HCLTech | Supercharging Progress™

Sustainability Report 2025-26

About the report

The Sustainability Report for FY26 highlights HCLTech's environmental, social and governance (ESG) performance and demonstrates how the organization delivers long-term value through responsible and sustainable business practices. The report has been prepared with reference to the GRI Standards (2021), which serve as the primary reporting framework, with detailed mapping annexes provided to ensure alignment and interoperability with ESRS/CSRD, IFRS S1/S2 and SEBI BRSR requirements.

Reporting Period and Cycle

The report covers April 1, 2025 to March 31, 2026 and is published annually. Information reflects the most recent fiscal year unless otherwise indicated.

Reporting Boundary

This report covers HCLTech and its subsidiaries across all geographies and business segments. Unless otherwise stated, disclosures relate to entities under the Company's direct operational control. Any exclusions, data limitations or boundary-specific considerations are outlined within the relevant thematic sections.

Primary Reporting Framework

The report follows the GRI Standards (2021) — Foundation, General Disclosures and Topic Standards. Cross-references to ESRS/CSRD, IFRS S1/S2 and SEBI BRSR help stakeholders navigate comparable expectations across frameworks. A complete mapping is provided in the annex.

Application of Double Materiality Assessment (DMA)

HCLTech's Double Materiality Assessment (DMA), aligned with CSRD requirements, guided the identification and prioritization of material topics. The assessment identified the most significant impacts, risks and opportunities across environmental stewardship, people, responsible technology and governance.

Other Disclosures

The Sustainability Report complements and aligns with other public disclosures, including:

- The Annual Report (statutory and financial reporting)
- SEBI Business Responsibility and Sustainability Report (BRSR)
- Regional sustainability reports

Together, these documents provide a comprehensive view of HCLTech's strategic progress, ESG commitments and performance.

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Message from the **CEO and Managing Director**

"The true measure of progress is not only what we achieve, but how we achieve it. At HCLTech, we are proving that when innovation is guided by purpose, growth becomes more resilient, inclusive and sustainable."

Dear Stakeholders,

As I reflect on the year, I am inspired everyday by how our people have embraced the opportunity to drive progress with purpose. Against a backdrop of rapid technological advancement and increasing expectations of corporate responsibility, we continued to demonstrate that sustainability is not separate from business success. It shapes how we innovate, how we engage with our stakeholders and how we create lasting value.

Through the Value Creation Portal, the truest expression of our Ideapreneurship culture, over 37,500 employees generated more than 18,900 ideas in FY26 and delivered approximately $1.6 billion in value to clients over and above contractual commitments.

Our people remain central to HCLTech's success and we are fully invested in their health and well-being. We spent 2.08% of revenue in employee well-being, among the highest in our industry. Our commitment to an inclusive workplace is delivering tangible results. In FY26, 99.9% of women returned to work after parental leave and maternity retention in India rose from 70.53% to 81.6%, a reflection of the strength of our reintegration programs. This commitment begins at the top, with women representing 50% of our Board of Directors.

In water, we set an industry benchmark by replenishing 51 times more water than we consume, an outcome that has been verified independently. As a signatory to the UN Global Compact CEO Water Mandate, we are deepening collective action at the basin level, including in the Yamuna river basin. The HCL Group's Aquapreneur innovation initiative, in partnership with the World Economic Forum's UpLink platform, advances the water innovation ecosystem. Backed by a CHF 15 million commitment, it has supported 40 freshwater innovators over four years. This initiative is proof that ecosystems, not enterprises alone, will solve the world's water challenge. We also maintained our leadership by retaining 100% Zero Waste to Landfill Platinum certification across all owned campuses in India, with over 99% waste diversion.

On climate, disciplined execution turned ambition into achievement. We reduced Scope 1 and Scope 2 emissions by 55.84% against our FY20 baseline and met our SBTi 2030 target four years ahead of schedule, keeping us firmly on course to reach net zero by 2040. Renewable energy now accounts for nearly half of our total energy consumption with 89.65% of RE driving our data centers. We also recognize that the next frontier of decarbonization lies across our value chain and our supplier engagement and responsible procurement programs are building a scalable path forward.

Our commitment to inclusive growth continues through the HCLFoundation, which has positively impacted more than 8.4 million lives. We crossed a defining milestone of 155 billion liters of water harvested cumulatively, including 47.5 billion liters in FY26 alone, strengthening water security for some of India's most stressed communities.

At the heart of our progress is a simple belief: how we achieve results matters more than the results themselves. This belief encompasses everything we do, including our engagements in emerging technologies. As AI becomes foundational to enterprise transformation, we remain committed to deploying it responsibly. HCLTech became the first organization to receive the Responsible AI Institute's Organizational AI Governance Verification Badge.

Guided by strong governance, ethical business practices and a commitment to transparency, we continue to deliver on the trust our stakeholders place in us. I am pleased that Ethisphere recognized these efforts by naming HCLTech one of the World's Most Ethical Companies® for the third consecutive year.

Looking ahead, we will continue to embed sustainability into the way we run our business and support our clients. We remain focused on reducing our environmental impact, creating opportunities for our people, strengthening our communities and conducting business with the highest standards of integrity. These priorities will continue to guide our actions as we build a stronger and more resilient future.

Sincerely,

C Vijayakumar

Message from the **Global Head of Sustainability**

Dear Stakeholders,

Each year, our Sustainability Report provides an opportunity to reflect not only on what we have achieved, but also on what we have learned and how we will apply those lessons in the future.

We are operating in a world shaped by profound transitions. In such an environment, sustainability is an essential foundation for resilience, trust and long-term value creation.

A defining milestone this year has been the completion of our Double Materiality Assessment, strengthening how we understand both the impact of sustainability risks on our business and our impact on the world around us. This approach enables sharper decision-making, clearer prioritization and a more integrated view of long-term value creation.

In FY26, we made tangible progress across multiple dimensions of our sustainability journey. We achieved a water intensity of just 10.68 liters per capita per day, among the strongest performance levels in our industry and maintained Zero Waste to Landfill platinum certification across all our India campuses with a 99% waste diversion rate. Since our FY20 baseline, we have reduced our energy footprint by 31%.

As AI transforms industries and societies at an unprecedented speed, the responsibility to deploy it safely, ethically and transparently has never been greater. HCLTech was among the early leaders in establishing a Responsible AI framework and during FY26, we reinforced our commitment by signing the EU AI Pact and joining the AI Verify Foundation.

Our progress is ultimately made possible by our people. We are proud to maintain strong employee engagement, reflected in initiatives like managed healthcare services, with over 1,000 healthcare professionals across 51 locations providing best-in-class care to our employees. We have also strengthened accountability across our value chain, with 100% of our suppliers covered by our Supplier Code of Conduct and Green Procurement Policy. Sustainable business requires sustainable ecosystems and we remain committed to advancing both.

We were the highest-ranked India-headquartered technology company for the second consecutive year in TIME magazine's World's Best Companies and in the Professional Services category in TIME World's Most Sustainable Companies list. These recognitions provide independent validation of the progress we are making and the principles that guide us.

What I find most meaningful, however, is that sustainability at HCLTech is not confined to reporting cycles, ratings or compliance requirements. It is increasingly transforming how we think, act and grow as an enterprise.

This integration defines our excitement and confidence about our future. The challenges facing our world are complex and interconnected, but so are the opportunities. By bringing together technology and people, we are reinforcing our ability to help our clients, communities and society transition towards a more sustainable and equitable future.

Sustainability is a journey. It demands a continuous pursuit of improvement, collaboration and shared value creation. As we look ahead to FY27 and beyond, we remain committed to listening, learning and working alongside all of you to accelerate meaningful progress.

Kind regards,

Vipul Arora

> "The true transformation is not in our metrics alone, but in embedding sustainability into every decision, enabling resilience, innovation and enduring value."

Performance Highlights

$1.6B+
in value creation
for clients over and above contractual commitments

2.08%
of revenue
invested in employee well-being, maintaining industry leadership

50%
women
on the Board, maintaining industry leadership in gender diversity

10.68
L/capita/day,
the lowest water consumption in the industry

47.57
billion litres
replenished, setting a new benchmark with **51x** more water replenished than consumed

4
years ahead of schedule,
achieved our 2030 Scope 1 and Scope 2 reduction targets

100%
campuses
retained **Zero Waste to Landfill Platinum** certification, maintaining industry leadership since FY25

SBTi
validation
achieved for both short and long-term climate targets, joining a select group of global IT firms

89.65%
renewable energy
used in data centres; **49.79%** of total energy consumption from renewable sources

31%
reduction
in total energy footprint from the FY20 baseline

8.4
million lives
impacted, with
54% female beneficiaries

Global Recognitions

10
major recognitions
celebrated worldwide for leadership in sustainability, ethics and people practices

#1 India-headquartered
company in the Professional Services category in **TIME World's Most Sustainable Companies** for the 2nd consecutive year

technology company in **TIME World's Best Companies** for the 2nd consecutive year

Fortune
World's Most Admired Companies

6th
consecutive year
in Forbes World's Best Employers

3
years
in a row as one of Ethisphere's World's Most Ethical Companies

4
years
in a row in the S&P Global Sustainability Yearbook

MSCI AA
(Leader)
ESG Rating for 2 years in a row

#6
of 209
IT consulting companies in Sustainalytics ESG Risk Rating

96th
percentile
EcoVadis Gold rating for the 2nd consecutive year

#2
in the Perpetual Capital-Hurun India Impact 50

SDG Alignment

Delivering sustainable impact across our business, our people and our communities.

No Poverty

- Break intergenerational poverty for ultra-poor urban families through the Uday program
- Strengthen rural livelihoods and self-help groups through the Samuday program
- Enable financial inclusion and asset creation for vulnerable households

Zero Hunger

- Tackle child malnutrition and anemia through community nutrition and health interventions
- Support farmers on food security and improved agricultural practices through Samuday
- Promote kitchen gardens and sustainable local food systems

Industry, Innovation and Infrastructure

- Drive technology innovation for sustainability
- Invest in resilient digital infrastructure and solutions
- Foster startups, R&D and ecosystem partnerships

Reduced Inequalities

- Empower persons with disabilities through skilling and livelihood programs
- Advance inclusion for women, LGBTQIA+ and underrepresented groups
- Promote equitable access to opportunity across geographies

Sustainable Cities and Communities

- Operate LEED Platinum certified green campuses
- Support resilient and inclusive urban infrastructure
- Enable clean, waste-free cities through the My Clean City program

Good Health and Well-being

- Promote employee physical, mental and financial well-being
- Ensure safe, healthy and inclusive workplaces
- Expand access to preventive healthcare across communities

Quality Education

- Improve access and learning outcomes through Uday, Samuday and the HCLTech Grant
- Advance digital literacy, coding and AI skills in government schools
- Build STEM and employability pathways for underserved youth

Gender Equality

- Advance gender diversity, equality and inclusion
- Strengthen an inclusive and equitable workplace
- Support women-led enterprises and leadership development

Responsible Consumption and Production

- Optimize resource use across operations
- Embed sustainable procurement and responsible sourcing
- Reduce waste and drive circularity

Climate Action

- Decarbonize our operations and value chain
- Achieve science-based targets on the path to Net Zero
- Enable climate-positive solutions for clients

Life Below Water

- Retrieve ghost nets and marine debris through Harit coastal clean-ups
- Restore coastal ecosystems by raising mangrove saplings
- Protect marine biodiversity and endangered species

Clean Water and Sanitation

- Practice responsible water stewardship within our operations
- Operate Zero Liquid Discharge and rainwater harvesting at campuses
- Replenish community water resources and recharge structures

Affordable and Clean Energy

- Increase renewable energy adoption across operations
- Drive energy efficiency and demand reduction
- Enable clean energy access in underserved communities

Decent Work and Economic Growth

- Create quality jobs and continuous learning
- Drive inclusive growth in communities and the supply chain
- Uphold fair wages and responsible labor practices

Life on Land

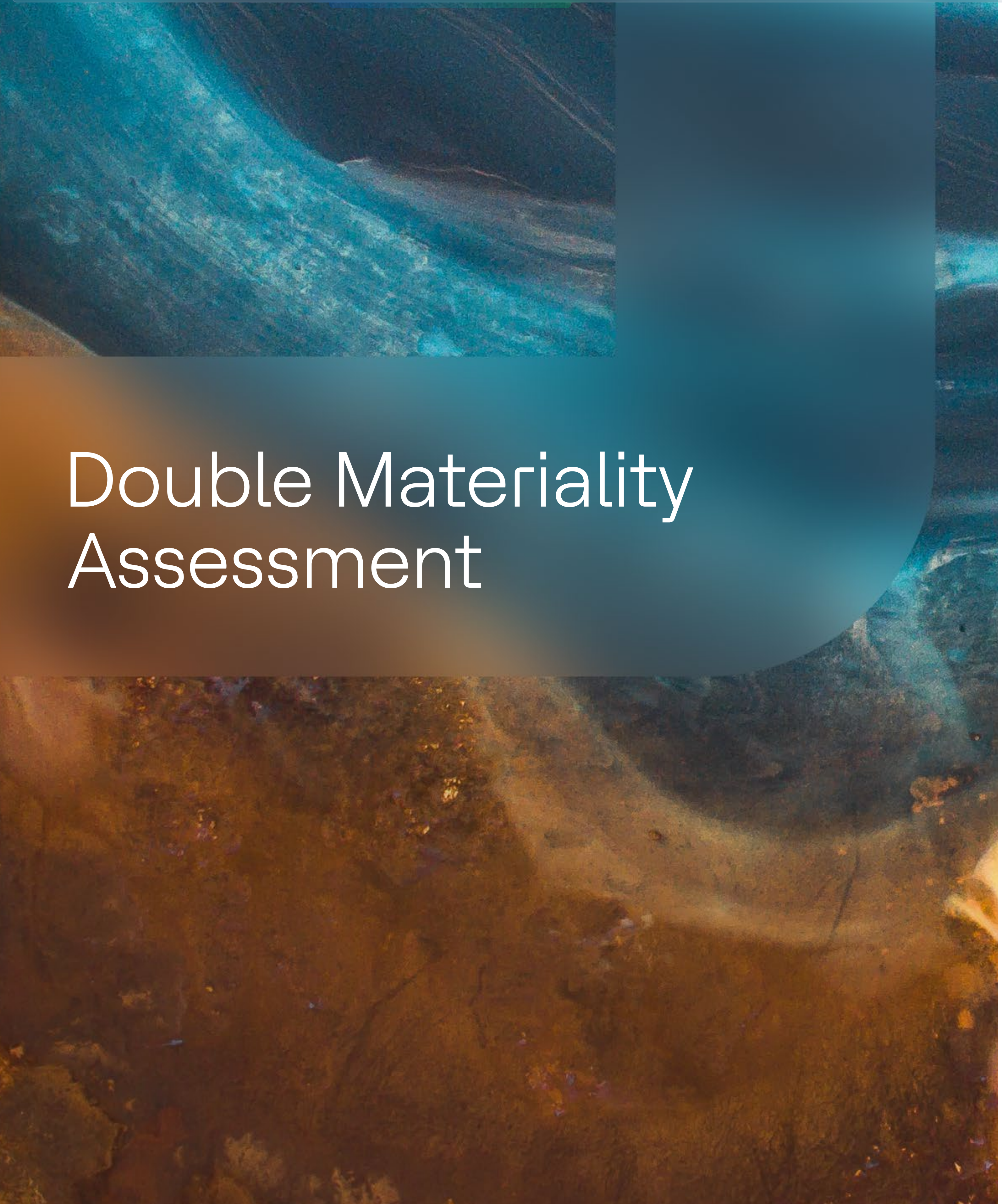
- Restore indigenous ecosystems and biodiversity through afforestation
- Plant native saplings and rejuvenate water bodies with communities
- Advance land restoration and habitat conservation

Peace, Justice and Strong Institutions

- Uphold the highest standards of ethics, transparency and accountability
- Respect human rights across the value chain
- Maintain strong governance and anti-corruption systems

Partnerships for the Goals

- Join global coalitions such as the CEO Water Mandate
- Engage with multi-stakeholder initiatives
- Collaborate with partners to scale impact



Double Materiality Assessment

Sustainability is increasingly shaping how global IT services companies create value, manage risks and stay competitive. HCLTech conducted a Double Materiality Assessment (DMA) to identify priority sustainability issues affecting both its impacts and financial performance. This assessment underpins HCLTech's sustainability strategy and is in line with evolving reporting standards like ESRS and ensures sustainability is integrated into risk management and business decisions, not just treated as a reporting requirement.

Objective and scope of the assessment

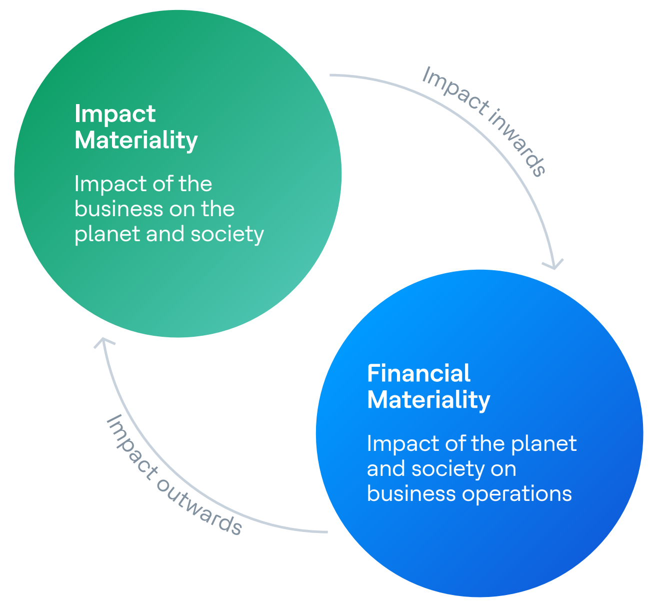
HCLTech's DMA was conducted as a strategic exercise to clarify sustainability priorities and align ESG efforts with long-term enterprise value creation. It focused on identifying the most significant sustainability topics from both impact and financial perspectives, translating them into clearly defined impacts, risks and opportunities (IROs) and strengthening the integration of sustainability into enterprise risk management and strategic decision-making.

It also enhances preparedness for evolving governance, disclosure and regulatory expectations. The assessment covers HCLTech's operations, services and global value chain, reflecting its operating footprint, client commitments and role as a technology services provider across multiple industries and geographies.

Methodology and process followed

HCLTech's Double Materiality Assessment (DMA), conducted in FY26, used an ESRS-aligned, auditable methodology combining internal expertise, stakeholder inputs and a structured scoring framework to identify and prioritize material sustainability topics.

The process assessed IROs across the value chain using CSRD-aligned criteria for severity, magnitude and likelihood, supported by benchmarking and stakeholder engagement. This resulted in nine material topics and 50 associated IROs, with critical issues retained based on defined impact or financial thresholds.



Material sustainability topics

The DMA identified the following sustainability topics as material for HCLTech:

- Climate Change, Net Zero and Energy Transition
- Eco-Efficiency and Responsible Resource Management
- People — Talent, Inclusion and Well-being
- Responsible Supply Chain and Human Rights
- Client Data Privacy and Information Security
- Responsible AI, Innovation and Digital Inclusion
- Corporate Governance, Ethics and Transparency
- Cybersecurity and Operational Resilience
- Community Impact and Inclusive Growth

The methodology, findings and resulting material topics from the Double Materiality Assessment were reviewed and validated by executive leadership through HCLTech's ESG governance structure, with the outcomes informing enterprise risk management, sustainability strategy and Board-level ESG oversight.

HCLTech's material topics are grouped into five interconnected strategic themes that reflect its operating model, risk profile and growth ambitions. These themes are mutually reinforcing and highlight the importance of an integrated, enterprise-wide approach to sustainability management.

HCLTech's management approach to Sustainability and ESG

HCLTech embeds sustainability at the core of its strategy, integrating ESG priorities into governance, risk management and business decision-making to drive long-term value. The Board provides oversight and direction, supported by ESG & DEI committee, while the executive leadership operationalizes ESG through a cross-functional governance structure led by the Global Head of Sustainability and cross-functional ESG working groups.

