Mindtree A Larsen & Toubro Group Company	Registered Office Address: Mindtree Limited Global Village, RVCE Post, Mysore Road, Bengaluru – 560059, Karnataka, India. Corporate identity Number (CIN): L72200KA1999PLC025564 E-mail : info@mindtree.com

Ref: MT/STAT/CS/20-21/63

June 22, 2020

The BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai 400 001.

National Stock Exchange of India Limited
Exchange Plaza,
Bandra Kurla Complex, Bandra East,
Mumbai 400 051.

Dear Sirs,

Sub: Submission of Sustainability Report 2019-20

We attach herewith the Sustainability Report 2019-20, for your kind information and record.

Thanking you.

Yours truly,
for **Mindtree Limited**

Vedavalli S
Company Secretary

Encl : as above.

Mindtree

A Larsen & Toubro Group Company



SUSTAINABILITY REPORT

2019-20

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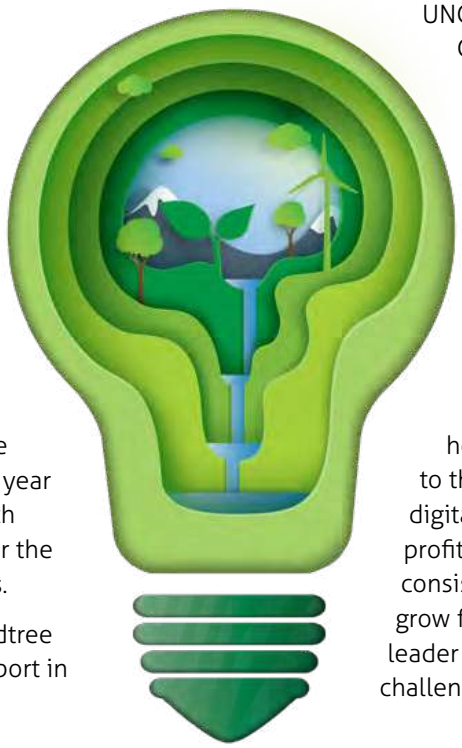
Mindtree at a **GLANCE**

Overview

Mindtree is a global technology solutions and consulting services company, with a leading edge in digital technologies. Born with a mission of helping businesses and societies flourish, Mindtree has established itself as a globally renowned and trusted company, crossing revenues of USD 1 billion in 20 years. Now a part of Larsen & Toubro – an over USD 21 billion conglomerate, Mindtree is poised for pursuing possibilities of further growth and expansion.

Mindtree continues to contribute its profits for the wellbeing of the society in several ways. 2019-20, the 21st year of its existence, has been a year of transition for the organization, with the new management poised to steer the organization towards greater heights.

A responsible corporate citizen, Mindtree publishes business responsibility report in its Annual Report.



The company shares its carbon performance through CDP reports, discloses its sustainability performance through GRI-based Sustainability Reports, mapped to UNGC principles and National Voluntary Guidelines. A UNGC signatory, Mindtree presents its Sustainability Report as its COP (Communication of Progress) to UNGC. Evolution of Integrating Reporting based on IIRC framework is also underway.

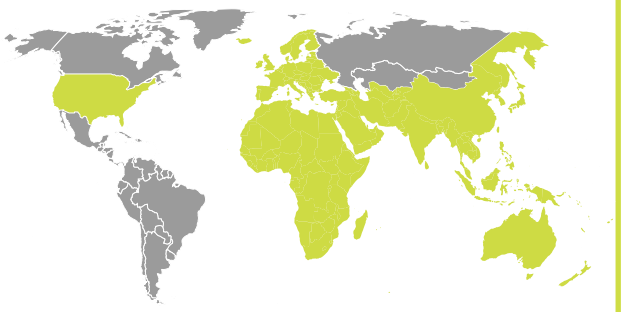
A culture-backed organization with key values of expert thinking, relentless dedication and collaborative spirit, we are looking at leveraging our depth to achieve greater heights in the years to come. Adding to the current foundation of deep values, digital prowess, skilled talent and consistent profitability, we aim to bring in higher consistency, differentiation and scale to grow further as a digital technology leader in a market currently posing challenging disruptions.





Mindtree, a Sustainable Organization: Key Metrics – 2019-20

Global presence: America, Europe, APAC, India, Middle East & Africa



Two direct subsidiaries

Headquarters in Bengaluru (Karnataka, India) and Warren (New Jersey, USA)

Strong performer in digital technologies

Revenue: **USD 1,088.77** million
(Growth of 8.70%): INR 77,643 million (Growth of 10.60%)

Profits after tax: **USD 88.47** million **(INR 6,309** million)

CSR spend: **INR: 343** million

Active clients: **307**

High customer satisfaction results

Talent pool: **21,991**

Two women directors on the Board

Women talent pool: **32.40%**

95% virtual learning in the organization



Environmental spend: **INR 1,40,90,774**

Renewable energy component: **56.19%**

91.95% recycling of waste



View from the Top





"Managing change for better scale and sustainability"

Mindtree gets ready to grow much stronger as a sustainable leader in the global IT industry.

Mindtree is a 20-year old, global technology and consulting services company. A part of the Larsen & Toubro (L&T) conglomerate since July 2019, we are steering it for further growth and expansion.

Pursuing the renewable energy path, upskilling our people for future and leading on new technologies have been the key areas of our efforts and achievements from the sustainability perspectives. Deep impacts caused in the communities through CSR complement our responsibility profile.

A sustainable company creating value on people-planet-profit bottom lines consistently, our sustainability strategy is envisaged for addressing short, medium and long-term sustainability risks for our industry, such as business continuity in the current COVID-19 crisis, challenge of automation and climate change. Our sustainability strategy leverages the opportunities in digital business, clean energy, and upskilling and so on.

Going forward, we would focus on simplifying the IT environment by breaking down complexities and differentiate through next gen technologies. We would also focus on heritage and innovation for market leadership, and embracing and managing change in the market by increasing expertise through upskilling. Committed to global goals and best practices, contributing to national priorities and urgencies, we endorse and follow responsible business frameworks such as UNGC, CDP, GRIS, IIRC, NVG, and regularly share our responsibility performance with stakeholders. Being a UNGC signatory, we offer our Sustainability Report as our Communication of Progress to UNGC.

Happy to share eighth Sustainability Report with our stakeholders, based on GRI Standards. The theme story of this report illustrates how our people's creativity gets a boost for technology innovation for sustainable business of clients through a celebratory ambience we consciously create in our organization.

Debashis Chatterjee
CEO & MD



Unified Leadership Voice





People Sustainability

Paneesh Rao
Chief People Officer

> ***Focused on managing change and performance-oriented culture.***

Workplace sustainability forms a key pillar of Mindtree's sustainability framework.

An organization that calls its HR function a 'people function', Mindtree's approach places its people at the centre and offers holistic growth opportunities to them. Digital skilling of our people engages them deeply with us as well as giving the organization a futuristic edge in the digital space - thus converting people and market risks into an opportunity for the medium and long-term.

All pervasive learning environment that is 95% in the virtual mode, a career boosting system that is online and a plethora of internal stakeholder platforms for better connect and shared vision are some of our key accomplishments.

In this year of transition, we leveraged our two-way communication channels to align the organization to the new growth imperatives. We redesigned a few processes, structures and programs. We responded with due alacrity and agility to the COVID-19 crisis, ensuring people safety as well as business continuity. Our people have also come forward contributing generously to the COVID-19 crisis relief through the Company-matched donation scheme. I find it heartening to see that our people have delivered seamless client impact and higher customer experience results in this challenging year.

Going forward, our strategy focuses on managing change and strengthening a performance-oriented culture. Organization-wide adaptation to a changing world, treating diversity and inclusion as part of the core governance cadence, an inspiring reward and recognition system would be pursued to keep the organization agile and innovative.

Happy to share our progress in sustainability for the year 2019-20.





Business Sustainability

Dayapatra Nevatia
Chief Operating Officer

> ***Mindtree well poised to leverage opportunities amidst global challenges.***

Sustainability is crucial to an organization's continued success in dynamic times. Mindtree is well anchored on the triple bottom lines of people, planet and profit.

Mindtree faces a bright future in the medium and long-term because of its strategic strengths relevant to a digital led future. As the world faces disruptions and volatility, and our industry faces the challenges of increasing protectionism and localization, Mindtree is well geared to convert some of the risks into strategic opportunities.

The COVID-19 crisis is expected to carve out new business models and modes of working. We see this as an opportunity to help our clients transform their businesses, accelerate their digital journey, and enable businesses to remote working.

We were born digital. Our deep investments in cloud, data and customer success practices would be helping us reap the upside of the emerging challenges in the medium to long-term horizon.

While we deploy our business strategy for profitable growth, we would continue to place our people at the centre and to serve the communities and conserve planetary resources in multiple ways.

Societal consciousness is inbuilt into the Mindtree values and our people come forward to serve the society in their own personal capacities. Impactful CSR initiatives by our organization is a testimony to our social conscience.

Going forward, we lay emphasis on preparing the way for higher growth through differentiation, simplification and change management.

Happy to share our sustainability performance during the year 2019-20.





Economic Sustainability

Senthil Kumar
Chief Financial Officer

> ***Mindtree's outlook is positive for the medium and long-term.***

Economic sustainability of Mindtree is well secured for the future.

Our financial performance in the current year has been good regarding revenue, order book and client satisfaction. The short-term global disruptions notwithstanding, we are confident of addressing the global and sector challenges on the basis of our strengths and agility. Our quick response to COVID-19 enabled by our strong BCP plans has been highly effective in the fourth quarter of the year, validating our capabilities in crisis times.

While the world faces geo-political risks and diverse volatilities in the medium term, the IT sector faces risks of drop in demand, global mobility restrictions, business model challenges, data security issues and many more. Mindtree is ready with its mitigation paths and strategies.

We do see new opportunities amidst the current risks and leverage them on the basis of our strengths (e.g. Work From Home, Off-shore Work etc.). Our digital edge is a strong lever for future success. Our multiple verticals and locations balance the market, financial and several other risks across geographies and sectors. We have the right go-to-market strategies and alliances while we explore long-term contractual solutions and newer business models.

We are also heavily invested in protecting data security amidst data attack possibilities.

Our Economic sustainability is strong on not only financial performance but also on zero debt profile, comfortable cash reserves, sustainable social funds and strong parentage by our Group company. With generous contributions to the COVID-19 crisis, our CSR funds crossed well above the mandatory 2% in the year while we launch employer-employee matched contribution schemes for FY2020-21.

Happy to share our sustainability performance for the year 2019-20.





Social Responsibility

Abraham Moses
Head, Mindtree Foundation

> ***Mindtree's CSR is committed to deliver stable and sustainable CSR impact.***

CSR has sustainable impact only when commitment is continuous and stable, irrespective of internal changes.

The story of our CSR precedes the days of mandatory CSR in our country! It took birth along with the inception of the company. This was only natural for us, as societal wellbeing was an integral part of the organizational mission right from the beginning. Our CSR commitments continued the promised support to beneficiaries even when we were going through tough financial situations during the early days – a testimony to our commitment to the dual purpose of our existence: help businesses and societies flourish.

Deep understanding of interlinked issues at the grassroots, sensitive need assessments, integrated models of solutions, full spectrum services at taluk levels and personal and hands-on involvement of the Foundation personnel are what define our characteristic approach to CSR.

Our impacts along education, disability support and sustainable livelihoods are well tracked, documented and also externally assessed. All our projects continued to cause expected impacts in 2019-20. The third-party impact assessment by SAN (Social Audit Network) India carried out this year further validates the effectiveness and uniqueness of our approach for sustainable transformation of society, in many ways.

Our CSR Charter is now poised for expansion, ready to embrace additional causes in the years to come. Changes in the charter, structure and people are expected in the CSR arena.

Going forward, we would connect with national priorities and emerging issues of urgency in a much more conscious way. We are mapping our work with SDGs in a structured manner.

We would pursue new causes and new projects in the context of changing realities, and look forward to deeper engagement with our stakeholders.







Ecological Sustainability

Padmanabhan Kannan
Global Head, Administration & Facilities

> *Ecological sustainability must balance resource conservation, business savings and human experience.*

While it is important to save the planet and achieve smart savings for business through ecological strategies, it is of absolute importance to factor in human experience (people comfort) into the whole ecological equation.

Mindtree believes in balancing these three factors while following ecological sustainability. We apply the three-dimensional filter to all our environmental decisions. People comfort is a key factor, for instance, while we strive for energy efficiencies by setting ambient temperature, air quality, space management and so on – all of which affect productivity and morale. Mindtree's approach is conscious of this broader responsibility.

We also believe sustainability must be owned by people, and we advocate the same through several ways. Lifestyle imperatives of sustainability form a constant refrain to all our ecological campaigns and initiatives.
We approach energy, water efficiency and waste management not only through systems and technology routes but also through advocacy and sensitization – thus influencing behavioural change.

Over last five years, our conservation efforts have achieved good results with a steady dip in consumption of natural resources. Energy and water per capita have decreased consistently in this period and waste recycling has improved despite increasing scale of business. We are delighted to share in this report, our efforts at resource conservation and the impacts we have achieved in resource efficiency in the current year.

We focus on sustaining the movement while exploring newer steps in space utilization and applying the principles of simplifying, standardizing and differentiating our approaches and processes.







Sustainability Reporting

Surendra Kumar Pendekanti
Head - Sustainability

"Pursuing a roadmap for 'Sustaining Sustainability' at Mindtree."

Recent natural disasters and the global pandemic are a proof of the price the world pays if sustainability as a principle, policy, function and practice is not given the significance it deserves.

While the COVID-19 crisis focuses our attention on business continuity at present, we are aware that it is value creation on the triple bottom lines of People, Planet and Profit which will make us thrive in the long run, beyond mere surviving the crisis.

Sustainability is doing well by doing good. To us, sustainability is an integral and non-negotiable factor that helps us foster a nurturing environment, to realize our mission of helping businesses and societies to flourish. As a conscientious organization, we have designed our sustainability programs to be impactful, strategic and evolutionary.

As I look back on our sustainability achievements during the past years, I realize that we have made good strides in certain areas and there are few others which call for our increased attention in times to come.

The impacts we have achieved in green IoT, people upskilling and wellbeing and social responsibility have demonstrated that sustainability makes good business sense too, thus busting the myth that it is only cost intensive.

Mindtree has also benefited from its evolving Sustainability Reporting and other disclosures since they brought in transparent insights on our non-financial performance – which forms a dominant part of assessing value creation for stakeholders.

Going forward, we want to take Mindtree into the leadership league of sustainable businesses and evolve our disclosures. In this direction, we plan to re-shape our stakeholder engagement, rethink our materiality matrix, set more scientific targets for material issues, align closely with leading frameworks, integrate all functions through sustainability and infuse sustainability as a way of life for Mindtree Minds.

We thank our stakeholders for encouraging our sustainability programs. Happy to present Mindtree's sustainability journey in 2019-20 and invite you to share your feedback with me.



COMMITTED to Sustainability

Sustainability Highlights

Business

- **41** offices across **18** countries.
- **13** patents.
- **764** BOTs produced.
- Annual customer experience survey showed an upward movement with highest ever scores achieved in the fourth quarter.
- Received 2019 ISG Star of Excellence Award as a market leader in digital business solutions in the US.
- Got reassessed at level 5 in CMMI V2.0.
- Our Business Continuity Plan ensured employee safety with no client impact and zero productivity loss during the **COVID-19** crisis.





People

- 2016 Campus Mindtree Minds – **'Engineers of Tomorrow'** joined us this year.
- Experience-centric on-boarding created for all new joiners at Bengaluru.
- Arboretum microsite launched for all new joiners in India.
- Yorbit, our digital learning platform places **95%** of learning in the virtual mode.
- **1,235** courses at Basic level, **1,000** at Intermediate level and **108** at Expert level running at present, including the new **301** courses on AI and Cloud.
- Courses completed by Mindtree Minds in the year: **1,06,674** (1,054,981 learning hours).
- Our average learning hours per person more than doubled in five years (from **36** in 2015-16 to **77.10** hours in 2019-20).
- Attrition was at **17.40%** in the year.
- New career development programs launched for managers and young leaders.
- Online career portal launched this year.
- **32.40%** women in the talent pool overall
- **45** people with disability contributing to our organization.
- Received Business World **5th HR Excellence Award 2020** for excellence in learning technologies and excellence in diversity and inclusion.
- Mindtree won **the Best Enterprise Partner Award globally from Coursera.**

Communities

- Started third-party impact assessment for all projects.
- Highly satisfactory scores received on impacts across projects.
- **14 NGO** partners
  18 CSR projects
  CSR spend: **INR 343 million**
- Integrated community projects continued across education, livelihoods and support for disability.
- Number of beneficiaries: **21,198** through CSR projects, **10,513** through volunteering programs, by **6,777** volunteers.
- Our livelihood project in Bengaluru Central Prison this year offered a community radio centre to prison inmates.
- We sponsored the **20th Hellen Keller Awards** to promote and celebrate achievers with disability.
- Our CSR Charter now poised for expansion.
- Mindtree Foundation was awarded the **"Rotary Karnataka CSR and NGO Award"** for 2019-20 under the **'Skill Development and Livelihood'** category.
- Contributed generously to **PM CARES** Fund.
- Contributed to the purchase of free testing kits for those who cannot afford to be tested for **COVID-19.**

Environment

- Energy performance consistently improved over last six years: from 200.04 kWh/employee/month in 2014-15 to **134.60** kWh/employee/month in 2019-20.
- Solar plants at two locations and wheeled power at others take our share of renewables to **56.19%** in total energy at present.
- Emissions stood at **2.05** tons CO2e/employee/annum in the year 2019-20.
- In six years, per capita monthly water consumption has reduced from **1.03** kl/employee/month in 2014-15 to **0.82** kl/employee/month in 2019-20.
- Waste recycling improved from **80.60%** six years ago to **91.95%** in the current year.
- IoT helps us monitor resource efficiencies at 2 buildings at present, waiting to expand.
- People advocacy continues for sustainability awareness.
- Expenditure for environmental initiatives in 2019-20: **INR 1,40,90,774.**
- Local sourcing policy keeps our supply chain sustainable. **93%** of our suppliers are local.
- We launched a digital portal for managing our supply chain this year. Our supplier meets at all locations 2019-20, yielded a highly satisfactory feedback **(4.72/5.00).**



Our Sustainability Framework

Workplace Sustainability

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

Governance and Advocacy

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

Ecological Sustainability

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

Report Overview

Mindtree started the reporting journey in 2012-13 at GRI3.1 A+ level and published annual Sustainability Reports for each financial year. We moved to GRI-G4 in 2015-16. Our previous report for FY 2018-19 was based on the **GRI Standards (GRIS).** We have been adopting **a theme-based approach** to our Sustainability Reporting, sharing a specific aspect of our multi-faceted sustainability profile, in each year of Sustainability Reporting.

The current report shares its theme story on Mindtree's historical way of bringing a celebratory spirit to innovation and collaboration in the form of **Osmosis, our festival to celebrate technology for business sustainability.**



This annual Sustainability Report pertains to FY 2019-20, and covers all global operations for the economic category disclosures, and India operations for social and environmental disclosures, as all our previous reports did, owing to insignificant impacts of our foreign-based leased locations.

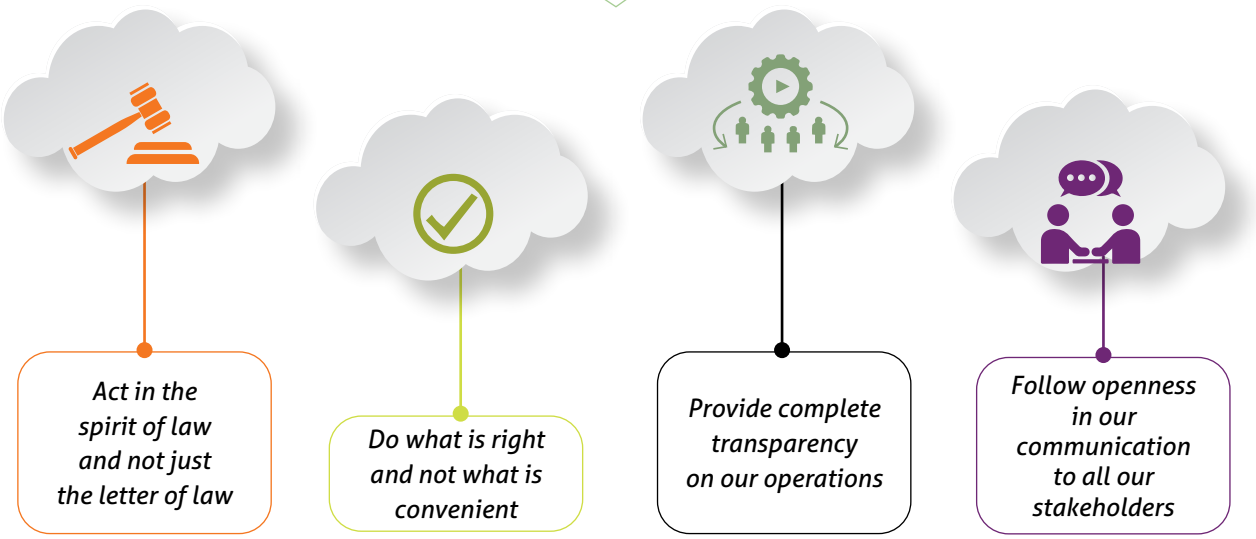
This report content is generated as per the principles of GRIS, advancing further on the Core criterion and towards Comprehensive criterion, following the norms and expectations set by the framework, and is externally verified by DNV GL. The report is mapped to UNGC principles and National Voluntary Guidelines for Responsible Business, Govt. of India. There have been no significant changes in the reporting period in the structure or operations, which may have bearing on the reporting. The change in management has been shared in our Annual Report. Some parameters of the GRIS framework are mapped here to our Annual Report in order to avoid duplication.

