



Mindtree

Welcome to possible

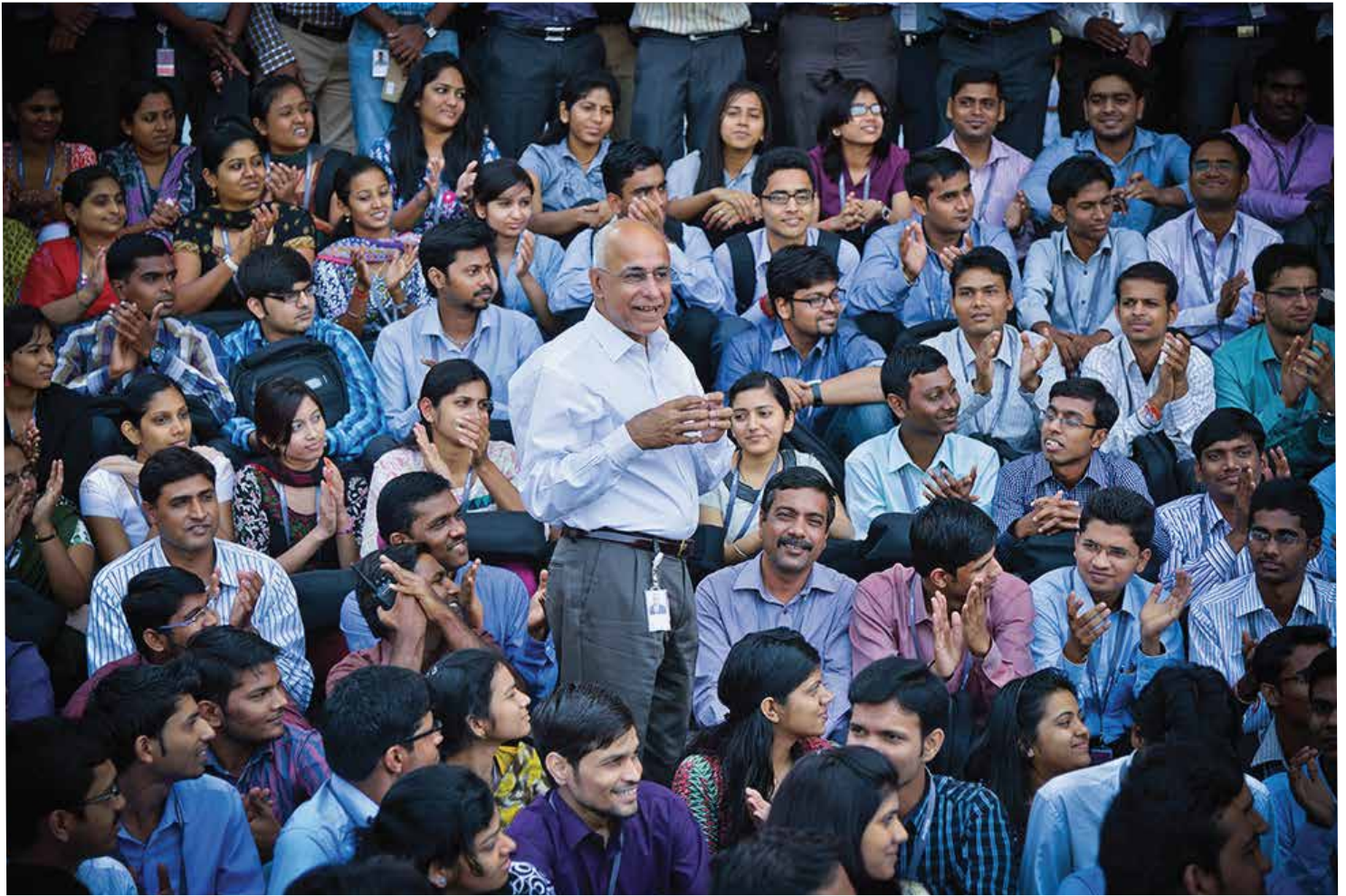


Sustainability Report *2018-19*



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Sustainable Mindtree



VOICE OF LEADERSHIP



KRISHNAKUMAR NATARAJAN
Executive Chairman



ROSTOW RAVANAN
CEO & MD

Journey towards new drivers of value creation

Sustainability strategy of Mindtree covers short term, midterm and long term sustainability risks and opportunities, with our present-forward and future-backward approach. Skilling our people for the future, enhancing the solar component in our energy mix, and leading the digital space are a few of our key responses and accomplishments in this context.

Staying sensitive to stakeholders forms a key part of our vision, and creating sustainable value for all stakeholders, our broad purpose. As true believers in the new model of conscious capitalism, we serve our communities, especially the disadvantaged and the marginalized, in diverse and impactful ways, striving to address inequalities, to contribute to sustainable development.

We are convinced, ESG (Environmental, Social and Governance) factors would strongly drive success and sustainability of organizations in the years to come. Our performance on ESG has been consistently strong.

Our commitment to guidelines, frameworks and standards on responsible business such as UNGC, GRI, CDP, IIRC and NVG principles would continue to help us create, measure and communicate sustainable value across bottom lines.

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N.S. PARTHASARATHY
Executive Vice Chairman & COO

Trust is an integral part of a socially responsible business.

Our industry encounters increasing automation which is a mixed bag of opportunity and risk. We have strived hard to leverage the opportunity and mitigate the risk.

Our conscious efforts in this direction have taken away the fear of automation from people's minds in the last couple of years, and have prepared our people for the future through our skilling initiatives and holistic learning journeys. Our diversity and people engagement initiatives continue to keep our people engaged and inspired.

Trust deficit is a key concern for our industry and society today. Deep engagement with all our stakeholders help us to have 360 degree of expectations from us.

Transparency, especially on ESG (Environmental, Social and Governance) factors is a new imperative today. A range of non-financial reporting commitments help us to stay transparent. Sustainability reporting brings us benefits of continuous improvement in sustainability performance.

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PRADIP MENON
Chief Financial Officer

Sustainability is good for business.

Mindtree has been addressing economic risks for sustainability such as global risks, cyber security, margin pressures and attrition through both proactive and on-the-ground strategies. Our diversified portfolio, enhanced scale of information security, multi-pronged approach to economic efficiency, transformational skilling and people engagement strategies have served well for the purpose. The fact that we have grown above the industry's average growth rate is a testimony to our success.

Sustainability and long term success are positively correlated. Our CSR and sustainability initiatives reflect our purpose beyond economic value.

Not scale-driven but impact-focussed, our work for communities goes deep and stays long lasting. The theme of this report shares the way we contribute our committed efforts towards rural transformation.

We are on the learning curve of integrated reporting as of now. Going further, we would be looking at new steps in integration within, and evolve the reporting journey.

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ABRAHAM MOSES
Head, Mindtree Foundation

To boost nation-building, rural focus is a must for CSR.

A nation, whose population predominantly lives in rural areas, cannot be strengthened with urban-focussed CSR. Mega initiatives by the government or by businesses cannot succeed in the overall development if they do not have a rural focus.

Mindtree dreams of sustainable social change, and we do not walk out of a chosen village until our dream is fulfilled. Our projects are modelled not to bring the rural folks from agricultural backgrounds into the urban areas for capacity-building, but to offer alternative livelihood skills for times of natural disasters or calamities.

Our integrated projects in education, disability, livelihoods have managed to bring about a transformation which is truly heartening for us.

We are committed to continue to serve the rural regions with our unique and holistic CSR models, always ensuring no disruption in the cultural fabric while the CSR projects are executed. At Mindtree, we remember to serve with humility, offering dignity to them, and not charity!

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PANDURANGA PAI
General Manager, Infrastructure

Sustainability is an integral part of infrastructure design.

Green infrastructure directly contributes to Mindtree's sustainability strategy and our cost metrics are evaluated with the long term horizon in mind.

All the buildings designed and owned by us are green-certified (LEED), with two existing ones Platinum rated, and two new ones up for certification. Our Bengaluru Whitefield location winning the UGBC Platinum Emerson Cup in 2017-18 is a testimony to our commitment and excellence.

State-of-the-art water management system and insulation envelope being tried out in our Kalinga location are examples of our endeavours in innovation, experimentation and technology leverage.

Our building management platform is fully automated to accrue constant benefits in costs, energy efficiency and awareness among people. Our 550 KW modern solar power plant at Mindtree Kalinga can meet 30% of the power requirement of the location.

Our strategy lies in not looking at short cuts but in building sustainability into the design rather than adding it post-design.

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PADMANABHAN KANNAN
General Manager, Administration & Facilities

**Sustainability is about the business,
the environment and the lifestyle.**

Sustainability at Mindtree is a smart strategy which benefits both, the business and the environment. Our constant pursuits to conserve resources like energy and water, reduce emission and increase waste management efficiencies have been successful strides over the years, with constant learning. Moving to renewables, particularly in-house solar, has been a matter of pride. Leveraging technology for resource monitoring is our current focus, as our IoT platform gets ready to roll.

Our aspirations lie ahead of our current achievements, not only in the form of organizational initiatives, but in terms of people advocacy and awareness.

At Mindtree we have taken several initiatives to advocate sustainable living and working. We are keen on fostering sustainability thinking across the organization, and to influence people in the way they work and live. We also look forward to engaging with our partners in collaborative modes of further evolving sustainability practices.

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CHITRA BYREGOWDA
Head, Sustainability & Diversity

**Transparency is key to the progress
of a sustainable business.**

Sustainability at Mindtree is a mission of transformation inside and outside. It is as much about mandates, practices, targets and achievements as about mind-set, culture and futuristic vision.

Sustainability performance and its enablement here have been a progressive journey of learning. And so has transparency. Our sustainability reporting journey which began in 2012 has now completed seven cycles, evolving from GRI 3.0 to GRI Standards in the current year. Our most recent report was published in June 2018. It has helped us to see our achievements and shortcomings in a broad perspective and framework, generating collective pride in the organization and also challenging us to further improve ourselves.

Stepping into Integrated Reporting has been our recent endeavour, as we prepare to learn more along the path ahead.

We invite our stakeholders to continue to be a part of our journey and share their feedback with us.

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SUSTAINABILITY OVERVIEW

Mindtree is an IT consulting and technology consulting company, headquartered in Bengaluru, India, and New Jersey, USA, with global presence. It was started twenty years ago with a **purpose of not only building meaningful technology solutions for businesses but also to make societies flourish**. Stakeholder-centric and multi-bottom lined, Mindtree has grown phenomenally to a strength of 20,204 people, 1,001 million USD in revenues, 349 active clients, sharing the sustainable value created with multiple stakeholders, in a true model of inclusive growth.

CSR and sustainability are innate to Mindtree's vision, values, culture and organizational DNA. **Expertise-led and culture-backed**, we lead on the cutting edge of new technologies, garnering 50% of our revenues from digital. **Collaborative spirit, relentless dedication and expert thinking** define our success. We are in the process of evolving our humane culture and talent capabilities to create a **memorable Mindtree**.

Mindtree started its journey of annual Sustainability Reporting in 2012, and has evolved to integrated reporting and GRI Sustainability Reporting Standards (GRIS) now. This annual Sustainability Report (FY 2018-19) attempts to present our sustainability performance based on GRI Standards, in accordance with the 'Comprehensive' option of reporting. However, this being our first year into the adoption of the GRI Standards, we are yet to strengthen certain disclosures to fully meet the 'Comprehensive' reporting option of the Standards. We share our



sustainability performance along key material issues identified across the material topics, while sharing our essence and cultural facets which make us a sustainable, inclusive organization.

The report maps to UNGC principles (as a Communication on Progress report for UNGC) and also to the National Voluntary Guidelines of the Government of India. It is externally assured by DNV GL. The economic data pertains to global performance. The social and environmental disclosures pertain to our Indian operations where the impacts are significant due to size of facilities and people-strength, while operations outside India being of minimal impact.

The report also shares the theme story on Mindtree's way of making rural societies flourish, with a few select narratives of rural transformations.

Mindtree Sustainability Framework



Values guiding us



Highlights

Creating a better world

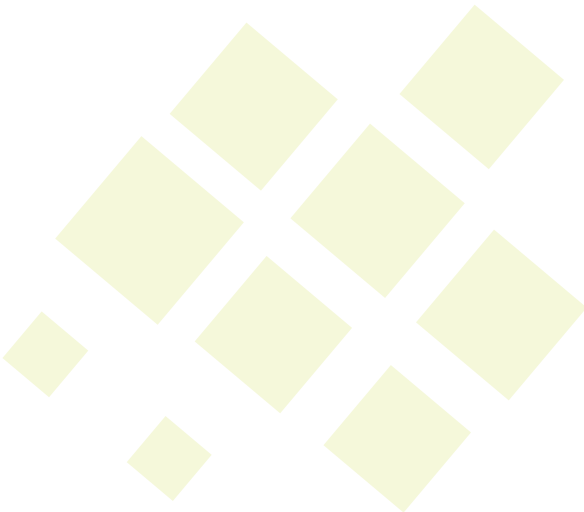


Historical impacts

- 122,306 students have benefited so far by the Mindtree Foundation's educational initiatives.
- 6,227 sustainable livelihoods created.
- 6,207 people with disabilities supported with life-changing initiatives.
- The Foundation's 18+ CSR projects benefited 134,740 people till date.

Current year impacts

- 18,342 students benefitted by our education projects this year.
- 2,050 sustainable livelihoods created by 4 projects of the Foundation.
- 1,434 people with disabilities supported during the year.
- 9,876 volunteers impacted 11,446 beneficiaries.
- 188 global volunteers from across the globe added to the volunteering impacts this year.
- Assistive technologies by us (DIGNIFY: Digital Netra for Eyes, and VIKAS: Visual Intervention Kit with Analytics for children with special needs for the vision impaired) saw development of their Lite versions.



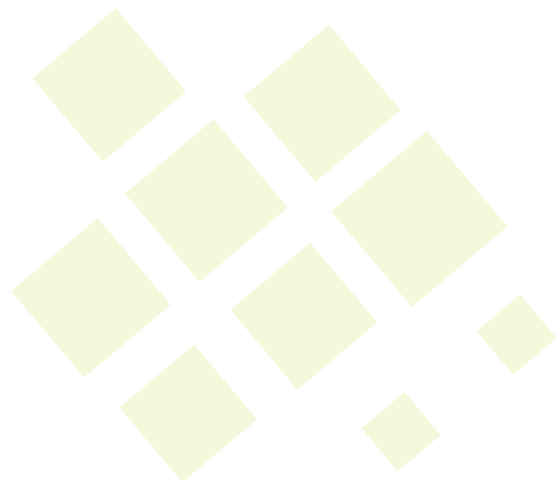
Key impacts through Mindtree.org

Mindtree.org- Mindtree's digital platforms for social inclusion

Mindtree.org has made steady progress towards establishing itself as a Public Goods Platform at a national level.

- I Got Crops (IGC) is actively working with State governments for state-wide rollouts to improve income for 10 lakh farmers. This is after building proven models by working with 50,000 farmers for over four years, and seeing 2 to 7 times increase in their income.
- I Got Garbage (IGG) supports the rollout of a National Plastics Recycling marketplace by UNDP and is supported by Hindustan Coca-Cola Beverages in 13 cities. It will be scaled to 50 cities, recycling 100,000 tons of plastics annually and generating livelihood for 30,000 waste-pickers.
- I Got Skills (IGS) launches a pan-India skilling and employment marketplace, to bridge the demand-supply gaps and information asymmetry in the blue collared sector.
- University of Commons is working with state governments, NSS, leading universities in India, and 2,000+ young change-makers to build and deploy grassroots solutions.
- Mindtree.org Consulting group is actively working with governments, non-profits and multilateral organizations to design socially relevant solutions based on emerging trends, and platformise socioeconomic models.

(Our Annual Report describes these impacts in detail.)



Nurturing people

- This year was a milestone year, with our people strength crossing the 20,000 mark. Our people-strength now stands at 20,204.
- 31% of our people are women.
- 41 people with disability contribute to Mindtree's growth.
- 50% of our campus recruits were women this year.
- Cohort-specific people development has taken centre-stage at Mindtree.
- Stage-specific profiling of talent potential launched: First Five and Next Five.
- Yorbit, our digital learning platform scales to 2,600+ courses, with 120 new courses in emerging technologies alone.
- Yorbit has further evolved to be more pervasive, intelligent, granular and account-specific.
- Mindtree launched its 'Culture app' to strengthen culture internally through story-telling of real-life incidents.
- Mindtree Kalinga gets chosen as one of the few campuses for the Prime Minister's Self4Society interaction program.



- MiFootprint, a program for supporting holistic growth of Lady Mindtree Minds with a few years of experience, launched.
- Our program Refresh created new opportunities for women returning to work after a break.
- Placed in Top 100 best Companies for women by Working Mother and Avtar, for three consecutive years.
- Conferred the Arogya World Healthy Workplace Platinum award, in collaboration with Public Health Foundation India.
- Received recognition for our workplace wellbeing initiatives at the Roundglass Festival of Wellbeing, 2019.

Protecting the future

- Our energy consumption has reduced by nearly half in the last four years.
- Our absolute energy consumption has come down over the previous year.
- 67% of our energy is now renewables. Mindtree West Campus at Bengaluru runs on 88% wheeled hydro power where as Mindtree East campus uses 74% solar. Our Mindtree Chennai facility runs on 95% wheeled wind and solar energy.
- Our campus at Kalinga with a 550 KW in-house solar plant is designed to meet 30% of its requirements and is looking at additional capacity in the coming year. Pune location awaits the entry of solar panels on its rooftop.
- Two of our own buildings are now LEED Platinum certified—with one at Bengaluru (Whitefield) having received the prestigious IGBC Platinum Emerson Cup award in 2017-18.
- Our reduce-recycle-reuse principle for water consumption has been robust. Our per capita water consumption has further reduced, despite increasing employee base.
- Two of our locations (Pune and Kalinga) are now zero-discharge sites, recycling 100%.
- We harvested 6,393 kl of water through sub-soil this year, thus reducing private buying of water and increasing water quality.
- We continue to manage our waste in efficient ways, with 91.01% recycled, and food composting effectively producing manure for us and for the farmers around.
- A focussed drive to eliminate plastic runs on the ground now, with alternatives replacing it in various areas.
- Our IoT platform has gone live for resource monitoring at two buildings (Kalinga and Bengaluru).
- In addition to the existing code of conduct, we are initiating a self-declaration clause for all our vendors at contract renewal stage, to rule out violations in labour related stipulations.



- Our commitment is spreading its influence on our partners and we are constantly exploring collaborations for resource conservation on larger scale.
- Our people continue to volunteer for environmental causes such as running safety drives, planting avocado saplings with rural people around Bengaluru to augment rural incomes and so on.
- Mindtree received a mention in the Guinness world record book and received a certificate for the largest training program in energy efficiency, organized by the campus builder TRIL, in Chennai location.
- Mindtree Chennai has been recognized and awarded for effective Emergency Response & Training (ERT) participation by TRIL among 37 occupant companies.

Business creating sustainable value

- Our revenues in the year: 1,001 Million USD
- Our profits after tax crossed 100 Million USD
- Active clients: 349
- High customer satisfaction levels achieved consistently.
- Our growth continues its inclusive journey, with consistent economic value added and distributed.
- We continue to create strong sustainable value across social, environmental and economic bottom lines.
- 'Digital Inside' makes strong in-roads as we leverage its power for internal benefits.
- Quality and delivery get deeper focus to follow our mantra of 'great quality, delivered faster'.
- LEAN and DRIVE projects continue to enhance internal optimizations and efficiencies.

Mindtree crossed USD 1 Billion in revenues, USD 150 Million in EBITDA, USD 100 Million in PAT and 20,000+ Mindtree Minds in the 20th year of the organization.



GOVERNANCE FOR SUSTAINABILITY



Governance and advocacy, a pillar of our sustainability framework, anchors us to our philosophy and core values. The public platforms we are engaged with provide us the opportunities for advocacy on causes and commitments dear to us in the space of business responsibility.

We endorse a range of global and national guidelines, principles and standards on diverse aspects of business responsibility, and have set up a policy architecture to provide direction for our intent on responsible business.

The structure is conducive to bring both top level oversight as well as ground level action to the forefront to march ahead on sustainability.

Our CSR committee of the board, the CSR steering committee and the CSR policy provide guidance and direction, setting the agenda. Sustainability is owned at the CXO level—with

our Vice Chairman and COO bringing the leadership vision and energy to all our sustainability initiatives, including reporting. The EES responsibilities are held by key leaders at Mindtree: The CFO being in charge of the economic sustainability, the Vice Chairman and COO holding the environmental and CSR responsibilities and the Mindtree.org reporting to the Chairman, the EES execution mandate is further delegated to the respective function heads, with the Head of Sustainability driving Sustainability as a function.

The Board of Directors sets the direction and strategies for sustainability on the basis of our organizational values and ethics. The Board looks into our progress on sustainability and also concerns, if any (including stakeholder concerns), during CSR Committee meetings every quarter. It updates itself on both CSR and sustainability through periodic reporting, and guides further progress. The Board is committed to nonfinancial reporting, and seeks out external assurance on the report, with the CXOs reviewing the Sustainability Report, providing inputs and feedback every year.

Our Board represents a wide range of diverse expertise, sustainability included. Some of our board members are personally involved in contributing to social causes, setting an example and inspiring individual responsibility. Some of our Board members carry EES (Economic, Environmental and Social) goals in their professional role and mandate as well.

Our Board is anchored on sustainability as responsible business forms an integral part of leadership vision, values, commitment and training.

The company has a detailed on-boarding program for new directors. An expert independent external agency was engaged by the company to evaluate the performance of the Board, Committees, Chairperson and individual Directors for the FY 2018-19. Every Director has the liberty to express his or her opinion on the performance of the Board, Committee, Chairman and

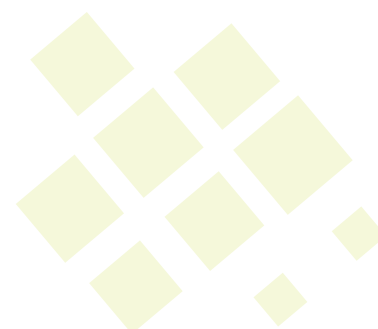
Independent Directors. The evaluation is not a self-assessment. The board members, other than the one who is being evaluated, participated in the evaluation. The outcome of the evaluation is presented to the Board by the external agency and the Board works on an appropriate action plan in the area of findings. However, there were no such instances of findings which demanded change in membership or organizational practice during the year.

(For more details on the Board, please refer to our Annual Report 2018-19)

Our Board of Directors

Name of the Director	Age	Designation/Position
Mr. Krishnakumar Natarajan	62	Executive Chairman
Mr. N.S. Parthasarathy	58	Executive Vice Chairman & COO
Mr. Rostow Ravanan	48	CEO & Managing Director
Mr. Subroto Bagchi	62	Non-Executive Director
Ms. Apurva Purohit	52	Independent Director
Mr. Milind Sarwate	59	Independent Director
Mr. Akshaya Bhargava	62	Independent Director
Mr. Bijou Kurien*	60	Independent Director

*Appointed as Independent Director with effect from July 17, 2018.