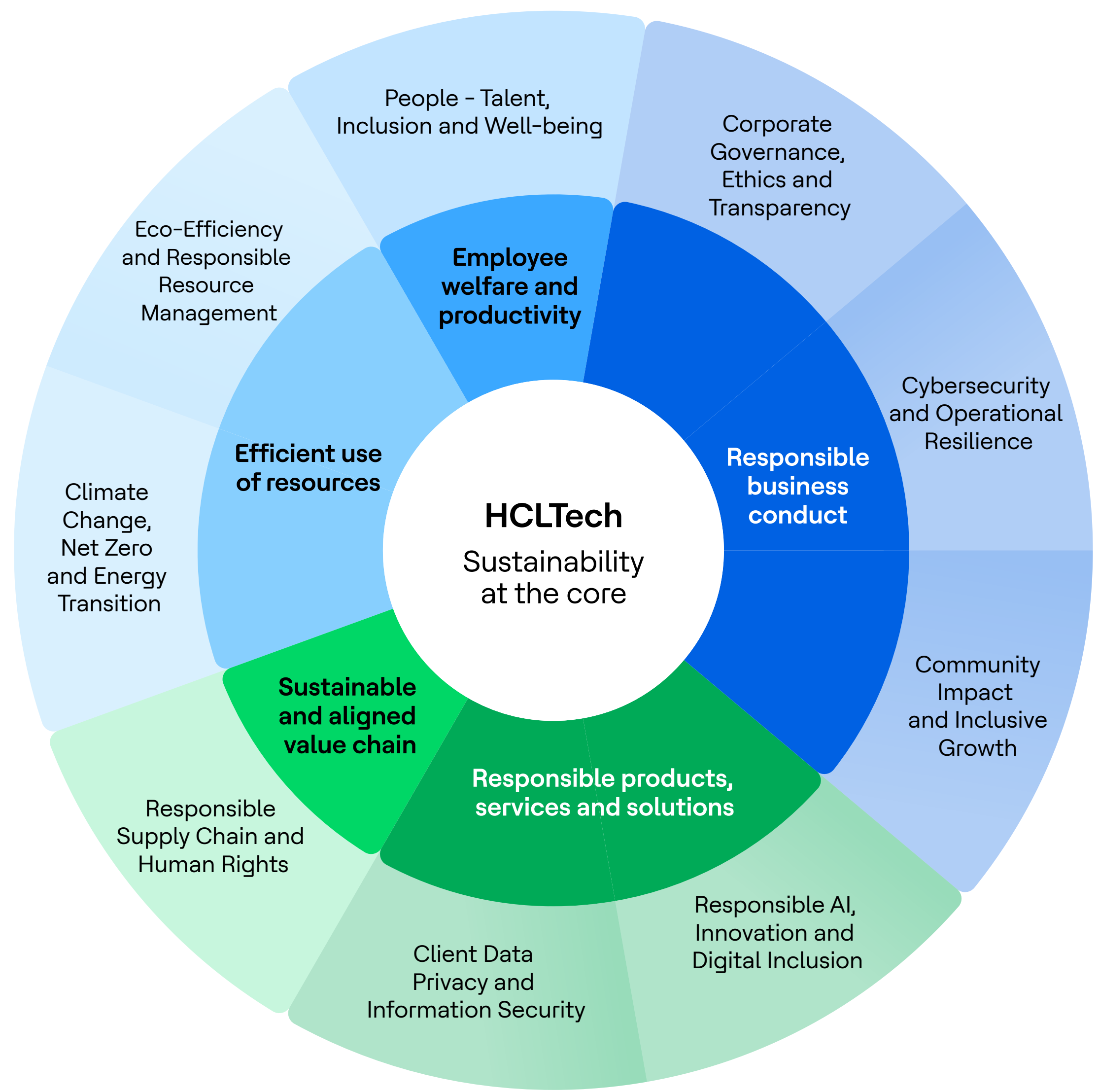
Sustainability risks — including climate, social and supply chain factors — are fully integrated into the Enterprise Risk Management framework, enabling proactive risk identification and informed decision-making. ESG considerations are further embedded into strategy, capital allocation and operational policies, with internal audit and compliance functions reinforcing data integrity, controls and assurance readiness.

A structured, double materiality-based approach defines HCLTech's ESG priorities, ensuring alignment with stakeholder expectations, business relevance and societal impact. These priorities translate into focused action across resource efficiency and decarbonization, workforce well-being, responsible value chains, sustainable digital solutions and ethical business conduct — linking strategy directly to measurable outcomes.

Technology and innovation further strengthen this model through integrated ESG data systems and automated reporting platforms that enhance transparency, traceability and performance management. In parallel, HCLTech leverages ecosystem partnerships to scale solutions and address shared sustainability challenges, reinforcing a shift from compliance-driven reporting to outcome-focused, performance-led ESG management.

Our sustainability ecosystem

HCLTech at the core, five strategic themes and nine material topics



Strategic themes emerging from the DMA

Efficient use of resources

Climate change, energy efficiency and resource management have emerged as critical material priorities, shaping both business resilience and future growth. Environmental performance is now closely tied to cost efficiency, regulatory expectations and client trust, making it a defining factor in competitiveness. For HCLTech, operational efficiency and climate transition are not only essential for managing risk, they are also powerful drivers of innovation and long-term value creation.

Employee welfare and productivity

Human capital is at the heart of HCLTech's value creation. Talent development, diversity and inclusion (D&I), workforce well-being and digital skills are not just people priorities, they directly shape productivity, fuel innovation and define service excellence. In a rapidly evolving technology landscape, they remain fundamental to long-term competitiveness and sustained growth.

Fostering an inclusive workplace where people thrive, collaborate and succeed together

Sustainable and aligned value chain

A large part of sustainability risk and impact lies beyond direct operations in the extended value chain where visibility is often more complex but consequences are equally significant. We believe responsible procurement, supply chain resilience and respect for human rights are not peripheral concerns - they are fundamental to ensuring business continuity, protecting reputation and sustaining long-term trust with clients and partners.

Responsible products, services and solutions

Technology governance, innovation, data privacy and digital trust act as both safeguards and powerful enablers of growth. For HCLTech, responsible innovation protects stakeholders, deepens client trust and strengthens differentiation in regulated and high-trust markets.

Responsible business conduct

Cybersecurity, Responsible AI, ethics and compliance form the foundation of all sustainability themes, reinforcing the integrity of operations and decision-making.
For HCLTech, strong governance frameworks are essential to delivering credible sustainability performance and maintaining long-term stakeholder confidence.

Recognition for upholding the highest standards of ethics, integrity and governance

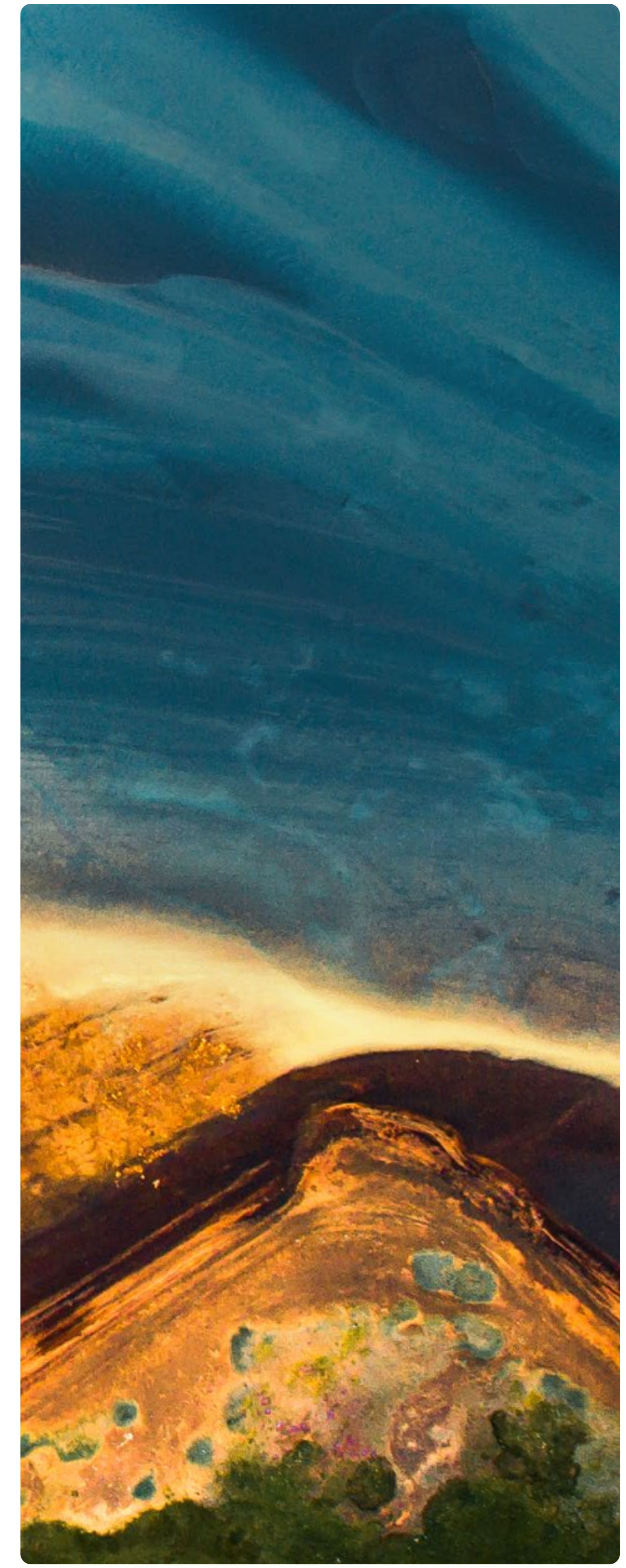
A key cross-cutting priority that emerged from the DMA is Responsible AI, Innovation and Digital Inclusion, reflecting the increasing centrality of AI-enabled and data-driven solutions across the Company's service offerings.

Looking ahead from assessment to execution

HCLTech's Double Materiality Assessment reinforces sustainability as an integrated business responsibility embedded across operations, ecosystems and long-term value creation. It highlights that disciplined execution — through operational efficiency, future-ready talent and strong governance — is essential for competitiveness, resilience and trust in a rapidly evolving regulatory and client environment.

The assessment also shows that many key risks and opportunities extend beyond direct operations, making responsible procurement, supply-chain collaboration and strong partner alignment critical to continuity across the value chain. Managed in an integrated way, sustainability directly shapes enterprise risk, innovation, market positioning and investor confidence, underscoring the need for coordinated, enterprise-wide action.

With material topics defined, HCLTech is now focused on execution and reporting readiness — strengthening CSRD alignment, improving data quality and audit readiness, embedding DMA outcomes into strategy and performance management and developing a phased reporting roadmap. This approach positions sustainability disclosures as a strategic lever for risk management, differentiation and long-term value creation.



Strategic Themes - Our Performance

Efficient use of resources

10.68 L/capita/day
water intensity, lowest in industry

51x
water replenished vs consumed globally

98.43% of owned buildings
certified by Global Green building standards

100% Platinum
Zero Waste to Landfill with 99% diversion, highest in industry

49.79% RE
89.65% RE in data centers

31% ↓
total energy consumption vs FY20 baseline

55.84% ↓
Scope 1 & 2 emissions vs 2020, four years ahead of SBTi 2030 target

SBTi validated
for short-term (2030) and long-term (2040) target

Employee welfare and productivity

2.08% of revenue
spent on employee well-being, industry benchmark

50%
of open positions were filled through internal hires

97.78% employees
completed skill upgradation trainings

63.5% employees
trained in AI skills

6th year in a row
Forbes World's Best Employers

4.03 out of 5
employee satisfaction score

Sustainable and aligned value chain

100% suppliers
covered by Code of Conduct and Green Procurement policy

100% new suppliers
screened for ESG at onboarding

76.4% of value chain
human rights assessed by business value

1,134 sessions
conducted for supplier awareness and capacity building

Responsible business conduct

Roshni Nadar Malhotra
IACC Business Leader of the Year; Forbes 100 Most Powerful Women; Fortune Most Powerful Women in Asia

C Vijayakumar
India's Best CEO (Fortune); CEO of the Year (People Matters); #1 Sell-Side, #2 Overall (Extel 2025)

#1 India-HQ tech company
TIME World's Best Companies, 2nd consecutive year

8.4 Million+ lives
impacted to date, including 54% women

#1 India-HQ tech company
TIME World's Most Sustainable Companies, 2nd consecutive year

765,000+ hours
HCLTech employee volunteering

#2 rank
Hurun India Impact 50 (2026)

47.5 Billion Liters
water harvested in FY26; cumulative 155 billion liters till date

Three years in a row
Ethisphere World's Most Ethical Company

12.2 Million lives
reached via HCLTech × FEBA across 19 EU countries and Turkey

Responsible products, services and solutions

$1.6 Billion
value delivered to clients over and above contractual commitments

S&P Global
Sustainability Yearbook for the 4th year

Leader
Avasant Tech-Enabled Sustainability Services RadarView 2025, 2nd consecutive year

MSCI AA
(Leader) 2 years in a row

Sustainalytics
Top 6 out of 209 global IT consulting companies

Co-innovation labs
driving ecosystem innovation with clients

EcoVadis Gold
96th percentile globally in FY26

Climate Change, Net-Zero and Energy Transition

Decarbonization at Planet Pace

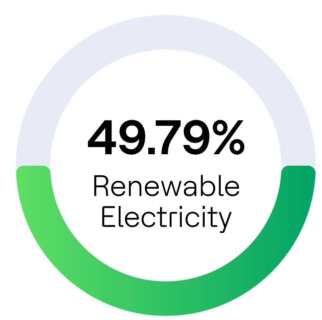
GRI 3-3 GRI 305 GRI 302 GRI 201-2 GRI 2-13 GRI 2-24 ESRS E1 IFRS S2

Climate change is one of the defining challenges and opportunities of our time. At HCLTech, we are advancing a low-carbon future through bold ambition and disciplined execution. In FY26, we achieved our 2030 Scope 1 and Scope 2 emissions reduction targets four years ahead of schedule, expanded renewable energy to 49.79% of total energy consumption and enabled 89.65% renewable energy use across our data centers. We also secured SBTi validation of our short- and long-term climate targets, joining a select group of global IT companies with science-aligned net-zero pathways, while reducing our energy footprint by 31% from the FY20 baseline. These achievements demonstrate the scale, credibility and momentum of our sustainability journey.

Inside our operations
↓55.84%
Combined Scope 1+2 vs FY20 baseline. 2030 SBTi target achieved four years early

49.79%
of our global electricity consumption is from renewable sources

FY26 Highlights



↓55.84%
Scope 1+2 vs FY20

↓31%
Total energy consumption vs FY20

↓27.7%
Total Footprint Scope 1+2+3 vs FY20

14.32
Energy Intensity GJ/million $ PPP adjusted

456,328 GJ
RE globally

10,885 GJ
On-site solar generated in FY26

Net Zero by 2040
SBTi validated

22 Countries mapped
(RCP + SSP)

308 Value Chain Assessed
(76.4% of spend)

$16/tCO₂e
Internal Carbon Price

CDP Supplier Engagement
"A"

89.65% RE
in data centers

Our Climate Ambition

Our climate ambition rests on four interlocking commitments: decarbonize our own operations, clean our electricity supply, engage our value chain and build resilience against a warming world. Each is reinforced by an internal carbon price and integrated into capital allocation decisions.

Our Public Commitments

Commitments	FY26 Status	Progress against target
Net Zero across the value chain by 2040	413,360.14 tCO_2e (–27.70%)	Long term pathway active
50% absolute reduction in Scope 1+2 by 2030 (SBTi)	98,949.02 tCO_2e (–55.84%)	Achieved four years early
42% absolute reduction in Scope 3 by 2030 (SBTi)	314,411.11 tCO_2e (–9.56%)	In progress
80% renewable electricity by 2030	49.79%	In progress
70% electric transport fleet for employees by FY30	EV trips at 75%-80% of daily commute at flagship India campuses	In progress
100% Zero Waste to Landfill at owned India campuses	Platinum certificate at all owned India campuses	Achieved in FY25 and sustained in FY26

The drivers behind our climate ambition

Five drivers translate ambition into operating reality; each owned at executive level:

- Integrating climate into our core strategy
- Reducing emissions across our operations and value chain
- Accelerating renewable energy adoption
- Strengthening climate risk and resilience planning
- Enabling climate solutions for clients

22 Geographies across the value chain

Screened under RCP2.6, RCP4.5 and RCP 8.5 across 2030, 2040 and 2050 horizons.

Climate response

Climate governance, the Board's ESG and DEI Committee oversight as well as the management accountability framework are set out in our Environmental Management System charter. This section covers the three remaining pillars of our TCFD aligned climate response: **Strategy, Risk Management** and **Metrics and Targets.**

Climate Strategy

In line with IFRS S2 and the TCFD recommendations, we assess our climate-related risks across three climate scenarios spanning the IPCC RCP and SSP range, over short-term (2030) and long-term (2050) horizons. Physical risks are scored at site level and transition risks by a driver, on a common five-point severity scale (1 very low to 5 very high). Each scenario pairs an emissions pathway with its corresponding policy response. The full severity heat map is provided in the annexure.

Physical and transition risks trade off across these pathways. An orderly 1.5°C transition (RCP 2.6) minimizes physical risk but brings the greatest transition pressure, while a failed transition (4°C+, RCP 8.5) reverses the balance. Assessing all three pathways, including the ambitious 1.5°C pathway, ensures the transition risk is fully represented rather than understated.

Physical risk falls, transition risk rises across the three pathways

Risk (Type)	1.5°C pathway RCP 2.6 · NZE	~2.5°C pathway RCP 4.5 · SSP2	4°C+ pathway RCP 8.5 · SSP5
Physical risk	Low	Medium	High
Transition risk	High	Medium	Low

Each column pairs an emissions pathway with its matching policy response.

Climate Opportunities – turning Risk into Revenue

Our climate strategy is also generating new commercial pathways. We are scaling client demand for:

- **DecarbonizIT** – a green lens platform giving real-time visibility into the environmental impact of client IT infrastructure.
- **AI-powered ESG Data Optimization**– a solution automating client sustainability data collection and accelerating disclosure cycles.
- **Net Zero Intelligent Operations (NIO)** – an enterprise-wide solution for monitoring and reducing client energy, water, waste and GHG footprints.
- **SF360 with PCAF alignment** – a platform supporting financial institutions to measure Scope 3 Category 15, which often represents 85% or more of their total footprint.
- **AquaSphere and Sustainable IT** – solutions enabling clients to act on water and IT sustainability at scale.

Financial Implications

Transition risks have a measurable financial signature: rising electricity costs, evolving carbon pricing, escalating compliance cost and shifting client procurement criteria. Physical risks add to operating costs through higher cooling demand, increasing water procurement and escalating business continuity expenditure. We quantify these exposures and embed them in our investment decisions through the $16 per tCO_2e internal carbon price.

Climate Risk Management

Processes for identifying climate risks: We map physical and transition risks at asset-level granularity across 22 geographies of operational significance, using a four-tool framework: Climate Impact Explorer and ThinkHazard for physical hazard exposure; the WWF Water Risk Filter and WRI Aqueduct for water stress; and the IPCC AR6 SSP dataset for transition pathways. Each risk is scored on a 1 (very low) to 5 (very high) scale and recorded against site, business unit and value chain category.

Processes for assessing climate risks: Each identified risk is assessed for likelihood, materiality and time horizon. Material risks are incorporated into HCLTech's Enterprise Risk Management framework, where climate sits alongside strategic, financial, operational, cyber and governance risks. The ERM framework identifies 12 material topics with associated risks, opportunities, mitigation strategies and financial impacts, all approved by the Board, with quarterly exposure reviews.

Integration into enterprise risk: Material climate risks are owned by named executives and tracked through quarterly Risk and Compliance Apex Committee reviews that feed the Audit and Risk Management Committee of the Board. Climate is also embedded into HCLTech's internal audit program.

Geographies assessed: Chronic and acute physical risks have been scored across all material operating geographies, including India, Sri Lanka, the United States, Australia, Bulgaria, Canada, the Czech Republic, France, Germany, Guatemala, Hungary, Italy, Mexico, the Netherlands, the Philippines, Poland, Romania, Spain, Sweden, Switzerland and the United Kingdom.