Responsible Business through Governance

Our approach to governance stems from a set of core values and guiding principles. Our architecture of values, principles, endorsements and policies reflects our strong conviction in responsible business.

Mindtree's governance systems and processes reflect our ideology of pursuit of responsible business, and form a key pillar of the sustainability framework.

Our Governance Philosophy



Values Guiding Us

- Honesty
- Integrity
- Fairness
- Transparency

Endorsements

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

Reporting

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

Policies in Responsible Business

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

Advocacy Platforms

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

Governance of Sustainability

The Board of Directors get a periodic report on matters of CSR and sustainability including stakeholder concerns and progress reports, and provide the necessary guidance for action. The Chairman of the Board is a Non-Executive Chairman, bringing in the necessary oversight on the Board and the business.

Sustainability oversight rests with the CPO (Chief People Officer), who is in charge of overseeing CSR and sustainability initiatives including reporting. The CPO brings in the due reporting on ESG performance to the Board.

The Board anchors and drives the values, principles, policies, standards and norms. It reviews the sustainability performance and the Sustainability Report.

Our governance structure allows for diverse aspects of sustainability to be factored into different functions across the organization – administration, infrastructure, and people function, and so on. CSR of Mindtree is guided by the CSR Policy, CSR Committee of the Board as well as the CSR Steering Committee. The quarterly meetings set forth the agenda and monitor the progress on CSR needs, action and impacts.





Key Aspects of our Governance

Respect for human rights forms a key part of our governance processes. Our supplier code of conduct, our grievance mechanisms and all pervasive sensitization programs ensure adherence to human rights at all levels. Our Integrity Policy, and Anti-bribery and Anti-corruption Policies reach all our employees and assess all our operations for anti-corruption, to ensure 100% adherence, as we maintain a zero tolerance approach to breaches on ethics. Our communication and training regarding the same covers all our people across all levels. Our Whistle-blower Policy is a testimony to the stringent commitment we have for ethics and transparency. Our 95-95-95 stance insists on 95% of information to be made available to 95% of our people at 95% of the times. This commitment to transparency is further strengthened by our Open Door Policy on communication. A robust system of grievance mechanisms for stakeholder issues is set in place to capture and address issues that arise.

Risk management at Mindtree follows a rigorous framework and addresses key business risks. The risk management function is detailed out in the Annual Report, along with approach to sustainability risks.

Our Remuneration Policies, processes and the involvement of stakeholders regarding the key metrics are covered in the Annual Report. The updated policy is available at *https://www.mindtree.com/sites/default/files/2020-02/mindtree-remuneration-policy.pdf*

Critical stakeholder concerns, regarding sustainability, are put forth to the Board of Directors via periodic reporting on sustainability and CSR.

Our CSR Committee of the Board and the Steering Committee on CSR follow agenda that incorporate discussions on sustainability aspects on a regular basis. Our eminent Board of Directors consists of diverse professionals with vast expertise, sensitive to larger responsibilities of business and sustainability aspects. Some of our Board Members carry sustainability goals in their mandate.

Nomination, selection criteria, the Board's role in strategy, purpose and vision of the organization and details regarding Board evaluation are described in our Annual Report and in the updated 'Remuneration & Nomination' Policy.

Critical concerns: Complaints on any policy breaches are captured by the Whistle-blower Policy and mechanism. 43 cases out of the total 46 such cases (including sexual harassment cases) received during the year under reporting were resolved, with three cases pending.

Focus on Stakeholders and Materiality

Engaging with our Stakeholders

We are an organization born inclusive in nature and purpose. Since inception, we have included diverse segments of people in our talent pool, contributed to social causes even in tough business climates, treated suppliers like our partners and our customers with dedicated commitment, all along driven by our inclusive values and principles.

Mindtree identifies and prioritizes its key stakeholder segments (as named in the table titles below) based on their impact on the organization and the organization's impact on them. We have built a vast range of forums to constantly engage with all our stakeholders. The forums collect stakeholder concerns, which in turn act as inputs for our policies, strategies, actions, and materiality assessment.

Our stakeholders remain a significant part of our purpose. Flourishing societies and thriving people are core to our vision.

Stakeholder Concerns

Clients
- Business Value
- Innovation

Employees
- Career Opportunities
- Engagement
- Learning & Development

Community
- Access to Health Care
- Access to Education
- Improving Livelihoods

Government/ Regulatory Bodies
- Good Governance
- Compliance

Suppliers & Alliance Partners
- Engagement
- Long-term Partnership

Investors
- Sustainable Performance
- Stability
- Reputation





Stakeholder Engagement

Customers



Ongoing

- Request for Proposals
- Customer Visits
- Corporate Website
- Senior Management Interactions
- Project Status Review Meetings
- Customer Touchpoints (Appreciations and Escalations)

Periodic

- Project Feedback Survey (Quarterly)
- Customer Experience Survey (Annual)
- Steering Committee Meetings (Quarterly)

Employees



Ongoing

- Peoplehub (Intranet)
- Direct Communication with Senior Leaders
- Genie (Online Issues Resolution)
- Global Contact Center (Call Center for Support)
- Communication Blogs
- CEO Direct Communication
- Mindspeak (Grievance Mechanism)
- Whistle-blower (Integrity Cases)
- Engagement Initiatives
- Employee Committees

Periodic

- All Minds Meet (Employees-Senior Management Interactions)
- Award Functions
- PACE (Performance Management System)
- Sustainability Portal

Investors



Ongoing

- Stakeholder Relationship Committee
- Dedicated Email-ID
- Press Releases

Periodic

- Annual General Meeting
- Quarterly Stakeholder Reports
- Non-deal Road Shows and Investor/ Analyst Meeting
- Quarterly Earnings Result
- Analysts Day
- Annual Report
- Sustainability Report

	Ongoing	Periodic
Communities	• Interaction with Communities & NGOs through Mindtree Foundation CSR Projects • Site Visits • Mindtree Foundation Website	• Social and Volunteer Programs • Impact Assessments and Need Assessments
Regulators & Public Policy Makers	• Workshops • Panel Discussions • Industry Events	• Steering Committees
Suppliers	• Operational Reviews • New Supplier Portal	• Vendor Meets

Materiality

In 2015, the first materiality determination exercise was carried out by an external agency, and it has been refined constantly and is now done internally, capturing stakeholder views – both internal and external. Various stakeholder forums bring in the possible concerns or issues to the table. This year's exercise has generated a much simplified output, with four material issues forming the materiality matrix across three categories. GRIS topics linked to these issues are clearly followed by the material issue owners.



This year, we elaborate our clarity on 'Why an issue is material for Mindtree?'

(Please see page 87-88)

We also sketch the scope of materiality and map the GRIS aspects and KPIs linked to the issues. The organization has set goals linked to materiality in order to bring focus on action.

Materiality remains a significant part of driving Mindtree's agenda on sustainability.

Our Material Goals at a Glance

Material Aspect/Topic	Stakeholder Priority	2019-20 Material Goals/Scope
People Wellbeing	Employees	• Hire the best of talent into the organization • Performance oriented culture • Recognize and reward performance • Technology adoption in all people related processes to enhance process experience • Career and personal development of different groups of Mindtree Minds through curated interventions • Specific focus on diversity and inclusion • Managing change within the organization
Sustainable Livelihoods	Community	• Create sustainable livelihood opportunities • Benefit the differently-abled • Promote education
Business Performance	Investors and customers	• Simplify, Differentiate, Change
Ecological Stewardship	Employees	• Reduce per-capita - **1%** reduction in GHG emissions, **3%** in energy, **2%** in water and **1%** increase in waste recycling over last year's performance • Stringent environmental compliance with ISO 14001:2015 certification

Low Medium High



Social **IMPACT**

Our Approach



Social responsibility at Mindtree was not an add-on philosophy but was an integral part of vision since its inception in 1999. Social inclusion was in-built into the organizational ethos and culture.

That its first corporate logo was designed not by a brand expert but by a child with disability from Spastic Society of India, and its corporate walls were adorned with murals done by people with disability, speaks volumes about how dearly Mindtree holds inclusion in our practice.

Our CSR commitment predates the mandated regime of recent times. The non-strategic nature of our CSR was evident in our social contributions, which continued even in economically tough times in our distant past.

While sustainability at Mindtree as applied to environment and workplace must wear a business lens, CSR at Mindtree continues to preserve its non-strategic and compassionate ideology.

The CSR Steering Committee and the Board-level CSR Committee hold CSR governance at high levels, true to the significance we attach to CSR. Our CSR initiatives are designed based on the needs assessment at the ground level, self-impact assessments as well as third-party assessments for continual improvements. Our data monitoring systems and processes have evolved and matured over the years. CSR related data inlcuding key impacts through our Mindtree.org initiatives are made available in Mindtree's Annual Report as well as in the Mindtree Foundation's Annual Reports in detail.

Built with a mission to make both businesses and societies flourish, Mindtree holds social impact at the core of its purpose, along with business impact. CSR for Mindtree has been a non-strategic expression of business responsibility.



Three pronged form of
Mindtree's CSR



The spirit of volunteering at Mindtree commits itself to social change driven by individuals constantly

Since 2010,
54,191
total volunteers (cumulative).

16,817
donated blood.

4,591
registered for stem cells donation.

9,153
donated books, clothes and toys.

In addition to
23,630
volunteers in other activities.

Causes our people volunteer for

- Blood Donation & Stem Cell Donation
- Donation of Clothes, Books, Stationery
- Tree Plantation
- Urban Cleaning Campaigns
- Serving at NGOs such as Missionaries of Charity
- World Autism Day
- Back2School Power of 5
- Gubbachi Booth Camp for Nalli Kalli Children

Improving Lives at the Margin (#BeTheGiveR)



The Mindtree Foundation

Mindtree's spontaneous and committed CSR initiatives from 1999 to 2007 were consolidated and institutionalized in 2007 in the form of the Mindtree Foundation. Guided by a CSR policy and charter, the Foundation has played a critical role in the last 13 years in keeping Mindtree's values and ideologies alive and its social purpose impactful on the ground.

We are well supported by 14 committed NGO partners at the grassroots who take our passion and conviction across the societal landscape to make our vision come true. We work in close collaboration with our partners, who have turned long-term partners, consistently visiting the filed level work in progress, addressing issues, gathering first-hand information and refining solutions along with them. The Foundation believes in first-hand, grassroots level involvement as a way to effective CSR.

The focal themes of our initiatives

- Rehabilitation and livelihood support for the people with disabilities
- Promoting education among rural children
- Creating sustainable livelihood opportunities for youth and women



The Foundation acts as the fulcrum for translating Mindtree's social vision into reality at the grassroots.



Our impact assessment involves internal assessment as well as third-party assessments.

Impact assessment by SAN in 2019-20 on five key parameters indicate our projects are more than satisfactory (scoring more than 4 on a scale of 1 to 5) in impacts.

2019-20	2010-20
18 CSR projects	**1,03,829** beneficiaries through **54,191** volunteers (cumulative)
14 NGO partners	
Total CSR funds: **INR 54.3 crore**	
Beneficiaries through CSR projects: **21,198**	
Beneficiaries through volunteering: **10,513**	
Volunteers: **6,777**	
Beneficiaries of sustainable livelihood: **2,049**	
Student beneficiaries: **17,671**	
PwD beneficiaries: **1,478**	





Projects and Impacts

Sustainable Livelihoods

Enabling Youth

- Gram Tarang imparted vocational training for unemployed rural youth in Bhubaneshwar, Odisha.

  250 Beneficiaries

- Yuva Jyothi: BRDO project trains school drop-out rural youth in Bychapura, Koratgere at Tumkur district, Karnataka.

  1,800 Beneficiaries



Enabling Women

- Urban Micro Business Centre (UMBC), with Centurion University, enable urban poor youth and adult women in a range of vocational skills, giving them life-changing exposure.

  89 Beneficiaries

- Balsevika Training Institute (BTSI) facilitated by KSCCW empowers poor young women in rural Bengaluru to earn a livelihood with dignity.

  85 Beneficiaries



- Prison Women Livelihood Project works with BRDO in Bengaluru to train inmates in computer, tailoring, embroidery, mushroom cultivation and horticulture, enabling them to earn money as well as remissions in their sentence.

  120 Beneficiaries







Support for People with Disability

Empowering Rural Children

- Sanchalana: Our project with APD at Vijayapura, Karnataka, improves physical wellbeing of rural children with disabilities through corrective surgeries, physiotherapies, mobility aids and access to education.

  305 Beneficiaries

- Bal Roshni: With KSCCW, we identify children with disabilities from economically weaker background and support them on their school journeys as well as physical rehabilitation.

  85 Beneficiaries

- Community-based Rehabilitation – Disability Inclusive Development (CBR-DID): We work with SPASTN at several places in Tiruvallur District, Tamil Nadu, offering children with disabilities early detection, early intervention and post-corrective therapies and school readiness interventions. We also conduct public awareness programs.

  576 Beneficiaries

- Vachana, our project with Sparsh Foundation and in collaboration with APD conducts screening camps in rural areas in Bijapur, Karnataka and identifies children with disabilities from poor families, for complex surgeries, post-surgical physiotherapies, mobility-aids and follow-ups.

  15 Beneficiaries

Helping Children with Learning Difficulties

- Literacy enhancement project with SSK enhances learning in children with learning difficulties from 12 Government schools in Ramanagara, Karnataka.

  285 Beneficiaries

Supporting Youth

- We support AMBA Learn and Earn Centers in Andhra Pradesh by training intellectually challenged youngsters over 16 years of age in computer data entry and enable them to earn their livelihood with dignity.

  247 Beneficiaries







Education

Supplementing Education

- Lab-on-bike: With Agastya International Foundation in Maharashtra and Karnataka, we stimulate creative thinking, and foster curiosity to seek scientific solutions among 4th – 6th Standard Students and Teachers.

  14,395 Beneficiaries

- Coaching program through BRDO spacing provides special coaching in Maths, Science, English, Social Studies, and Kannada to 7th – 10th Standard Students of five Government schools from 10 villages around Bychapura, Karnataka.

  156 Beneficiaries



Creating Professionals through Long-term Support

- Udaan: Our project with Narayana Hrudalaya at Kanakpura, Karnataka, inspires, mentors and coaches young bright minds from rural landscape to become medical professionals. It has now widened its scope to include children pursuing other professions too that are better aligned to their aptitude.

  4 Beneficiaries



Educating Migrant and Tribal Children

- Gubbacchi Learning Community project provides foundational literacy and numeracy for migrated children enrolled in 1st – 3rd Standard in Bengaluru Rural Disctrict.

  71 Beneficiaries

- School support for tribal children: In Rani Kajal School in Madhya Pradesh, adivasi children are educated in modern education so as to enable them to live in modern society while preserving their rich culture and heritage for generations to come.

  214 Beneficiaries



- NJPC: Not Just a Piece of Cloth, a project with Goonj at Kandhamal, Odisha, creates awareness among tribal women about menstrual challenges and offers 'MY Pad' kits free.

  2,523 Beneficiaries





Continuing to sponsor the Hellen Keller Award to honour individuals and organizations promoting employability for people with disabilities. The 20th Award in the series in 2019-20.



Community Radio Centre set up by Mindtree Foundation at Bengaluru Central Prison with the support of Radio City 91.1 FM for the wellbeing of the inmates. **(Shri. Basavaraj Bommai, Honorable Home Minister of Karnataka at the inauguration.)**

Dream2 Reality

Mindtree Foundation's direct project of village adoption.

Somanahalli Village in Tamil Nadu has been taken up by Mindtree Foundation to groom its young talent pool and make stars out of them.

Poor, rural children with dreams in their eyes but no money, find support and succour in the hearts of Mindtree Minds and grow wings to fly into their lives of their dreams. So far 45 children have been nurtured for several years to fulfil their aspirations. 23 of the children are studying at present while the rest have finished their education in their chosen fields and 6 of them are successfully employed. The program includes a child who cracked NEET Entrance Exam and is studying MBBS!

Our short film on one of the girls in this project who is now a college lecturer.
(Thangam's story: *https://www.mindtreefoundation.org/video-gallery/)*









For a **GREENER PLANET**

Our Approach



Beyond environmental compliance where Mindtree follows strict adherence, our strategy focuses on resource conservation, clean energy, sustainable infrastructure, sustainable procurement and people advocacy.

Resource conservation mainly involves energy and emission reduction initiatives, water efficiency, waste reduction and recycling. We are striding ahead on our clean energy approach with solar power at two locations – Kalinga and Pune.

Under **sustainable infrastructure,** we have taken huge strides in green buildings and process innovations to safeguard the environment as well as business benefits in the long run. Our LEED certified buildings including state-of-the-art infrastructure at Kalinga location are testimonies to our commitment in this direction. Our procurement strives to factor in responsible practices in its processes as it looks forward to influencing the supply chain towards better sustainability.

People advocacy is an important part of our responsibility towards the environment. Our numerous sensitization campaigns (such as waste reduction, segregation, green commuting, carpooling and so on) promote sustainability as a lifestyle. We believe in creating a culture of sustainability.

The goals and targets we set on the above domains are monitored on a regular basis, with **periodic reporting** at different levels. Heat maps are generated to monitor progress on targets and savings on per capita basis, across locations.

Now, **AI** comes to our added support as we use our strength in AI (through Gladius, our indigenous IoT platform) to monitor resource usage on a real-time basis at two of our campuses. We also share key metrics of our progress and performance data regularly through CDP Report and Sustainability Report.

Sustainability as it applies to the environment is a combination of responsibility for the planet and strategic advantage for Mindtree. We endorse the philosophy of responsible business being smart business.

Compliance: We have been following the guidelines of the ISO 14001 framework for more than 10 years and all our India locations are certified for ISO 14001:2015.

We comply with all applicable environmental regulations. In the reporting period, there have been no instances of environmental fines imposed or negative consequences or spills due to our operations.

We have spent INR 1,40,90,774 towards environmental initiatives in the year 2019-20.



Greening the Growth Path

Gladius IoT is a full-fledged building IoT solution, which integrates all aspects of building management systems with the IT systems.

The system monitors energy consumption on the building across floors and prevents avoidable energy losses. It controls energy-intensive equipment such as chillers by modifying the set point or cooling based on ambient conditions. Operational at Mindtree Kalinga and phase 1, phase 2 buildings at Bengaluru West campus now, Gladius has been saving 0.70 lakh units per annum. Occupant comfort being highly important for productivity, the system optimizes heating and cooling requirements as per comfort.



The initiative achieves sustainability goals without compromising on people comfort.

Resource Conservation

Our resources consumption have steadily reduced in the last six years and our waste recycling performance has increased, despite increasing scale of perations.



Energy and Emissions

In the last six years, our per capita energy consumption consistently went down: from 200.04 kWh/ employee/month in 2014-15 to ***134.6 kWh/employee/month*** *in 2019-20.*

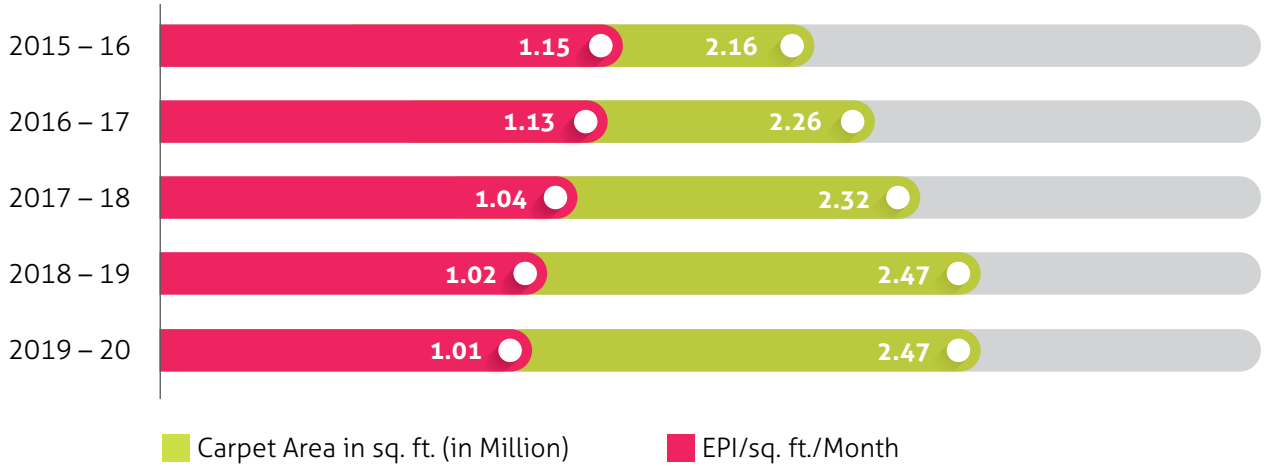
The key initiatives contributing to energy efficiency and consequent reduction in emission are roof top solar at Kalinga facility, clean energy wheeling, phase-wise installation of LED fixtures across locations, UPS optimization, AC retrofit activity and so on.