Our Board committees

Composition of various committees of Board of Directors

Audit Committee

Name of the Director	Position
Mr. Milind Sarwate	Chairperson
Mr. Akshaya Bhargava	Member
Mr. Bijou Kurien	Member

Stakeholders Relationship Committee

Name of the Director	Position
Mr. Bijou Kurien	Chairperson
Mr. N.S. Parthasarathy	Member
Mr. Rostow Ravanan	Member

Nomination and Remuneration Committee

Name of the Director	Position
Ms. Apurva Purohit	Chairperson
Mr. Akshaya Bhargava	Member
Mr. Subroto Bagchi	Member
Mr. Krishnakumar N	Member

Corporate Social Responsibility Committee

Name of the Director	Position
Mr. Subroto Bagchi	Chairperson
Mr. Krishnakumar N	Member
Mr. N.S. Parthasarathy	Member
Mr. Milind Sarwate	Member

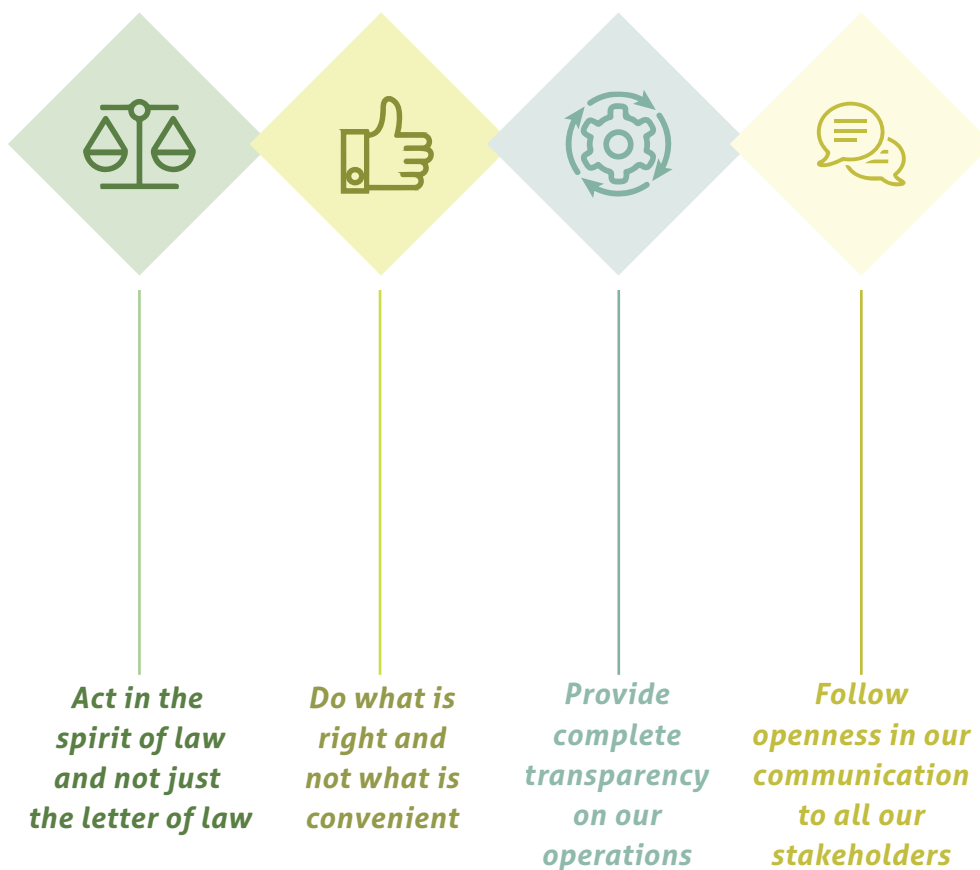
Risk Management Committee


Name of the Director	Position
Mr. Krishnakumar N	Chairperson
Mr. Rostow Ravanan	Member
Mr. N.S. Parthasarathy	Member
Mr. Akshaya Bhargava	Member

Administrative Committee

Name of the Director	Position
Mr. Krishnakumar N	Chairperson
Mr. Rostow Ravanan	Member
Mr. N.S. Parthasarathy	Member

Our governance philosophy



Values guiding us	Endorsements	Reporting	Policies in responsible business
Honesty	OECD principles	CDP	Integrity policy
Integrity	UNGC signatory	BRR	Anti-bribery and anti-corruption policy
Fairness	NVG-SEERB	GRI	Whistle-blower policy
Transparency	The Precautionary Principle	IR	Prevention of sexual harassment policy
	Internationally proclaimed human rights	UNGC	Code of conduct for our people
		NVG-SEERB	Code of conduct for suppliers
			Non-discrimination policy
			Equal remuneration policy
			Environmental health and safety policy
			CSR policy
			Maternity policy
			Reasonable accommodation policy

Advocacy platforms



NASSCOM



ASSOCHAM
INDIA



MATERIALITY AND STAKEHOLDER ENGAGEMENT



From the very beginning, Mindtree has been an inclusive enterprise, including larger stakeholders beyond the primary stakeholders, both within the organization and at various touchpoints of engagements with the society.

Creating opportunities for people with disabilities, working with NGOs as close partners, contributing to communities well before the mandate of compliance came up and so on, have been historical hallmarks of Mindtree culture.

They indicate how Mindtree extended its inclusivity to larger stakeholders from the very beginning, even before it adopted GRI framework with its insistence on stakeholder identification and engagement.

Mindtree's committed contributions to communities in the areas of education, disability and healthcare well precede the days of the CSR mandate in our country.

This reflects the fact that communities were treated as an important stakeholder by Mindtree, from the very beginning.

The GRI framework brought in a formal process to the philosophy already being practiced at Mindtree. We were more than glad to engage with the formal process of identifying and prioritising stakeholders. The materiality determination exercise, first carried out by an external agency, has been periodically modified and refined internally.

The exercise for the year 2018-19, guided by the approach recommended by GRI, considered the various sources for the issue inventory, screened and shortlisted them. Stakeholder consultation on sustainability aspects formed a key part of the exercise. The vast range of stakeholder forums bringing in constant inputs and feedback, we realise, is a great way to link materiality to stakeholder concerns on one hand, and for material goal-setting and strategizing, on the other hand.

The key topics of concern ranged from people-related to resource-related issues. Fear of skill redundancy due to automation, need for upskilling in the digital world,

time scarcity for upgrading knowledge, responding to millennial talent, low presence of women in technology and leadership roles, role of families in work-life balance and wellbeing, cultural barriers from the community beneficiaries of CSR and so on formed the set of concerns which informed the materiality exercise and the goal-setting that followed.

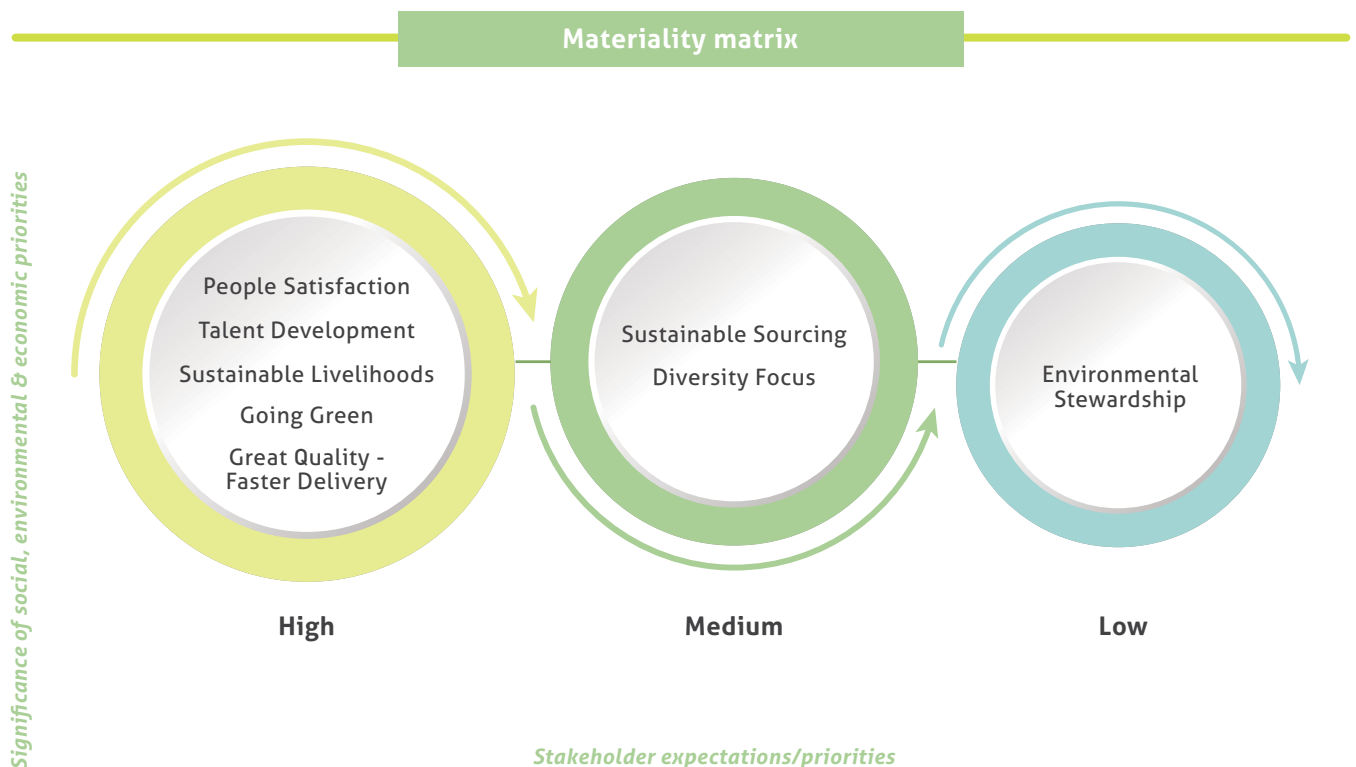
The exercise yielded eight material issues across the three bottom lines.

The material issues were mapped to their respective GRIS topics, and the boundaries were set across all of them. Report content is defined as per the GRIS norms, on the basis of the material issues determined, the GRIS topics within, and the initiative and impacts of the organization across them. GRI principles for report content (stakeholder inclusiveness, sustainability context, materiality and completeness) have been followed in content generation.

Principles of report quality (accuracy, balance, clarity, comparability, reliability and timelines) have been borne in mind and applied to the maximum extent possible. A combination of qualitative information in the content sections and the quantitative data presented in the annexure provide the information as expected by the GRI Standards, which is indexed towards the end of this report.

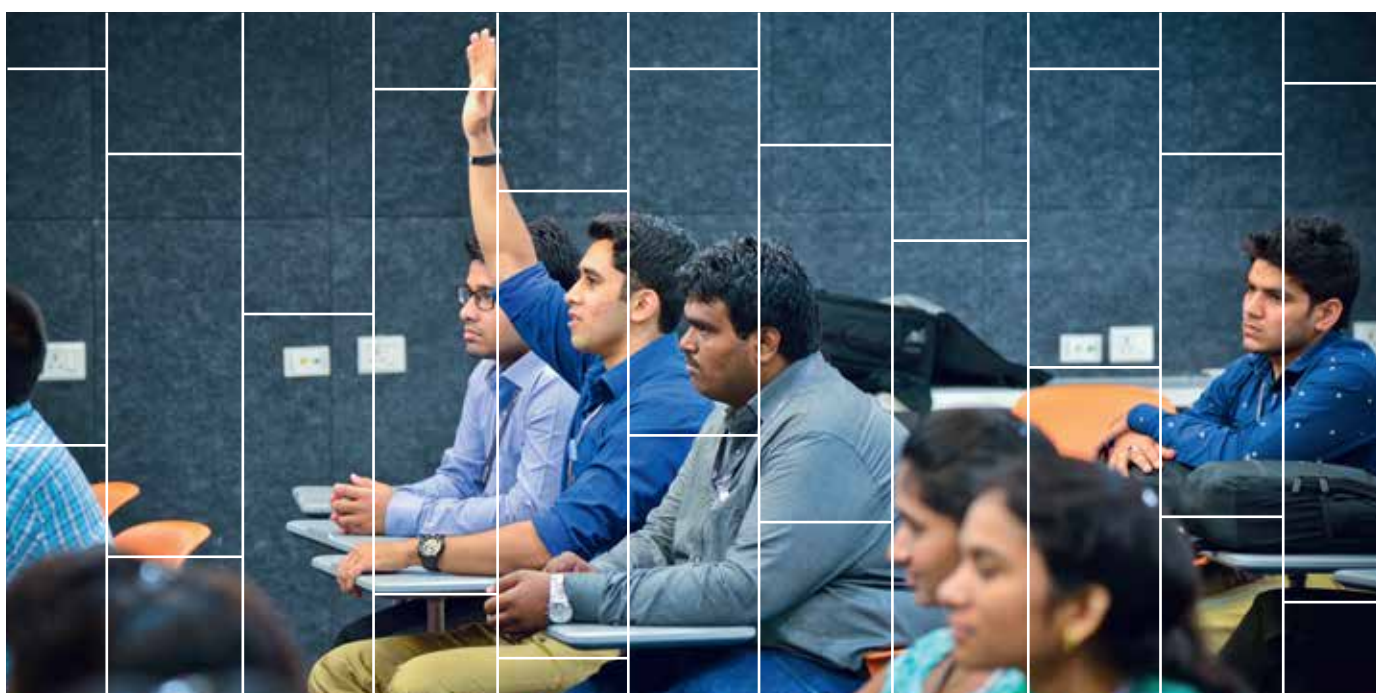
Material issues are guided by well-defined management approach and strategy aligned to organizational values and strategies. Policy architecture covers all the material issues. Grievance mechanisms are wide enough to capture grievances, if any, from across all material issues.

The material matrix, the material goals set, and the stakeholder forums are presented in the following tables.



Focus areas and goals for materiality

The goals on material issues were part of the respective function's overall goals. The rationale for why a goal is a material goal was established from the fact that the goal owners analysed and strategized on various ways to address the material issues, and then set goals on the basis of their potential contribution to the material issue. They also looked at it from the evolutionary perspective of progressing over the traction gained in the previous years on the material issue and the function as a whole. Respective sections explain the performance on these issues and goals as well as the approach and strategy adopted to achieve the impacts.



People



- Create a smarter workplace; enhance people experience by using technology. 'Digital Inside' is a core focus.
- Sustain the culture that Mindtree Minds value.
- Overall outcomes through all of the above would be to ensure increase in people satisfaction and reduced attrition.

Diversity

- Groom talent in various groups (campus to senior leaders) with a strong focus on diversity, through focused and curated interventions for each group.
- To build career eco-system for women in C3-C4 competency.
- To engage 'men as advocates' for women's advancement in career.
- To make a strategic focus on increasing women at senior leadership level.



Talent development

- Drive 301 (Skill full-stack and lead) programs innovatively and effectively.
- Cover 150 accounts on Yorbit. Create skilling plans for 50 of these accounts.
- Pilot 2 new KM practices.
- Run Osmosis, our tech fest, in a differentiated and futuristic way.
- Enhanced workflows for individual, organization and account skilling.
- Roll-out and evolution of skill proximity model.
- Create a digital marketing plan and roll-out via Yorbit.
- Enhance the reporting/analytics module on Yorbit.



Sustainable procurement



- To drive sustainability as a key agenda point with supply chain partners.
- Identify enterprises that are minority or women-based entrepreneurs, and encourage them with proportion of procurement spending on local suppliers.
- Maintain the focus on labour conditions, regulations & compliance, code of conduct and policies regarding suppliers.

Sustainable livelihoods

- Impact lives through livelihood skills such as computer data entry, Tally, tailoring, embroidery, carpentry, entrepreneurship skills, Quick Service Restaurant (QSR), and Industrial Sewing Machine Operation (ISMO), and also through child development, preschool education, health, nutrition, social work, computer education, spoken English and preparation of teaching aids.
- Continue to increase quality and depth of ongoing projects in education and disability support.
- Continue to bring attention to the linkages between disability, poverty and education, and serve in an integrated manner.



Green IT



- Achieve 20% or more clean energy component in the overall energy consumption – in a three year timeframe.

Environmental stewardship

- Reduce per-capita emissions by 1% in the next year.
- Reduce per-capita energy consumption by 2%
- Reduce per-capita water consumption by 1%
- Increase waste recycling by 1% over last year's performance.



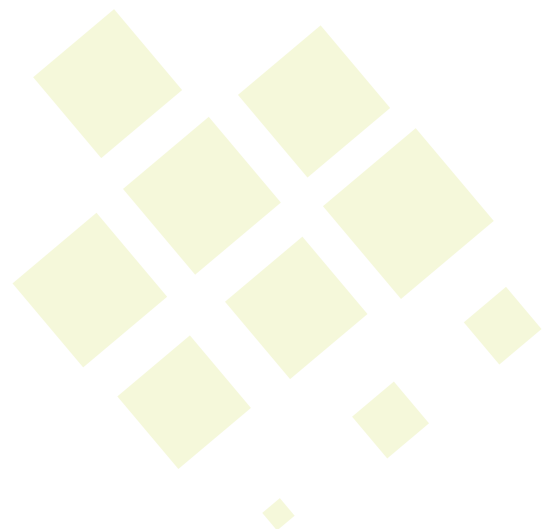
Environmental compliance and management











- ISO 14001:2015 Certification for pan-India facilities
- Stringent environmental compliance

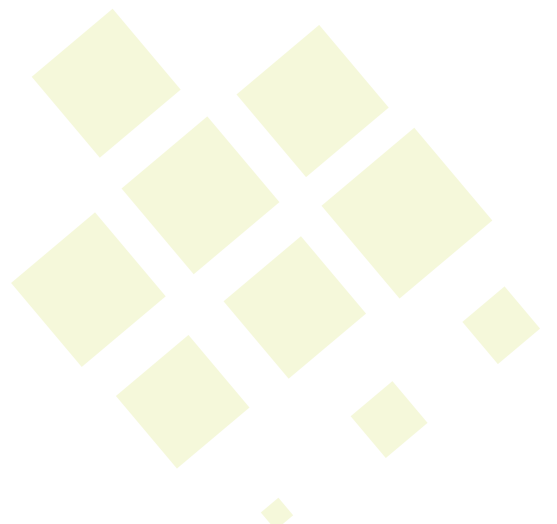
Great quality, delivered faster

- Achieve greater quality across projects.
- Achieve faster delivery.
- Continue to maintain high customer experience levels.
- Delivery Excellence, Automation, Sales Transformation and Make Mindtree Agile are the four strategic priorities.








Employees

Ongoing Engagement	Periodic Engagement
<p>PeopleHub – content rich intranet portal The intranet houses comprehensive organization-wide information accessible by Mindtree Minds, across the globe. All policies, practices, programs, people systems and applications are available on PeopleHub.</p> 	<p>PACE – Performance Management System • Performance appraisal discussions (Annual) • Formal mid-year review discussion (Half-yearly)</p> 
<p>Genie An online resolution & interaction platform for any queries.</p> 	<p>Award Functions • Chairman Awards (Annual) • Pillars Awards (Annual)</p> 
<p>Global Contact Center Call center help desk available 24/5 serving Mindtree Minds globally on queries related to employee benefits, payroll, expense reimbursements.</p> 	<p>All Minds Meet A platform to interact with the senior management, ask questions and voice opinions (Quarterly)</p> 
<p>Senior management interactions & webcast New changes within the organization are addressed at open house sessions by senior management.</p> 	<p>Open Sessions CEO interaction with middle management and above (Biannual)</p> 
<p>Blogs & discussion groups Konnect - Mindtree's social platform</p> 	
<p>MindSpeak A platform to promote equity at the workplace, where Mindtree Minds can raise a dialogue on issues relating to career progression & promotion, favoritism/ discrimination at the workplace, performance management. All dialogues are attended to by the concerned People Function representative, involving the respective stakeholders, and brought to closure to ensure satisfaction and redress.</p> 	
<p>Whistleblower Mindtree's platform ensures a 'Fair and Equitable Workplace' by providing an opportunity to blow the whistle against anyone who bypasses the integrity norms of the organization.</p> 	
<p>Open door policy Encourages accessibility, openness and transparency in communication. One can reach out to anyone, including the Chairman of the Company, to address concerns at any point in time.</p> 	
<p>Skip level meetings To help sort out concerns that one might not be comfortable discussing with the immediate manager.</p> 	
<p>Specific engagement events for different groups To help Mindtree Minds celebrate their respective business function related events (e.g.: IMTS Bash, Mindtree Got Talent, Ethnic Day)</p> 	





Customers

Ongoing Engagement	Periodic Engagement
Project feedback through surveys 	Customer Experience Survey (CES) – CXO and Sr. level contacts (Annual) 
Customer visits 	Project Feedback Survey – Operational and mid-level contacts (Quarterly) 
	Steering committee meetings for larger customers (Quarterly) 

Communities & NGOs

Ongoing Engagement	Periodic Engagement
Engagement with communities and NGOs through all CSR projects 	Through periodic volunteer programs and sponsorship programs 

Partners & Suppliers

Ongoing Engagement	Periodic Engagement
Operational reviews, vendor meets 	<ul style="list-style-type: none"> • Supplier satisfaction survey • Supplier / Vendor evaluation (Annual) 

Investors & Shareholders

Ongoing Engagement	Periodic Engagement
Dedicated email ID for investors, Stakeholder Relationship Committee 	<ul style="list-style-type: none"> • Annual Report • Annual general meeting • Quarterly shareholder reports/ updates • Investor/ Analyst meets 
Newsletters on Mindtree website 	

Regulators & Public Policy Makers

Ongoing Engagement

Periodic Engagement

Workshops



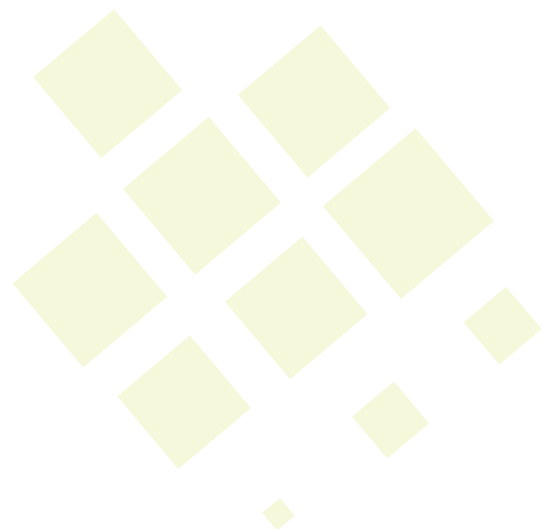
Participation in NASSCOM, CII events and other regulatory bodies



Panel discussions



Steering committees





Creating A Better World



Approach



CSR for Mindtree is a non-strategic responsibility that has historically been beyond compliance. The Mindtree Foundation has been serving the society with focussed themes for two decades, and the IGG platforms have brought the technological edge to the causes of society and environment in innovative and scalable ways.

Our CSR policy, the CSR committee of the Board, the CSR Steering committee and deep involvement by the leadership guide our focus and action. Our hands-on approach to social issues, involvement, need assessment and self assessment studies on impacts at the grass-root level, our NGO partners who align with our vision, our technological strengths and integrated models for sustainable social change and our direct approach to assessing our impact characterize our CSR.

Our educational projects, disability support and sustainable livelihood projects have not only caused positive outcomes, but also have served the interlinkages, causing life-changing impacts.

We aim to continue to serve the society by bringing in our passion, capabilities and our own vision of integration. Rural development will continue to be our primary area of focus. We will continue to deliver on our CSR with an integrated approach and consistent depth in the coming year. Our assistive technology projects will gain further momentum in several ways.



#BeTheGiveR

CSR by Mindtree has had multi-fold impacts across the Foundation's themes of education, sustainable livelihoods, and benefiting people with disability, since 2007. The committed initiatives, sustained over decades, have brought in lasting changes in the societies we have engaged with.

'#BeTheGiveR' characterizes our spirit of giving back to the society, which lies at a level deeper than just 'doing CSR'. While compliance goads one to 'do CSR', we believe it is the heart of the giver that can lead and make a lasting impact beyond a mere change.

