

SUSTAINABILITY REPORT

2014/2015



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MESSAGE from the CEO



I am delighted to introduce our FY14/FY15 Sustainability Report to you. Publishing the Sustainability Report gives us an opportunity to share the progress we have made in our sustainability efforts, as well as to reaffirm our commitment to being a sustainable business. As a signatory to the United Nations Global Compact (UNGC), this report also represents our Communication on Progress (COP) in embedding the UNGC Principles in our business operations.

Virtusa's sustainability strategy is focused on five key areas: conducting business in an ethical manner, reducing our environmental footprint, delivering excellent service to our clients, creating a work environment that is safe and conducive to our employees, and using information technology for the benefit of the communities we operate in. While you will find detailed information on all our sustainability initiatives within this report, I would like to share some specific highlights from our FY14/FY15 program, in this letter.

BUSINESS INTEGRITY: We extended our commitment to anti-corruption and anti-bribery by implementing two policies, the US Foreign Corrupt Practices Act Policy and the Virtusa UK Anti-Bribery Act Policy in FY14, as well as bolstering controls and safeguards set forth in our Code of Business Conduct and Ethics. The policies are further supported and implemented by ongoing training programs and mandatory, annual certification requirements for all our employees.

CLIENT SERVICE EXCELLENCE: During FY14 and FY15, we leveraged our technology expertise to help our clients build solutions that delivered millennial experience for their consumers and employees. The 125 and 45 perfect 10/10 Client Delight Index (CDI) scorecards our teams received during FY15 and FY14 respectively, are a testament to our service excellence. We also received several accolades that recognize our service excellence and our competitive edge in the industry. In October 2014, Virtusa was ranked in the Forbes' list of "100 Best Small Public Companies in America" and in January 2014, Virtusa was named a Top 20 Outsourcing Service Provider by the Information Services Group (ISG) for the fourth consecutive quarter. More information on these accolades is provided in the Awards and Recognition section.

SUSTAINABILITY POLICY: We published a formal Sustainability Policy in FY14. This policy reinforces our commitment to sustainable business practices in the following areas: employee health and safety, environment, climate change, conservation of energy and water, waste reduction, business continuity, information security, adherence to HR/labor standards, anti-bribery and corruption elimination, making meaningful contributions to society, and promoting diversity in the workforce.

ENVIRONMENTAL STEWARDSHIP: Code Green, our environmental management system, encompasses measures to manage the significant environmental aspects of our business operations. Code Green started in FY09 and has continued to grow in terms of scope and maturity with all our major technology centers, accounting

for 85% of our real estate, being certified ISO 14001. FY14/FY15 saw the Code Green program receive several accolades. First, our Hyderabad Campus facility was rated LEED Gold by the Indian Green Building Council. Second, we won Gold in the Private Institute Category at the National Green Awards in Sri Lanka. Third, but most importantly, we obtained a score of 84 from the Carbon Disclosure Project, which is a testament to the effectiveness of our Code Green program.

PEOPLE EXCELLENCE: We increased our headcount by 1193 team members from FY14 to FY15. With more than 80% of our workforce consisting of millennials, our goal is to create a work environment where this digitally connected generation thrives. We utilize our V+ social business platform to enhance the way our team members work, learn, share and connect with each other. As we grow our organization, we also aim to grow 75% of our leaders from within.

SOCIAL RESPONSIBILITY: Our CSR pillars—Campus Reach, Digital Reach and Tech Reach—focus on creating positive social impact. Detailed information about these initiatives are provided in the section, IT for Good. We were honored to be featured as a case study in “Responsible Business Advancing Peace”, a joint publication by the UNGC and the Principles for Responsible Investment (PRI). The case study highlights Virtusa’s contribution to national reconciliation and reconstruction in Sri Lanka through our Digital Reach and Tech Reach initiatives. In addition, Virtusans continue to contribute their time and energy to help others. For example, the Chennai CSR team formed ‘Rings of Support’ where a group of Virtusan volunteers support children affected by Thalassemia through blood donations.

In terms of improving sustainability practices, our goal is to increase the scope of our environmental reporting to include more geographic locations and reporting indicators. However, we face a challenge in implementing environmental reporting in the smaller locations due to the lower number of resources available to gather and report on such data. We also aim to have third party verification of environmental data. As the first step, we have obtained limited assurance of ISAE 3000 compliance by EY for our Scope 1 and Scope 2 emissions data in FY14 and FY15.

We look forward to reporting improved sustainability performance in the coming years.

Kris Canekaratne
Chairman & CEO

ORGANIZATIONAL PROFILE



Virtusa Corporation (NASDAQ: VRTU) is a global information technology services company with offices in North America, Europe and Asia.

OUR MISSION

To be the partner of choice for corporations in creating competitive advantage through technology excellence.

To create the conditions for professional success and quality of life for all Virtusans.

To be a socially conscious and responsible corporate citizen in all countries of operations.

OUR VALUES

Pursuit of Excellence - Expand the contours of our customer experience through innovation and acceleration of business outcomes.

Integrity - Be forthright and honest in all our interactions.

Respect - Treat our stakeholders, environment and our diversity with respect.

Leadership - Lead by serving those being led and be accountable when things go awry.

FY15 FAST FACTS

9,247 Virtusans across the globe
1,193 new hires
More than 80% of our workforce are Millennials
99% of senior management hired from local community



Revenue: \$479 million
Net income: \$42.4 million
20.7% increase in revenue
114 clients
125 perfect 10/10 Client Delight Index scorecards
87% of revenue from repeat business



Emissions* per FTE** Reduced by 18%
Energy Consumption per FTE Reduced by 22%
Water Consumption per FTE Reduced by 18%



**Scopes 1 and 2*

***Full Time Employee*

ABOUT VIRTUSA

Virtusa Corporation (NASDAQ: VRTU) is a global information technology services company. Headquartered in Massachusetts, we have offices in the United States, the United Kingdom, the Netherlands, Germany, Sweden, Austria, Switzerland, Hungary, India, Sri Lanka, Singapore, Malaysia and the Philippines.

We view our operations and manage our business as one operating segment. Our corporate structure also spans multiple jurisdictions, with Virtusa Corporation incorporated in Delaware and its operating subsidiaries organized in India, Sri Lanka, the United Kingdom, Hungary, Germany, Singapore, Austria, Malaysia, Sweden, Switzerland and the Netherlands.

While there were no significant changes in structure or ownership during the reporting period, new technology centers were opened in New York and Pune in FY14.

In FY14 and FY15, we made several acquisitions focused on adding domain expertise. On November 1, 2013, we acquired the business and assets of OSB Consulting LLC, a New Jersey limited liability company, to extend our service offerings to include a broader set of finance transformation services in the financial services and insurance domains. On January 2, 2014, we acquired all of the outstanding stock of TradeTech Consulting Scandinavia AB and its subsidiaries to expand our position within the banking, financial services and insurance industries by increasing our asset management and treasury services domain and technology expertise, as well as expanding our global presence into the Nordics. To strengthen our infrastructure management services (IMS) practice and solution offerings and enable us to deliver network operating center (NOC) support through nearshore facilities, as well as IMS services globally, on April 1, 2015, we acquired all of the outstanding shares of Apparatus, Inc., a leading provider of end-to-end IT IMS headquartered in Indianapolis, Indiana.

OUR SERVICES

We use an enhanced global delivery model to provide end-to-end information technology (IT) services to Global 2000 companies. These services include IT and business consulting, user experience (UX) design, development of IT applications, maintenance and support services, systems integration, infrastructure and managed services. To help our clients increase revenue, we leverage the emerging demand from Millennials to deliver solutions that use technologies such as big data analytics, social, gamification, mobile and location aware. To reduce the cost of operations, we help our clients consolidate applications into platforms, rationalize IT infrastructure, and deliver transformational, industry-focused solutions to deliver modern, efficient and agile enterprise application platforms. We also combine industry specialization with our core services to deliver high-impact solutions in critical business functions that help our clients transform their business performance and gain competitive advantage in the markets in which our clients operate.

We provide our IT services primarily to enterprises engaged in the following industries: communications and technology (C&T); banking, financial services and insurance (BFSI); and media and information (M&I).

Detailed information of our service offerings is available on our website, www.virtusa.com.

ECONOMIC PERFORMANCE

For the fiscal year ended March 31, 2015, we had revenue of \$479.0 million and income from operations of \$52.6 million. In our fiscal year ended March 31, 2015, our revenue increased by \$82.1 million, or 20.7%, to \$479.0 million, as compared to \$396.9 million in our fiscal year ended March 31, 2014. Our net income increased from \$34.4 million in our fiscal year ended March 31, 2014 to \$42.4 million in our fiscal year ended March 31, 2015.

Our clients are located across North America, Europe and Asia. During the fiscal year ended March 31, 2015, 67% of our revenue was generated in North America, 27% in Europe and 6% in the rest of the world.

Our Advanced Technology Centers in India and Sri Lanka help contribute to the economic development of these countries through job creation. We are the largest IT service company in Sri Lanka and contribute to the development of the IT/BPO industry, which is one of the top five export revenue earners for the country. In fact, Virtusa has been recognized as the highest foreign exchange revenue earner in the IT/BPO sector for Sri Lanka, having won the gold award for 'Export of Business & Professional Services Sector' in the 'Extra-Large' category at the National Chamber of Exporters Awards for three consecutive years since 2012.

We provide indirect economic benefits in two areas. Through our Campus Reach program, we collaborate with the academia to advance IT education in India and Sri Lanka. Through our Tech Reach program, we develop software applications for social good at zero cost to stakeholders. These programs are described in detail in the section "IT for Good" along with details of community investments made during the reporting period. We do not make any political donations as per our corporate policy.

FINANCIAL DATA

Fiscal Year Ended March 31
(In thousands, except share and per share amounts)

	2015	2014	2013	2012	2011
Revenue	478,986	396,933	333,175	277,771	217,979
Costs of revenue	304,422	250,533	215,866	177,434	134,496
Gross profit	174,564	146,400	117,309	100,337	83,483
Operating expenses:	121,996	103,988	84,450	76,438	65,697
Income from operations	52,568	42,412	32,859	23,899	17,786
Other income	4,832	3,512	3,000	2,547	441
Income before income tax expense	57,400	45,924	35,859	26,446	18,227
Income tax expense	14,954	11,549	7,461	6,411	2,027
Net income	42,446	34,375	28,398	20,035	16,200
Net income per share of common stock:					
Basic	1.48	1.32	1.14	0.81	0.68
Diluted	1.44	1.27	1.11	0.79	0.66

Table: Consolidated Statements of Income Data (in US\$)

Year Ended March 31

	2015	2014	2013	2012	2011
Customer revenue					
North America	319,285	278,318	251,219	215,723	162,528
Europe	129,904	97,178	65,863	49,839	45,065
Other	29,797	21,437	16,093	12,209	10,386
Consolidated revenue	478,986	396,933	333,175	277,771	217,979

Table: Revenue Breakdown According to Geographic Locations (in US\$)

SUSTAINABILITY AT VIRTUSA

SUSTAINABILITY AT A GLANCE

OHSAS 18001:2007

Certified Occupational Health and Safety System



ISO 14001:2004

Certified Environmental Management System



ISO 22301:2012

Certified Business Continuity Management System



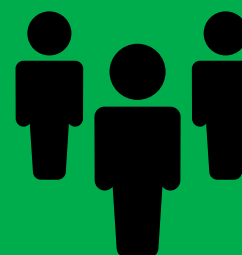
ISO 27001:2013

Certified Information Security Management System



9,000+

Virtusans trained and certified on EHS, BCMS and ISM



VIRTUSA'S SUSTAINABILITY PROGRAM

Our aim is “to reduce our Environmental Footprint, with ethical maturity, respect and dignity to all”. Premised on our core corporate values of Pursuit of Excellence, Integrity, Respect and Leadership (PIRL), we believe in doing more, and better, with less. Accordingly, we leverage unique and industry leading tools to increase “right first time” and reduce “cycle time” by aggressively measuring and improving quality and reuse at the source. By doing so, we effectively reduce the environmental footprint of the products and services offered to clients. Our sustainability program is based on the following core elements.

Area	Framework	Current Status
Health and Safety	OHSAS 18001:2007	All major offices in India and Sri Lanka are certified.
Environment (Code Green)	ISO 14001:2004 (EMS) ISO 50001:2011 Guidance (Energy) ISO 14064 Guidance (Climate Change) Greenhouse Gas (GHG) Protocol	All major offices in India and Sri Lanka are certified for ISO 14001. Encompasses climate change, emissions, energy, water and waste management. Virtusa reports its GHG emissions to the Carbon Disclosure Project.
Business Continuity Management	ISO 22301:2012	All major offices in India and Sri Lanka are certified.
Information Security	ISO27001:2013	All major offices in India and Sri Lanka are certified.
Labor Standards	SA 8000 Guidance	New policies and guidance under review.
Anti-Bribery and Corruption	Foreign Corrupt Practices Act 1977 and Bribery Act 2010 (UK)	Policy signed in line with framework.
Management Engagement, Social Impact & Diversity	ISO 26000 Guidance	Virtusa creates social impact through the following: <ul style="list-style-type: none"> • Digital Reach – Creating a digitally inclusive society. • Campus Reach – Supporting the next generation of IT professionals to be workforce ready. • Tech Reach – Using technology for good.

Our Chief Operating Officer, reporting to the Board, has responsibility for all aspects of sustainability. Cross-functional teams at each geographic location oversee and implement components of the sustainability strategy that are specific to their operations.