In the current year, we continued with our phase-wise shift from CFL to LED, continued our UPS optimization strategies and took up several initiatives, adding to energy savings.

In the last five years, smart LED initiative has replaced over 19,636 light fixtures across pan India locations resulting in saving 50% of energy consumption, reducing 1,412 tons CO_2 emissions. Average annual saving: 1.55 million watts, total Cost Saving **INR 1,08,63,784.**

Since 2015, the UPS optimization initiative has yielded an average **annualized saving of 9.91 lakh watts, which is CO2e of 902 tons per year,** and has also led to reduction in battery purchase/generation of hazardous battery waste.

Energy Performance Index V/s Sq. Ft.



We carried out replacement of old condenser pumps with equally efficient low capacity pumps, which yield us a monthly saving of 1.18 lakh units, that is annual saving of INR 9.44 lakh.

Our turbo core chiller implementation gives us 60% lesser power consumption, saving us INR 43 lakh per year.

Employee Commute System

We have methodically worked in different ways on containing emissions in employee commute. Starting a common bus system for all companies in Global Village, our Bengaluru West location has set an example of leadership in this direction. Our **Metro Shuttles** encourage lower emissions at individual levels. We encourage green commuters by providing cycle stands and charging points.

The Routematic Application that we use for end-to-end automation of employee transportation creates automated optimum routes based on address data.

The shift rationalization that we follow has reduced operation of daily trips by 25%, reducing operating cost by 22% and also reducing employee carbon footprint.

Our renewable energy component in the total energy mix stands healthy and robust at 56.19% now.

Bengaluru West Campus runs on 76% wheeled hydro power where as East Campus uses 70% wheeled solar power. Our Chennai facility runs on 73% wheeled wind and solar energy. 22% of Kalinga Campus energy needs are being met with in-house solar plant.

Roof top Solar at Kalinga facility: The 550 kW solar power plant installed at Mindtree Kalinga is designed to meet 30% of our campus power requirement. The efficient, latest technology solar units that we have installed produces up to 5.5 kW units/day via conventional panels, which produce up to 3.8 kW units/day. Our mobile app tracks the performance of the plant on a constant basis, enabling remote monitoring and timely corrections.

Water

Increasing water-stress in the country places the responsibility of water conservation on everyone's shoulders. In the recent years, Mindtree has been more sensitive than ever to this responsibility, and has been taking required measures to conserve water.

We draw water from three sources: ground water, municipal water supplies and private purchase. While higher scale of operations and increasing employee base places higher demands on water, we have followed **Reduce-Reuse-Recycle** philosophy to keep the absolute water consumption low. Rainwater harvesting systems have been operational since 2012-13, enabling us to capitalize on water harvesting from the monsoons.

100% of the outlet water from our facilities is treated using Sewage Treatment Plants (STPs) available at our own campuses and common STPs.

Our **'Eternal Pond',** the artificial lake which we constructed at our Kalinga Campus stores rain



water and makes it available for landscaping and construction purposes of the campus.

Incoming STP water is recycled at our installed RO plant. The treated and desalinated water is used for chiller cooling tower, reducing the extraction of ground water by 12,00 kl per month and also the dependency on suppliers by 13%. We recycle approximately 80% of water using our own STPs. This water is reused internally for flushing and landscaping purposes. We have shifted from using treated water for flushing to using RO rejected water at Bengaluru location.

Our water conservation efforts have been consistently successful with steady decline of per capita consumption over the last six years, despite our increasing employee base: from 1.03 kl/employee/month in 2014-15 to 0.82 kl/employee/month in 2019-20.

Waste Management

We continue to explore possibilities for better resource management through various environmental protection programs and adopt best practices in facility management services and workplace. Our Environment Health and Safety Policy acts as a pivot (3R method – Reduce, Recycle, Reuse) for the implementation of such programs.

We have taken reduction of waste generation as a crucial objective. All our India facilities segregate the waste into around 20 sub categories. We closely monitor the waste generation and disposal. Our waste being recycled through both, in-house recycling units and tie-ups with authorized partners. As part of extended producer responsibility, we have initiated vendor audit for all our waste management partners.

We believe in waste to wealth philosophy. Our food composting projects convert waste into valuable compost for our gardening purposes. Our campus at Kalinga while being built took the philosophy to another level by using the mud on the site to make bricks and using them for 2,72,000 sq. ft. walls of the construction. We call them 'magic bricks'.



Our recycling of waste has increased in six years: from 80.62% in 2014-15 to 91.95% in 2019-20.

We optimized the number of dustbins substantially and introduced steel dust bins customized for waste segregation, thus taking our war against plastic a step ahead.

People Advocacy

We are committed to provide a safe and healthy work place to our employees. Our aim is to make Mindtree a zero incident campus and we are continuously working to enhance health & safety at workplace by adopting better systems, processes.

'People comfort' is a big criterion in all our endeavours, be it energy efficiency, be it water conservation. We also believe sustainability is a lifestyle issue and hence people should own the responsibility along with the company. We run campaigns and initiatives on different aspects of sustainability such as green commuting, safe driving, and reduction of waste to influence behavioural facets of sustainability.

We encourage our people to use Metro trains for their commute at Bengaluru by offering last mile connectivity (station to office and back). Our usual support activities and campaigns in promoting such behavioural aspects of sustainability continued in the year 2019-20 too.

This year, our Hyderabad office launched a campaign calling for people to take the Metro. The campaign elucidated that 500 people switching to Metro will save 36,000 kg CO_2 emissions per day.

Sourcing Responsibly



We endorse the precautionary principle, and adopt resource conservation methods which save the planet and also bring about business savings.

Supply chain is a huge opportunity to deploy this dual strategy. Mindtree strives to apply **green procurement objective** to its overall procurement strategy, and is involved actively in identifying and generating **green alternatives** to traditional purchasing. This approach is adopted pervasively across procurement for both big and small purchases such as building materials, equipment, office decors, campaign displays, stationery, trash bins, and cutlery and so on.

Our 1800+ strong supplier base consists of trusted partners, chosen with a conscious approach to **local sourcing,** and adherence to the **supplier code of conduct** which insists on self-declarations with respect to human rights and elimination of child labor and forced labor. We also **encourage and place special emphasis on women-based organizations.** At present, 2.54% of our supplier spends go towards this segment.

93% of our suppliers are local suppliers, as per our local sourcing norm.

Our digital portal for suppliers went active in this year.

We have been increasingly investing on ease of business for our suppliers, **taking the digital route** for efficiency, convenience, transparency and better responsiveness. The 24/7 availability of the service which is seamless for all stakeholders increase efficiency while stringent system checks control data leakages and frauds. By using the new supplier portal, we are now paperless with all our transactions now being e-transactions. We are looking at leveraging this portal for supplier surveys too next year.

We are keen to **engage with and influence the supplier eco-system** towards better sustainability. We are glad that we have been successful in influencing some of our suppliers shift to eco-packaging. For instance, we have encouraged our laptop supplier to use only recyclable materials for packaging. **The Partners Meet** in August 2019 saw us engaging with our partners, both old and new. The meet further strengthened our relationship with our supply chain, and received positive feedback.

In the light of global resource depletion, it is important for companies to adopt resource conservation methods.

We completed our supplier meetings across all locations this year, with highly positive feedback (4.72/5.00).



CELEBRATING
Technology

Celebrating Technology for Sustainable Business





Osmosis is an annual event at Mindtree, which takes technology to a celebratory high, rejoicing in our passion for innovation and collaboration.



It brings all Mindtree Minds together to witness with collective awe and pride, the innovative tech prowess we have amidst us.

Run in multiple tracks across the organization, Osmosis culminates in a grand event every year.

Organization as a Nurturer

Mindtree philosophy has always been to position itself as a gentle nurturer of talent – placing the individual at the centre, building a conducive environment around the individual for growth. Osmosis in its intent, design and format reflects this fundamental Mindtree way. For years, it has stood as an encouraging call to creativity and innovation to draw out our talent beyond hierarchy, linearity or protocol, to reach great heights of creative potential.

Evolution of the Tech-Fest

The fest is now 15 years old, and has come a long way morphing its content in interesting ways, while keeping the format and core spirit of technology and celebration intact. Over the years, it grew to add more structured tracks, and expanded its scope and boundaries. Amidst these changes, gentle nurturing and celebration of technology have remained the core spirit of this endeavour throughout the years.

Our core values of expert thinking, unrelenting dedication and collaborative spirit naturally infused themselves into Osmosis, rendering it to go deeper, connecting ideas with solutions in an accentuated manner.

Having started in Bengaluru, Osmosis subsequently threw its gates open to Mindtree's overseas locations. Leveraging our state-of-the-art technology infrastructure, we were able to get our bright Mindtree Minds across locations to participate seamlessly in this celebration. Osmosis, from being a passionate local community, has now turned into a global technology festival.

Experiential zones were an interesting feature that we introduced along this journey. Select solutions actually simulate the end user experience in these stalls, giving an experiential feel.

We offered issues from actual project realms as well as from the broader technology universe, challenging our bright Mindtree Minds to ideate, compete, prove ideas and develop prototypes. We celebrated the winners, the contestants and the participants.

Inclusive Model

Within Mindtree, the fest offers opportunities for one and all, and is as open to a manager or a leader as it is to a techie.

One of the tracks invites experts from outside of Mindtree to talk to Mindtree Minds, thus bringing in wisdom from different perspectives. In addition, we also got our leaders to talk to interested techies outside of Mindtree through external webinars.

The internal community has indeed blurred its boundaries often to include external entities as well.

Osmosis opened its techie track (Techathlon, as it was called then) to campuses, urging participation from tech graduates in the coding, debugging and related challenges. Gen Y, both within Mindtree and at the campuses, has responded quite enthusiastically to these tracks, over the years.

We also welcomed several of our business partners into the fest in 2015. They participated with vigour and shared highly positive feedback with us.

Last year, the Develop It Yourself (DIY) track attracted people working on new technologies such as AI. This year, Osmosis offered an accentuated focus on customer-specific problem solutions, challenging our techies to traverse the entire spectrum – from ideation to successful solution. Makeathon, as we called it this year, was about building a market-ready prototype.

2018-19 Osmosis, which is essentially a celebration of technology prowess is now morphing into an anchor for business sustainability in these times of enormous technological disruption.



Innovation is the only way to manage and lead in times of disruptions indeed. And when we do it with celebration, the ride is even more joyful!







Osmosis 2020: 'Possibilities Next'

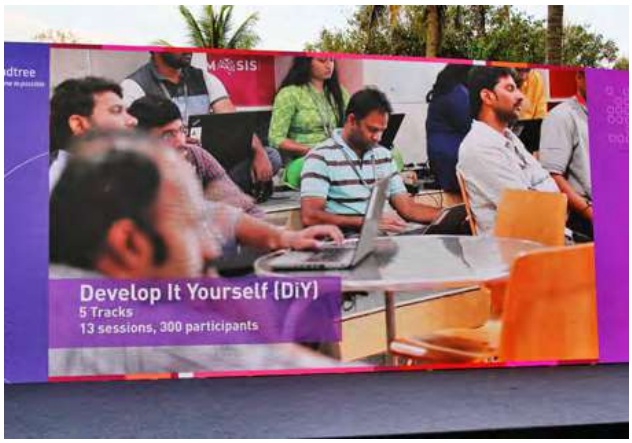
Osmosis brought to the forefront the future of different technologies.

Customer Hackathon: Idea-thon

The platform to share ideas and feasible solutions for customer problems. *562 participants engaged themselves over 32 customer problems.*

Customer Hackathon: Makeathon

The platform to ideate and develop innovative solutions for real customer problems. *In teams of five,* techies worked on a chosen solution with the help of internal experts. *116 teams worked on 28 customer problems.*





Campus Track

The **Techie of the Year (ToY)** track was open to third year students from *select Engineering Colleges in India.* Those shortlisted in the **Coding Contest** qualified for the **Appathon**. Appathon got them to work on UI applications. It drew *11,833 registrations from 136 colleges.*

WinnerSpeak

"The opportunity for applying ingenious new technological solutions to solve business problems was good. Osmosis also reinforced the Mindtree values – Collaborative Spirit, Expert Thinking and Unrelenting Dedication.

Anurag Thakur
Chinu Subudhi
Tanushree Roy Choudhury
Divyanshu Dwivedi

"Osmosis was fantastic, awesome, great! The teams learn a lot from building the application for a real word scenario to giving presentations and sharing their results and value adds. In Osmosis everyone thinks like an architect of a solution. Helps us to grow a mindset for true efforts and innovation.

Sachin Sharma
Ranjan Debnath
Ishnoor Singh
Khushboo

"The gamut of technical exposures that one gets in Osmosis is boundless. Just the right platform to prove your mettle and get the visibility you deserve!

Akilan Manoharan
Sylvester Daniel John
Mac Puthran
Meenakshi Annamala

"It was really a great experience. Opened the door for participants and inspired others. Got a chance to learn a from different sets of audience, their solutions as well as what is trending now.

Manoj Kumar Mittal
Palachandra Manuru
Sayon Chakraborti
Vaithishwari Devarajan



> The 3 weeks was like a journey through the technology. The best part was, we got to learn a lot of new technologies!
>
> **Ram Anandhrs**
> **Goutham Chandrasekaran**

> It is a very useful platform to share ideas especially for people like me who are not from a technical background. Due to multiple responsibilities within projects, the ideation process at times remains in the background. Osmosis is the ideal platform to bring it forth.
>
> **Vinith K Vijaykumar**

> This is a unique platform with a level playing field that cuts across experience, expertise and domain, giving an opportunity to voice opinion and be visible.
> An extremely rewarding experience.
>
> **Arun Meenathethil**

> This competition has opened my eyes to see technology in a new dimension. Osmosis gave me an opportunity to apply my technical knowledge into the practical, made me a better problem solver and also helped me to gain more knowledge.
>
> **B G Anil**

> Osmosis, with its thousands of participants, was special and unique for me in its size and scope. Exposure to such a large competition gave me a stage to test and prove my abilities and also a boost to self confidence.
>
> **Himanshu Pandey**

> This awesome fest helped me experience the "joy of coding". I will make sure to share my experiences with my friends, classmates as well as juniors and motivate them to participate too in the coming years.
>
> **Macha Nitesh Goud**





TALENT
at the Frontiers

Our Approach

Mindtree seeks alignment of values right from the hiring stage, and introduces Mindtree culture and values to potential talent pool experientially during the hiring process. Induction is approached as a careful planting of saplings ('Orchard' as it is named). Mindtree Kalinga Campus takes on the task of creating 'Engineers of Tomorrow'. The strategy involves experiential learning and not 'teaching' or 'training' them. The goal is to inculcate the right social mind-set, apart from technical and business mind-sets.

The lateral hires are consciously acclimatized with the values and culture of the organization to achieve seamless integration – just as a botanical garden nurtures and cultivates trees. ('Arboretum', as it is called).

Our learning and development approach our agenda holistically, covering not only role-based skills and competencies but also communication and culture related aspects of learning and development. Leadership development programs, with their rigorous framework and innovative methodologies, strive to create future leaders. Feedback, mentoring, coaching and career planning at individual level go a long way in enabling personal growth. The strategy involves digital leverage in the form of YORBIT, our in-house digital learning platform.

A series of monitoring mechanisms are set in place to track progress across Orchard, Arboretum and learning and development for continual feedback and improvement.

Ours is a culture-backed organization, which provides an ambience for fullest creative expression of individuals. We call it 'People Function', not HR.



We foster deep engagement with our people through a plethora of initiatives:

- PACE, the performance management system has cascading goals, 360-degree feedback, appraisals that do away with ratings from mid-level onwards and rely on feedback.
- The compensation and benefits system is designed to differentially recognize Mindtree Mind's performance, expertise and potential to attain business goals while remaining competitive and equitable.
- An elaborate rewards and recognition system – a motivating program for our high performers.
- Retention council to strengthen retention.
- And several other programs.

Clubbed with carefully crafted health and safety programs such as Healthy Mind Healthy Body and online wellness platforms, and also a range of diversity-focused and women-friendly policies and initiatives, we create a nurturing environment and a conducive workplace for all our people.



Skilling for the Future

With people wellbeing being a material theme, nurturing a performance oriented culture while managing change becomes an agenda of paramount importance to Mindtree.



Change and disruptions are now macro level issues, and Mindtree has been gearing up constantly over the years to respond to and adapt to the changes called for, in an agile manner. The internal changes in 2019-20 have brought in a few new norms and orientations, while the core part of our culture and flagship programs stay intact. A series of initiatives have been carried out this year to ensure better alignment, two-way understanding and communication between new senior leaders and people.

The new norms and structure are conducive for our next level of growth, preparing us for scale, replicability and calling for standardization along with innovation and customization. This augurs well for our future.



In this year of transition, our people attrition was 17.40%.

Skilling brings a clear competitive edge to our business value proposition. For Mindtree, skilling has always been about **'learning' rather than 'teaching' or 'training',** and about the learner-centric approach.

Our learning strategy focuses on building business logic into digital learning – using a scalable, open and people-friendly approach.

We bring in a high level of governance to our learning programs. Content, quality and coverage are key, guided by relevance and context, while constantly tracking critical KPIs.

Our approach consciously holds the learner at the center of all our programs, while bringing in the team context and then building business needs into the learning models. This is how we integrate the learning models.

Mindtree onboarded 7,209 new people in to its fold this year.

We created **experience-centric onboarding** for all new joiners at Bengaluru and plan to replicate it across locations soon.

We launched the Arboretum Microsite: The one-stop shop for all new Mindtree Minds caters to all joiners' needs in India, and will soon be expanded to cover all our offices across the globe.

YORBIT, our digital learning platform has further evolved now.
We introduced our deep dive courses (301 Level) on AI and Cloud this year.

2,343 Courses on YORBIT

About **500** new courses added this year 2019-20

Learner feedback of **4.55/5,** Manager feedback of **4.42/5** and Learner sentiment on courses **0.74/1**

2,500+ digital Minds,
2,000+ testing Minds,
1,250+ IMTS Minds went through reskilling/upskilling

722 external certifications completed

Digital Learning

Only 5% of learning is classroom-based at Mindtree now, with 95% being in virtual mode.

Learning hours continued to show an upward trend, up from 36 per capita hours in 2015 to 77.10 per capita hours in 2019-20.

Digital Inside

We believe in creating internal products with our digital prowess and deploying them for internal purposes before externalizing our innovations. Over 700 such products facilitate our internal processes today, creating a clear IT architecture for our policies, processes and systems, reducing manual components and increasing efficiencies.

An example: Around two lakh queries were handled by our internal chatbots in the year.

Thought Leadership



Our thought leadership in internal IT system architecture for shared services resulted in an external advocacy event under Conference Board umbrella this year, hosted at Mindtree. The event received appreciation, encouraging feedback and recommendations from external organizations including Unilever, Walmart, Texas Instruments, Metlife and ABB.



Nurturing Talent



Organizational development at Mindtree focuses on empowering the individual to take charge of one's own growth, with the organization playing the catalyst. Feedback from our talent review flows into our process and program design regularly. Our flagship programs in development continue to foster our people for higher growth. The way forward is to take the integration route and insist on systemic but self-driven growth paths.

Our key programs – **Enterprise Learning Program, Future Leaders Program and Delivery Managers Program** continued for a larger part of the year, taking a strategic pause in order to assimilate new thoughts before evolving further. New programs have also emerged, reflecting and responding to changing needs and realities.

Manager Development Program has Mindtree Minds as facilitators developing managerial capacities, calling attention to biases and blindspots.

Digital Reset aims to build digital leadership capabilities at the mid-management levels. It includes sense-making and story telling modules, working on real-time projects hands-on and coaching components over three to four months.

Young Leader Program for beginners, hones self-leadership, perspective building and contexualizing capabilities.

Online, simulation-based learning modules combine YORBIT with simulation games for learning across all levels.

We ensure that every Mindtree Mind is covered by our learning programs across levels.

Digital Boost for Career Planning

Our career portal gets ready for dynamic and real-time support for career planning for Mindtree Minds.

To make our organization a great place for people to work and for the business to use internal opportunities for talent, the portal acts as a two-way connect for the respective needs. Defining market needs, carving out specific roles and paths, helping people to assess the status, deciding the next role to grow into and choosing a path of growth and so on are an integral part of the design of the portal.

Our Culture App



The digital anthology of stories and anecdotes we built last year to reflect our culture and ethos continues to impart our values among our people. This year, we ran a photo contest where Mindtree Minds shared pictures that reflected our ethos.

We also ran Culture Jam sessions where leaders and influencers came together, shared and discussed what they perceive as Mindtree culture. These events added to our people's understanding of Mindtree values and ethos, further strengthening the 'The Living Tree Stories' – our collection of culture stories available on the Culture application, which now stands 310 stories strong. We look forward to growing this anthology of collective pride and shared values of 'Being Mindtree'.