Physical risks and our response

Risk (Type)	Description and exposure	Actions implemented in FY26
Water scarcity (chronic)	Cooling infrastructure is water-intensive. Sixteen India locations including Bengaluru, Chennai, Hyderabad, Lucknow, Madurai, Nagpur, Noida, Pune and Vijayawada operate in water stressed geographies	Rainwater harvesting; MBR and MBBR sewage treatment for cooling and landscaping reuse; condensate recovery; atmospheric water generation pilots. In FY26, the HCLFoundation replenished 51 times the water we consumed across India operations
Extreme heat (chronic)	Rising cooling load, data center reliability risk and workforce well-being impact	Magnetic chillers; cooling tower upgrades with FRP and flash fills; EC fan AHU retrofits; PUE reduction program; heat-resilient design across 13.80 million sq. ft. of green-certified space
Flooding and extreme rainfall (acute)	Disruption risk at coastal and monsoon-exposed campuses; infrastructure damage and supply chain interruption risk	Elevated infrastructure in flood-prone zones; campus drainage upgrades; routine vulnerability assessments; BCP and DRP rehearsals; real-time weather monitoring; flexible working arrangements
Cyclones (acute)	Episodic risk at Chennai and Sri Lanka operations; potential for building damage, power outage and delivery delay	Structural reinforcement at coastal facilities; alternative power source contingency; staff safety protocols; early warning systems

Transition Risks and our Response

Risk (Driver)	Description	Actions implemented in FY26
Carbon pricing and carbon taxes (policy)	Global carbon pricing policies raise operating costs for energy-intensive sectors, including data centers	Internal carbon price of $16 per tCO_2e applied ex post to actual abatement; capital allocation to HVAC, chiller, UPS and lighting upgrades; on-site solar.
Regulatory compliance (policy)	Risk of fines, penalties and disqualification from public tenders for non-compliance with evolving climate regulations	ISO 14001:2015 certification across owned campuses; annual third-party audits; compliance tracking across jurisdictions
Technology shift (technology)	Risk of being outpaced by lower carbon competitors in data center design, low-carbon mobility and AI-driven optimization	Investment in energy-efficient data centers, smart building systems, IoT-enabled monitoring, AI for energy optimization; partnerships with renewable energy suppliers
Rising electricity costs (market)	Grid tariff volatility in India and EU markets affect operating expenditure	Long-term PPAs for Noida and Lucknow via the equity-backed Open Access Group Captive model; on-site solar at Vijayawada, Bengaluru and Madurai
Changing client preferences (market)	Clients increasingly select providers with credible climate commitments	Net Zero target alignment with major clients; R&D investment in sustainability solutions; DecarbonizIT, ESG Data Optimization, AquaSphere, NIO
Stakeholder expectations (reputation)	Investors, regulators and rating agencies demand credible, externally-assured climate disclosure	DNV reasonable assurance on BRSR Core; CDP "A" rating for Supplier Engagement; disclosures aligned with TCFD, IFRS S2 and ESRS E1

Climate performance – against baseline

Greenhouse gas emissions, (tCO_2e)

Scope	% change in FY26 vs FY20	FY20	FY25	FY26
Scope 1 Direct emissions	**−45.4%**	22,121	12,901	12,085
Scope 2 purchased electricity (market-based)	**−57.0%**	201,973	109,074	86,864
Scope 1+2 Combined	**−55.8%**	224,094	121,975	98,949
Scope 3 Value chain	**−9.56%**	347,637	269,567	314,411
Total footprint	**−27.7%**	**571,731**	**391,542**	**413,360**

Scope 3 – where the harder work sits

Scope 3 rose 16.64% year over year in FY26. Two categories account for almost all of the increase:

- Purchased goods and services and capital goods – driven by planned infrastructure refresh and campus improvement works.
- Employee commuting – reflecting higher return-to-office attendance in India.

Together, business travel and employee commuting account for approximately 82% of our Scope 3 footprint. The remaining 18% is concentrated in purchased and capital goods. Categories 8, 10, 11, 12, 14 and 15 are excluded as not applicable to a services business; the rationale is set out in our methodology note.

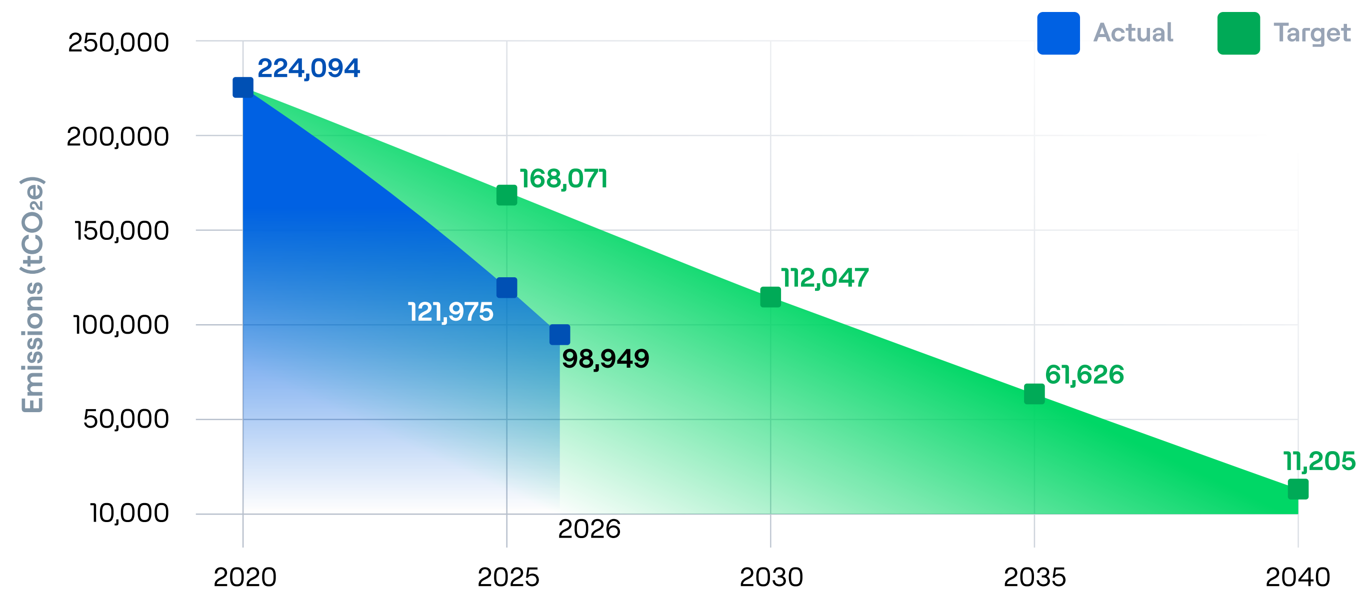
The full category split is reported in our ESG Performance Metrics.

We are responding on three fronts:

- **Electric transport for employees at scale:** Hyderabad runs 165 EVs at 80% of daily trips; Bengaluru runs 103 EVs at 31% of daily trips. Combined avoidance in FY26: 934.30 tCO_2e.
- **Supplier engagement:** 308 value chain partners (76.4% of partner spend) assessed for environmental performance, supported by our CDP "A" rating for Supplier Engagement.
- **Capital procurement model refresh:** Moving to product-level emission factors as they become available.

Net Zero pathway: Progress so far

Scope 1+2 Emissions: Target vs Actual (tCO2e)



Energy

Energy is a critical strategic input, forming the foundation for reliable digital infrastructure and the primary driver of Scope 2 emissions. HCLTech addresses energy as both an efficiency priority and a resilience strategy – focused on reducing demand, expanding renewable sourcing and enhancing system performance. In FY26 we consumed 450,752 GJ (125,209 MWh) of renewable electricity globally: 251,626 GJ (69,896 MWh) in India and 204,700 GJ (56,861 MWh) internationally. On-site solar generated 10,885 GJ (3,023.6 MWh) during the year. Total energy intensity is down approximately 31% against FY20. Renewable energy accounted for 49.79% of total energy consumption in FY26, supported by PPAs and an equity investment under an Open Access – Group Captive model.

Total energy consumption and mix (GJ)

	FY24	FY25	FY26
Non-renewable	797,769	617,248	460,138
Renewable	187,403	323,445	456,328
Total	**985,172**	**940,693**	**916,465**

Data center performance and PUE

Metric	FY26	FY25	FY24
Average PUE	1.57	1.57	1.59
Renewable share in data centers (%)	89.65	88.81	85.51
FY26 PUE target	1.46	1.48	1.60

Decarbonization initiatives delivered in FY26

Initiative	Energy saved (GJ)	Emissions avoided(tCO_2e)
Chiller plant performance improvement	1,166	230
HVAC low side retrofits (EC fans, VRF)	3,085	608
Energy efficient lighting and controls	630	124
Technology adoption (AHU, HVLS, VFD, SBR)	3,877	765
UPS optimization	2,066	408
Total	**10,824**	**2,135**

Refrigerant transition

We continue to phase out high GWP refrigerants. Our campus in Chennai Sholinganallur has transitioned from FM200 to NOVEC (GWP of 1). Refrigerant top-up remains the largest Scope 1 source and is a priority for the FY27 retrofit program.

Methodology

Our greenhouse gas inventory is prepared in accordance with the GHG Protocol Corporate Standard and ISO 14064-1:2018, using an operational control consolidation approach. Base year is FY20. Independent assurance is provided by DNV Business Assurance India Private Limited under DNV VeriSustain Protocol V6.0, ISAE 3000 (revised) and ISO 14064-3.

- **Emission factors:** DEFRA 2025 UK Government GHG Conversion Factors; IPCC Sixth Assessment Report; Central Electricity Authority of India CO_2 Baseline Database v21 (0.710 tCO_2e/MWh for the Indian grid); IGES Grid Emission Factors and AIB 2024 European Residual Mixes for international electricity; US EPA 2024 for capital goods and services (spend based EEIO); EPA Fugitive Emission factors for refrigerants.

- **Scope 3 exclusions with rationale:** Categories 4, 8–15 are not applicable to the nature of HCLTech's business operations.

Looking ahead

HCLTech tested the climate strategy and confirmed its direction throughout FY26. We closed the gap to our 2030 Scope 1+2 target faster than our planned trajectory and we learned that a higher return-to-office rate of employees impacted our Scope 3 footprint across a few categories that demand a different mitigation strategy.

Our future priorities are clear:

- **Refresh supplier engagement** for product-level emission factors
- **Expand electric transport for employees** to Pune and Chennai locations
- **Continue the renewable build-out** toward 80% by 2030

Our climate response priority areas get attention at the highest executive level as we outline a time-bound response mechanism to address evolving challenges. This ensures that we remain operationally resilient and continue to deliver sustainable growth.

Eco-Efficiency and Responsible Resource Management

HCLTech maintained industry leadership in water with the lowest water consumption at 10.68 liters per capita per day and set a new benchmark in water leadership globally by replenishing 51 times more water than our own consumption, totaling 47.57 billion liters replenished in FY26.

We also maintained industry leadership in waste management since FY25 by retaining the Zero Waste to Landfill Platinum certification in 100% campuses, with the highest level of waste diverted at 99%.

Green Building Portfolio

Our green building program forms the operational backbone of HCLTech's water and waste management performance. In FY26, 13.80 million square feet of building space were certified under leading global green building standards, including LEED, IGBC, BREEAM, CASBEE, NABERS, Green Star, EDGE and TRUE, with 11.20 million square feet of owned facilities achieving the highest Platinum-level certification.

Sustainability considerations are also increasingly shaping leasing decisions, with 35.14% of the leased portfolio, representing 2.59 million square feet, certified by recognized Green Building Councils. These certified spaces support measurable improvements in energy and water efficiency, zero-waste performance and operational emissions reduction, reinforcing HCLTech's commitment to building resilient, resource-efficient workplaces.

Water Stewardship

A two-pronged strategy: within the fence, beyond the fence

Our water stewardship is built on two parallel commitments that work in tandem.

- **Within the fence, operational excellence:** Across our owned campuses, we run one of the most water-efficient operating models in global IT services. Every liter is metered, monitored and reused. We treat all our wastewater on site, recycle it for cooling, flushing and landscaping and have removed our dependence on municipal discharge wherever feasible. This results in a per capita water consumption of 10.68 liters per day.
- **Beyond the fence, community replenishment:** Through the HCLFoundation, we work alongside rural communities across India's most water-stressed districts to revive ponds, restore catchments and harvest rainwater. The 433 structures under our care harvested 47.57 billion liters of water in FY26, replenishing 51 times what HCLTech consumed across its entire global footprint.

Operational excellence

10.68L
per capita per day lowest in our industry

Zero
water discharged without treatment

95%
sewage recycled

28.50M
liters saved

Community replenishment

51x
replenished vs used

47.57B liters
rainwater

433
water credit structures

75
new structures

3.5M+
saplings planted till date

Within the fence: operational water stewardship

Sixteen of our India locations, including Bengaluru, Chennai, Hyderabad, Lucknow, Madurai, Nagpur, Noida and Pune, operate in water-stressed geographies. Each of these sites runs under a tightly engineered water management model designed to reduce withdrawal of water, maximize reuse and protect the watershed in which it sits.

Consumption rose modestly in FY26 on the back of two planned shifts: a higher office attendance in India, with the number of employees working from offices in India increasing to 52,109 in FY26 compared to 49,672 in FY25 and a wider reporting boundary that now covers 90% of international locations and all data centers. Even after that expansion, **our per capita per day water consumption of 10.68 liters remains among the lowest reported in our industry,** a result of years of engineering discipline at the site level.

In the 16 water-stressed locations, we withdrew 828,094 KL and consumed 811,018 KL in FY26, reflecting the disciplined effect of conservation measures at our most sensitive sites.

To promote responsible water use, HCLTech conducts round-the-year employee awareness and engagement initiatives across its campuses, including digital campaigns, educational displays in common areas. These initiatives encourage employees to adopt water-efficient behaviors and identify opportunities to reduce consumption.

Parameter	FY26	FY25
Total water withdrawal (KL)	944,850.42	849,928.34
Total water consumption (KL)	925,715.16	834,013.09
Groundwater withdrawal (KL)	167,442.15	261,965.02
Third party water (KL)	647,256.88	332,476.36
Rainwater, AWG and AHU condensation (KL)	130,151.39	255,486.96
Water discharged to third parties (KL)*	19,135.25	15,915.25
Water consumption per capita per day (liters)	10.68	9.75
Water intensity (KL per capita per annum)	3.90	3.56

* Relates to a single facility connected to a shared/common STP; all other owned campuses operate Zero Liquid Discharge with full on-site treatment and reuse.

Zero Liquid Discharge

We operate with zero liquid discharge across applicable facilities, where every drop of wastewater generated is treated through onsite sewage treatment plants and processed for reuse in cooling, flushing and landscaping. Residual solids are managed through authorized disposal channels. The outcome: no wastewater is discharged outside our premises and approximately 95% of sewage water is recycled through on-campus treatment.

Engineering-led conservation

In FY26, targeted conservation initiatives resulted in 28.50 million liters of water savings. The program is built around five operational innovations:

- **Scale bio removal with deionization in cooling towers:** This reduces water consumption in the cooling cycle while preserving system efficiency.
- **Sensor-based water farming system at our Madurai campus:** This automates drip irrigation controlled by soil moisture sensors, using treated STP water and releasing water only when soil chemistry demands it.
- **Automated sand filter operations at our Madurai campus:** Motor-operated valves on STP and WTP sand filtration cuts manual effort by 20% to 30%, increasing recycled water availability by approximately 3%.
- **Cooling tower automation at the Madurai campus:** Wet bulb temperature and entering water temperature sensors calculate enthalpy and intelligently regulate cooling tower fan operations through variable frequency drives.
- **Real-time water quality monitoring:** IoT-enabled sensors enable continuous monitoring of pH, TDS and hardness across critical loops with automated alerts and trend analysis.

Water risk assessment

We conduct regular water risk assessments across all locations using the WRI Aqueduct Water Risk Atlas, aligned with the CDP Water Security Disclosure framework. At stressed sites, this drives a clear set of mitigation actions shifting from groundwater extraction to municipal sourcing, installing rainwater harvesting systems and deploying advanced STP technologies (MBR and MBBR) that enable high-quality reuse for cooling and landscaping.

Beyond the fence: Community water replenishment

The bigger story of our water stewardship sits outside our boundary walls. Through the HCLFoundation, we work in some of India's most water-stressed rural geographies, restoring the watersheds that communities and ecosystems depend on. This is where the 51 times replenishment ratio is shaped.

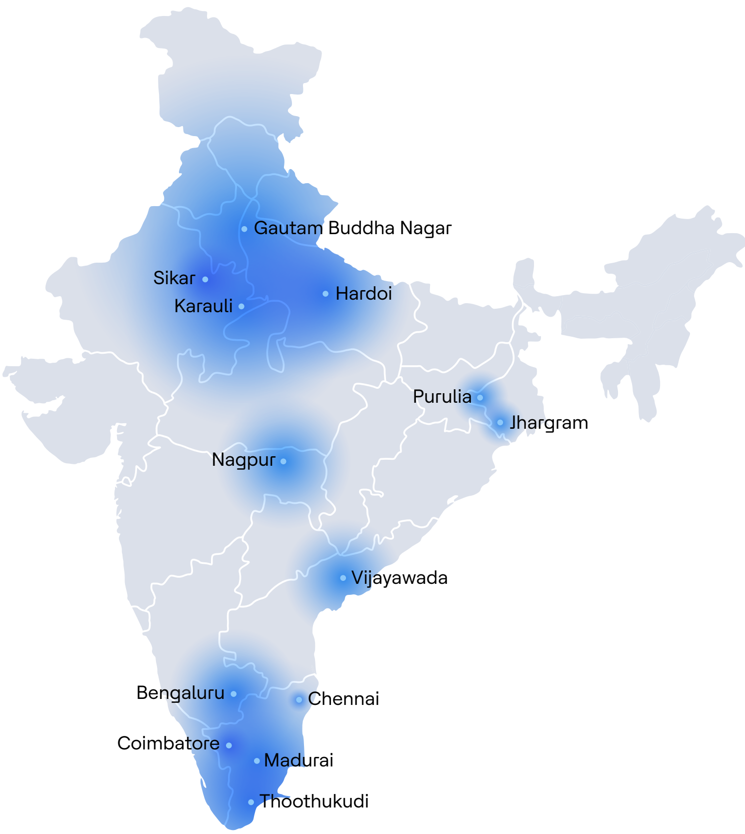
What we do and where

In FY26, the HCLFoundation operated 433 water credit structures in 13 districts spread over seven states of India: Karauli and Sikar in Rajasthan; Gautam Buddha Nagar and Hardoi in Uttar Pradesh; Bengaluru in Karnataka; Vijayawada in Andhra Pradesh; Coimbatore, Chennai, Madurai and Thoothukudi in Tamil Nadu; Purulia and Jhargram in West Bengal; and Nagpur in Maharashtra. Seventy-five new structures were added during the year.

The conservation and restoration initiatives in these structures have been carefully planned based on the requirement of each region. Some of the measures implemented:

- **Desilting of ponds, pokhars and anicuts** to restore the storage and percolation capacity of these traditional village water bodies.
- **Building rooftop rainwater harvesting infrastructure and recharge pits for** capturing direct rainfall at the point of use.
- **Developing storage ponds for** building seasonal buffers in catchments with high monsoon variability.
- **Removal of Prosopis juliflora from inside structures to** eliminate the invasive species whose evapotranspiration draws down stored water; verified using NDVI, the Normalised Difference Vegetation Index.
- **Maintenance of legacy structures to** restore the water-holding capacity of existing village assets year on year.

Locations	Water credit (KL) FY26
Gautam Buddha Nagar (including Clean City)	19,557,413
Karauli	17,980,952
Madurai	6,410,720
Thoothukudi	997,593
Hardoi	958,873
Nagpur	780,892
Bengaluru	385,725
Vijayawada	211,833
Sikar	104,570
West Bengal (Purulia, Jhargram)	89,574
Coimbatore	80,516
Chennai	11,725
Grand total	**47,570,386**



FY26 outcome, independently verified

DNV Business Assurance independently verified our FY26 water credit data against HCLFoundation's standard operating procedure for rainwater harvesting calculation and verification. The verified result: Against HCLTech's FY26 operational consumption of 925,715 KL, this represents a replenishment rate of 51 times.

Catchment-level restoration

Replenishment is supported by long-term land restoration. Across the catchment areas that surround our intervention sites, HCLFoundation has planted over 3.5 million saplings, restoring native species, regenerating grasslands and stabilizing soil and groundwater regimes.

Collective action at the basin level

We also act at the basin level. We are a signatory to the UN Global Compact CEO Water Mandate and an active member of the Water Resilience Coalition. In the Yamuna River Basin, HCLTech partners with local authorities and solution providers to intercept debris before it reaches the river, preventing approximately 15 tons of debris from entering the river every month. HCL Group's water innovation programs, such as Aquapreneur, further extend our role as a catalyst for scalable water solutions.

Why this matters

Water is a local resource governed by global pressure. Running an efficient operation matters; restoring the ecosystems we draw from matters even more. By holding ourselves to both standards — low per capita consumption inside our grounds and large-scale community replenishment beyond — we are setting a benchmark that is both credible and replicable.

In FY27, we will deepen this dual-track approach with more sensor-based automation across campuses, more water credit structures in stressed districts and a tighter integration of operational and community data into a single watershed-level account.

Aquapreneurs: Turning Water Risk into Scalable Innovation

Water is a key driver of resilience and long-term value. Through Aquapreneurs and the World Economic Forum's UpLink platform, HCL Group accelerates early-stage innovations that advance water measurement, management and reuse.

Program snapshot

- **CHF 15 million (~$17 million)** HCL Group commitment over five years starting 2022
- **40 Aquapreneurs** supported in the first four years
- 2025 marked the Initiative's strongest funding year to date, with Aquapreneurs raising over **$55 million.**
- Collectively, the portfolio has now raised more than **$127 million**

Demonstrated innovation impact

- HCLTech collaborated with **SmartTerra** to launch **AquaSphere** through its Aquapreneur engagement program.
- **FieldFactors** expanded into Spain and Mexico and launched a water replenishment partnership with Microsoft in Madrid.
- **Membrion** secured over **$40 million** in funding and deployed its technology with **Fortune 500** companies through an UpLink-enabled Ecolab partnership.
- **SHAYP** moved from UpLink-facilitated introductions to contracts with Microsoft, Google and 625 schools across Europe.
- **Kilimo** advanced its AWS partnership, delivering measurable water replenishment benefits through data-driven agricultural efficiency.

Expanding scope

- Launch of the Water Resilience Challenge
- Focus areas: Groundbreaking AI solutions to transform water systems, reducing dependence on freshwater in critical industries, securing water supply reliability.