SUSTAINABILITY POLICY AND SUB-POLICIES

In FY14 we formulated our Sustainability Policy, which is based on the following policies and core guidelines:

- Environment, Health and Safety in line with ISO 14001 and OHSAS 18001.
- Water Policy in line with ISO 14001
- Waste Policy in line with ISO 14001
- Business Continuity Management in line with ISO 22301
- Information Security in line with ISO 27001
- HR/labor standards in line with SA 8000
- Anti-Bribery and Corruption policies in line with FCPA and UK Bribery Act 2010
- Climate Change Policy in line with ISO 14064 and CDP Reporting
- Energy Policy in line with ISO 50001 guidelines
- Social Responsibility Policy in line with ISO 26000 guidance

Along with the Sustainability Policy, we have formulated the following sub-policies: Energy Policy, Climate Change Policy, Waste Policy, Water Policy, and the Social Responsibility Policy.

STAKEHOLDER ENGAGEMENT

The stakeholder groups with which we engage include clients, investors, employees, academia, suppliers, governments, NGOs and local communities. As such, clients, investors and employees have the greatest impact on our operations.

Our clients receive services that are based on an end-to-end approach. Through our industry leading platforming process, we focus on delivering business results by modernizing, rationalizing and consolidating the critical applications that support our clients' core business processes. Forms of client engagement include the Client Delight Index which allows clients to rate Virtusa services every quarter.

Investors of Virtusa are able to witness and receive the benefits of our steady growth, both fiscally and through responsible business development. A major factor in this has been our ability to continue providing world-class services to existing and new clients.

At Virtusa, we aim to give our employees a connected and nurturing environment where innovation and creativity are encouraged. Utilizing the latest technologies and platforms, we strive to give Virtusans the opportunity to work with Forbes Global 2000 firms, where they can create world-class applications and realize their career aspirations.

Academia, suppliers and governments are also important stakeholder groups. We collaborate with the academia to ensure a pool of employment ready, skilled IT graduates. Suppliers are an important stakeholder group as we seek to ensure sustainable and ethical business practices in our supply chain. Governments impact our operations through laws and regulations that govern labor, business operations, taxation and environmental practices. NGOs and local communities have less impact on our operations.

The following table lists the channels of engagement we use with each of our stakeholders as well as the key concerns for each stakeholder group.

Stakeholder	Engagement Mode	Key Concerns
Clients	<ul style="list-style-type: none"> • Request for proposal • Client visits and meetings • Client Delight Index (CDI) • Client initiated surveys and audits • Sustainability Report • Media interactions 	<ul style="list-style-type: none"> • Business value • Business continuity • Good corporate governance • Ethical business practices • Environmental responsibility
Investors	<ul style="list-style-type: none"> • Annual General Meeting • Media interactions 	<ul style="list-style-type: none"> • Revenue growth • Profit margins • Good corporate governance • Ethical business practices • Transparency
Employees	<ul style="list-style-type: none"> • Global Team Member Survey • Internal Support Group Framework • EHS Committee • Open Door policy • Social media • Two Month Completion and Five Month Completion surveys for employees on probation • Exit interviews for employees leaving the company 	<ul style="list-style-type: none"> • Career growth • Compensation • Work/life balance • Safe work environment
Academia	<ul style="list-style-type: none"> • Curriculum development and advice • Virtusa Internship Program • Career guidance and awareness • Mentoring for final year projects • Scholarship Program • Industrial visits • Career fairs • Social media • Media interactions 	<ul style="list-style-type: none"> • Internship opportunities for students • Curriculum advice
Suppliers	<ul style="list-style-type: none"> • Supplier Survey • Supplier Guidelines • Supplier awareness sessions • Media interactions 	<ul style="list-style-type: none"> • Business opportunities • Ethical business practices
Governments	<ul style="list-style-type: none"> • Membership in global associations • Collaborations with government bodies on sustainability • Media interactions 	<ul style="list-style-type: none"> • Good corporate governance • Ethical business practices • Environmental responsibility • Development of IT industry in India/Sri Lanka
NGOs and Local Communities	<ul style="list-style-type: none"> • Media interactions 	<ul style="list-style-type: none"> • Ethical business practices • Responsible corporate citizenship • Job opportunities

EXTERNAL COMMITMENTS

Our public policy objectives mainly focus on sustainability and the growth of the IT industry.

We have been a signatory and a member of the United Nations Global Compact (UNGC) since 2008. We embody and practice the 10 principles through our management approach to sustainability and sustainable business.

Virtusa has been a member of the Steering Committee of the Sri Lankan Network since 2010. The Board of Directors of the Network, on which a representative from Virtusa sits, was formalized in early 2011. Through its work with the Sri Lankan Network, Virtusa has supported and encouraged the activation of both the network and the UNGC principles in Sri Lanka.

Virtusa is also a member of the Indian Green Building Council. We are also a Patron Member of the Sri Lanka Business and Biodiversity (SL B&B) Platform, a tool to foster dialogue between the private sector and conservation agencies.

We engage with industry associations in Sri Lanka and India to ensure the growth of the IT industry in these countries. Many Virtusans are on the boards of such associations and are therefore conduits in shaping public policy.

PARTNERSHIPS

- National Association of Software and Services Companies (NASSCOM)
- Sri Lanka Association of Software and Service Companies (SLASSCOM)
- American Chamber of Commerce, India
- American Chamber of Commerce, Sri Lanka
- Information Technology & Services Industry Association of Andhra Pradesh (ITsAP)
- United Nations Global Compact
- Central Environmental Authority of Sri Lanka
- Sri Lanka Business and Biodiversity Platform
- Indian Green Building Council

UNGC BUSINESS FOR PEACE (B4P)

Virtusa is also a member of the UNGC Business for Peace (B4P) initiative. In 2013, Virtusa was featured as a case study in the UNGC's Responsible Business Advancing Peace publication for its contribution to national reconstruction in post-war Sri Lanka. The case study highlights activities carried out through our Digital Reach and Tech Reach initiatives where Virtusa helped to build a digital learning center in the North of Sri Lanka to be used to provide IT training to war rehabilitees. More details are provided in the IT for Good section.

VIRTUSANS IN THE COMMUNITY



Roger Keith Modder

EVP and Chief Operating Officer

Keith is a member of the National Council for Economic Development (IT/BPO cluster) in Sri Lanka. He is also an Advisory Board Member of SLASSCOM.



Samir Dhir

Executive Vice President and Chief Delivery Officer

Samir is a key member of NASSCOM's IT Services Council, a steering body within NASSCOM instituted to sustain and grow India's global leadership in IT, and to develop programs that will support this growth.



Darshana Pai

VP and Delivery Head of Hyderabad ATC

Darshana is a member of the NASSCOM's Diversity and Inclusion (D&I) core team. Some of the focus areas covered under this initiative involve supporting cultural and gender diversity, differently abled persons, child care, and inclusive work environment.

At Virtusa, Darshana spearheads the Gender Diversity Initiative (Women of Virtusa), providing mentorship and career guidance to fellow women associates.



Madu Ratnayake

SVP and Head of Digital

Madu is the founder Director and Chairman emeritus of SLASSCOM, the Sri Lankan IT-BPO Industry Chamber, in which capacity he has provided strategic leadership to SLASSCOM and the growth of the Sri Lankan IT industry. Madu is also the Chairman of Sarvodaya Fusion, the ICT4D arm of Sarvodaya, the largest NGO in Sri Lanka; and Co-Chairman of the National Council on ICT and Space Technology for the Coordinating Secretariat for Science, Technology and Innovation (COSTI), the Government agency for monitoring and promoting Science, Technology and Innovation in Sri Lanka. He is also a member of the Advisory Board for ICT at the Export Development Board (EDB) and represents the IT industry on the boards of several leading universities.



Paul Tutun

Senior Vice President – General Counsel and Assistant Secretary

Paul was the Managing Editor of the B.U. International Law Journal. His publications include, "Arbitration Procedures under the United States-German Income Tax Treaty: The Need for Procedural Safeguards in International Tax Disputes," 12 B.U. Int'l L.J. 179 (1994).



Denver De Zylva

Head – Strategic Sustainability Initiatives, EHS & Administration Facilities Management

As Head–Strategic Sustainability Initiatives at Virtusa, Denver has presented on Virtusa’s sustainability and CSR initiatives at several forums including the Google Ideas Summit 2011 in Dublin, Ireland. Denver was also instrumental in initiating and directing a Virtusa CSR project to support the Sri Lankan Government in its efforts to reintegrate war rehabilitees into civil society. He is also a Steering Committee member of the National E-waste Management Forum of the Central Environment Authority (CEA) of Sri Lanka.



Chamindra De Silva

Senior Director – Technology & Head of Strategic Initiatives

In addition to his Virtusa role, Chamindra is a pro-bono Director of a 501(c)3 non-profit, Sahana Software Foundation. He was one of the original architects and lead of the multi-award winning Open Source Disaster Management systems and created one of the first global Humanitarian Open Source communities. He and his team have led many of the TechReach projects at Virtusa including the Arambaya Rehabilitation Management System, Àkura School Management System and the digital scoreboard. He has published and contributed on Humanitarian Open Source to CACM, IEEE, IDRC, UNDP IOSN, UN ESCAP and W3C and is the recipient of the MIT INDUS Technovator award.



Gopalakrishnan Subramanian

Head – Risk Management

A strong activist for achieving sustainability, Gopalakrishnan believes that a mind shift is required by everyone, including himself. As such, he has carried out a number of initiatives towards this goal. These include the restoration of a park for public use, as well as raising funds to provide GPS equipment and training to community fishermen. Gopalakrishnan, together with his neighborhood society, has reduced energy consumption in their area by changing to the use of energy efficient lighting and pumping devices, while conducting awareness sessions on how residents can use more energy efficient solutions. He is also an avid biker and runner, and participates in cycling tours and marathons. He encourages everyone to walk or cycle for short journeys.



Rasika Withanage

Manager – Marketing, Sustainability & Communications

Rasika is a Board Director, Steering Committee member and an Expert Group member for Responsible Business & Investment in High-Risk Areas of United Nations Global Compact. He is also a Steering Committee member of the National E-waste Management Forum of the Central Environment Authority (CEA) of Sri Lanka and the Capacity Building Forum (Career Development and Education) of the Information and Communication Technology Agency (ICTA) of Sri Lanka.

SUPPLY CHAIN MANAGEMENT

We believe in cascading our sustainability best practices to our supply chain. We follow ethical practices in all our sourcing and attempt to ensure that our suppliers adhere to accepted standards in labor, human rights, and anti-bribery and corruption. We review our suppliers' sustainability practices using the Virtusa Supplier Survey. During the reporting period, we reviewed and updated our Supplier Guidelines which sets out the standards and practices that Virtusa's suppliers are required to uphold.

Our policy is to depend on local suppliers at all locations of operations unless to do so would be a cost disadvantage.

ABOUT THIS REPORT

This report is based on the Global Reporting Initiative (GRI) 3.1 reporting framework and conforms to Level C of the GRI Report Application Levels. This report also forms our Communication on Progress (COP) in embedding the UN Global Compact principles in our operations.

Since we manage our business as one operating segment, data related to economic, labor, human rights, society and product responsibility indicators are reported at a global level for all geographic locations. However, environmental data is reported only for our major technology centers in India and Sri Lanka as approximately 85% our workforce is located in these Advanced Technology Centers.

REPORT QUICK FACTS

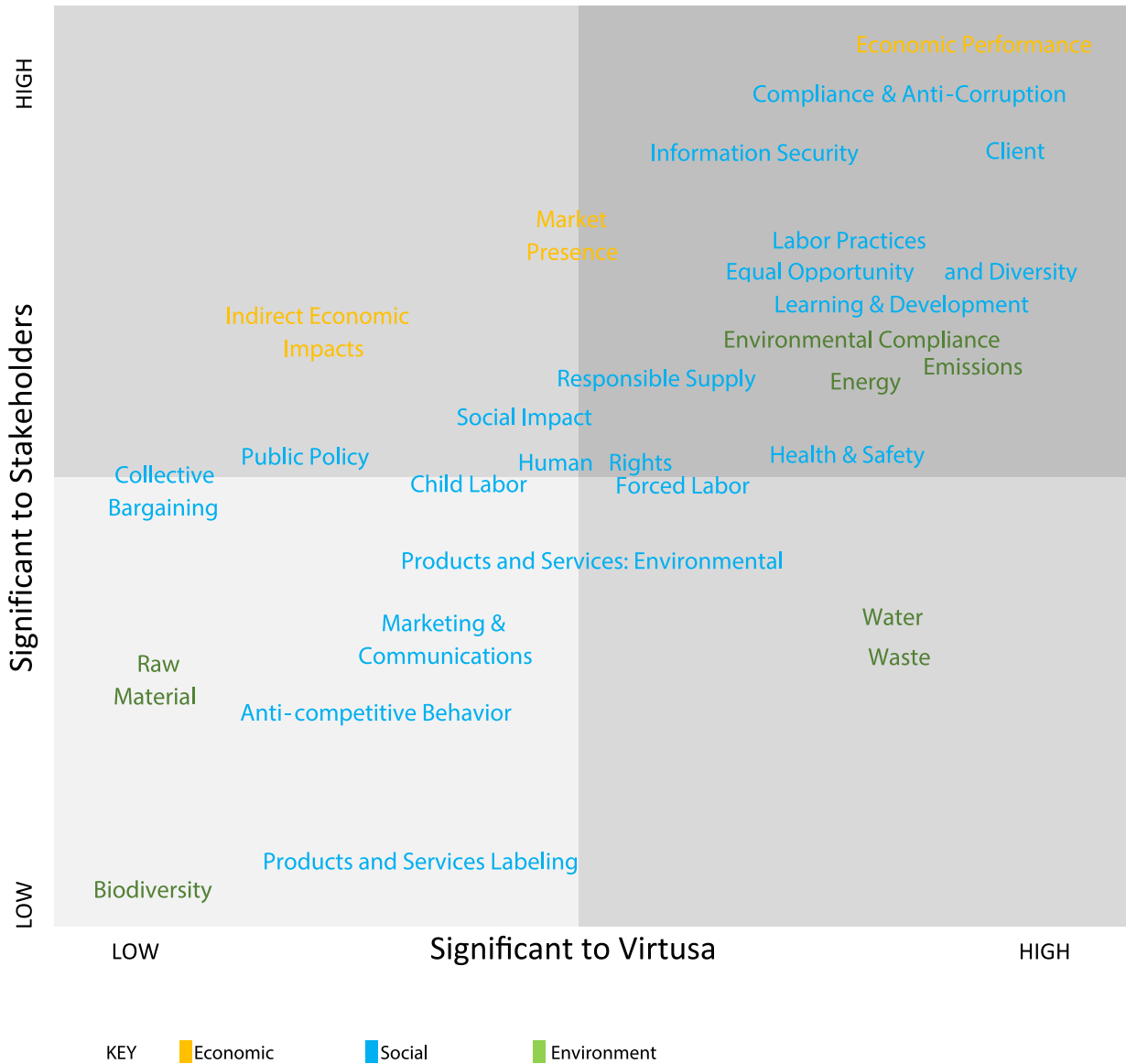
Reporting period: April 2013 to March 2015

Date of previous report: January 2014

Reporting cycle: Biennial

Contact Point for Questions:
Roger Keith Modder
EVP and Chief Operating Officer
keith@virtusa.com

Given below are the concerns that we have identified as being material to our operations.