Our critical success factors, we believe, are several. At the policy and structural level, multiple enablers are in place, guiding us in many ways. Our leadership committed wholeheartedly to **CSR as a 'non-strategic responsibility'** is a source of inspiration. Our able NGO partners, deep involvement at the grass-root level, the energy of our volunteers and our capacity for visualising integrated solutions to interlinked issues (e.g. disability, poverty, lack of education, lack of livelihood) are our true strengths in bringing about real transformations beyond a mere input-focussed, 'compliant CSR'.



Having benefitted **122,306** students, 6,207 people with disabilities and 6,227 people in need of sustainable livelihoods successfully so far, the Mindtree Foundation is further strengthening its work on assistive technologies.

The current year saw **21,826** beneficiaries of CSR, through partnering with 20 NGOs across 20 projects spanning education, sustainable livelihood and disability support.

Brief overview of the year



13,876 students

We made great progress towards bringing hands-on experiments in science for 13,876 students from elementary schools in the entire Pune Taluk in Maharashtra and Kanakapura Taluk in Karnataka. This was achieved by partnering with Agastya International Foundation.



700 students

700 students from rural government school received civic learning classes in Kanakapura Taluk in Karnataka, in association with Jannagraha.



576 rural children

576 rural children with disabilities provided with early interventions and home-based physiotherapies in Tiruvallur Taluk, Tamil Nadu, through SPASTN.



307 rural children

307 rural children with disabilities provided with mobility aids, corrective surgeries, physiotherapies, and access to school education in Bijapur Taluk, Karnataka, partnering with APD.



23 rural youth

Dream2Reality, our program to support the dreams of children from the rural hinterlands, continues to anchor 23 rural youth in their journey of potential fulfillment.

2,500 women/girls



2,500 women/adolescent girls in villages were provided MYPad Dignity Kits, and awareness programs about hygiene were conducted in Kandhamal District, Odisha. Goonj is our NGO partner.

1,800 rural youths



1,800 rural youths were trained by BRDO in livelihood skills such as computer data entry, Tally, tailoring and embroidery at Bychapura and Kortagere, Karnataka.

89 women, youth & children



89 urban poor women, youth and children were trained in entrepreneur skills and computer education, with the help of UMBC.

214 rural children



214 rural school children provided with quality education, residence and food in association with Rani Kajal Jeevan Shala, village Kakrana, Alirajpur, Madhya Pradesh.

10 rural youth



Udaan, designed for a fleet of 10 rural youth who want to give back to their villages as medical professionals, continues to support their evolution over a number of years since high school level.

Other projects across our chosen themes, and with the support of our committed NGO partners-Gram Tarang Employability Training, Spastics Society of Karnataka, AMBA, and Beem Rural Development Organization continue to strengthen our CSR impacts in multiple ways on the ground, reaching our spirit of giving to hundreds of beneficiaries each.



Livelihood for women prisoners

Women prisoners in the Central Prison, Parappana Agrahara, Bengaluru, held captive not only by their crime but also by helplessness and despair, needed a helping hand. The Mindtree Foundation decided to take its livelihood ideas right into the prison for these women. The Karnataka Prisons Department being open and welcoming, it wasn't long before the Foundation set up a skill development site within the prison premises and brought in NGO support for skill training. Soon, 125 women found themselves being trained in various skills such as computer, tailoring, embroidery, mushroom cultivation and horticulture. The program enables them to earn their remissions, resulting in reduction of prison sentence, especially as a reward for good behaviour.

The women now are not only earning income from their work but also reduction of tenure of imprisonment. This acts as a good incentive for the women. More than anything, it is the shift from despondency to dignity which is gratifying for them to experience and for us to witness.

While the project sailed well and smooth for long, we encountered a new challenge recently. Much older women prisoners, who were unable to take up the skilling program, felt alienated and expressed their feelings with the Head of the Foundation. Not willing to exclude these older women, the Foundation came up with a livelihood project suited to their capacity. The old women now sit around, peeling, cleaning and sorting the famous Bengaluru beans, which reach the market, fetching the women money for each kilogram of the processed pulses. The remission offer applies to them as well.

So far, nearly 200 women in the prison, young and old, have now found productive engagement, income and dignity in their lives. Enabling dignity where it has been robbed, and restoring hope in circumstances which breed hopelessness lie at the very heart of CSR, the Foundation believes.

VOLUNTEERING

The spirit of volunteering at Mindtree has been alive since the beginning, led and guided by our founder leaders.

The wave has grown by leaps and bounds since 1999, from a bunch of volunteers to 47,414 volunteers now touching 93,316 beneficiaries (cumulatively).

Organizational inputs and contributions are important for making a difference to the society, and when they are supplemented by such immense flow of energy of volunteering, the difference made in the society gets the human touch, a crucial component of 'doing good'. Our motto '#BeTheGiveR' reflects this significance and inspires our people across.

Our volunteers say they enjoy volunteering, and beyond the satisfaction of 'doing good', they also receive a sense of joy and meaning in their lives. Champion volunteers take up causes with undying zeal, and mobilize people, resources and other support needed, on a constant basis.

They engage themselves with volunteering, throughout the year. The book collection drive in July, the blood and stem cell donation drive in August, a safety drive in September, the clothes donation in October, Volunteers' day in December and so on, a constant flurry of campaigns keeps the volunteering alive at Mindtree.



This year saw our volunteering going more alive across the globe. The Bake Sale fundraiser in the UK, the Support Salvation Army in Australia, the Beach Clean drive in Dubai, the Serve a Meal in the US, Self4society at Kalinga in Bhubaneswar, Bengaluru, Hyderabad and Chennai, and a host of other activities brought in the unified spirit of volunteering to the fore.

Our volunteers exemplify our 'high tech, high touch' motto in action, and constantly strengthen the human visage of Mindtree.

LEVERAGING TECHNOLOGY



Assistive technologies for people with disabilities

DIGNIFY: The Digital Nethra, for eyes

Prototyped by Mindtree and validated by Aravind Eye Hospitals, this cost effective and affordable solution for the visually impaired, translates text into voice messages.

The regular equipment at less than INR 2,000 (excluding the cost of smartphone, headset and keyboard), is a great assistive device that Mindtree Foundation is proud to have developed and launched with the help of collaborators.

The gadget now sees its Lite version, using a corrugated board box, at a much more affordable price of INR 500 (excluding the smartphone, headset and keyboard costs).

This innovation, we believe, will help us take the product down to the underserved segments of people with disabilities, and help us meet our ambitious goal of benefiting one million children with visual impairment.

We also aim to make it available in all 23 Indian languages, enable it to read pictures, and bring in machine learning and deep learning components, in the near future.



Scan to watch the video

VIKAS (Visual Intervention Kit with Analytics for children with Special needs)

The software for children with cerebral visual impairment (CVI), developed under the leadership of the Foundation, now gets ready to offer its Lite version.

Lack of affordable solutions, and centres of rehabilitation for CVI being few and far between, parents face issues in training and empowering their children.

VIKAS offers a home-kit enabling them to train and monitor the children at home, conveniently.

This is a huge step in capacity building for families dealing with the visual impairment.

VIKAS, a collaboration between Mindtree Foundation, General Motors and Aravind Eye Hospitals, is set to transform the lives of children in significant ways in the future.



Scan to watch the video

Upcoming assistive technologies

GLASSs

(Glow at sight) is our collaborative project with Aravind Eye Hospitals and Signovus, designed to be used by therapists or parents of children with ADHD.

Stroller

This collaborative project with Aravind Eye Hospitals would support children with low vision, with a stroller fitted with LED and sensors to make their walking safer.

@Maze

Our collaboration with SPASTN, this solution offers aid in independent movement of hands, for children with cerebral palsy.



Making Rural Societies Flourish



SUSTAINABLE TRANSFORMATION



Making rural societies flourish

Rural development is an essential part of sustainable development in India, since most of the country lives in the rural hinterlands. Feeding the rest of the nation and yet suffering poverty, malnutrition and related issues, rural India calls for urgent and long lasting corporate contributions. It is here that sustainable development goals should focus and succeed, in particular.

The Mindtree vision is to not only deliver superior technology solutions to businesses, but to also make societies flourish. **Our CSR is focussed on 'making rural societies flourish'.**



No CSR is truly complete and impactful for sustainable development without being inclusive of and serving the rural, we believe.

Rural is the sphere where the cause of nation building for sustainable development and our organization's inclusive vision meet most naturally. Hence the perseverance of our CSR on making rural societies flourish.

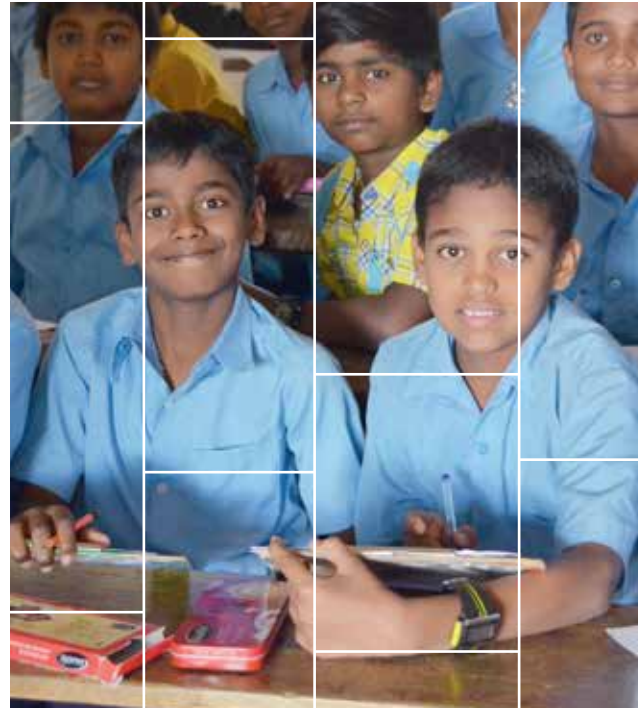
Moving rural dreams to reality

Our education work with government schools in Tamil Nadu, in the lesser known village of Somanahalli in the Taluk of Dharmapuri, brought us face-to-face with not only severe limitations of the prevalent educational infrastructure, but also some very bright minds with high potential caught up in helpless circumstances.

These were the children with dreams in their hearts, stars in their eyes, but shackles of circumstances around them. Visionary leaders of Mindtree decided to 'adopt' a bunch of such dreamers to help turn their dreams into reality. The Dream2Reality (D2R) project started with eight such high potential kids from eighth standard. They were to be given the support needed, but not in the conventional way of merely writing a cheque or paying their fees.

The children were taken up in an adoptive mode. Mindtree leaders turned into their 'blessed parents'. Young Mindtree Minds became their 'blessed siblings'.

Each child had a 'parent' with committed sponsorship, inspiration and guidance, and a 'sibling' for regular interaction, counselling and encouragement. D2R took off in 2007, meeting not just the economic needs of these children but the entire range of physical, mental, psychological and financial needs, while the children pursued studies and careers of their choice.



The number of children thus adopted grew over the years.

Today, nine of these children have moved from their 'dream' stage to the stage of reality, having turned into well-qualified and high-performing teachers, engineers, lecturers, IT engineers and so on—one of them has joined us as a software engineer. Another 23 are still being 'parented', pursuing studies in engineering, pharmacology, nursing, high school and other streams.

D2R is not a scale-driven CSR project but a project of deep and irreversible impact. This is about individual social responsibility moving together with organizational CSR. It is in fact an alternative model to the hard and quantitative CSR often caught up in the confines of compliance. It is a model which

aims to deeply touch the society, one individual at a time, with an integrated approach, and creates winners out of seemingly helpless situations.

Somanahalli, as inconspicuous as any village in India, has its heroes now, flying in their chosen careers, each an aspirational role model in their surroundings. Each, we hope, will be a change-maker not only for their own families but for the world around.

Though we do spend for their journey, from their 'dream' to their desired 'reality',

this monetary input, we believe, is a small part of the whole model. Bigger contributions come in intangible ways.

Sensitiveness to the rural dreams, time that the leadership has spent with the kids to mentor them, personal involvement, Mindtree's volunteering spirit, and the way in which the children have been nurtured by a model inspired by family values have all been the real success factors behind this transformation.

Together, corporates and individuals can make rural societies flourish, in unique ways.

Disability needs a full-spectrum support

Empathy for people with disabilities and encouraging their innate potential have been hallmarks of Mindtree's inclusive values since inception.

Well before the days of formalized norms of corporate support for disabilities, Mindtree's earliest batch of recruits included people with disabilities. Mindtree's first corporate logo was designed by a child with disability (the logo used by the Mindtree Foundation now).

The murals of the corporate office in Bhubaneswar, Odisha, display the art of children with disabilities. People with disabilities have always been an integral part of our stakeholder scope.

Our approach to making a difference in the lives of people with disabilities within communities includes the entire spectrum of related issues and across age groups.



Often, unidentified disabilities in childhood turn into irreversible limitations in the future; early screening and interventions are rare.

Another issue is that of suitable access: accessibility to school, infrastructure at home and at schools, due which early schooling becomes almost impossible. Lack of skills for employment is the major deterrent for the older ones, hindering their capacity to contribute to their families and to the society.

Our approach starts at the grassroots - at screening and identification of disabilities in children at an age as early as the first few years. Disabilities come in innumerable ways, from cerebral palsy to congenital defects to relatively more manageable forms. Our project, with the help of our experienced NGO partners, identifies the disabilities and decides interventions that vary from the simple to the complex, from inexpensive to expensive ones, from tissue or muscles releases to complex surgeries, all of which are inconceivable for poor rural parents.

Interventions are followed by mobility aids, with adequate training. Access and mobility issues at homes are looked into and addressed at the family level. Access to school is the next barrier to cross.

The Mindtree Foundation supports over 180 community schools and five model schools that make schooling possible for these special children. These children are further supported till they finish their middle school.

Apart from diagnosis, corrective measures and access to schooling, we have learnt that addressing disability at the family and care-givers level is of paramount importance. Understanding the limitations on the ground and every day realities of families is key to sustainable change.

In our project at Tiruvallavur, for instance, we saw how frail mothers struggled to bring their growing children to our mobility training centres. We realised the need to extend transport and other support systems to make the therapies at community-based rehabilitation centres sustainable. We devised ways to encourage and incentivize the care givers.

We cannot isolate the issue of disability from its contexts while trying to lend our support.

We believe, support at the contextual level – including the culture, mindset, empowerment, resources and infrastructure, is the only way to make the change sustainable.



Our project in Odisha takes up the other end of the age band. It focuses on inclusive training for both youth with disabilities and youth from economically weaker sections with employable skills.

With our Foundation bringing in the needed investment for setting up the skill lab, Centurion University bringing in knowledge, assessment and certification, Gram Tarang, our partner NGO, mobilises, trains and also places youth with disabilities in various industries. Started as a pilot project in 2014, with

industries employing the trained youth and giving us positive feedback, we scaled the program, further professionalizing it. Enrolments grew as we set up a carpentry lab in 2017.

The project has proved to be a life-transforming opportunity for many a youth from the region, taking them beyond the prior limitations of their disabilities. Today, the project has opened its doors to include women and economically weaker sections of the local areas as well.

Empowering women

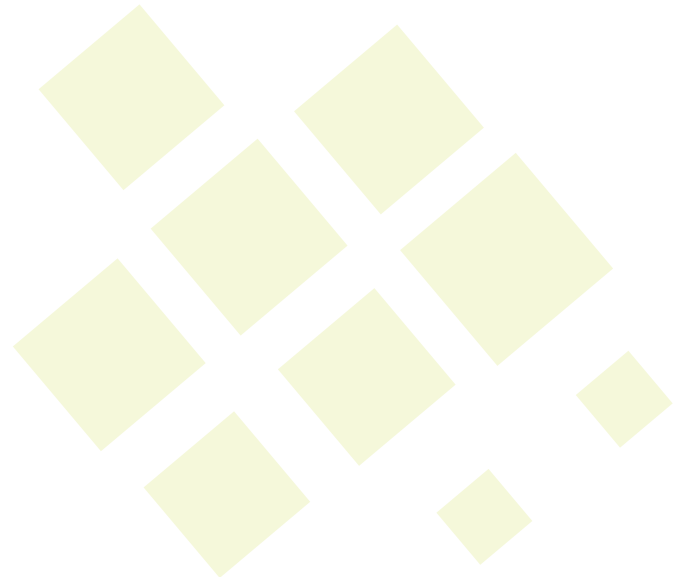


Bychapura is a tiny village in the Tumkur district of Karnataka which has seen the lives of several women change for the better, in a span of a few years. Having studied up to high school or tenth standard and married into poor families, these women felt a pressing need to augment the incomes of their families. Neither illiterate nor complacent, they were limited only by their lack of skills. Our skill training project with BRDO (BEEM Rural Development Organization, our NGO partner) has brought opportunities to right where they are. The project includes men as well, who are getting placed in a range of jobs.

Women's active participation in this project represents a heartening example of economic empowerment. The women are glad to work in garment Companies in the local area, earning INR 7,500 to INR 9,000 monthly, apart from other benefits, or in data entry functions, making INR 8,500 to INR 12,500 plus benefits. Their families are now enjoying the benefit of double income.

True empowerment goes beyond just providing employment for women, for it can now better the prospects of their children and help the families to change the economic destiny of the next generation.

Skilling and empowering a woman, it is proved, has multiplier effect on the future of her whole family and impacts generations.





Protecting The Future



Approach

Mindtree considers 'Going green' and environmental stewardship to be material issues that hold a significance for the organizational sustainability. We believe ecological conservation serves the planet as well as our business interest, in addition to the satisfaction of being a responsible corporate citizen. Ecological sustainability is one of the three pillars of our sustainability framework.

Continuous focus on reduction of our energy consumption, adopting clean energy, going solar, containing emissions through multiple initiatives and improving water conservation form key components of our strategy. These pursuits, in response to the risks of climate change and resource depletion, are a part of our way of endorsing and following the precautionary principle.

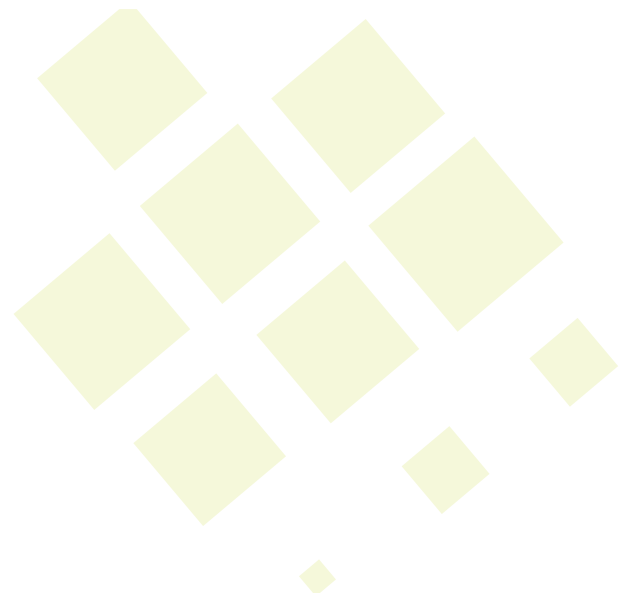
Sustainable procurement, sustainable infrastructure, green buildings and automating resource tracking add to our commitment.

Advocating sustainability in the lives of our people, spreading the ownership of environmental risks across our people, leveraging automation for occupant comfort,



influencing partners and collaborating with external entities further characterize Mindtree's way of approaching ecological responsibility.

We share the details of our efforts and results of the past year here, and reiterate that we will continue to focus strongly on solar power, green buildings, IoT for resource conservation, and people advocacy for sustainability in the next couple of years.



ON THE PATH OF GREEN ENERGY

Reliance on wheeled hydro power (88%) at Bengaluru West location, solar (74%) at the East location, wheeled solar and wind power (95%) at our Chennai location brings our renewables component to 67%.

An additional 200 KW solar plant is planned to come up in the coming year on another rooftop at Kalinga campus and our Pune office will also see a 300 KW plant on its rooftop.

The 550 KW solar power plant we have installed at Mindtree Kalinga, is designed to meet 30% of our power requirement, and in the current year, it is utilized for about 16% of our energy needs. The efficient, latest technology we have adopted produces up to 5.5 units/KW/day vis a vis conventional panels which produce up to 3.8 units/KW/day. Our mobile app tracks the performance of the plant on a constant basis enabling remote monitoring and timely corrections.

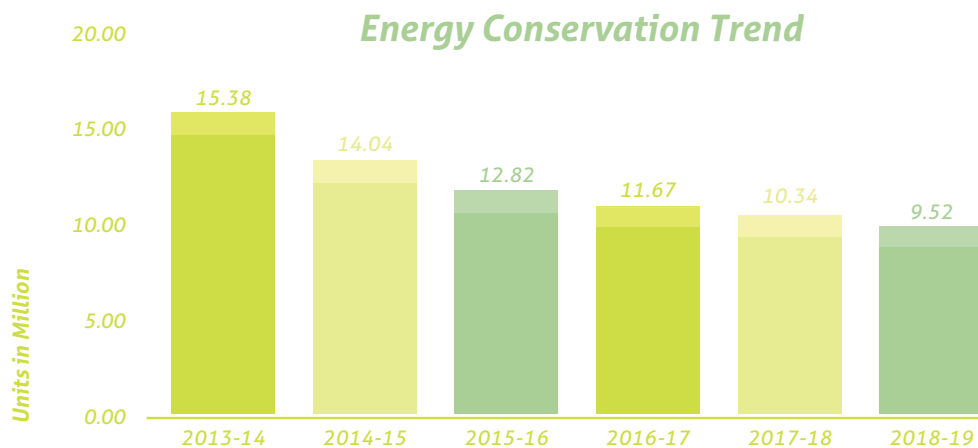


ENVIRONMENTAL STEWARDSHIP

All of our India facilities achieved ISO 14001:2015 certification

Energy efficiency

Our energy consumption has been on the decline for several years, and has nearly halved in four years.



Our Bengaluru West campus alone, over four years, saved 5.86 Million units and reduced CO2e of 5,329 metric tons through adoption of best practices and upgradation of systems.

A range of small steps add up to contribute a large size of savings on energy in an organization as large as ours.

Our CFL to LED transformation since 2016 has given us 50% reduction in costs, 11.11 lakh units of energy and INR 8,748,535 saved per annum. This is the environmental equivalent of planting 43,000 trees per year.

In 2018 alone, the replacement of CFL down lights with LED down lights gave us savings of 5.32 lakh units of energy and INR 4,112,000.

Containing emissions

Mindtree adopts a range of efforts in reducing emissions that occur across different areas of the organization.