Waste Management Programs

HCLTech continues to maintain its leadership in waste management through structured processes, innovation and employee engagement:

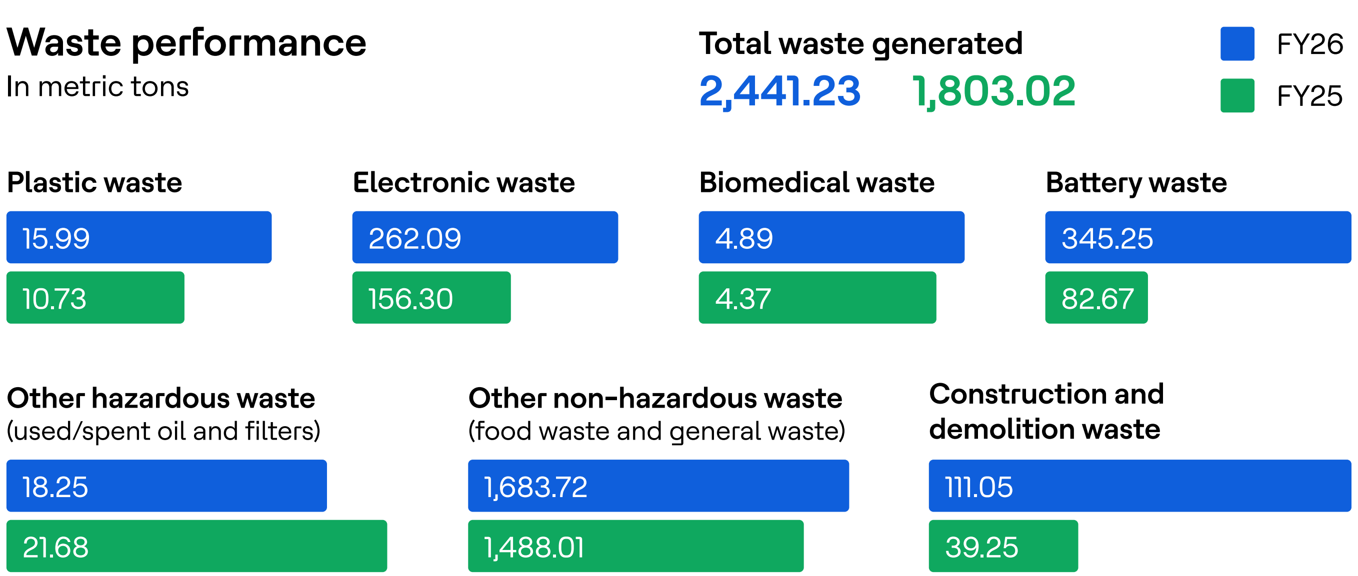
- **Systematic identification of improvement opportunities:** Waste management performance is periodically assessed across campuses to identify opportunities for improving segregation efficiency, enhancing recovery rates and reducing waste generation at source. Insights from these assessments inform targeted interventions across operational processes and infrastructure.
- **Innovation-driven waste reduction:** We continue to embed innovation in waste management by adopting circular solutions and eliminating waste at source, such as transitioning to battery-free systems, repurposing materials within campus operations and scaling solutions that reduce dependency on single-use or high-waste inputs.
- **Embedding responsible waste behaviours:** Waste reduction is supported through employee awareness initiatives that promote segregation at source, responsible consumption and participation in circular practices, ensuring that operational systems are reinforced by day-to-day behavioral change.

Zero Waste to Landfill: Platinum certification

Building on the FY25 milestone where all HCLTech-owned campuses in India achieved Zero Waste to Landfill Platinum Certification, the Company continued to maintain best-in-class performance in FY26, with over 99% waste diversion across key locations, including Noida, Chennai, Bengaluru, Lucknow, Vijayawada, Madurai and Nagpur, well above the conventional diversion threshold of 90%. This consistent outperformance reflects robust segregation, recycling, reuse and recovery practices that advance circularity while enhancing operational efficiency, optimizing costs and reinforcing stakeholder confidence.

Waste performance

Total waste generation increased year-on-year, primarily due to planned operational activities undertaken during the reporting period. Battery waste rose following the scheduled replacement of end-of-life UPS systems across campuses to strengthen power resilience and infrastructure reliability. Construction and demolition waste also increased as a result of campus enhancement and facility modernization initiatives, including accessibility upgrades for persons with disabilities. These increases reflect planned infrastructure and operational improvement cycles rather than a structural rise in ongoing waste generation



Waste recovery and disposal

Of the 2,441 metric tons of total waste generated in FY26, 2,034 metric tons (over 83%) were recovered through recycling and other recovery operations. Only 9.41 metric tonnes were disposed of through incineration and zero waste was sent to landfill. This performance underpins our Zero Waste Platinum certification and reflects the operational rigor of our waste management system.

Recovery / disposal method*	FY26 (metric tons)	FY25 (metric tons)
Recycled	1,763.43	1,660.28
Other recovery operations	270.90	-
Total waste recovered	2,034.33	1,660.28
Incineration	9.41	9.17
Landfilling	0.00	0.00
Total waste disposed	9.41	9.17

*Total waste generated in a year may exceed the sum recovered and disposed in that year, with the balance carried forward for authorized disposal in a following period.

Circular economy in practice

Circular economy principles are embedded across our campus operations, transforming waste streams into productive resources. In FY26, our campuses advanced several initiatives that exemplify this commitment:

- Podium crafted from repurposed wood waste, giving new life to surplus timber while reducing landfill contribution and the demand for virgin wood
- Eco-friendly cocopeat derived from coconut husks, a renewable biodegradable alternative to peat moss that improves soil aeration and water retention
- Planters crafted from overgrown bamboo shoots, utilizing a rapidly renewable resource and managing uncontrolled bamboo growth while promoting sustainable design
- Waste coffee grounds repurposed for gardening and landscaping, collected and processed as a natural soil enhancer and diverting organic waste from landfills
- Reuse of used milk packets for plant nurturing, creatively repurposed as seedling containers and promoting single-use plastic diversion through circular reuse

Podium crafted from repurposed wood waste

Resource use and asset lifecycle

At HCLTech, every resource entering our operations — from IT hardware and facility materials to operational consumables and water — is managed with a clear focus on efficiency, resilience and circularity. As pressure on critical materials continues to grow globally, we are working to reduce dependence on virgin resources, minimize waste and build more sustainable supply chains that can support long-term growth responsibly.

Our approach to resource outflows reflects the same commitment to stewardship and accountability. Through secure lifecycle management and circular practices embedded across our services and operations, we prioritize data security, responsible treatment and measurable environmental outcomes.
This includes extending asset life through reuse and refurbishment, ensuring secure asset disposition aligned with information security standards and partnering with authorized recyclers to recover value from end-of-life assets responsibly.

Electronic waste and responsible disposal

As a technology Company, HCLTech recognizes electronic waste as one of its most material waste streams and is strengthening efforts to manage it responsibly through circular lifecycle practices and authorised recycling channels.
In FY26, 262.09 metric tonnes of e-waste were processed through CPCB authorised recyclers with full traceability, reflecting a continued focus on responsible recovery and disposal.
In addition, the Company manages e-waste in line with the principles of the WEEE Directive, RoHS Directive, Basel Convention E-waste Amendments and R2 Standard.

Our approach is built on a single principle: the most responsible e-waste is the e-waste we never generate. We therefore manage IT hardware as a lifecycle, not a transaction, extending useful life, recovering value from every component and routing only genuine end of life material into authorised recycling channels.

Our e-waste management framework

HCLTech's e-waste management program rests on five interlocking initiatives that span the hardware lifecycle from procurement to disposition.

- **Eco friendly IT procurement:** Sustainability begins at the point of purchase. HCLTech is engaged in ongoing discussions with the procurement team to source ENERGY STAR and EPEAT certified hardware, which reduces environmental impact and energy consumption while guaranteeing lower manufacturing waste and operational energy use. Choosing certified hardware at the front of the lifecycle locks in efficiency gains and downstream recyclability for the years that follow.
- **Hardware asset disposition:** Where assets reach genuine end of life, HCLTech works with certified vendors authorised by the Central Pollution Control Board of India (CPCB) and the National Institute of Standards and Technology (NIIST) for secure e-waste handling. Every disposition is documented and tracked in accordance with all federal, state and local environmental regulations, providing a complete chain of custody from collection through final processing.
- **Asset life extension:** HCLTech follows defined lifecycle guidelines, typically four to five years for end user computing devices and seven to ten years for domain infrastructure and prioritises energy efficient hardware to extend usability responsibly. Where feasible, components from retired assets are cannibalised to keep functioning equipment in service for longer, deferring replacement spend and avoiding premature e-waste generation.
- **Minimising the volume of e-waste:** The program actively repurposes usable devices for extended periods or until genuine hardware failure, supported by the fastest possible GIT support to end users in case of any outage. By reducing time to repair and maximising in service time, HCLTech avoids the unnecessary churn of devices that have meaningful remaining life.
- **Reuse of parts and accessories from EOL devices:** Components and accessories harvested from end of life devices are used to repair faulty devices that are still under warranty. This reduces Company repair costs, shortens turnaround times and prevents otherwise reusable parts from entering the waste stream — closing the loop between disposition and active service.

Waste intensity

Waste intensity per capita increased year-on-year, reflecting the planned UPS battery replacement and campus infrastructure works described above. The underlying operational waste profile, excluding these planned lifecycle activities, remains stable and aligned with our zero waste-to-landfill commitment.

Metric	FY26	FY25
Waste intensity per capita (MT/capita/annum)	0.0103	0.0077

Looking ahead

Our future priorities build on the strong progress achieved in FY26 and reflect our commitment to creating a more resilient and resource-conscious future. On water stewardship, we will expand real-time monitoring and sensor-based automation across more campuses, deepen collaboration through the Water Resilience Coalition and continue strengthening our replenishment efforts through afforestation and water body restoration initiatives. On waste management, we will work to maintain our Zero Waste Platinum certification, extend circular economy practices across leased facilities and enhance end-to-end traceability for electronic waste as circularity becomes more deeply embedded in our hardware lifecycle.

At HCLTech, responsible resource management goes beyond operational performance or regulatory compliance. It reflects our responsibility to protect the communities, ecosystems and shared resources that support our business and the future we are working to build.

People-centricity: Talent, Inclusion and Well-being

People at the center of how we grow

Our people are the driving force behind our success, innovation and long-term resilience. We continue to build a workplace where talent thrives, inclusion is embedded in leadership and well-being remains a strategic priority.

In FY26, we reinforced our industry-leading commitment to employee well-being, by spending 2.08% of revenue in programs that support holistic health, growth and engagement. We maintained leadership in Board gender diversity with women representing 50% of our Board, strengthened a future-ready workforce with 31% Gen Z representation and created opportunities closer to home through employment for more than 29,000 people across regions.

Recognition in Fortune's World's Most Admired Companies 2026 and Forbes' World's Best Employers list for the sixth consecutive year, alongside an employee satisfaction score of 4.03 out of 5, reflects the culture of trust, belonging and purpose that empowers our people to excel and enables HCLTech to grow stronger, together.

Key Highlights

227,181
Employees across 60 countries

97.78%
Employees took skill-upgradation training

2.08%
of revenue spent on employee well-being, highest among our comparable peers

11,744
Fresh graduates onboarded in FY26

31%
Gen Z representation in the workforce

50%
of open positions fulfilled by internal hires

4.03 out of 5
Employee satisfaction score

12.51%
Voluntary turnover down from 12.99%

Awards and recognition

External recognition during the year affirmed HCLTech's standing as an employer and a responsible Company.

Chairperson Roshni Nadar Malhotra was recognized as:

- Business Leader of the Year by the Indo American Chamber of Commerce

Featured among:

- Forbes World's 100 Most Powerful Women
- Fortune Most Powerful Women in Asia

CEO and Managing Director C Vijayakumar was recognized as:

- India's Best CEO (IT Services, Large Cap) by Fortune India
- CEO of the Year at the People Matters Infini T Awards India 2025
- Best CEO in Extel's 2025 Executive Team rankings

Listed in the S&P Global Sustainability Yearbook for four consecutive years

Highest-ranked India-headquartered technology Company for the second consecutive year in TIME magazine's World's Best Companies 2025 list

TIME WORLD'S BEST COMPANIES SUSTAINABLE GROWTH 2025

- In World's Most Admired Companies 2026 listing by Fortune
- In World's Best Employers listing by Forbes for the sixth year in a row
- Highest-ranked India-headquartered technology Company in TIME World's Best Companies list for the second consecutive year
- Highest-ranked India-headquartered Company in the Professional Services category in TIME World's Most Sustainable Companies list for the second consecutive year
- Among Ethisphere's World's Most Ethical Companies list for three years in a row
- In S&P Global Sustainability yearbook for four years in a row
- MSCI AA (Leader) ESG Rating for strong ethics and human capital practices for two years in a row
- Ranked 6th out of 209 'IT consulting' companies in ESG risk rating by Sustainalytics
- EcoVadis Gold rating for the second consecutive year, at 96th percentile
- Ranked No. 2 in the Perpetual Capital-Hurun India Impact 50 2026 list for creating sustainable impact from the business operations

- Won six gold, three silver and 1 bronze in Brandon Hall Group – HCM Excellence Awards in "Talent Management Programs", "HR Programs", "Learning and Development Programs" and "DEI Programs" categories
- British Safety Council International Safety Awards 2026 – Recognized for excellence in:
  - Best in Sector – IT – Bengaluru
  - Distinction Award – Bengaluru
  - Merit Award – Noida, Chennai, Madurai, Lucknow, Vijayawada

Governance and management approach

Employee welfare and productivity at HCLTech are governed through an integrated framework of policies, leadership oversight, operating processes and performance tracking mechanisms. This framework ensures alignment between people priorities and business objectives, while enabling consistent implementation across geographies and business units. It is supported by defined accountability structures, cross-functional collaboration and periodic reviews that drive continuous improvement.

Key elements of the governance and management approach include:

- Human capital governance and accountability
- Talent and performance management processes
- Learning and development systems
- Occupational health and safety controls
- Employee support programs
- Human rights and labor practice commitments

Talent attraction and retention

At HCLTech, employee experience is not a program — it is a design principle. A structured approach to talent acquisition and onboarding enables HCLTech to align hiring with evolving business and client requirements while supporting early career integration and productivity. The Company executed a talent management strategy that strengthens collaboration, cultural understanding and delivery outcomes, supported by its award-winning Employee Action and Response System (EARS) — a large-scale, digital-first approach to continuously listen, act in real time and close the loop with measurable impact.

50%
of open positions fulfilled by internal hires

31%
GenZ representation

11,744
fresh graduates onboarded

New Hires		Hiring Rate
50,903	FY26	22.6%
50,435	FY25	22.4%
47,745	FY24	21.1%
82,583	FY23	38.0%

HCLTech leverages AI-enabled talent platforms such as Talent Navigator, to strengthen both internal mobility and external hiring through standardized, data-driven talent processes. Talent Navigator's AI-enabled agents support structured job descriptions, skill frameworks and candidate assessments, while the broader platform ecosystem enables scalable talent identification and deployment, collectively enhancing consistency, reducing subjectivity and helping mitigate potential biases in hiring outcomes.

New Vistas

Through its New Vistas initiative (established in 2015), HCLTech continues to build on its founder Shiv Nadar's philosophy of broadening its reach in Tier 2 and Tier 3 cities to support their talent potential and infrastructure, ensuring greater inclusivity and resilience. This approach significantly reduces commute times, enhances quality of life and improves overall employee well-being, while also easing pressure on metropolitan infrastructure and lowering environmental impact. At the same time, it unlocks access to local talent and strengthens business continuity, creating sustained value for both people and the enterprise. HCLTech New Vistas has employed people across its four locations — Lucknow, Madurai, Nagpur and Vijayawada.

Continuing the New Vistas journey

All New Vistas locations hold strong certifications (USGBC, IGBC, Zero Waste), with platinum ratings across most sites and maintain ISO 45001 and BSI security certifications, ensuring global compliance. In our journey towards 100% renewable energy (RE) power across campuses, the Nagpur campus has achieved 100% RE power, making it the leading site in renewable energy adoption. Other campuses are at various stages of RE power adoption and are expected to achieve the 100% RE power target in the coming years.

The Madurai site is Net Zero Water (Platinum) and ISO 50001 certified. A strong focus on sustainability-driven practices — such as sports facilities, in-campus mobility using bicycles, carpooling initiatives and the walk-to-work concept at the Lucknow campus — continues to drive sustainability across New Vistas centers.

New Vistas Impact

10% CAGR
Workforce growth rate of over five years

17.6%
representation in India headcount

14,000+
fresh graduates hired, 78% from local communities

29,000+
people employed, enabling career growth closer to home and supporting regional development

Sports tournament at our Lucknow campus

Nearshore operations

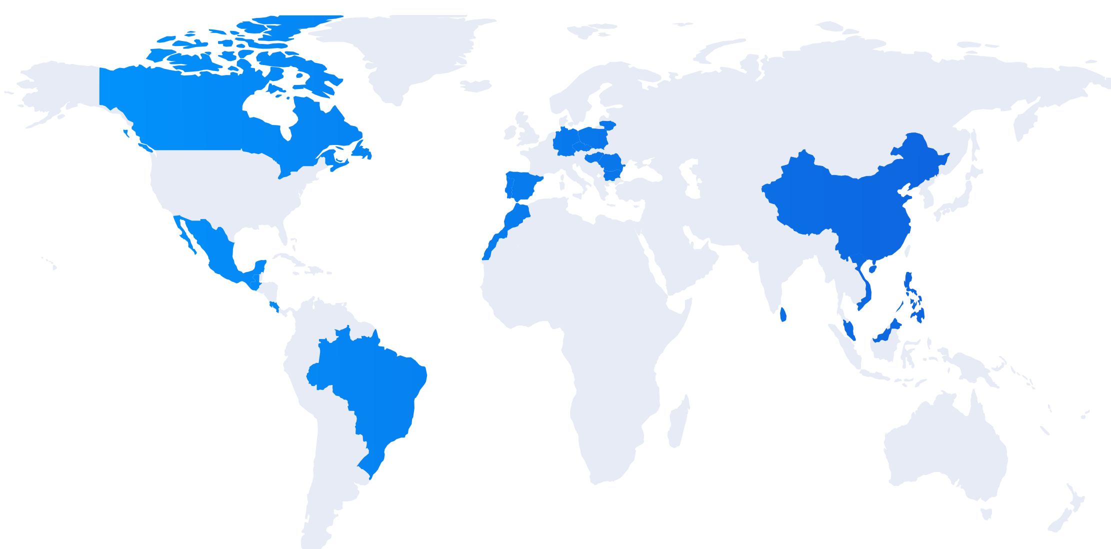
Building on its approach to hiring at scale and strengthening local talent pools, HCLTech continues expanding nearshore operations through delivery centers that enhance client responsiveness, cultural alignment, operational resilience, local employment and skills development.

Over the past three fiscal years, HCLTech's nearshore operations have expanded significantly, driven by niche technologies and innovation-led engagements. This growth, supported by government recognition in select countries, is reflected in scale, workforce composition and local talent:

- 20 locations and 100 facilities, with over **90% of employees** hired locally
- Headcount **grew 1.2%** in FY26 to 26,094
- Gender ratio across nearshore locations stands at **66:34**

Our nearshore delivery network spans across

Americas: Brazil, Canada, Costa Rica, Guatemala, Mexico
Europe: Bulgaria, Czech Republic, Hungary, Germany, Lithuania, Poland, Portugal, Romania, Spain, Morocco
Rest of the World: China, Philippines, Malaysia, Sri Lanka, Vietnam



TechBee

One of HCLTech's key early career initiatives is the TechBee program. Launched in India in 2017, TechBee embodies HCLTech's engineering DNA in action, designing inclusion with intent and precision. By integrating technical and professional training with opportunities for full-time employment and continued education, the program enables high-potential Class 12 graduates to build real-world experience early in their careers.

The program has partnerships with BITS Pilani, IIT Guwahati, IIIT Kottayam, IIM Sirmaur, Amity University, SASTRA University, Shiv Nadar University (SNU) and PES University.

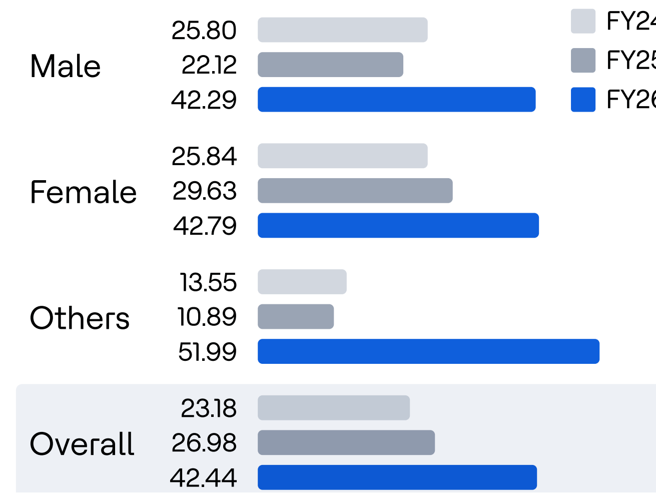
By creating structured access for students who may not have traditional pathways into technology education and employment, TechBee supports HCLTech's broader inclusion strategy, including economic inclusion and talent democratization. The program enables early identification and development of high-potential talent, creating a scalable, future-ready talent pipeline aligned with the Company's engineering-led approach.

