report, where the datacenter solutions may have resulted in facilitating green for the customers and their immediate business eco system.

More case studies are available at www.hclisd.com/Case-Studies.aspx

Moving Beyond Carbon

enabling a water utility company on its operations

Sustainability practitioners indicate that water will be a scarce resource by 2050. We understand that unless the water utilities companies are efficient in monitoring the usage and have control mechanisms through metering, water would be wasted during the distribution process. We have developed competencies to consult with large water utilities companies both for improving their operational efficiencies as well as for optimizing distribution

Sustainability Challenge:

The challenges faced by the client included manual fragmented processes, aggressive timelines to achieve productivity and quality targets, property record verification and validation, debt collectors, credit management and billing support and metering support on meter readings and meter exchanges.

Our Solution and Differentiators:

We designed a customized solution of integrated back office billing and customer support services from its offshore delivery in India, created a ring fenced team to manage seasonal variation, deployed the WFM tool Blue Pumpkin to ensure accuracy, processed business rule exceptions to resolve account issues and set up brand new properties based on a metered tariff. We helped in processing both early stage debt collection and updated the billing system for a third party debt collection agency. We helped implement a dedicated command centre and operational excellence group to ensure service level accuracy, meeting quality accuracy and adherence to local regulatory measures.



HCLT Community Solutions: Customer Case Studies

Our sustainability efforts do not stop with just offering green services for the customers. We look for opportunities to create solutions for enabling the communities in which we operate in.

Enabling Better Policing Process

The Client and the Community challenge:

Wiltshire Police Force (WPF) is one of forty three police forces in England and Wales who have been under constant pressure to improve its policing processes and enhance its officers' visibility and effectiveness in the field. One of the major causes for the diminished visibility and effectiveness was computerization, which had added hours of wasted travel time and time off the street for Wiltshire's 1,200 police officers.

Our Solution:

Wiltshire police brought in HCLT to develop a Mobile and Remote Working Solution (MRWS). The solution equipped nearly all of Wiltshire's officers with a mobile handheld device. Today, 1,000 such devices/mobile PDAs are out in the field and have transformed a significant part of the police operations in Wiltshire.

Community Benefit:

In an era of increased terrorism, intelligence data is circulated using this model and prioritized instantly. An intelligence search can be completed accurately on the spot, to assist the arrest process enforced by the police. Through the mobile device initiative, technology is being used to make the people of Wiltshire feel safe with the available number of officers.

Enhancing Public Service

The Client and Community Challenge

Birmingham City Council is the largest local authority in the European public sector with a budget of more than \$4.5 billion and 57,000 employees serving one million citizens. It is responsible for providing more than 250 services. The council reached out to HCLT for business transformation, including innovative changes in their business processes in order to provide superior service to their citizens, save money and be in line with the national government's strategic directives of the time.

Our Solution:

We introduced an innovative idea of the benefit cards, each owned by an individual officer with the council who is responsible for its delivery.

Community Benefit:

There has been positive feedback and it is clear that efficient new processes were long overdue. For example, more than 95 % of invoices are now paid on time, a vast improvement from the 65 % of the past. The council expects even more business benefits as we continue to refine and implement the system.

Fostering Innovation

We have created multiple channels and opportunities especially for HCLites and research and academia communities for participating, contributing and developing ideas that benefit society and environment. Including FY 2011, we have filed for 62 patents and have received 49 patents in technical and business areas. More than 2000 HCLites work in 150+ solution areas to enable customers around the globe. Our Intellectual Property Management Services (IPMS) incubates new ideas and help HCLites transform into innovators.

SISI 2011

Stages for Innovation, Sweden India

Based on our belief that unique Swedish and Indian capabilities need to be leveraged for growth, we have created an innovative platform, SISI 2011 for multi stakeholder participation. This platform brings our senior leaders and Swedish academia together to brainstorm ideas on digital networks that can be successfully leveraged across borders, and enable cross cultural assimilation in virtual teams.

During 2011 we facilitated a two way 1:1 mentor program and skills infusion with representatives from Stockholm Principal Community and HCLT sales staff. Linked to the Global Citizenship Program of Stockholm, the program focuses on stages of digital innovation and steps to work successfully in a global service market place.

SISI is a pro bono activity of HCLT to

- Create a formal bridge to leverage collaborative innovation between Sweden and India.
- Generate a pipeline of connections (represented by students from Sweden visiting HCLT in India), a new generation building new businesses, inspired and incubated by HCLT in discussion with the Swedish education system and other potential stakeholders such as trade councils, chambers of commerce.
- Create accelerated awareness and a discussion of the opportunities for Sweden in India.

MAD JAM

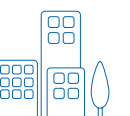
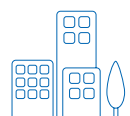
Make A Difference (MAD) is an initiative to promote innovative ideas in the workplace. HCLites use the Value Portal to offer suggestions and solutions for change. During FY 2011, more than 900+ HCLites belonging to 377 'idea teams' submitted business and technology based transformational solutions. Based on a poll by their colleagues, 94 HCLites from 18 idea teams were shortlisted to present their ideas to a jury. The ideas implemented are expected to create more than \$25 million in value for our business.

MIX

The World's First Management Innovation Contest for MBA Students

One of the most important challenges for tomorrow's business leaders will be to rethink the way that organizations are managed, with the goal of making institutions of all kinds more adaptable, more innovative, more inspiring and more socially accountable. HCLT, a founding sponsor of the Management Innovation eXchange (MIX), launched an M-Prize that provided MBA students worldwide a chance to hone their management innovation skills and get valuable feedback from leading management thinkers and practitioners.

Through the M-prize, it was possible to see what innovative ideas Gen Y business students would come up with to challenge the management status quo.





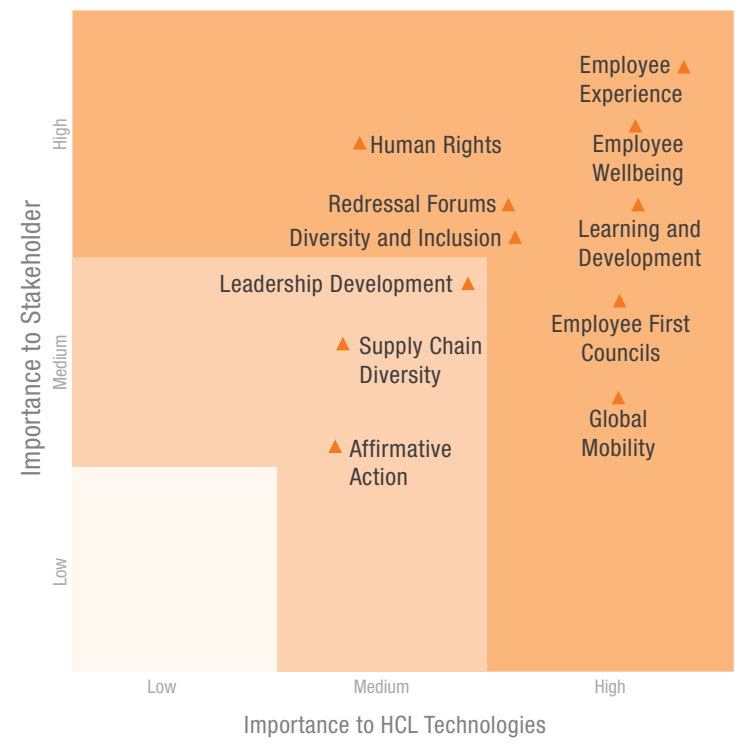
REDEFINE WORKPLACE

A unique employee-focused program was initiated at HCLT around six years ago. It was based on the Employees First, Customers Second philosophy that inverted conventional management wisdom and placed the needs of employees before that of customers.

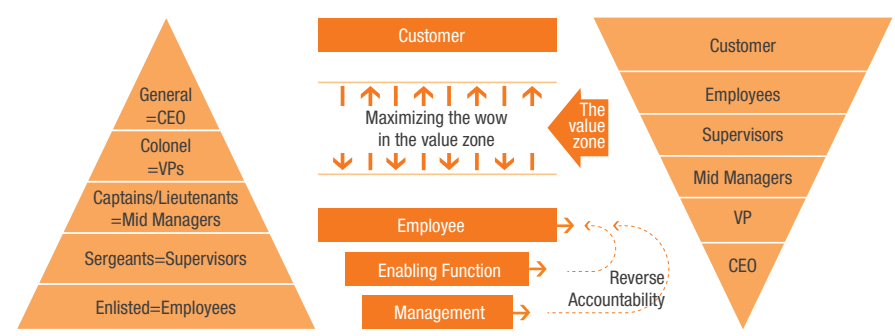
This philosophy is founded on the belief that enabled and passionate employees offer better value in engagements and directly impact customer satisfaction. It can bring about a sea-change at the company level, and in turn, greater customer loyalty, better engagements and growth. The underlying tenet of the program was that organizations need to “put the human back in business.” They are part of our overall vision and direction; the key drivers of our sustenance and growth. By making HCLites the first priority and empowering them as partners and participants in the company’s success, it catalyzes them to take ownership and become responsible for value creation and change, thereby transforming the business to benefit all stakeholders, including customers and shareholders.

We urge HCLites to create a change in the organization, bring about a revolution and create an eco system that exudes brilliance and superiority in everything they do. Our stakeholder conversations helped us prioritize sustainability actions for redefining the workplace which is illustrated in the materiality matrix.

The outcome of our stakeholder conversations on key Workplace parameters to improve the 'Sustainability 10' by 2020 is provided in the materiality matrix.



Employee First, Customer Second Framework



Promoting a culture of trust and transparency

Realizing that customers buy value from employees who are delivering services to them, through Employees First we created an uncontested market space by focusing on empowerment and internal transformation rather than external innovation.

We have initiated a number of programs towards building a culture of trust for enabling the transformation process. All employees are provided with information on our culture, code of conduct, channels for redressal, health and safety norms, and other employee benefit programs.

Workforce by Region (In numbers)	
India	63,629
North America	5,739
Europe	4,412
Rest of the world	3,266
% of local hires/senior management hires outside India *	
North America	70.00%
Europe	83.78%
ROW	80.00%
Diversity Data	
% of women in total work force	24.42%
% of women among local hires	32.09%
% of women returning after maternity	83.2%
% of men returning after paternity	100%
Ratio of salary at entry level hires(Men: Women)	1:1

* General Managers and above
Scope: HCLT Global operations as on 30 June, 2011

“The term empowerment at HCLT is not about just creating participatory platforms for employees. It is about inverting the organizational pyramid and creating a culture of trust and transparency to instil belief in a shared purpose and transferring the responsibility for change”

Shami Khorana
Senior Corporate Vice President

Directions 2011

Directions is a six monthly program during which the CEO communicates the organization’s transformation over the last 5 years with HCLites, shares the vision for coming years, briefs them on the challenges ahead and enables the employees to contribute, participate and engage in that vision. At this forum, HCLites engage in a dialogue with the CEO on the shared vision and transformation ideas.



The Employee First Councils (EFC)

EFC is a unique platform for HCLites to lead change. It is a participative and democratic forum developed for HCLites and run by HCLites. The Employee First Councils provide opportunities to a diverse group of individuals to come together and work towards a common cause that they are passionate about.