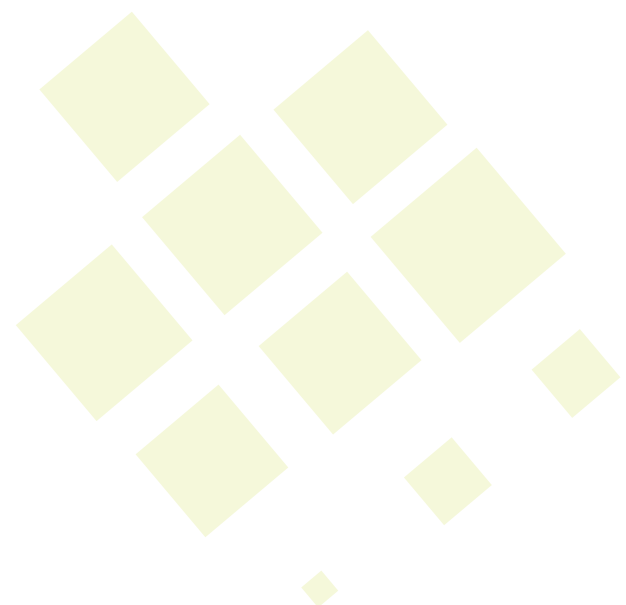
Scope 1 and Scope 2 emissions have further reduced over the previous year. Also the per capita GHG emission shows a decrease,



Our UPS battery optimization measures have contributed to our accumulated savings on energy over the years. Since 2015, the initiative has yielded an average annualized saving of 702,623 kWh, which is CO₂e of 492 tons per year and reduction in number of battery purchase/battery waste generation by 390.

indicating our strong performance on emissions management. *(Please refer to the performance data in the annexures for details.)*

Beyond the preference for clean energy and energy efficiency measures, transport has been a key area for our attempt at reducing emissions.



Sustainable transport

Our common bus system at Global Village, Bengaluru, continues to contribute to emission management. The metro at Bengaluru has added further savings to the footprint of employee commute.

We implemented the Routematic software, thus deriving optimum utilization of transport, resulting in reduction of trips operated and carbon emission.

Conserving water

Our total water withdrawal from across most sources has reduced over the last year, but per capita consumption remains

same. *(This year we have measured pet water bottles usage as well. Data details available in the annexures.)*

Our 'reduce-recycle-reuse' principle has helped us focus on reducing our dependence of purchased water, and on conserving the ground water table. For instance, at our Whitefield location, the STP ensures, with 160 kl capacity of tank, 29,502 kl of drainage water gets recycled and gets used for gardening and rest rooms. Deep drip irrigation introduced in the gardens has started accruing water savings.

Two of our locations, Pune and Kalinga, have taken the 100% recycling path, and are zero-discharge locations.

Shift rationalization for our West campus in Bengaluru brought down the number of trips by 32% and contributed to emission reduction.

We have taken measures to encourage and incentivize green commuting by our people. We continue to look for opportunities in sustainable transport, thereby contributing to lower footprints.

We are now working with experts on making our Kalinga campus water-neutral. The idea is to harvest enough rain water to meet the requirements throughout the year, without resorting to purchasing of water. Some measures are already in place, such as recycling treated water from STP for flushing, installation of aerators in all taps and so on.

Our IoT platform is expected to bring in greater efficiencies in water management. The water neutrality plan for Kalinga is designed to meet sustainability goals for the business and the planet, educate engineers of tomorrow, and demonstrate the significance to our clients visiting us.

From waste to wealth

Our waste management stands strong as ever with 91.01% recycled in the year, up from 89% over the previous year.

Several locations of Mindtree have taken up food composting and garden waste management. For instance, at our Whitefield Bengaluru campus, after a meticulous segregation of waste from different areas, an average of 1,700 kg of food waste enters the food composting process each month, producing around 3,182 kg of rich compost that feeds our gardens; it is given to interested Mindtree Minds for their own gardens, and is also distributed to the farmers around our campus. Garden waste is processed too, and is used for garden compost and food compost. Inorganic waste of around 500 kgs is incinerated every month, reducing the landfill burden. Rest room waste goes for incineration now, reducing landfill burden.

Mindtree Kalinga, Hyderabad, Pune and Chennai locations have followed suit, implementing their own on-site projects, influencing other stakeholders around.

Mindtree has not only been working on waste management but also strongly advocating waste reduction, building awareness campaigns around the imperative. As a result, we have seen our overall per capita waste generation trends dip, and segregation discipline improve. We believe that as a group of more than 20,000 people across the globe, we can do much more in the coming years.



TECHNOLOGICAL LEVERAGE FOR THE STEWARDSHIP

IoT

A typical example of our 'Digital Inside' mantra, Gladius is a full-fledged building IoT solution, which integrates all aspects of building management systems with the IT systems.

Initiated at Mindtree Kalinga and another building at Bengaluru West campus as of now, the system monitors energy consumption on the building floors and prevents avoidable energy losses. It controls energy-intensive equipment such as chillers by modifying the cooling based on ambient conditions. Occupant comfort being highly important for productivity, the system helps avoid the extremes of shutting down or idle consumption of cooling equipment by optimising heating and cooling requirements as per the comfort needs. The initiative achieves sustainability goals without compromising on people comfort. IoT has high potential for sustainability impact on the triple bottom lines of business, environment as well as people. We are set to replicate it across locations in the future, and expand its benefits.



Green buildings

With two of our own buildings certified LEED platinum, with one awarded with the prestigious IGBC Emerson Cup in 2017, Mindtree is committed to green certification of two more buildings in the near future.

Strategy of sustainable infrastructure at Mindtree believes in integrating sustainability right from the conceptualization.

With innovation, experimentation and technology to boost the efforts, the result is an infrastructure designed for the future, available today.

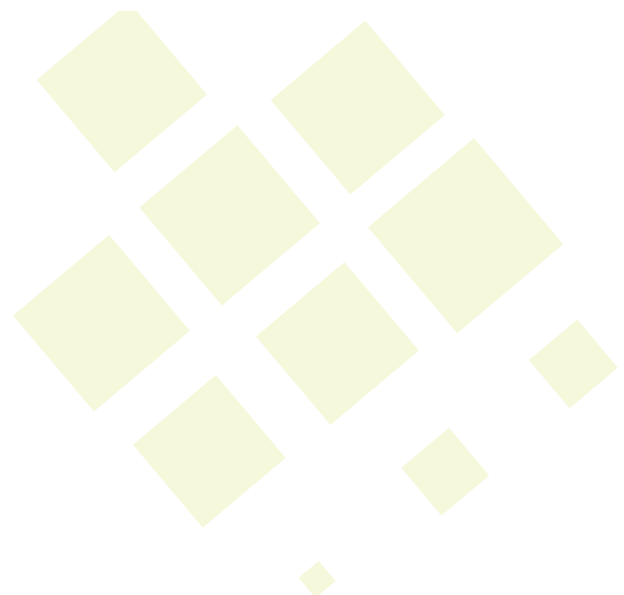
People comfort being an issue of paramount importance at Mindtree, we plan to use insulation of a special kind in our new building exteriors at Mindtree Kalinga, to cut down the need to cool the rooms in the hot region of Bhubaneswar during nights. This will help passive cooling system to be more effective. We also plan to have state-of-the-art water management system, where every drop of water is measured. Individual consumption tracked and controlled on a software platform developed by Mindtree.

The state-of-the-art building management system platform monitors the performance of HVAC (a major consumer of electric power) and many other building services. It is now possible to check consumption trends, analyse losses and failures, in real time, and to remotely control any service with the click of a button.

Sustainability-integrated design, in-house innovations, people-centric stance and technology leverage characterize our approach.

Energy from green sources is a subject close to our heart. 550 KW solar power plant at Mindtree Kalinga is running successfully.

'Magic bricks' at our Kalinga campus add to the innovation story of our green buildings. Made right on the site, with the mud procured from within the site and readied for use, the in-house earthen bricks of pride have stood tall as the very walls of our building at Kalinga. Having manufactured more than a million bricks so far, we continue to make some more, to line the interiors walls of our new building at Kalinga next.



Sustainability as a lifestyle

Our internal advocacy drives on water conservation, reduction of waste, waste segregation have borne fruit in behavioural changes towards sustainability. Our drive on anti-plastic stance has gained momentum with replacements finding their way to even drinking water consumption points and dustbins. The drive will get more rigorous going forward.



Our safety drive continues to sensitize our people and external stakeholders at Bengaluru Global Village regarding safety in commuting. Our safety programmes include the little toddlers at the crèche in our premise; we have trained them on evacuation imperatives in emergencies, if any. We continue to encourage green commuting through a range of incentives and support systems.

Pedal-a-watt to stay fit!!

Cycling for two hours, apart from several health benefits, generates 600 Wattage of power and operates for five hours. 55 garden lights (600 Wattage) are powered by this energy.



External advocacy

An environmental conclave organized by Mindtree, hosted in the Bengaluru campus in January 2019 brought in external peers in a collaborative forum to learn from each other. We believe that peer platform with external fraternity is a great way to share experience and also to learn. Mindtree also looks forward to external collaborations to advocate and implement the cause of environment in several ways, and exploring possibilities in this direction.

Outlook

Going forward, we will be strengthening all our efficiency efforts. Pursuing our 20% solar energy goals for the medium term, we plan to boost the solar component further and target energy, water and waste management efficiencies to higher levels.

A new solar installation will be coming up on the rooftop of our Pune location, and our solar capacity at Mindtree Kalinga is all set to see an enhancement. Two more buildings will go in for the green certification. A new building at Mindtree Kalinga will deploy expandable polystyrene material for the insulation, and combined with passive cooling, would offer impressive benefits. Mindtree Kalinga is set to go water neutral.

The IoT platform for resource monitoring would go full swing, bringing in more insight and actionables through predictive analytics, accruing further efficiencies in the coming year. Our efforts at influencing lifestyles and collaborating for ecological conservation will continue as strong as ever.



SUSTAINABLE SOURCING

Mindtree's supply chain is vast and clustered around all our locations, owing to our norm of local sourcing. 93% of local suppliers testify our commitment to local sourcing. We continue to include women-led enterprises and suppliers from marginalized backgrounds. The code of conduct includes the normative clauses on EES parameters such as labour (child labour, forced or compulsory labour) and working conditions at supplier sites. It applies to new suppliers as well. Human rights is a one of our key concerns, and all our internal and external relationships stringently adhere to human rights principles. In addition, we initiated a self-declaration clause for our vendors to be incorporated at contract renewal stages, in order to ensure that they are compliant to labour-related norms.

Procurement at Mindtree aligns totally with the organization's sustainability focus, the green infrastructure imperatives and organization-wide application of sustainability. This implies green procurement, with its screeners based on not only quality and cost but also on the environment impacts of purchase and usage over long time horizons.

Over the recent years, we have put in great efforts to rationalize our supply chain and consolidate our base in a more efficient manner. Post our global acquisitions, partner consolidation has been achieved to standardize our terms of business, bringing uniformity across the globe.



This has opened a larger scope of exposure to our partners from the US and UK.

'Digital Inside' being the focus, iProcure, our new, in-house developed tool is now available for vendor on-boarding and updating, offering real time benefits and also cost savings.

It augurs well for vendor convenience and confidence as well.

We engaged with specific segments of our vendors across cities (Pune and Hyderabad) during the year and plan to continue to do so in other cities in 2019-20, to strengthen our strategic alignment.



Nurturing People



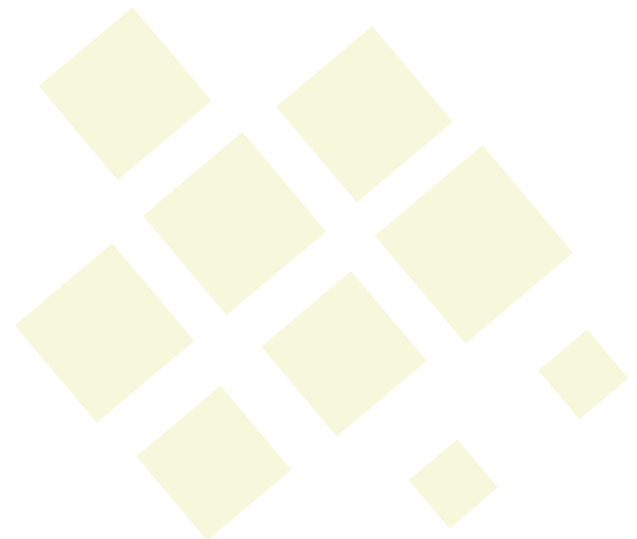
Approach

Mindtree is a people-centric organization that has a 'People Function' and not a 'HR function'. People satisfaction is of paramount significance to its success and sustainability. Workplace sustainability is one of the three pillars of Mindtree's sustainability framework, and nurturing people individually lies at the heart of our philosophy.

Clear strategies and a host of measures ensure people satisfaction at the organization, which is closely linked to talent development. Talent development is designed to meet current needs of our dynamic market and is also strongly focused on emerging expectations of the new digital world. It is a matter of 'talent transformation' for us.



Meticulous designing of learning engagement meant for the future is what characterises Mindtree's approach to talent transformation. Committed to non-discrimination and equal remuneration in principle and practice, with a diversity charter to guide us, we pursue a strong agenda for gender balance, and have made inclusive room in our hearts, space and systems to accommodate and nurture people with disabilities.



PEOPLE SATISFACTION

People satisfaction is a key outcome for a people-centric organization. Our ideologies, values, ethics, policy architecture, systems and strategies are geared towards nurturing our people as individuals. We, as an organization, are as committed to their individual growth as we are to the organization's growth. It is only together that we can grow in this people-driven, talent-based industry.

Our insistence on growing as a humane organization, our progressive policies and practices regarding performance evaluations, rewards, safety and wellbeing, our various stakeholder forums constituted for feedback, the leadership connect the learning environment that fosters people's growth and the progressive Mindtree culture are some of the success factors behind people satisfaction.

In this knowledge-intensive industry with high rate of talent obsolescence and need for reinvention, growth in learning acts as a major determinant for people's engagement and satisfaction. (Some details of our efforts in this direction are shared in the next section, talent development).

Conceived as a '**humane organization**', we endorse the global principles of human rights and protect, safeguard human rights at all levels of the organization as well as in the touch points with external stakeholders. Our contractual staff, security staff, suppliers and other stakeholders are included in

our humane approach and principle of respecting human rights.

We have strived consciously to preserve the human touch amidst the pervasion of technology, ever growing digitization and automation.

While it is challenging to maintain this balance while growing at industry-leading growth rates, our founding values, intact DNA of humaneness and the anchor of our culture are what help us to safeguard the balance between high-tech and high-touch. This feat undoubtedly has its impact on people satisfaction.

Performance management at Mindtree follows progressive practices. While the beginners have absolute ratings, we have moved away from the bell curve methodology for relative ratings, placing high importance on continuous development and feedback from appraisers.

At middle and senior levels of the organization, there are no ratings involved: qualitative feedback, contribution to the organization and impact hold emphases.



Feedback, on the whole, is given high importance in performance management, with sufficient training going into how feedback is given, received and worked upon.

Our ongoing initiatives such as Mindsight, the data dashboard, oZone, the internal opportunity portal, norm of local hiring, the Pillars program for our star performers, our practice of sourcing talent from 'n-1' levels (immediate lower levels) for replacing exits, the Spot-on program of rewards and recognitions, the Chairman's awards for celebrating internal champions and change-makers and so on, go a long way in holding our people engaged enthusiastically with us.

A host of metrics keep an eye on people satisfaction and engagement. Feedback, concerns captured through multiple stakeholder forums, high overall retention, high return to work after maternity/paternity, productivity improvements, cycle time reductions, high customer satisfaction and other related measures indicate positive scenarios for us. Our project level engagement survey and customer experience survey results indicate a highly motivated and engaged talent pool.

Several ex-Mindtree Minds keep joining us back on a regular basis under our Home-coming program, and this, we believe, is a strong indicator of people satisfaction.



Wellness

Health and safety is a key area for us at policy and practice level. OHSAS certification for health and safety covers all locations. We focus on holistic wellbeing - physical, emotional and financial wellbeing, with carefully designed initiatives and activities for each of the constituents of wellbeing.



Our program for wellbeing covers a vast range of initiatives. Our policies, physical and emotional infrastructure are geared to ensure satisfaction on this front. The Healthy Workplace Award we received in 2017 (Gold level) and in 2018 (Platinum level) is a testimony to our endeavours.

As a special feature of our holistic approach, we have opened our counselling and lifestyle modification webinars to families and partners of our people too, thus extending our inclusiveness.

Wellbeing programs cover health camps, webinars, counselling and other initiatives. Health and fitness, psychological wellbeing, diet, nutrition, mindfulness and several other themes form the array of our initiatives. Our approach encourages our people to choose and take up challenges to boost health and fitness, with the support of an online portal (zoojoo.be), and we see our people inspiring each other through such challenges taken and accomplished.

Mapping talent potential

Mindtree has embarked upon a few new initiatives, looking at the organization as a sum of potential profiles rather than a group of current roles alone.

We have launched a systemic mapping of the talent profiles in 2018 to track, retain and develop talent pipelines needed at various levels and roles in the future.

The approach goes beyond focus on roles, to a focus on potentials, beyond 'top talent' to 'right talent'. Such profiling leads to deep people development initiatives for specific cohorts of people: Campus Mindtree Minds in the initial five years, Mindtree Minds in subsequent levels and also business groups and so on.

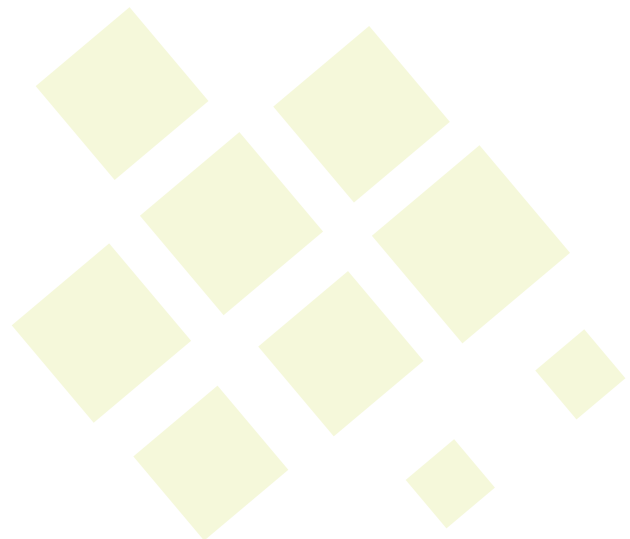
First Five, as we call it, is the program where different functions come together to collaborate to select and groom the right talent during the first five years of engagement with Mindtree.

This program ensures a smooth plug-in for the next level leadership gaps in tech management.

Next Five, our plan for the years after the initial five, involves multiple programs, covering project managers, delivery managers and so on. We also have the enterprise leadership programs designed for general managers and above.

Our leadership programs continue to evolve, and our gender-focussed initiatives do so as well.

In sum, the entire range of talent pool thus being mapped and groomed for continuous growth, creates a win-win, by contributing to people satisfaction with respect to their own growth as well as organization's need for readily available talent at all levels.



An App for Mindtree Culture!

Mindtree is an expertise-led, culture-backed organization, our culture often acting as our differentiator. Culture, beyond its formal definitions, comprises a multitude of little things that do not and cannot get into a rulebook or policy or code. Yet they determine behaviours on the ground. 'Culture is what people do when no one is looking', we say.

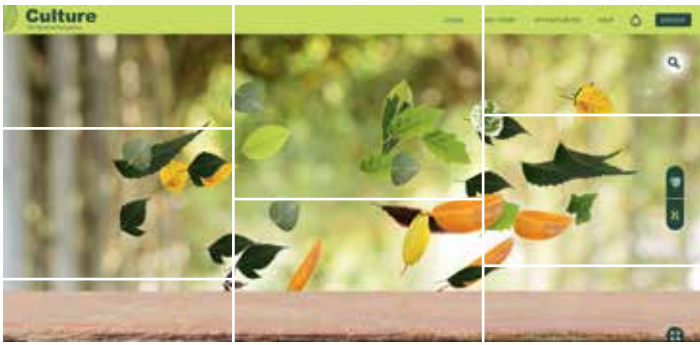
Ours is a distinct culture based on the natural expression of our DNA and core values, tended to with conscious care and grown with uncompromising integrity. As a part of our endeavour to preserve and pass on this culture, as the

organization grows and morphs, and as a part of our 'emotional infrastructure' for holistic learning environment, we have launched an app for culture.

Mindtree believes in the power of stories. Diverse stories with first hand narration, come together as a collage for viewing Mindtree through the eyes of several narrators.

Through stories Mindtree Minds go beyond the 'words', to actually 'experience' the culture. These stories are part of the 'Living Tree', where each leaf is a story and each story, a part of Mindtree.





With different themes like cascading leaves against a serene backdrop or leaves floating on water, with ripples reaching outward, the application opens up a world of stories.

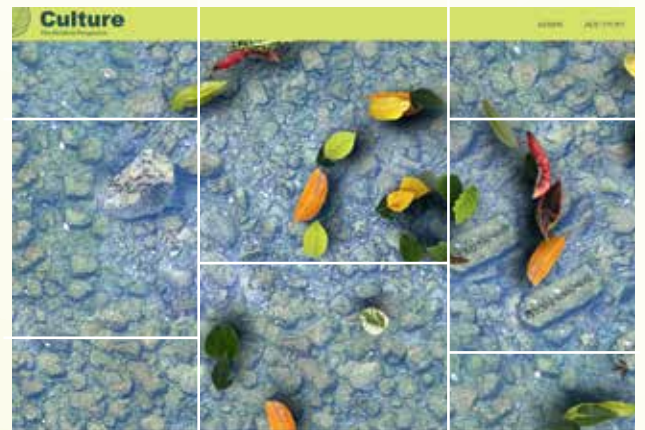
This is a delightful collection of stories - each a personal narration by a Mindtree Mind recounting incidents and experiences that touched him or her as 'Mindtree Culture'.

Well told, well shot, the compelling stories open up new and lateral entrants to the humane, inclusive culture that Mindtree is, beneath its cutting-edge, futuristic technology prowess.

What could be a better way of sharing this special culture other than by telling real life stories!

These stories also strengthen the ethos further among the not-so-new Mindtree Minds, reaffirming the thread that connects us all, beneath the structural and operational boundaries of day to day work.

Having launched the app in February 2019, we plan to continue to add to it, making it a growing anthology on our distinct culture.



DEVELOPING TALENT



Talent development is at the heart of our expertise, and in the new age of digital transformation of the world; it in fact entails '**talent transformation**'.

Learning has always been at the centre of our talent development, with a focus on learner-led modes, experiential learning and ever-evolving methodologies. The edge of expertise we enjoy in the digital space of the market would have been inconceivable without our visionary approach to the emerging expectations of the new digital world. Present-forward and future-backward are not just our market strategies but the underlying philosophy towards our talent development, to meet urgent needs of the current business and to anticipate and respond to future needs. The principles of 'Run' (sustain regular business) and 'Grow' (transform for the future) apply to business outside as well as talent development inside.

Talent transformation at Mindtree takes a holistic stance towards people potential and its growth, through internal frameworks of learning journeys, technological leverage, analytics, along with the humane touch and people-centricity.

We recognize that holistic learning not only needs an intellectual component and a physical infrastructure to support, but also digital infrastructure and emotional support. Hence the approach to talent grooming involves physical, emotional, intellectual and digital infrastructure, each involving its own components, plans and programs, to offer **holistic learning as 'journeys'** to our people.

Acquiring talent happens through our 'star seeker' events across campuses where we screen and explore potential talent in our own distinct ways, sharing with them our vision and ways, culture and commitments, stories and anecdotes, assessing not only knowledge and skills but alignment and potentials as well. 'Coffee with talent' engages with them more deeply at post offer stage. We now use AI-based tools to shortlist profiles and deploy paperless processes, in the true spirit of sustainability.

Across different stages of talent acquisition, we digitized the processes to save paper, thereby saving 24 trees in the current year.

Creating full stack engineers

Engineers of tomorrow cannot be created with today's frameworks or competitive, external benchmarks but only with a vision for tomorrow.

Mindtree Kalinga, our proud investment in state-of-the-art Global Learning Centre for creating 'full stack engineers' illustrates the 'learning organization' that Mindtree is.

The 90 days training for fresh talent is not a typical induction but is an experiential journey involving a touch of real life, carefully crafted to develop technical, business and social mindsets in the engineers of tomorrow.