- Thus far, **22%** of the TechBees have graduated from partner universities
- **36.8%** of TechBees are women

Talent development

Career growth at HCLTech is supported through a combination of structured performance management, transparent career pathways and continuous learning.

Average no. of training hours per person



With increased focus on GenAI learning, structured fresher training and digital capability-building programs (including cloud), total training hours increased to 9.42 million hours in FY26, compared to 5.82 million hours in FY25. This scale-up in learning interventions has driven the overall increase in average training hours per employee during the year.

A structured learning ecosystem

HCLTech adopts a multi-channel learning approach combining digital platforms, instructor-led training, certification pathways and applied learning. Training needs are identified through a demand-driven workforce planning model aligned with business priorities, technology roadmaps and role-specific capability requirements. Development is further strengthened through employee resource groups, professional communities and collaborative platforms that enable knowledge sharing and peer learning. The capability portfolio spans digital transformation, leadership development, cultural and inclusion learning and reskilling and transition interventions.

97.78%
Employees took skill upgradation trainings

42.44
Average training hours per person in FY26

100%
of eligible employees in performance and career reviews

HCLTech implements a comprehensive range of training to support workforce capability building, business readiness and long-term human capital sustainability. Key types of training include:

Technical and Digital Skills Training: Focused on emerging and core technologies such as AI, cloud, data, cybersecurity, engineering and platform skills, aligned to evolving client and market demands.

Role and Skill-based training: Structured programs mapped to job roles and career stages, covering professional, managerial and specialist capabilities.

Leadership and Manager Development: Programs designed to build people leadership, managerial effectiveness, ethical decision-making and succession readiness across leadership levels.

Behavioral and Soft Skills Training: Covering communication, collaboration, productivity, problem-solving and workplace effectiveness to support holistic employee development.

Diversity and Inclusion (D&I) Training: Targeted interventions to promote inclusion, allyship, unconscious bias awareness and equitable leadership practices.

Compliance, Ethics and Code of Conduct Training: Mandatory trainings on ethics, business conduct, data privacy, information security and regulatory requirements.

Health, Safety and Well-Being Training: Programs focused on workplace safety, employee well-being and responsible work practices.

Onboarding and Early Career Training: Structured learning journeys for freshers, new hires and early-career employees to build foundational skills and accelerate productivity.

Training needs identification

HCLTech follows a structured, demand-driven process for training needs identification, anchored in its talent build plan and demand unit–led workforce planning model, ensuring strong alignment with business strategy and future skill requirements.

Training needs are identified primarily at the demand unit level (business units, service lines, geographies and strategic accounts) based on current and forecasted client demand, technology roadmaps and role and skill-based capability requirements. These inputs are validated in collaboration with business HR, capability managers and the delivery leadership.

The talent build plan acts as the central planning mechanism, consolidating demand signals with internal skill inventories, workforce forecasts and strategic priorities. This enables systematic identification of skill gaps and informed decisions on upskilling, reskilling or talent sourcing, with a strong emphasis on internal capability building.

Reskilling and Upskilling

To build the next talent layer at scale and at the right cost, the Company refreshed its operating model around well-defined capabilities and skills. Capability units anchor employee development, talent mobility, career growth and the selection of external talent, while delivery units maximize execution excellence, client-centricity and wallet-share expansion — each aligned tightly to business strategy and talent priorities.

HCLTech's investments in digital platforms and AI-driven talent practices ensure that every individual can grow, contribute meaningfully and realize their full potential.

The Company supports employees in adapting to evolving industry and technology transitions through structured reskilling and upskilling initiatives aligned to emerging areas such as automation, artificial intelligence and next-generation digital services. These programs are designed to enable workforce redeployment, minimize skill redundancy and strengthen long-term employability as business models and service delivery requirements evolve. This includes training programs focused on AI, cybersecurity and cloud platforms.

Training calendars are published by business units on SharePoint and made accessible through the MyHCLTech portal, with updates also available on the iSuccess Learning portal for employee registration.

36,400+
learning courses

220,000+
learners completed **9.42 million hours** of learning

63.5% employees were trained in AI skills

Democratizing AI skills

AI and GenAI learning for every employee

At HCLTech, we recognized early that AI is a transformative force reshaping how businesses innovate, improve efficiency and deliver value. Our vision is to democratize AI capabilities across the workforce, enabling every employee to confidently leverage AI in their roles through a holistic, organization-wide transformation.

Key organization-level programs are:

- AI and GenAI Literacy /Foundation for all
- AI and GenAI for Technical Cohort
- GenAI for Program Management and Corporate function
- AI and GenAI for Sales and Business Functions (Powerplay)
- AI and GenAI for Entry level Talent (Buzzforward)
- Bootcamps for quick hands-on exposure (GenAI Unplugged)
- Responsible AI
- HCLTech Solution offering and framework in NextGenTech

The programs strengthen a future-ready talent ecosystem aligned with evolving business needs in the AI and GenAI landscape. They enable effective utilization of the existing talent base to develop next-generation applications, while accelerating readiness for emerging roles through immersive learning interventions. They expand access to growth opportunities, enabling employees to pursue diverse and emerging career pathways.

The training initiative supports business transformation by enhancing productivity and operational efficiency through the adoption of advanced technologies. It also drives faster innovation and solution development, contributing to improved time-to-market and business agility. At the same time, it fosters a skilled and empowered workforce that is equipped to meet future demands.

63.5% of employees have taken advantage of the AI training

AI and GenAI training programs equip employees to navigate evolving business models and workforce demands, mitigating risks such as skill redundancy and safeguarding employment during this transition.

Learning Ecosystem

In FY26, HCLTech strengthened career wellness through an integrated ecosystem focused on internal mobility, continuous learning and meaningful recognition.

The integrated ecosystem strengthens employee engagement, career visibility and internal mobility while fostering a strong culture of continuous learning and appreciation. Employees are empowered to explore new opportunities, develop future-ready skills and feel recognized for their contributions.

TalentXchange

TalentXchange, our AI-powered internal talent marketplace, connects employees to opportunities aligned with their skills, interests and career goals, enabling internal role transitions and a unified and transparent career progression journey. This is complemented by enterprise-wide learning and development initiatives spanning technical upskilling, leadership capability-building, behavioral learning and future-ready certifications.

Mentorship

Mentorship is a key enabler of development at HCLTech. Structured mentoring, leadership coaching and peer learning are integrated into development programs. Manager-led coaching supports knowledge transfer and professional growth, while collaborative platforms help employees build networks and access diverse perspectives, strengthening leadership pipelines and long-term career development. With platforms like MentorMe and digital tools like MentorBot, powered by GenAI, we ensure personalized, scalable mentoring experiences.

76,000+
employees have participated in **25,000+ mentoring connections** since its launch in July 2023

41,000+
active employees across 60 countries

Aspire

The Aspire Learning Journey Program adopts a democratized 4D learning model, integrating e-learning, instructor-led sessions, hands-on practice and capstone projects to deliver a comprehensive learning experience. Supported by a structured curriculum with interim and final assessments, the program enables continuous skill development and progression.

Aligned with evolving business priorities and industry trends, Aspire leverages data-driven insights to identify high-demand skills and design tailored learning pathways. This ensures employees remain future ready while supporting organizational objectives. The program also strengthens talent attraction and retention by offering structured upskilling opportunities and personalized development journeys aligned with career growth.

Aspire has contributed to improved employee retention through sustained engagement, while enhancing resource utilization by maintaining a robust pipeline of trained talent for faster deployment. The program is accessible to all full-time employees.

Xtramiles

Xtramiles is HCLTech's global, gamified recognition platform designed to foster a culture of appreciation, engagement and high performance. At HCLTech, appreciation is not just a word—it is a culture, reflected in the ~90% platform adoption across the organization.

The platform enables employees across geographies to recognize peers, managers and teams through both monetary and non-monetary rewards, reinforcing positive workplace behaviors aligned with organizational values.

It promotes inclusive and continuous recognition through features such as badges, appreciation cards, likes, comments and peer-to-peer acknowledgments—creating a strong culture of crowd recognition. Employees can also earn credits through wellness initiatives and volunteering activities, supporting holistic employee well-being and sustainability goals.

Inclusive access

Talent Development programs are designed to be scalable and accessible across the workforce, including full-time employees and, where applicable, contractual personnel, with digital learning platforms enabling consistent access across geographies. Transition assistance programs support employees through reskilling or redeployment where role requirements change, retaining talent and institutional knowledge. These programs also facilitate continued employability and the management of career endings resulting from retirement or termination of employment.

Cultural inclusion

Cultural Inclusion at HCLTech is a belief that ensures that every individual is respected irrespective of their backgrounds, cultures, nationalities, their way of working and their lifestyles. Cultural inclusion refers to differences among people because of their racial or ethnic backgrounds, language, dress and traditions. It represents the variety of the makeup or the multiculturalism of a group or organization or region. At HCLTech, we promote multiculturalism through the following programs.

- **Globesmart** is a web-based, scientific tool that helps employees work across borders with ease and leverage opportunities that arise from cultural differences and similarities. It gives quick and easy access to extensive knowledge on how to conduct business effectively with people from different countries around the world.
- **Cultural competence trainings** provide our employees with key cultural insights and in-depth knowledge about social and business protocols of other geographies.

Embracing cultural diversity and fostering belonging across campus

Building better people managers

Manager capability at scale

HCLTech runs two complementary programs to strengthen the quality of its people managers. The Certified People Manager Program develops conversational skills in people managers, building a culture of inclusion. More than 12,500 managers have been certified since its inception. Certified managers show measurably stronger outcomes than their peers in mentoring, recognition and the diversity of the teams they lead. The Elevate program focuses on deployment readiness, preparing people for live project roles. More than 13,000 employees have been trained since its inception, with a high rate of project deployment following training.

Women career development programs

Ignite

Designed for early-career female professionals, it focuses on building strong career foundations through confidence building, effective communication, networking and problem-solving skills. The program blends self-paced learning, habit-nuggets and interactive masterclasses to help participants transition confidently into professional roles. In FY26, Ignite saw 1,873 early-career women professionals complete the program.

Momentum

Targeted at mid-career women professionals, it aims to strengthen leadership readiness by developing strategic thinking, executive presence and collaboration capabilities.

The journey combines curated self-paced content with live masterclasses and reflective practices to help participants step into broader leadership responsibilities.
In FY26, 464 mid-career women professionals completed the program.

Surge Ahead

Built for senior women professionals, it prepares participants for executive-level leadership roles. The program focuses on advanced leadership capabilities, navigating complex business challenges and building influential leadership presence through a blend of self-paced learning, habit-based reinforcement and high-impact masterclasses. In FY26, 47 senior women professionals completed the program.

Value Creation

For over 15 years, Ideapreneurship has been a cornerstone of HCLTech's culture, reflecting a sustained commitment to translating talent investments into enterprise value. The Value Creation Portal – HCLTech's engineering DNA in action – plays a central role in this journey, bringing together diverse insights and expertise from across the organization to drive client-centric innovation. As a structured mechanism embedded within the operating model, it enables HCLTech to systematically cultivate innovation at scale and convert individual capability into collective impact.

This sustained success is a direct outcome of the Company's long-term investments in talent development, demonstrating how structured capability-building initiatives translate into measurable business value.

Value Creation Portal

Over **37,500 contributors** in FY26 generated **18,900+ ideas**, of which **8,500+ were implemented,** delivering approximately **$1.6 billion** in client value over and above contractual commitments

13,694 unique contributors, **3.7% y-o-y growth**

$17 billion overall value delivered since 2007

The contributions are recognized through Xtramiles, celebrating and rewarding exceptional achievements and impactful ideas within our organization

- **5,100+ employees** were recognized for 3,500+ ideas across 30+ countries

Partnerships with academia

HCLTech is bridging the industry–academia gap through a structured partnership with select institutes by bringing real-world industry practices into the academic ecosystem—contributing to curriculum design, mentoring students and delivering industry-aligned assessments, workshops and expert sessions. The focus is on enabling practical, experience-backed learning through exposure to live problem-solving, emerging technologies and industry tools, while also upskilling faculty and knowledge exchange. This integrated approach ensures students are better aligned to industry expectations, making them workforce-ready from day one.

Creating industry-ready talent through experiential learning programmes

India

- HCLTech enabled higher-education engagement through formal learning and development policies, including the TechBee higher education pathway and postgraduate education programs. The TechBee program supports early career professionals by combining structured on-the-job training with higher education opportunities through affiliations with institutions such as **BITS Pilani, SASTRA University, Amity University, IIM Nagpur and the University of Petroleum and Energy Studies (UPES).** In parallel, the postgraduate education program enables employees to pursue advanced academic qualifications through empaneled colleges, governed under internal higher-education policies, reinforcing HCLTech's commitment to continuous learning and long-term capability building.
- HCLTech signed a Memorandum of Understanding (MoU) with the **Indian Institute of Technology (IIT) Guwahati** to offer TechBee employees a pathway to advanced education in AI and related technologies. Under the agreement, eligible HCLTech employees will be offered a four-year online Bachelor of Science (Honors) degree in Data Science and AI.
- HCLTech and the **Indian Institute of Technology (IIT) Kanpur** signed an MoU to jointly convert cutting edge research into real world pilots and scalable solutions for Global Capability Centers (GCCs). The collaboration positions HCLTech as a trusted GCC partner for enabling research-led innovation, especially in advanced engineering and deep tech with a strong focus on AI, robotics and next generation technologies.

United States

HCLTech joined the **MIT Media Lab** to advance AI and emerging technologies, including quantum computing, through collaborative research and the development of scalable, real-world innovations.

Australia

HCLTech partnered with the **University of Western Australia (UWA)** to co-develop globally accessible micro-credential programs in AI and cybersecurity, helping build future-ready digital skills through industry-aligned, hands-on learning.

Performance review and career development

Complementing its talent development ecosystem, HCLTech's performance management framework is designed to align individual and team contributions with broader business outcomes, while ensuring fairness, transparency and consistency in evaluation and recognition. The framework integrates structured goal setting, ongoing feedback and multi-layered assessment processes, incorporating self-evaluation, manager inputs and broader stakeholder perspectives. These are supported by robust calibration mechanisms that promote objectivity and equity across the organization. Continuous performance conversations and team-based evaluations further enable agility and responsiveness in dynamic business environments.

The Performance Review Architecture operates as a unified and scalable framework, tailored to different levels of responsibility across the organization. At senior leadership levels, performance is guided through clearly defined and measurable parameters aligned directly with strategic and financial outcomes. At mid-management and professional levels, structured goal frameworks translate organizational priorities into measurable individual contributions.

Across all levels, the framework maintains a consistent approach to aligning individual contributions with organizational priorities through outcome-driven metrics and structured evaluation processes. Performance is anchored in a combination of data-backed achievements and managerial evaluation, enabling a holistic and uniform assessment across diverse roles. This integrated design supports a performance-linked reward model that reflects organizational performance, business priorities and individual impact.

By standardizing processes, strengthening calibration and enabling equitable recognition of contributions across roles and geographies, the framework reinforces HCLTech's commitment to fairness, inclusivity and responsible growth. It supports not only business outcomes, but also employee trust, engagement and long-term value creation.

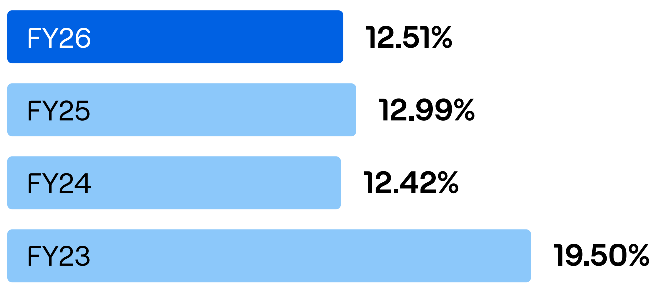
In FY26, 100% of eligible employees participated in the performance review process, reflecting the scale, consistency and institutionalization of this framework across the organization.

Employee satisfaction

At HCLTech, we focus on building a workplace where employees feel empowered, valued and supported to grow. Our people-centric approach emphasizes continuous development, well-being and an inclusive culture that fosters trust, engagement and a strong sense of belonging.

This commitment is reflected in sustained improvements in workforce stability. Voluntary turnover has declined from 19.50% in FY23 to 12.51% in FY26, indicating stronger employee engagement, career alignment, learning, well-being, manager capability and connection to the organization's purpose. Key retention drivers include transparent career pathways, manager enablement programs, internal mobility and upskilling, performance-linked recognition and comprehensive employee support.

Voluntary turnover



Listening to our people

HCLTech's most recent third-party Employee Engagement Survey, conducted in 2023 and valid for three years, gathered feedback from over 86,000 employees and returned a satisfaction score of **4.03 out of 5.** The survey is designed to capture multiple dimensions of the employee experience, including overall job satisfaction, sense of purpose and meaning in work, workplace well-being and stress levels. These surveys provide insights into both external and internal motivators, helping the Company understand how employees perceive their roles, their alignment with organizational purpose and their overall experience at work. The insights generated enable targeted interventions to strengthen engagement, enhance workplace satisfaction, support employee well-being and address areas of concern.

Fostering belonging through meaningful employee engagement initiatives

Beyond the survey, HCLTech uses structured feedback mechanisms and enterprise listening practices, including 360 degree reviews, EPIC Feedback, the My Passion Report and the People Engagement Maturity Index, to capture sentiment across the employee lifecycle. These are complemented by Xtramiles, Passion Studio and employee resource groups focused on gender, culture and inclusion, alongside leadership interactions, wellness programs and volunteering opportunities.

Mindful Mondays

Embedding sustainability in our culture

Mindful Mondays is a recurring internal communication series that connects sustainability to everyday choices, making the topic accessible, relevant and actionable for employees across functions and geographies. Themes span environmental responsibility, resource conservation, energy and water mindfulness, waste reduction, well-being, conscious consumption, digital sustainability and community impact. By embedding these topics into regular communication, the initiative strengthens awareness, encourages behavioral change and positions sustainability as a collective mindset rather than a standalone agenda.

Sustainability School

HCLTech's Sustainability School continues to play a key role in building organization-wide awareness and capability on environmental and social priorities. The platform offers curated learning pathways across core sustainability themes such as climate transition, energy efficiency, circular economy, responsible consumption, biodiversity, social impact and ethical business practices. These modules are designed to make sustainability relevant to employees across functions, enabling them to understand how their roles contribute to broader organizational and global goals. The Sustainability School supports continuous learning and encourages employees to embed sustainability considerations into day-to-day decision-making. Through this approach, HCLTech is strengthening a culture where sustainability is integrated into business thinking and individual action.

Sustainability Changemakers

The HCLTech Sustainability Changemakers program brings our purpose to life by empowering employees to turn personal conviction into collective action. It creates space for people across functions and geographies to become advocates for more sustainable choices in the way we work, collaborate and engage with our communities. More than a program, it is a growing movement of employees who lead by example, sparking awareness, inspiring participation and showing that meaningful change often begins with one informed voice and one intentional action. In doing so, Changemakers help build a culture where sustainability is not seen as separate from work, but as part of who we are and how we create lasting value.

Diversity and Inclusion

A workforce that reflects the world we serve

HCLTech is building a workforce that reflects the diversity of its clients and the communities where it operates. The Company's approach combines transparent measurement, structured development programs for underrepresented groups and an inclusive culture in which every individual is respected regardless of background, identity or way of working.

29.58%
Permanent female employees, up from 28.81% the previous year

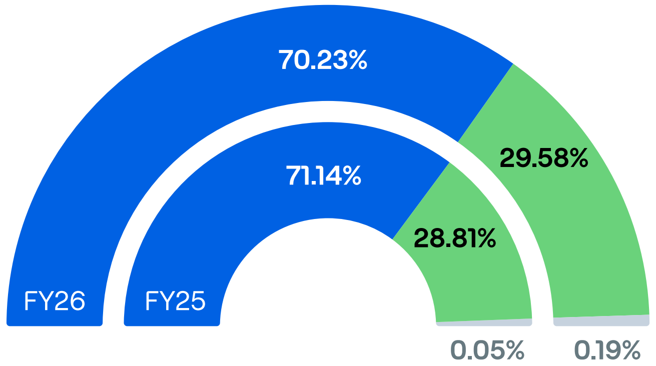
32.7%
Female new hires

27.4%
increase in differently- abled employee headcount

46%
Campus hires are women

Building an inclusive culture that empowers every individual

Employee (FTEs) breakdown by gender



	Male	Female	Others
FY26	159,550	67,197	434
FY25	158,943	64,364	113

Advancing gender diversity

The share of permanent female employees rose to 29.58% in FY26 from 28.81% the previous year. HCLTech is working towards 40% women in the workforce by 2030 and 30% representation in senior leadership by 2030, supported by structured development programs such as ASCEND and Stepping stones that build the pipeline of women leaders. Zero tolerance policies on harassment and transparent pay equity practices apply globally.