Employee First Councils have nearly 2,500+ active members who have been instrumental in organizing over 5,670 engagements. Every year, elections are conducted, and the members of various councils are elected to represent employees for strategizing and implementing various transformational activities. A brief snapshot of the various councils and their activities is given below:

Employee First Governance Council (EFGC) and Listen Hour

The heads of employee facing functions form the EFGC and interact with the employees through two platforms

1. EFGC portal, a platform for HCLites to give feedback on policies, programs, and any organization support activities. Any issues with respect to the enabling functions can be posted in this forum and the queries clarified by the heads of the respective functions. During FY 2011, the approximate number of questions posted and responded to on this forum was 113. Since 2009, 557 queries have been posted and appropriate actions taken by the respective departments.

2. Listen Hour is a platform where employees get an opportunity to have face to face interaction with their business partners – HR, Admin, IT, EHS. Every quarter, employees can approach the representatives of the various teams with their queries, suggestions and unresolved Smart Service Desk queries (SSD).



Community Service

Our community outreach programs are spearheaded by 272 members from this council. One of their key activities is to inculcate social responsibility among HCLites. More details about their work are available in the Repay Society section of this report.



Talent Council

Around 214 members in this council promoted initiatives to showcase the talent of HCLites in the areas of art, music and theatre. During FY 2011, the council also released a music album and the proceeds of the sale went to helping the less privileged children in India.



Grey Cells

Grey Cells facilitate quizzes and other forms of intellectual and educational activities. There are around 200 active members in this council today.



Sports Council

Sports Council uphold our legacy of adventure and guts through sports. During FY 2011, 243 sport enthusiasts organized a number of cricket and tennis tournaments in India.



Green Warriors

This team was recently formed to support our vision on Go Green. Around 1200 warriors conducted eco audits of their workplaces this year. For more information on this, please refer to the Renew Ecosystem section of this report.



Wellness Council

The council organizes a number of awareness programs, immunization/health camps, physiotherapist visits and wellness talks by experts for the benefit of HCLites. The 209 elected members also provide ideas on improving our insurance plans, hospital tie-ups and help us promote employee wellbeing. More details are available under Employee Health section.



Ambassador Council

The 224 elected members of the council play an important role in employee engagement events such as 'Friday Fundoos' and 'Thank God it is Monday'. Last year they upgraded the condition of the cafeterias. The council also believes in promoting team spirit and organizes fun activities which allow HCLites to bond with their colleagues.



Women Council

Members of the Women Council aim to connect and advance women through development programs, encourage participation in women networks and support gender diversity initiatives. Around 215 women actively promoted gender inclusion. More details are provided under Women Connect section.

"We believe that the maximum value is created at the employees-customer interface. Therefore we empower our employees to generate delight for our customers; every step of the way. It is about the individual taking charge - proactively creating space for growth, expansion and enrichment."

Ram Krishna
Senior Corporate Vice President & Chief Delivery Officer

Redressal and Feedback forums

We have institutionalised a number of channels through which HCLites can voice their options, report on grievances and also get support from enabling functions to resolve day to day problems. The details of these forums are shared at the time of induction with all employees.



We are committed to providing all our employees with a work environment that is secure, fair and free from harassment as per Indian and global regulations. We assure confidentiality and protection to all HCLites from threats by the management or co-workers for filing a grievance or participating in an investigation. During FY 2011, two cases were substantiated on which actions were taken appropriately.



To help invert the organizational pyramid, we opened the 360-degree performance review process to all employees who a manager might influence. It allows anyone who has given a manager feedback access to the results of that manager's 360 review. This practice has increased participation, empowered employees, and made the 360 review a development tool, not an evaluative one.



Echo is our annual employee experience survey monitored for HCLites to share their overall experience on various aspects like organization culture, Employee First orientation, work environment and performance management. This year over 14,000 HCLites participated to provide feedback and helped us to prioritize policies, systems, processes and employee engagement activities.



Conversations

U&I Conversations is a channel through which any HCLite can write to the CEO to ask questions ranging from strategy to individual issues. During FY 2011 we received 454 questions on which appropriate actions were taken. Using U&I, the CEO also initiated reverse blogging to seek answers from HCLites on various business and people matters.

Smart Service Desk

Besides the councils, we have institutionalized the Smart Service Desk (SSD), a system to resolve problems between the enabling functions and the frontline employees. Any employee facing a problem at work can open a trouble ticket, which is assigned to a manager responsible for its resolution.



To ensure strict compliance with ethical and legal standards across the company, we have a whistleblower policy in place. All employees are apprised of the whole whistleblower policy. We received four complaints during FY 2011 and upon investigation none of them was substantiated.



Decoding HCLite Individuality and Unleashing their Potential

We believe that unlearning what is learnt is a prerequisite in the journey for every HCLite to be a leader. It is about HCLites journey towards self-discovery of their passion and potential to succeed. We offer a number of platforms and programs to facilitate personal and professional learning and development. All eligible employees, irrespective of gender or background, receive regular career and performance development reviews on an annual basis.

Employee Passion Indicative Count (EPIC)

As many as 40,536 HCLites participated in EPIC 2010 and identified their passion indicators. The EPIC reports were generated at both individual and team levels. It enabled managers to understand their team expectations and provide necessary support for team effectiveness, which is tracked by PEET (Post EPIC Effectiveness Tracker).

Learning and Development

There are more than 3,000+ self development sessions available online in the portal 'iLearn' for HCLites. 'HCL Scholar' program has three levels of learning to help employees gain a better understanding of business and operations. 100% of eligible employees completed Level 1 for FY 2011.

We promote equal opportunities for competent HCLites to take up new roles through internal job postings. The postings are available in our Career Portal and eligible employees undergo a transparent selection process for placement. During FY 2011, all eligible employees received their performance and career development feedback from their managers.

Good Practices Conference

The process of systematic collation, evaluation, sharing and adoption of good practices across HCLT started in the year 2008. This year, the conference had several new features. HCLites were invited to submit abstracts for Good Practices and Lessons Learnt. As many as 1352 abstracts were submitted, of which 638 were selected for the subsequent phase of paper submission. In the final phase, 101 papers were published and 50 selected for live presentation.



"At HCLT, we believe that unlearning what is learnt is a prerequisite in the journey to be a leader. It is about HCLites journey towards self-discovery of their passion and potential to succeed."

Dilip Kumar Srivastava
Corporate Vice President & Global HR Head

TechCEED

Our technical training arm focuses on preparing HCLites on the latest technologies, as well as preparing them to gain new skills for their career development. During FY 2011, the team imparted 83,923 person days of training of which 26% were for women HCLites. The gender wise training break up reflects the base gender pool at HCLT.

Level	Men (numbers)	Women (numbers)
Entry	12,335	5,664
Middle Level Managers	5,572	807
Senior Managers	407	118

Scope: HCLT Global operations as on 30 June, 2011

FIELD

During FY 2011, 4032 eligible HCLites completed their developmental programs focusing on soft skills. The FIELD programs include communication, cross-cultural orientation, team leadership, interpersonal and managerial development sessions which amounted to 10,080 person days during FY 2011.

Top Gun

This program builds the leadership pipeline of the company by focusing on equipping the next generation of leaders with the Company's identified leadership competencies in order to create world class leaders.



Learning through Idea exchange

We have a number of informal forums through which we encourage HCLites to share their ideas and help with individual learning and development.

MEME

MEME is an internal social networking platform used by employees to connect, share, learn and grow. It serves as an avenue to share thoughts and ideas with fellow HCLites. Through MEME we address a series of needs emerging out of a multi-generational workforce including aspects of gender, culture, ability, work life continuity, leisure, values, beliefs and other professional and personal interests.

More than 30,000 MEMEers across the globe connect with each other as friends through posts, responses, viral posts, picture uploads, comments, tagging, file uploads, document sharing with any network, group posts, and so on. There are 687+ groups that encourage participation in various online discussions on a wide variety of subjects.

aRKmedes

aRKmedes is our Knowledge management portal that provides ways to create and share knowledge so that it can be applied by users who are looking out for information or solutions to address their needs. These exchanges are more generic stories of expressions of creativity like blue ocean ideas besides having appreciation for groups, tool related, project management, dress code using debates to provide information on how to handle these situations. The aim is to encourage the process of innovation and ideas through repositories, forums, and blogs. Live podcasts create an interesting way to learn from other people's experiences using real time. During FY 2011 aRKmedes recorded approximately 327 exchanges/month on an average including posts and comments.

Recognizing Performers

Xtramiles

Xtramiles is a unique appreciation forum for HCLites to inculcate a culture of expressing gratitude, appreciation and recognition of peers, team members and managers across the organization for their efforts. HCLT has been built on team spirit, teamwork, collaboration and solidarity. XtraMiles provides a platform to convey thanks in an easy way, and helps strengthen our culture of appreciation. Nearly 950 HCLites use the XtraMiles portal everyday to appreciate the efforts of colleagues.

O2 League

The O2 League is a team of extraordinary HCLites. The members of O2 League are those who have made a difference through work ethos and going an extra mile to achieve results. During FY 2011, 2,945 HCLites became members of this O2 League and were honoured along with their families.



Diversity and Inclusion Strategy (D&I)

Founded on the equal opportunities policy, our D&I strategy is a three pronged approach.

Recruiting employees from diverse backgrounds:

We reach out to a diverse talent pool that comprises women, different nationalities, cultures, work experiences and people with disability. In India, we recruit employees from Tier II and Tier III cities to facilitate inclusive growth.

Engaging and enabling employees from diverse backgrounds:

We focus on creating and sustaining a nurturing environment for employees with diverse backgrounds. Our team leaders are equipped with skills to work across the globe in virtual teams.

Affinity networks and Employee First Councils help us reach out to HCLites from diverse backgrounds. The networks ensure that diverse perspectives are included in all business operations. We also focus on creating support systems and policies that are based both on infrastructure and people, to facilitate work life continuity. Our programs include development conferences and social media for improving awareness of both HCLT and the eco system in which we operate.

Community participation: Our Campus Force provides focused skill building interventions to nurture students from underprivileged areas in India. We are also members of key forums to influence policies and programs to promote diversity and inclusion at a global level. We believe that open conversations with all employees will promote sensitivity on any matter, be it gender, ability or generational gap.



Women Connect @ HCL

Founded on our CEO's commitment to gender inclusion, through this affinity network, women connect and advance by peer networking, advocate gender neutral work environment and suggest policies.

A series of interactive programs are led by women at HCLT and facilitated by life coaches, business leaders and members from the academia as part of the "Make the Right Choice" program. We invite subject matter experts to address our employees to discuss how work life continuity can be achieved, with instances from their own lives on how they overcame various challenges to become inspiring leaders.

Gender matters are discussed through 'BlogHer' an internal social networking platform. New topics and guest bloggers are introduced periodically in this space. Aspects of policies, work life balance and generational issues get discussed in this space.

An inspirational series of events are conducted under "Feminspiration" where we invite eminent female personalities from the industry and society to address our employees on various topics. The first of such events was launched in the month of May and hosted in Noida, where Dr. Kiran Bedi, ex-IPS police officer and the first woman police officer in India, spoke to our employees about her life experience and shared her opinion on how one can become a dynamic leader.

Diversity Awareness Forums

We launched a series of panel discussions on 'Rebalancing the Workplace for Sustainability', to discuss diversity and how to leverage diversity for tomorrow's company. Eminent leaders from the industry, academia and consulting share their views at these forums. HCLT is a member of the World Economic Forum and is active in its task force relating to gender parity and social upliftment.

We also conduct internal sessions titled 'Inclusion 10' to promote diversity, and allow employees to speak about practical concerns while working with colleagues from diverse backgrounds. 'I Fly' is a knowledge portal that helps any employee to understand cross cultural issues and provides information about all countries in which HCLT operates today. Besides this portal, the T2ID conducts regular trainings on cross cultural matters.