With regard to data measurement techniques, we follow the guidelines set by the Greenhouse Gas Protocol to calculate Scope 1 and Scope 2 emissions. The Greenhouse Gas Protocol Mobile Combustion GHG Emissions Calculation Tool (version 2.6) was used to calculate Scope 3 emissions from air travel and employee commute. Data related to human resource development and training is collected on a daily basis as well as periodically through surveys, etc.

There have been no significant changes in the scope, boundary or data measurement methods from the previous report, other than the change in emission factors noted in the Environmental Stewardship section and the use of Greenhouse Gas Protocol Mobile Combustion GHG Emissions Calculation Tool to measure emissions from air travel instead of the Defra GHG Reporting Guidelines. In addition, the e-waste recycled in FY13 has been recalculated, which has resulted in an increase in the amount from 3,600 kg to 6,781 kg.

We have made every effort to submit a comprehensive report with regard to dimensions of scope and boundary for the reporting period. Our goal is to improve our reporting as well as work towards obtaining external assurance.

AWARDS AND RECOGNITION

INDUSTRY AWARDS

<p>Was ranked in Forbes' list of "100 Best Small Public Companies in America" in 2014.</p>	<p>The International Association of Outsourcing Professionals (IAOP) recognized Virtusa as a Leader in the 2015 Global Outsourcing 100 service providers list. IAOP also named Virtusa as a Best Ten Leader for Entertainment and Media in 2014 and 2013.</p>	<p>Was named a Global Top 20 Outsourcing Service Provider by the Information Services Group (ISG) in 2014.</p>
<p>Was listed in the 2013 Global Services 100 (GS 100) List for the sixth consecutive year.</p>	<p>Was ranked #48 in the 2014 FinTech Forward Ranking published by American Banker and BAI.</p>	<p>Received Frost & Sullivan's 2014 Global System Integration in Healthcare Product Line Strategy Leadership Award.</p>
<p>Was ranked in IDC's 2014 FinTech list.</p>	<p>Won the award for 'Most Outstanding Exporter of Business and Professional Services' in 2013 and 2014 at the National Chamber of Exporters Awards Sri Lanka. Virtusa also won the Gold award for 'Export of Business & Professional Services' in the 'Extra Large' category in both years. In 2014, Virtusa also won the award for the Most Value Added Exporter.</p>	<p>Was named in the Zinnov Global Service Provider Ratings in 2014 for the fourth time in a row.</p>
<p>Won the Pegasystems Partner Excellence Award in the category of 'Thought Leadership in Legal Services' for the second time.</p>	<p>Won the Gold award for the "Export Brand of the Year" at the SLIM Brand Excellence Awards 2014. Virtusa also won the Bronze award in the B2B category for the third time in a row.</p>	<p>Won Frost & Sullivan's 2013 Customer Value Leadership Award.</p>
<p>Was ranked in Boston Globe's "Globe 100 List" for the second consecutive year in 2013.</p>	<p>Won four awards at the National Business Excellence Awards 2013 in Sri Lanka. Winner in ICT Services Sector, 1st Runner-up in Large Category Business Excellence, Runner-up in Excellence in Performance Management and Bronze Award for Overall Business Excellence.</p>	

TECHNOLOGY AND INNOVATION

<p>Won the Adobe Marketing Cloud Innovation Award in 2015.</p>	<p>Won the Service Innovation of the Year award from itSMF UK Chapter for the Virtusa Test Automation Framework (VTAF) in 2014.</p>	<p>Won a Bronze SAP Quality Award in the category of Business Transformation alongside our customer, Barmenia in 2014.</p>
<p>Virtusa's code quality and reuse governance solution, ERA Insight, won a merit award in the Applications and Tools category at the 2014 Asia Pacific ICT Alliance Awards.</p>	<p>ERA Insight won the Silver award in the General Application category at the National Best Quality ICT Awards in Sri Lanka in 2014.</p>	<p>Was named a Finalist in the Fierce Innovation Awards (Healthcare Edition) in 2014.</p>
	<p>Was named in the 2013 InformationWeek 500 list, a list of the nation's top technology innovators.</p>	

HR AWARDS

<p>Was named one of Britain's Top Employers for the fifth time in a row by the Top Employers Institute in 2015.</p>	<p>Won the Silver Stevie at the American Business Awards in the "Human Resources Department of the Year" category in 2014 and 2013.</p>	<p>Won the Golden Peacock Award in the HR Excellence category in 2013.</p>
<p>Won the 'Asia's Best Employer' award in the Best HR Strategy in line with Business' category in 2014 and 2013.</p>	<p>Won Gold at the HRM Awards 2014 for the fourth consecutive time.</p>	<p>Won the World HRD Congress Award for Innovation in Learning in 2014.</p>
<p>Received a special award in the "Excellence in Human Resource – South Asia (Excluding India) & Middle East" category at the Society for Human Resource Management (SHRM) India HR Awards in 2014.</p>	<p>Won the "Employee Engagement Special Category Award" at the National HR Conference 2014 in Sri Lanka.</p>	<p>Was named by The Albany Business Review as one of Albany's Best Places to Work.</p>
<p>Was selected as one of the top three finalists in the 2014 Monster HR® Award.</p>		

RECOGNITION FOR VIRTUSANS

<p>Kris Canekeratne was honored with 'CEO of the Year' award by the World HRD Congress-Thought Leaders International in 2014.</p>	<p>Darshana Pai, Vice President and Head of the Hyderabad and Bangalore Delivery Centers, was conferred the 'Women Achievers in IT' award by INTEROP in 2014.</p>	<p>Darshana was also conferred the "Women Leadership Achievement Award in the IT Sector" by the World Women Leadership Congress and Awards in 2014. In addition, Darshana was recognized by the Indo American Chamber of Commerce as the Best Woman Corporate Leader in a US company in India in 2013.</p>
<p>Chandika Mendis, Senior Vice President and Global Head of Engineering, was honored with two key awards at the first-ever CS&ES Achiever Awards 2013, organized by the Department of Computer Science and Engineering (CSE), University of Moratuwa, Sri Lanka.</p>	<p>Praveen Purushotham, Global Head of Marketing, was named in the "100 Most Talented Global Marketing Leaders" by the World Marketing Congress in 2014.</p>	

SPECIAL AWARDS

<p>Won the Special Award for Emergency Response at the 18th Annual Japan Sri Lanka Cultural Association (JASTECA) Awards 2013 in recognition of the Rehabilitation Management System (RMS) built by Virtusa for the Bureau of Commissioner General of Rehabilitation (BCGR), Sri Lanka in 2009/2010.</p>	<p>Won the Gold Trophy in the Private Institute Category at the Sri Lanka National Green Awards in 2014.</p>	<p>Won a Merit Award at the Sri Lanka National Occupational Safety & Health Excellence Awards in 2014.</p>
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OUR CLIENTS

FY15 FAST FACTS

104 clients



125 perfect 10/10 Client Delight Index scorecards



87% of our revenue is from repeat business



A majority of our revenue for the reporting period was generated from Forbes Global 2000 firms or their subsidiaries. Our expertise in core technology services allows us to help our clients lower total cost of ownership of their overall IT investments. We also combine industry specialization with our core services to deliver high-impact solutions in critical business functions that help our clients transform their business performance and gain competitive advantage in the markets in which they operate.

We believe that our regular, direct interaction with senior executives at these clients, the breadth of our client relationships and our reputation within these clients as a thought leader, differentiates us from our competitors. We have a high level of repeat business among our clients. For instance, during the fiscal year ended March 31, 2015, 87% of our revenue came from clients to whom we had been providing services for at least one year.

CLIENT DELIGHT INDEX

Measuring and ensuring high client satisfaction is an integral part of delivery at Virtusa. The Client Delight Index (CDI) is a key performance measure that has Board-level visibility. Client feedback is collected each quarter from stakeholders identified for each account and a consolidated report is published for each Advanced Technology Center.

The CDI helps us to identify areas of client engagement that may need attention. Internally, all negative responses require action plans from our staff, ensuring that any problems are corrected. The survey can be customized depending on the project or project phase.

The reporting period saw two significant events related to CDI. Not only did we upgrade the information gathering process for CDI so that clients can easily provide feedback through a web portal, but our teams obtained 125 perfect 10/10 CDI scorecards.

GLOBAL INNOVATION PROCESS

Our proprietary Global Innovation Process (GIP) is a software lifecycle methodology that combines our decade-long experience building platform-based solutions for global clients with leading industry standards such as CMMI L-5 (Capability Maturity Model), Agile, ITIL v3, Rational Unified Process, and Product Line Engineering. By leveraging GIP templates, tools and artifacts across diverse disciplines such as requirements management, architecture, design, construction, testing, application outsourcing and production support, each team member is able to leverage software engineering and platforming best practices and extend these benefits to clients.

During the initial process-tailoring phase of an engagement, we work with the client to define the specific approach and tools that will be used for the engagement. This process-tailoring takes into consideration the client's business objectives, technology environment and currently-established development approach.

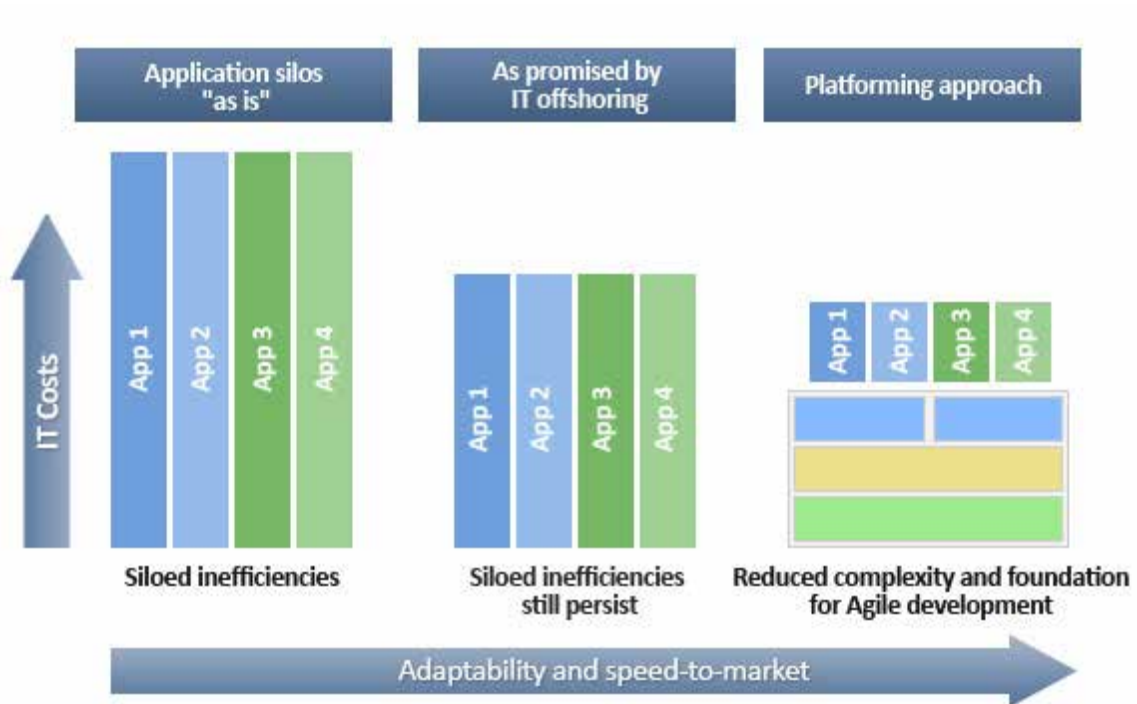
A dedicated process group provides three important functions: they continually monitor, test and incorporate new approaches, techniques, tools and frameworks into GIP; they advise project teams, particularly during the process-tailoring phase; and they monitor and audit projects to ensure compliance. Clients also contribute to innovation and improvement as their ideas and experiences are incorporated into our body of knowledge.