Inclusion across dimensions

Beyond gender, HCLTech's inclusion agenda extends to persons with disabilities, cultural and ethnic diversity and generational diversity. Employee resource groups and communities focused on gender, culture and inclusion give employees a platform to connect, contribute and lead. Accessibility and inclusive design are embedded into the workplace and into the Company's offerings, reflecting a belief that inclusion is both a workforce commitment and a design principle.

D&I strategy

The Diversity and Inclusion (D&I) strategy is structured around two foundational dimensions: Leveraging Diversity for enhancing organizational effectiveness through different perspectives, experiences and abilities and Leading Inclusively by creating a sense of belonging where each employee feels respected, valued and supported to do their best work. The strategy operates through three interconnected levers — talent attraction, talent retention and talent growth — ensuring a unified experience across the enterprise.

D&I governance at HCLTech is not an overlay to business; it is how the business is run. The governance model ensures that inclusion is experienced consistently, not selectively, embedding accountability, adaptability and insight at every level, transforming D&I from an aspirational agenda into a measurable, enterprise-wide discipline.

Driving inclusion through collaboration, dialogue and shared growth

Four Pillars of Inclusion

HCLTech's inclusion framework is built on four strategic pillars, each supported by dedicated programs, Employee Resource Groups (ERGs) and policies that translate intent into sustained, measurable impact.

Gender

WCDP (Ignite, Momentum, Surge Ahead), Feminspiration, iMotivate, ParentPro (Momtastic), MentorMe, Mum-Connect community

Disability

Ability Connect Network ERG (incl. WAND – neurodiversity), Reasonable Accommodation and Accessibility Policy, RPWD Act 2016 Compliance, PEEP guidelines, Accessible infrastructure

LGBTQIA+

Pride@HCLTech ERG, Coffee Hour, Reverse Mentoring, Pride Month celebrations, Allyship drives

Cultural

Multicultural ERG (MERG), GlobeSmart cultural assessments, Allyship programs, Inclusion Lab, HCLTechVets ERG

Gender Inclusion

Gender inclusion is a cornerstone of HCLTech's D&I agenda, driven by a comprehensive ecosystem of programs designed to attract, retain and grow women talent across all career stages. **The Women Career Development Program (WCDP)** operates through three tiers: **Ignite** (early career), **Momentum** (mid-career) and **Surge Ahead** (senior leadership), equipping women with the skills, sponsorship and visibility needed to advance into influential roles.

Feminspiration, a flagship speaker series, hosted 14 sessions in FY26 with 3,850+ attendees, bringing together inspiring leaders to share career journeys and insights. **iMotivate** sessions engaged 2,600+ employees in leadership and motivation conversations.

The **MentorMe Program** has been transformed from an informal advantage into a scalable, measurable development mechanism. With 76,000+ participants, 25,000+ mentoring connections, 41,000+ active enrollments across 60 countries and a 90% positive experience rating, MentorMe has become a key enabler of career growth.

ParentPro (Momtastic) provides holistic support for women navigating maternity and return-to-work transitions, contributing to a 99% post-maternity return rate.

The Women Connect Network ERG anchors gender inclusion at the grassroots level, driving peer support, networking and advocacy to create a thriving environment for women across geographies.

Disability Inclusion

HCLTech is committed to building a workplace where persons with disabilities feel valued, supported and empowered to contribute fully. The **Ability Connect Network ERG** serves as the primary advocacy platform for disability inclusion, encompassing **WAND (We Appreciate Neurodiversity)**, a dedicated initiative focused on neurodiversity awareness, acceptance and workplace support.

The **Reasonable Accommodation and Accessibility Governance Policy** mandates physically and digitally accessible workplaces, including accessible entrances, lifts, restrooms, emergency exits and WCAG-aligned digital accessibility. The Personal Emergency Evacuation Plan (PEEP) provides tailored assistance to self-identified employees with disabilities during emergencies across India locations.

HCLTech ensures full compliance with the **Rights of Persons with Disabilities (RPWD) Act 2016**, including statutory disability levy reporting and proactive accommodation practices. Through HCLFoundation, the Company has empowered over **15,000+ persons with disabilities** through skilling, rehabilitation and livelihood programs.

Accessibility is supported through digital inclusion initiatives, including adherence to Web Content Accessibility Guidelines (WCAG), to ensure that internal and external digital platforms are usable and accessible to all users.

These initiatives have contributed to a **27.4% increase in employees with disabilities**, with representation reaching 1,269 employees, reflecting continued progress in expanding workforce diversity.

LGBTQIA+ Inclusion

HCLTech fosters an environment where LGBTQIA+ employees can bring their authentic selves to work. The Pride@HCLTech ERG drives year-round engagement through Coffee Hour sessions, Reverse Mentoring and Pride Month celebrations, featuring storytelling, panel discussions and allyship drives.

The ERG serves as a platform for community building, policy advocacy and education, ensuring that inclusion goes beyond awareness into sustained cultural change.

Cultural Inclusion

With 227,000+ employees across 166 nationalities in 60 countries, cultural inclusion is essential to how HCLTech operates. The **Multicultural Employee Resource Group (MERG)** drives cross-cultural understanding through events, dialogues and collaboration opportunities that celebrate the richness of HCLTech's global workforce.

GlobeSmart Cultural Assessments, with 1,724 licenses deployed in FY26, equip employees and leaders with the tools to navigate cultural differences effectively in global teams. The Inclusion Lab offers experiential learning sessions designed to embed inclusive behaviors into everyday interactions.

The **HCLTechVets ERG** supports military veterans transitioning into the corporate workforce, providing mentoring, networking and career development resources, recognizing the unique strengths and perspectives veterans bring to the organization.

Employee Resource Groups (ERGs)

ERGs are the grassroots engine of HCLTech's inclusion culture, operating as employee-led communities that drive advocacy, awareness and belonging across the organization.

HCLTech operates six ERGs:

- **Women Connect Network:** Advancing gender equity, women's leadership and peer support
- **Pride@HCLTech:** LGBTQIA+ inclusion, allyship and safe-space engagement
- **Ability Connect Network (including WAND)**: Disability inclusion, neurodiversity awareness and accessibility advocacy
- **Multicultural Employee Resource Group (MERG):** Cultural inclusion and cross-cultural competence
- **Single Parent Network:** Support, resources and community for single-parent employees
- **HCLTechVets:** Veteran transition support, mentoring and career development

Each ERG operates under a structured governance model with executive sponsors, regional leads and annual impact reporting, ensuring alignment with the enterprise D&I strategy while remaining responsive to local needs.

Championing diversity through engagement, allyship and cultural understanding

Employee well-being

Well-being at HCLTech spans physical health, mental health, ergonomic safety and preventive care, supported by a foundation of comprehensive health and insurance benefits for eligible employees that may extend to dependents where applicable. Programs are reviewed regularly to ensure they remain relevant, inclusive and responsive to the evolving needs of employees and their families. The cost of well-being includes health insurance, accident insurance, maternity benefits, paternity benefits and day-care facilities.

Maintained industry leadership with the highest spending on employee well-being at **2.08%** of total revenue

Managed Healthcare

The Company has implemented a distinctive initiative that benefits not only its employees but also their families by offering medical facilities within the campuses in India. This initiative extends beyond providing cashless preventive health check-ups. The medical facilities encompass comprehensive lab tests and procedures at the clinics, which are equipped with state-of-the-art amenities meeting international standards. The services offered include physical consultations, virtual specialist doctor consultations, eye care solutions and dental services. Over 1,000 clinical professionals - doctors, nurses and technicians across 51 locations provide best-in-class healthcare services to the employees. Additionally, the campuses are equipped with a 24/7 ambulance service for emergencies. This practice of maintaining on-site healthcare clinics ensures convenient and immediate healthcare access for employees.

The Company also offers corporate mental wellness and "Life Coach" consultations designed to help employees manage stress, anxiety and lifestyle challenges.

Prioritising employee well-being through accessible healthcare and support

Employee Insurance

All employees are covered under HCLTech provided term life insurance. The cover provides extensive group life insurance for employees, offering support to their families in case of death from natural causes or accidents.

Employee support programs

HCLTech provides employee support programs that promote health, well-being and work–life balance throughout the employee lifecycle. These include counseling services, employee assistance resources and other support mechanisms to help employees navigate personal and professional challenges. Family-oriented benefits, including maternity, paternity and adoption leave, further support employees during important life transitions.

Childcare facilities or contributions

HCLTech provides childcare support through on-site and partner-based facilities in select locations, along with policies designed to support employees with caregiving responsibilities. These initiatives aim to enable continued workforce participation, particularly during early childcare phases.

Breast-feeding / lactation facilities or benefits

Designated facilities and infrastructure, including lactation rooms at major office locations are provided to support returning mothers. These are complemented by flexible work arrangements to facilitate a smoother transition back to work.

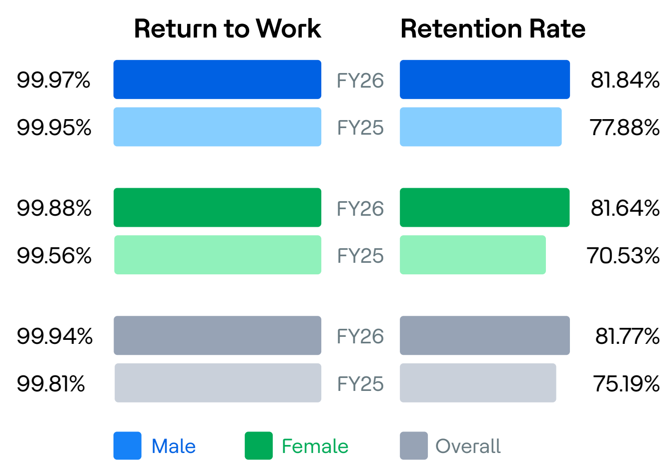
Parental leave and caregiving support

HCLTech offers paid parental leave of 26 weeks for primary caregivers in accordance with applicable regulations and internal policies. Paid leave of five days is also provided to non-primary caregivers to support shared caregiving responsibilities.

These benefits are complemented by additional support measures, such as adoption leave, surrogacy leave and maternity leave extension designed to address diverse personal circumstances. Together, these programs aim to provide a supportive and inclusive work environment that recognizes employees' responsibilities beyond their professional roles.

Parental leaves are applicable to HCLTech employees in India. For the rest of the countries, the Company adheres to respective local laws regarding parental leaves.

In FY26, **99.94%** returned to work and **81.77%** remained with the organization after one year, indicating strong reintegration outcomes and sustained workforce retention.



ParentPro

HCLTech's ParentPro program supports employees through key parenting and caregiving milestones, recognizing the impact of parenthood on employee well-being, career continuity and retention. The program combines leave benefits, flexible work arrangements, well-being support and reintegration initiatives to help employees balance professional and personal responsibilities.

In India, HCLTech provides 26 weeks of fully paid maternity leave and five days of paternity leave. In the event of the mother's demise during childbirth, the father is entitled to 26 weeks of paid leave.

Flexible work support

- Extended work-from-home options post maternity leave, subject to business and client requirements
- Flexible work arrangements and exemption from night shifts during the transition period

Career continuity and return-to-work support

- Project continuity support, protection from bench movement and performance rating safeguards
- Structured reintegration through the **Momtastic** program, including returnee connects, manager enablement and transition support
- Proactive engagement interventions to facilitate successful return-to-work and retention

Health, well-being and parenting support

- Maternal health, wellness and postnatal care programs
- Access to healthcare resources, counselling, insurance guidance and well-being services
- Parenting and caregiving resources for both mothers and fathers

Community and childcare support

- Mum Connect, a peer platform for expecting and new mothers
- Access to onsite and near-site daycare facilities

Through ParentPro and Momtastic, HCLTech continues to strengthen employee experience and inclusion.

81.6% maternity returnee retention globally (up from 70.5% in FY25)

Keeping experienced talent through parenthood

Retaining and reintegrating returning parents

HCLTech implemented a set of focused, data-driven interventions during FY26 to strengthen retention of maternity leave (ML) returnees. These actions were designed to enable early identification of reintegration challenges, provide timely support and ensure consistent governance and accountability across the return-to-work journey. Key initiatives implemented are outlined below:

- Conducted structured one-on-one connects with every ML returnee during the first 12 months post return to understand risks early and support reintegration
- Implemented systematic sentiment tracking (Positive / Neutral / Negative) with concern tagging to enable targeted interventions and escalation
- Resolved returnee concerns in coordination with HR and D&I advocates, including role alignment, flexibility, workload and manager support issues
- 100% escalation of negative sentiment cases for time-bound action and leadership visibility
- Executed notice-period interventions, resulting in notice revocations and prevention of avoidable attrition
- Enabled extension support for eligible ML returnees during transition periods to stabilize early months post return
- Ensured protection from bench movement (up to 12 months) and protected performance ratings during the reintegration phase, in line with policy communication
- Actively tracked bench cases, project tagging and role deployment gaps and followed up with LoBs for timely allocation
- Maintained central tracking of ML returnees, including engagement status, concern closure and retention movement (month-on-month and YoY).

Emotional and mental well-being

Employee well-being is supported through a globally integrated framework that combines flexible work practices, structured well-being programs and people-centric policies, ensuring consistency while allowing for regional customization.

Flexible work models — including hybrid working, remote options and flexible hours are embedded across geographies to enable employees to better manage personal and professional priorities, supporting both productivity and overall well-being.

Across regions, the organization delivers a comprehensive suite of mental and emotional well-being programs differentiated by their preventive, continuous and personalized approach rather than episodic interventions.

Key global elements include:

- 24x7 Employee Assistance Programs (EAPs) offering confidential counselling support for employees and their families across geographies
- Structured resilience and emotional well-being workshops on well-being, focusing on stress management, mindfulness, burnout prevention and emotional agility
- Manager enablement programs such as CPMP modules, equipping leaders to identify early signs of distress and proactively support team well-being
- Digital well-being platforms and self-help tools, providing on-demand access to guided meditation, cognitive behavioral resources and mental fitness modules
- Campaign-led engagement (e.g., mental health awareness months, global well-being weeks) to normalize conversations around mental health and reduce stigma

Encouraging healthier lives through wellness and active participation

Holistic Well-being Ecosystem

Programs such as Be-Well (in India) and equivalent regional initiatives are part of a broader global well-being architecture that addresses:

- Physical well-being through fitness challenges, preventive health programs and lifestyle coaching
- Emotional well-being through structured mental health support and awareness initiatives
- Social well-being via Employee Resource Groups (ERGs) and community-building platforms
- Purpose and engagement through initiatives such as iWoW (Integrated Way of Well-being), embedding well-being into the employee experience lifecycle

These initiatives are delivered through a blend of digital platforms and local engagement, ensuring scalability and accessibility across diverse workforce segments.

Support During Organizational Change

During periods of organizational or operational change, well-being is reinforced through structured transition frameworks that prioritize:

- Transparent and timely communication
- Advance notice and clear guidance
- Access to managerial and counselling support
- Tools and resources to help employees adapt effectively

This ensures continuity, reduces uncertainty and supports employees holistically through change journeys.

Enabling successful transitions through collaboration and support

Case Study

iWoW: Building a Culture of Holistic Employee Well-being

In FY26, HCLTech significantly strengthened its global employee well-being ecosystem through iWoW – the Integrated World of Well-being, a comprehensive framework designed to support employees across physical, emotional, social, financial, intellectual and career well-being dimensions across the globe. Anchored in the philosophy that well-being is not a standalone initiative but an integral way of life, iWoW brings together multiple enterprise-wide programs into a unified and consistently delivered employee experience across geographies.

At its core, iWoW adopts a proactive and preventive approach, embedding well-being into the everyday employee lifecycle through curated, continuous and accessible interventions. The initiative delivers a wide range of structured wellness engagements, including sessions on yoga, mindfulness, emotional resilience, stress management, ergonomics, nutrition and financial well-being, ensuring relevance across diverse employee needs and regional contexts.

Signature programs such as YUJ (Yoga the Ultimate Journey) and Sportathon act as high-impact engagement drivers, encouraging employees globally to adopt healthier lifestyles through fitness experiences, structured wellness challenges and team-based participation models. These are complemented by digital well-being platforms and hybrid delivery formats, enabling seamless access for employees across locations, roles and work modes.

Case Study

Mental health focus

A strong mental health focus is embedded within iWoW, reinforcing the organization's commitment to emotional well-being through targeted interventions and systemic enablement. Regular manager-led check-ins foster open dialogue and psychological safety within teams, while training equips managers and employees to proactively identify and respond to early signs of mental health concerns. The Yuj mindfulness initiative further enhances
this ecosystem by providing guided practices such as meditation and breathing exercises, enabling employees to actively manage stress and build emotional resilience.

In addition, employees have access to confidential counselling and emotional well-being support platforms, alongside leadership-led conversations on empathy, burnout awareness and psychological safety, further normalizing well-being discussions at the workplace.

To ensure equity, inclusivity and scale, iWoW is delivered through a robust ecosystem of digital platforms, HR partnerships and employee champion networks, enabling meaningful participation across geographies. Family-oriented well-being initiatives and awareness campaigns further extend the impact beyond the workplace, reinforcing a culture of care, community and belonging.

Impact Created

iWoW has played a pivotal role in mainstreaming well-being as a shared organizational priority, leading to increased participation and engagement in well-being initiatives across regions by 50% YoY. It has led to improved employee awareness and proactive adoption of holistic health practices, stronger social connectedness and team cohesion through shared experiences and greater openness and normalization of mental health conversations.

Passion Clubs and Community Culture Platforms

In FY26, HCLTech strengthened social wellness through Passion Clubs, employee communities, cultural forums, sports initiatives and engagement experiences such as Arclights and Sportathon. Employees participate in music, dance, theatre, arts, wellness, volunteering and sports communities supported through employee champions and leadership sponsorship.

These initiatives improved social connectedness, collaboration, inclusion and employee engagement by creating spaces for employees to build meaningful relationships, showcase hidden talents and foster a stronger sense of belonging.

Financial well-being

HCLTech provides mechanisms to ensure fair and compliant compensation practices. The provisions are intended to support equitable compensation for additional work requirements and provide employees with financial predictability.

Long-term incentive programs

HCLTech offers long-term incentive (LTI) arrangements as part of its broader performance and rewards framework, designed to align employee outcomes with sustained business performance and long-term value creation. These incentives may include performance-linked cash components and, where applicable, equity-based instruments such as stock-linked awards, depending on the employee's role and compensation structure.

The LTI program is extended to selected employees below senior management level, based on role criticality, performance and business requirements. For employees on a Key Performance Parameter (KPP)-based bonus plan, LTI outcomes are linked to KPP achievement levels, reflecting individual performance against defined objectives.

LTI payouts are structured over a multi-year horizon, with disbursement typically occurring in two tranches — at the end of Year 1 and Year 3 — to reinforce retention and long-term alignment with organizational goals. The program is applicable to approximately 18.5% of the workforce below senior management level.

Select roles, particularly within Corporate Sustainability and Global Workplace Solutions (GWS) teams, carry performance goals aligned to ESG priorities.

Human rights and labor practices

HCLTech's approach to human rights and labor practices is guided by its commitment to fair, equitable and responsible employment conditions across its global operations and value chain. These commitments are articulated through publicly available policies including the Human Rights Policy, the Code of Business Ethics and Conduct (COBEC) and the Supplier Code of Conduct and are aligned with internationally recognized frameworks:

- UN Guiding Principles on Business and Human Rights (UNGPs),
- ILO conventions

Labor practice commitments extend across the Company's own workforce as well as to contractors and business partners through contractual requirements and the Supplier Code of Conduct, reinforced through onboarding, policy communication and training.

Fostering a workplace built on fairness, ethics and inclusion

Policy Framework and Governance Oversight

HCLTech's responsible business practices are anchored in a comprehensive policy framework covering sustainability, ethics, human rights, data privacy, cybersecurity, governance and employee well-being. Policies are developed and periodically enhanced through collaboration among HR, Legal, Compliance, Sustainability and Risk functions, helping align business operations with regulatory requirements and stakeholder expectations. Governance is reinforced through structured reviews and Board-mandated oversight, including the Policy Review Board (PRB) and the ESG & DEI Committee of the Board. Effective implementation is driven through business integration, employee communications, training, engagement programs and embedded accountability mechanisms across geographies. The framework supports measurable ESG outcomes by strengthening compliance, risk management, responsible conduct, data protection, inclusion and well-being. Its effectiveness is continuously monitored through non-financial KPIs, internal assessments, periodic reporting and public disclosures in the Sustainability Report and BRSR.

Human rights commitment and due diligence

HCLTech's Human Rights Policy, supported by COBEC and other governance policies, sets out the Company's commitment to respecting internationally recognized human rights and addressing adverse impacts linked to its operations. It covers key human rights and labor issues, including forced and child labor, freedom of association, collective bargaining, non-discrimination and safe and healthy working conditions. These expectations apply across HCLTech's operations and extend to suppliers and business partners through the Supplier Code of Conduct.