Responsibility is insisted upon as a key learning outcome intended in all learning engagements here, apart from the emphasis on curiosity and courage. Sustainability is embedded into the design of learning programs, along with organization, business, engineering,

technology and professionalism forming other key elements of design.

Apart from thriving in its new-age learning environment with ever evolving curricula and pedagogies, Mindtree Kalinga continues this year to 'learn from unusual sources', from workshops on traditional heritage of Odisha, to supporting 'make in Odisha' initiative, to being one of the few campuses chosen to participate in the Prime Minister's Self4Society initiative.



Mindtree has initiated an experience survey this year for Campus Mindtree Minds, after their 90 days program at Kalinga. We also shared best practices across global locations to standardize the induction training.

Lateral entries into Mindtree entails not only technical and role-based training but also behavioural training, communication training, leadership development and a highly

deliberate enculturation. We believe that talent training is never complete without an immersion into Mindtree culture. We are keen for our talent to be expertise-led and culture-backed.

Three pillars of our growth are: being consulting-led, humane automation and package focus (with modular designs).

The digital wave of the new world that has brought in new market expectations has made the need to rapidly transform domain knowledge and skills very important. We train and certify an increasing number of engineers in skills in analytics, big data, Cloud, DevOps, enterprise portals, scripting, mobility, Salesforce, web technology and so on.

Beyond these new skills, the complex, disruptive environment also needs a parallel set of capabilities—spontaneity, agility, problem solving, ability to connect, communicate, lead and so on. We have been designing and launching learning engagements for developing these capabilities.



YORBIT

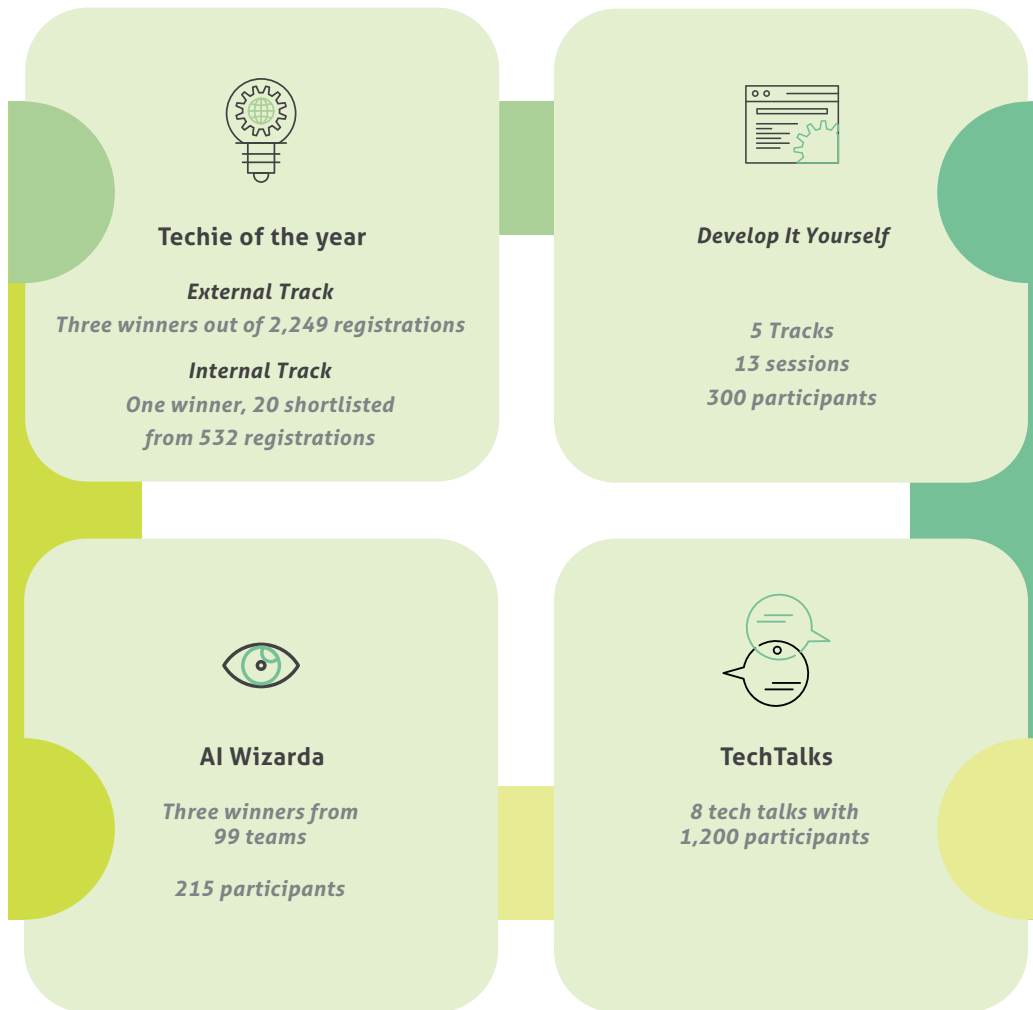
Turning our digital skills inward for the benefit of our internal skilling, we designed and launched Yorbit, our multi-channel content integrator and learning platform.

In two years, Yorbit has transformed the way we approach learning and talent development at Mindtree. Taking the virtual learning component to 98% through its diverse courses, balancing the push and pull factors involved in learning, and reducing the learning costs by 40% per course, the bite-sized, modular platform has helped us reskill, upskill and cross-skill at a large scale. It has shifted our learning to make it more strategic, proactive and customized to individuals and account needs.

With 2,600+ courses so far, including 120 new courses in emerging technologies alone, and 95,000 completions in the financial year 2018-19 alone, Yorbit has proved to be a great tech-innovation tool for talent transformation, and a wonderful testimony for our current mantra, 'Digital Inside'.

But we are not stopping at that. Yorbit has been built with the user experience at the fore-front. As we continue to focus on this, we are now building 'journeys of learning' for our Minds and strengthening the 'intelligence' of the system to align with the nature and expectations of the millennials.

Osmosis 2018: Our Annual Tech Fest



We have established multiple **Centres of Excellences** across business groups that act as learning hubs. Structurally, these are geared to bring attention and energy to promote learning goals.

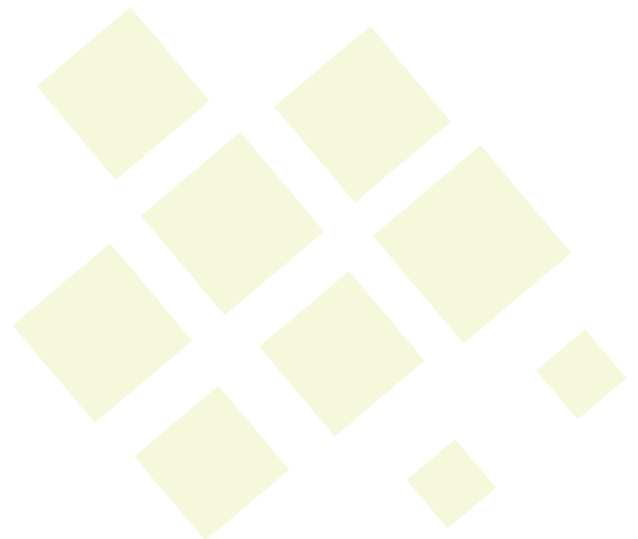
We have our Competence Development Managers, Account Learning Managers and Project Learning Managers working together with our Learning and Organization Development functions to design our learning engagements.

Our learning engagements cover all levels of the organization, as well as, specific cohorts such as business groups. Our delivery managers and project managers were also covered under learning programs specifically designed for them.

With our digital capabilities applied for internal purposes, we are building the expertise to go deeper and more contextual in our learning.

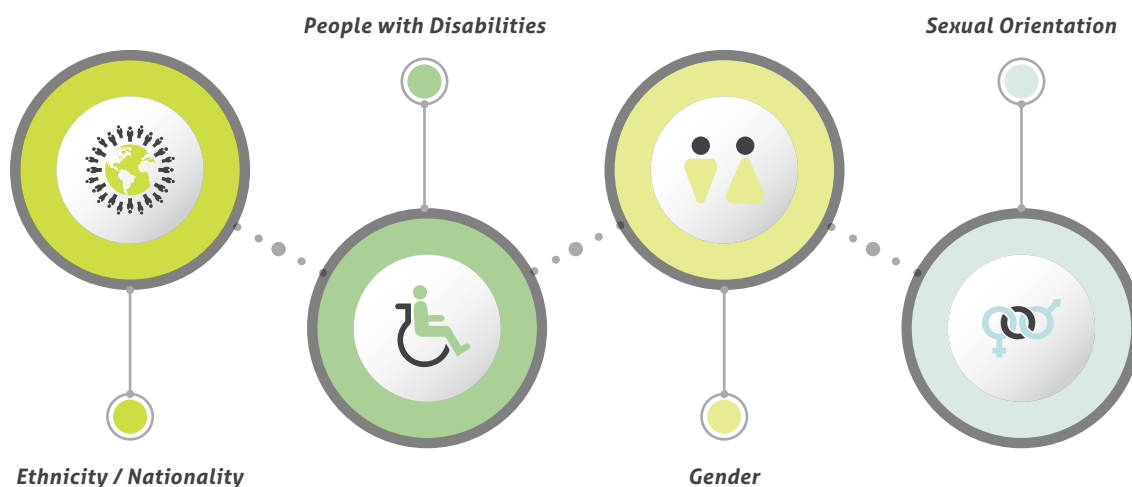
We have introduced account-specific and project-specific learning. This is open to Minds specific to the account and projects, ensuring that we are compliant with client IP norms. We have 40% of our total accounts covered this year by account landscaping on Yorbit, thus enabling account-specific on-boarding and skilling.

Senior leaders sponsor and guide the learning engagements. Leaders themselves go through a leadership development journey, which Mindtree co-created with Korn-Ferry International. **The leadership model** measures and develops learning agility, leader competence, with 'self-awareness' being the magic multiplier.



FOCUS ON DIVERSITY

Our Diversity Charter



Our charter for diversity, EDGeS guides us in our plans and programs on diversity. We launched our diversity index last year, to provide real-time data dashboard for leadership oversight, monitoring progress towards our goals and conduct any specific enquiries at any level as required. Our policies on non-discrimination, equal remuneration and reasonable accommodation give direction for our diversity goals and plans.

41 people with disabilities form an integral part of the Mindtree talent pool, and are supported by the physical, emotional and social infrastructure designed for them. They contribute richly to the value Mindtree creates for its clients and are growing as expert professionals in their careers.

With Mindtree crossing 20,000 mark in people strength this year, we are glad to inform that we are maintaining our gender proportion at

31%, and brace ourselves to pursue a higher goal ahead. Achieving **50%** gender balance at campus levels does give us an initial boost for our gender agenda, and our comprehensive policies, practices and support systems strive hard to keep the gender balance high along their subsequent journey with us.

Refresh, our drive to source talented women who want to pursue their career after being on a break for six months to two years, brought in 15 women into the talent pool this year, filling in slots in testing and digital areas. A 45 days' training program is designed to align and ready them for Mindtree.

Our policies and support facilities create a conducive environment for Lady Mindtree Minds. All our locations have childcare facilities on premise or within a 500 metre distance.

Return to work post maternity leave and subsequent retention up to at least one year have consistently been excellent at Mindtree, indicating high engagement levels.

(Annexures share the relevant data.)

Technology-based support is brought in too, through our MiLady app which not only shares important information to the women on leave, but also makes their re-joining after the break, smooth and seamless. Our transport mechanisms that ferry women safely, the ecosystem created by Dhriti, our women community group, and several other initiatives create a safe and nurturing work environment for our Lady Mindtree Minds. Our wellness programs which follow a holistic approach consciously factor in sensitivities needed for women's wellbeing and are designed to address them as well.

To bring in inclusivity, trainings on 'men as advocates' are being conducted across locations to remove 'unconscious bias'.

Exuberance, our leadership development program exclusively meant to create future leaders out of experienced middle level Lady Mindtree Minds, has produced 106 potential leaders so far, including the batch of 30 who underwent the program this year. Going forward, we would be taking stock of the impact of the program on leadership potential created and enhanced.

Mifootprint, a program for Lady Mindtree Minds in mid management aims to create an ecosystem to learn, get coached, and to craft purposeful careers.

Broken down into two key phases, the program offers inspiration and bite-sized courses with certification in the first phase and moves on to offer coaching and exclusive learning in the second phase. Integrating knowledge, behaviour-shaping and life skills, offered on Yorbit and linked to the zoojoo.be platform (where they can take up and announce challenges for skill building), the program is built to offer a holistic support path for aspiring Lady Mindtree Minds.



Leap: Learn-Empower-Aspire-Progress (towards tech)

Our Chennai campus came up with a unique program this year with a goal of furthering the cause of creating tech-leaders among women. Owned and run by a group of passionate Lady Mindtree Minds given to the cause of women tech-leaders, the program takes upon itself the tough task of changing the mind-set, creating cohesive work environment, skilling and reskilling and mentoring on the journey. Described by the team as 'subtle in process but dramatic in impact', the program is a first in Mindtree to bring in such sharp focus on technology grooming exclusively for women.



Having been placed for the third consecutive year in the Top 100 Best Companies for Women in India - Working Mother and Avtar, being conferred the Arogya World Healthy Workplace award - platinum level and the Roundglass recognition for our wellness programs, we are glad to be recognised for our humble efforts in the diversity imperatives, and are looking at further strengthening the journey, as more needs to be accomplished.





Business Creating Sustainable Value



Approach

Mindtree believes in pursuing social and environmental bottom lines along with the economic bottom line, and hence our economic growth has been inclusive and responsible. The economic value we add every year reaches several stakeholders beyond primary stakeholders. This inclusivity is at the heart of all the economic value we create and grow every year, leveraging the multiple capitals we are privileged to own and nurture. Our multiple capitals come together to create a sustainable value.

Mindtree has performed exceedingly well on its financial bottom lines consistently, thus generating consistent economic value add and meaningful value for our larger stakeholders - the society and the planet.

Our performance on financial parameters has been excellent. Our customers acknowledge high levels of satisfaction of our services and encourage our strides in emerging technology domains. Ever balancing the present-forward and future-backward modes of strategic thinking, Mindtree remains a future-led technology provider, relevant and agile today.

The strategic priorities are engineering excellence, profitability, consistency and agility. The sharpened focus on delivery excellence and agile emerged as **'great quality, delivered faster'** in our materiality refinement exercise, in the context of sustainability performance and reporting.



Quality is value perceived by the customer, and we see quality and delivery as closely interconnected imperatives. Being agile and sharp on delivery is significant for our success. Hence our material focus on **'great quality, delivered faster'**, which is also what delivery excellence means to our customer.

Data security is of highest significance to gain customer confidence and cyber security being prime concern, Mindtree adopts high standards in its approach to data privacy and data security. Mindtree's IT security and Data Protection Office has implemented technical measures to protect the data at rest and data in motion. Mindtree's high level of customer satisfaction and zero data breach violation are a testimony to our strength in the area of data privacy and data security.

CREATING CONSISTENT VALUE

Mindtree has offered consistent performance on revenue, growth, and stable margins over the years. Our market capitalisation and stock performance have been on a constant rise.

Our **'economic value generated and distributed'** reflect how our operations have economically benefitted stakeholders engaged with us. (See the annexures for the data tables on economic value added.) The economic value we add cascades to the government, to employees, suppliers, and also to larger stakeholders in the form of CSR.

Our early shift from traditional domain of coding, testing and IT infrastructure to SMART, agile, AI and so on has paid off well. Born digital, we took the tech-revolution bull by its horn and led our clients with our 'present forward' and 'future backward' approach.

'Run your business' and 'Grow your business' are our offers to the market, covering the present and the future, for our customers.

Mindtree offers an integration of the traditional run-the business silos for high quality and efficiency and also offers innovative solutions for gaining competitive advantage, based on digital and other futuristic strengths. This is also consistent with our present-forward and future-backward strategy we believe in and adopt, simultaneously working on the present and folding the future in. Our digital revenue component stands at 50%, a testimony to our position at the digital frontier.

Our partnerships also have further strengthened today as we focus on bringing in partners of choice who align with our values and strategy. With partners such as Microsoft, SAP, Adobe, Salesforce, and several start-ups, together, we create the future.

Our focus on excellence and agile being translated into 'quality delivery, delivered faster' in terms of customer requirement and our internal implication, they were further defined as our key material issues from the sustainability performance and reporting perspective.

Automation and innovation, while continued to focus externally on bringing efficiency and novelty to our service for the customers, also saw an inward movement, which we termed as 'Digital Inside'.

'Digital Inside' was born as a CEO-led endeavour, keen on leveraging our capabilities for streamlining our internal processes.

The pervasive intent grew over the year, touched many functions and units, inspiring initiatives from across the organization, which committed to use the digital strength for internal purposes. Yorbit has been our flagship on the path of 'Digital Inside'.

Several others have joined the fleet: Gladius with IoT capability, iProcure for sustainable procurement, Shotclass, Inspect mind and vision analytics apart from GCB IoT, MVisage and so on.

GREAT QUALITY, DELIVERED FASTER

A material issue for economic sustainability, and a mantra for Mindtree, 'great quality, delivered faster' is not only about defect-free delivery; it is about making our deliveries 'first time right'; it is about innovating to deliver faster to enable 'faster time to market'; it is about the whole experience of delivery. Our industry-leading customer experience survey results are a testimony of driving this philosophy in action.

Our internal communication media and platforms carry a periodic call of 'great quality, delivered faster' in the form of periodic newsletters, quarterly updates, success stories and so on, which keep Mindtree Minds inspired and focused on the mantra. Using our state-of-the-art proprietary delivery management platform 'One Mind', our project teams provide monthly updates on quality of delivery, and our leadership team continuously monitors the project performance of quality and faster delivery.

Recently launched, our delivery portal exclusively focusses on sharing project experiences on delivering great quality and faster delivery to our customers in challenging environments. In addition, the delivery portal shares insights from delivery leadership and point of views from industry experts for the benefit of our project teams' knowledge, and to equip them for delivery on the promise of high quality and speed.

Deepening governance for quality

We believe that quality and delivery are inseparably interconnected, and for delivery excellence, quality should be intrinsically built deep within. Hence we focus on building governance within line functions and across levels. Apart from sample audits, self-enquiry and assessments are of paramount significance when it comes to quality delivery. Monthly project management reviews at delivery managers' level facilitate corrective measures at project levels. Portfolio performance reviews ensure thematic improvements at delivery partner levels. The early warning systems built in enable timely checks and balances in the processes.



People-centric

Delivery is predominantly a people-driven function. Our 'consulting first' approach coupled with our customers' expectation of us in leading them in their tech roadmaps, places a rigorous expectation on our people in terms of skills and mind-set. New changes in the digital world have brought in new requirements in capacity, capability and competence of people, changing the way we must build our talent pool for delivery. To keep our leadership edge in the digital world, nurturing delivery becomes an imperative.

Talent transformation

Behavioural training and skilling complement the technical trainings. Yorbit and offline learning opportunities help the transformation in a big way. 'Digital Inside' as an approach supports talent transformation immensely, in our experience.

In the current year, we trained 800 engineers on Cloud, to add to the over 1,000 engineers already trained. Managing customer experiences was the agenda of learning for our delivery managers and leaders.

We established a project management practice centre, as a superstructure to our services and verticals, to bring in consistency and standardization to our delivery.

Our investments in people are gratifying, in this context.

We recognize the need that the managers have to be not only specialists but all-rounders as well.

Technical as well as application knowledge should be built into their repertoire. Studying the emerging needs from this perspective, and mapping the current capabilities, we strive to transform our talent pool into one that is future-ready today.

We aligned our talent acquisition to the need for future-ready skills, and made it sharper at pre-screening and screening stages. We will be focussing on Cloud-ready recruitments and also redesigning our learning curricula at Mindtree Kalinga to strongly reflect the emerging needs.



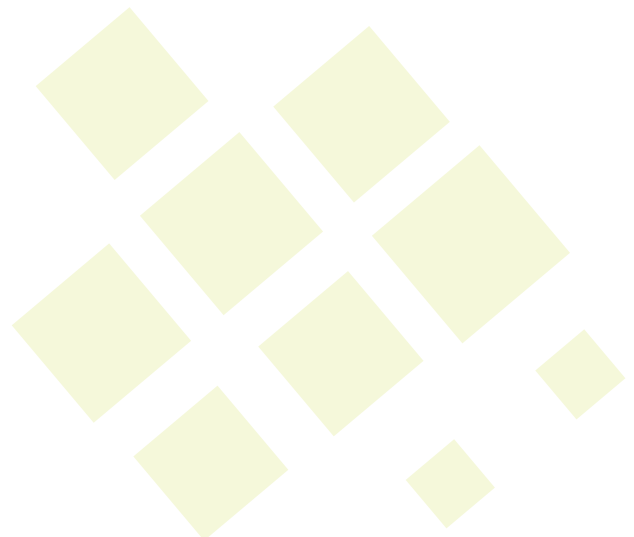
Being agile is imperative in the context of our industry with fast-paced dynamics and the pace of the digital. Our proven strengths in emerging technologies and our increasing span of the digital are our levers for the future. Agile methodologies and DevOps processes of continuous integration and continuous deployment are increasingly being adopted for better business solutions today.

Our Agile Centre of Excellence works with talent development in leading this transformation as capability for agile is carefully being built into our learning and training systems.

Innovation, experimentation and systems which are designed to cut down inefficiencies and optimise efficiencies in operations help bring in faster delivery. **Project DRIVE**, launched in 2016-17 continues to optimize cost, time, quality, automation and related operational measures in a significant way. **Project LEAN**, spanning across locations now, continues to release, reroute and redeploy our talent, cutting redundancies, increasing efficiencies, wave after wave. With a combination of direct training and training on Yorbit, learning and improvement are inbuilt as the DNA, to deliver the value that the customers seek from Mindtree.



Indian IT-BPM market is estimated to touch USD 350-400 Billion by 2025 and the digital growth, 30% year-on-year. With our forte in the digital space, and our widespread global presence (Refer our website/Annual Report), we are best placed to take advantage of the big opportunity and to deliver sustainable value to all our stakeholders.



PERFORMANCE DATA

Economic value generated and distributed

(INR in crores)

Direct Economic Value Generated (A)	2018-19	2017-18	2016-17	2015-16	2014-15	2013-14	2012-13
Revenue (through core business segments)	7,021.55	5,462.83	5,236.39	4,672.97	3,561.90	3,031.60	2,361.82
Other income (through other sources)	89.33	190.22	55.33	83.90	83.50	49.59	35.03
Total	7,110.87	5,653.05	5,291.72	4,756.87	3,645.40	3,081.18	2,396.85
Economic Value Distributed (B)							
Operating cost	1,552.33	1,167.53	1,134.15	1,067.71	794.25	654.33	493.82
Personnel expenses (wages+benefits)	4,397.64	3,550.19	3,392.92	2,780.68	2,057.20	1,767.24	1,413.82
Interest charges	2.95	16.91	19.10	16.04	0.08	0.45	1.04
Taxes and royalties (given to various govt. wherever business units are located) - Taxes expenses	232.74	172.22	136.23	170.60	154.52	127.47	84.73
Taxes and royalties (given to various govt. wherever business units are located) - Dividend tax paid	37.80	25.37	32.57	39.40	29.15	17.99	8.06
Dividends (payments to capital providers)	180.51	148.79	167.93	209.50	142.40	104.15	49.70
Donations (political parties/politicians)	-	-	-	-	-	-	-
Community development/CSR investments - paid to Mindtree Foundation	7.04	4.60	4.8	3.60	1.25	-	1.78
Total	6,411.01	5,085.61	4,887.69	4,287.53	3,178.86	2,670.39	2,052.95
Economic Value Added (A-B)							
	699.86	567.44	404.03	469.34	466.54	410.79	343.90

Exemptions received

(INR in crores)

Financial assistance received	2018-19	2017-18	2016-17	2015-16	2014-15	2013-14	2012-13
IT exemption	339.28	301.22	282.75	352.40	273.12	208.40	166.14
Land provided at subsidised rate	-	-	-	-	-	-	-
Incentives	-	-	-	-	-	-	-
Custom, excise duties waived#	18.5	6.38	6.54	14.95	14.67	26.49	4.64
Others	-	-	-	-	-	-	-
Total	357.78	307.60	289.29	367.35	287.79	234.88	170.78

*Central Government holds 563,315 shares (0.34%) of Mindtree.