All our major delivery centers, located in Hyderabad, Chennai, Bangalore and Colombo, have been assessed at CMMI Level 5 maturity. During our fiscal year ended March 31, 2015, the Chennai and Colombo delivery centers initiated the reassessment of CMMI Level 5 as these centers were first assessed in fiscal year 2013. CMMI is a process improvement model used to improve a company's ability to manage project deliveries to ensure predictable results. CMMI's process levels are regarded as the standard in the industry for evolutionary paths in software and systems development and management.

PLATFORMING APPROACH

Platforming is a structured approach to software development that organizes discrete software components into related functions in a layered architecture of common services. This enables development teams to write code once and utilize it multiple times.

Unlike in traditional enterprise application development where different applications remain isolated, thus replicating business logic, technology frameworks and enterprise data, Platforming helps to combine common business processes and rules, technology frameworks and data into reusable application platforms that can be leveraged across the enterprise.



Through Platforming our clients are able to continually improve their software platforms and applications in response to changing business needs and evolving technologies while also improving business agility and realizing long-term and ongoing cost savings.

We apply our innovative platforming approach across our business and IT consulting, technology implementation and application outsourcing services to rationalize IT application portfolios and reduce costs, increase productivity and improve the efficiency and effectiveness of our clients' IT application environments. As part of our platforming approach, we assess our clients' application environments to identify common elements, such as business processes and rules, technology frameworks and data. We incorporate those common elements into one or more application platforms that can be leveraged across the enterprise to build, enhance and maintain existing and future applications in a leaner environment. Our platforming approach enables our clients to continually improve their software platforms and applications in response to changing business needs and evolving technologies while also realizing long-term and ongoing cost savings.

Our platforming approach improves software quality and IT productivity. Software assets within platforms are reused across applications, their robustness and quality improve with time and our clients are able to develop software with fewer defects. A library of ready-made building blocks significantly enhances productivity and reduces software development risks compared to traditional methods. This establishes a cycle of continual improvement in that the more an enterprise embraces platform-based solutions, the better the quality of its applications will be, and the less the effort required to build, enhance and maintain them.

GOVERNANCE AND COMPLIANCE

Virtusa's core values – Pursuit of Excellence, Integrity, Respect and Leadership (PIRL) – are the guiding principles in all our interactions. Sound governance along with strong policies have helped to maintain a reputation of corporate excellence.

Instilling our business ethics and culture in our people forms an important part of people development. All employees are educated on the PIRL values and corporate policies through several mediums from the on-boarding program to awareness mailers. All corporate policies are also available on the company intranet for easy reference.

As a responsible corporate citizen, Virtusa adheres to the laws and regulations relevant to our operations. During the reporting period, there were no instances of monetary or non-monetary sanctions for non-compliance with laws and regulations related to any aspects of our business operations including the provision of services, anti-competitive behavior and environmental regulations.

POLICIES

- Code of Business Conduct and Ethics
- Virtusa Anti-Bribery Policy
- Virtusa FCPA Policy
- Whistleblower Policy
- Business Continuity Management Policy
- Information Security Management Policy
- Intellectual Property
- Harassment-Free Workplace Policy
- Sustainability Policy
- Environment, Health and Safety Policy
- Energy Policy
- Climate Change Policy
- Waste Policy
- Water Policy
- Social Responsibility Policy













CERTIFICATION

- CMMI Level 5
- ISO 22301:2012
- BS OHSAS 18001:2007
- ISO/IEC 27001:2013
- BS EN ISO 14001:2004

GOVERNANCE

BOARD OF DIRECTORS

Table: Virtusa Board of Directors

Inside Directors		
Kris Canekeratne	Chairman and Chief Executive Officer and Class III Director	
Outside Directors		
Robert E. Davoli	Class I Director	
William K. O'Brien	Class I Director	 
Al-Noor Ramji	Class I Director	
Izhar Armony	Class II Director	 
Martin Trust	Class II Director	
Rowland T. Moriarty	Class II Director	 
Ronald T. Maheu	Class III Director	  



Member of the Compensation Committee



Member of the Nominating and Corporate Governance Committee



Member of the Audit Committee



Chairperson



Audit Committee Financial Expert

BOARD LEADERSHIP STRUCTURE

Mr. Canekeratne, a founder of our company, serves as our Chief Executive Officer and Chairman of the Board. The Board of Directors believes that having our Executive Officer as Chairman of the Board facilitates the Board of Directors' decision-making process because Mr. Canekeratne has first-hand knowledge of our operations and the major issues facing us, and is most capable of effectively identifying strategic priorities and leading the discussion and execution of strategy. This also enables Mr. Canekeratne to act as the key link between the Board of Directors and other members of management.

To maintain effective independent oversight, the Board of Directors annually appoints a lead independent director. The Board of Directors believes the combined role of Chief Executive Officer and Chairman, together with a lead independent director is in the best interest of stockholders because it provides the appropriate balance between strategy development and independent oversight of management. Mr. Martin Trust currently serves as the Lead Independent Director. In this role, Mr. Trust serves as Chairperson of the independent director sessions and assists the Board in assuring effective corporate governance.

INDEPENDENCE OF MEMBERS OF THE BOARD OF DIRECTORS

Seven members of the Board of Directors are independent within the meaning of the director independence standards of The NASDAQ Stock Market, Inc., or NASDAQ, and the Securities and Exchange Commission, including Rule 10A-3(b)(1) under the Securities Exchange Act of 1934, as amended, or the Exchange Act. Furthermore, each member of each of the committees of the Board of Directors is independent within the meaning of the director independence standards of NASDAQ and the Securities and Exchange Commission.

COMMITTEES OF THE BOARD OF DIRECTORS

The Board of Directors has three standing committees: Audit Committee; Compensation Committee; and Nominating and Corporate Governance Committee.

AUDIT COMMITTEE	COMPENSATION COMMITTEE	NOMINATING AND CORPORATE GOVERNANCE COMMITTEE
<p>Oversees our accounting and financial reporting processes, internal controls and audit functions.</p> <p>Focuses on risks and issues related to accounting, internal controls, and financial and tax reporting.</p> <p>Assesses economic and business risks and monitors compliance with ethical standards and applicable regulations.</p>	<p>Responsible for developing executive compensation policies and advising the board of directors with respect to such policies and administering the Company's cash incentive, stock option and equity incentive plans.</p> <p>Identifies and oversees risks and issues associated with our executive compensation policies and practices.</p>	<p>Developing and recommending to the board criteria for board and committee membership.</p> <p>Administers enterprise risk management program.</p> <p>Identifies and oversees risks and issues associated with director independence, related party transactions and the implementation of corporate governance policies and our code of ethics.</p>

Committees of the Board of Directors

Each committee operates pursuant to a separate charter that has been approved by the Board of Directors. A current copy of each charter is available at the Corporate Governance section of our website at <http://www.virtusa.com/investors/corporate-governance/>.

ROLE IN RISK OVERSIGHT BY THE BOARD OF DIRECTORS

The Board of Directors' role in overseeing the management of the Company's risks is primarily accomplished through management's reporting processes, including receiving regular reports from members of senior management on areas of material risk to the Company, including operational, financial, legal and regulatory, and strategic and reputational risk and assessments and prioritization of such risks. The standing committees of our Board of Directors, pursuant to the respective charters, represent a key element of enterprise risk management. The Nominating and Corporate Governance Committee of our Board of Directors has been initially appointed by our Board of Directors to administer the enterprise risk management process as the Enterprise Risk Management Committee. The Enterprise Risk Management Committee provides oversight of the recommendations of management and associated timeline to identify and assess severity of enterprise risks, the prioritization of such risks and development of any action plans to mitigate such risks.

Our Audit Committee focuses on risks and issues related to accounting, internal controls and financial and tax reporting. The Audit Committee also assesses economic and business risks and monitors compliance with ethical standards. The Compensation Committee identifies and oversees risks and issues associated with our executive compensation policies and practices, and the Nominating and Corporate Governance Committee identifies and oversees risks and issues associated with director independence, related party transactions and the implementation of corporate governance policies and our code of ethics.

All of these committees are ultimately subject to oversight and direction of the full Board of Directors and report directly to the Board of Directors on these matters.

COMMUNICATIONS WITH THE BOARD OF DIRECTORS

Virtusa's stockholders who wish to communicate directly with the Board of Directors or an individual member of the Board may do so by sending such communication by mail (including courier or expedited delivery service).

Attention To:

- Chairman of the Board (as a representative of the entire board of directors);
- OR to the individual director or directors.

U.S. Mailing Address:

c/o Secretary
Virtusa Corporation
2000 West Park Drive,
Westborough, Massachusetts 01581
USA

ADDITIONAL INFORMATION

Detailed information on corporate governance is available in the Proxy Filings on our website <http://www.virtusa.com/investors/annual-report-and-proxy-statement/>.

Information on the members of the Board of Directors and Executive Officers is available at: <http://www.virtusa.com/investors/corporate-governance/management-and-board/>.

MONITORING AND COMPLIANCE

DISCIPLINE AND TRANSPARENCY

Discipline and transparency are the premise of Virtusa's daily business. These founding principles are reflected and enforced across the global organization through the Code of Business Conduct and Ethics, Anti-Bribery and Corruption Program, and the Whistleblower Policy.

CODE OF BUSINESS CONDUCT AND ETHICS

Virtusa's Code of Business Conduct and Ethics provides the ethical and business standards by which Virtusa requires all of its employees to conduct themselves. The Code applies to all directors and employees worldwide. Day-to-day responsibility for administering the Code rests with the Compliance Officer who is also the General Counsel. A current copy of the Code is available at <http://www.virtusa.com/investors/corporate-governance/>.

ANTI-BRIBERY AND CORRUPTION PROGRAM

The Virtusa Anti-Bribery Program is implemented through the US Foreign Corrupt Practices Act Policy and the Virtusa UK Anti-Bribery Act Policy. The policies set a zero tolerance approach to acts of bribery and corruption and reaffirms our commitment to complying with all relevant anti-bribery legislation wherever we do business.

In addition, our Code of Business Conduct and Ethics was updated to emphasize the importance of anti-bribery. These policies are applicable to all our employees in all locations and are supported by ongoing training programs and annual certification requirements for employees.

Our Finance and Administrative systems are regulated to ensure that anti-corruption practices are maintained in all transactions performed within.

WHISTLEBLOWER POLICY

Employees and other interested parties can report any behavior that contravenes the Code of Ethics, any accounting irregularities or conduct that undermines the integrity of the Company's financial statements or the Anti-Bribery Policy using the Whistleblower Hotline, through a web-based submission tool or in writing. Complaints are forwarded to the Chairman of the Audit Committee as soon as reasonably practicable following receipt of such Complaint.

More information on the Whistleblower Hotline is available in the Audit Committee Complaints Procedure at <http://www.virtusa.com/investors/corporate-governance/>.

CONFIDENCE IN FINANCIAL INFORMATION

THE SARBANES-OXLEY ACT

As a publicly traded company in the US, Virtusa (NASDAQ: VRTU) is subject to the Sarbanes-Oxley Act of 2002 ("SOX"). Virtusa's Internal Audit Department monitors compliance with the Sarbanes-Oxley Act throughout the financial year. Since the implementation of the Sarbanes-Oxley Act (in 2007), Virtusa's independent public accountants, KPMG LLP, Boston, has audited Virtusa to validate compliance with SOX and provided an unqualified opinion with respect to Virtusa's financial statements and internal controls. Details of the Company's annual reports and audited financial statements are available at <http://www.sec.gov/cgi-bin/browse-edgar?company=Virtusa&owner=exclude&action=getcompany>.

INTERNAL AUDIT

The Internal Audit Department (IAD) is supervised by the Director of Internal Audit based at Virtusa's Colombo, Sri Lanka office and is supported by teams in Colombo, Sri Lanka and Hyderabad, India. The Director of Internal Audit reports to the Audit Committee of the Board of Directors and administratively reports to the Chief Financial Officer of Virtusa. IAD ensures compliance with the Sarbanes-Oxley Act and also performs reviews across the global company based on an annual Audit Plan (or requests) which helps the company address any potential risks.

INDEPENDENT REGISTERED PUBLIC ACCOUNTANT

KPMG LLP, Boston, is Virtusa's external independent registered public accountant. KPMG provides an independent audit of the company's financial statements for each fiscal year ending March 31. KPMG's independent audit and report supports the Sarbanes-Oxley Act and is reported in Virtusa's Annual Report on Form 10-K as filed with the United States Securities and Exchange Commission.

PEOPLE POLICIES

VIRTUSA'S COMMITMENT TO PEOPLE

Virtusa is committed to ensuring the protection of human rights and maintaining a harassment free workplace. As such, Virtusa conforms and maintains a workplace that complies with all applicable laws and regulations. Virtusa has a Harassment Free Workplace Policy to prevent against any form of discrimination based on age, race, color, national origin and ancestry, religion, sex or gender, sexual orientation, disability and other areas protected by law. As a technology services company child labor, forced labor and bonded labor are not significant risk factors in our operations.

The Global Head of HR is responsible for all labor practices at Virtusa, with location HR leaders reporting to him. Within location HR, separate teams focus on specific areas such as recruitment, training, career development, and compensation and benefits. The HR team is also responsible for investigating any violations related to HR policies and procedures.

PRIVACY AND CONFIDENTIALITY OF PERSONAL INFORMATION

Virtusa is committed to safeguarding the privacy and confidentiality of personally identifiable information and personal health information of people which Virtusa could potentially retain in the course of business as provided by employees, their family members, or clients. Virtusa complies with all applicable laws and regulations regarding data privacy.

Virtusa's Senior Vice President of Human Resources and the General Counsel have responsibility to implement and enforce the Data Privacy Program.