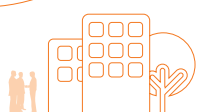
Facilitating Work-Life Continuity

We support our employees in achieving work life balance through a number of policies and support systems. Our policies include flexi-hours, telecommuting, extended maternity, paternity and adoption leave. Day care facilities for children are also provided. A unique platform called 'Genie' helps employees find homes, make bookings, buy tickets, trade white goods and other concierge services. Workshops are conducted to equip teams with cultural sensitivities and build and sustain strong business relationships based on trust and respect at all levels. We provide a minimum three month notice for all employees on any operational changes and provide all support for employee movement to the new facility.

Suggestions on improving policies can be posted directly on EFGC or BlogHer portals and the posting invite peer comments and improvements. These suggestions are tracked, evaluated and those suggestions that can be implemented are then taken up by the policy team for execution.

Family Connect

We have a number of initiatives where employees can participate along with their family. Little HCLites Day was organized where employees and their kids spent quality time together. This year we introduced the program "Bring your sons and daughters to work day" in select locations. More than 500+ children used their holiday time meaningfully to enhance their understanding about their parents' workplace.



Life Coach

Employee well being is an important sustainability parameter and we have implemented a life counsellors program based on our interactions with HCLites and benchmarking the best practices in our industry. Life Coach is a multi pronged approach to provide support to employees and their families on their work life challenges. The counsellors can be reached on mail or telephone 24 by 7. They are sponsored by the company, free of cost. There is a special counselling facility for women HCLites to manage their inflection points in life. The managers are sensitized on various issues related to stress and how to handle employee concerns pertaining to work life priorities

Employees Health and Safety

Our wellness and women council help us organize health camps relating to ergonomics, stress management nutrition and other well being matters. They design campaigns to improve awareness among all HCLites on matters pertaining to serious diseases such as H1N1 upon advisory from the WHO.

During FY 2011, our women councils conducted regular antenatal sessions for expecting mothers. HCL women and families of HCLites benefited from cervical cancer immunization camps conducted across India locations. We provide free counselling on health related issues through the Life Coach program.

Employee safety is our foremost concern and we constantly strive to ensure that adequate security measures are in place at all times. To ensure a safe commute, we have cabs to pick up and drop HCLites who are working shifts or late hours. Our travel policy in India allows women employees who avail office cabs to be provided with escorts and guards if they are travelling early morning or late evening. A 24/7 Transport Helpline can be used in case of any emergency, help or grievance redressal.

While our organization provides the necessary amenities and support, employees are also educated on the safety guidelines and are encouraged to be alert while using night cabs. Today women HCLites comply

with these safety guidelines and follow the process of reporting to the centralized travel helpdesk upon safe arrival at their destination through a call or mobile messaging system. This year the women council also conducted self defence sessions for HCLites.

We conducted safety weeks for both employees and vendors who are operating cabs and buses this year. During the week aspects of first aid, information on 24/7 emergency support and safe road travel were discussed. Cab and bus drivers who have complied with safety norms were recognized and others were encouraged to follow the standard safety guidelines.

The number of incident and frequency rate cases recorded is based on employee commute outside our office facilities in India. The details are as follows.

	FY 2010-11
Incident Rate/100 employees	0.138
Frequency Rate	0.692

Scope: HCLT Global operations as on 30 June, 2011



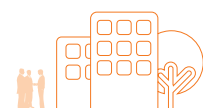
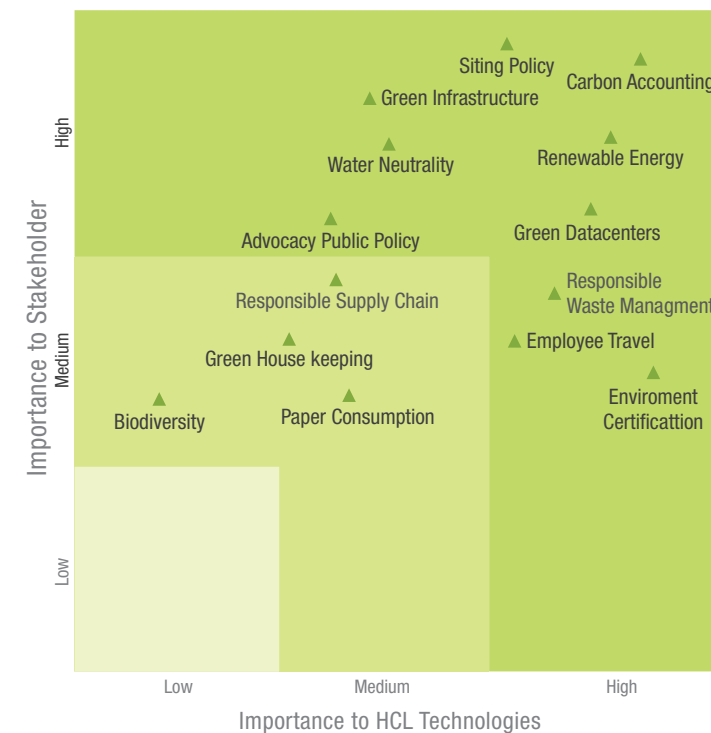
RENEW ECO SYSTEM

In the past few years we have grown from a USD 700 million to a USD 4 billion company. While identifying the locations for the operations to support this growth, we conduct due diligence on all parameters including the environmental impact. Our business offerings do not have negative impact on the environment, but our operations do leave an eco foot print. The major contributors to the foot print are water consumption and carbon emissions arising out of energy consumed and business travel. We also believe that while conducting our operations responsibly, it is important to involve the supply chain for implementing our sustainable actions. Hence, we are including the green requirement compliance in the purchase agreements this year.

During FY 2011, three facilities in Bangalore, India and two facilities in Noida, India were certified for ISO 14001 and OSHAS 18001. The Health and Safety (HSE) certification and performance improvement of our Environment Management System are continuing programs, and the progress of the certifications will be shared in future sustainability reports.

The environmental materiality issues have been identified through engaging internal stakeholders including green council, IT services, infrastructure, and facilities departments. Attending to and participating in forums organized by civil bodies have provided us with an insight on responsible investments.

The outcome of our stakeholder conversations on key Environment parameters to improve the 'Sustainability 10' by 2020 is provided in the materiality matrix.



Green Datacenters

We are attentive to the carbon footprint resulting as an outcome of IT infrastructure expansion to support the rapidly growing business needs. To mitigate this emission risk and reduce energy consumption we have demonstrable plans and measures.

The plan is guided by the “GreenEdge” datacenter framework. This framework comprises deployment of an integrated approach involving technology, facility and IT management, which can help reduce the carbon footprint by 20-25%.

We will continue to invest in resources for strengthening our Cloud Computing and Green datacentre services. Our next step is to work towards the Waste Management and Enterprise Asset Management from the operations perspective. We plan to introduce the Lean Manufacturing and Activity Based Accounting to monitor and further reduce the carbon footprint of our datacenters.

Impact on Green IT Operations

IT Infrastructure	Energy Saving KVA (FY 2011)
Virtualization	766500
Data De-duplication	78840
Consolidated Backup Solution (Networker Implementation) at DC	65700
Antivirus consolidation completed in Noida	26280
Storage Consolidation	438000
Blade Server deployment	1401600
Windows 7 Operating System roll out to Desktop / Laptop	2628000
Cisco Energy wise	1051200
iPower reduction initiatives: Powerman implementation	50000

Scope: HCLT Global operations as on 30 June, 2011

We are committed to developing innovative solutions which will help our customers cut emissions and consumption of other natural resources to improve environmental efficiencies. More details of our infrastructure management solutions are available in the Responsible Business section of this report.

Carbon Accounting

Climate change due to global warming is a key concern to us, though our business offerings do not have direct impact on GHG emissions. However, our operations, including business travel and employee commute, have a negative impact on the carbon footprint. We initiated carbon monitoring and accounting effective FY 2008, and have engaged an external agency to audit the carbon emissions data and corresponding actions to reduce emissions. We have developed an in house tool called ‘Manage Carbon’ for carbon reporting purposes.

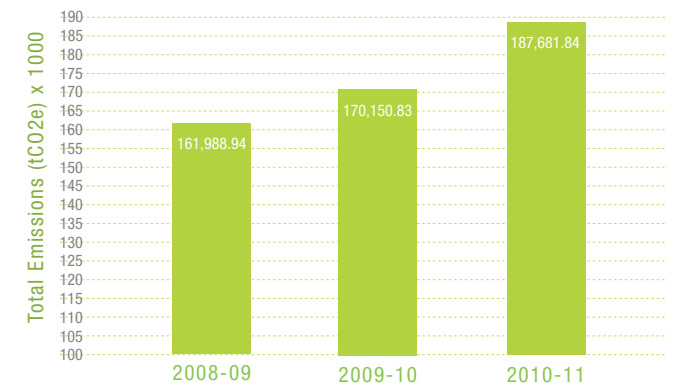
We prepare the GHG missions inventory in accordance with ‘The Greenhouse Gas Protocol: A corporate accounting and reporting standard’ and ISO 14064: 2006–‘Greenhouse gases, Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals’. We measure our GHG emissions as total GHG emissions in tonnes of Carbon dioxide (CO₂) equivalent.

	2008-09 (Base Year)	2009-10	2010-11
Total GHG emissions (tCO ₂ e)	161988.94	170150.83	187681.84

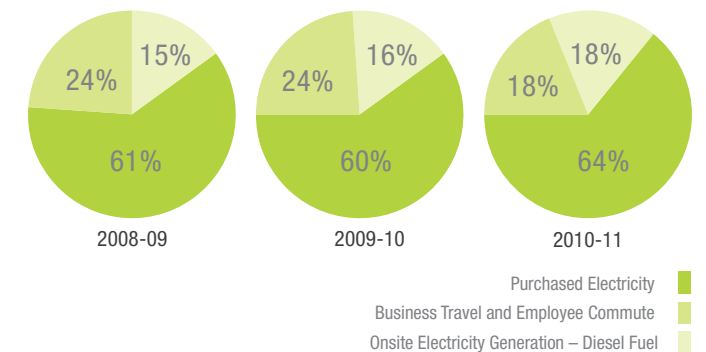
Scope: HCLT Global operations as on 30 June, 2011

The primary sources of our emission are purchased electricity and employee commute. The total per capita energy consumed during FY 2011 is 13.25 GJ. The direct energy consumption by primary energy source is 472,424.38 GJ (6.11 per capita). The indirect energy consumption by primary source is 551,348.29 GJ (7.13 per capita). As shown in the chart, our annual per capita greenhouse gas emissions stands at 2.44 tCO₂/employee. The emissions intensity per capita has reduced by 18.5% since 2008. We are establishing reliable systems to monitor other emission such as NO_x and SO_x, ODS, R 122 or R 123.

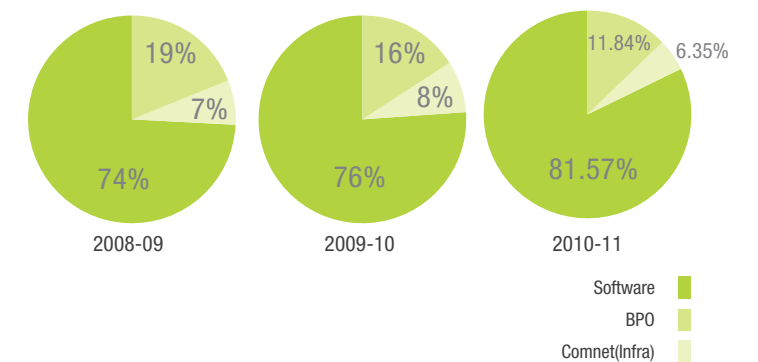
Carbon Emission Data



Carbon Emissions Scope Wise



Carbon Emissions Business Services Wise



“Our approach to renew the eco system is incremental, and the first step we have undertaken is to conduct comprehensive audits to baseline the measurement of current consumption of resources, waste management, and employee health and safety considerations. We understand that there is a considerable connect between green building and employee health.”