Diversity & Inclusion



By policy and practice, we offer equal opportunities at all levels of employment without discrimination.

Inclusive in approach since inception, Mindtree recruited people with disability right from the first batch of its recruits. Today 45 people with disability contribute to our success, supported by the infrastructure and reasonable accommodation policy conducive to them.

Being a pure meritocracy, our organizational culture brought in women talent naturally always. Targeted agenda for improving gender ratios evolved subsequently. We pursue the goal of increasing our overall women talent from the current 32.40% to 35% in the next two years.

At present, our women talent is 32.40% at an overall level, 50% at campus recruitment level and 35.40% amongst all new joiners in the year.

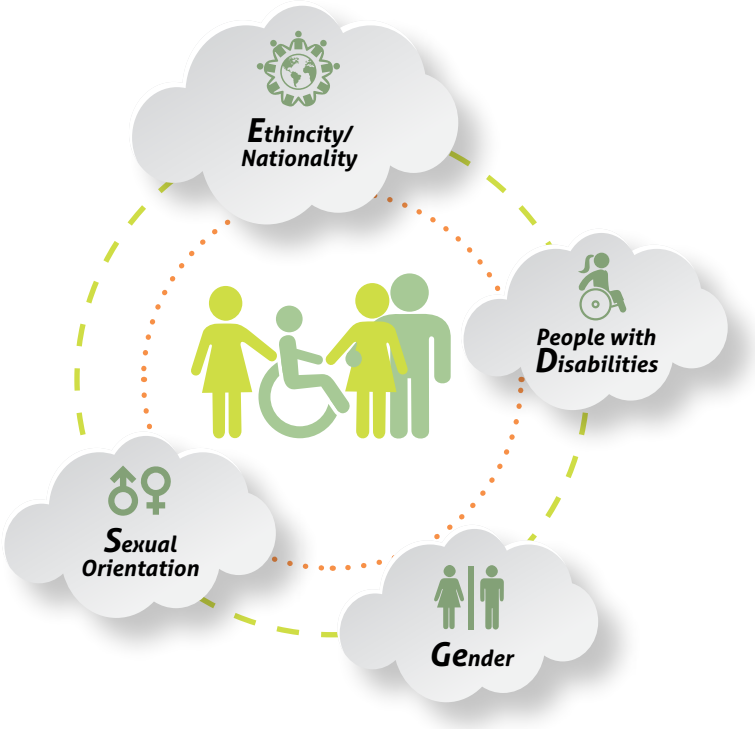
We embed diversity goals into the KRAs of our recruiting managers, and identify and work with partners with strong credentials on diversity. We track the diversity dashboard across levels. We closely look at openings at the mid-levels and explore possibilities of bringing in women talent for addressing the gaps. Our successful initiative of bringing in women in tech will reach other locations soon.

Mindtree is committed to diversity beyond gender to include different ethnicities, disabilities and sexual orientations.

Our Board of Directors has two woman members on the panel.

Our strategy going forward is to focus more strongly on leadership development among women, creating a more inclusive workplace, have diversity reflected across learning and OD (Organizational Development).

Our inclusion is not limited to women and people with disability. We are an organization open to a wide latitude of ethnicities and sexual orientations, as a matter of principle and value. Our diversity framework EDGeS reflects it well.



Worker representation in our various operational committees is at **4.20%.**

Mindtree believes in ensuring women-friendly ambience and going beyond it to enable leadership development for the women talent pool.

Key Programs

Exuberance

Exuberance, an intensive, six month-long leadership program for women at senior levels has produced a group of 95 women leaders, supporting them to take on larger and critical roles.

Women in Tech

The drive focuses exclusively on hiring women with technical prowess. 3 initiatives were run this year welcoming 20 women in our tech world.

Refresh

Our regular recruitment drive to bring back women on break to work, brought in 20 talented women to our organization this year. We take them through reboot, boot-camp and buddy programs to ease their return to work.

Mi Footprints

Mid-level women talent go through learning modules of self-discovery, career planning and coaching for growth through this program. 400 women went through the program this year.



Women-friendly Policies

Equal Opportunity Policy
Reasonable Accommodation Policy

- Job Restructuring
- Modified Work Schedules
- Reassignment to Same Project

Flexi Work Options

- Work From Home
- Reduced Work Hours
- Part-time

Parental Leave

- 6 Months Maternity Leave
- 6 Months Adoption Leave
- 3 Months Surrogacy Leave
- Special Needs Leave

Child Care Facility

- Crèche-onsite & Offsite
- Night Crèche Reimbursement
- Lactation Counselling
- Baby's Day Out
- Open Door Policy, Kids to Workstation

Health and Safety

We place utmost importance to the wellness of our people. All our locations are OHSAS certified and have a clear EHS policy.

All our India locations are certified for ISO 45001:2018; majority of our locations have first aid centres, ergonomic seating and physiotherapy help available.

Our Work From Home (WFH) Policy was extended quickly and effectively in March 2020 as a response to the COVID 19 crisis, and we ensured almost 100% WFH across regions to ensure safety of our people.

Healthy Mind, Healthy Body has been our constant mantra through several years. Our wellness initiatives include wellness activities, counselling, ergonomic care, mental health awareness, advocacy on work-life balance, awareness on financial planning and so on. An online portal has supported our people to take on fitness as a challenge to meet, and has inspired our people to get healthier, stronger and fitter.











BEYOND
the Billion

Our Approach

Mindtree is one of the fastest growing companies in the IT space, with a clear edge in new technologies.

Having factored futuristic needs into our approach and a strong business strategy, we are well-positioned with a strong digital edge.

Conceived as an **organization with a social conscience,** we pursue the path of helping societies flourish along with our business. We believe in sharing the fruits of success with the society. Our CSR endeavours are a testimony to this conviction. We are proud to pursue this journey of contributing not only to our financial bottom line, but also towards bettering the society and the environment, thus creating value across triple bottom lines.

Our economic bottom line has several **success factors.** Booted by our holistically trained expert Minds, our relentless dedication and collaboration, we have constantly seen our strengths translating into solutions and services that lead to high client satisfaction.

Our strategic focus lies in digital solutions and managed services. Highly skilled and engaged talent pool, systems for delivery efficiency, innovation, technological prowess and process intensity characterize our success. Goals and targets are tracked by a stringent monitoring mechanism at all levels, bringing in strict governance and scope for improvement at all stages.

Greater quality at faster speed, focus on delivery excellence, investment in digital and automation capabilities, and fostering advantageous partnerships have been the hallmarks of our journey of success so far.

*We are now specifically focused on **simplifying our processes, differentiating our offerings and adapting to change** with agility, and competitiveness in order to attain the next level of growth and scale.*





Value Creation

Cloud, data analytics, IoT, digital commerce, mobility, agile, automation and integrated services are some of the key offerings among many others, which render us competitive and differentiated in this dynamic IT industry. Our strengths in AI and new age technologies stands us on a firm ground in this disruptive era.

Our cutting edge solutions serve diverse industry sectors such as retail, consumer packaged goods, electronics, manufacturing, travel and hospitality, transportation and logistics, BFSI, media and entertainment, and so on.



Strategy for Success

Born digital and set out to make digital 'real' for our clients, ours is a successful journey of transformation for ourselves as well as for our partners and clients. Consulting-led and customer-focused, we built in future success factors early into our strategy. Our unprecedented growth in the recent years and an increasing contribution of the digital business further validate our foresight and future-focused approach.

We are witnessing heartening success at the frontiers of the future. Our expertise in agile solutions and over a decade-long experience gained from 100+ agile projects benefits both us and our clients with shorter delivery cycles, bringing in competitive advantage.

Strategy of success at Mindtree also includes great quality delivered faster, focus on application technology solutions and leveraging partnerships.

Automation is a strong anchor for our strategic path, and so is our effort to make AI pervasive. We believe in leading with our strong offerings, delivering at high speed and automating pervasively.

Our value proposition for our clients is about helping them to leverage technology and grow, and run their business efficiently. Speed, profitability, consistency and engineering excellence have proved to be great strategic focal areas, bringing in revenues over USD 1 billion last year (2018-19). This has been coupled with **high client satisfaction levels.** The current year (2019-20) garners a good business performance along with higher customer satisfaction.

307 active clients engaged with us during the year 2019-20: Our emphasis on stability at the service front and managing customer commitment during the year has effectively ensured business continuity and high customer satisfaction.

*We received the **ISG Star of Excellence Award** in 2019 for highest cumulative client experience score for the quality of its core technology services.*



We have been re-assessed at **Maturity Level 5 in Capability Maturity Model Integration (CMMI Version 2.0) in 2019-20.** We were one of the earliest adopters of CMMI V2.0 in our industry.

Certified at **Level 5** for both the Services Model and Development Model views simultaneously, this feat is a testimony to the excellence in our delivery methodologies, systems and governance. It highlights our capabilities in developing quality products and solutions in line with customer needs.

Looking Ahead



Investment in advanced technology is of high importance to us and we hare heavily invested in futuristic technologies.

'Immersive Aurora', a co-innovation lab with a combination of AR, VR and MR (Augmented, Virtual and Mixed Reality), is a first-of-its-kind innovation and experience centre. **Digital Pumpkin** continues to thrive on digital technologies, supporting customers with ideation and prototyping with the help of our design experts.

Our talent pool is constantly being skilled, re-skilled and up-skilled, using YORBIT, our in-house online learning platform which helps train across basic, intermediate and advanced levels. Integration of business needs and logic into this learning system ensures alignment of our talent capabilities with the dynamic needs of the market. The details of this endeavour are shared in the chapter 'Talent at the Frontiers'.







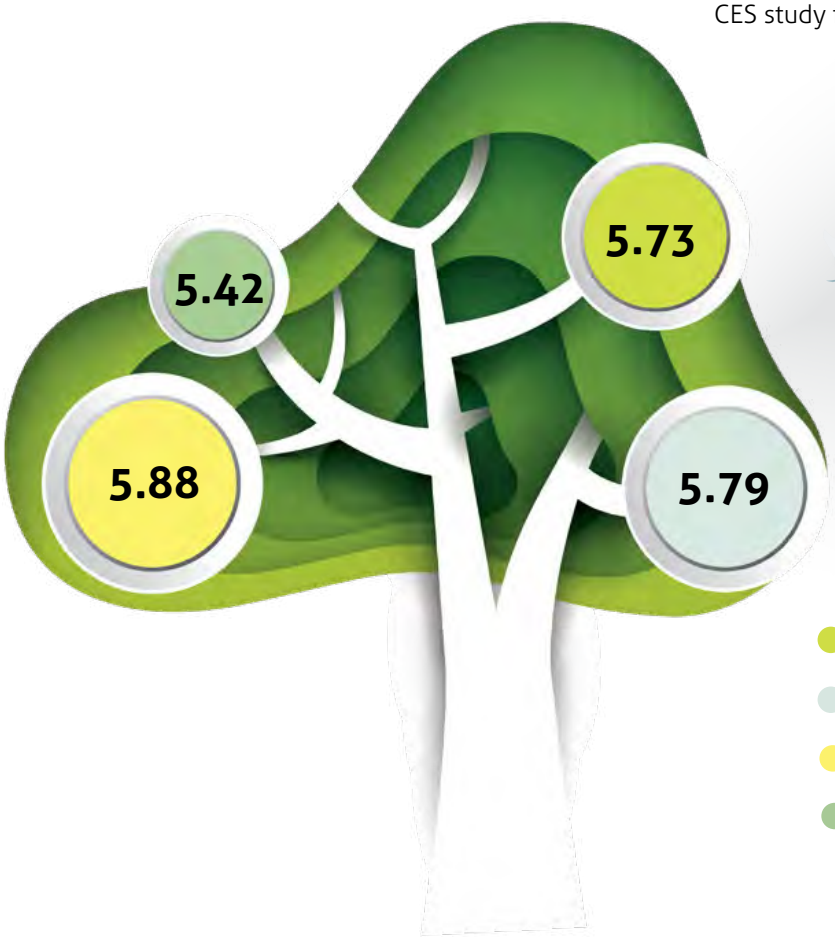
Delivery

Operational excellence is a key driver for delivery excellence. Project DRIVE is an initiative to optimize our productivity, quality, cost and time through LEAN principles. It efficiently addresses the redundancies in the system, releasing and redeploying talent optimally. Together they enable our delivery teams to build and deploy high quality solutions at great speed, ably complementing the impacts for ensuring high customer experience.

We have delivered **over 70 projects since 2015** through this model, covering over 4000 Mindtree Minds.

The approach has matured internally and has enabled us to extend it externally: **We have offered LEAN as a service** to a client (a large US-based airline) since December 2017, implemented it for two years, reducing inefficiencies by 25% at their end. We are set to achieve similar goals for our other clients as well.

Customer Experience: Our highly skilled, re-skilled and up-skilled talent pool with its prowess in digital technologies, domain expertise and culture-backed values consistently engage in a consulting-led mode, delivering high quality at high speed, evoking customer delight which reflects consistently in our CES study findings.



- Satisfaction
- Loyalty
- Advocacy
- Value for Money

Since 2017, our Quality Function team planted an avocado sapling for every response we received on our client feedback survey. That is 5,000 saplings by now benefitting 1,000 tribal families. We monitor the progress as well: 80% of them have survived. We await the fruits to benefit the tribal community in the next 1-2 years.



Mindtree's Agile Response to COVID-19

Mindtree approached the COVID-19 crisis with due alacrity in its response. Our business continuity capabilities kicked in during early phase itself, with our Risk Office taking in a deep dive of analysis, mapping and planning timely interventions. We set up a 'war room' and a crisis management team as early as on 3rd March 2020. The focus was on safety of our people and zero impact on client deliverables.



Our Global Contact Centre was activated to respond to the anxieties and concerns of Mindtree employees. Our fresh campus recruits, being trained at Kalinga were all seen to the shores of safety in two days' time. 100% of talent pool outside India and 70% of our talent pool within India were working from home from 16th March onwards – one week before the lockdown period officially started in India. We enabled 99.5% Work From Home mode soon after.

Agility and daily tracking model were built into our operating model, thanks to our agile working mode, and our client deliverables were met despite the challenge posed, with zero productivity loss. The data leakage protection we enabled on all end points ensured the security of operations.

Our already effective Work From Home Policy and system, our active collaboration tools, our digital learning platform and our expertise in Agile approach came in as a big support in this time of crisis response. No deliverables nor billings were impacted.

With our contributions to the PM Cares Fund and purchase of testing kits for those who cannot afford testing, our responsiveness to the COVID-19 crisis has been multipronged.

Business Outlook

With the global economic scenario shrouded with various uncertainties, a cautionary outlook is what prevails among the IT leaders (NASSCOM, 2019). However, India enjoys a major share in global services sourcing business and hence the outlook remains positive with a cautionary tone. In digital business, India accounts for USD 48 billion of the USD 225 billion global pie (2020 estimate).

In the next five years, 90% of incremental spend in IT would be in the digital space. Considering the strength and prowess of Mindtree in digital technologies, this augurs well, at the very fundamental level, for our continued success amidst all uncertainties and disruptions. We aim to continue to balance our technology strategy with human-centric approach, both at the market place as well as the workplace, for that has been a huge enabler for our consistent growth.

Considering the challenges newly brought in by COVID-19 towards the end of FY 2019-20, we anticipate a softening of demand for the industry. However, based on the strengths of our business continuity plan, we are confident we will continue to create value for all our clients, drive profitable growth, develop future-ready talent and maximize shareholder value.



Our Current Focus for the Way Forward

- Simplify the IT environment by breaking down complexities.
- Differentiate through digital strategy, building on heritage and innovation for market leadership.
- Embrace and manage change in the market by increasing expertise through up-skilling.



Performance Dashboard

Economic Value Generated and Distributed

(INR in crores)

Direct Economic Value Generated (A)	2019-20	2018-19	2017-18
Revenue (through core business segments)	7,764.25	7,021.55	5,462.83
Other Income (through other sources)	75.66	89.33	190.22
Total	**7,839.91**	**7,110.87**	**5,653.05**

Economic Value Distributed (B)	2019-20	2018-19	2017-18
Operating cost	1,651.09	1,552.33	1,167.53
Personnel expenses (wages+benefits)	5,027.03	4,397.64	3,550.19
Interest charges	52.91	2.95	16.91
Taxes and royalties (given to various Govt. wherever business units are located) – Taxes expenses	197.90	232.74	172.22
Taxes and royalties (given to various Govt. wherever business units are located) – Dividend tax paid	101.41	37.80	25.37
Dividends (payments to capital providers)	493.33	180.51	148.79
Donations (political parties/politicians)	–	–	–
Community development/CSR investments – paid to Mindtree Foundation	4.70	7.04	4.60
Total	**7,528.36**	**6,411.01**	**5,085.61**
Economic Value Added (A-B)	**311.55**	**699.86**	**567.44**

Contribution to Benefit Plan

(INR in crores)

	2019-20	2018-19	2017-18
Contributions to Provident and Other Funds	320.53	282.85	210.03
Staff Welfare Expenses	37.70	23.55	13.86
Total	**358.23**	**306.40**	**223.89**

Exemptions Received

(INR in crores)

Financial Assistance Received	2019-20	2018-19	2017-18
IT exemption	334.79	339.28	301.22
Land provided at subsidised rate	–	–	–
Incentives	–	–	–
Custom, excise duties waived#	754.86	18.5	6.38
Total	**1,089.65**	**357.78**	**307.60**

Talent Pool

By Employee Category	2019-20			2018-19			2017-18		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	11467	6523	17990	10560	5685	16245	9357	4672	14029
Middle Management (C5-C7)	3156	580	3736	3119	563	3682	2680	443	3123
Senior Management (C8-C9)	228	21	249	228	23	251	196	17	213
Top Management (C10-C12)	16	0	16	25	1	26	19	1	20
Subsidiary Employee	0	0	0	0	0	0	126	54	180
By Employee Contract	**2019-20**			**2018-19**			**2017-18**		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent	14867	7124	21991	13932	6272	20204	12378	5187	17565
Contract	1289	387	1676	1667	864	2531	991	328	1319
By Employee Type	**2019-20**			**2018-19**			**2017-18**		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Full Time Employees (Headcount)	14867	7124	21991	13932	6272	20204	12378	5187	17565
Part-time Employees (Headcount)	1289	387	1676	1667	864	2531	991	328	1319

By Region	2019-20			2018-19			2017-18		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	11810	6337	18147	10864	5514	16378	9707	4635	14342
UK	339	81	420	358	86	444	316	91	407
US	2395	655	3050	2299	598	2897	1970	399	2369
Others	323	51	374	411	74	485	385	62	447
By Age	**2019-20**			**2018-19**			**2017-18**		
	Male	**Female**	**Total**	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**
<30	6241	4512	10753	5848	3945	9793	5285	3276	8561
30-50	8342	2562	10904	7801	2269	10070	6878	1862	8740
>50	284	50	334	283	58	341	215	49	264
Total	**14867**	**7124**	**21991**	**13932**	**6272**	**20204**	**12378**	**5187**	**17565**

New Hires

By Employee Category	2019-20			2018-19			2017-18		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	4261	2448	6709	4055	2136	6191	2817	1267	4084
Middle Management (C5-C7)	409	66	475	604	108	712	305	42	347
Senior Management (C8-C9)	18	2	20	30	5	35	25	3	28
Top Management (C10-C12)	5	0	5	1	0	1	3	–	3
Subsidiary Employee	0	0	0	0	0	0	162	69	231
By Region	**2019-20**			**2018-19**			**2017-18**		
	Male	**Female**	**Total**	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**
India	3951	2207	6158	3896	1974	5870	2681	1162	3843
UK	22	6	28	42	8	50	142	61	203
US	692	294	986	675	249	924	445	139	584
Others	28	9	37	77	18	95	44	19	63

By Age	2019-20			2018-19			2017-18		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
<30	2844	1948	4792	2732	1710	4442	1971	1072	3043
30-50	1761	553	2314	1861	517	2378	1247	288	1535
>50	88	15	103	97	22	119	94	21	115
Total	**4693**	**2516**	**7209**	**4690**	**2249**	**6939**	**3312**	**1381**	**4693**

Attrition among New Hires

By Employee Category	2019-20			2018-19			2017-18		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	417	218	635	416	201	617	195	67	262
Middle Management (C5-C7)	53	12	65	52	11	63	23	7	30
Senior Management (C8-C9)	4	0	4	2	1	3	1	–	1
Top Management (C10-C12)	0	0	0	0	0	0	0	0	0
Subsidiary Employee	0	0	0	0	0	0	36	15	51
By Region	**2019-20**			**2018-19**			**2017-18**		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	350	179	529	331	172	503	162	58	220
UK	3	0	3	3	2	5	24	13	37
US	112	48	160	124	38	162	58	15	73
Others	9	3	12	12	1	13	11	3	14
By Age	**2019-20**			**2018-19**			**2017-18**		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
<30	230	157	387	242	154	396	105	57	162
30-50	219	70	289	208	54	262	135	29	164
>50	25	3	28	20	5	25	15	3	18
Total	**474**	**230**	**704**	**470**	**213**	**683**	**255**	**89**	**344**