INFORMATION SECURITY

Our information assets and those of our clients are paramount at Virtusa. Virtusa's Chief Information Security Officer is responsible for information security and ensuring that information assets of both clients and Virtusa are adequately secured and protected through various governance structures, periodic monitoring, and compliance programs. Virtusa's Information Security Management Policy provides the foundation for these reviews.

THE ENTERPRISE RISK MANAGEMENT TEAM

The Enterprise Risk Management Team is responsible for taking 360 view on risks that could affect Virtusa. The team executes an annual program to monitor the implementation of solutions for those areas deemed high risk for the company.

ISO 27001 CERTIFICATION

The Enterprise Risk Management Program ensures that the annual re-certification is performed by a qualified external third party agency. The review examines Virtusa's information security framework and comments on its strengths and weaknesses. Since the original certification in 2008, the reviewer has not reported any material or significant observations. The most recent review was performed in October 2014.

EXTERNAL PENETRATION PROGRAM

The Penetration Testing Program is governed by Virtusa's Global Penetration Testing policy and is administered by the office of the Chief Information Security Officer. An external penetration is performed by a selected and qualified ethical hacker once every financial year. Ethical hackers are rotated to optimize the program. The program provides confidence that Virtusa's external infrastructure is hardened to industry standards.

DATA LEAKAGE PREVENTION

An industry accepted Data Leakage Prevention (DLP) solution is implemented to ensure that business critical information including client information, financial information, personally identifiable information, and personal health information is not disclosed to parties external to Virtusa. The DLP program, which is jointly administered by the Chief Information Security Officer's office and Information Technology Team, provides Virtusa and its clients the essential confidence and security on sensitive information.

SOFTWARE COMPLIANCE

Virtusa has a strong Software Compliance framework. In May 2014, Virtusa was independently assessed and granted Verafirm certification by BSA, thus becoming the fourth company in the world to receive Verafirm certification.

PERIODIC AUDITING

The Internal Audit Department (IAD) of Virtusa conducts periodic audits of the information technology infrastructure and the information security framework based on risks and request. IAD's reports are provided to the Vice President of Information Technology and Chief Information Security Officer for review and correction and updates are provided to Virtusa's Audit Committee during quarterly meetings.

INCIDENT MANAGEMENT

The Chief Information Security Officer's organization monitors and reports any breaches to the Chief Information Security Officer and Enterprise Risk Management Team, relevant business unit heads, and human resources teams for corrective action. During the year 2013-2014 under review no complaints were recorded related to breaches of client privacy or loss of customer data.

SAFEGUARDING INTELLECTUAL PROPERTY

Virtusa also has processes and procedures to ensure that the utilized software have proper licenses. We also have non-disclosure and assignment of inventions agreements with all of our employees to ensure the confidentiality of our work product and title to work that we create for us or our clients. We also monitor and have rigorous software engineering standards designed to prevent or detect any use of software or intellectual property not properly owned or licensed to Virtusa.

BUSINESS CONTINUITY

Virtusa understands the criticality of smooth business continuity for Virtusa as a company, for our clients, and employees. Our Business Continuity Management System is ISO 22301:2012 certified. The Enterprise Risk Management Team is responsible for business continuity at a global level, while location specific teams are responsible for day-to-day monitoring.

MARKETING AND COMMUNICATION

Our sales and marketing strategy is based on developing strong relationships with IT and business executives at prospective and existing clients to establish long-term business relationships. We also have a strong marketing campaign targeted at recruitment.

Virtusa ensures that it complies with the laws applicable in each of its geographic locations as well as adhering to standard industry practices. We follow a voluntary code to ensure responsible marketing and communication.

ENVIRONMENTAL STEWARDSHIP

FY15 FAST FACTS



84 Carbon Disclosure Project Score



46% Reduction in scope 1 and scope 2 GHG emissions per full time employee since FY11



47% Reduction in energy consumption per full time employee since FY11



22% Reduction in water consumption per employee since FY12



85% of real estate certified for ISO 14001 Environmental Management



100% Hyderabad Campus rated LEED Gold and 22% Colombo office rated LEED Silver



Won Gold in the Private Institute category at the National Green Awards Sri Lanka



We are committed to reducing the environmental footprint of our products and services and have adopted the precautionary approach. As such, we have taken proactive steps by formulating effective policies to measure, manage, benchmark and consistently improve our environmental performance. Our commitment to reducing our environmental footprint and adhering to all environmental regulations is set out in the following policies: Environment, Health and Safety Policy, Energy Policy, Climate Change Policy, Waste Policy, and Water Policy.

Code Green, our internal branding for environmental management, was initiated in 2009. Code Green encompasses measures to manage the significant environmental aspects of our business operations: emissions, energy and water usage, and disposal of waste material. Since the inception of Code Green, we have improved our environmental performance consistently and achieved ambitious reductions in emissions, energy usage and water usage.

In order to augment our green practices, in FY14 we started external verification of our emissions data. As such, our Scope 1 and Scope 2 emissions calculations for FY14 and FY15 have received limited assurance under ISAE3000 from Ernst & Young.

INTERNATIONAL STANDARDS AND CERTIFICATION

Our ATCs in Chennai, Hyderabad, Bengaluru and Colombo, which constitute 85% of our real estate, are certified for ISO 14001 by the British Standards Institute. Our Hyderabad Campus was awarded the Leadership in Energy and Environmental Design (LEED) India 'Gold' rating by the Indian Green Building Council (IGBC) in 2013. In addition, 43,000 sqft, which amounts to 22% of our office space in Colombo, has been rated LEED Silver.

ORGANIZATIONAL RESPONSIBILITY

The Facilities Management teams in each location manage day-to-day activities related to environmental management such as tracking emissions, energy and water usage, recycling activities, ISO14001 certification and aspects of environmental reporting.

RISKS AND OPPORTUNITIES FROM CLIMATE CHANGE

We are moving towards assessing the risks at a corporate level to share best practices and avoid silo-thinking. Currently, reputational and customer associated risks are assessed at a corporate level while regulatory and weather/climate related risks are done at an asset level.

Climate change can have a serious impact on several aspects of our business operations, which are detailed below.

- **Risks driven by changes in regulation:** With the United Nations Climate Change Conference (COP 21) seeking to achieve a legally-binding agreement on climate, it is likely that organizations and countries will be under increased pressure to meet emissions targets. Some of our largest clients already work towards reducing their emissions by regulating their supply chains and as such request information on our emissions reduction activities. If they are faced with obligatory emissions reduction targets, Virtusa may be required to make drastic reductions in emissions. In addition to this, if taxes related to fuel-charges increase, these taxes would impact our energy costs. Our suppliers in turn would also pass on a component of cost incurred due to increases in energy costs.
- **Risks driven by changes in physical climate parameters:** India and Sri Lanka, where most of our operations are located, have a high representation of hydropower in their national grids. As per 2013 statistics, hydropower sourced 58% and 17% of electricity in Sri Lanka and India respectively. Low rainfall may induce power shortages, which impacts our fuel cost to run diesel generators. Additionally, if water shortages require us to move away from hydropower, it will increase the costs of meeting our greenhouse performance targets because of the higher emission factors associated with energy sources such as coal. Furthermore, due to our large operational footprint in India and Sri Lanka, extreme weather conditions in either of these countries may disrupt our business operations.
- **Risks driven by changes in other climate-related developments:** Clients have shown an increased interest in our emissions and climate change management process. In addition, there is increased focus on transparency in reporting through measures such as third party verification. As a result, failure to ensure environmental best practices could result in a loss of reputation and associated revenue. It could also impact our ability to attract top talent as modern employees, especially those in the millennial generation, tend to seek organizations that are environmentally responsible.

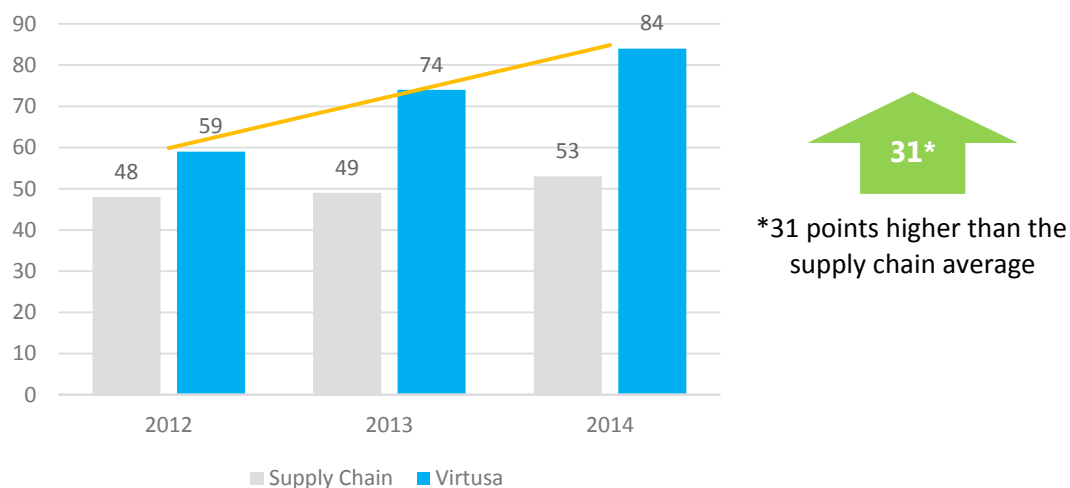
While climate change poses many risks, it has also created opportunities for us to reassess resource usage and improve our business processes.

- **Opportunities driven by changes in regulation:** In the current context where legal and regulatory obligations for reporting on emissions and environmental performance is increasing, companies that are already reporting on environmental performance will be at an advantage. Virtusa has a strong environmental management system (Code Green), backed by ISO 14001 certification, in order to manage our environmental impacts. We continuously monitor, benchmark, and revise our environmental performance targets. All these factors put us in a strong position to face any compulsory reporting obligations.

- **Opportunities driven by changes in physical climate parameters:** At present, Virtusa is exploring the possibility of using renewable energy. Reducing our dependence on fossil fuels through investment in renewable energy would improve operational cost. Also, investing in renewable energy savings would transfer operational costs into capital costs. In order to increase the energy efficiency of new buildings and workspaces, we have created customized design and build guidelines to establish energy parameters so that energy efficiency is stipulated as a requirement for new spaces.
- **Opportunities driven by changes in other climate-related developments:** A strong commitment to reducing our impact on the environment and demonstrating leadership in climate change management will enhance our reputation. This will in turn help to attract clients as well as employees. We leverage unique and industry leading tools to increase “right first time” and reduce “cycle time” by aggressively measuring and improving quality and reuse at source. By doing so, we effectively reduce the environmental footprint of the products and services offered to clients. We are also exploring the opportunities for enhanced engagement with the IT industry so that we can contribute to driving Green IT initiatives.

CARBON DISCLOSURE PROJECT

Virtusa has been responding to the Carbon Disclosure Project since 2011. In 2014 our score increased to 84, which is 31 points higher than the supplier chain average for the year. Our Performance Band was “B”.



EMISSIONS MANAGEMENT

We calculate emission using the guidelines of the Greenhouse Gas Protocol (GHG Protocol). The main source of emissions are as follows:

- Emissions from the usage of diesel generators (Scope 1)
- Emissions from the usage of purchased electricity (Scope 2)
- Emissions from business travel – air travel and road travel (Scope 3)

Since FY11, we have reduced our emissions per full time employee by 46%. The intensity of GHG emissions from operations and electricity purchases (Scope 1 and Scope 2) reduced from 2.07 MTCO₂eq per full time employee in FY11 to 1.105 MTCO₂eq per FTE in FY15.

ENERGY MANAGEMENT

We initiated our energy management program in April 2008. We have optimized our energy usage through space and server consolidation, the use of building management systems (BMS) and the use of energy efficient products. In 2012 we implemented an initiative to convert the lighting system in the Sri Lanka, Hyderabad and Chennai facilities to LED. Lighting in the Bangalore facility is 100% LED. We also have a policy to hibernate or switch-off idle machines wherever possible.

Due to the above measures, we achieved a 47% reduction in per capita energy consumption over our baseline year of FY11. The intensity of energy consumption per full time employee reduced from 236 kWh in FY11 to 123 kWh in FY15.

BUSINESS TRAVEL MANAGEMENT

We have reduced the impact from business air travel through the use of audio and video conferencing. An automated system helps to track and manage shuttle services provided for employees working late or during weekends. During the reporting period, emissions from business travel increased 15% from 2,171.00 MTCO₂eq in FY14 to 2,503.73 MTCO₂eq in FY15. This increase is mainly due to the expansion of transport facilities available to our employees through increased shuttle services and transport routes. We will seek to mitigate its impact in the coming years.

WATER MANAGEMENT

As a services company, water is used mainly for drinking, hygiene, facility operations and landscaping. Our main source of water is the municipal water supply and our operations do not affect any local water body significantly as water is not used for production. Water usage is monitored only at our facilities in Sri Lanka, Hyderabad and Bangalore. Also, the water data does not include drinking water, which we do not target for reduction.

Since FY12 per capita water usage reduced by 22% from 0.79 m³ in FY12 to 0.62 m³ in FY15. Strategies for water management include more efficient water usage in facilities maintenance and creating awareness among employees about conserving water. At present, we are able to recycle waste water only at the Hyderabad Campus. In FY14, 85% of water used was recycled, which amounted to 9,182m³. In FY15 the percentage was 84%, which amounted to 14,284m³ FY15.

WASTE MANAGEMENT

The Sri Lankan ATC has in place a program where e-waste is handed over to a certified vendor, which is then shipped internationally for recycling. Virtusa is a member of the Co-operate E-waste Management Project initiated by the Central Environmental Authority (CEA) of Sri Lanka. We are the first IT company in Sri Lanka to receive a Scheduled Waste Management License from the CEA.