R.Vaidyanathan
Executive Corporate Vice President & Chief Cost Officer

“Integrating sustainability is essential for success in a world of constrained resources. We are committed to increase our investments in technology that will improve our operational efficiencies and unlock the opportunity to use clean and green energy. Water is fast becoming a scarce resource for us, and hence we will implement an integrated water and energy management approach.”

Anant Gupta
President, HCL Comnet

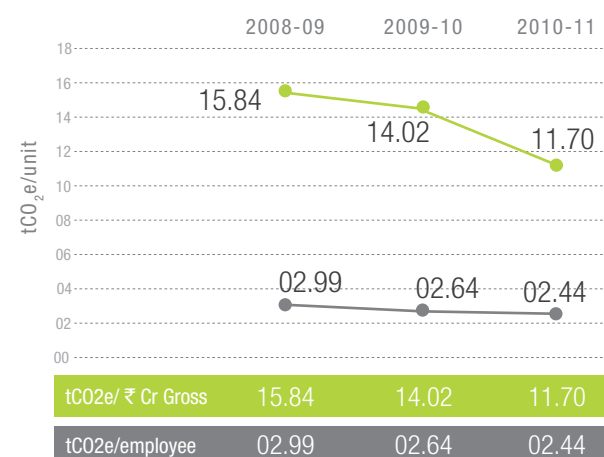


Emissions Intensity FY 2010-11

Total GHG Emissions(tCO2e)

	2008-09	2009-10	2010-11
Scope 1 Total	24373.92	26912.76	34592.34
Scope 2 Total	99391.07	102291.59	119731.54
Scope 3 Total *	38223.96	40946.49	33357.95
Grand Total	161988.94	170150.83	187681.84

* Business travel and employee commute(company provided vehicle only) for the year FY 2010-11 only



Our Current Energy Management Practices

Innovate to monitor	Invest to optimize
Manage Carbon is an in-house application developed to measure, monitor and report on Carbon. 120 person months were invested for this innovation and implementation since FY 2010.	Energy efficient lighting <ul style="list-style-type: none"> We have installed new generation lighting in all / 100% of owned buildings in India. We will be replacing the existing lighting in 30% of the leased buildings to improve energy.
We have reduced our internal server footprint to the tune of ~78% through optimization and rationalization exercise.	Building certification for Energy efficiency <ul style="list-style-type: none"> BEE Star rating – three facilities in India LEED Compliant –One facility in Gurgaon, India Manesar (Gurgaon), Delhi
	Renewable Energy <ul style="list-style-type: none"> We have identified our Chennai office facility for installing a wind mill to generate 1.7MW power Work in progress for using solar power for lighting purposes
Involve to educate	Improve to optimize
Employees travel using mass transport system wherever it is available. The monitors are switched off at work whenever employees are away from their desks	Air conditioning systems are shut down during non working hours.
The public transport in Noida, which runs on clean gas (CNG) is used by our employees to reach different office facilities	Most of the existing buildings have been modified to optimize lighting and cooling efficiencies.
IT services department educates employees periodically on using appropriate applications to enable meetings online, thus reducing the travel for such meetings.	

Infrastructure Development and Siting Approach

Our approach to identify a location to build and operate

The location for both leased and owned infrastructure/office operations are identified based on multiple parameters- our business model, access to human resources including supply chain, well developed communication, network by road, rail and air, and provide ample opportunity to enable us to contribute towards the development of society. We prefer locations identified as industrial zones by the local Government for any infrastructure development and we assess the environmental impact before constructing any office facilities. We comply with local laws for infrastructure development and during FY 2011 did not record any significant fines or non monetary sanctions for non compliance with environmental laws and regulations. During any mergers and acquisitions, we apply a due-diligence process which covers verification of policies and practices on issues related to employees, human rights and environment apart from legal compliances checks.

Investments made to develop the eco system

We are committed to go green in all spheres. Special programs are run to create employee awareness and involve them in countering the effects of climate. In our work area and campuses we focus on investing in green facilities, rainwater harvesting, new generation lighting and renewable energy. For FY 2012 we have set ourselves a goal to obtain LEED/GRIHA certifications at least for two office locations. We have not tracked the total environmental protection expenditures by type as they are embedded in the larger facilities and infrastructure budgets.

Creating direct and indirect employment opportunities

Our sustainability vision is founded on our employee's first philosophy which focuses on embedding value creation in all our stakeholder engagements. We collaborate and co-create programs with key partners such as employees, customers, investors, suppliers and vendors, NGO's and community, and academia for creating a sustainable eco system. We ensure that preference is given to local vendors for outsourcing jobs pertaining to facilities management, procurement of materials for infrastructure development and other operations. We provide indirect employment opportunities to local semi skilled and skilled labour for support staff such as security, facility maintenance, transportation and travel industry.

Supply Chain Management

Our procurement policy includes clauses on human rights and green commitment. We give preference to vendors who are ethical and comply to our clauses. Our IT equipment is procured from global vendors who are committed to carbon sustainability. For non IT resources, we monitor the vendors for statutory compliance before renewing the contracts. During FY 2011, we did not register any complaints on child or forced labour in any of our office locations.

We are committed to reducing the carbon footprint created by transportation of materials to our construction sites. We encourage suppliers who procure materials within a 50 miles radius from the site. 90% of essential services, such as maintenance, housekeeping, travel and security are outsourced to local vendors. For significant locations, our security is trained on important business requirements such as information security process, child labour in supply chain, and management of emergencies.

Water Sustenance

We are mindful of the potential impact to our operations related to water supplies. In all our facilities, the primary water source is purchased water. We are less dependent on ground water. Our owned facilities are currently being assessed for water related impact and risks.

All recently constructed office buildings are equipped with electronically controlled taps. We have set a target of strengthening our monitoring and measurement process and will install water recycle and rain water harvesting plants in our India-based offices in Noida, Chennai and Bangalore during FY 2011.

We take care to ensure that there is no negative impact on the bio diversity and our operations do not have significant water discharge or spills that can have significant impact on receiving waters. We are looking at improving our water treatment systems and have already completed our work in seven of our office locations.

Managing E-waste

Our E-waste management is guided by the E-waste policy which is available in the Annexure section of the report. We comply with the Pollution Control Board (India) norms for disposal and select vendors approved by the Board. This includes disposal of CFL bulbs, batteries and other IT equipments. Our IT services and facilities departments oversee E-waste management and also periodically audit the process. For FY 2011 there has not been any non compliance based on the audits and total quantity of waste handled by the approved vendors in our facility with significant operation was 20,960kg.

We understand that involving the supply chain for mitigating the risks due to E-waste is important for our sustainability. We procure IT components from globally reputed vendors.

"Whilst HCLT gains its relevance in the business ecosystem by the day, we understand that every action that we take today should have an underlying commitment and consideration of integrating sustainability. Thus renewing the eco system is a major driver for our Sustainability 10 by 20 strategy."

Virender Aggarwal
President Asia, Australia, New Zealand, Middle East & Africa

Other Waste Management

For the components that we outsource, any hazardous packaging material including thermocol is safely removed by select vendors, and wherever applicable the packaging (non hazardous) is reused. The food wastes are sent to piggeries and some are used for making manure.

Paper Usage

Employees are encouraged to reduce the volume of pages printed. The current consumption of A4 size paper is 50,469 reams. Our goals for next year include maximizing usage of recycled paper for printing and photocopying purposes. We partner with ITC in their WOW (Wealth out of Waste) program to collect waste paper and other dry wastes for reclamation purposes. We are also piloting new programs wherein the waste paper is donated to NGO's and procure recycled paper from them.

Green Warriors

We believe that in order to reduce our carbon footprint and achieve our green goals, we must partner with our key stakeholder - our employees. Green Warriors is our employee volunteer network which collaborates with administration and infrastructure teams for advocacy and implementation of green activities. Some activities during FY 2011 include:

- The volunteers conducted eco audits to assess the state of resources consumed in company owned facilities. Actions that can be adopted by employees to contribute to Green operations will be implemented during FY 2012.
- On the event of Earth Hour 2011 the Green Warriors partnered with WWF to raise awareness among HCLites on environment issues. More than 2,500 employees pledged to shut down their lights for one hour across the globe. 90% of India based facilities turned to minimal lighting which resulted in savings up to 1,700 units of energy.

We are an official participant of the UN Global Compact (UNGC) and advocate the 10 principles of the Global Compact. We continue to participate in NASSCOM, CII, WBCSD and TERI forums and introduce best practices in our sustainability actions.

We understand that every action that we take today is an important step for integrating environmental issues with our business goals.





POWER OF ONE

Power of One is about the Individual Social Responsibility of every HCLite. The CSC leaders identify projects with support from the local NGO's, self help groups, Government and UN agencies. The projects are implemented with HCLites spending a day serving the communities. The objective of this project is to strengthen employee commitment to society and environment. We believe our Power of One effort will further strengthen the employee ability to lead, work in teams, and be a catalyst for social change.



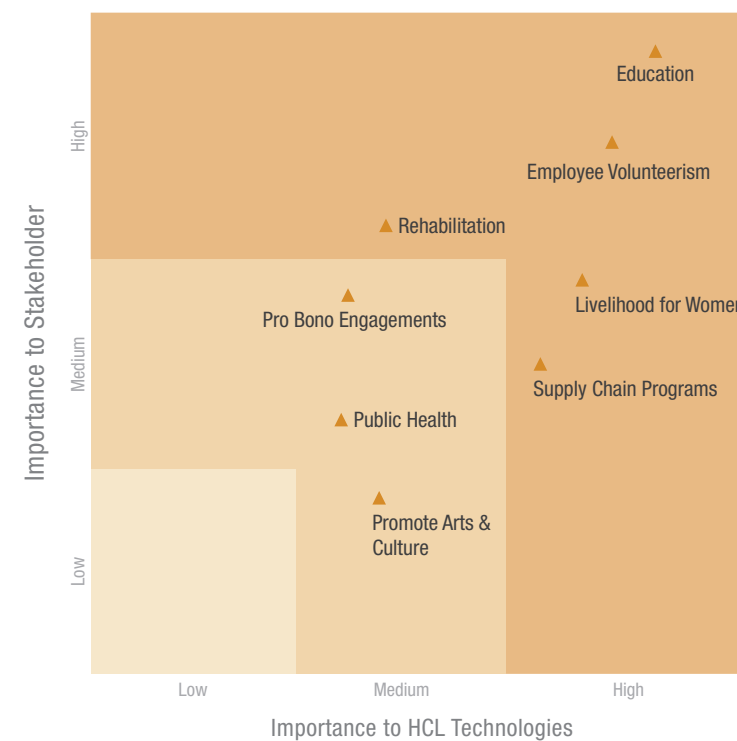
REPAY SOCIETY

Founded on the Employees First philosophy, we believe that employees are the real value creators who can make a difference not only to the organization, but their collective effort can change society itself. Our commitment to make a positive difference is not about a one-off initiative but a sustained effort to make a visible change to people's lives.