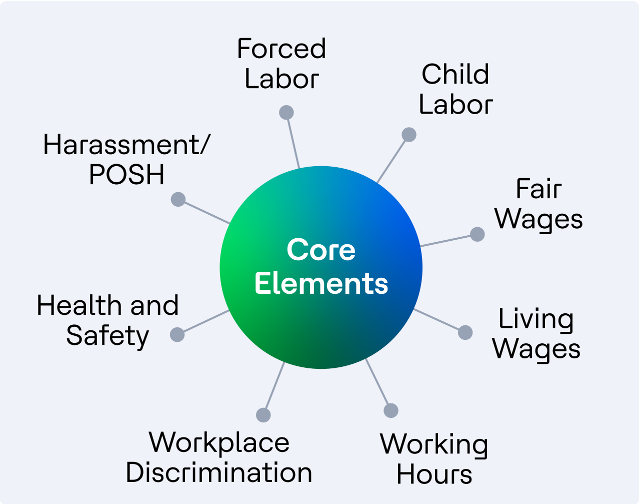
HCLTech adopts a risk-based human rights due diligence approach to identify, assess and address potential human rights impacts across its operations, relevant value chain activities and new business relations such as mergers and acquisitions.

Human Rights Due Diligence (HRDD) Assessment

The Company does a systematic periodic review of the risk mapping of potential issues. In FY26, an independent Human Rights Assessment was conducted across selected India operations, covering Noida, Bengaluru and Chennai and all direct employees within the assessed boundary, assessed during FY26 and including both policy review and site verification. The assessment evaluated key issues such as child and forced labor, discrimination, wages, working conditions, health and safety and harassment. It considered the experiences of employees, contractor workers, women, migrant workers, persons with disabilities and young recruits. It also covered all on-site contractors and third-party workers, including facility management, security, housekeeping and cafeteria services, with risks identified and corresponding mitigation actions and responsibilities defined. No significant risks were identified. The Company is currently working on strengthening the mechanisms to conduct internal assessments to track these indicators annually.

The assessment report comprehensively covers **eight core Human Rights elements** and has been evaluated in line with globally recommended standards and principles, including ETI, SA8000, UN Guiding Principles (UNGP) and UN Business and Human Rights Principles (UNBCP) as well as BRSR.

The FY26 Human Rights Assessment rated HCLTech significantly above average across the assessed human rights elements, with specific opportunities identified to strengthen implementation across selected documentation practices.



Human Rights Risk Management

HCLTech maintains multiple channels and processes to mitigate and remediate negative human rights impacts, including operational controls, supplier standards and accessible grievance mechanisms. The FY26 assessment confirmed that foundational systems exist, including the policy framework, grievance channels and the OHS management system and provided a prioritized improvement roadmap. Processes to mitigate risk include policy-based requirements across labor practices and workplace conduct, governance controls across OHS and workplace standards and supplier contractual requirements under the Supplier Code of Conduct. All recommendations have been turned into corrective actions and implementation has been initiated. Grievance and redressal mechanisms include the HEAR portal, whistleblower channels, Internal Complaints Committees under POSH and supplier and contractor grievance access routes. The assessment noted operational evidence of grievance governance and oversight, while highlighting awareness improvements, particularly for contractor workforce segments, as a priority.

In FY26, the remediation roadmap applied to the three assessed India sites of Noida, Bengaluru and Chennai, with actions categorized into short-, medium- and long-term priorities for strengthening auditability and implementation consistency. Remediation actions span policy and documentation alignment, strengthened training coverage and completion tracking, role and accountability reinforcement and enhancements to site-level communication and grievance accessibility.

Accountability and tracking

The remediation plan governance includes a defined reporting line from Site HR Head to the Chief Human Resources Officer to the ESG & DEI committee of the Board, a structured tracking frequency of monthly initially and then quarterly and evidence archiving to support audit readiness and continuous improvement.

Labor practices

Fair wages and compensation

HCLTech maintains structured compensation frameworks designed to ensure compliance with applicable wage regulations across all geographies while promoting fairness, internal equity and equal remuneration. Compensation levels are set above statutory minimum wage requirements and are periodically reviewed to remain competitive and consistent across the organization. Overtime, where applicable, is governed and compensated in accordance with local labor laws and company policies. HCLTech recognizes the increasing global focus on living wage considerations and the distinction between statutory minimum wages and wages that adequately cover the basic needs of employees and their families. While a formal, globally standardized living wage framework is not yet established, the Company is actively monitoring regulatory developments, evolving client expectations and emerging international methodologies, including relevant living wage benchmarks.

HCLTech is exploring the applicability of such approaches across its operations to inform future compensation practices. In parallel, the Company is progressively strengthening its understanding of responsible pay practices across its extended value chain through ongoing engagement and due diligence, where relevant. In the interim, HCLTech remains committed to responsible pay practices, ensuring compliance with minimum wage requirements and maintaining a fair, equitable and competitive compensation structure.

Gender Pay Indicators

HCLTech is committed to ensuring fairness and equity in compensation practices, including the principle of equal remuneration for men and women. Structured compensation frameworks and standardized processes support internal equity and consistency in pay outcomes across roles and geographies. Gender-related workforce and compensation indicators are monitored as part of broader diversity and inclusion initiatives, with periodic reviews and disclosures contributing to transparency and continuous improvement.

Freedom of Association, Collective Bargaining and Employee Participation

HCLTech respects employees' rights to freedom of association and collective bargaining in accordance with applicable laws and regulations. The Company engages in good faith with unions or works councils where such mechanisms exist. Participation is further enabled through structured grievance mechanisms, ethics helpline channels and ongoing engagement practices that allow employees to raise concerns, provide feedback and contribute to improvements in working conditions. These processes support open dialogue and strengthen workforce engagement across the organization.

22 countries
where recognized Workers Councils or Unions are present

Working hours and overtime

Working hours are managed in line with legal requirements and internal policies that define standard and maximum working hours. Overtime work is governed through defined policies, with remuneration structured in accordance with applicable labor laws across operating geographies. Monitoring mechanisms and managerial oversight are in place to manage overtime effectively and to avoid excessive working hours, supporting employee well-being.

Leave and employee benefits

Employees are entitled to statutory leave benefits, including paid annual leave, governed by policies on accrual and utilization, with systems to track leave balances and encourage employees to use their entitlements. These are complemented by broader benefits such as health coverage, family benefits and flexible work arrangements.

Workforce transitions

The Company follows structured processes for workforce transitions, including defined notice periods and conditions aligned with regulatory requirements, providing employees with transparency and a reasonable transition time in the event of role or organizational changes.

Supporting employees through change with transparency, reskilling and career continuity

Learning, reskilling and workforce readiness

HCLTech invests in continuous learning, reskilling and upskilling to support workforce readiness in a changing business environment, helping employees adapt to technological and industry shifts and strengthening long-term employability.

Grievance redressal and oversight

Labor-related concerns may be raised through formal grievance mechanisms and the Company's whistleblower framework, which provide structured processes for reporting, investigation and resolution, supported by confidentiality safeguards and governance oversight.

Discrimination, harassment and grievance mechanisms

HCLTech is committed to a workplace that is safe, inclusive and respectful, where all individuals are treated with dignity and fairness. This commitment is reflected in its Code of Business Ethics and Conduct, Human Rights Policy and Prevention of Sexual Harassment (POSH) Policy, which are publicly available and aligned with the UN Guiding Principles on Business and Human Rights and relevant ILO conventions. The Company follows a zero-tolerance approach to discrimination and harassment, explicitly prohibiting all forms of sexual and non-sexual harassment, including bullying, intimidation and inappropriate conduct, with employment decisions across the lifecycle based on merit and business requirements.

These principles are reinforced through mandatory training and awareness programs for employees and leadership. Structured and accessible reporting mechanisms, including managers, Human Resources and the Global Ethics Helpline, enable confidential and, where permitted, anonymous reporting. All reported cases are subject to defined investigation processes and governance oversight and where misconduct is substantiated, appropriate disciplinary action is taken in accordance with company policies and applicable laws. The Company discloses aggregate information on such cases as part of its public reporting.

Occupational health and safety

HCLTech maintains a structured approach to occupational health and safety (OHS) to support employee well-being and operational continuity. The OHS framework is guided by internal policies and management systems that are publicly available through the Company's corporate website and sustainability disclosures and are aligned with applicable regulations and internationally recognized standards, including ISO-based practices. These policies apply across operations and cover employees, contractors and third parties under HCLTech's supervision.

The framework is supported by defined governance structures and overseen by executive management through periodic reviews that monitor risks, track performance and drive continuous improvement. It incorporates risk prioritization, action planning and the establishment of targets to improve safety performance, with employee participation encouraged in identifying and addressing workplace risks.

OHS programs across offices and campus-based operations address ergonomics, workplace safety, emergency preparedness and psychosocial well-being. These include safety training, awareness initiatives, ergonomic interventions and emergency response drills, while contractor safety requirements are embedded into onboarding and contractual frameworks. Emergency preparedness is integrated into broader risk management and business continuity processes.

Performance is monitored through defined metrics and management reviews to evaluate progress in reducing workplace risks and improving health and safety outcomes

Enhancing workplace safety trainings through structured OHS programs

Zero
Fatalities and zero high consequence work related injuries in FY26

100%
Of employees covered under OHS policies and procedures

75%
Of employees covered by ISO 45001:2018 certified facilities

79.19%
OHS training completion

0.00659
Lost Time Injury Frequency Rate (LTIFR)

Incident Reporting

HCLTech has established a dedicated IMSHS (Incident Management-Occupational Health and Safety and Environment) digital tool accessible through its intranet portal, enabling employees to report incidents and access safety guidelines through the Enterprise Knowledge Management (EKM) platform. This platform supports the organization's broader OHS management framework by strengthening hazard identification, risk assessment and incident tracking mechanisms.

Occupational Health and Safety trainings

To further embed a proactive safety culture, HCLTech has mandated Occupational Health and Safety (OHS) trainings for employees during the year 2025, delivered through e-learning modules on the enterprise learning portal i.e. iSuccess learning portal. These trainings aim to enhance awareness on workplace safety, ergonomics, emergency preparedness and regulatory compliance, thereby ensuring that employees across global operations are adequately equipped to contribute to a safe and healthy work environment.

Hazard Identification, Risk Assessment and Incident Investigation

HCLTech conducts workplace inspections and periodic risk assessments to identify hazards, prioritize mitigation actions and strengthen preventive controls, with particular focus on ergonomics and knowledge-worker environments.

Incident reporting and investigation follow defined procedures enabling timely reporting, root-cause analysis and corrective action. Cases are evaluated through structured processes and escalated through governance channels. Corrective and preventive actions are tracked to closure, with effectiveness reviewed through management oversight.

Analysis of incident trends and safety indicators supports identification of systemic risks and prioritization of improvement actions, reinforced through internal inspections and audits. OHS requirements are integrated into procurement and third-party engagement processes. Regular training programs raise awareness and reduce workplace risks across employees and relevant external personnel.

Strengthening workplace safety through rigorous inspections, risk assessment and preventive action

Looking ahead

HCLTech will continue to deepen its people-centric approach by integrating talent, inclusion and well-being more closely with its business strategy and operating model. As the nature of work evolves, the Company will scale investments in AI, generative AI and emerging technology capabilities, enabling employees to adapt to changing skill requirements and build long-term career resilience.

The Company will further strengthen its skills-led talent ecosystem, expanding early-career programs, internal mobility platforms and enterprise-wide learning initiatives to build a future-ready workforce at scale. Continued focus on performance management and managerial capability will support transparent career progression, continuous feedback and development-led growth, enhancing employee experience and retention.

HCLTech will also advance its diversity and inclusion priorities, progressing toward its 2030 aspirations while strengthening inclusion across gender, disability, cultural and generational dimensions. In parallel, the Company will continue to enhance its holistic well-being ecosystem, including healthcare, mental well-being, caregiving support and employee engagement initiatives, to support a resilient and engaged workforce across geographies.

Alongside these priorities, HCLTech will reinforce its commitment to responsible employment practices, including human rights due diligence, safe working conditions and fair labor practices across its operations and value chain. Through these efforts, the Company aims to strengthen a high-performance, inclusive and future-ready workplace that enables its people to create sustained value for clients, communities and the business.

Responsible Supply Chain and Human Rights

Acting responsibly across our value chain

FY26 marks an important milestone in the evolution of HCLTech's responsible value-chain program. Sustainability expectations are now embedded across supplier onboarding, procurement governance, risk management and partner engagement. During the year, 100% of suppliers operated under our UNGC and ISO 20400-aligned Supplier Code of Conduct and Green Procurement Policy.

In addition, 76.4% of suppliers by business value were assessed through a third-party Sustainable Supply Chain Assessment platform covering environmental, human rights and business ethics criteria. We have also retained our CDP Leadership-band (A) rating for Supplier Engagement on Climate Change.

Governance and policies

As a global technology services company operating across 60 countries, a significant share of HCLTech's environmental and social impacts reside across its supplier ecosystem. Our value-chain governance reflects that reality, built on public, mandatory and externally validated policies, with clear lines of accountability from the Board to the procurement desk. Three policies form the core of our approach. All policies apply globally and form part of mandatory supplier governance requirements.

Supplier Code of Conduct based on the principles of the United Nations Global Compact (UNGC). Covers labor standards, human rights, health and safety, environmental management, business ethics and information security. Mandatory acceptance by every onboarded vendor.

Green Procurement Policy aligned with ISO 20400 Sustainable Procurement guidance and independently validated by a third party sets sustainability criteria for supplier selection, RFPs, e-bidding and contracting.

Human Rights Policy and Vendor Privacy and Information Security requirements extend our human rights and information security expectations to every value-chain partner.

These policies are reinforced by the Code of Business Ethics and Conduct and our Whistleblower mechanism, both of which apply to vendors, sub-vendors and contracted personnel. Oversight sits with the ESG and DEI Committee of the Board, with operational accountability held by respective functions.

Integrating sustainability in our supply chain process

We have followed an end-to-end approach in integrating sustainability in our supply chain. It starts with vendor screening to vendor onboarding and continues during vendor engagement.

Vendor screening	ESG consideration in RFPs and supplier selection
Vendor onboarding	Performing Vendor Onboarding Assessment which follow a risk-based approach in the form of Level-1 checks followed by a detailed questionnaire including evaluation on ESG criteria
Vendor contract	• Inclusion of ESG clauses within supplier contracts to ensure alignment with HCLTech's sustainability commitments • Standard PO Terms and Conditions incorporating governance and compliance expectations • Adherence to HCLTech's Green Procurement Policy to promote environmentally responsible sourcing practices • Mandatory acceptance of the Supplier Code of Conduct, shared with all suppliers through governance channels, to ensure awareness, understanding and compliance with ethical, social and environmental standards
On-going engagement	• Capacity building of vendors on ESG and providing access to Resources • Vendor risk assessment on qualified existing vendors • On site assessments of select high risk vendors • Remediation plans shared with vendors and annual review of plans

Risk-based vendor onboarding and assessment

Every new vendor undergoes a structured Vendor Onboarding Assessment (VOA) where ESG criteria are embedded into the pre-qualification process. This assessment is mandatory for all new vendors onboarded following a risk-based approach.

100% of eligible new suppliers in FY26 were screened against ESG parameters under this framework, with adherence to the Supplier Code of Conduct and Green Procurement Policy established as a mandatory contractual requirement

- The Level 1 assessment is a desktop-based screening that assigns a high or low risk rating based on factors such as regulatory compliance, financial stability, ethical practices (including anti-bribery, corruption and fraud), ESG performance, litigation, sanctions exposure and information security or cyber risks. Vendors assessed as low risk are approved for engagement, while those flagged as high risk undergo a more detailed Level 2 assessment.
- Level 2 involves deeper due diligence, including clarifications on identified risks, detailed questionnaires, financial and policy reviews (including ESG, ethics and compliance frameworks) and defined mitigation timelines. It also includes financial risk analysis and overall scoring to determine the vendor's suitability.

All risk ratings and assessment reports are recorded, ensuring traceability and governance. This structured, two-tier approach strengthens transparency, enables informed decision-making and supports responsible vendor onboarding aligned with HCLTech's sustainability commitments.

Beyond onboarding assessment, HCLTech conducts periodic, risk-based assessments across its supplier ecosystem. In FY26, the Company advanced this approach by introducing a third-party Sustainable Supply Chain Assessment platform, shifting from internal questionnaires to an externally administered, evidence-based evaluation model. The platform assesses suppliers against:

- Labor standards and working conditions
- Human rights (including child and forced labor, freedom of association, fair wages and working hours)
- Health and safety
- Business ethics and anti-bribery
- Environmental management and sustainable procurement practices

The insights generated are used to drive corrective action plans, strengthen supplier engagement and enable continuous improvement. High-risk suppliers receive enhanced attention and audit findings are systematically fed back into the VOA framework to reinforce and improve future onboarding cycles. Suppliers demonstrating strong ESG performance are prioritized in sourcing decisions, while those with persistent non-compliance are subject to corrective actions or phased disengagement.

Human rights due diligence (HRDD) across the value chain

HCLTech's value-chain human rights program is an ongoing journey that spans all eight core human rights elements, including:

- Child labor
- Forced labor
- Workplace discrimination
- Fair wages
- Health and Safety
- Working Hours
- Living wages
- Harassment/POSH

HCLTech integrates sustainability into its supplier selection process by evaluating suppliers on their Environmental, Social and Governance (ESG) practices, including human rights considerations. Sustainability expectations are embedded into Requests for Proposals (RFPs) for key categories. Final sourcing decisions are based on overall business merit.

Suppliers are required to ensure that any subcontractors engaged for HCLTech-related work comply with HCLTech's Green Procurement Policy, which includes robust human rights requirements. They are also responsible for preventing any breaches of these standards within their extended supply chain.

To support this, HCLTech follows a structured Vendor Onboarding Assessment (VOA) process to evaluate new suppliers across key risk areas, including regulatory compliance, ethical practices and alignment with sustainability standards. This risk-based approach helps identify and manage potential onboarding risks, ensuring that suppliers not only meet organizational requirements but also contribute positively to supply chain integrity and broader sustainability objectives.

These are assessed in alignment with globally recognized frameworks such as the Ethical Trading Initiative (ETI) Base Code, SA8000, the UN Guiding Principles on Business and Human Rights (UNGPs) and related UN business and human rights principles.

During FY26, a dedicated Human Rights Assessment was completed across both internal operations and the new vendor onboarding process. In addition, 76.4% of value-chain partners by business value were assessed against key criteria covering sexual harassment, discrimination, child labor, forced labor and fair wage practices.

HRDD is further strengthened by close monitoring of emerging regulatory expectations, including the EU Corporate Sustainability Due Diligence Directive (CSDDD), Germany's Supply Chain Due Diligence Act (LkSG), ILO Core Conventions, OECD Guidelines and the UNGPs.

Sustainability remains integral to our supplier engagement strategy. ESG performance is systematically embedded into supplier selection and ongoing engagement, with a clear preference for partners aligned to our sustainability expectations. This approach not only strengthens risk management but also fosters long-term, value-driven partnerships grounded in shared responsibility and continuous improvement.

Indicator	FY26 status
Suppliers covered by Supplier Code of Conduct and Green Procurement Policy	100%
Newly onboarded eligible suppliers ESG-screened via VOA	100%
Value-chain partners assessed on human-rights criteria by value of business	76.4%
Value-chain partners assessed on health-and-safety practices	100% of major partners
Value-chain partners assessed on working conditions	100% of major partners
Suppliers covered under third-party Sustainable Supply Chain Assessment platform	Risk-based; high-risk suppliers prioritized
Supplier capacity building	1,134 supplier awareness training sessions conducted, establishing a strong foundation for continued expansion

Impacts, Risks and Opportunities (IROs)

HCLTech's value-chain assessment identifies a set of material ESG topics that arise out of our DMA. These topics cut across upstream suppliers, internal operations, delivery ecosystems and downstream partners.

Supply chain impacts

- **Sustainable procurement and supplier ethics** – covering responsible sourcing, human rights protections and zero-tolerance for bribery and corruption.
- **Third-party privacy and cybersecurity** – ensuring privacy-by-design, secure development practices and zero-trust architectures across all vendor engagements.
- **Climate-related impacts** – particularly Scope 3 emissions arising from purchased and capital goods, professional services, logistics, business travel and cloud consumption.
- **Extended workforce well-being** – including DEI representation, fair and equitable pay, occupational health and safety and continuous skill development.
- **Operational resilience** – ensuring continuity of critical suppliers, delivery locations and high-availability service environments.

Supply-chain-linked risks

- **ESG non-compliance** – potentially leading to service disruption, contract exposure or reputational harm.
- **Low-quality or incomplete supplier carbon data** – impeding Scope 3 accuracy and transition-planning effectiveness.
- **Physical and transition climate risks** – including extreme weather events, regional disruptions and decarbonization-related regulatory shifts.
- **Third-party security and privacy vulnerabilities** – compounded by evolving cross-jurisdictional data protection regulations.

Value-chain opportunities

Supplier capability development is a strategic lever in advancing sustainability performance across our value chain. At HCLTech, our focus is on elevating supplier maturity and accelerating sustainable progress.