Apart from e-waste, no other types of waste were donated for recycling during the reporting period.

PAPER USAGE

We have reduced paper usage through several measures such as duplex printing with usage and paying for farmed paper. All departments are encouraged to use paperless forms, notifications and reports wherever possible.

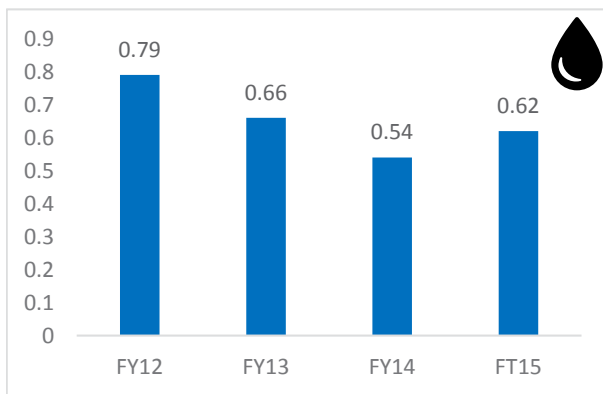
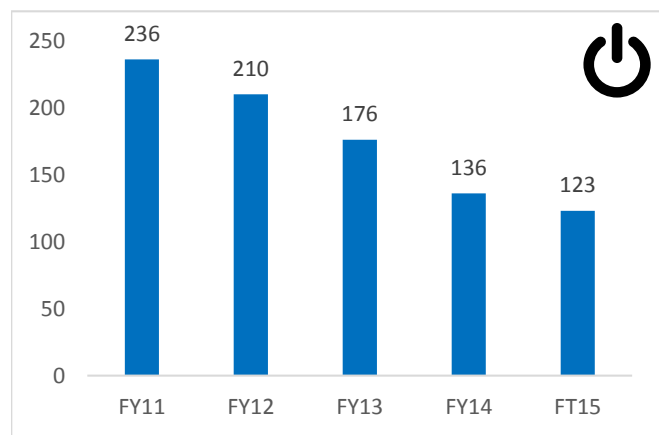
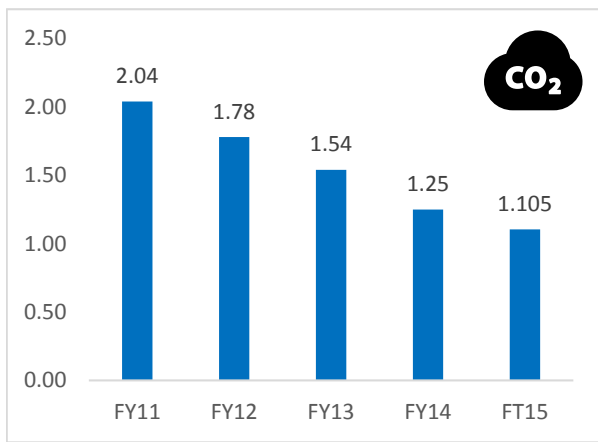
GAPS AND PERFORMANCE TARGETS FOR FY15

FY12 Status	FY13 Status	FY14/FY15 Status	Targets for FY16
Environmental management not standardized across locations	Sri Lanka, Bangalore, Chennai and Hyderabad ATCs ISO 14001 certified.	<p>Goal: Third party audits of environmental performance.</p> <p>Performance: Scope 1 and Scope 2 emissions calculations for 2014 and 2015 received limited assurance of ISAE3000 compliance by EY.</p>	Extend third party assurance to Scope 3 emissions.
Targets for environmental performance set only for energy	Targets set and achieved for CO ₂ , water* and waste.	<p>Goal: Implement waste management in Chennai, Hyderabad and Bangalore.</p> <p>Performance: Paper recycling implemented in all three locations. E-waste management is not implemented in Bangalore yet as the facility is less than five years and at present all equipment is under warranty.</p>	
Water consumption not measured in all locations	*Water consumption measured only for Hyderabad and Colombo.	<p>Goal: Extend to Chennai and Bangalore.</p> <p>Performance: Extended to Bangalore. Chennai is not be monitored as the building infrastructure currently available does not enable water consumption to be measured separately and is included as part of facilities costs.</p>	We are working to implement amenities that would allow us to measure water consumption from FY16 in Chennai.

Achieved ■

Partially Achieved ■

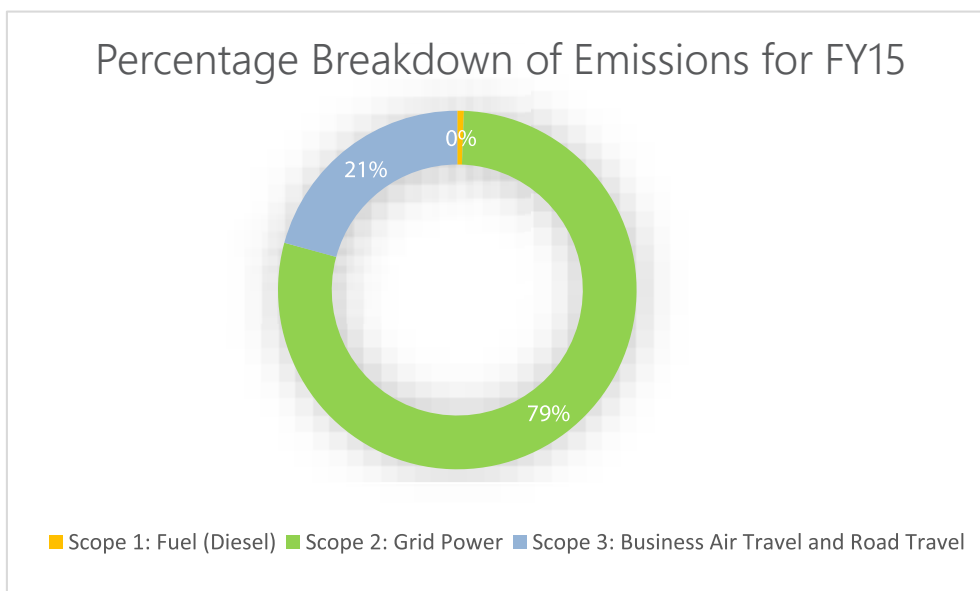
ENVIRONMENTAL DATA



Notes:

- (1) (2): All ATCs (90% of office space). (3): All ATCs except Chennai.
- All FTE figures taken average for the year. During years of growth this provides a more conservative figure.
- (3): Water usage in FY15 increased due to installation of flow meters in Hyderabad for better measurement.
- (4): Emissions and energy data have received limited assurance under ISAE 3000 by Ernst & Young.

EMISSIONS DATA



	FY15	FY14	FY13	2012
Scope 1: Fuel (Diesel)	71.51	44.38	350.12	472.00
Scope 2: Grid Power	9,487.94	9,341.69	9,317.55	9,536.00
Scope 3: Business Air Travel and Road Travel	2,503.73	2,171.00	2,340.24	2,509.00
Total GHG emissions	12,063.18	11,557.07	12,007.91	12,517.00

Table: Total Direct and Indirect Greenhouse Gas Emissions by Weight (metric tonnes CO₂e)

Note: The Scope 2 Emissions for FY12 were retroactively adjusted with the emission factors for India and Sri Lanka derived from the IEA 2012 — CO₂ Emissions from Fuel Combustion.

ENERGY DATA

	FY15	FY14
Direct Energy Consumption (non-renewable source – diesel fuel)	965.11	598.92
Indirect Energy Consumption (purchased electricity)	45,066.29	43,493.38
Total Energy Consumption	46,031.40	44,092.30

Table: Direct and Indirect Energy Consumption in Giga Joules

WATER DATA

	FY15	FY14
Total Water used	39,279.00	29,929.00
Total Water recycled*	14,284.00	9,173.00

Table: Water Used and Recycled in M3

*Water is recycled only at the Hyderabad Campus

E-WASTE DATA

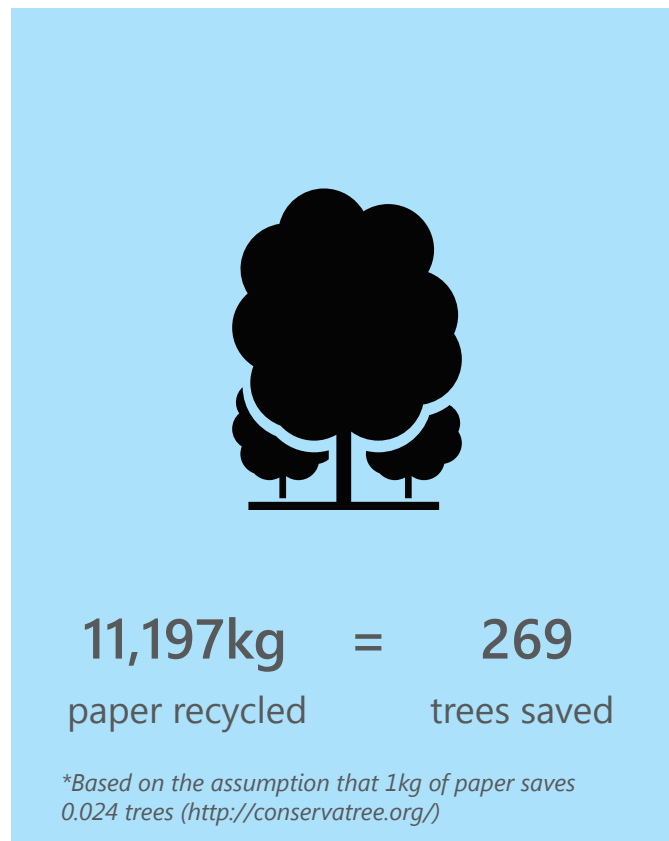
	FY15	FY14	FY13
E-waste recycled (in kilograms)	18,444.40	3,239.00	6,781.00

Table: E-waste Recycled

PAPER DATA

	FY15	FY14	FY13	Total
Paper recycled (weight in kilograms)	4,476.00	2,487.00	4,234.00	11,197.00
Paper recycled (%)	50%	69%	43%	-
Trees saved	107	60	102	269

Table: E-waste Recycled



**Total paper and e-waste recycled from FY13-FY15*

SPREADING THE GREEN MESSAGE

HYDERABAD CAMPUS TREE PLANTING

Hyderabad Campus has commenced a long-term initiative to plant trees around the Campus grounds. Phase I of the initiative commenced in July 2015 with the planting of 30 trees. A further 30 trees are to be planted in future. Types of trees planted are *Alstonia scholaris* and *Bahunia blakiana*.



EARTH HOUR



45%

Hourly energy saved during Earth Hour in FY15

Virtusans in all locations observe Earth Hour as an annual event. Each year Virtusans switch off non-essential lights and equipment for one hour. A highlight of these celebrations at SLATC is the participation of the students from Rajasinghe Maha Vidyalaya and Northwood Global College, where the adults gain many insights into importance of environmental conservation from the children.

WORLD ENVIRONMENT DAY

World Environment Day (WED) is an annual event that Virtusans across the globe observe. Activities for WED include tree planting, vehicle emission testing, walkathons, etc.



CYCLOTHON 2014

Though Chennai ATC has organized cyclothons before, this time the participation was more overwhelming than usual and registrations closed within a few minutes with over 300 nominations. Enthusiastic Virtusans demonstrated their 'support and commitment to a cleaner environment' on October 11, 2014 by cycling their way through a 45 kilometer stretch of coastline.



AWARENESS OF ENVIRONMENTAL CONSERVATION

Throughout the year Virtusans organize several events such as cycle to work days and walkathons to create awareness on environmental conservation.



PEOPLE

Our success depends upon our ability to attract, develop, motivate and retain highly-skilled and multi-dimensional team members. At March 31, 2015, we had 9,247 employees, or team members, an increase from 8,054 as on March 31, 2014. Our people practices have received industry recognition with Virtusa being named a top employer in all major geographies of operation, which are detailed in the Awards and Recognition section.

More than 80% of Virtusans are Millennials, the generation of people born after 1984, who have grown up in an environment guided by social media, mobility, big data and cloud. Managing this “wired” generation of employees has created the need for newer ways of working. As a result, the entire employee lifecycle at Virtusa is engineered to engage Millennials, and this is exemplified in our “gamified” engagement formula embedded in the themes of Work, Home, University and Play.

Virtusa is an equal opportunity employer and respects the diversity of our workforce across the world in terms of all our policies and procedures.



RECRUITMENT AND SELECTION

Our pool of employees is recruited from leading universities. Through our Campus Reach program, we maintain a visible position in universities in India, the United States and Sri Lanka, through a variety of specialized programs, including IT curriculum development, classroom teaching and award sponsorships.

Our lateral hire program is fuelled by an employee referral scheme wherein employees get a prefixed bonus on every successful reference. Our objective is to build robust in-house talent and stabilize our leadership pipeline through an appropriate engagement modality. As a result, the "Talent Scout" Program has been incorporated into the V+ platform. Our Mysite platform tables the Talent Scout Badge, where team members receive badges on referring candidates or by participating in the selection process (conducting interviews). With this we have adopted two social recruiting practices which ride on the back of our V+ platform/tools, which are:

- Virtusa Next – Extension of Yammer to engage with offered candidates where the key outcome is to increase the "Offer to Join" ratio.
- Talent Scout – Points and badges based gamification for employee referrals and engagement.

Virtusa aims to groom leaders from within with a target rate of 75%. In order to achieve this target, we have launched graduate fast tracker programs, leadership trainee programs and internship programs across locations in order to strengthen the internal pipeline with identified high-potential individuals.