Total Attrition

By Employee Category	2019-20			2018-19			2017-18		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	3104	1541	4645	2713	1143	3856	1889	784	2673
Middle Management (C5-C7)	575	116	691	474	85	559	399	61	460
Senior Management (C8-C9)	63	8	71	33	8	41	21	3	24
Top Management (C10-C12)	15	1	16	1	0	1	2	–	2
Subsidiary Employee	0	0	0	2	1	3	36	15	51
By Region	**2019-20**			**2018-19**			**2017-18**		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	2939	1373	4312	2596	1064	3660	1854	741	2595
UK	53	19	72	65	21	86	41	17	58
US	658	243	901	489	134	623	367	88	455
Others	107	31	138	73	18	91	85	17	102
By Age	**2019-20**			**2018-19**			**2017-18**		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
<30	1466	952	2418	1491	771	2262	947	495	1442
30-50	2144	683	2827	1650	443	2093	1331	353	1684
>50	147	31	178	82	23	105	69	15	84
Total	**3757**	**1666**	**5423**	**3223**	**1237**	**4460**	**2347**	**863**	**3210**



Rate of Turnover

By Employee Category	2019-20			2018-19			2017-18		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	27.10%	23.60%	25.80%	25.70%	20.10%	23.70%	20.20%	16.80%	19.10%
Middle Management (C5-C7)	18.20%	20.00%	18.50%	15.20%	15.10%	15.20%	14.90%	13.80%	14.70%
Senior Management (C8-C9)	27.60%	38.10%	28.50%	14.50%	34.80%	16.30%	10.70%	17.60%	11.30%
Top Management (C10-C12)	93.80%	0.00%	100.0%	4.00%	0.00%	3.80%	10.50%	0.00%	10.00%
Subsidiary Employee	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	28.60%	27.80%	28.30%
By Region	**2019-20**			**2018-19**			**2017-18**		
	Male	**Female**	**Total**	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**
India	24.90%	21.70%	23.80%	23.90%	19.30%	22.30%	19.10%	16.00%	18.10%
UK	15.60%	23.50%	17.10%	18.20%	24.40%	19.40%	13.00%	18.70%	14.30%
US	27.50%	37.10%	29.50%	21.30%	22.40%	21.50%	18.60%	22.10%	19.20%
Others	33.10%	60.80%	36.90%	16.20%	23.10%	17.20%	22.10%	27.40%	22.80%
By Age	**2019-20**			**2018-19**			**2017-18**		
	Male	**Female**	**Total**	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**
<30	23.50%	21.10%	22.50%	25.50%	19.50%	23.10%	17.90%	15.10%	16.80%
30-50	25.70%	26.70%	25.90%	21.20%	19.50%	20.80%	19.40%	19.00%	19.30%
>50	51.80%	62.00%	53.30%	29.00%	39.70%	30.80%	32.10%	30.60%	31.80%
Total	**25.30%**	**23.40%**	**24.70%**	**23.10%**	**19.70%**	**22.10%**	**19.0%**	**16.60%**	**18.30%**



Standard Benefits Provided

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

Remuneration Ratio of Women to Men

Employee Category	India (in INR)			UK (in GBP)			US (in USD)			Others (in USD)		
	Male	Female	Ratio	Male	Female	Ratio	Male	Female	Ratio	Male	Female	Ratio
Associates (T4-C4)	285,672	247,479	0.87	45,817	45,250	0.99	72,936	71,014	0.97	56,121	53,486	0.95
Middle Management (C5-C7)	656,610	552,929	0.84	75,235	67,799	0.90	102,096	103,365	1.01	78,234	82,633	1.06
Senior Management (C8-C9)	1,308,735	1,289,086	0.98	134,225	130,523	0.97	175,677	187,717	1.07	151,137	109,000	0.72
Top Management (C10-C12)	4,796,175	–	–	199,603	–	–	277,461	–	–	–	–	–
Associates (T4-C4)	837,263	687,749	0.82	45,817	45,250	0.99	78,328	76,754	0.98	56,156	53,671	0.96
Middle Management (C5-C7)	2,326,780	2,029,561	0.87	83,637	73,694	0.88	120,791	123,155	1.02	85,672	93,302	1.09
Senior Management (C8-C9)	4,976,252	4,643,192	0.93	166,933	155,094	0.93	224,090	247,125	1.10	179,674	136,250	0.76
Top Management (C10-C12)	18,271,513	–	–	275,531	–	–	453,741	–	–	–	–	–

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

Training and Development

Employee Category	Total No. of Employees per Category			No. of Hours of Training per Category			Average hours of training per year per employee		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates (T4-C4)	11467	6523	17990	1,011,061	685,005	1,696,066	88.17	105.01	94.28
Middle Management (C5-C7)	3156	580	3736	103,159	23,325	126,484	32.69	40.22	33.86
Senior Management (C8-C9)	228	21	249	1,540	133	1,673	6.75	6.33	6.72
Top Management (C10- C12)	16	0	16	100	–	100	6.25	–	6.25
Total without SC	**14867**	**7124**	**21991**	**1,115,860**	**708,463**	**1,824,323**	**75.06**	**99.45**	**82.96**
Sub-Contractors	1289	387	1676	827	300	1,127	0.64	0.78	0.67
Total with SC	**16156**	**7511**	**23667**	**1,116,687**	**708,763**	**1,825,450**	**69.12**	**94.36**	**77.13**

Career Development Reviews

Review	Male	Female	Total
Number of employees	16992	7870	24862
Number of eligible employees	12946	5719	18665
Number of employees submitting annual performance appraisal	12751	5640	18391
Percentage of submission	98.50%	98.60%	98.50%

Parental Leave and Retention

Category	No. of employees that took parental leave	No. of employees who returned to work after leave ended	No. of employees who returned to work after leave ended and were still employed after 12 months	Return to Work Rate	Retention Rate
Maternity Leave	338	319	280	94%	83%
Paternity Leave	819	819	746	100%	91%

Our Supply Chain

Region	No. of Active Suppliers	% of Suppliers	Spend (USD)	% Spend
India	1041	55%	93558121	40.31%
ROW	238	13%	8361393	3.60%
UK	135	7%	13299073	5.73%
US	473	25%	116876656	50.36%
Total	**1887**	**100%**	**232095243**	**100.00%**

Category	No. of Active Suppliers	% of Suppliers	Spend in USD	%
Women owned enterprises	14	1%	5,903,100	2.54%

Workplace Injuries

	Overall	By Gender		By Region		
		Male	Female	Bengaluru - Global Village	Bengaluru - Whitefield	Hyderabad
Total No. of Injury Incidents This can include:* Injuries inflicted at the workplace* Injuries inflicted during travel, commuting etc.* Occupational Disease Incidents like ergonomic injuries, both major and minor like RSI, Stress, etc.	167	95	72	153	13	1
No. of lost days due to injuries*	30	30	0	3	0	27
Total No. of Person Hours Worked	34497144	23320069	11177074.66	25677432	3615876	5203836
Total No. of Employees	14519	9815	4704	10807	1522	2190
Incident Rate per 100 employees = No. of incidents X 100/ Total No. of Employees	1.05	0.97	1.53	1.42	0.85	0.05
Frequency Rate = No. of incidents X 100000/ Total Person Hours Worked	0.48	0.41	0.64	0.60	0.36	0.02
Severity Rate = Total No. of Lost Days/ Total No. of Incidents	0.02	0.32	0.00	0.02	0.00	27.00

Wellness Activities

Online Wellness Programs	
No. of Campaigns	2
Total No. of Employees participation	2115
No. of Health Challenges taken	1033
No. of Online Sessions conducted	29
No. of Onsite Sessions	–
No. of Newsletters sent	40

Employee Assistance Initiatives	
Total No. of Counselling Sessions	410
Total No. of Self Assesment Tests	483
Total No. of Articles	934
Total No. of Counselling Follow ups	311
Total No. of Prority Alerts	140
Service Used by	559
Registrations	1420

In-house Sessions	No. of Sessions	No. of People Impacted
Health Talks	6	106
Health Camps	3	3254
Wellness Sessions	11	264
Marathon Training Classes	57	12300
Yoga Classes	6	270
No. of Newsletters sent	40	–

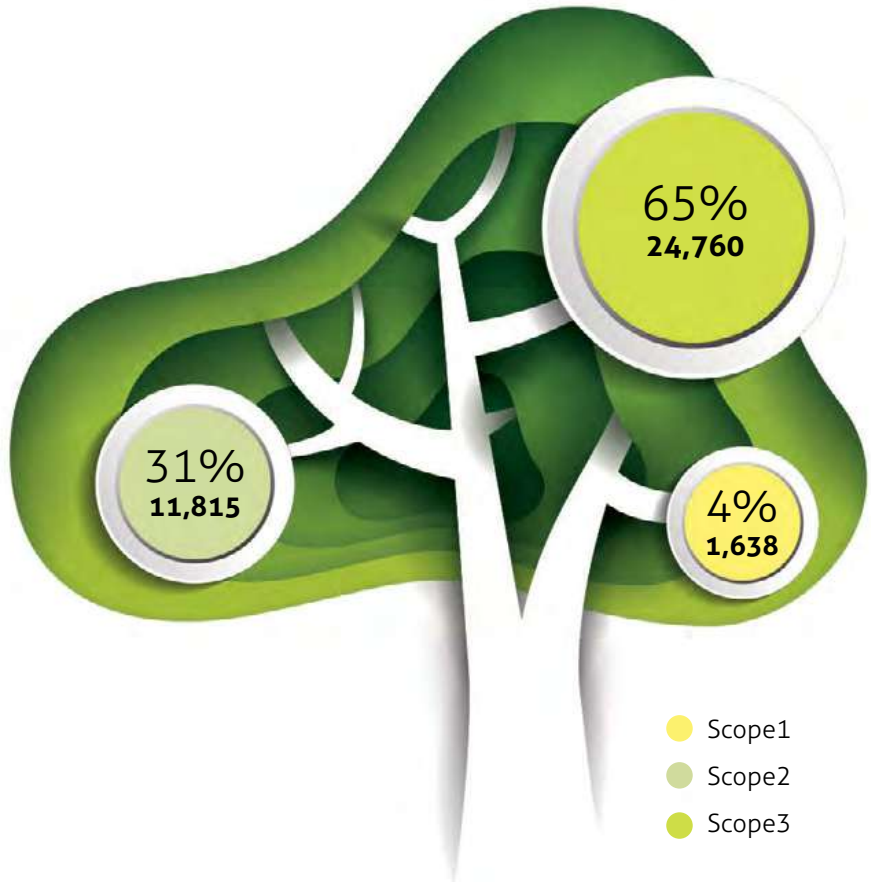
Carbon Footprint

Category	2012-13 Performance	2013-14 Performance	2014-15 Performance	2015-16 Performance	2016-17 Performance	2017-18 Performance	2018-19 Performance	2019-20 Target	2019-20 Performance
GHG EMISSIONS tons CO2e/ employee/ annum	3.38	3.39	3.29	2.44	2.29	2.17	2.04	2.02	2.05
ENERGY kWh/ employee/ month	201	200.04	189.22	167.6	170.74	167.25	157.59	152.86	13.60
WATER kl/employee/ month	1.05	1.28	1.03	0.91	1.02	0.85	0.85	0.82	0.82
WASTE recycled	65%	89.68%	80.62%	89.66%	89.28%	88.99%	91.01%	92.01%	91.95%

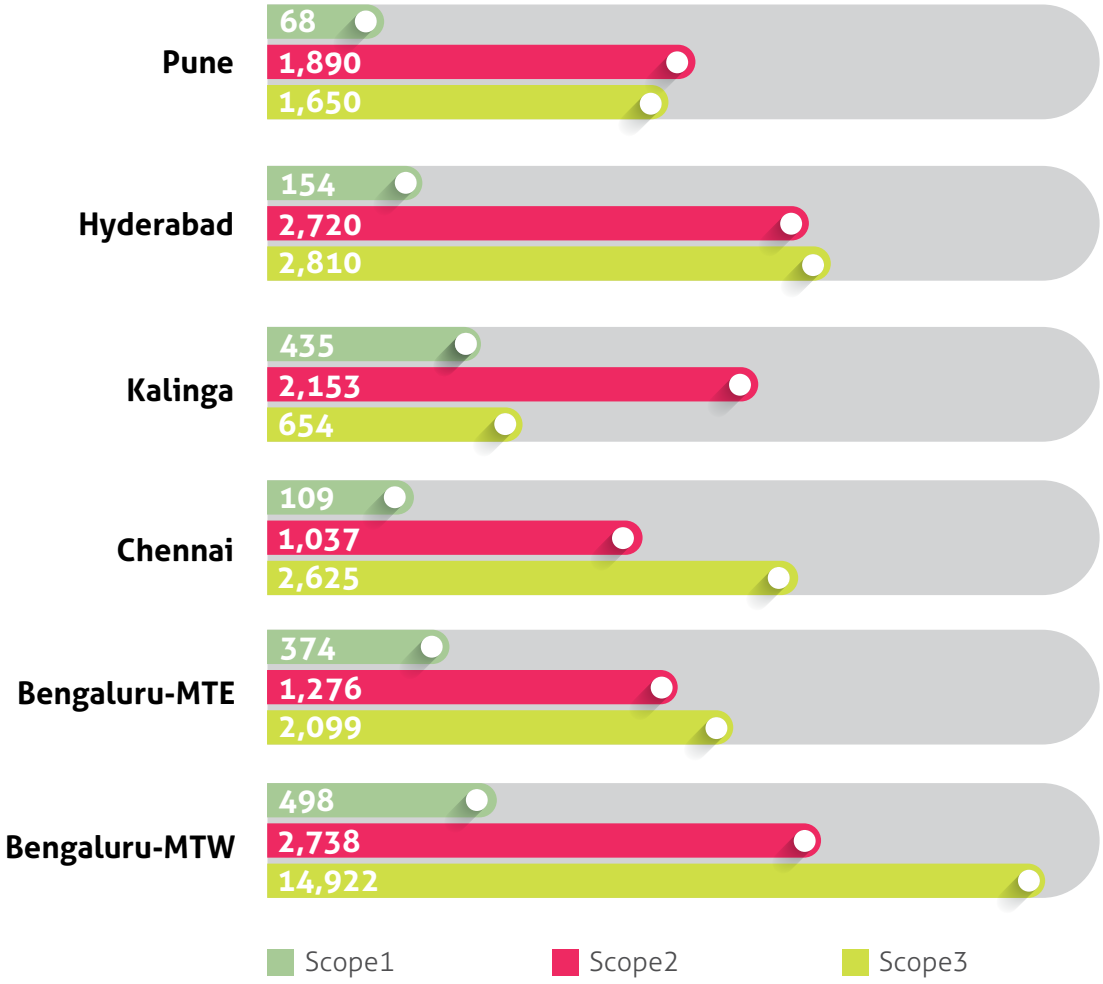
Note: Our per capita measures in this year include our sub-contractor staff, unlike in the previous year, as a step towards more stringent adherence to GRI Standards.

Emissions Performance

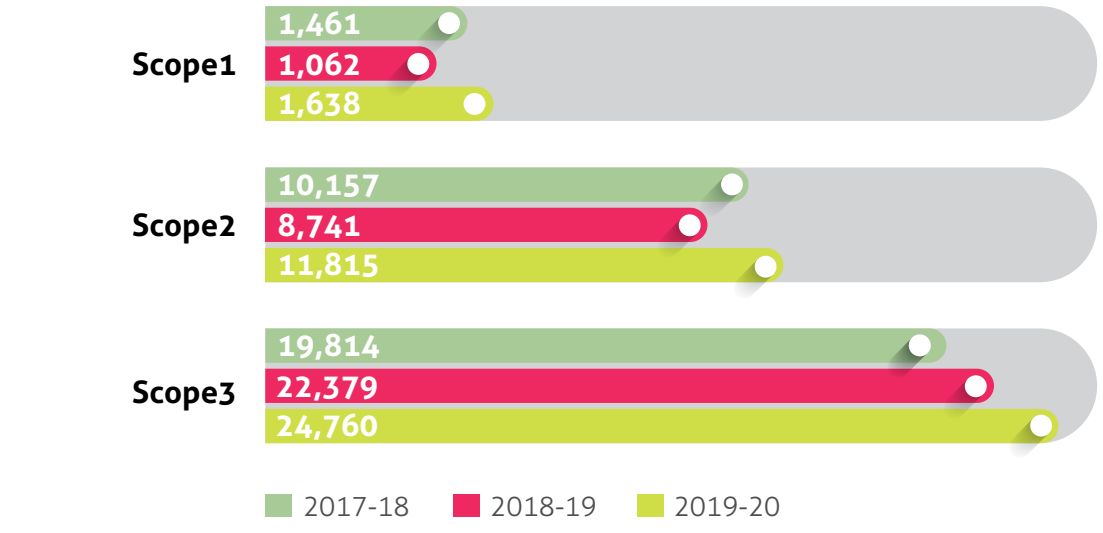
Emission Footprint (Tons CO2e)



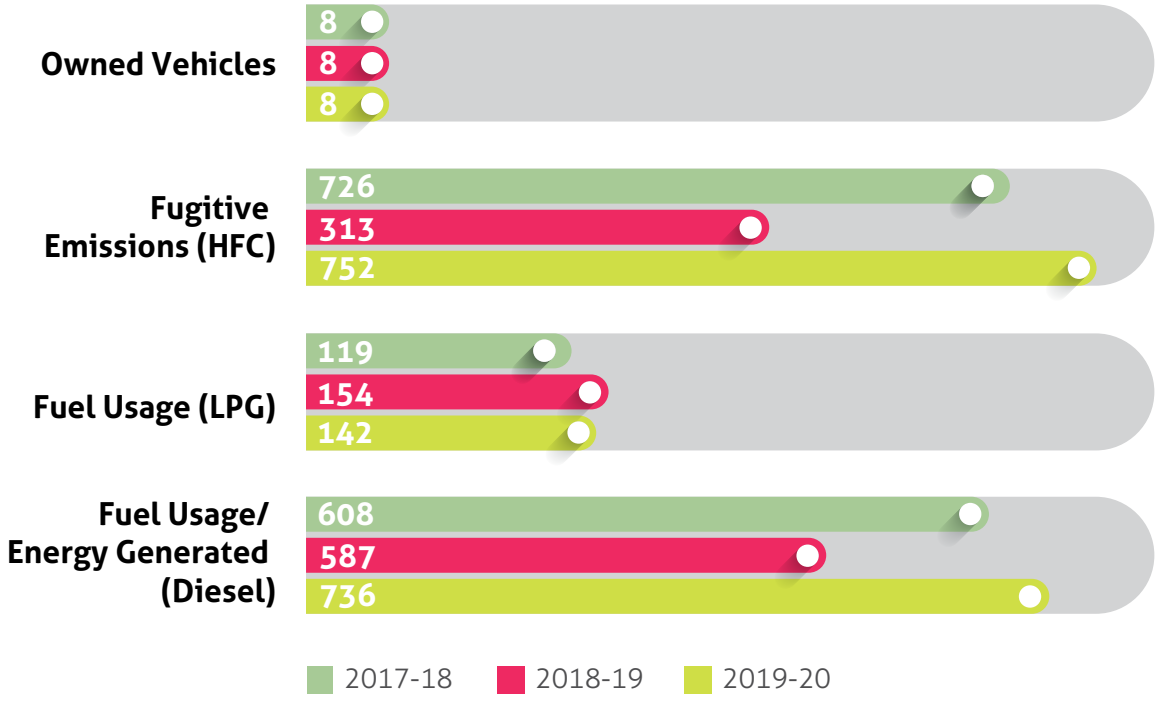
Emissions Location-wise (Tons CO2e)



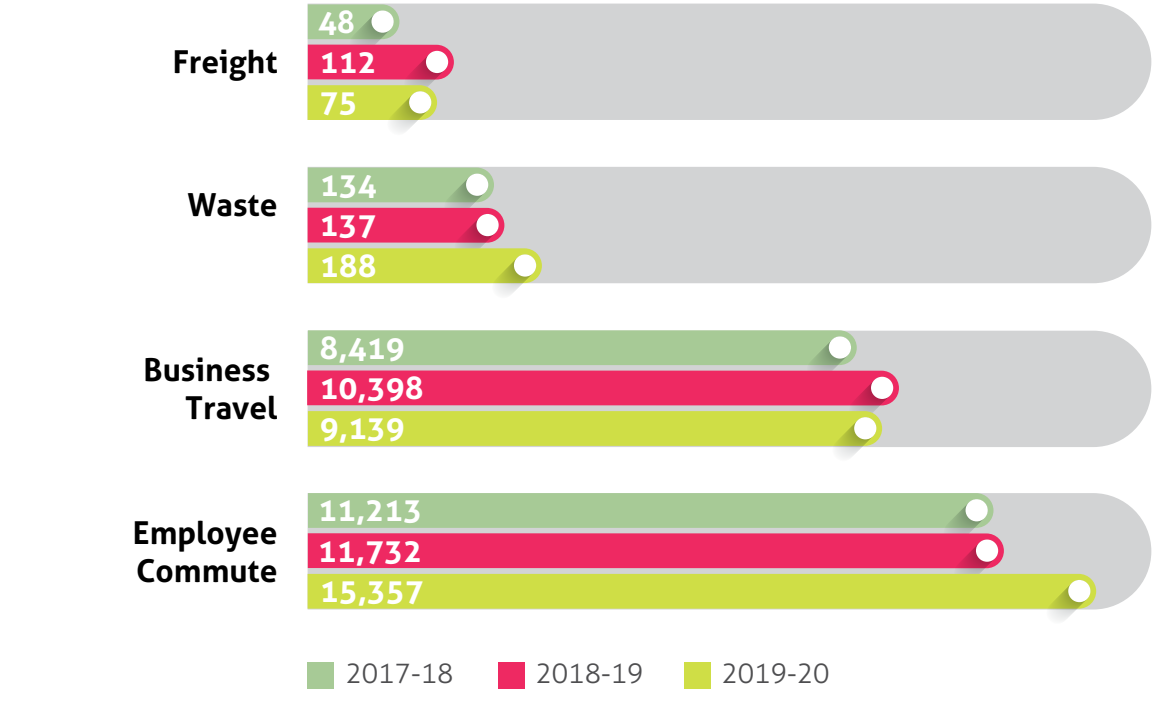
Emissions Year-On-Year (Tons CO2e)