During FY 2011, HCLites spent more than 25,000 person hours on outreach programs covering children, women, disabled and the economically less privileged in the areas of education, health, hygiene, counselling, coaching and infrastructure such as shelter and sanitation facilities.

The employee volunteers were led by our Community Service Council members (CSC) to become catalysts for social change. The projects were identified by the CSC in consultation with NGO's and beneficiaries.

The outcome of our stakeholder conversations on key Society parameters to improve the 'Sustainability 10' by 2020 is provided in the materiality matrix.



"Social responsibility is not new to HCLT. Our commitment to make a positive difference is not about a one-off initiative but a sustained effort to make a visible change to people's lives."

Sanjeev Nikore
Senior Corporate Vice President & President-Consumer Services & Manufacturing



School Intervention Program (SIP)

We focus on education of children in government schools, government aided special schools for the disabled and private trusts. HCLites helped over 3,200 children during FY 2011 by setting up libraries through purchase and donation of books for the School Intervention Program. The initiative gave these children an opportunity to access material that would normally not be available to them.

Volunteers are engaged in various activities once a week that help inculcate the habits of reading, writing and speaking skills in children through the medium of stories. They organized fetes with a variety of activities for children such as singing, dancing, mimicry fashion shows, debates and extempore. We also donated 120 computers to schools adopted under SIP.

SIP adopted the Sri Krishna Inter College (SKIC) in Noida. We facilitated the school's infrastructure development by setting up a library and a computer lab. We organized summer camps for 400 students in the age group of 15 to 17 years where they are tutored, given advice regarding higher education and future careers to pursue besides engaging in fun activities. The combined efforts of all HCLites contributed in building the library through donated books, notebooks and stationery for the students. Volunteers even helped in painting the library in vibrant colours. Contributions of nearly Rs. 45,000 were donated towards further infrastructure development of the school.

Our volunteers made regular visits to Sevalaya, a home for orphaned children and old people in Chennai, to teach them to display their talents

through innovative science models. Volunteers spent weekends reading books, teaching spoken English and basic mathematics, as well as soft skills. Other activities undertaken included blackboard painting, planting saplings, weeding, library work and cleaning the facilities. 500 HCLites work on a regular basis with Gnanadeepam and Vasantham schools for the mentally challenged children in Chennai, India and support the operations of these schools on a day to day basis. The CSC volunteers from Chennai raised funds through sale of calendars in which more than 4,765 HCLites participated to help children infected by HIV/AIDS.

More than 200 HCLites volunteered at Akshaya Patra, the world's largest NGO-run mid-day meal program, which supplies meals to more than 1.26 million underprivileged children every day at their schools. They cooked food for children through the night and helped distribute it in the morning. Volunteers were involved in various activities from cooking and washing, to assisting in loading of food for distribution and finally cleaning of the kitchen in the morning.

Our volunteers regularly conduct computer classes for senior citizens through the Dignity Foundation, India.



Teach@Office

The objective of this program is to impart life skills education to the security staff working in our offices. The subject covered includes self development topics personal health and hygiene, social myths and beliefs, and civil rights and duties. The volunteers also impart structured education on geography, map reading, basic English speaking and communication.

Around 100 volunteers across fifteen facilities train over 200 hundred security staff every weekend. Apart from personality development, the guards are provided with skills such as opening a bank account and operating Automatic Teller machines (ATMs).

Friend in Need

As many as 3,689 HCLites across locations donated Rs.3,883,554 to various global NGO's referred by the Japan consulate in aid of the tsunami victims in Japan. HCLites observed a one minute prayer on the day after the disaster to show their solidarity for the people of Japan.

Every winter, HCLites donate funds for the purchase of blankets and woollens for homeless people across Noida and Gurgaon regions of Delhi and distribute them through the NGO Goonj. During FY 2011, 743 lives were impacted through our rehabilitation program with Goonj, which has created a mass movement among the urban and rural masses, providing used clothes as an important resource for rural India.

The Friend in Need program is also about reaching out to people with disabilities and help them get equipped with life skills. Over 100 HCLites regularly spend a day at Noida Deaf Society, India to build employability skills for youth, as well as provide education to children with hearing impairment. The volunteers usually visit the centre to understand the challenges faced by hearing impaired people and develop customized programs to assist them.

In order to raise our voice against the social evil of child labour, our volunteers have initiated the Child Rescue and Rehabilitation (CRR) Program to provide a better future for these children. Through this initiative, we try and identify children who are forced into child labour and rescue, motivate and encourage them to join government or non-profitable NGO's. We have identified volunteers from each office facility to create awareness regarding this CRR initiative and its plans, so that any HCLite can reach out using the rescue help line.

We also conduct periodic camps to support NGO's working in the area of healthcare. 119 HCLites came forward to pledge their eyes on the World Vision Day this year. Blood donation camps are organized in our facilities to support various blood banks and save lives. During FY 2011, over 2,100+ units were collected as a part of this effort by 700+ HCLites.

"Our community outreach programs enthuse and enable everyone who is a member of HCLT to spend at least one day on community service. It is all about HCLite's experiencing community issues and leading the change."

Rajiv Sodhi
Senior Corporate Vice President & Chief Customer Officer- Consumer Services & Manufacturing

"Committed organizations should go beyond philanthropy for social upliftment. At HCLT, creating social value is at the very heart of conducting business. Communities in which we operate are important stakeholders for us and we believe that engaging them meaningfully is not only important for our business operations but also for the future generations."

V. Sriram
Senior Corporate Vice President & Chief Customer Officer – Financial Services



Understanding the Life of a Rural Child

Sometimes, just spending time with a child can change our lives. Several of our volunteers experienced such unforgettable moments when they were given an opportunity to understand the life of rural girl children by spending a day with them.

One such experience was through the NalandaWay Foundation's Kannama Project, which besides raising funds for empowering girl children, also aims at creating a wider awareness and debate around issues that concern girl children from Chemmenchery, India, which is a fisherman's community afflicted by extreme poverty. Many of the girls there have worked as child labourers and did not attend schools. Many NGO's have now taken over and built schools in the area to provide primary and secondary education to the children.

During the our initiative, each of the volunteers was paired with one girl child from the government home in Kilpauk and one girl child from Chemmenchery. The Government Home in Kilpauk is run by the Department of Social Defence and is the only girl's home for the state of Tamil Nadu in India. It houses girls from extremely marginalized situations such as children rescued from bonded labour, sex workers, juvenile delinquents as well as orphans, street children, children from single parent households etc. On the other hand Chemmenchery is a fisherman hamlet and the girls have recently been given the privilege to continue their education.

During the program, the children shared their stories with the volunteers. Some of the girls from Chemmenchery even invited the volunteers into their homes nearby. Their stories were recorded by the volunteers who in turn shared with the children their personal struggles and stories. Following this, each team of three was asked to come up with a small cultural presentation. The children had fun working with the volunteers and coming up with short plays, poetry, art work, songs etc. Each team was given a chance to perform in the presence of other teams.

Our volunteers and children from the government home then paid a visit to Birla planetarium. The children had fun watching the educational demonstrations of fundamental scientific concepts along with the volunteers. They then watched a cosmic show that took them through a virtual tour of the night sky. The day ended with a 3D show that was thoroughly enjoyed by both the children and the volunteers.

This activity helped the children form strong bonds with our volunteers and helped both draw inspiration from each other.



President Volunteer Service Award- USA

We are participants of the President Volunteer Service Award. This award is a Presidential honour to recognize exceptional volunteers who serve the community. Through participation in this award, we encouraged our employees to enrol into the outreach programs identified either by us or by any individual and contribute to society. During FY 2011, 30 HCLites received the President's certificate of honour.

HCLT America partners with United Way in a two part campaign to make a difference. The first part was the Giving Campaign, which gave HCLites the opportunity to contribute one pay check at a time. The second part was the Volunteering Campaign, which enabled the employees to make a change in the community throughout the year. The meaningful volunteer experiences focused on assisting individuals and families achieve their human potential through education, income stability and healthy lives.



Helping Gen Y to Make a Difference and Lead the Difference

MAD LTD is a youth leadership initiative based on our Employees First, Customers Second principles. It aims at nurturing young leaders in India who promise to 'Make a Difference' and 'Lead the Difference'. We reached out to 1, 00,000 students in 65 colleges across six cities through on-ground and online channels to shortlist 15 MAD ideas out of a pool of 520 submissions received. Shyamli Rathore, Founder of Kids Adult Plant (KAP), which connects underprivileged kids to adults who have the time, will and resources to grow plants together, was declared the CEO of MAD LTD as the winner. She is currently being mentored by us for enabling KAP and is working on 8 initiatives across North India.





922 VOLUNTEERS
43 LEADERS
2000+ BENEFICIARIES
7376 HOURS
OF COMMUNITY SERVICE ON ONE SINGLE DAY

Power of One is about every HCLite spending a day with the community and experiencing the power of giving. During FY 2011, two large project teams working for our MERCK and CISCO customers volunteered to launch the Power of One. Under this project the programs designed were deployed with the support from NGO's, Self Help Groups, Government and UN agencies etc. 43 young leaders were identified and they lead a team of volunteers to contribute to community. Each leader mobilized their group to not only view their activity as a CSR opportunity but also to make this opportunity a growing relationship between us and the eco system in which we operate.

Key activities implemented are provided below:

Slum cleaning, beach cleaning and educating vendors on green with Exnora International:

Exnora International is a voluntary non-governmental, non-political, non-profit 'Environmental Service Organization'. It is a wide spread environmental movement founded in 1989, with the aim to realize a cleaner, greener and more enviro-friendly world.

Infrastructure improvement for Sollamangalam Government Higher Secondary School, Chennai

This is a higher secondary school starting from 6th to 12th standard. There are 1,524 students studying in this school. Children studying in this school have no access to basic amenities. HCLites spent a day white washing, cleaning and painting furniture and built a safety wall for a big well.

Friends of Police, Chennai

The system of policing in Madras city existed as early as in the 16th Century. HCLites enrolled as friends of police and helped with community policing including managing traffic in important city locations.

Preserving natural resources in Vandalur Zoo, Chennai

Arignar Anna Zoological Park founded in 1855, was the first public zoo in India. HCLites spent a day gardening and educating the visitors on the importance of preserving natural habitat.

Improving infrastructure for Blue Cross of Chennai

The Blue Cross of India was established in 1959 and registered as a Society under the Societies Registration Act in 1964 to alleviate the suffering of animals. It

has grown from small beginnings to become one of India's largest animal welfare organizations, running active animal welfare, animal rights and humane education programmes. Our volunteers assisted with cleaning and painting of the shelters, fed and walked the pets and prepared the soil for organic farming.

Maintenance work at Sevalaya Charitable Trust, Chennai

This school which houses children from less privileged society has been supported by HCLites for many years. As part of the Power of One, the volunteers undertook many activities such as: black board painting in all classes, computer lab maintenance, organizing the books in library and restoring the play ground.

Interacting with Little Flower Convent Higher Secondary School for the Blind and Deaf, Chennai

This school is 75 years old and houses 130 children. Our employees worked on various tasks such as cleaning the facility, repairing the electrical installations and leveling the play ground. Also, the volunteers conversed with the students on various topics from entertainment to computers with the help of the teachers.

Preparing food for Akshay Patra Corporation Schools of Vrindavan

Founded in June 2000, Akshay Patra is the world's largest NGO-run mid-day meal program which supplies meals to underprivileged school children. HCLites from Noida spent a day washing and cutting vegetables, sterilizing of utensils, packed and distributed food to neighbouring schools.