PERFORMANCE MANAGEMENT

In creating a work environment for knowledge workers, Virtusa works within a performance-driven culture. All employees in our permanent cadre have regular performance appraisals, on which career development, compensation and promotions are based. We recruit, develop, measure and reward based on a structured, performance-based approach. Our performance philosophy is deeply embedded in the achievement of business goals, competency assessments (behavioral and technical), as well as employee engagement in the case of senior managers. 360 degree assessments are conducted for the leadership (managers and above) and the input supports individual development plans and promotions. All leaders at manager level and above are also assessed for behavioral indicators using the Harrison Assessment Test.

In addition, we have also created platforms where individual achievement is highlighted, such as the Personal Excellence Program (PEP), for all our engineers to promote engineering excellence and the opportunity to recognize innovations through VInnovate. We also have leaderboards which provide transparent performance scores, visibility and ranking. They drive competition, thereby improving overall performance and building a reputation for agile revenue growth.

Our in-house 2-in-a-box performance philosophy has created a high performance culture among teams. Common objectives are framed for both sales and client services teams, which ensures high collaboration and co-ownership, as it is tied to their variable/bonus pay out. The impacts of shortfalls and achievements (or overachievements) of goals were observed in both organizations, steering conjoint action for results. This has had a high positive impact on our account margin, retention scores and client delight index.

TRAINING AND DEVELOPMENT

Competency Excellence Groups (CEGs), Practices and Role-Based Training mechanisms supported by a system titled 'Career Compass' ensures that a systematic approach is followed in developing people whilst the phase-based training needs analysis and need-based training approach ensures that the changing business needs are catered to in a timely and effective manner.

With around 86% of Virtusans being 'Millennials', the execution of learning interventions such as activity-based classroom learning, online learning, gamification, crowd-sourcing, tech talks, learning circles, use of Yammer, and coaching ensure a distinctive millennial experience in learning and development. We have architected mobile learning systems and applications so that both new recruits and existing employees are exposed to the millennial mode of teaching and learning.

Our Mentor time initiative is another development tool that embraces peer learning. This exclusive mentorship program, "Virtusa Ambassadors", caters to all our new hire technical engineers and Delivery teams. This engagement enables the new recruit/mentee to be mentored in their field, role, larger organizational strategy and developmental chart. Each mentee is assigned to six different leaders (Mentors) who hail from discrete functions and geographies. This program not only helps the mentee to develop functional strengths but also enables them to discover strengths and ensure value addition to the organization. The average feedback from the mentees is 78% depicting the superiority and high impact of the program. We have built robust scorecards and metrics to build this engagement for level 3 assessment. We have several programs, policies and management projects conducted that support mentee development.

EMPLOYEE ENGAGEMENT AND COMMUNICATION

None of our team members are covered by a collective bargaining agreement or are represented by a labor union. This is partly due to the open communication and cordial relations maintained with employees, which includes an open door policy as well as the transparent and open channels of communication that are encouraged across all levels.

Channels of employee engagement range from company-wide updates and town hall sessions to open social media forum such as Yammer. These are supplemented by multiple surveys such as the Internal Service Group Survey that allows employees to provide feedback on all service groups within the company. Employees also have the opportunity to provide their feedback through pulse check surveys conducted periodically during their career at Virtusa (e.g. Onboarding Survey, 5th Month Survey, 18 Month Survey and Exit Survey). The input from these surveys is reviewed to arrive at solutions to create a great place to work.

Being a millennial enterprise, we have built our communication ecosystem in a millennial mode ensuring digital engagement and real time communication.

V+ - ENGAGING THE MILLENNIAL WORKFORCE

V+, Virtusa's proprietary social business platform, has transformed the way Virtusans work, learn, share and connect – ultimately improving business agility, productivity and innovation. V+ creates a millennial work environment by providing a social experience akin to applications like YouTube, Google, Facebook, LinkedIn and Wikipedia. It also uses social practices such as gamification and crowdsourcing to create an engaging platform.

YAMMER

V+ provides a vibrant platform for employee engagement through Yammer. Utilizing social media for employee engagement has proved to a hit where Virtusans, irrespective of role or designation, can share ideas, request for information, share items of interest, and even conduct surveys and publish company announcements. Overall, Yammer provides a transparent channel that enables intra-personal communication and a free-flow of ideas.



CHANNELS OF EMPLOYEE ENGAGEMENT

- Company updates
- V+ (Yammer, RAVE)
- Global Team Member Survey
- Two Month Completion Survey & Five Month Completion Survey for new team members
- Internal Service Group Survey
- Exit interviews
- Facebook
- Voice of Europe

RAVE

Peer recognition and appreciation – RAVE is a 360 degree recognition and appreciation portal, that allows employees to thank, recognize and reward contributions by their colleagues. RAVE incorporates gamification, badges and leaderboards to enhance employee recognition and morale.



COMPENSATION

Our compensation philosophy rewards performance by linking both variable compensation and salary increases to performance. Benefit plans vary by location, depending on legal requirements. More information on Benefit Plans is available in our Annual Report.

RETENTION

We remain committed to improving and sustaining our voluntary attrition levels in-line with our long-term stated goals. Our voluntary attrition rate was 14.7%, while our involuntary attrition rate was 3.7% for the fiscal year ended March 31, 2015. We define attrition as the ratio of the number of team members who have left us during a defined period to the total number of team members that were on our payroll at the end of the period.

We follow a systemic approach to control attrition and increase retention. We have a robust tool called "Proactive Attrition Warning System" which is rigorously managed by the Business Unit HR teams. This lever enables us to stall attrition and plug it with appropriate customized developmental initiatives. Our amicable exit policy consists of a formal granular exit interview which is more than a retention discussion.

DIVERSITY

As an equal opportunity employer, we respect diversity in nationality, gender or the differently-abled. We have in place a Harassment Free Workplace Policy to ensure a workplace free from discrimination, harassment or any type of abuse.

While we aim to have a balanced ratio of men to women in the workforce, the participation of women is low in the IT industry as a whole. At present, women comprise 29% of our overall global workforce.

WOMEN OF VIRTUSA (WOV)

The Women of Virtusa (WoV) initiative was launched in March 2012 in an effort to facilitate longer, more fruitful careers for the women at Virtusa.

WoV has a committee at each Advanced Technology Center and women are groomed for leadership positions and career satisfaction and maintaining a healthy work/life balance. It offers a basket of initiatives such as career development, training, health & safety, recreation/fun and work/life balance.

Virtusa also has a second career initiative where women are offered to initiate a new career after a break (family reasons) of a few years. This has enhanced the retention of women and ensure long careers with Virtusa.

EMPLOYEE HEALTH AND SAFETY

We strive to provide a safe and secure work environment for all Virtusans. Our Advanced Technology Centers in Chennai, Hyderabad, Bengaluru and Colombo are OSHAS 18001 certified. Health and safety committees at each location are responsible for the Environment, Health and Safety initiatives for their respective location. These committees consist of members from the HR and Admin teams as well as volunteers from across the organization.

Training on environment, health and safety is provided as part of our On-boarding program and all employees are assessed on their knowledge of these tools. Basic training on First Aid and Fire Safety are available to employees on a voluntary basis.

Apart from these, Virtusa provides flexible time and work-from-home options to employees whenever there is a need for agile business outcomes.

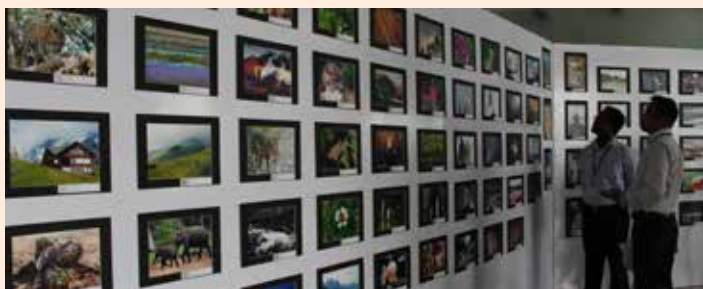
NURTURING TALENT

SPORTS AND LEISURE ACTIVITIES

Sports and extra-curricular activities are an important part of employee engagement at Virtusa. Cricket, Rugby, Football, Badminton and Athletics are all sports where Virtusans take part in mercantile championships.

SILVER PIXELS

Silver Pixels is an annual exhibition where photography enthusiasts at Virtusa can showcase their talent. The exhibition is held in multiple ATCs and photographs from the exhibition are used in the corporate calendar, which is shared with Virtusa clients and employees.



PEOPLE DATA

TOTAL WORKFORCE

	India		Sri Lanka		US & Europe		US Other		APAC Region	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Permanent Cadre	3,549	1,421	1,537	737	583	86	98	26	15	2
Contract	96	53	18	11	118	13	36	4	17	-
Outsourced	134	15	39	3	18	-	-	-	1	-

FY14: Total workforce by employment type, employment contract, and region, broken down by gender

	India		Sri Lanka		US & Europe		US Other		APAC Region	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Permanent Cadre	4,001	1,770	1,665	817	750	109	87	15	24	9
Contract	38	18	22	5	172	17	59	8	17	4
Outsourced	165	21	22	1	3	-	-	-	1	-

FY15: Total workforce by employment type, employment contract, and region, broken down by gender

NEW HIRES

	India		Sri Lanka		US & Europe		US Other		APAC Region	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Permanent Cadre	923	590	295	124	24	4	11	7	4	1
Contract	407	77	114	20	81	17	4	-	3	-
Outsourced	-	1	5	-	221	29	40	3	1	-

FY14: Total number and rate of new employee hires by age group, gender, and region

	India		Sri Lanka		US & Europe		US Other		APAC Region	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Under 30	959	596	293	171	188	24	34	7	7	5
30-49	463	89	106	20	91	16	19	-	24	6
Over 50	5	1	1	-	19	2	2	1	-	-

FY15: Total number and rate of new employee hires by age group, gender, and region

EMPLOYEE TURNOVER

	India		Sri Lanka		US & Europe		US Other		APAC Region	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Under 30	453	215	166	96	11	2	11	3	1-	-
30-49	322	78	76	22	48	7	8	7	2	-
Over 50	3	1	1	1	29	5	5	1	1	-

FY14: Total number and rate of employee turnover by age group, gender, and region

	India		Sri Lanka		US & Europe		US Other		APAC Region	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Under 30	483	253	159	71	20	8	9	4	1	2
30-49	334	92	92	25	75	11	11	1	2	1
Over 50	2	2	1	-	29	6	9	1	1	-

FY15: Total number and rate of employee turnover by age group, gender, and region

DIVERSITY

	India		Sri Lanka		US & Europe		US Other		APAC Region	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Tier 0 – Tier 1	89%	11%	85%	15%	90%	10%	87%	13%	80%	20%
Tier 2 – Tier 4	69%	31%	66%	34%	85%	15%	79%	21%	100%	

FY14: Percentage of employees by gender and by level

	India		Sri Lanka		US & Europe		US Other		APAC Region	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Tier 0 – Tier 1	87%	13%	85%	15%	90%	10%	93%	7%	87%	13%
Tier 2 – Tier 4	67%	33%	66%	34%	85%	15%	81%	19%	69%	31%

FY15: Percentage of employees by gender and by level

REMUNERATION RATIOS

	India		Sri Lanka		US & Europe	
	Male	Female	Male	Female	Male	Female
Tier 0	1.04	1.0	0.94	1.0	1.32	1.0
Tier 1	1.09	1.0	1.05	1.0	0.95	1.0
Tier 2	1.07	1.0	1.15	1.0	0.96	1.0
Tier 3	1.04	1.0	1.18	1.0	-	1.0
Tier 4	1.12	1.0	1.11	1.0	-	1.0

FY14: Ratio of basic salary and remuneration of women to men

	India		Sri Lanka		US & Europe		Europe	
	Male	Female	Male	Female	Male	Female	Male	Female
Tier 0	0.93	1.0	0.99	1.0	1.26	1.0	4.6	1.0
Tier 1	1.10	1.0	1.07	1.0	1.10	1.0	1.4	1.0
Tier 2	1.09	1.0	1.15	1.0	0.95	1.0	1.6	1.0
Tier 3	1.04	1.0	1.20	1.0	1.12	1.0	0.9	1.0
Tier 4	1.07	1.0	1.11	1.0	0.93	1.0	0.4	1.0

FY14: Ratio of basic salary and remuneration of women to men

TRAINING DATA

	India	Sri Lanka	US & Europe
Tier 0	4.88	4.12	2.11
Tier 1	3.26	2.84	1.21
Tier 2	2.79	2.89	1.14
Tier 3	2.98	2.61	1.26
Tier 4	5.26	2.70	1.27
Tier 5	3.85	1.32	1.00

FY14: Average hours of training per year per employee by gender, and by employee category

	India	Sri Lanka	US & Europe
Tier 0	4.1	4.5	3.5
Tier 1	4.0	4.7	3.9
Tier 2	3.1	3.6	3.3
Tier 3	2.9	2.9	4.7
Tier 4	4.3	4.5	10.0
Tier 5	2.6	1.8	7.0

FY15: Average hours of training per year per employee by gender, and by employee category

IT FOR GOOD

We believe in using our skills and knowledge to create a digitally-inclusive society. Our strong culture of volunteerism means that many Virtusans offer their time, knowledge and skills to drive our corporate social responsibility projects.

Virtusa's corporate social responsibility initiatives fall under three pillars: Campus Reach, Tech Reach and Digital Reach.



850 internships
17,240 campus training hours

Our Campus Reach initiative is an industry-academia partnership designed to support the next generation of IT professionals to be workforce ready, and thereby, contribute to the growth of the IT/BPO industry.

Through Campus Reach Virtusa provides: Curriculum development and advice, Virtusa Internship Program, teaching and teacher training, career guidance and awareness, mentoring for final year projects, Virtusa Academic Excellence Awards, Placement Engineer Scholarship Program, knowledge sharing through TechTalks and industrial visits.