Our increasing talent pool

M - Male, F - Female, T - Total

Categorization	2018-19			2017-18			2016-17			2015-16			2014-15			2013-14			2012-13			
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	
By Employee Category																						
Associates (74-C4)	10,560	5,685	16,245	9,357	4,672	14,029	8,600	4,222	12,822	9,113	4,162	13,275	8,105	3,561	11,666	5,789	2,836	8,625	6,587	3,083	9,670	
Middle Management (C5-C7)	3,119	563	3,682	2,680	443	3,123	2,621	425	3,046	2,415	368	2,783	2,014	286	2,300	3,493	748	4,241	1,581	219	1,800	
Senior Management (C8-C9)	228	23	251	196	17	213	170	15	185	138	10	148	127	9	136	37	1	38	101	7	108	
Top Management (C10- C12)	25	1	26	19	1	20	17	1	18	15	2	17	16	1	17	21	1	22	13	0	13	
Subsidiary Employee	0	0	0	126	54	180	5	5	10	52	22	74	-	-	-	-	-	-	-	-	-	-
By Employee Contract																						
Permanent	13,932	6,272	20,204	12,378	5,187	17,565	11,413	4,668	16,081	11,733	4,564	16,297	10,262	3,857	14,119	9,340	3,586	12,926	8,282	3,309	11,591	
Contract	1,667	864	2,531	991	328	1,319	849	282	1,131	869	345	1,214	869	317	1,186	726	223	949	634	223	857	
By Employee Type																						
Total no. of employees in FTEs	13,932	6,272	20,204	12,378	5,187	17,565	11,413	4,668	16,081	11,733	4,564	16,297	10,262	3,857	14,119	9,340	3,586	12,926	-	-	0	
Full Time Employees (Headcount)	13,932	6,272	20,204	12,378	5,187	17,565	11,413	4,668	16,081	11,733	4,564	16,297	10,262	3,857	14,119	9,340	3,586	12,926	8,275	3,236	11,511	
Part Time Employees (Headcount)	1,667	864	2,531	991	328	1,319	849	282	1,131	869	345	1,214	869	317	1,186	0	0	0	7	73	80	
By Region																						
India	10,864	5,514	16,378	9,707	4,635	14,342	9,016	4,230	13,246	9,437	4,161	13,598	8,571	3,629	12,200	7,866	3,400	11,266	7,140	3,174	10,314	
UK	358	86	444	316	91	407	206	44	250	226	50	276	174	33	207	168	25	193	126	20	146	
US	2,299	598	2,897	1,970	399	2,369	1,780	340	2,120	1,637	296	1,933	1,185	157	1,342	955	126	1,081	767	86	853	
Others	411	74	485	385	62	447	411	54	465	433	57	490	332	38	370	351	35	386	249	29	278	
By Age																						
<30	5,848	3,945	9,793	5,285	3,276	8,561	4,951	2,959	7,910	5,570	3,018	8,588	5,128	2,640	7,768	4,889	2,552	7,441	4,565	2,481	7,046	
30-50	7,801	2,269	10,070	6,878	1,862	8,740	6,303	1,673	7,976	6,024	1,509	7,533	5,051	1,206	6,257	4,380	1,022	5,402	3,660	824	4,484	
>50	283	58	341	215	49	264	159	36	195	139	37	176	83	11	94	71	12	83	57	4	61	
Total	13,932	6,272	20,204	12,378	5,187	17,565	11,413	4,668	16,081	11,733	4,564	16,297	10,262	3,857	14,119	9,340	3,586	12,926	8,282	3,309	11,591	

By Region & Working Type	India		UK		US		Others	
	M	F	M	F	M	F	M	F
Permanent	16,378	4,084	444	2,897	485			
Contract	1,931	34	548	18				

New hires

M - Male, F - Female, T - Total

Categorization	2018-19		2017-18		2016-17		2015-16		2014-15		2013-14		2012-13								
	M	F	M	F	M	F	M	F	M	F	M	F	M	F							
By Employee Category																					
Associates (T4-C4)	4,055	2,136	6,191	2,817	1,267	4,084	1,998	1,040	3,038	3,482	1,613	5,095	3,009	1,170	4,179	1,880	739	2,619	1,675	753	2,428
Middle Management (C5-C7)	604	108	712	305	42	347	388	54	442	498	81	579	345	39	384	560	106	666	156	21	177
Senior Management (C8-C9)	30	5	35	25	3	28	28	3	31	19	2	21	24	3	27	10	0	10	16	2	18
Top Management (C10-C12)	1	0	1	3	-	3	2	-	2	1	1	2	1	0	1	2	0	2	1	0	1
Subsidiary Employee	0	0	0	162	69	231	0	0	0	59	28	87	-	-	-	-	-	-	-	-	-
By Region																					
India	3,896	1,974	5,870	2,681	1,162	3,843	2,065	994	3,059	3,546	1,580	5,126	3,092	1,159	4,251	2,265	791	3,056	1,706	738	2,444
UK	42	8	50	142	61	203	12	3	15	19	2	21	11	0	11	8	3	11	6	0	6
US	675	249	924	445	139	584	309	92	401	428	126	554	226	44	270	139	44	183	101	33	134
Others	77	18	95	44	19	63	30	8	38	66	17	83	50	9	59	40	7	47	35	5	40
By Age																					
<30	2,732	1,710	4,442	1,971	1,072	3,043	1,577	835	2,212	2,509	1,322	3,831	2,143	949	3,092	1,638	681	2,519	1,054	574	1,628
30-50	1,861	517	2,378	1,247	288	1,535	994	252	1,246	1,472	374	1,846	1,200	259	1,459	792	157	949	770	198	968
>50	97	22	119	94	21	115	45	10	55	78	29	107	36	4	40	22	7	29	24	4	28
Total	4,690	2,249	6,939	3,312	1,381	4,693	2,416	1,097	3,513	4,059	1,725	5,784	3,379	1,212	4,591	-	-	3,297	1,848	776	2,624

Attrition among new hires

M - Male, F - Female, T - Total

Categorization	2018-19		2017-18		2016-17		2015-16		2014-15		2013-14		2012-13									
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T							
By Employee Category																						
Associates (T4-C4)	416	201	617	195	67	262	172	78	250	291	106	397	170	45	215	233	124	357	128	49	177	
Middle Management (C5-C7)	52	11	63	23	7	30	32	7	39	38	8	46	129	28	157	38	9	47	3	10	13	
Senior Management (C8-C9)	2	1	3	1	-	1	1	-	1	1	-	1	14	2	16	0	0	0	0	0	0	0
Top Management (C10- C12)	0	0	0	0	0	0	0	0	0	-	-	0	0	0	0	0	0	0	0	0	0	0
Subsidiary Employee	0	0	0	36	15	51	0	0	0	7	6	13	-	-	-	-	-	-	-	-	-	-
By Region																						
India	331	172	503	162	58	220	153	66	219	287	108	395	272	67	339	250	124	374	122	48	170	
UK	3	2	5	24	13	37	1	1	2	1	-	1	2	0	2	0	1	1	1	0	1	
US	124	38	162	58	15	73	49	17	66	47	12	59	34	6	40	20	8	28	14	4	18	
Others	12	1	13	11	3	14	2	1	3	2	-	2	5	2	7	1	0	1	1	0	1	
By Age																						
<30	242	154	396	105	57	162	99	44	143	189	77	266	186	54	240	201	115	316	84	41	125	
30-50	208	54	262	135	29	164	101	38	139	142	39	181	121	20	141	68	16	84	54	9	63	
>50	20	5	25	15	3	18	5	3	8	6	4	10	6	1	7	2	2	4	2	0	2	
Total	470	213	683	255	89	344	205	85	290	337	120	457	313	75	388	-	-	404	131	59	190	

Total attrition

M - Male, F - Female, T - Total

Categorization	2018-19			2017-18			2016-17			2015-16			2014-15			2013-14			2012-13			
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	
By Employee Category																						
Associates (T4-C4)	2,713	1,143	3,856	1,889	784	2,673	2,286	928	3,214	2,205	957	3,162	2,072	877	2,949	1,213	597	1,810	1,265	535	1,800	
Middle Management (C5-C7)	474	85	559	399	61	460	417	69	486	348	54	402	368	63	431	440	103	543	247	25	272	
Senior Management (C8-C9)	33	8	41	21	3	24	24	-	24	22	2	24	26	0	26	9	1	10	22	1	23	
Top Management (C10- C12)	1	0	1	2	-	2	4	1	5	4	-	4	7	0	7	3	0	3	0	0	0	
Subsidiary Employee	2	1	3	36	15	51	0	0	0	7	6	13	-	-	-	-	-	-	-	-	-	
By Region																						
India	2,596	1,064	3,660	1,854	741	2,595	2,298	903	3,201	2,249	976	3,225	2,189	878	3,067	6,134	671	6,805	1,423	534	1,957	
UK	65	21	86	41	17	58	11	5	16	16	1	17	19	5	24	10	3	13	6	5	11	
US	489	134	623	367	88	455	358	80	438	267	39	306	221	51	272	130	27	157	78	17	95	
Others	73	18	91	85	17	102	64	10	74	54	3	57	44	6	50	27	0	27	27	5	32	
By Age																						
<30	1,491	771	2,262	947	495	1,442	1,278	610	1,888	1,385	654	2,039	1,267	592	1,859	929	479	1,408	710	358	1,068	
30-50	1,650	443	2,093	1,331	353	1,684	1,411	372	1,783	1,170	359	1,529	1,179	343	1,522	709	218	927	811	199	1,010	
>50	82	23	105	69	15	84	42	16	58	31	6	37	27	5	32	27	4	31	13	4	17	
Total	3,223	1,237	4,460	2,347	863	3,210	2,751	998	3,729	2,586	1,019	3,605	2,473	940	3,413	1,665	701	2,366	1,534	561	2,095	

Rate of turnover

(Values in %) M - Male, F - Female, T - Total

Categorization	2018-19			2017-18			2016-17			2015-16			2014-15			2013-14			2012-13			
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	
By Employee Category																						
Associates (T4-C4)	25.7	20.1	23.7	20.2	16.8	19.1	26.58	21.98	25.07	24.20	22.99	23.82	26	25	25	21	21	21	21	19	17	19
Middle Management (C5-C7)	15.2	15.1	15.2	14.9	13.8	14.7	15.91	16.24	15.96	14.41	14.67	14.44	18	22	19	13	14	13	16	11	15	
Senior Management (C8-C9)	14.5	34.8	16.3	10.7	17.6	11.3	14.12	0.00	12.97	15.94	20.00	16.22	20	0	19	24	100	26	22	14	21	
Top Management (C10- C12)	4.0	0.0	3.8	10.5	0.0	10.0	23.53	100.00	27.78	26.67	0.00	23.53	44	0	41	14	0	14	0	#DIV/0!	0	
Subsidiary Employee	#DIV/0!	#DIV/0!	#DIV/0!	28.6	27.8	28.3	0.00	0.00	0.00	13.46	27.27	17.57	-	-	-	-	-	-	-	-	-	-
By Region																						
India	23.9	19.3	22.3	19.1	16.0	18.1	25.49	21.35	24.17	23.83	23.46	23.72	26	24	25	16	19	17	17	16	17	
UK	18.2	24.4	19.4	13.0	18.7	14.3	5.34	11.36	6.40	7.08	2.00	6.16	11	15	12	1	1	1	5	25	8	
US	21.3	22.4	21.5	18.6	22.1	19.2	20.11	23.53	20.66	16.31	13.18	15.83	19	32	20	#DIV/0!	1	#DIV/0!	10	20	11	
Others	16.2	23.1	17.2	22.1	27.4	22.8	15.57	18.52	15.91	12.47	5.26	11.63	13	16	14	0	0	0	11	17	12	
By Age																						
<30	25.5	19.5	23.1	17.9	15.1	16.8	25.81	20.62	23.87	24.87	21.67	23.74	25	22	24	19	19	19	16	14	15	
30-50	21.2	19.5	20.8	19.4	19.0	19.3	22.39	22.24	22.35	19.42	23.79	20.30	23	28	24	16	21	17	22	24	23	
>50	29.0	39.7	30.8	32.1	30.6	31.8	26.42	44.44	29.74	22.30	16.22	21.02	33	45	34	38	33	37	23	100	28	
Total	23.1	19.7	22.1	19.0	16.6	18.3	21.17	23.50	21.85	22.04	22.33	22.12	24.10	24.37	24.17	#REF!	#REF!	#REF!	19	17	18	

Standard benefits provided

Standard Benefits Provided	India		US		UK		ROW	
	Full Time	Part Time/ Contract	Full Time	Part Time/ Contract	Full Time	Part Time/ Contract	Full Time	Part Time/ Contract
Group Term Life Insurance	Yes	No	Yes	No	Yes	No	Yes	No
Health Care - Medical Insurance	Yes	No	Yes	No	Yes	No	Yes	No
Disability - Eg : Cab Facility	Yes	Yes	No	No	No	No	No	No
Parental Leave	Yes	No	Yes	No	Yes	No	Yes	No
Retirement provision (PF+Gratuity)	Yes	No	Yes	No	Yes	No	Yes <i>(Superannuation in Australia)</i>	No
Stock Ownership	Yes <i>(as approved by Comp Committee)</i>	No	Yes <i>(as approved by Comp Committee)</i>	No	Yes <i>(as approved by Comp Committee)</i>	No	Yes <i>(as approved by Comp Committee)</i>	No
Counselling Program	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Wellness Program	Yes	Yes	Yes	Yes	No	No	No	No
Personal Accident Insurance	Yes	No	Yes	No	No	No	No	No
Special Needs Leave	Yes	No	No	No	No	No	No	No
Emergency Medical Fund	Yes	No	No <i>(salary advance covers medical emergencies)</i>	No	No <i>(salary advance covers medical emergencies)</i>	No	No <i>(salary advance covers medical emergencies)</i>	No
Loans & Advances (House deposit, Two wheeler, Salary advance)	Yes	No	Yes <i>(Car, House, Salary)</i>	No	Yes	No	Yes	No
Reduced Working Hours	Yes	No	Yes	Yes	Yes	No	Yes	No
Sabbatical	Yes	No	Yes	No	Yes	No	Yes	No
Child Care Vouchers	No	No	No	No	Yes	No	No	No
Flexible Work Hours	Yes	No	No	No	No	No	No	No
Day Care Facility	Yes	Yes	No	No	No	No	No	No

Women to men ratio of remuneration

Employee Category	India (in INR)			UK (in GBP)			US (in USD)			Others (in USD)		
	Male	Female	Ratio	Male	Female	Ratio	Male	Female	Ratio	Male	Female	Ratio
Associates (T4-C4)	247,205	214,432	0.87	44,706	44,262	0.99	70,881	70,963	1.00	54,650	50,872	0.93
Middle Management (C5-C7)	597,781	505,511	0.85	72,847	68,474	0.94	101,042	104,927	1.04	80,482	82,252	1.02
Senior Management (C8-C9)	1,268,634	1,238,431	0.98	134,807	138,342	1.03	172,489	210,067	1.22	168,128	-	-
Top Management (C10- C12)	2,509,946	-	-	190,986	241,632	1.27	291,831	-	-	-	-	-
Remuneration**												
Associates (T4-C4)	796,265	666,165	0.84	44,706	44,262	0.99	75,496	75,620	1.00	54,846	51,244	0.93
Middle Management (C5-C7)	2,199,067	1,921,664	0.87	80,787	75,555	0.94	119,394	124,537	1.04	87,993	92,796	1.05
Senior Management (C8-C9)	4,855,108	4,419,727	0.91	170,292	176,740	1.04	224,567	271,443	1.21	205,780	-	-
Top Management (C10- C12)	9,709,872	-	-	263,501	346,500	1.31	448,064	-	-	-	-	-

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

Training and development

Category/level/ Grade of Employees	Total No. of Employees per Category			No. of Hours of Training per Category			Average Hours of Training per Year per Employee		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	10,560	5,685	16,245	930,676	593,369	1,524,045	88.13	104.37	93.82
Middle Management (C5-C7)	3,119	563	3,682	66,272	14,103	80,375	21.25	25.05	21.83
Senior Management (C8-C9)	228	23	251	679	36	715	2.98	1.57	2.85
Top Management (C10- C12)	25	1	26	33	-	33	1.32	-	1.27
Total without SC	13,932	6,272	20,204	997,660	607,508	1,605,168	71.61	96.86	79.45
Sub-Contractors (SC)	1,667	864	2,531	1,405	535	1,940	0.84	0.62	0.77
Total with SC	15,599	7,136	22,735	999,065	608,043	1,607,108	64.05	85.21	70.69

Performance reviews

	Male	Female	Total
Total Number of Employees	14,021	6,306	20,327
Total Number of Eligible Employees	12,220	5,093	17,313
Total Number of Employees submitting regular performance appraisals (Annual Appraisals submitted)	11,935	4,998	16,933
Percentage	97.7%	98.1%	97.8%

Near 100% return and retention post maternity/paternity leave

2018-19	No. of employees entitled to parental leave	No. of employees that took parental leave	No. of employees who returned to work after leave ended	No. of employees who returned to work after leave ended and were still employed after 12 months	Return to work rate	Retention Rate
Maternity Leave	All full time women employee	320	317	313	99%	98%
Paternity Leave	Mindtree Minds who become father with a child birth or in cases where his wife undergoes pre-mature termination of pregnancy are entitled for the paternity leave	817	817	745	100%	91%

Our supply chain

Region	Filtered	Active	Total
India	6,636	1,179	7,815
ROW	1,156	293	1,449
UK	453	190	643
US	1,700	532	2,232
Grand Total	9,945	2,194	12,139

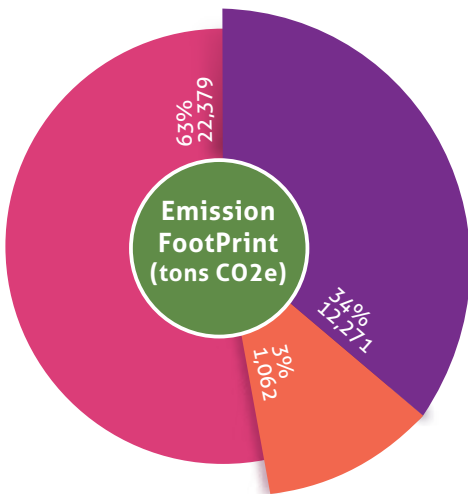
Region	Active Suppliers	% of Suppliers	Spend (USD)	% Spend
India	1,179	54%	91,742,760	40%
ROW	293	13%	7,239,509	3%
UK	190	9%	15,038,744	7%
US	532	24%	115,102,297	50%
Total	2,194	100%	229,123,310	100%

Suppliers	#Active Suppliers	% of Suppliers
Women owned	14	1%

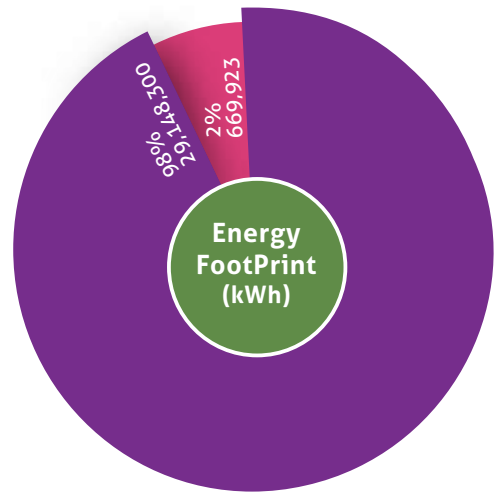
Spend	Spend in USD	%
Women owned enterprises	4,400,134	1.9

Environmental performance- a snapshot

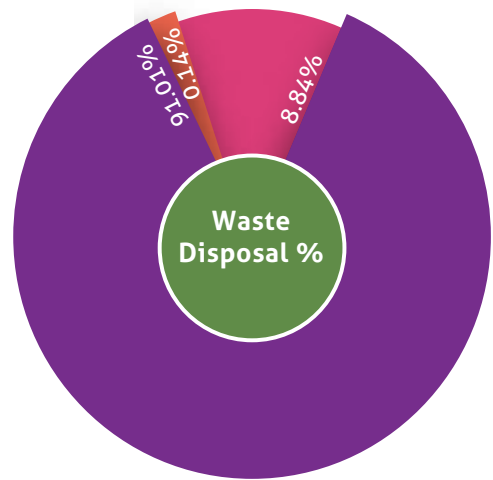
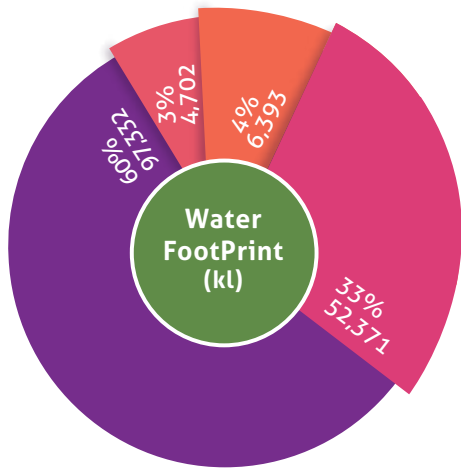
Category	2014-15 Performance	2015-16 Performance	2016-17 Performance	2017-18 Performance	2018-19 Target	2018-19 Performance
GHG Emissions	3.29 tons CO2e/ employee/ annum	2.44 tons CO2e/ employee/ annum	2.29 tons CO2e/ employee/ annum	2.17 tons CO2e/ FTE/ annum	2.15 tons CO2e/ employee/ annum	2.04 tons CO2e/ FTE/ annum
Energy	189.22 (kWh/ employee/ month)	167.6 (kWh/ employee/ month)	170.74 (kWh/ employee/ month)	167.25 (kWh/ FTE/ month)	163.91 (kWh/ employee/ month)	157.59 (kWh/ FTE/ month)
Water	1.03 kl/ employee/ month	0.91 kl/ employee/ month	1.02 kl/ employee/ month	0.85 kl/ FTE/ month	0.84 kl/ employee/ month	0.85 kl/ FTE/ month
Waste	80.62% (recycled)	89.66% (recycled)	89.28% (recycled)	89.99% (recycled)	90% (recycled)	91.01% (recycled)