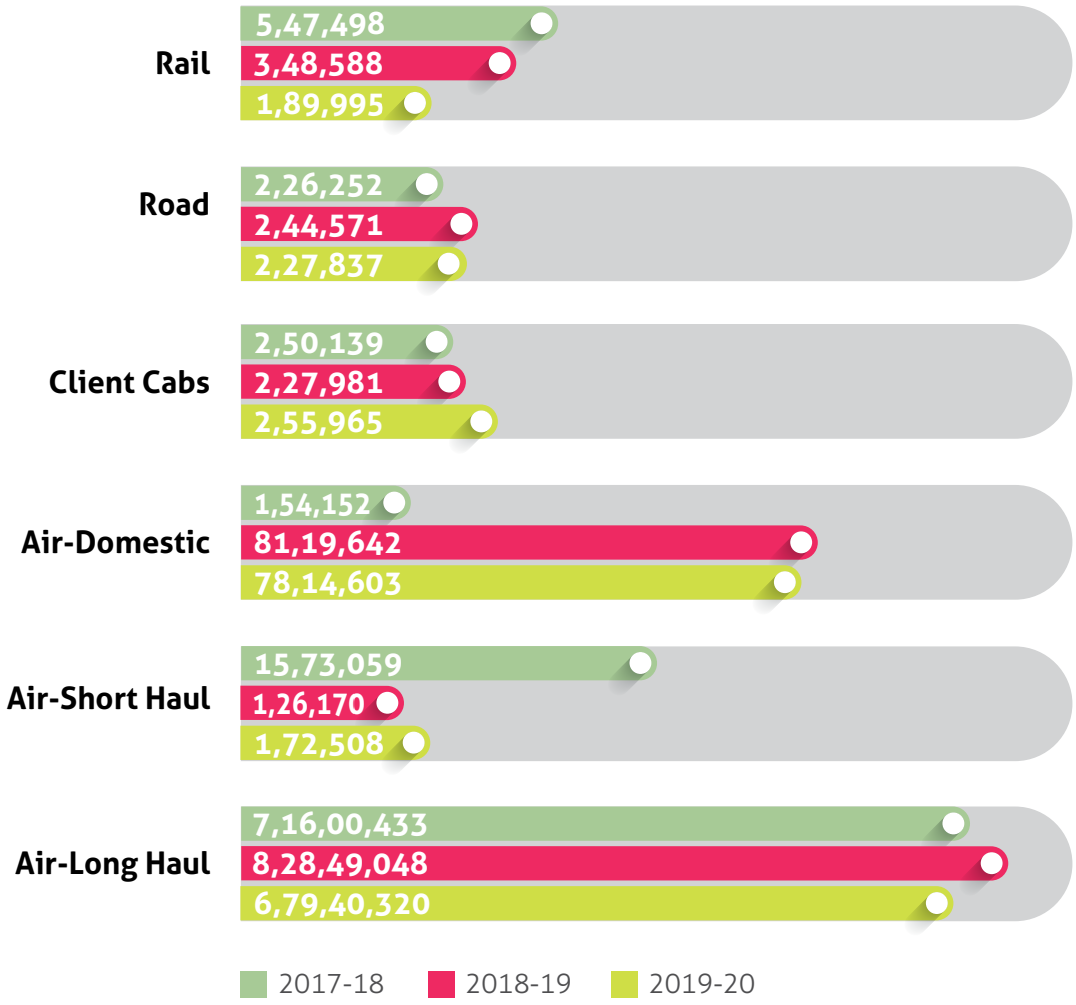
Scope1 Emissions Source-wise (Tons CO2e)



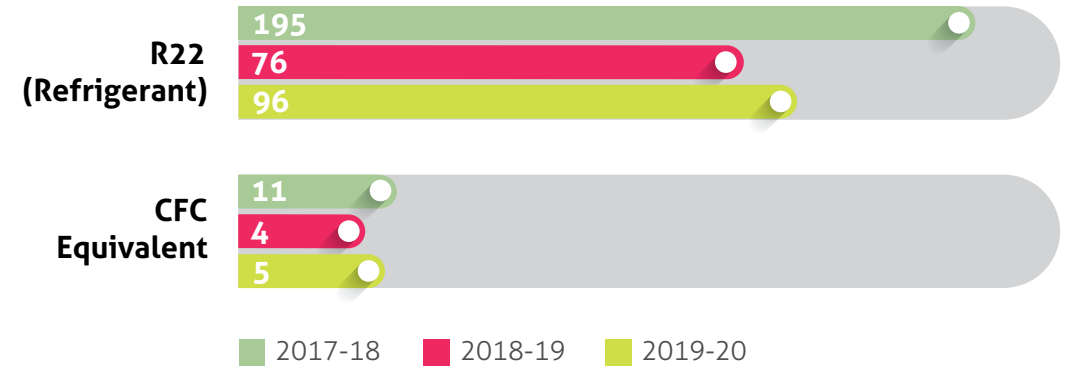
Scope3 Emissions Source-wise (Tons CO2e)



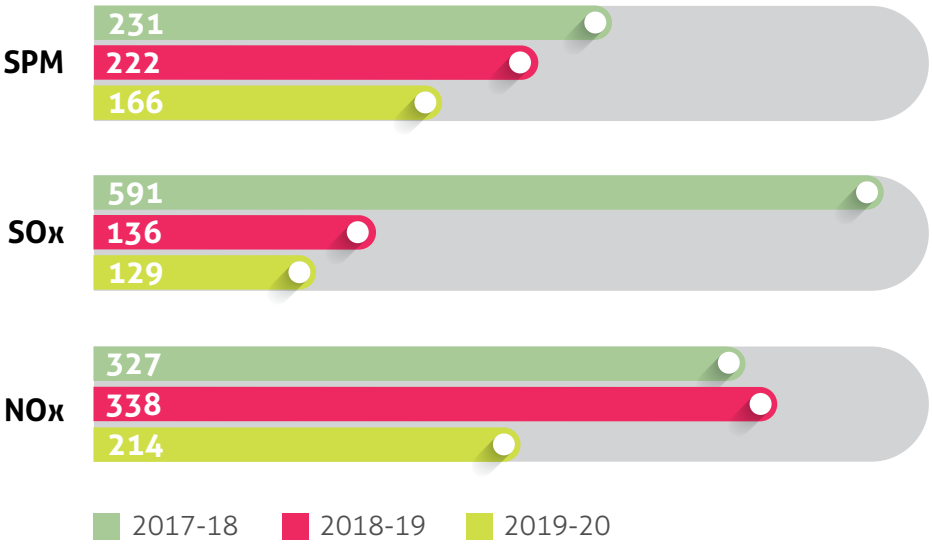
Business Travel (km)



Ozone Depleting Substances (kg)

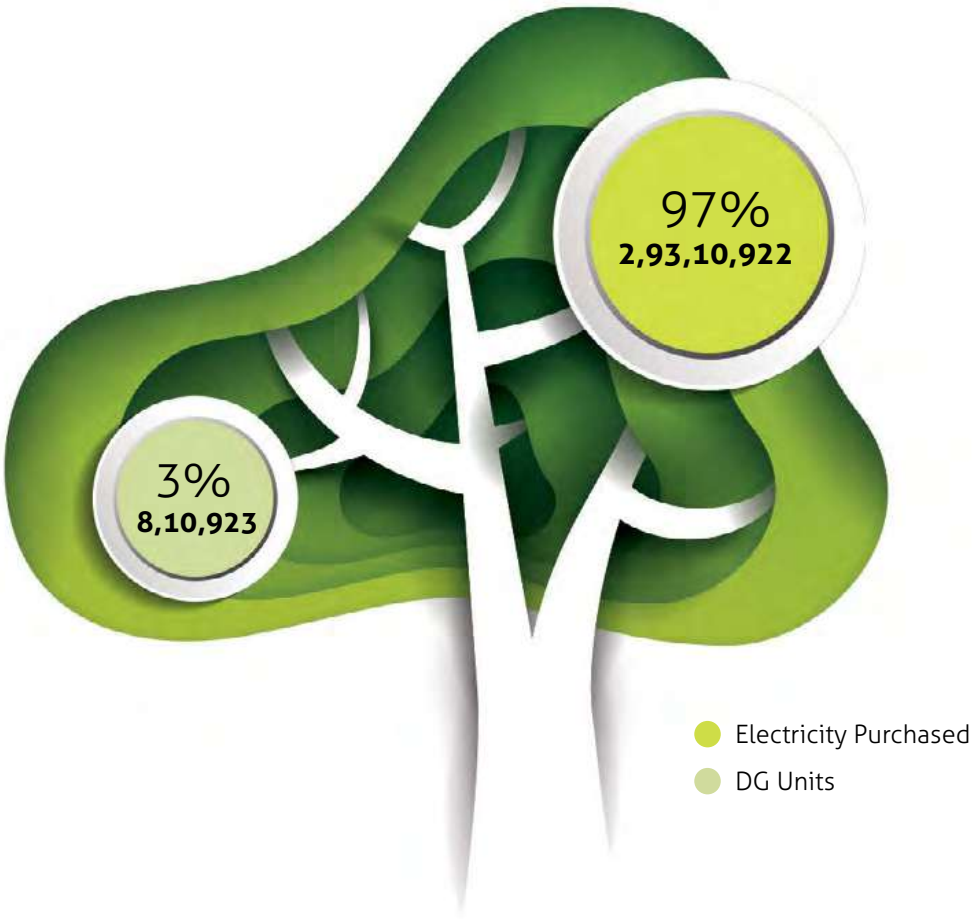


Air Emissions (kg)

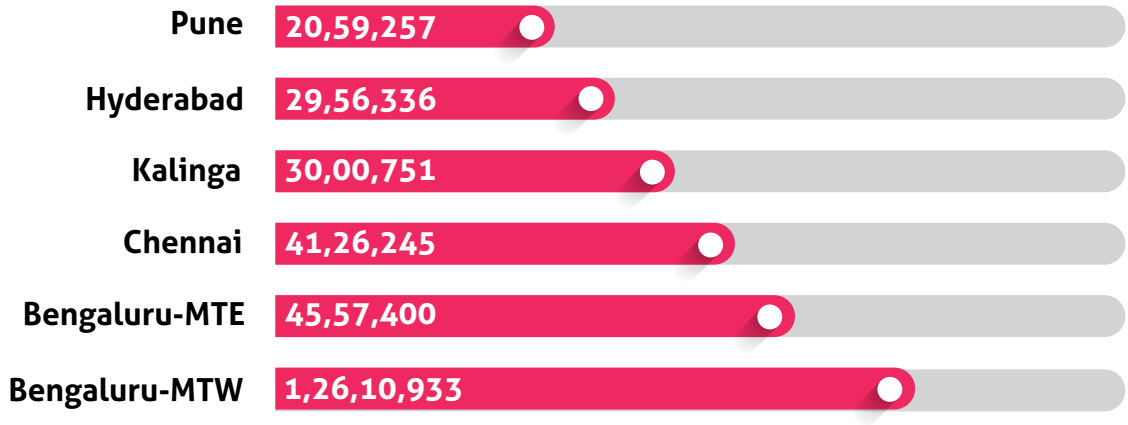


Energy Performance

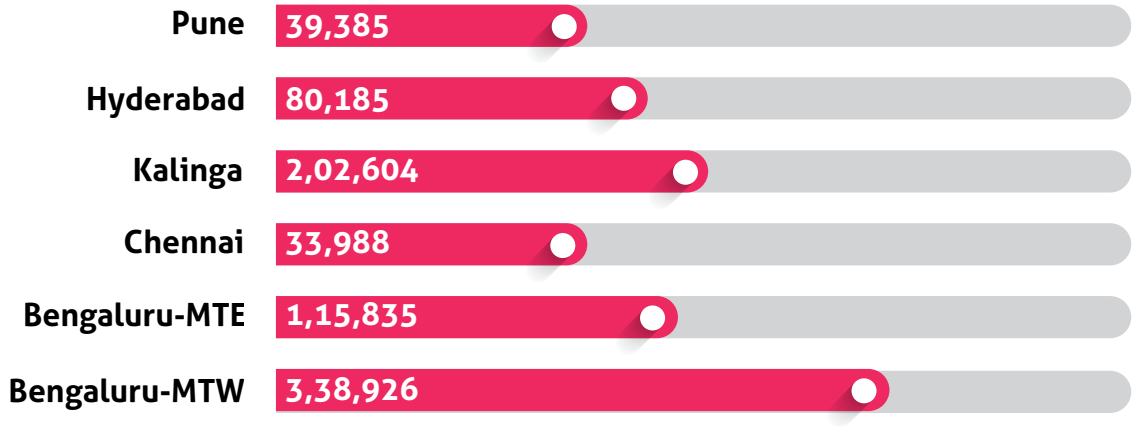
Energy Footprint (kWh)



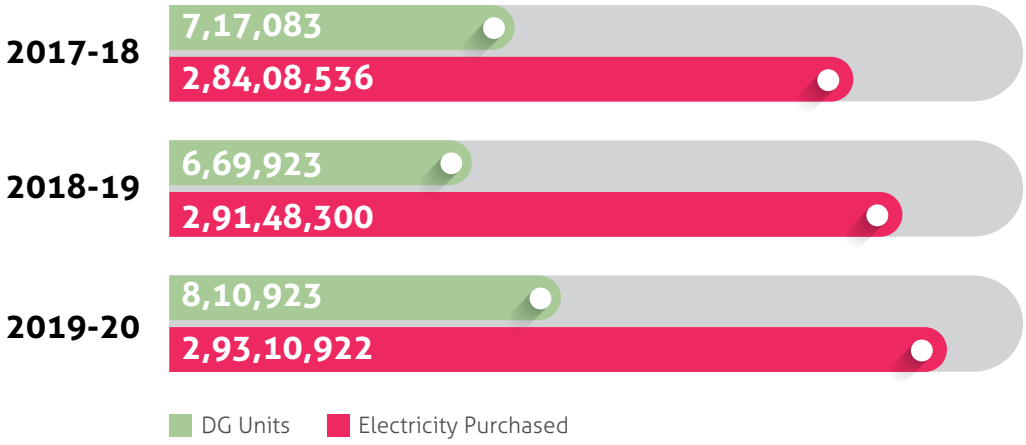
Electricity Location-wise (kWh)



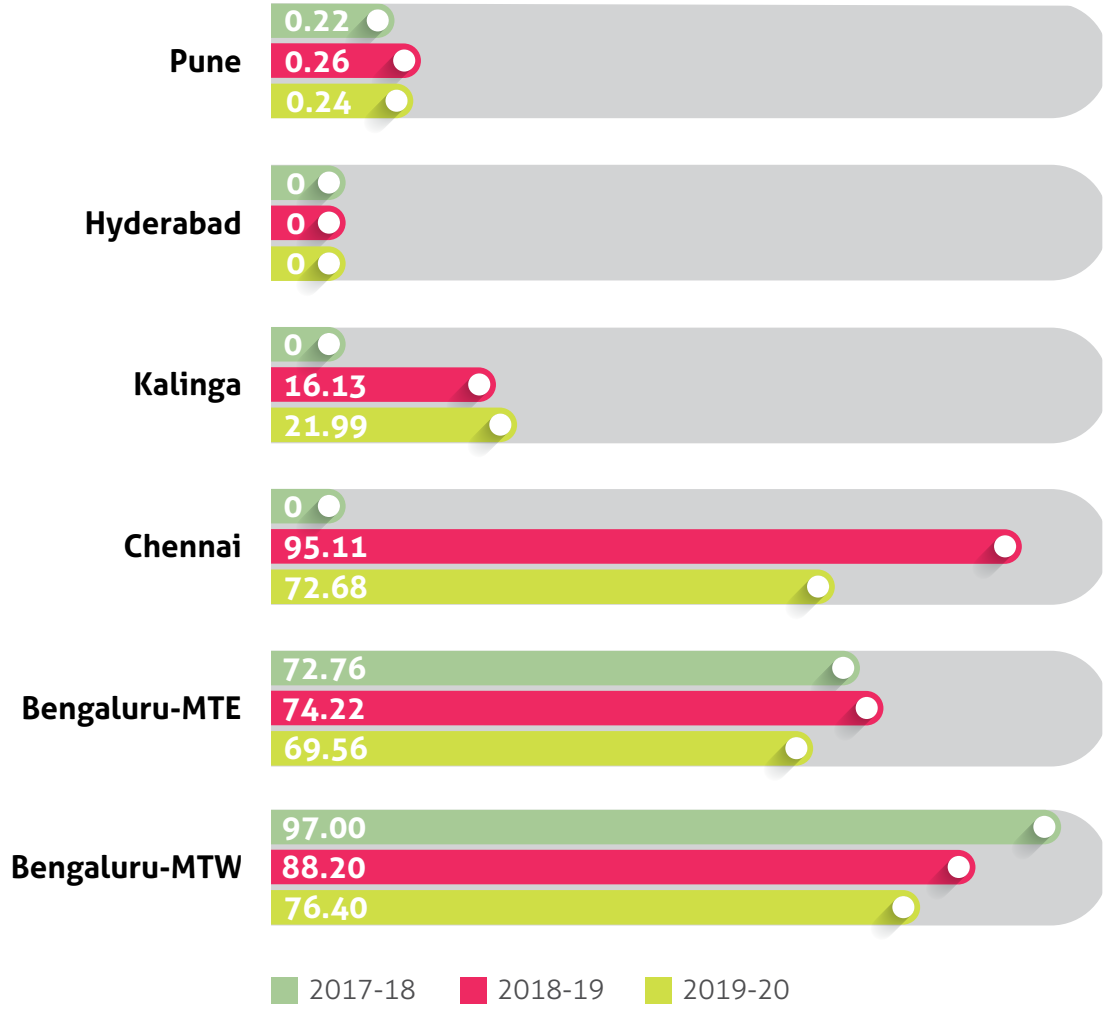
DG Units Location-wise (kWh)



Energy Performance

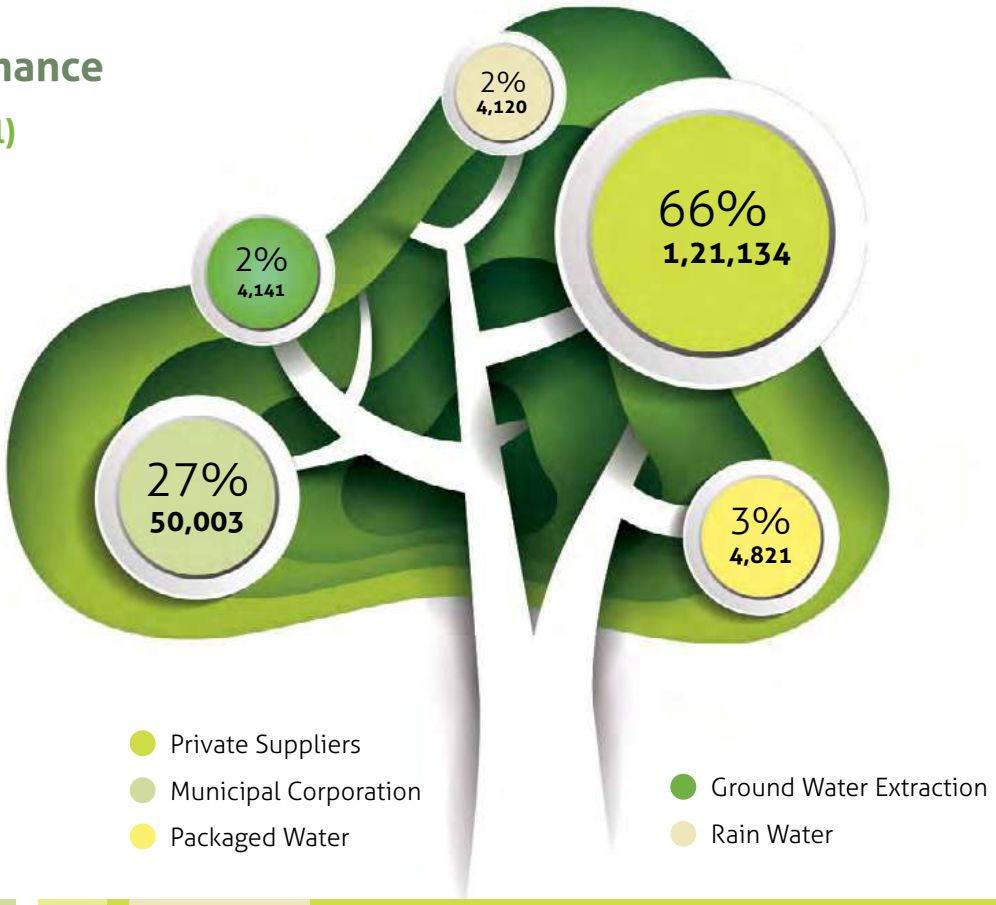


Renewable Energy (%)