Learning from the disabled at Noida Deaf Society, Delhi

Noida Deaf Society (NDS) is a not-for-profit organization started with the aim of providing educational and vocational training to deaf people. HCLites had the experience of learning how to communicate better through interacting with the teachers working for this school.

Learning to work with ecosystem through GOONJ, Delhi

Over the last ten years GOONJ has grown as a mass movement among the urban and rural masses, mobilizing cloth and repositioning it as an important resource for rural India rather than wastage fit only for charity. Our volunteers had the opportunity to understand the 4R's - Recycle, Reduce, Reuse and Refuse concepts which can be implemented in our workplace through this NGO.

Working with medicinal plants at FRHLT, Bangalore

Foundation for Revitalisation of Local Health Tradition (FRLHT) is a registered Public Trust and Charitable Society. The Ministry of Environment and Forests in India has designated FRLHT as a National Center of Excellence for medicinal plants and traditional knowledge. Our employees helped the centre with plantation work and also learnt how to renew the eco system.



ANNEXURE – Management Approach and Policies

Our Core Values and Employees First Philosophy

The 5 Core values of Employee Trust	The 4 tenets of Employee First
These core values represent the deep rooted beliefs that guide our actions and thoughts every day.	Mirror Mirror: Creating an impetus for change-accepting imperfections as catalysts for transformation
Honesty: honest and righteous in behaviour, actions and practices	Trust through Transparency: Creating a culture of change - seeding trust by stretching the envelope of transparency
Transparency: open and clear communications, simplicity in relaying our objectives and motives.	Inverting the Organizational Pyramid: Building a structure for change by reversing accountability to employees in the value zone
Accountability: completely liable and responsible for our actions, decisions and performance	Recasting the role of the CEO: Transferring the responsibility for change from the CEO to employees by decentralizing decision-making
Individuality: appreciate the uniqueness of each individual and tap into their potential; high respect and regard for originality	
Collaboration: strong team spirit and fostering an environment that is conducive for free sharing and learning.	

At HCLT, the “Employees First, Customer Second (EFCS)” philosophy upholds all our actions in providing equal opportunities, and empower, enable and enthuse employees.

EFCS Philosophy

The EFCS idea emerged from observing HCLT as a company. We create value in one very specific place: the interface between our HCLT employees and our customers. We call this the “value zone.” The philosophy is about placing employees first and customers second to activate the value zone - the place where the frontline employees interact with customers and create real value for them. This recognizes employees as the strategic elements, turns the management structure upside down, democratizes HCLT’s functions and way of working.

Every employee who works in the value zone is capable of creating more or less value. The whole intent of Employees First is to do everything we can to enable those employees to create the most possible value. This approach has led us to take a number of actions to turn the organizational pyramid upside down. In other words, we want management to be as accountable to the people in the value zone as the people in the value zone are to management.

EFCS is not about making employees happy or comfortable. We don’t think that employee “satisfaction” is something a company should strive for. Satisfaction is a passive state and it may not produce change or improvement or innovation or much of anything. As for employee “engagement,” that isn’t much better than satisfaction. EFCS idea is that employees who are alert and are paying some attention to what they do would be engaged.

Hence, we have institutionalized the concept of Employee First Councils (EFC) at HCLT. The EFCs are for the HCLites and by the HCLites. Since it’s the employees who make an organization, it is important that they participate whole-heartedly in its transformation journey as well. The councils ideate change and lead the change with support from other HCLites. Various channels are available for employees to interact with the

management and share their views. This approach empowers employees to question management and become owners of change at HCLT.

All actions that emerged from this philosophy are available in the “Redefining Workplace” section of the report.

Diversity Plan

HCLT believes in ensuring respect for each individual and creating a sense of ownership among employees across the globe. Our Employees First, Customers Second (EFCS) philosophy guides all our actions at HCL. This philosophy drives us toward creating a unique employee organization; creating and sustaining an inverted organizational structure; ensuring trust, transparency and accountability in all that we do; and encouraging a value driven organization culture.

Our recruitment and promotion policies are based on meritocracy and ability to learn, adapt and assimilate change. We ensure equal opportunities for gender, nationality, disability, sexual orientation, religion or ethnicity for hiring, pay and career advancement. We follow a local hiring strategy based on business needs and local government policies. We comply with local laws and regulations for determining the compensation, minimum wages, employee notice period and other requirements. Currently, we focus only on promoting workplace diversity and have specific supplier vendor diversity programs on need basis.

Our equal employment opportunity policy and approach are made available to employees and key stakeholders through HCLT website, diversity portals and campaigns. All our job openings are posted internally and made available both through our website and established channels such as newspapers for eligible candidates to apply.

The CEO is the custodian of Equal Employment Opportunity. The Principal Diversity Officer is responsible for coordinating the Company’s efforts to implement and disseminate the diversity plan. Diversity parameters are tracked in the HCLT Human Resources scorecard.

Any employee who feels they have been subjected to discrimination can write to our ethics committee. One can also use the whistleblower policy to report on any incident of harassment or unethical practices. All complaints are handled with highest level of confidentiality. We provide all details pertaining to harassment and discrimination in the employee handbook and communicated at the time of employee induction.

Enterprise Risk Management Framework(ERM)

At HCLT, the philosophy of risk management is that, every employee of HCLT, either directly or indirectly, is responsible for managing risks. Key purpose of ERM is to: align and integrate varying views of risk management, align strategy and corporate culture, respond to a changing business environment and support corporate governance. More details are available in our annual report.

Corporate Governance Policy

We continue to focus on good corporate governance, in line with local and global standards. Our primary objective is to create and adhere to a corporate culture of conscience and consciousness, integrity, transparency and accountability, for the efficient and ethical conduct of business for meeting its obligations towards shareholders and other stakeholders.

In addition to complying with statutory requirements, effective governance systems and practices have been created towards improving transparency, disclosures, internal controls and promotion of ethics at workplace. HCLT recognizes that good governance is a continuing exercise and reiterates its commitment to pursue the highest standards of Corporate Governance in the overall interest of all its stakeholders.

We are apolitical, advocate government policies on sustainability and don’t contribute financial or in-kind to political parties, politicians, and related institutions in any of the countries.

Whistle Blower policy

The principles of Trust through Transparency and Accountability are at the core of HCLT’s existence. To ensure strict compliance with ethical and legal standards across the company, the Whistleblower policy has been created. The protected disclosure can be made in any of the following methods:

The report can be submitted to Whistleblower Committee, CEO’s Office-HCLT, A-9, Sec.3, Noida, U.P. India. An email complaint can be sent to the Whistleblower Committee at whistleblower@hcl.com

Information Security Policy

“Data Protection Laws” means collectively any applicable data protection, privacy or similar laws applicable to the processing of personal data in the jurisdiction where Services are performed.

Data Protection and Privacy: Each Party shall make or obtain and maintain throughout the Term all necessary registration or filings and notifications or consents which such Party is obliged to obtain and maintain pursuant to all applicable Data Protection Laws.

Supplier shall process the personal data for the sole purpose of performing the Services under this Agreement. Any other processing of any personal data by Supplier is prohibited. Further, Supplier shall comply with any reasonable requirement of Customer or any legal requirements regarding the processing of such personal data.

Health, Safety and Environment Policy

HCLT is committed to achieve health and safety by;

- Ensuring the health and safety of our employees, contractors, visitors and others affected by our operations, aiming to eliminate all work-related injuries and illnesses
- Establish Health and Safety strategies that optimally utilize resources and prevent pollution to conserve and preserve environment and ensure the long-term sustainability
- Meeting all applicable Health and Safety laws of the land, regulations and other requirements which relate to Health and Safety aspects and hazards
- Managing Health and Safety like any other critical business activity
- Providing a framework for setting and reviewing Health, Safety and Environmental objectives and targets
- Adopting Health and Safety practices at par with global standards using latest technologies to ensure continual improvement of Health and Safety management and performance

HCLT, as a corporate entity, is committed to protect and conserve the natural environment in our operations and services, for meeting our current and future requirements. The company is also committed to control and improve environmental performance with respect to significant environmental aspects of the organization’s products, services and/or activities.

The Company aims to provide a healthy and safe work environment, optimize the use of energy and natural resources like Land, Air and Water etc. It is committed to Continual Improvement and enhancing the Environmental Management System to include the following:

- Prevention of Pollution
- Compliance of Environmental Laws and Regulations promulgated by Central and State Governments
- Assessing and minimizing impacts of business activities on environment by optimizing or minimizing power and energy consumption, reducing carbon footprints, conserving natural resources and promoting Green Initiatives

- Minimizing waste generation and disposing waste that includes, but not limited to waste water, paper and e-waste in an environment friendly manner, and through authorized and certified disposal agencies
- Encouraging and creating awareness amongst all employees in understanding and fulfilling their environmental responsibilities and those of the company
- Communicating the Environmental Policy to both internal and external stakeholders

The Management commits itself to compliance with the ISO 14001 standards.

E- Waste Policy

- We strictly follow guidelines of the respective pollution boards and ministry of environment and forests for disposing and managing wastes
- All hazardous wastes like used oil, PCs, monitors, batteries are disposed off through re-cyclers authorized by Pollution Control Board

Procurement Philosophy

At HCLT, the procurement approach is guided by the Purchase Manual. The purchase process is guided by our equal opportunity policy. HCLT does not discriminate any vendor based on gender, nationality, ethnicity, religion, disability etc. Vendors committed to upholding human rights and operate keeping environmental issues in mind are given preference, while all other factors relating to quality and the competitive aspects of the quotes remain the same as others. Any vendor who is identified to have unethical practices is removed from the supplier-vendor list of HCLT.

Memberships and Associations:



Community Responsibility Approach

At HCLT, repaying society is embedded in all our sustainability actions. Doing good for the community means integrating broader societal concerns into our business strategy and performance – as part of the company’s business model. Integrating business with community work is common sense – as our own interests can be realized by incorporating the interests of all those with whom we have a mutually dependent relationship.

We understand that community responsibility first starts within the company. We give preference to local vendors and encourage suppliers who procure materials within a 50 miles radius from site. Our campus recruitment is inclusive and we reach out to schools in tier 1 and tier 2 cities in India for recruitment.

Our Community Service Council ideates leads and implements the outreach programs with support from other HCLites. Education is the key focus area followed by other programs such as Healthcare and Rehabilitation. Through our community activity are at a global level, the significant activities are in India and the US since majority of the volunteers and community service councils are based out of India today. Our outreach programs are implemented with the help of NGO’s wherever possible. In some geographies we participate in National level programs organized by the local government.

AWARDS AND RECOGNITIONS

Major Awards and Accolades over the years

ET-INTEL-ACER SMART workplace award	2008
Nitie Lakshya Award	2008
Workforce optimas award	2008
Asia Pacific HR congress-	2008
Gold Boeing performance excellence award	2008
Award for excellence in training	2008
LOMA excellence Award	2008
FT Acelor Mital boldness in business award	2009
Hewitt- best employer award	2009
Wellness award in corporate wellness program	2009
Britain’s TOP employer award	2009
Global services 100 list	2009
World HRD congress – global HR excellence	2009
Best managed global outsourcing vendor	2009
Golden peacock eco-innovation award	2009
EPG outstanding partner award	2009
Premier vendor award – Microsoft	2009
Businessperson of the year	2009
CNBC Asia business leader award	2009
Employer branding award	2010
Excellence in innovation award	2010
Britain’s TOP employer	2010

For FY- 2011

HCL has been ranked at the 19th position in the **‘Best Company for Leaders’** global survey conducted by The Chief Executive Magazine. This ranking has been based on research conducted by analysts from the Harvard University, the University of Virginia’s Darden School of Business, Chally Group Worldwide and others.