■ Scope 1 ■ Scope 2 ■ Scope 3

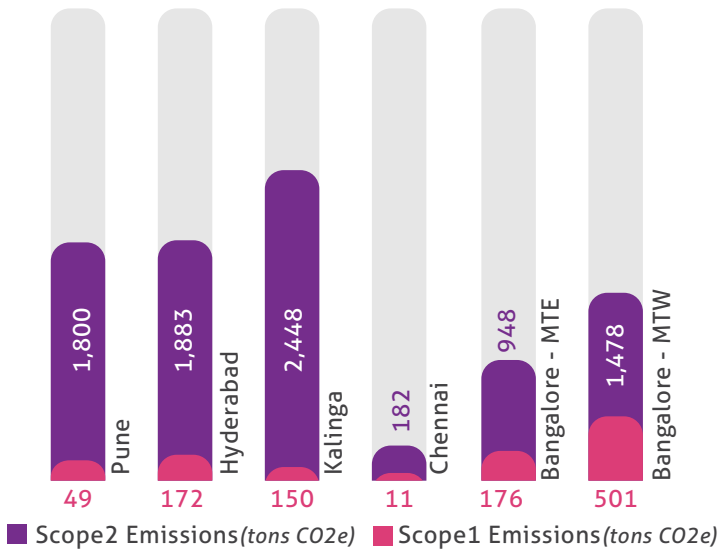


■ DG Units ■ Electricity Purchased

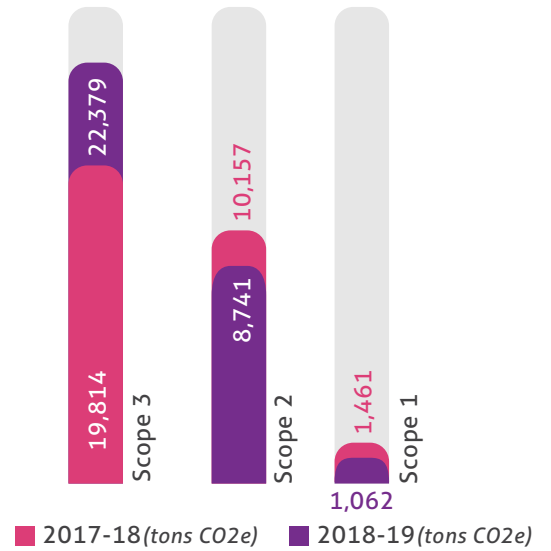


- Ground Water Extraction
- Municipal Corporation
- Recycle
- Incineration
- Private Suppliers
- Packaged Water
- Landfill

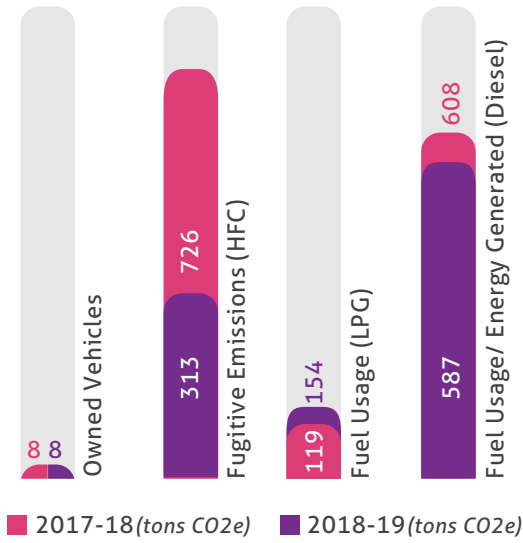
Emissions Location-wise



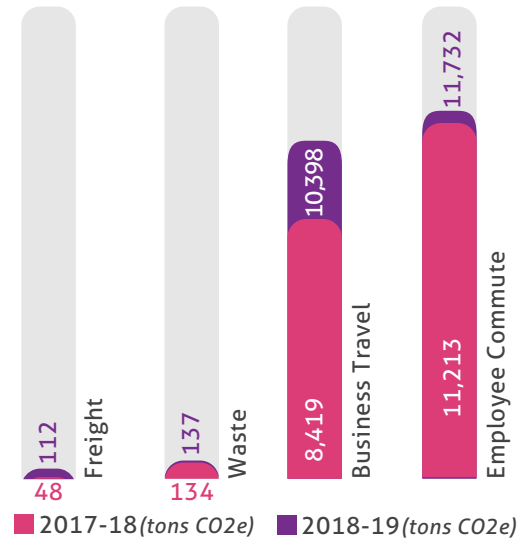
Emissions Performance



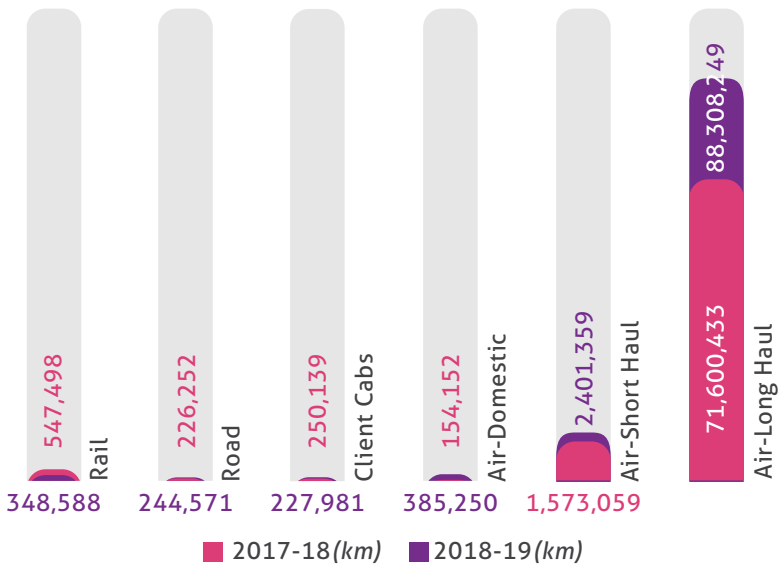
Scope1 Emissions Source-wise



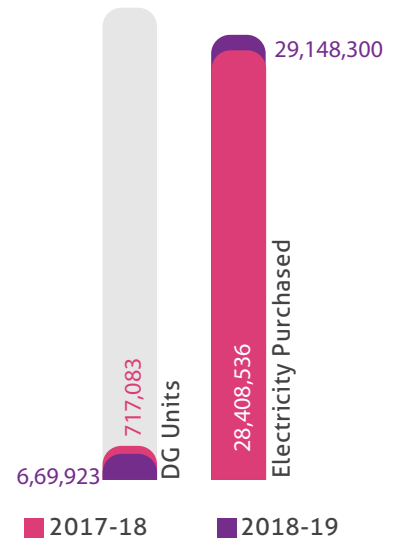
Scope3 Emissions Performance



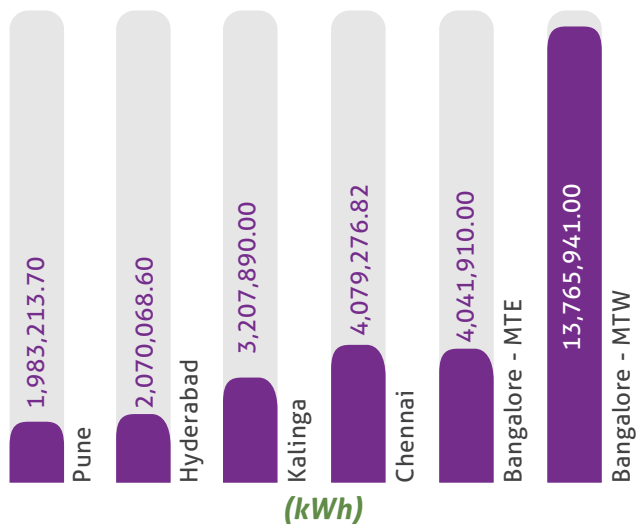
Business Travel



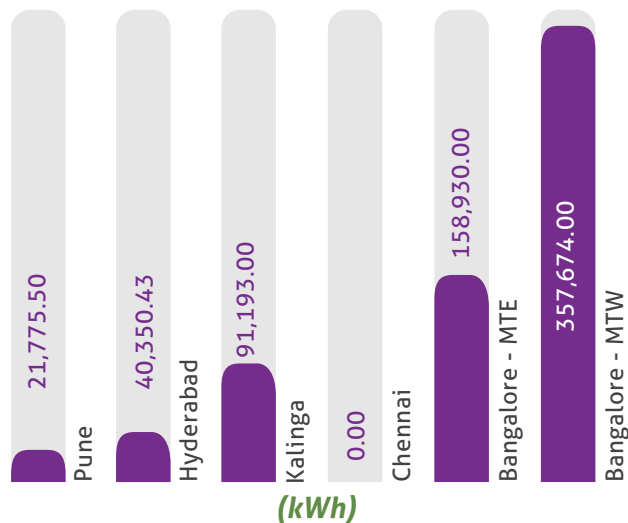
Energy Performance



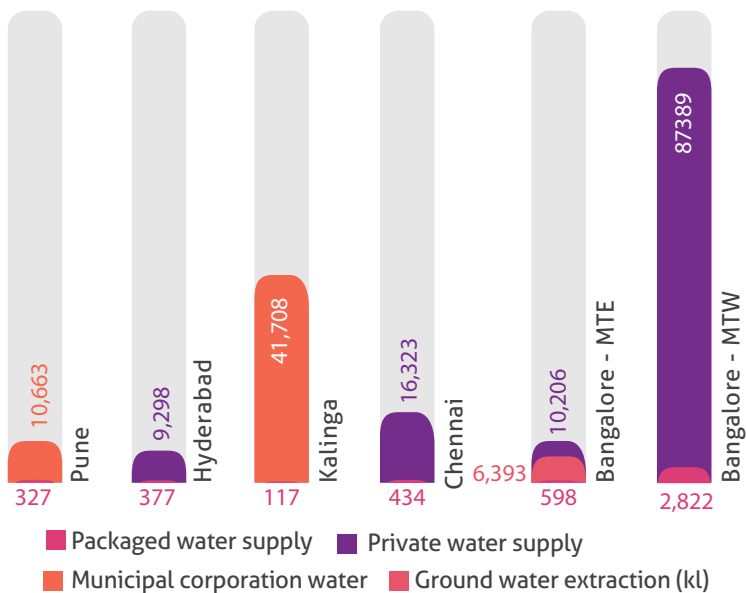
Electricity Purchased Location-wise



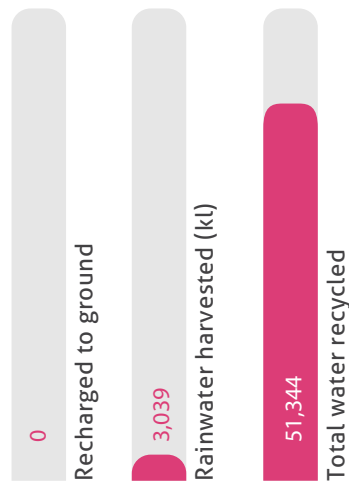
DG Units Location-wise



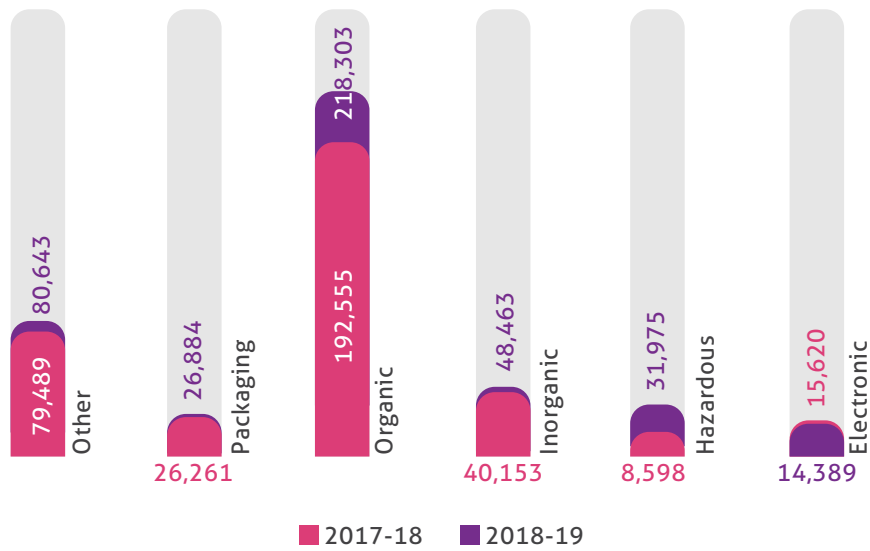
Water Consumption Location-wise



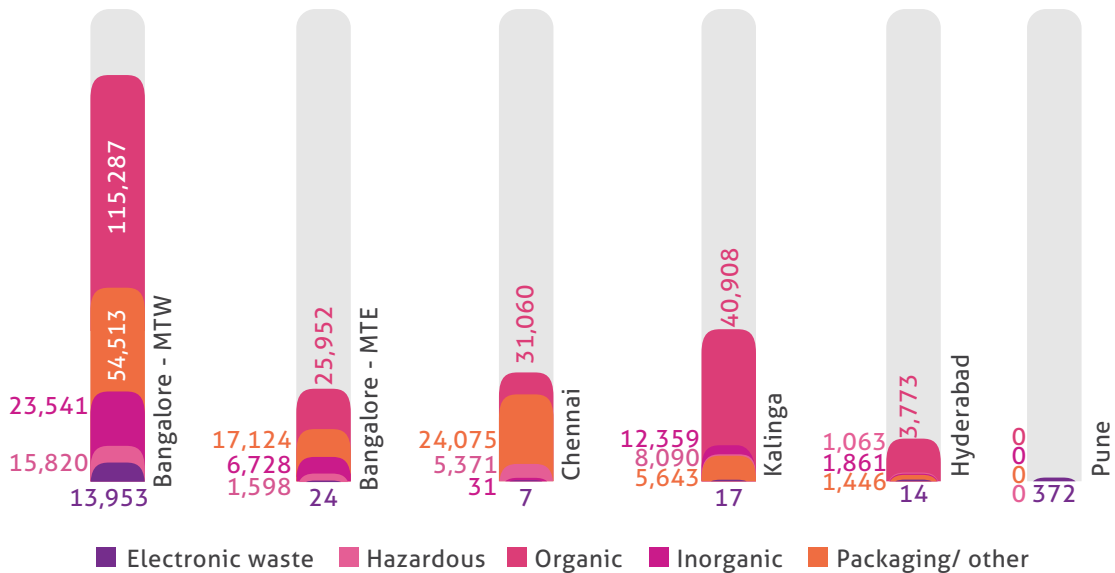
Water Conservation (kl)



Waste Management Performance



Waste Disposed Location-wise



Workplace injuries

Category	Overall	By Gender		By Region	
		Male	Female	MTW	MTE
Total No. of Injury Incidents This can include: Injuries inflicted at the workplace Injuries inflicted during travel, commuting etc. Occupational Disease Incidents like ergonomic injuries, both major and minor like RSI, Stress, etc.	269	157	112	248	21
No. of lost days due to injuries *	28	3	25	27	1
Total No. of Person Hours Worked	25,881,174	17,858,010	8,023,163.94	22,492,998	3,388,176
Total No. of Employees	10,893	7,516	3,377	9,467	1,426
Incident Rate per 100 employees = $\frac{\text{No. of Incidents} \times 100}{\text{Total No. of Employees}}$	2.28	2.09	3.32	2.62	1.47
Frequency Rate = $\frac{\text{No. of Incidents} \times 100,000}{\text{Total Person Hours Worked}}$	1.04	0.88	1.39	1.10	0.62
Severity Rate = $\frac{\text{Total No. of Lost Days}}{\text{Total No. of Incidents}}$	0.11	0.02	0.22	0.11	0.05

*3.59% of our workers find representation in various committees, including health and safety.

Wellness Activities

Online platform (zoojoo.be)		
No. of campaigns	4	
Total no. of employee participation	13,143	
No. of health challenges taken	1,689	
No. of online sessions conducted	39	
No. of onsite sessions	0	
No. of newsletters sent	36	
One-to-one support		
Total no. of counselling sessions	460	
Total no. of self-assessment tests	588	
Total no. of articles	793	
Total no. of counselling follow ups	190	
Total no. of priority alerts	143	
In-house sessions		
	#sessions	#People Impacted
Health talks	18	1,260
Health Camps	21	2,100
Wellness Sessions	39	2,730
Marathon Training Classes	80	2,400
Yoga Classes	96	2,880

DATA ASSUMPTIONS

Company owned vehicles	The company owns four vehicles. An assumed average of 30 km per day is used. Mindtree has arrived at the average distance commuted by assuming the average round distance of Mindtree facilities from the center of the city. Thus, by multiplying the average km per day by the assumed number of working days in a year (250) we arrive at the total kilometers travelled. Emission factors are bifurcated into petrol and diesel based on the make of the vehicle.
Fuel usage	Weight of one full LPG gas cylinder is considered as 19.5 kg. This figure has been utilized in the event that locations have provided the number of LPG gas cylinders being used as opposed to the kg.
Refrigerant	a) For HFC's the global warming potential of the refrigerant along with a conversion factor of 0.001 is converted into CO2e using standard conversion formulas.
Employee Commute	<p>a) For company leased vehicles, the fuel make of the vehicle is considered to determine petrol vs. diesel vehicles. An average of the monthly petrol and diesel prices of all major Indian cities has been considered to compute the total liters consumed. Emissions are overstated by at least 20% as the fuel claim also includes personal travel on the part of employees.</p> <p>b) Assumed an average of 30 km per passenger per day for public transport. We have arrived at the average distance commuted by assuming the average round distance of Mindtree facilities from the center of the city. Thus, by multiplying the average passenger km per day by the assumed number of working days in a year (250) and the number of employees who use the service, the total kilometers travelled are computed. It is assumed that the emission factor for public transport to be that of bus (type unknown) as a majority of employees using public transport commute by bus services.</p> <p>c) Public transport: We have arrived at the number of employees who use public transport by inference, i.e. by subtracting the total of the number of employees who use cars, two wheelers and Mindtree operated buses from the total number of employees in the India operations.</p> <p>d) Mindtree uses parking lot figures to determine a factor of the employees using four- and two- wheelers.</p> <p>e) For four- and two- wheelers, the emissions on account of employee commuting have been computed based on the assumption arrived from the company leased vehicles that 70% of fuel costs assumed are be associated with petrol, 30% of fuel costs assumed to be associated with diesel. The kilometers are calculated by assuming an average of 30 km per passenger per day – with a similar principle to that of public transport.</p>
Business travel (international & domestic)	<p>a) GHG protocol provides different emission factors for domestic, short haul and long haul flights. A distance based classification into these categories is more appropriate. Based on an assumption and a study of available literature, Mindtree has considered the following categorisation to classify all flights as per the categorization below:</p> <ul style="list-style-type: none"> - Domestic, less than 463 km - Short haul, between 464 and 1,108 km - Long haul, greater than 1,108 km <p>With this categorization, a majority of the flights (98%) are long haul with the balance under short haul (1%) and domestic (0.2%).</p>
Waste	<p>a) Weight of one UPS battery is considered as 11.70 kg. This figure has been utilized in the event that locations have provided the number of batteries being used as opposed to the kg.</p> <p>b) Weight of 1 litre of used oil is considered as 0.88 kgs. This figure has been utilized in the event that locations have provided the number of litres of used oil being disposed as opposed to the kg.</p> <p>c) Weight of one CFL bulb is considered as 126 g. This figure has been utilized in the event that locations have provided the number of CFL's being disposed as opposed to the kg.</p> <p>d) Weight of one tubelight is considered as 250 g. This figure has been utilized in the event that locations have provided the number of tubelights being disposed as opposed to the kg.</p>

	<p>e) Weight of one DG filter is considered as 1.5 kg. This figure has been utilized in the event that locations have provided the number of DG filters being disposed as opposed to the kg.</p> <p>f) The average weight of Municipal solid waste (wet/dry) generated is considered as 0.5 kg/person/month. 50% of this is considered as dry waste which is recycled.</p> <p>g) In the event that waste (Oil soaked cotton and DG filters) have been disposed but there is no record of the same, averages of the available data have been considered for those months.</p> <p>h) Emissions associated with waste disposed have been considered as opposed to disposed + generated + stored.</p> <p>i) Since clarity on the disposal methodology is not available, more conservative emission factors are used.</p>
Freight	Emission factor for domestic is used for domestic air freight and emission factor for international is that of long haul.
Water	<p>> For smaller locations where the builder maintains the total water consumed, figures are obtained by assuming one employee consumes 65 liters of water per day. 65 litres is derived based on ratio of the total water consumed in locations with accurate measure by the total number of employees.</p> <p>> Drinking water is collected in the form of number of cans. This is multiplied by 20 litres (capacity of the bubble top) to provide the total number of litres.</p>
Air emissions	> Air emissions are not measured monthly, and hence are extrapolated for the months not measured.

* The rupee to US dollar conversion factor was taken at the rupee-US dollar exchange rate of INR 45.6013 for the year 2010-11, INR 47.5709 for the year 2011-12, INR 54.2107 for the year 2012-13, INR 60.5237 for the year 2013-14, INR 61.0106 for the year 2014-15, INR 65.5510 for the year 2015-16, INR 67.1533 for the year 2016-17, INR 64.5118 for the year 2017-18 and INR 70.12 for the year 2018-19.