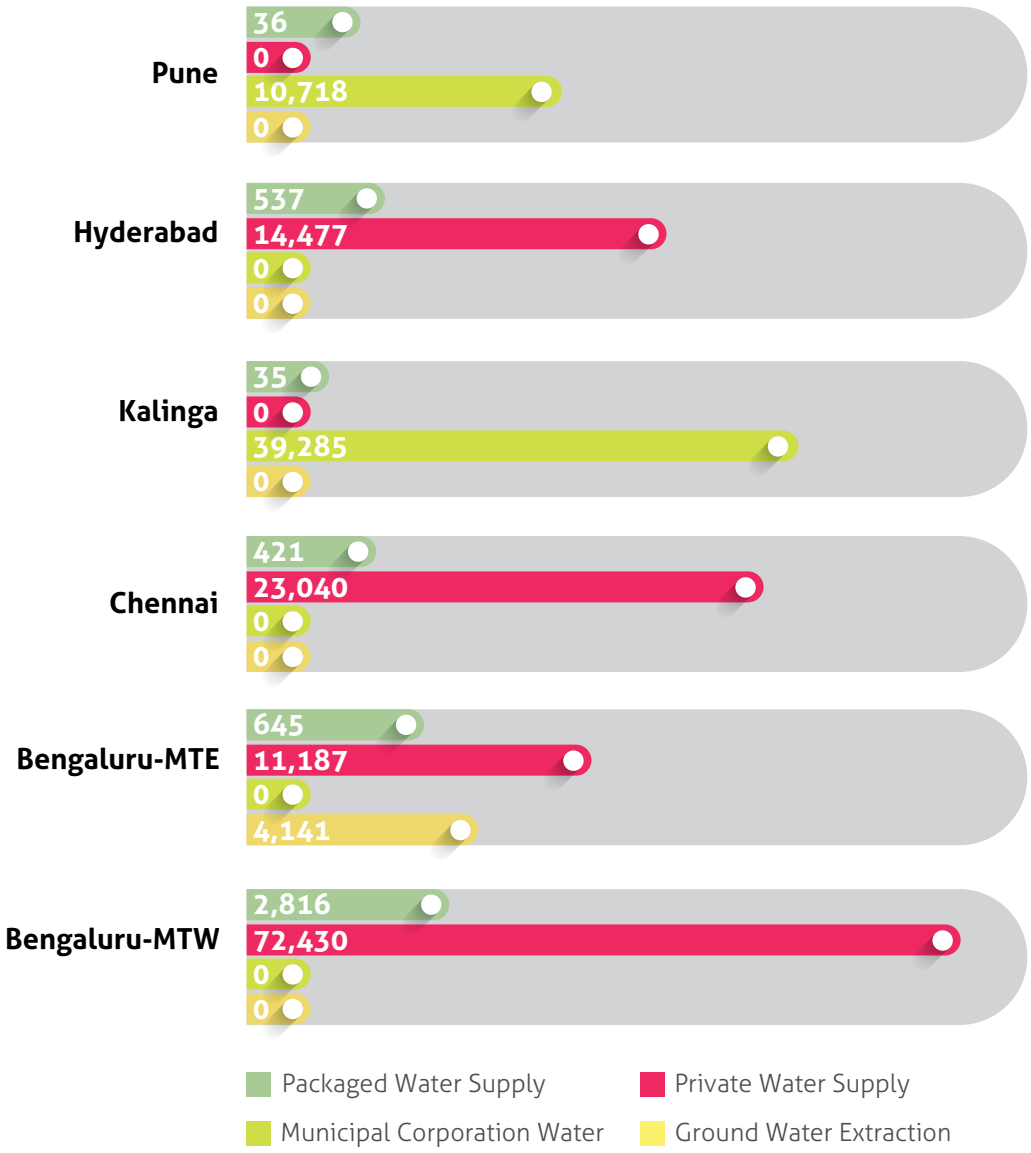


Water Performance

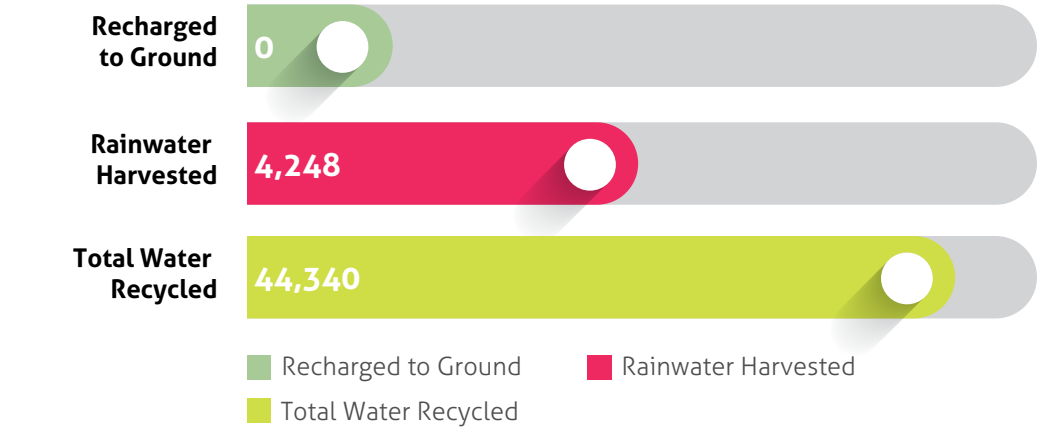
Water Footprint (kl)



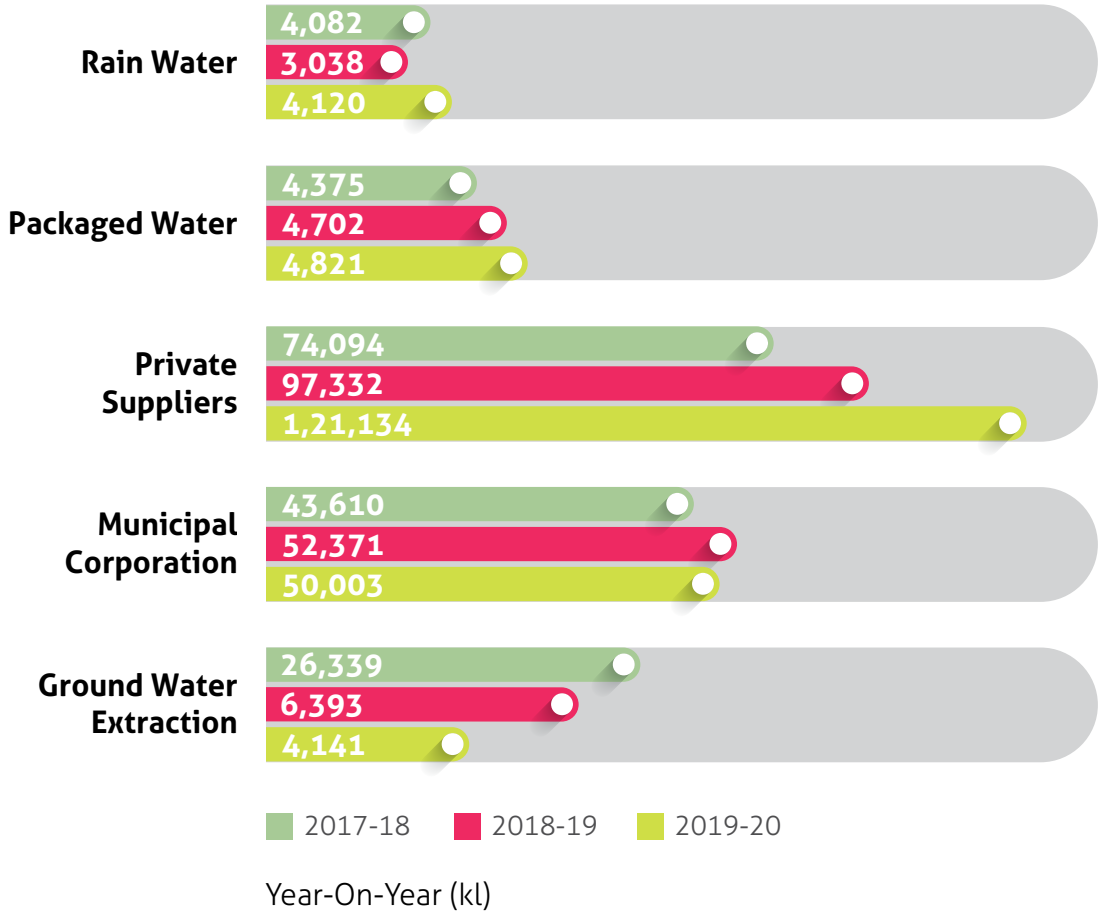
Water Consumption Location-wise (kl)



Water Conservation (kl)

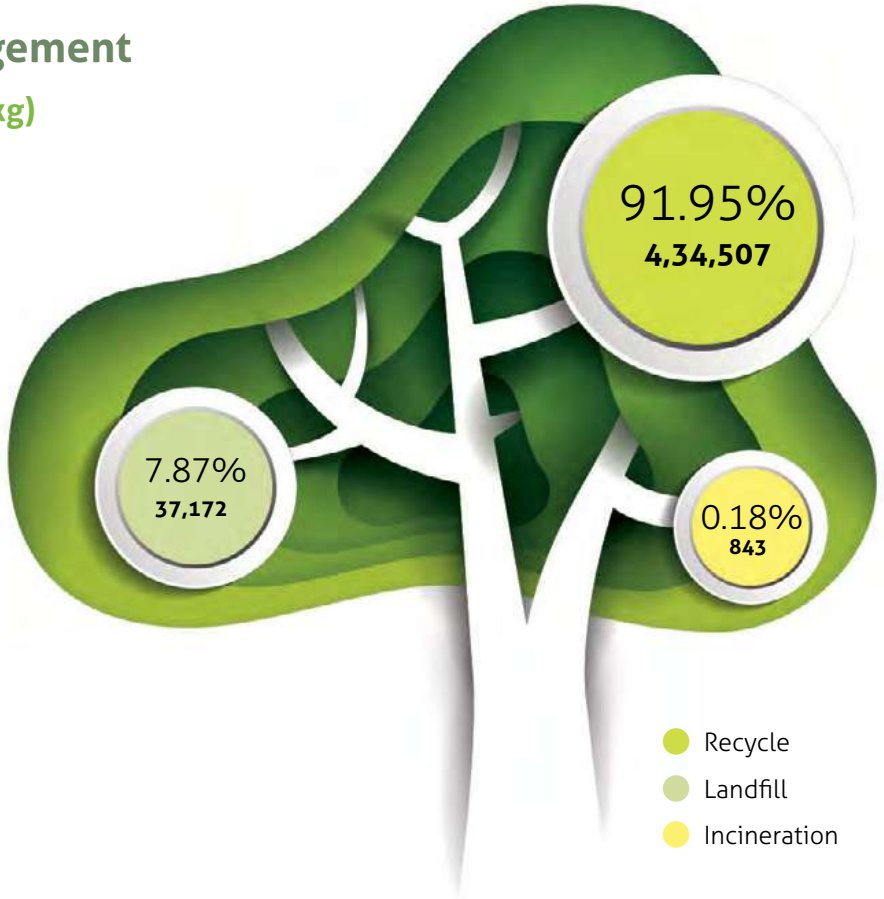


Water Performance

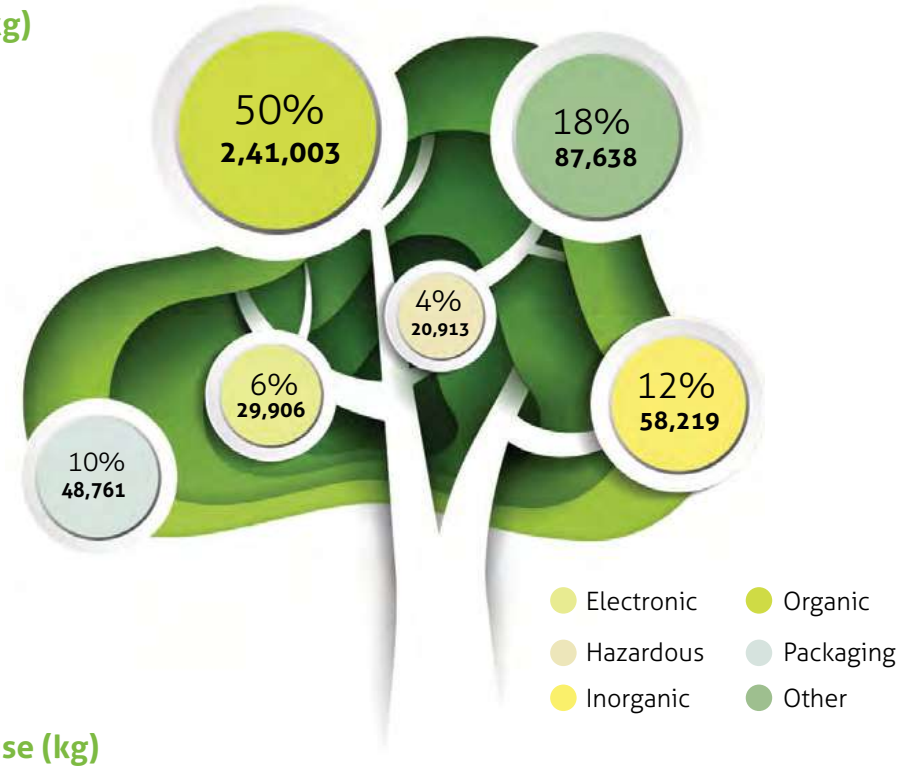


Waste Management

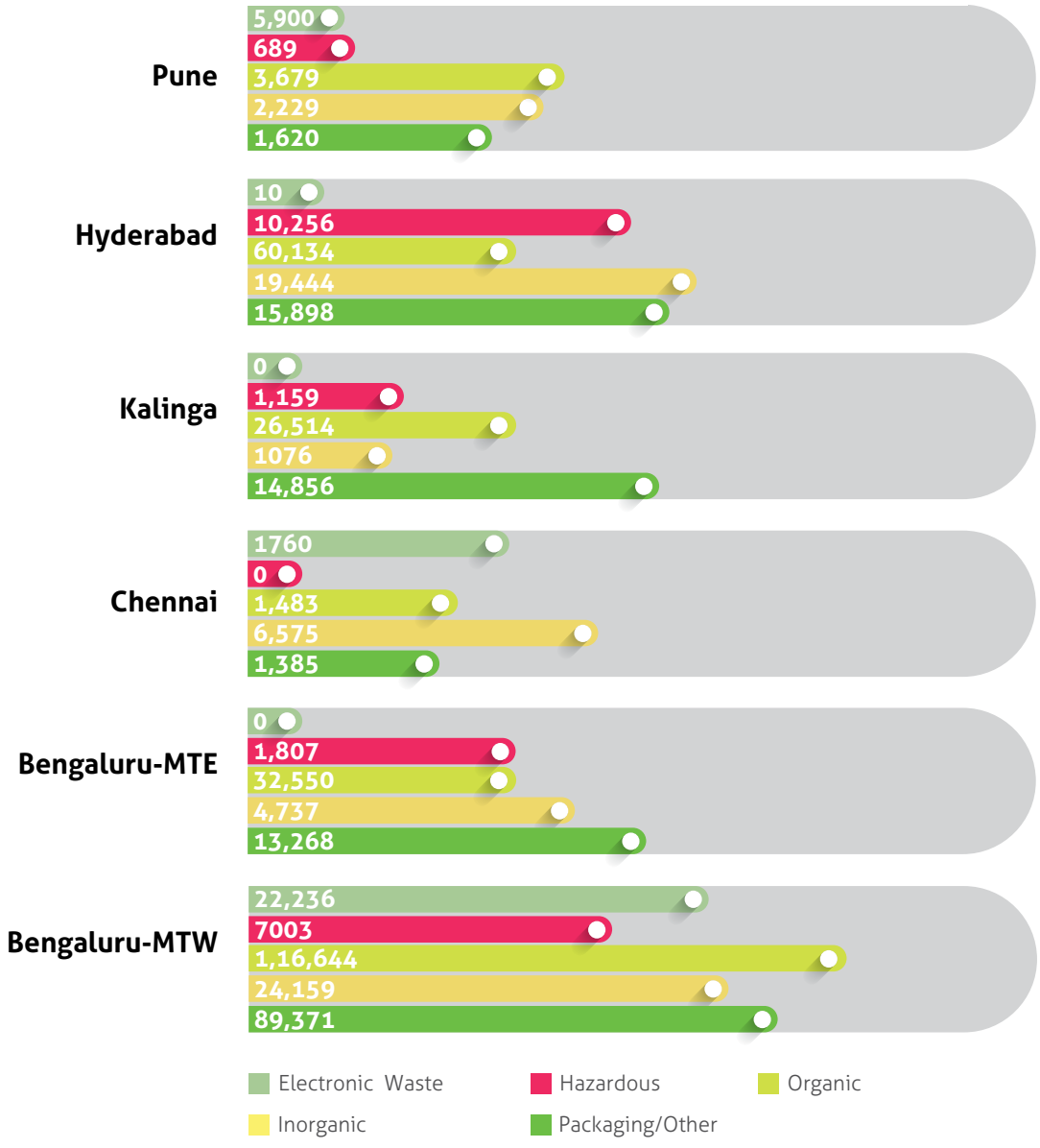
Waste Disposal (kg)



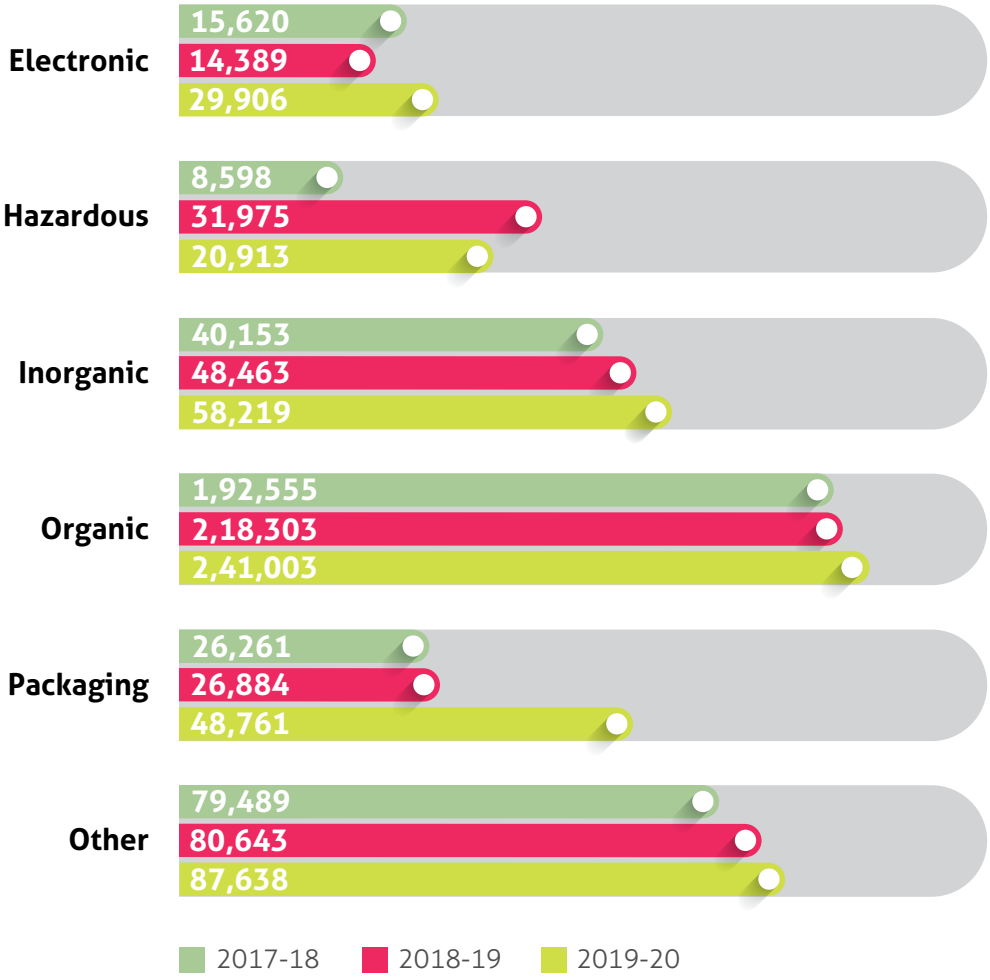
Waste Footprint (kg)



Waste Location-wise (kg)



Waste Management Performance (kg)





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	19, 20
Principle 2	Make sure that they are not complicit in human rights abuses	40
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	40
Principle 5	The effective abolition of child labour	40
Principle 6	The elimination of discrimination in respect of employment and occupation	52
ENVIRONMENT		
Principle 7	Businesses should support a precautionary approach to environmental challenges	19, 40
Principle 8	Undertake initiatives to promote greater environmental responsibility	36-40
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	36-40
ANTI-CORRUPTION		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	19, 20



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	4
		Nature of ownership	AR
		Details of the people in top management	AR
		Location of its operations – National and International	AR
		Products and services offered	AR
		Markets served	AR
	Economic and Financial Data	Sales	5
		Net profit	5
		Tax paid	61
		Total assets	AR
		Market capitalisation	AR
		Number of employees	5, 62
A-2	Management's commitment statement to the ESG Guidelines		7
	Priorities in terms of the principle and the core elements		7
	Reporting period/cycle		18
	Whether the report is based on this framework or any other framework		18, 83-86
	Any significant risk that the business would like its stakeholders to know		AR
	Any goals and targets that were set by the top management for improving their performance during the reporting period		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.		