HCLT has been declared as one of **Britain’s Top Employers for 2011** for the fifth consecutive year by the Corporate Research Foundation (CRF) Institute.

The International Association of Outsourcing Professionals (IAOP) has named HCL **a Leader** in the 2011 Global Outsourcing 100 Service Providers List, which is a comprehensive list of the World’s best outsourcing service providers.

HCL has been felicitated with the prestigious **QCI-DL Shah National Award 2011 on Economics of Quality** for the second consecutive year. The Quality Council of India (QCI) and the DL Shah Trust honored HCL with its most prestigious citation - the **‘National Best of All Award’**. The award was presented to HCL at the 6th National Quality Conclave held in New Delhi.

HCLT has won three REMMY (the Recruitment Marketing Awards) awards for 2011. These annual awards, presented by the Times Group, recognize and felicitate the creative genius behind the best advertisements in the field of recruitment marketing. HCL won the **Best Recruitment Ad in IT and Telecom industry**, the **Best Art Direction**, and the **Grand Prix Award** (Best Recruitment Ad across industries).

Shiv Nadar, Founder, HCL and Chairman, Shiv Nadar Foundation, has been conferred with the **‘Economic Times Corporate Excellence Award for CSR’** for his outstanding philanthropic endeavors, and in recognition of the constructive philanthropy pioneered by the Shiv Nadar Foundation.

Mr. Nadar has also been conferred with the **‘Dataquest Lifetime Achievement Award’** for his contribution to the Indian IT industry in creating a successful global Indian IT brand and in recognition of his mark on Indian society through high-impact philanthropy.

Vineet Nayar, Vice Chairman and CEO, HCLT, has been conferred with the **‘HRD Excellence - Pathfinder CEO Award 2010’** by the National HRD Network for his path-breaking thought leadership in employee engagement and management.

Vineet Nayar, Vice Chairman & CEO, HCLT, has been conferred with the prestigious ‘Leader in the Digital Age Award’ (LIDA) at the CeBIT 2011 show in Hannover, Germany, the world’s largest trade fair showcasing ICT. The award recognizes Vineet for pioneering **‘the revolutionary corporate philosophy of Employees First, Customers Second, which acknowledges employees as the most important capital a company has.’**

R. Srikrishna, EVP, Worldwide Head of Sales, Infrastructure Services Division has been honoured as a ‘Young Global Leader’ by the WEF for his significant contribution in rapidly building the HCL’s Infrastructure Services Division (ISD) business. WEF recognised R Srikrishna, amongst young global business beacons that have **“catalyzed the next generation of leaders and are walking the road of positively impacting the global agenda of the Forum in various spheres of life”**. R. Srikrishna is amongst only 190 such leaders chosen across the globe this year.

G3.1 CONTENT INDEX

STANDARD DISCLOSURES PART I: Profile Disclosures

1. Strategy and Analysis				
Profile Disclosure	Description	Reported	Page Number	UNGC
1.1	Statement from the most senior decision-maker of the organization.	●	SR 3-4	
1.2	Description of key impacts, risks, and opportunities.	●	AR 3-6, 13-14 SR 6	
2. Organizational Profile				
2.1	Name of the organization.	●	SR II	
2.2	Primary brands, products, and/or services.	●	AR 7-12 SR III	
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	●	AR 120-122 SR III	
2.4	Location of organization's headquarters.	●	SR III	
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	●	SR II, 2	
2.6	Nature of ownership and legal form.	●	AR 48, 50	
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	●	AR 17 SR II	
2.8	Scale of the reporting organization.	●	AR 6, 15, 17, 108 SR III, 8	
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	●	AR 16, 41, 127 SR 20, 21	
2.10	Awards received in the reporting period.	●	SR 48	
3. Report Parameters				
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	●	SR 1	
3.2	Date of most recent previous report (if any).	●	SR 1	
3.3	Reporting cycle (annual, biennial, etc.)	●	SR 1	
3.4	Contact point for questions regarding the report or its contents.	●	SR 2	
3.5	Process for defining report content.	●	SR 1, 5, 7	
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	●	SR 1, 2	
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	●	SR 1, 2	
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	●	AR 130-131 SR 1, 2	
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	●	SR 1, 32	
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	○	First Report	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	○	First Report	
3.12	Table identifying the location of the Standard Disclosures in the report.	●	SR 49	
3.13	Policy and current practice with regard to seeking external assurance for the report.	●	SR 1	

4. Governance, Commitments, and Engagement

Profile Disclosure	Description	Reported	Page Number	UNGC
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	●	AR 30-31 SR 1, 47	
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	●	AR 32 SR 1	
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	●	AR 31	
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	●	AR 48	
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	●	AR 42 SR 23-24	
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	●	AR 36-37	
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	●	AR 30-31	
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	●	AR 30	
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	●	AR 37 SR 7	
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	●	AR 39-40	7
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	●	SR 1	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	●	SR 1, 4, 47	
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	●	SR 1, 4, 47	
4.14	List of stakeholder groups engaged by the organization.	●	SR 7	
4.15	Basis for identification and selection of stakeholders with whom to engage.	●	SR 5, 7	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	●	SR 7	
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	●	SR 5-7	

STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

G3 DMA	Description	Reported	Page Number	UNGC
DMA EC	Disclosure on Management Approach EC	●	AR 3-18	
DMA EN	Disclosure on Management Approach EN	●	SR 29, 34-36, 46-47	
DMA LA	Disclosure on Management Approach LA	●	SR 45, 46, 21, 22	
DMA HR	Disclosure on Management Approach HR	●	SR 34, 45, 47, 23, 29 AR 14, 30, 45-46, 48, 55	
DMA SO	Disclosure on Management Approach SO	●	SR 38, 46, 47 AR 14, 30, 45-46, 55	
DMA PR	Disclosure on Management Approach PR	●	SR 46	

STANDARD DISCLOSURES PART III: Performance Indicators				
Performance Indicator	Description	Reported	Page Number	UNGC
Economic				
Economic Performance				
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Available	AR 14-21, 26 SR 8-9	
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Available	AR 13	7
EC3	Coverage of the organization's defined benefit plan obligations.	Available	AR 18	
EC4	Significant financial assistance received from government.	Available	AR 16	
Market Presence				
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Available	SR 45	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Partial	SR 34	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Available	SR 22, 45	6
Indirect Economic Impacts				
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Available	SR 9, 39, 40	
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Available	SR 34	
Environmental				
Materials				
EN1	Materials used by weight or volume.	Not Applicable		8
EN2	Percentage of materials used that are recycled input materials.	Not Applicable		8, 9
Energy				
EN3	Direct energy consumption by primary energy source.	Available	SR 32	8, 9
EN4	Indirect energy consumption by primary source.	Available	SR 32-33	8, 9
EN5	Energy saved due to conservation and efficiency improvements.	Available	SR 31-33	
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Available	SR 30-34	8, 9
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Available	SR 31-33	8, 9
Water				
EN8	Total water withdrawal by source.	Not Available		8
EN9	Water sources significantly affected by withdrawal of water.	Not Available		8
EN10	Percentage and total volume of water recycled and reused.	Not Available		8, 9
Biodiversity				
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Available	SR 34	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Not Applicable		
EN13	Habitats protected or restored.	Not Applicable		8
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Not Applicable		9
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not Applicable		
Emissions, Effluents and Waste				
EN16	Total direct and indirect greenhouse gas emissions by weight.	Available	SR 32	8
EN17	Other relevant indirect greenhouse gas emissions by weight.	Available	SR 32	8

Performance Indicator	Description	Reported	Page Number	UNGC
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Available	SR 32-35	7, 8, 9
EN19	Emissions of ozone-depleting substances by weight.	Not Available		8
EN20	NOx, SOx, and other significant air emissions by type and weight.	Not Available		8
EN21	Total water discharge by quality and destination.	Not Available		8
EN22	Total weight of waste by type and disposal method.	Partial	SR 35	8
EN23	Total number and volume of significant spills.	Not Material		
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not Applicable		
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not Applicable		
Products and Services				
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Available	SR 30-36	8, 9
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not Applicable		8, 9
Compliance				
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Available	SR 34	
Transport				
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Not Applicable		
Overall				
EN30	Total environmental protection expenditures and investments by type.	Available	SR 34	8
Social: Labor Practices and Decent Work				
Employment				
LA1	Total workforce by employment type, employment contract, and region.	Available	SR 22	
LA2	Total number and rate of employee turnover by age group, gender, and region.	Partial	AR 13	6
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Not Applicable		3
LA15	Return to work and retention rates after parental leave, by gender.	Available	SR 22	
Labor/Management Relations				
LA4	Percentage of employees covered by collective bargaining agreements.	Available	SR 23	
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Available	SR 28	
Occupational Health and Safety				
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Available	SR 23, 29	1
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Partial	SR 29	1
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Available	SR 29	1
LA9	Health and safety topics covered in formal agreements with trade unions.	Not Applicable		
Training and Education				
LA10	Average hours of training per year per employee by employee category.	Available	SR 25	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Available	SR 25, 26, 28	
LA12	Percentage of employees receiving regular performance and career development reviews.	Available	SR 25	

Performance Indicator	Description	Reported	Page Number	UNGC
Diversity and Equal Opportunity				
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.		SR 23	6
LA14	Ratio of basic salary of men to women by employee category.		SR 22	6
Social: Human Rights				
Investment and Procurement Practices				
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.		SR 34, 47	1-6
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.		SR 34, 47	1-6
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.			
Non-Discrimination				
HR4	Total number of incidents of discrimination and actions taken.		SR 24	1-6
Freedom of Association and Collective Bargaining				
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.		SR 23, 24, 34	
Child labor				
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.		SR 34	1, 2, 5
Forced and Compulsory Labor				
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.		SR 34	1, 2, 4
Security Practices				
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.		SR 34	1, 2
Indigenous Rights				
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.			
Assessment				
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.		SR 34, 46	
Remediation				
HR11	"Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms."		SR 34, 46	
Local communities				
S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs.		SR 34, 39, 47	
S09	Operations with significant potential or actual negative impacts on local communities.		SR 34, 46	
S010	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.		SR 34, 46	
Corruption				
S02	Percentage and total number of business units analyzed for risks related to corruption.		SR 10	10
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.		SR 22, 24	10
S04	Actions taken in response to incidents of corruption.		SR 24	10

Performance Indicator	Description	Reported	Page Number	UNGC
Public Policy				
S05	Public policy positions and participation in public policy development and lobbying.		SR 47	
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.		SR 46	
Anti-Competitive Behavior				
S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.		SR 10	
Compliance				
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.		SR 10	
Customer Health and Safety				
Customer Health and safety				
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.			
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.			
Product and Service Labelling				
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.			
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.			
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.		SR 10	
Marketing Communications				
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.		SR 10	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.		SR 10	
Customer Privacy				
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.		SR 10	1
Compliance				
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.		SR 10	