THE UNITED NATIONS GLOBAL COMPACT (UNGC) GUIDELINES

THE TEN PRINCIPLES

Principles	Statement	Page no.
HUMAN RIGHTS		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	18
Principle 2	Make sure that they are not complicit in human rights abuses	53
LABOUR		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	NA
Principle 4	The elimination of all forms of forced and compulsory labour	53
Principle 5	The effective abolition of child labour	53
Principle 6	The elimination of discrimination in respect of employment and occupation	18
ENVIRONMENT		
Principle 7	Businesses should support a precautionary approach to environmental challenges	18, 41
Principle 8	Undertake initiatives to promote greater environmental responsibility	44-51
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	44-51
ANTI-CORRUPTION		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	18

NVG Report Application

SUB PART	ASPECTS		PAGE NO.	
A	Part A of the report includes basic information and data about the operations of the business entity. Thus, the reading of the report becomes more contextual and comparable with other similarly placed businesses. It may be written in a free format incorporating at least the following:			
A-1	Basic information about the business	Name	Front page	
		Nature of ownership	AR 168	
		Details of the people in top management	15, 16	
		Location of its operations - National and International	AR 12, 13	
		Products and services offered	AR 8, 10	
		Markets served	AR 12, 13	
	A-1	Economic and Financial Data	Sales	13, 16
			Net profit	13
			Tax paid	76
			Total assets	AR 114
			Market capitalisation	AR 17
			Number of employees	76
	A-2	Management's commitment statement to the ESG Guidelines		3
		Priorities in terms of the principle and the core elements		3
Reporting period/ cycle		6		
Whether the report is based on this framework or any other framework		6		
Any significant risk that the business would like its stakeholders to know		AR 19		
Any goals and targets that were set by the top management for improving their performance during the reporting period		21-24		
B	Part B of the report incorporates the basic parameters on which the business may report their performance. Efforts have been made to keep the reporting simple keeping in view the fact that this framework is equally applicable to the small businesses as well. The report may be prepared in a free format with the basic performance indicators being included in the same. In case the business entity has chosen not to adopt or report on any of the principles, the same may be stated along with, if possible, the reasons for not doing so.			
B-1	Principle 1 – ethics, transparency and accountability	Governance structure of the business, including committees under the Board responsible for organizational oversight. In case no committee is constituted, then the details of the individual responsible for the oversight	14-16	
		Mandate and composition (including number of independent members and/or non-executive members) of such committee with the number of oversight review meetings held	15	
		State whether the person/committee head responsible for oversight review is independent from the executive authority or not. If yes, how	15	

SUB PART	ASPECTS	PAGE NO.
	Mechanisms for shareholders and employees to provide recommendations or direction to the Board/Chief Executive	15
	Processes in place for the Board/ Chief Executive to ensure conflicts of interest are avoided	AR 110, 163, 172
	Internally developed statement on ethics, codes of conduct and details of the process followed to ensure that the same are followed	18
	Frequency with which the Board/ Chief Executive assesses BR performance	14
Principle 2 – products life cycle sustainability	Statement on the use of recyclable raw materials used	NA
	Statement on use of energy-efficient technologies, designs and manufacturing/ service-delivery processes	44-51
	Statement on copyrights issues in case of the products that involve use of traditional knowledge and geographical indicators	NA
	Statement on use of sustainable practices used in the value chain	53
Principle 3 – employees' wellbeing	Total number of employees with percentage of employees that are engaged through contractors	79
	Statement on non-discriminatory employment policy of the business entity	18
	Percentage of employees who are women	78
	Number of persons with disabilities hired	67
	Amount of the least monthly wage paid to any skilled and unskilled employee	83
	Number of training and skill upgradation programmes organized during the reporting period for skilled and unskilled employees	78
	Number of incidents of delay in payment of wages during the reporting period	None
	Number of grievances submitted by the employees	AR 100
Principle 4 – stakeholder engagement	Statement on the process of identification of stakeholders and engaging with them	19
	Statement on significant issues on which formal dialogue has been undertaken with any of the stakeholder groups	19, 20
Principle 5 – human rights	Statement on the policy of the business entity on observance of human rights in their operation	18
	Statement on complaints of human rights violations filed during the reporting period	100
Principle 6 – environment	Percentage of materials used that are recycled input materials	NA
	Total energy consumed by the business entity for its operations	87

SUB PART	ASPECTS		PAGE NO.
		Statement on use of energy-saving processes and the total energy saved due to use of such processes	44, 45
		Use of renewable energy as percentage of total energy consumption	11
		Total water consumed and the percentage of water that is recycled and reused	88, 91
		Statement on quantum of emissions of greenhouse gases and efforts made to reduce the same	46, 47
		Statement on discharge of water and effluents indicating the treatment done before discharge and the destination of disposal	47
		Details of efforts made for reconstruction of bio-diversity	50
	Principle 7 – policy advocacy	Statement on significant policy advocacy efforts undertaken with details of the platforms used	18
	Principle 8 – inclusive growth	Details of community investment and development work undertaken indicating the financial resources deployed and the impact of this work with a longer-term perspective	30, 31
		Details of innovative practices, products and services that particularly enhance access and allocation of resources to the poor and the marginalized groups of the society	31
	Principle 9 – customer value	Statement on whether the labelling of their products has adequate information regarding product-related customer health and safety, method of use and disposal, product and process standards observed	NA
		Details of the customer complaints on safety, labelling and safe disposal of the products received during the reporting period	NA
C	Part C of the report incorporates two important aspects on BR reporting. Part C-1 is a disclosure on by the business entity on any negative consequences of its operations on the social, environmental and economic fronts. The objective is to encourage the business to report on this aspect in a transparent manner so that it can channelize its efforts to mitigate the same. Part C-2 is aimed at encouraging the business to continuously improve its performance in the area of BR.		
C - 1	• Brief report on any material / significant negative consequences of the operations of the business entity.		Nil.
C - 2	• Brief on goals and targets in the area of social, environmental and economic responsibilities that the business entity has set for itself for the next reporting period	Social	23
		Environmental	24
		Economic	24

BOUNDARY SETTING OF MATERIAL ISSUES

Materiality topic	Linkage to GRIs material aspect	GRIs disclosures	Topic boundary
People Satisfaction	Employment	401-1, 401-2, 401-3	Internal
	Non-discrimination	406-1	Internal
	Occupational Health and Safety	403-1, 403-2	Internal
Responsible Procurement	Procurement Practices	204-1	Internal & External
	Child Labour	408-1	Internal & External
	Forced or Compulsory labour	409-1	Internal & External
Sustainable Livelihoods	Indirect Economic Impacts	203-1, 203-2	External
	Local Communities	413-1, 413-2	External
	Compliance (under Society Performance)	419-1	External
Talent Development with Diversity Focus	Training and Education	404-1, 404-2, 404-3	Internal
	Diversity and Equal Opportunity	405-1	Internal
	Equal Remuneration for Women and Men	405-2	Internal
Great Quality, Delivered Faster	Economic Performance	201-1, 201-3, 201-4	Internal & External
	Anti-Corruption	205-2	Internal & External
	Anti-Competitive Behavior	206-1	Internal & External
Environmental Stewardship	Compliance	307-1	External
Going Green	Energy	302-1, 302-2, 302-3, 302-4	Internal
	Water	303-1, 303-3	Internal
	Emission	305-1, 305-2, 305-3, 305-4, 305-5	Internal
	Effluents and Waste	306-1, 306-2, 306-3	Internal

GRI CONTENT INDEX

GRI Standard	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page number(s) and/or URL(s)
General Disclosures	102-14	Statement from senior decision-maker	3
General Disclosures	102-15	Key impacts, risks, and opportunities	3
General Disclosures	102-1	Name of the organization	Front page
General Disclosures	102-2	Activities, brands, products, and services	AR 8-10
General Disclosures	102-3	Location of headquarters	7
General Disclosures	102-4	Location of operations	AR 12, 13
General Disclosures	102-5	Ownership and legal form	AR 168
General Disclosures	102-6	Markets served	AR 12, 13
General Disclosures	102-7	Scale of the organization	7
General Disclosures	102-8	Information on employees and other workers	78
General Disclosures	102-9	Supply chain	53, 86
General Disclosures	102-10	Significant changes to the organization and its supply chain	None
General Disclosures	102-11	Precautionary Principle or approach	18
General Disclosures	102-12	External initiatives	9, 10

GRI Standard	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page number(s) and/or URL(s)
General Disclosures	102-13	Membership of associations	18
General Disclosures	102-45	Entities included in the consolidated financial statements	AR 3
General Disclosures	102-46	Defining report content and topic Boundaries	20, 98
General Disclosures	102-47	List of material topics	20
Management Approach	103-1	Explanation of the material topic and its Boundary	98
General Disclosures	102-48	Restatements of information	None
General Disclosures	102-49	Changes in reporting	6
General Disclosures	102-40	List of stakeholder groups	25-27
General Disclosures	102-42	Identifying and selecting stakeholders	19
General Disclosures	102-43	Approach to stakeholder engagement	19
General Disclosures	102-44	Key topics and concerns raised	19
General Disclosures	102-50	Reporting period	Front page
General Disclosures	102-51	Date of most recent report	6
General Disclosures	102-52	Reporting cycle	6
General Disclosures	102-53	Contact point for questions regarding the report	6, back page

GRI Standard	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page number(s) and/or URL(s)
General Disclosures	102-54	Claims of reporting in accordance with the GRI Standards	6
General Disclosures	102-55	GRI content index	99-106
General Disclosures	102-56	External assurance	107
General Disclosures	102-18	Governance structure	14-16
Management Approach	102-19	Delegating authority	14
General Disclosures	102-20	Executive-level responsibility for economic, environmental, and social topics	14
General Disclosures	102-21	Consulting stakeholders on economic, environmental, and social topics	19, 20
General Disclosures	102-22	Composition of the highest governance body and its committees	15-17
General Disclosures	102-23	Chair of the highest governance body	15
General Disclosures	102-24	Nominating and selecting the highest governance body	AR 107, 156
General Disclosures	102-25	Conflicts of interest	AR 110, 163, 172
General Disclosures	102-26	Role of highest governance body in setting purpose, values, and strategy	14
General Disclosures	102-27	Collective knowledge of highest governance body	14

GRI Standard	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page number(s) and/or URL(s)
General Disclosures	102-28	Evaluating the highest governance body's performance	15; AR 108, 157
General Disclosures	102-29	Identifying and managing economic, environmental, and social impacts	14; AR 65-67, 113
General Disclosures	102-30	Effectiveness of risk management processes	AR 65-67, 113
General Disclosures	102-31	Review of economic, environmental, and social topics	14
General Disclosures	102-32	Highest governance body's role in sustainability reporting	14
General Disclosures	102-33	Communicating critical concerns	14
General Disclosures	102-34	Nature and total number of critical concerns	19
General Disclosures	102-35	Remuneration policies	AR 107
General Disclosures	102-36	Process for determining remuneration	AR 107
General Disclosures	102-37	Stakeholders' involvement in remuneration	AR 107
General Disclosures	102-38	Annual total compensation ratio	AR 116
General Disclosures	102-39	Percentage increase in annual total compensation ratio	AR 116
General Disclosures	102-16	Values, principles, standards, and norms of behavior	17, 18
General Disclosures	102-17	Mechanisms for advice and concerns about ethics	18, 25

GRI Standard	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page number(s) and/or URL(s)
General Disclosures	102-43 102-44	Approach to stakeholder engagement Key topics and concerns raised	19
Management Approach	103-1	Explanation of the material topic and its Boundary	98
Management Approach	103-2	The management approach and its components	29, 44, 55, 71
Management Approach	103-3	Evaluation of the management approach	18, 21-24
Economic Performance	201-1	Direct economic value generated and distributed	76
Economic Performance	201-3	Defined benefit plan obligations and other retirement plans	83
Economic Performance	201-4	Financial assistance received from government	77
Indirect Economic Impacts	203-1	Infrastructure investments and services supported	31; AR 133-139
Indirect Economic Impacts	203-2	Significant indirect economic impacts	31
Procurement Practices	204-1	Proportion of spending on local suppliers	86
Anti-corruption	205-1	Operations assessed for risks related to corruption	100% coverage
Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	100% coverage

GRI Standard	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page number(s) and/or URL(s)
Energy	302-1	Energy consumption within the organization	87
Energy	302-2	Energy consumption outside of the organization	87
Energy	302-3	Energy intensity	87
Energy	302-4	Reduction of energy consumption	45, 87
Water	303-1	Water withdrawal by source	88, 91
Water	303-3	Water recycled and reused	91
Emissions	305-1	Direct (Scope 1) GHG emissions	87, 89
Emissions	305-2	Energy indirect (Scope 2) GHG emissions	87, 89
Emissions	305-5	Reduction of GHG emissions	87
Effluents and Waste	306-1	Water discharge by quality and destination	91
Effluents and Waste	306-2	Waste by type and disposal method	91, 92
Effluents and Waste	306-3	Significant spills	None
Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	None
Employment	401-1	New employee hires and employee turnover	79
Employment	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	83

GRI Standard	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page number(s) and/or URL(s)
Employment	401-3	Parental leave	85
Occupational Health and Safety	403-1	Workers representation in formal joint management-worker health and safety committees	91
Occupational Health and Safety	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	91
Training and Education	404-1	Average hours of training per year per employee	84
Training and Education	404-2	Programs for upgrading employee skills and transition assistance programs	62-66
Training and Education	404-3	Percentage of employees receiving regular performance and career development reviews	84
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	15, 78
Diversity and Equal Opportunity	405-2	Ratio of basic salary and remuneration of women to men	84
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	AR 100

GRI Standard	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page number(s) and/or URL(s)
Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor	None
Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	None
Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	31
Local Communities	413-2	Operations with significant actual and potential negative impacts on local communities	None
Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	None

Notes

- No significant changes in structure or nature of operations during the year, which may have a bearing in the sustainability reporting.
- ROW (Rest of the World): Australia, Japan, Malaysia, Singapore and UAE.
- All our employees and security personnel are trained in human rights policies, procedures and also in Integrity policy. They follow a code of conduct.
- None of our operations are complicit in child/forced/compulsory labour; Our contracts with suppliers include clauses covering the same.
- We have no trade unions and no collective bargaining agreements.
- The GRI Standards content Index prepared as per GRI Standards 2016.
- Wherever AR is mentioned prefixing a page number, it denotes our Annual Report. The non-prefixed page numbers imply the location of the disclosure in this Sustainability Report.

Independent Assurance Statement

Scope and Approach

DNV GL Business Assurance India Private Limited (DNV GL), has been commissioned by Mindtree Limited ('Mindtree' or 'the Company', Corporate Identity Number (CIN) L72200KA1999PLC025564) to undertake independent assurance of the Company's Sustainability Report 2018-19, in its printed format ('the Report') including references to the Annual Report 2018-19 for the financial year ending 31st March 2019.

The sustainability disclosures in this Report have been prepared based on the identified material topics and related performance disclosures have been brought out based on the Global Reporting Initiative (GRI) Sustainability Reporting Standards ('GRI Standards') covering the economic, environmental and social performance for the activities undertaken by the Company for the financial year 1st April 2018 - 31st March 2019.

We performed a limited level of verification based on our assurance methodology VeriSustain^{TM1}, which is based on our professional experience, international assurance best practices including International Standard on Assurance Engagements 3000 (ISAE 3000) Revised* and GRI Principles for Defining Report Content and Quality. Our assurance engagement was planned and carried out during March 2019 – June 2019. The intended user of this assurance statement is the management of Mindtree.

The reporting scope covers economic, environment and social performance of Mindtree's operations i.e. economic performance pertains to global operations, whereas social and environmental performance is limited to Indian operations, as brought out in the Report in the section '*Sustainability Overview*'. The boundaries of reporting are articulated for identified material topics as internal and external, in the section '*Boundary Setting of Material Issues*'. We planned and performed our work to obtain the evidence we considered necessary to provide a basis for our assurance opinion and the process did not involve engagement with external stakeholders.

Responsibilities of the Management of Mindtree and the Assurance Provider

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

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

¹ The VeriSustain protocol is available on www.dnvgl.com

* Assurance Engagements other than Audits or Reviews of Historical Financial Information.



Basis of our Opinion

As part of the assurance process, a multi-disciplinary team of sustainability and assurance specialists performed work at Mindtree's Corporate Office and sampled the disclosures related to its material topics. We undertook the following activities:

- Reviewed the Principles for Defining Report Content including approach to stakeholder engagement and materiality determination process and the outcome as brought out in this Report;
- Reviewed the process of reporting on Organisational Profile, Strategy, Ethics and Integrity, Governance, Stakeholder Engagement and Reporting Practice based on GRI Standard 102: 2016;
- Interviewed selected senior managers responsible for management of sustainability issues and reviewed selected evidences to support issues disclosed in the Report. We were free to choose interviewees and interviewed those with overall responsibility to deliver Mindtree's sustainability objectives;
- Carried out site visits to review the processes and systems for aggregating site level sustainability information i.e. reviewed sustainability disclosures for selected sites i.e. Bengaluru, Bhubaneswar, Chennai, Pune and Hyderabad, and overall data aggregation and consolidation at the Corporate Office, Bengaluru;
- Review of the processes for gathering and consolidating performance data related to identified material topics and, for a sample, checking the data consolidation to assess the Reliability and Accuracy of reported performance disclosures based on GRI Standards.

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

Opinion

On the basis of the verification undertaken, nothing came to our attention to suggest that the Report does not properly describe Mindtree's sustainability performance including adherence to the Principles for Defining Report Content and following material topics:

- GRI 201: Economic Performance 2016 - 201-1, 201-3, 201-4;
- GRI 203: Indirect Economic Impacts 2016 - 203-1, 203-2;
- GRI 204: Procurement Practices 2016 - 204-1;
- GRI 205: Anti-corruption 2016 - 205-1, 205-2;
- GRI 206: Anti-competitive Behaviour 2016 - 205-2;
- GRI 302: Energy 2016 - 302-1, 302-2, 302-3, 302-4;
- GRI 303: Water 2016 - 303-1, 303-3;
- GRI 305: Emissions 2016 - 305-1, 305-2, 305-5;
- GRI 306: Effluents and Waste 2016 - 306-1, 306-2, 306-3, 306-4;
- GRI 307: Environmental Compliance 2016 - 307-1;
- GRI 401: Employment 2016 - 401-1, 401-2, 401-3;
- GRI 403: Occupational Health and Safety 2016 - 403-1, 403-2*;
- GRI 404: Training and Education 2016 - 404-1, 404-2, 404-3;
- GRI 405: Diversity and Equal Opportunity 2016 - 405-1, 405-2;
- GRI 406: Non-discrimination 2016 - 406-1;
- GRI 408: Child Labour 2016 - 408-1;
- GRI 409: Forced and Compulsory Labour - 409-1;
- GRI 413: Local Communities 2016 - 413-1, 413-2;
- GRI 419: Socioeconomic Compliance 2016 - 419-1.



Observations

Without affecting our assurance opinion, we provide the following observations against the principles of VeriSustain and GRI:

Materiality

The process of determining the issues that is most relevant to an organization and its stakeholders.

Mindtree has identified eight (8) material topics based on the materiality approach adopted by the Company, which is based on an internal materiality determination exercise, inputs from senior management of the Company, and applicable sustainability reporting frameworks such as the Carbon Disclosure Project, UN Global Compact, Business Responsibility Report and National Voluntary Guidelines. Nothing has come to our attention to believe that the materiality process has not missed out any known material topics based the current business of Mindtree and sustainability context.

Stakeholder Inclusiveness

The participation of stakeholders in developing and achieving an accountable and strategic response to Sustainability.

The Report identifies six (6) stakeholders as key stakeholders and sets the process of stakeholder engagement to identify key concerns. Though nothing has come to our attention to believe that the Report misses out any key requirements of the principle of stakeholder inclusiveness with reference to identification and engagement, however it is suggested that the report may further strengthen and bring out key outcomes of stakeholder engagement as required against the disclosure under GRI 102-44.

Responsiveness

The extent to which an organization responds to stakeholder issues.

The Report bring out details on how Mindtree responds to key material issues through organizational policies, strategies and management systems including performance indicators for the identified material topics. Nothing has come to our attention to believe that the organization has not met the principle of Responsiveness.

Reliability

The accuracy and comparability of information presented in the report, as well as the quality of underlying data management systems.

Mindtree has developed a spreadsheet-based sustainability disclosure system to capture key sustainability disclosures across its reporting boundary. The majority of data and information verified by us were found to be fairly accurate and reliable. Some of the data inaccuracies identified during the verification process of the sample data sets verified were found to be attributable to transcription, interpretation and aggregation errors. The data inaccuracies have been communicated for correction and the related disclosures were reviewed for correctness.



Completeness

How much of all the information that has been identified as material to the organisation and its stakeholders is reported.

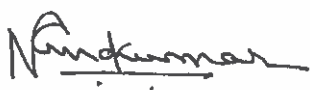

Nothing has come to our attention to suggest that the Report does not meet the Principle of Completeness with respect to the identified scope i.e. economic as global, environmental and social performance limited to Indian operation as significant impact occur within India for the reporting period.

Neutrality

The extent to which a report provides a balanced account of an organization’s performance, delivered in a neutral tone.

Nothing has come to our attention to suggest that the disclosures related to sustainability performance and issues, including key concerns and challenges faced during the period, are not presented in a neutral tone in terms of content and presentation.

For DNV GL Business Assurance India Private Limited

 <p>Vadakepatth Nandkumar Lead Verifier Head – Regional Sustainability Operations DNV GL Business Assurance India Private Limited, India.</p>	 <p>Prasun Kundu Assurance Reviewer DNV GL Business Assurance India Private Limited, India.</p>
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06th June 2019, Bengaluru, India.

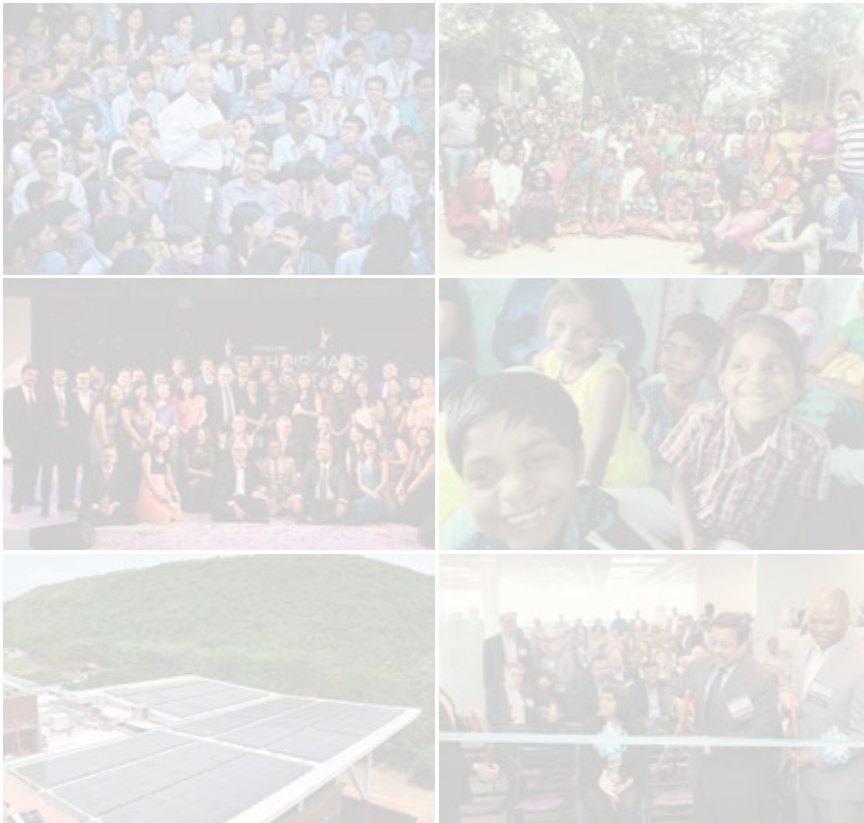
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GLOSSARY OF ACRONYMS

Acronym	Expansion
ADHD	Attention Deficit Hyperactive Disorder
AI	Artificial Intelligence
AR	Annual Report
BoD	Board of Director
BRR	Business Responsibility Report
CDM	Competency/ Career Development Manager
CDP	Carbon Disclosure Project
CFL	Compact Fluorescent Light
CIS	Corporate Information Systems
CO ₂ e	Carbon Dioxide equivalent
COO	Chief Operating Officer
CSR	Corporate Social responsibility
DG	Diesel Generator
EBITDA	Earnings before interest, tax, depreciation and amortization
EDGES	Ethnicity, Disability, Gender and Sexual Orientation
EES	Economic, Environmental and Social
EHS	Environmental, Health and Safety
ESG	Environmental, Social and Governance
FY	Financial Year
GCB	Gladius Connected Buildings
GHG	Green House Gases
GJ	Giga Joules
GRI	Global Reporting Initiative
GRIS	Global Reporting Initiative Standards
HFC	Hydro Flouro Carbon
HVAC	Heating, Ventilation and Air Conditioning
IGBC	Indian Green Building Council
IGG	I Got Garbage
IIRC	International Integrated Reporting Council
INR	Indian National Rupee

Acronym	Expansion
IoT	Internet of Things
IR	Integrated Reporting
ITBPM	Information Technology and Business Process Management
KM	Knowledge Management
KW	Kilowatt
kWh	Kilowatt Hour
LED	Liquid Crystal Display
LEED	Leadership in Energy and Environmental Design
LPG	Liquid Petroleum Gas
NGO	Non Government Organization
NOx	Oxides of Nitrogen
OD	Organizational development
OECD	The Organization for Economic Co-operation and Development
NVG RBSEE	National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business
OHSAS	Occupational Health & Safety Assessment Sequence
PwD	People with Disability
ROW	Rest of the World
SEBI	Securities Exchange Board of India
SOx	Oxides of Sulphur
SPM	Suspended Particulate Matter
STP	Sewage Treatment Plant
UNGC	United Nations Global Compact
UPS	Uninterruptible power supply
USD	United States Dollar



Feedback and communication:
We welcome any feedback and suggestions which will further strengthen our sustainability programs.

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Courtesy:

This Sustainability Report is designed by Vitamn India Pvt. Ltd. and developed by Bhairavi Business & Consultancy.



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