FY14/FY15 Campus Reach Stats

- 426 Internships
- 60 Career guidance sessions
- 24 TechTalks
- 6 Excellence Awards
- 21 Industrial visits



4 software projects

5 awards

Through Tech Reach we utilize our software development and consulting expertise to contribute to projects of social benefit. Tech Reach projects include the following:

SAHANA

Virtusa built the coordination portal for the Government of Sri Lanka (CNO) after the 2004 tsunami. Sahana has since been donated for public good and has been used around the world, including in the United States, Japan, Pakistan and the Philippines for disaster management.

ÀKURA

Àkura is an open source school management system that helps schools to manage their administrative tasks more efficiently. In FY14 Àkura was moved to a billing model, though Virtusa will continue to support the open source version.

REHABILITATION MANAGEMENT SYSTEM (RMS)

RMS was first developed as a solution to expedite the re-integration of war rehabilitees in Sri Lanka and manage their vocational training needs. Now that the re-integration process has concluded, Virtusa is developing Phase II of RMS (named Arambaya) so that it can be re-purposed for substance abuse rehabilitation.

FIRST MULTIPURPOSE/MULTIMEDIA DIGITAL SCOREBOARD IN SRI LANKA

Virtusa designed and donated the software to operate a digital LED scoreboard at the Mathota Sports Arena in Mannar, Sri Lanka. The software was designed by members of the GTO team at SLATC. Virtusa also donated a desktop machine along with the software for the scoreboard. The theme of the Mathota Stadium is "Reconciliation through sports" and it is intended to be part of the reconstruction and development of the North and East of Sri Lanka.



70 IT Labs
200,000 training hours

Through Digital Reach we aim to create a digitally-inclusive society by IT enabling communities in Sri Lanka and India.

LABS FOR RURAL SCHOOLS

Since its inception, Digital Reach has helped set up IT labs in rural schools in India and Sri Lanka. So far more than 70 IT labs have been set up with a student reach of 7,000+. The Digital Reach model was adopted by the Sri Lanka Association of Software and Service Companies (SLASSCOM) for a countrywide community outreach program.

DIGITAL LEARNING CENTER

In 2010 Virtusa set up a fully-equipped Digital Learning Center (DLC) to help war rehabilitants in Sri Lanka gain IT skills. The DLC was used to provide a variety of IT skills training, covering over 200,000 training hours.

Once the rehabilitation process was completed, the DLC was handed over to the local higher education authorities to offer IT education to university students in the area.

AWARDS AND RECOGNITION

Winner of Free Software Foundation
Award for Projects of Social Benefit
(2006)



Finalist in Secretary of State Award for
Corporate Excellence (2008)

Winner of Digital Opportunity Award at
the WITSA Global ICT Excellence Awards
(2012)



Nominee at Computerworld Honors
Program Laureate (2011)

RMS AND VAVUNIYA DLC

Case Study in UN Global Compact
Responsible Business Advancing Peace
(2013)

Special Award for Emergency Response
at the 18th Annual Japan Sri Lanka
Cultural Association (JASTECA) Awards
(2013)

COMMUNITY OUTREACH PROJECTS

RINGS OF SUPPORT FOR CHILDREN WITH THALASSEMIA



The Chennai CSR team formed the 'Rings of Support (RI-SUPP)' to support children affected by Thalassemia. RI-SUPP comprises four groups of 10 donors, who will support one 'thalassemia child' lifelong. The objective is to create a more personalized support system for the children as they need blood transfusions every 24 days depending on the severity of the case.

BE A SANTA PROJECT

The VINGS CSR Team at Chennai ATC organized the "Be a Santa" project to help the Udhavum Ullangal orphanage. It was identified that the main requirement of the orphanage was the provision of a mat and pillow for each child. Virtusa donated mats and pillows to all 110 residents of the orphanage. The success of the initiative was seen in the smiling faces of the children who received the gifts with delight.



BEAT THE HEAT

The VINGS CSR Team at Chennai ATC donated garden umbrellas to poor vendors. This provided the vendors shelter from the summer heat.



HELP FOR MANIKONDA UPPER PRIMARY SCHOOL

In order to share our good fortune with the wider community, Hyderabad ATC has been helping the Upper Primary school at Manikonda. In December 2014, the Virtusa team donated 300 books to the school as they were in need of a library. In February 2015, Virtusa provided some basic amenities like a ceiling fan, a mobile blackboard sheet, educational kits, Rubik's cubes, educational charts, etc.

PLAYGROUND FOR RAJASINGHE MAHA VIDYALAYA

Virtusa helped build an outdoor play area for the students of Rajasinghe Maha Vidyalaya, thus realizing a long-awaited dream of the school. The donation was part of Virtusa's efforts to uplift the standards of the school. Rajasinghe Maha Vidyalaya has nearly 700 students and operates with limited resources. The opening of the new playground coincided with the lower school Prize Giving where students who excelled in their studies were presented with study material donated by Virtusans.

Virtusa has been engaging with the school in an effort to foster positive community relations and development. The school children joined Virtusa to commemorate World Environment Day in 2013 and Earth Hour, and World Children's Day in 2014.



SPREADING CHEER AT THE CHILDREN'S WARD NATIONAL CANCER HOSPITAL

In 2013, a team of Virtusans from the Sri Lanka ATC visited the Children's Ward at the National Cancer Hospital in Sri Lanka, where they donated supplements and medical items. The Virtusans organized various activities including a magic show, dance and performances by leading Sri Lankan artists who volunteered to entertain the children and their parents.

In 2014, Virtusa helped to bring some Christmas cheer to the Children's Ward by distributing gifts in partnership with the Lions Club of Nugegoda – Midtown.



FLOOD AND DROUGHT RELIEF

Virtusans in India and Sri Lanka came forward to help their fellow countrymen affected by natural disasters. Virtusans in Hyderabad and Bangalore donated blankets, medicines, and other items to assist people affected by floods in Jammu and Kashmir.

In Sri Lanka, Virtusans donated 80+ water tanks to help drought-hit families in several parts of the country.

WOMEN OF VIRTUSA (WOV) HELPS ORPHANAGE


Members of Women of Virtusa (WoV)–Sri Lanka cleaned, painted and brightened up the playground at the Jayanthi Infants Home on Saturday, November 22, 2014. The WoV members created murals and cleaned and painted the swing set and merry-go-round so that the previously unusable playground could be enjoyed by the children at the Home. This project was made possible through the generous donations of Virtusans. Much-needed provisions such as milk powder, soap, detergent, etc., were also donated to the Home.



GLOBAL COMPACT PRINCIPLES AND GRI INDICATOR MAPPING

Category	UNGC Principle	GRI Indicators	Page
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; And	HR1, HR6, HR7, SO5	15, 18, 34
	Principle 2: Businesses should make sure that they are not complicit in human rights abuses.	HR6, HR7	18, 34
Labour Standards	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	LA4	53
	Principle 4: Businesses should uphold the elimination of all forms of forced or compulsory labour;	HR7	18, 34
	Principle 5: Businesses should uphold the effective abolition of child labour;	HR6	18, 34
	Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.	EC7, LA1, LA2, LA14	6, 57-59
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges;	Disclosures on Management Approach: Environment	39
	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility; and	EN3, EN4, EN5, EN7, EN8 EN9, EN10, EN16, EN18, EN22, EN24	38-49
	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	EN16, EN18	41-41
Anti - Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Disclosures on Management Approach: Corruption, SO2, SO3	33

GRI APPLICATION LEVEL

		C	C+	B	B+	A	A+
Mandatory	Self Declared	 Level C	Report Externally Assured		Report Externally Assured		Report Externally Assured
Optional	Third Party Checked		Report Externally Assured		Report Externally Assured		Report Externally Assured
	GRI Checked		Report Externally Assured		Report Externally Assured		Report Externally Assured

GRI REPORTING FRAMEWORK 3.1: CONTENT INDEX

GRI Application Level C

STANDARD DISCLOSURES PART I: PROFILE DISCLOSURES

1. Strategy and Analysis					
Profile Disclosure	Description	Reported	Page	Reason for Omission	Explanation
1.1	Statement from the most senior decision-maker of the organization.	Fully	2-3		

2. Organizational Profile					
Profile Disclosure	Description	Reported	Page	Reason for Omission	Explanation
2.1	Name of the organization.	Fully	5		
2.2	Primary brands, products, and/or services.	Partially	7		Full description available at: http://www.virtusa.com/services/
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	7		
2.4	Location of organization's headquarters.	Fully	7		
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.	Fully	7		
2.6	Nature of ownership and legal form.	Fully	7		
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	7-8		
2.8	Scale of the reporting organization.	Fully	6-9, 57		
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	7		
2.10	Awards received in the reporting period.	Fully	20-23		

3. Report Parameters

Profile Disclosure	Description	Reported	Page	Reason for Omission	Explanation
3.1	Reporting period	Fully	18		
3.2	Date of most recent previous report.	Fully	18		
3.3	Reporting cycle (annual, biennial, etc.)	Fully	18		
3.4	Contact point for questions regarding the report or its contents.	Fully	18		
3.5	Process for defining report content.	Fully	13, 14, 18, 19		
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	18		
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	18-19		
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.	Fully	18		
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).	Fully	19		
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	19		
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	71-77		

4. Governance, Commitments, and Engagement

Profile Disclosure	Description	Reported	Page	Reason for Omission	Explanation
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.	Partially	30-32		Proxy Statement (available at: http://www.virtusa.com/investors/annual-report-and-proxy-statement/)
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Partially	30		Proxy Statement (available at: http://www.virtusa.com/investors/annual-report-and-proxy-statement/)
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Partially	30		Proxy Statement (available at: http://www.virtusa.com/investors/annual-report-and-proxy-statement/)
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	30		
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).	No		Provided in the Proxy Statement	Proxy Statement (available at: http://www.virtusa.com/investors/annual-report-and-proxy-statement/)
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	No		Provided in the Proxy Statement	Proxy Statement (available at: http://www.virtusa.com/investors/annual-report-and-proxy-statement/)
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	No		Provided in the Proxy Statement	Proxy Statement (available at: http://www.virtusa.com/investors/annual-report-and-proxy-statement/)
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.	Fully		5, 13, 33, 35-36	

4. Governance, Commitments, and Engagement					
Profile Disclosure	Description	Reported	Page	Reason for Omission	Explanation
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.	Partially	32		Proxy Statement (available at: http://www.virtusa.com/investors/annual-report-and-proxy-statement/)
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	No		Provided in the Proxy Statement	Proxy Statement (available at: http://www.virtusa.com/investors/annual-report-and-proxy-statement/)
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	39		
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	15		
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations.	Fully	15		
4.14	List of stakeholder groups engaged by the organization.	Fully	13-14		
4.15	Basis for identification and selection of stakeholders with whom to engage.	Partially	13-14		

STANDARD DISCLOSURES PART II: DISCLOSURES ON MANAGEMENT APPROACH

2. Organizational Profile				
Description	Reported	Page	Reason for Omission	Explanation
Category: Economic	Partially	13	Reported in Annual Report	Available at: http://www.virtusa.com/investors/annual-report-and-proxy-statement/
Category: Environmental	Fully	12, 13, 29, 37-49		
Category: Labor Practices and Decent Work	Fully	12, 13, 34, 50-59		
Category: Human Rights	Fully	12, 13, 29, 34		
Category: Society	Fully	12, 13, 28-36		
Category: Product Responsibility	Fully	25, 35, 36		

STANDARD DISCLOSURES PART III: PERFORMANCE INDICATORS

Economic			
Performance Indicator	Description	Reported	Page
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.	Fully	8-9
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	40-41
EC3	Coverage of the organization's defined benefit plan obligations.	Partially	Annual Report (available at: http://www.virtusa.com/investors/annual-report-and-proxy-statement/)
EC4	Significant financial assistance received from government.	Partially	Annual Report (available at: http://www.virtusa.com/investors/annual-report-and-proxy-statement/)
Market presence			
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Fully	18
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Partially	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.	Fully	8, 61-68
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Fully	8

Environmental			
Performance Indicator	Description	Reported	Page
Energy			
EN3	Direct energy consumption by primary energy source.	Fully	45
EN4	Indirect energy consumption by primary source.	Fully	45
EN5	Energy saved due to conservation and efficiency improvements.	Fully	42, 44
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.		42, 44, 45
Water			
EN8	Total water withdrawal by source.		42, 45
EN9	Water sources significantly affected by withdrawal of water.		42
EN10	Percentage and total volume of water recycled and reused.		42, 45
Emissions, effluents and waste			
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	41, 42, 45
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	41, 42, 45

Environmental			
Performance Indicator	Description	Reported	Page
Emissions, effluents and waste			
EN22	Total weight of waste by type and disposal method.	Fully	42, 43, 46
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.	Fully	46
Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	29
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.	Fully	42, 45

Social: Labor Practices and Decent Work			
Performance Indicator	Description	Reported	Page
Employment			
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Fully	57
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Fully	57, 58
Labor/management relations			
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	51, 53
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.	Partially	56
LA10	Average hours of training per year per employee by gender, and by employee category.	Fully	59
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	52
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Partially	30
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Fully	59

Social: Human Rights			
Performance Indicator	Description	Reported	Page
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Partially	18
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Fully	18, 34
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.	Fully	18, 34

Social: Society			
Performance Indicator	Description	Reported	Page
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Partially	61-68
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	33
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	33
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	15
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	8
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	29
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	29

Social: Society			
Performance Indicator	Description	Reported	Page
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	2, 25
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	36
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully	35, 36
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Fully	29



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