EXPLANATION

for profile disclosures and core performance indicators not reported this year

Performance Indicator	Description	Reported	Explanation
Profile disclosures			
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/ periods, nature of business, measurement methods).	NA	We have not reported as this is our first report.
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	NA	We have not reported as this is our first report.
Core performances indicators			
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.		We do not track the proportion of spending on locally based suppliers. We will report on this beginning FY 2012.
EN1	Materials used by weight or volume.	NM	We do not report on this issue as the disclosure is not material to our business which is software services.
EN2	Percentage of materials used that are recycled input materials.	NM	We do not report on this issue as the disclosure is not material to our business which is software services.
EN8	Total water withdrawal by source.		We do not report on this yet as we are in the process of improving reliability for data collection. We will report on this beginning FY 2012.
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	NA	We do not report on this issue as the disclosure is not applicable to our business which is software services.
EN19	Emissions of ozone-depleting substances by weight.		We do not report on this yet as we are in the process of improving reliability for data collection. We will report on this beginning FY 2012.
EN20	NOx, SOx, and other significant air emissions by type and weight.		We do not report on this yet as we are in the process of improving reliability for data collection. We will report on this beginning FY 2012.
EN21	Total water discharge by quality and destination.		We do not report on this yet as we are in the process of improving reliability for data collection. We will report on this beginning FY 2012.
EN22	Total weight of waste by type and disposal method.		We do not track the total disposal of waste except e-waste. We are in the process of improving reliability for data collection of other waste.
EN23	Total number and volume of significant spills.	NM	We do not report on this issue as the disclosure is not material to our business which is software services.
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	NA	We do not report on this issue as the disclosure is not applicable to our business which is software services.
LA2	Total number and rate of employee turnover by age group, gender, and region.		We do not track the rate of employee turnover. We will report on the progress during FY 2012
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.		We do not track the rate of work-related loss of time for all employees. We will report on the progress during FY 2012
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.		We will report on the progress during FY 2012
LA14	Ratio of basic salary of men to women by employee category.		We do not track the ratio of basic salary for all employee categories other than entry level.
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	NA	We have not reported as this is our first report.
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.		The percentage of security personnel trained and the topics of training will be disclosed beginning FY 2012
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	NA	We do not report on this issue as the disclosure is not applicable to our business which is software services.
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	NA	We do not report on this issue as the disclosure is not applicable to our business which is software services.

GLOSSARY

AA 1000	AccountAbility
ATM	Automatic Teller Machines
BEE	Bureau of Energy Efficiency
BPO	Business Process Outsourcing
CEO	Chief Executive Officer
CFL	Compact Fluorescent Lamp
CII	Confederation of Indian Industry
CNG	Compressed Natural Gas
CRF	CRF
CRR	Child Rescue and Rehabilitation
CSC	Community Service Council
CSR	Corporate Social Responsibility
D&I	Diversity and Inclusion
DNA	Deoxyribo Nucleic Acid
EFC	Employee First Council
EFCS	Employee First Customer Second
EFGC	Employee First Governance Council
EFH	Energy Future Holdings Corporation
EHS	Employee HR Services
EPIC	Employee Passion Indicative Count
EPS	Earnings Per Share
ERM	Enterprise Risk Management
FRHLT	Foundation for Revitalization of Local Health Tradition
G3	Green, Governance and Growth
GHG	Green House Gas
GJ	Giga Joules
GRI	Global Reporting Initiative
GRIHA	Green Rating for Integrated Habitat Assessment
HCLT	HCL Technologies
HR	Human resources
HSE	Health Safety and Environment
HVAC	Heating Ventilation Air Conditioning
IAOP	IAOP
ICT	ICT
IPMS	Intellectual Property Management Services
ISD	ISD
ISO 26000	International Standard Organization
ISV	Independent Service Vendors
IT	Information Technology
ITC	Indian Tobacco Company
KAP	Kids Adult Plant
Kg	Kilo Gram
KPI	Key Performance Indicators
KVA	Kilo Volt Amps
LEED	Leadership in Energy and Environment
LIDA	LIDA
MAD JAM	MAD JAM
MAD LTD	Make a Difference Lead the Difference
MBA	MBA
MIX	MIX
MRWS	Mobile and Remote Working Solution
NASSCOM	National Association of Software Companies
NDS	Noida Deaf Society
NGO	Non Governmental Organizations
Nox	Nitrogen oxide
OEM	Original Equipment Manufacturer
OSHAS	Occupational Health and Safety Management System
PBIT	Profit Before Interment on Taxes
PBT	Profit Before Tax
PDA	Personal Digital Assistant
PEET	Post EPIC Effectiveness Tracker
PTS	Paperless Truck System
PUE	Power Usage Effectiveness
QCI	QCI
R	Refrigerant
R & D	Research & Development
REMMY	REMMY
RIM	Remote Information Management
ROCE	Return On Capital Employed
RoHS	Restriction of Hazardous Substances
ROW	Rest Of the World
SaaS	Software as a Service
SAP	Standard Assessment Procedure
SEZ	Special Economic Zone
SIP	School Intervention Program
SISI	Stages for Innovation, Sweden India
SKIC	Sri Krishna Inter College
SOx	Sulphur oxide
SSD	Smart Service Desk
STPS	Software Technology Parks
T2ID	Talent Transformation and Intrepreneurship Development
TERI	The Energy and Resources Institute
UK	United Kingdom
UNGC	United Nations Global Compact
USA	United States of America
USGBC	U.S. Green Building Council
WBCSD	World Business Council for Sustainable Development
WEEE	Waste Electrical and Electronic Equipments
WEF	World Economic Forum
WFM	Work Force Management
WHO	World Health Organization
WOW	Wealth Out of Waste
WPF	Wiltshire Police Force
WWF	World Wildlife Fund



INDEPENDENT ASSURANCE STATEMENT

Introduction

Det Norske Veritas AS ('DNV') has been commissioned by the management of HCL Technologies Limited ('HCLT' or 'the Company') to carry out an assurance engagement on the Company's Sustainability Report 2011 ('the Report') in its printed format. This engagement focused on qualitative and quantitative information provided in the Report, and underlying management and reporting processes. The engagement was carried out against DNV Protocol for Verification of Sustainability Reporting (VeriSustain) and AA 1000 Assurance Standard 2008 (AA1000AS). The engagement also included verification of application level and adherence to principles of the Global Reporting Initiative Sustainability Reporting Guidelines 2011 (GRI G3.1).

This assurance statement is aimed at the readers of the Report. HCLT is responsible for the collection, analysis, aggregation and presentation of information within the Report. DNV's responsibility in performing this work is to the management of HCLT only and in accordance with terms of reference agreed with the Company. The assurance engagement is based on the assumption that the data and information provided to us is complete, sufficient and authentic. DNV disclaims any liability or responsibility to a third party for decisions, whether investment or otherwise, based on this assurance statement.

Scope of Assurance

The scope of DNV's assurance engagement, as agreed upon with HCLT included the verification of the content, focus and quality of the information presented in the Report, covering the period July 2010 to June 2011. In particular, this assurance engagement included:

- Review of the policies, initiatives, practices and performance described in the Report as well as references made in the Report to the annual report;
- Review of the Report against the requirements of VeriSustain and AA1000AS (Type 2, Moderate level of assurance);
- Evaluation of the adherence to the principles set out in the GRI G3.1 and confirmation of the HCLT's declared Application Level;
- Review and assessment of the processes and tools for collecting, aggregating and reporting qualitative data inside the Report.

Our engagement did not include assessment of the adequacy or effectiveness of HCLT strategy or management of sustainability related issues.

Verification Methodology

This engagement was carried out during June- July 2011 in accordance with AA1000AS and VeriSustain by a multidisciplinary team of qualified and experienced DNV sustainability report assurance professionals. The Report has been evaluated against the principles of Inclusivity, Materiality and Responsiveness, as well as reliability of sustainability performance information, as set out in the AA1000AS. We also evaluated the Report against the additional principles of Completeness and Neutrality, as set out in VeriSustain and the GRI G3.1.

As part of verification we visited HCLT head-office in Noida and facilities at Noida (sector 24 & sector 125), Bangalore (Vertex) and Chennai (Vadapalani).

During the assurance engagement, DNV has taken a risk-based approach, meaning that we concentrated our verification efforts more on the issues of high material relevance to HCLT's business and stakeholders. As part of the engagement we have challenged the sustainability-related statements and assertions made in the Report and assessed the robustness of the underlying data management system, information flow and controls. For example, we have:

- Examined and reviewed documents, data and other information made available to DNV by HCLT;
- Conducted interview with Chief Executive Officer;
- Conducted in-person interviews with more than 30 HCLT representatives, including members of sustainability office, data owners and decision-makers from different functions and locations of the Company;
- Performed sample-based checks of the processes for generating, gathering and managing the quantitative and qualitative data included in the Report;
- Reviewed the data management processes for completeness and reliability. This including assessments of methods, practices, tools and competence used in collection, aggregation and reporting of data as it is transferred and managed at different levels of the organisation.
- Reviewed the process of acquiring information and economic-financial data from the audited consolidated balance sheet for June 2011.

Conclusions

In DNV's opinion, based on the work carried out, the Report is a fair representation of the Company's sustainability-related strategies, management systems and performance. The Report, along with the referenced information in the annual report and the commitments with timelines to report in full on some of the core indicators, meets the general content and quality requirements of the GRI G3.1, and DNV confirms that the GRI requirements for Application Level 'A+' have been met. We have evaluated the Report's adherence to the following principles on a scale of 'Good', 'Acceptable' and 'Needs Improvement':



Inclusiveness: Acceptable. The Company demonstrates engagement with stakeholders through various channels. The engagement process can be further strengthened by formally documenting the sustainability expectations expressed by stakeholders through different engagement channels.

Materiality: Acceptable. The 4 themes of Responsible business, Redefine workplace, Renew eco system and Repay society forms the basis for materiality determination. The outcome has not missed out any significant, known material issues, but the process of quantifying the importance to stakeholders and to the Company need to be strengthened. The results should also be validated with more specific inputs that reflect short, medium and long term impacts.

Responsiveness: Needs Improvement. The Company has responded to stakeholder concerns through its policies and management systems, and this is reflected in the Report. The monitoring of the performance related to some of the material issues are yet to mature and is not yet reported or only partially reported in the Report. But the Report brings out the commitments by the Company with timelines to improve on this aspect.

In accordance with the AA1000AS requirements for a Type 2, Moderate level assurance engagement, we conclude that the data and information related to GRI G3.1 Core Indicators presented in the Report is generally reliable. The Report contains data that is measured and estimated and some of the errors in data compilation, which were attributable to transcription and aggregation, were corrected.

Additional Principles as per VeriSustain:

Completeness: Needs Improvement. The scope of reporting is limited for some parameters reported (refer GRI Index). The boundary of reporting on some of the performance indicators also does not cover the entirety of the Company. The same has been identified and the road map is established to improve the completeness of the Report.

Neutrality: Good. The information contained in the Report is presented in a balanced manner, in terms of content and tone. Limitations are fairly presented with commitments to future improvement.

Opportunities for Improvement

The following is an excerpt from the observations and opportunities reported back to the management of HCLT. However, these do not affect our conclusions on the Report, and they are indeed generally consistent with the management objectives already in place.

- Strengthen the monitoring and review of the sustainability performance.
- Improve the communication and awareness on sustainability across the organisation.
- Implement a systematic quality assurance procedure for data management.

DNV's Independence

DNV states its independence and impartiality with regards to this engagement. DNV confirms that throughout the reporting period there were no services provided which could impair our independence and objectivity. DNV also maintained complete impartiality towards people interviewed during the assignment.

For Det Norske Veritas AS,

Santhosh Jayaram
Lead Verifier
Head, Sustainability and Business Excellence (South Asia)
Det Norske Veritas AS, India

Antonio Astone
Reviewer
Global Manager, Corporate Responsibility Services
Det Norske Veritas AS, Italy

12 October 2011, Bangalore, India



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