Sub Part	Aspects		Page No.
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	20
		Mandate and composition (including number of independent members and/or non-executive members) of such committee with the number of oversight review meetings held	AR
		State whether the person/committee head responsible for oversight review is independent from the executive authority or not. If yes, how	20
		Mechanisms for shareholders and employees to provide recommendations or direction to the Board/Chief Executive	AR
		Processes in place for the Board/Chief Executive to ensure conflicts of interest are avoided	AR
		Internally developed statement on ethics, codes of conduct and details of the process followed to ensure that the same are followed	19, 20
		Frequency with which the Board/Chief Executive assesses BR performance	20
	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	36-40
		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	40
	Principle 3 – employees' wellbeing	Total number of employees with percentage of employees that are engaged through contractors	62
		Statement on non-discriminatory employment policy of the business entity	52
		Percentage of employees who are women	16, 52
		Number of persons with disabilities hired	52
		Amount of the least monthly wage paid to any skilled and unskilled employee	67, 68

Sub Part	Aspects		Page No.
B-1		Number of training and skill upgradation programmes organized during the reporting period for skilled and unskilled employees	68
		Number of incidents of delay in payment of wages during the reporting period	NONE
		Number of grievances submitted by the employees	AR
	Principle 4 – stakeholder engagement	Statement on the process of identification of stakeholders and engaging with them	21
		Statement on significant issues on which formal dialogue has been undertaken with any of the stakeholder groups	21
	Principle 5 – human rights	Statement on the policy of the business entity on observance of human rights in their operation	19, 20
		Statement on complaints of human rights violations filed during the reporting period	94 (NONE)
	Principle 6 – environment	Percentage of materials used that are recycled input materials	NA
		Total energy consumed by the business entity for its operations	75, 76, 77
		Statement on use of energy-saving processes and the total energy saved due to use of such processes	37
		Use of renewable energy as percentage of total energy consumption	17, 38, 77
		Total water consumed and the percentage of water that is recycled and reused	39, 77, 78, 79
		Statement on quantum of emissions of greenhouse gases and efforts made to reduce the same	37, 38
		Statement on discharge of water and effluents indicating the treatment done before discharge, and the destination of disposal	39, 94
		Details of efforts made for reconstruction of bio-diversity	39
	Principle 7 – policy advocacy	Statement on significant policy advocacy efforts undertaken with details of the platforms used	19
	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	26-34

Sub Part	Aspects		Page No.
B-1		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	26-34
	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	Nil negative consequences
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		
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	24
		Environmental	24
		Economic	24



Scoping & Measuring the Material Goals

Pillar-Priority-Stakeholder Materiality Topic	Material Goal/Scope	How is it Material	Linkage to GRI – Topic Boundary
SOCIAL-HIGH-EMPLOYEES			
People Wellbeing	• Hire the best of talent into the organization • Performance oriented culture • Recognize and reward performance • Technology adoption in all people related processes to enhance process experience • Career and personal development of different groups of Mindtree Minds through curated interventions. This will include specific focus on diversity and inclusion • Managing change within the organization	Our organization's success is directly linked to our human capital and its competencies, knowledge and experience. Our people are our greatest assets and we rely on them to deliver meaningful engineering solutions to our customers. Hence attracting, retaining, nurturing right mind-set and recognizing the best talent is our top most priority. Being born a digital company, we focus on technology adoption in our people related processes that focus on enhancing diversity, overall wellbeing, providing high performance and a fulfilling long career. It also enables employee engagement for strong business performance which is another of our key material issues.	Employment (Internal) 401-1, 401-2, 401-3 Non-discrimination (Internal) 406-1 Occupational Health and Safety (Internal) 403-1, 403-2, 403-3, 403-4 Training and Education (Internal) 404-1, 404-2, 404-3 Diversity and Equal Opportunity (Internal) 405-1, 405-2
SOCIAL-MEDIUM-COMMUNITY			
Sustainable Livelihoods	• Create sustainable livelihood opportunities • Benefit the differently-abled • Promote education	Mindtree, right from inception, has cared for the community and has been an early adapter of CSR ahead of the law. Through Mindtree Foundation's initiatives, we have stayed responsive to societal issues/needs. Thus, as a humane organization, deeper engagement with community and active contribution to its development are our key priorities.	Indirect Economic Impacts (External) 203-1, 203-2 Local Communities (External) 413-1, 413-2 Socio-Economic Compliance (External) 419-1

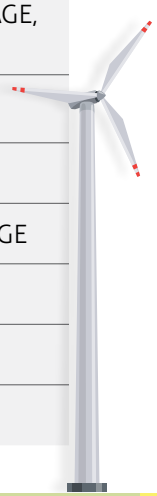
ECONOMIC-HIGH-INVESTORS, CUSTOMERS			
Business Performance	Simplify, Differentiate, Change	Integral to the sustainability of the organization. Our reputation as perceived by external stakeholders including customers, investors and general public depends on our business performance. Ethical governance and good management results in sustainable business practices and strong performance, which in turn drives financial inclusion. Our strategy and focus enables our customers' businesses to be sustainable and cascade the benefits to internal and external stakeholders.	Economic Performance (Internal & External) 201-1, 201-3, 201-4 Anti-corruption (Internal & External) 205-1, 205-2, 205-3 Anti-competitive behaviour (Internal & External) 206-1 Child Labor (Internal & External) 408-1 Forced or Compulsory Labor (Internal & External) 409-1
ENVIRONMENT-LOW-EMPLOYEES			
Ecological Stewardship	• Reduce per-capita in next one year – 1% reduction in GHG emissions, 3% in energy, 2% in water and 1% increase in waste recycling over last year performance • Stringent environmental compliance with ISO 14001:2015 certification	Mindtree is aware of its responsibility to reduce its carbon foot print. Managing and rationalizing resource consumption is important as we believe climate change could significantly affect the way we do business. This also provides an opportunity for us to manage risks, spur sustainable growth and catalyze transition to low-carbon economy which is a national priority now. We have a focused approach to make our campuses and operations more sustainable.	Environmental Compliance (External) 307-1 Energy (Internal) 302-1, 302-2, 302-3, 302-4 Water (Internal) 303-1, 303-2, 303-3 Emission (Internal) 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7 Effluents and Waste (Internal) 306-1, 306-2, 306-3, 306-4, 306-5



GRI Content Index

GRI Standard	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page number(s) and/or URL(s)
General Disclosures	102-1	Name of the organization	FRONT PAGE
	102-2	Activities, brands, products and services	AR
	102-3	Location of headquarters	5
	102-4	Location of operations	AR
	102-5	Ownership and legal form	AR
	102-6	Markets served	AR
	102-7	Scale of the organization	5
	102-8	Information on employees and other workers	62
	102-9	Supply chain	40, 69
	102-10	Significant changes to the organization and its supply chain	NO CHANGE
	102-11	Precautionary Principle or approach	19, 40
	102-12	External initiatives	19
	102-13	Membership of associations	19
	102-14	Statement from senior decision-maker	7
	102-15	Key impacts, risks and opportunities	7, AR
	102-16	Values, principles, standards and norms of behavior	20, AR
	102-17	Mechanisms for advice and concerns about ethics	20, 21, AR
	102-18	Governance structure	20, AR
	102-19	Delegating authority	20
	102-20	Executive-level responsibility for economic, environmental and social topics	20
	102-21	Consulting stakeholders on economic, environmental, and social topics	20, 21, AR
	102-22	Composition of the highest governance body and its committees	AR
	102-23	Chair of the highest governance body	AR
	102-24	Nominating and selecting the highest governance body	AR
	102-25	Conflicts of interest	AR
	102-26	Role of highest governance body in setting purpose, values, and strategy	20, AR

GRI Standard	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page number(s) and/or URL(s)
General Disclosures	102-27	Collective knowledge of highest governance body	20, AR
	102-28	Evaluating the highest governance body's performance	AR
	102-29	Identifying and managing economic, environmental, and social impacts	AR
	102-30	Effectiveness of risk management processes	AR
	102-31	Review of economic, environmental, and social topics	20
	102-32	Highest governance body's role in Sustainability Reporting	20
	102-33	Communicating critical concerns	20
	102-34	Nature and total number of critical concerns	20, 21, AR
	102-35	Remuneration policies	AR
	102-36	Process for determining remuneration	AR
	102-37	Stakeholders' involvement in remuneration	AR
	102-38	Annual total compensation ratio	AR
	102-39	Percentage increase in annual total compensation ratio	AR
	102-40	List of stakeholder groups	21
	102-42	Identifying and selecting stakeholders	21
	102-43	Approach to stakeholder engagement	21-23
	102-44	Key topics and concerns raised	21
	102-45	Entities included in the consolidated financial statements	AR
	102-46	Defining report content and topic boundaries	18, 87, 88
	102-47	List of material topics	24
	102-48	Restatements of information	NO CHANGE
	102-49	Changes in reporting	NO CHANGE
	102-50	Reporting period	FRONT PAGE, 18
	102-51	Date of most recent report	18
	102-52	Reporting cycle	18
	102-53	Contact point for questions regarding the report	BACK PAGE
	102-54	Claims of reporting in accordance with the GRI Standards	18
	102-55	GRI content index	89-92
	102-56	External assurance	95



GRI Standard	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page number(s) and/or URL(s)
Management Approach	103-1	Explanation of the material topic and its boundary	87-88
	103-2	The management approach and its components	26, 36, 48, 56
	103-3	Evaluation of the management approach	25, 35, 41, 47, 55, 61-81
Economic Performance	201-1	Direct economic value generated and distributed	61
	201-3	Defined benefit plan obligations and other retirement plans	61
	201-4	Financial assistance received from the Government	62
Indirect Economic Impacts	203-1	Infrastructure investments and services supported	30-32, AR
	203-2	Significant indirect economic impacts	30-32
Procurement Practices	204-1	Proportion of spending on local suppliers	40
Anti-corruption	205-1	Operations assessed for risks related to corruption	100% Coverage
	205-2	Communication and training about Anti-corruption policies and proceduress	100% Coverage
	205-3	Confirmed incidents of corruption and actions taken	NONE
Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	NONE
Energy	302-1	Energy consumption within the organization	75, 76, 77
	302-2	Energy consumption outside of the organization	73, 74, 75
	302-3	Energy intensity	71
	302-4	Reduction of energy consumption	37, 38
Water	303-1	Water withdrawal by source	77, 78, 79
	303-2	Water sources significantly affected by withdrawal of water	NONE
	303-3	Water recycled and reused	39
Emissions	305-1	Direct (Scope 1) GHG emissions	71-73
	305-2	Energy indirect (Scope 2) GHG emissions	71-73
	305-3	Other indirect (Scope 3) GHG emissions	37, 71-75
	305-4	GHG emissions intensity	71
	305-5	Reduction of GHG emissions	37, 72-75
	305-6	Emissions of ozone-depleting substances (ODS)	37, 74
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	37, 75

GRI Standard	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page number(s) and/or URL(s)
Effluents and Waste	306-1	Water discharge by quality and destination	94
	306-2	Waste by type and disposal method	79, 80, 81
	306-3	Significant spills	NONE
	306-4	Transport of hazardous waste	NA
	306-5	Water bodies affected by water discharges and/or runoff	NONE
Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	NONE
Employment	401-1	New employee hires and employee turnover	63-65
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	67
	401-3	Parental leave	69
Occupational Health and Safety	403-1	Workers representation in formal joint management-worker health and safety committees	52
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	70
	403-3	Workers with high incidence or high risk of diseases related to their occupation	70
	403-4	Health and safety topics covered in formal agreements with trade unions	70
Training and Education	404-1	Average hours of training per year per employee	68
	404-2	Programs for upgrading employee skills and transition assistance programs	50
	404-3	Percentage of employees receiving regular performance and career development reviews	69
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	62, AR
	405-2	Ratio of basic salary and remuneration of women to men	68
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	AR
Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor	40 (NONE)
Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	40 (NONE)
Local Communities	413-1	Operations with local community engagement, impact assessments and development programs	29
	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

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	For HFC's the global warming potential of the refrigerant with a conversion factor of 0.001 is used in standard formula to convert into CO2e.
Employee Commute	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 litres consumed. Emissions are overstated by at least 20% as the fuel claim also includes personal travel on the part of employees. 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. 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. d. Mindtree uses parking lot figures to determine a factor of the employees using four-and two-wheelers. 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.
Business travel (international & domestic)	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: Domestic, less than 463 km • Short haul, between 464 and 1,108 km • Long haul, greater than 1,108 km

Waste	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. b. Weight of 1 litre of used oil is considered as 0.88 kg. This figure has been utilized in the event that locations have provided the number of litres of used oil being disposed of as opposed to the kg. 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 CFLs being disposed of as opposed to the kg. 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 of as opposed to the kg. e. Weight of one DG filter is considered as 1.50 kg. This figure has been utilized in the event that locations have provided the number of DG filters being disposed of opposed to the kg. f. The average weight of Municipal solid waste (wet/dry) generated is considered as 0.50 kg/person/month. 50% of this is considered as dry waste which is recycled. 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. h. Emissions associated with waste disposed have been considered as opposed to disposed + generated + stored. i. Since clarity on the disposal methodology is not available, more conservative emission factors are used.
Freight	Emission factor for domestic is used for domestic air freight and emission factor for international is that of long haul.
Water	» For smaller locations where the builder maintains the total water consumed, figures are obtained by the total water consumed in with accurate measure by the total number of employees. » 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.
Air emissions	» Air emissions are not measured monthly, and hence are extrapolated for the months not measured.

Notes

- The rupee-US dollar exchange rate taken as INR 64.5118 for the year 2017-18, INR 70.12 for 2018-19 and INR 76.42 for 2019-20.
- No significant changes in structure or nature of operations during the year, which may have a bearing in the Sustainability Reporting.
- 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.
- No human rights violation found in our organization or our value chain.
- During our STP upgradation, 2.2 kl treated water discharged into common STP of Pune Municipal Corporation.

Assurance Statement

Independent Assurance Statement

Scope and Approach

DNV GL Business Assurance India Private Limited (DNVGL), 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 2019-20, in its printed format ('the Report') including references to the Annual Report 2019-20for the financial year ending 31st March 2020.

The sustainability disclosures in this Report have been prepared based on the identified material topics and related performance disclosures based on the Global Reporting Initiative (GRI) Sustainability Reporting Standards ('GRI Standards') coveringthe economic, environmental and social performance for the activities undertaken by the Company for the financial year 1st April 2019 - 31st March 2020.

The reporting scope and boundary encompasses 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 '*Report Overview*'.

We performed a limited level of verificationbased on our assurance methodology VeriSustain™[1], which is based on our professional experience, international assurance best practices including International Standard on Assurance Engagements 3000 (ISAE 3000) Revised* and GRI Principles for Defining Report Content and Quality. Our assurance engagement was planned and carried out duringMarch 2020– June 2020.The intended user of this assurance statement is the management of Mindtree.

Responsibilities of the Management of Mindtreeandthe Assurance Provider

The Management has the sole responsibility for the preparation of the Report and are responsible for all information disclosed in the Report as well as the processes for collecting, analysing and reporting the information presented in the printed Report and maintaining integrity of online versions of the Report and related references. 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 statement 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.

Basis of our Opinion

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

[1] The VeriSustain protocol is available on www.dnvgl.com
* Assurance Engagements other than Audits or Reviews of Historical Financial Information.
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- Reviewedthe 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 andReporting Practices based on GRI Standard 102: 2016;
- Reviewed the performance disclosure of identified material topics and related GRI standards i.e remote assessment 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 Topic Specific Standards;
- Interviewed responsible personnel for management of sustainability issues and reviewed selected evidences to support issues disclosed in the Report.
- Considering the COVID 19 issue, we carried out remote audits of Mindtree operations to review the processes and systems for aggregating site level sustainability information i.e. reviewed sustainability disclosures for selected sites i.e. Bengaluru, Bhubaneswar(Kalinga campus),Chennai, Pune and Hyderabad, and overall data aggregation and consolidationby sustainability team at the Corporate Office, Bengaluru;
- Reviewed draft and final sustainability report and presented a gap assessment report.

During the assurance process, we did not come across limitations to the scope of the agreed assurance engagement.The reported data on economic performance, expendituretowardsCorporate Social Responsibility(CSR)activities,andother 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'ssustainability 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 302: Energy 2016 – 302-1 to 4;
- GRI 303: Water 2016 – 303-1, 303-3;
- GRI 305: Emissions 2016 – 305-1to7;
- 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 reporting principles:

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

The Report explains the process of the materiality determination based on GRI reporting principles as adopted by the Company. The process was based on an internal materiality determination exercise conducted in past, 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. Report states that there was no change in material topics during the reporting period.
Nothing has come to our attention to believe that the materiality process has not missed out any known material topics based the current business of Mindtree and sustainability context.

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

The Report has explained the process of identification of stakeholders and their key concerns in section 'Focus on Stakeholders and Materiality' of the Report. Mindtree identifies and prioritizes its key stakeholdersegments based ontheir impact on the organization and the organization'simpact on them. Further the Report articulates how various forumspromoted by Mindtree constantly engage with all the stakeholders and collect stakeholder concerns, which in turn act asinputs for strengthening the Company's policies, strategies, actions, andmateriality assessment.
Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Stakeholder Inclusiveness.

Responsiveness
The extent to which an organization responds to stakeholder issues.

The Report bring out details on howMindtree responds to key material issues through organizational policies, strategies and management systems including key performance indicators for the identified material topics based on identified GRI standards.It will be good to further strengthen management approach,impacts created and governance in line with the ESG frameworks.
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 aspreadsheet-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 setsverifiedwere 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.

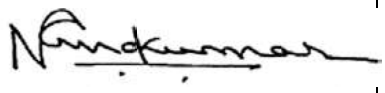
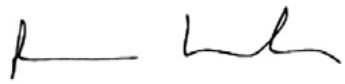
The Report has applied GRI's Principle of Completeness as defined in GRI 101: Foundation 2016, in relation to coverage of material topics for its chosen reporting boundaries; however, Mindtree may further strengthen its disclosures related to Human rights assessment and Supplier social assessment in future reporting periods.

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

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

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

For DNV GL Business Assurance India Private Limited

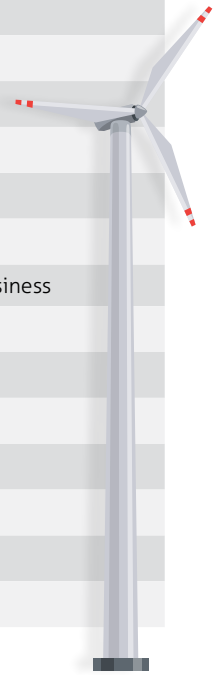
		
ThamizharasiKaliaperumal Lead Verifier DNV GL Business Assurance India Private Limited, India.	Vadakepatth Nandkumar Head – Regional Sustainability Operations DNV GL Business Assurance India Private Limited, India.	Prasun Kundu Assurance Reviewer DNV GL Business Assurance India Private Limited, India.

19thJune2019, Bengaluru, India.

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

Glossary of Acronyms

Acronym	Expansion
ADM	Application Development & Maintenance
AR	Annual Report
BCP	Business Continuity Planning
BoD	Board of Director
BOT	Build-Operate-Transfer
BRR	Business Responsibility Report
CDP	Carbon Disclosure Project
CO2e	Carbon Dioxide equivalent
COO	Chief Operating Officer
COVID-19	Coronavirus Disease of 2019
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
GHG	Green House Gases
GJ	Giga Joules
GRIS	Global Reporting Initiative Standards
HFC	Hydro Flouro Carbon
IIRC	International Integrated Reporting Council
IoT	Internet of Things
IR	Integrated Reporting
ISG	Information Services Group
KRA	Key Responsibility Areas
kWh	Kilowatt-hour
LED	Light-Emitting Diode
LEED	Leadership in Energy and Environmental Design
NOx	Oxides of Nitrogen
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
SDG	Sustainability Development Goal
SOx	Oxides of Sulphur
SPM	Suspended Particulate Matter
STP	Sewage Treatment Plant
UNGC	United Nations Global Compact





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We welcome any feedback & suggestions to further strengthen our sustainability programs

Online report
http://www.mindtree.com/sustainability/mindtree-sustainability-report.pdf

Sustainability Report Partner: Bhairavi Business & Consultancy