In FY26, we conducted various awareness and capability-building sessions that created a strong foundation to scale impact and deepen the integration of ESG priorities across our ecosystem. These efforts were further reinforced through structured programs for both suppliers and our procurement teams, with select sessions led by independent subject-matter experts to bring external rigor, specialized insight and enhanced credibility to our approach.

Our capability-building model is both structured and forward-looking:

- **Targeted ESG enablement:** Key suppliers are equipped with a comprehensive ESG manual and access to a dedicated learning platform covering emissions disclosure, human rights due diligence, circular economy practices and health and safety standards for on-site operations. Broader topics include GHG management, water and waste stewardship, workforce well-being, gender diversity and inclusive, fair business practices.
- **Digital-led sustainability:** We actively promote digital efficiency through cloud optimization, green software engineering and AI-driven carbon analytics, enabling measurable reductions in environmental impact.
- **Circularity at scale:** Suppliers are encouraged to adopt circular economy models, extending asset life cycles through refurbishment, reuse and responsible e-waste management.

Through this integrated, capability-led approach, HCLTech is not only strengthening supplier performance but also co-creating a more resilient, transparent and future-ready value chain.

How HCLTech responds to IROs

- **End-to-end Vendor Risk Management (VRM)** – incorporating risk-tiering, periodic audits, corrective and preventive actions (CAPA) and escalation pathways for persistent non-compliance.
- **Robust contractual safeguards** – mandating adherence to human-rights norms, anti-corruption commitments, privacy and security obligations, emissions data sharing and BCP/DR frameworks.
- **Supplier decarbonization engagement** – including targeted capability-building, digital sustainability scorecards and cloud-efficiency governance through FinOps practices.
- **Scenario analysis and resilience testing** – conducted with strategic partners to strengthen contingency readiness, supported by evidence repositories aligned to rating frameworks.

Digital traceability and supplier risk intelligence

HCLTech continues to strengthen its digital traceability and supplier risk intelligence capabilities to support more informed and accountable sourcing decisions. We leverage SAP Ariba and integrated sustainability scorecards, including platforms such as EcoVadis, to assess supplier performance, track corrective actions and help prioritize improvement and decarbonization pathways.

Building on this foundation, we have made meaningful progress by partnering with a third-party ESG subject-matter expert (SME) and deploying its digital ESG platform to enhance supplier data capture and visibility. Through this platform, we are now able to systematically capture and monitor Scope 1 and Scope 2 emissions data from suppliers, significantly strengthening our ability to understand emissions performance across the value chain.

This marks an important step in advancing our Scope 3 emissions management as improved visibility into suppliers' operational emissions enables better tracking, more targeted engagement and more informed decarbonization planning. In parallel, supplier contracts are being progressively updated to include requirements related to emissions-data sharing and renewable-energy transition, further embedding sustainability expectations into supplier relationships and improving traceability across the ecosystem.

Together, these measures are helping us move from a predominantly disclosure- and assessment-based model to a more data-driven, action-oriented approach to supplier ESG management.

Inclusive sourcing and supplier diversity

HCLTech's procurement strategy actively promotes inclusion by engaging small, local and under-represented suppliers, recognizing their role in strengthening both communities and supply chain resilience. In FY26, 20% of global procurement spend was directed to diverse suppliers, while in India, MSMEs and small producers accounted for 12% of procurement spend (up from 10% the previous year) and 90% of sourcing was local, up from 83% in FY25.

The platform assesses suppliers against labor standards and working conditions, human rights (including child and forced labor, freedom of association, fair wages and working hours), health and safety, business ethics and anti-bribery and environmental management and sustainable procurement practices.

Engaging the value chain on climate

HCLTech's sustained CDP "A" rating for Supplier Engagement on Climate Change in FY26 reflects a long-term commitment to collaborating with suppliers to reduce Scope 3 emissions. Building on this foundation, the Company has expanded engagement to capture product-level emissions data for capital procurement, strengthening progress toward its SBTi-validated target of a 42% absolute reduction in Scope 3 emissions by FY30 against a FY20 baseline with an achieved 9.56% reduction in FY26.

With capital goods and employee commute representing the largest share of value-chain emissions, improving supplier data quality is central to enabling more accurate tracking and more meaningful decarbonization action. As transparency deepens, so does the ability to set clearer supplier-level targets, steadily closing the gap between reporting and real emissions reduction.

Capacity building and supplier engagement

In FY26, we conducted 1,134 supplier awareness training sessions, establishing a strong foundation for continued expansion.

A key focus of our FY26 approach was strengthening the ESG capabilities of the procurement team, recognizing that they are the first point of contact for suppliers and play a critical role in shaping supplier practices. By enhancing their understanding of ESG expectations and emerging sustainability priorities, we aim to enable the procurement function to take greater ownership in driving ESG performance across the supplier base and embedding these considerations more consistently into supplier interactions and decision-making.

For FY27, we are further strengthening buyer performance metrics to include ESG-linked outcomes such as Value Chain Assessment (VCA) participation, supplier diversity and training compliance.

We offer an ESG manual and a dedicated learning platform to our key suppliers, covering emissions disclosure, human-rights due diligence, circular-economy practices and the health and safety standards that govern work on our sites. Our engagement model is designed to be layered and continuous. It includes ESG sessions for existing vendors, technical training for supplier engineers working across our data centers and campuses as well as root-cause analysis sessions where incidents or audit findings require joint problem-solving and corrective action.

We view capacity building as an ongoing partnership rather than a one-time awareness effort, with our procurement and sustainability teams working closely with supplier counterparts to continuously raise standards across the value chain. At the same time, we acknowledge that the depth and consistency of engagement vary across our supplier ecosystem and improving the uniformity and effectiveness of ESG capability-building across all partners remains a key priority for FY27.

Green Recognition Award

To further strengthen supplier engagement and reinforce shared accountability on sustainability, we introduced the Green Recognition Award at our annual supplier meet to appreciate and recognize our ESG Champions. The award celebrates suppliers and partners who have demonstrated strong commitment to ESG principles through proactive action, innovation and measurable progress across areas such as environmental stewardship, responsible business practices and social impact. By recognizing leadership and good practices within our supplier ecosystem, we aim to encourage wider adoption of ESG standards, inspire continuous improvement and build a stronger culture of sustainability across the value chain.

Grievance mechanisms for value-chain partners

HCLTech is committed to enabling its suppliers and partners to meet the highest standards of compliance, integrity and responsible business conduct. We actively encourage open dialogue and welcome feedback from all stakeholders to continuously strengthen our policies and processes. Suppliers may raise any queries, concerns or grievances related to procurement policies at **procurementconcerns@hcltech.com**, where all submissions are reviewed and addressed in a timely and structured manner.

In parallel, HCLTech extends its robust Whistleblower Policy across the value chain, providing a secure and confidential channel for reporting any suspected violations of policies or code of conduct. Suppliers, employees and external stakeholders may report concerns via **whistleblower@hcltech.com**, with the option to remain anonymous. The policy clearly defines reporting protocols, investigation procedures and safeguards to ensure fairness, confidentiality and non-retaliation.

All complaints follow a defined investigation and resolution protocol. The investigation is led by independent functions and reported to the Audit Committee of the Board.

These mechanisms reflect HCLTech's commitment to transparency, accountability and ethical governance. By providing accessible grievance redressal channels, including a dedicated vendor support mechanism; we reinforce trust and uphold responsible practices across our global supplier ecosystem.

Statutory compliance

All applicable statutory dues, provident fund contributions, social-security obligations, minimum wages and statutory levies are deducted and deposited by our value-chain partners as a condition of doing business with HCLTech. Compliance is verified through the VOA process at onboarding and through periodic risk-based assessments thereafter, including review of statutory registers and labor-compliance documentation.

Looking ahead

The supply chain has moved, in a short span of years, from a topic on a materiality list to an integrated system with policies, platforms, assurance and measurable outcomes. The next stage is depth rather than breadth. Our future priorities are clear.

- Scale the third-party Sustainable Supply Chain Assessment platform from high-risk suppliers to the full tier-1 base and use the resulting product-level emission factors to upgrade Scope 3 reporting from limited to reasonable assurance.
- Operationalize CSDDD and LkSG readiness by strengthening value-chain due-diligence documentation, escalation pathways and grievance traceability ahead of regulatory effective dates.
- Increase the share of diverse-supplier spent from 20% globally, with particular focus on women-owned and MSME suppliers excluding geographies where such affirmative programs are not to be practiced.
- Deepen supplier capacity building on climate, human rights and circularity, moving from awareness to demonstrated outcomes.
- Expand independent assurance to cover Scope 3 supplier data and human rights value-chain disclosures at a reasonable assurance level.

At HCLTech, a responsible value chain is not a compliance overlay, it is how we extend our values, our standards and our climate ambition into every relationship that delivers our services.

Corporate Governance, Ethics and Transparency

Trust as our foundation

Trust is built through principled leadership, disciplined execution and unwavering accountability. At HCLTech, governance and ethics are embedded in every decision, reinforcing stakeholder confidence and long-term value creation. Recognition by Fortune, Ethisphere and leading ESG rating agencies including MSCI, S&P Global, Sustainalytics and EcoVadis reflects the strength of our governance framework and our commitment to transparency, integrity and responsible business excellence.

Awards and recognitions

HCLTech's governance and sustainability practices have been recognized by leading global rating agencies and institutions:

- In World's Most Admired Companies 2026 listing by Fortune
- In World's Best Employers listing by Forbes for the sixth year in a row
- Highest-ranked India-headquartered technology company in TIME World's Best Companies list for the second consecutive year
- Highest-ranked India-headquartered company in the Professional Services category in TIME World's Most Sustainable Companies list for the second consecutive year
- Among Ethisphere's World's Most Ethical Companies list for three years in a row
- In S&P Global Sustainability yearbook for four years in a row
- MSCI AA (Leader) ESG Rating for strong ethics and human capital practices for two years in a row
- Ranked 6th out of 209 'IT consulting' companies in ESG risk rating by Sustainalytics
- EcoVadis Gold rating for the second consecutive year, at 96th percentile
- Ranked No. 2 in the Perpetual Capital–Hurun India Impact 50 2026 list for creating Sustainability impact from the business operations

Corporate Governance

Corporate governance philosophy at HCLTech is anchored in five enduring principles that together describe how we expect to be seen by our investors, our regulators, our clients, our colleagues and the communities in which we operate.

- Corporate governance standards should go beyond the law. Comply with the laws of all the countries in which the Company operates and follow the spirit, not just the letter of the law.
- Have a simple and transparent corporate structure driven solely by business needs.
- Be transparent and maintain high degree of disclosure levels.
- Communicate externally, in a truthful manner, about how the Company runs internally.
- Make a clear distinction between personal convenience and corporate resources.

These principles are reinforced through our policies:

- Code of Business Ethics and Conduct (COBEC)
- The Business Gift and Entertainment Policy (BGEP)
- Anti-Bribery and Anti-Corruption Policy (ABAC)
- The Anti-Money Laundering Policy
- Whistleblower Policy
- The HCLTech Group Tax Strategy
- Conflict of Interest Policy
- The Supplier Code of Conduct

Each one of these policies is periodically reviewed by the ESG & DEI Committee of the Board and made available to the public through our governance policies portal.

Board of Directors

The Board of Directors is HCLTech's highest governing body. It sets strategy, oversees financial reporting and risk management and safeguards stakeholder interests. Details on Board composition, director profiles, attendance, evaluation and remuneration are provided in the Corporate Governance Section in the Annual Report (AR) FY26.

The overview of Board composition is available in ESG Performance Metrics.

Board size and composition

HCLTech follows a one-tier Board structure, comprising a mix of seven Independent Directors, 1 Executive Director and 2 Non-Executive Directors. HCLTech maintained industry leadership on Board gender diversity with 50% women Board members. The roles of Chairperson and Chief Executive Officer are separated, with the Chairperson serving in a non-executive capacity. This structure supports independent oversight and balanced governance of strategic decision-making.

The average tenure of Board Members is 5.46 years for Independent, non-executive directors.

Brief profiles of the Board members are available on our website at: hcltech.com/leadership.

Board committees

The Board operates through specialized committees under Board-approved charters: the Audit Committee, Nomination and Remuneration Committee, Stakeholders' Relationship Committee, Risk Management Committee, Corporate Social Responsibility Committee, Finance Committee and ESG and DEI Committee. Details on composition, meeting frequency and attendance are available in 'Details of Board Committees' section of the AR FY26.

Board Independence

The Company believes that an active, well informed and diversified Board is necessary to achieve the highest standards of corporate governance. The Board of Directors ("Board") of the Company has an optimum combination of Executive Director, Non-Executive Non-Independent Directors and Independent Directors. The composition of the Board is in conformity with Regulation 17 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time, (the "Listing Regulations") and Sections 149 and 152 of the Companies Act, 2013, as amended from time to time (the "Act").

As on March 31, 2026, HCLTech's Board comprises **70% Independent Directors** (7 out of 10)

All Independent Directors meet the independence criteria prescribed under Section 149(6) of the Act and Regulation 16(1)(b) of SEBI LODR. Accordingly, the Company is in full compliance with applicable regulatory requirements and demonstrates strong governance standards by maintaining independence well above mandated thresholds.

Further in accordance with the provisions of Section 184(1) of the Companies Act, 2013, read with the rules made thereunder and Regulation 26 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, all Directors of the Company have disclosed their concern or interest, direct or indirect, in other entities, including shareholding, by furnishing the declarations in the prescribed format. Such disclosures are obtained annually at the start of each financial year and whenever there is a change and are placed before the Board for its noting. The Company ensures maintenance of these disclosures as part of its robust corporate governance and transparency practices.

Compliance Statement for Independence of the Board of Directors

- The director must not have been employed by the Company in an executive capacity within the last year.
- The director must not be a "family member" of an individual who is employed by the Company or by any parent or subsidiary of the Company as an executive officer.
- The director must have no personal services contract(s) with the Company or be a member of the Company's senior management.
- The director must not have been a partner or employee of the Company's outside auditor during the past year.
- The director must not have any other conflict of interest that the Board determines to not be considered independent.

Target Share

The target/minimum requirement under Section 149 of the Companies Act, 2013, which requires at least one-third of the Board of a listed public company to comprise Independent Directors and Regulation 17 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, which requires at least 50% Independent Directors where the Chairperson is a non-executive promoter director or is related to the promoter/management as specified therein. HCLTech complies with the aforesaid regulatory requirements relating to Board independence and maintains a proportion of Independent Directors that is higher than the aforesaid prescribed target/ threshold. As on March 31, 2026, HCLTech's Board comprised 10 directors, of whom seven were Independent Directors, representing 70% of the Board.

Board Accountability

HCLTech maintains a governance framework that ensures Board accountability through defined roles, oversight mechanisms and alignment with shareholder interests.

- In FY 2025-26, the Board convened eight meetings. The average **attendance** of the Directors was 96%, reflecting active participation, effective oversight and engagement from all directors. For further details on Board meetings and attendance, please refer to "Board Meetings and Attendance" section of the AR FY26.
- **Board appointments and tenure** are governed by statutory provisions and the Company's Articles of Association. Non-independent directors are subject to retirement by rotation, with one-third retiring at each Annual General Meeting and eligible for shareholder re-appointment. Independent Directors are appointed for defined terms of up to two consecutive periods of five years and are not subject to annual retirement. Refer to the AR FY26 for details.
- Leadership continuity is supported through formal succession planning processes, including for the CEO and senior management, overseen by the Nomination and Remuneration Committee. Refer to "Succession Planning" section of the AR FY26.
- Board effectiveness is assessed through an annual performance evaluation covering the Board, its committees and individual directors. HCLTech conducted its **annual Board performance evaluation** in compliance with the Companies Act, 2013 and SEBI Listing Regulations, using a structured framework approved by the Nomination and Remuneration Committee (NRC). The evaluation covered the Board, its Committees, the Chairperson and individual Directors, with focus areas including composition, effectiveness, participation and leadership. Refer to "Board Evaluation" section of the AR for more details.
- All independent and non-executive directors have four or less directorships in Indian public listed companies as on March 31, 2026.
- The limit on the directors' personal liabilities is to the extent stated under the Companies Act, 2013.
- Shareholders' approvals via special resolution are obtained for any changes in the Bylaws of the Company viz. Articles of Association.

Management Ownership

HCLTech recognizes that equity ownership by senior leadership is an important mechanism to align management interests with those of shareholders and to reinforce long-term value creation. The compensation framework includes share-based components that support ownership alignment over time, while also ensuring that executive risk exposure remains directly linked to shareholder outcomes.

As on March 31, 2026, the shares held by Key Managerial Personnel (KMPs) are as follows:

C. Vijayakumar (CEO and Managing Director) held 15,23,755 shares valued at 3.67 times base salary. Shiv Walia (CFO) held 3,237 shares valued at 0.08 times base salary and Manish Anand (Company Secretary) held 41760 shares valued at 5.83 times base salary.

Management Ownership requirements

The Company Restricted Stock Units (RSUs) Plans have an objective to align the incentives of the management more closely with the interest of the members, to enable the Company to attract good leadership talent, to align the compensation packages of leadership team in line with our peers and to help retain people for a longer period.

A significant component of remuneration for the CEO and Managing Director and other senior executives comprises such RSU grants, which vest over multi-year periods, thereby encouraging sustained performance and retention. Senior management and KMPs progressively build equity ownership in the Company through these long-term incentives, linking their rewards to overall Company performance and value creation. The vesting structure and grant framework are periodically reviewed by the Nomination and Remuneration Committee, considering business performance, market practices and regulatory requirements.

Government and Family ownership

HCLTech maintains a transparent ownership structure, with shareholding details publicly disclosed through its Annual Report and regulatory filings. The Company does not confer any special governance rights or privileges, such as golden shares, to any shareholder, including governmental institutions.

As of March 31, 2026, Life Insurance Corporation of India (LIC), a government-owned entity, holds 6.97% of the Company's equity share capital, representing an instance of indirect government ownership. LIC's stake consists of ordinary equity shares acquired through market transactions and does not entail any preferential rights or influence beyond standard voting privileges available to all shareholders.

HCLTech also has significant promoter/family ownership. The aggregate shareholding of Ms. Roshni Nadar Malhotra along with her family members, held directly and indirectly, stands at 44.226% of total voting rights. In addition, HCL Holdings Pvt. Ltd. holds 16.46% of the Company's equity shares. The shareholding in HCL Holdings Pvt. Ltd. is held through the Vama Sundari Trust, a discretionary trust established by Ms. Roshni Nadar Malhotra. As the trust is discretionary in nature, the beneficial interest of individual beneficiaries has not been determined or crystallized as of the reporting date.

This ownership structure reflects a combination of institutional and promoter shareholding, supporting both market participation and long-term stewardship, while maintaining equal voting rights and governance standards across all shareholders.

CEO Compensation

The variable component of the CEO compensation is linked to clearly established performance criteria and is delivered through a combination of Annual Performance Linked Bonus, Long-Term Incentives (LTI) and Restricted Stock Units (performance- and/or tenure-based).

Financial performance indicators form a core component of variable compensation and include metrics such as revenue growth, earnings before interest and tax (EBIT), net profit and free cash flow. These indicators are complemented by relative financial metrics, including Total Shareholder Return, to assess performance in comparison to market and peer benchmarks.

In addition to financial measures, the framework incorporates a balanced set of non-financial and strategic parameters, including execution of key strategic priorities, personal key performance parameters (KPPs), client satisfaction, ESG-related outcomes and diversity objectives. This integrated approach ensures that the CEO compensation is aligned not only with short-term financial performance but also with long-term value creation and broader stakeholder interests.

Performance bonus is payable at the end of each financial year, basis achievement of targets against Key Performance Parameters. The longest period covered by the executive compensation plan for variable CEO compensation is 4.75 years that is granted in the form of performance based RSUs. Equity-based compensation is subject to defined vesting schedules, with the maximum vesting period extending up to 4.58 years, ensuring alignment with long-term shareholder value. The total annual remuneration of the CEO and Managing Director for FY26 was USD 18,126,813. This is 291.9 times* the median annual remuneration of employees.

Additional details, including RSU vesting terms and compensation structure, are disclosed in the AR FY26.

ESG governance architecture

HCLTech has established a structured governance framework to ensure formal oversight and accountability for ESG and sustainability matters at both Board and executive levels. This framework integrates ESG considerations into strategy, risk management and enterprise decision-making, supported by clearly defined roles and governance bodies.

The Board oversees ESG strategy and performance through the ESG and DEI Committee, while the Executive Leadership advances the agenda, decision-making and strategic planning. An executive-level ESG oversight mechanism operates alongside the executive leadership team and the sustainability function, enabling coordinated decision-making and implementation of ESG priorities across the organization. This includes regular review of progress on sustainability goals, including climate targets and alignment of business practices with external commitments such as the Paris Agreement.

The Global Head of Sustainability reporting to the CEO office is responsible for delivering the corporate sustainability strategy supported by a global team of sustainability professionals and experts. This function operates in close coordination with the adjacent functions – HR, GWS, Company Secretary, Risk and Compliance, Procurement, etc. and provides regular updates to the ESG & DEI Committee and executive leadership.

ESG and DEI Committee of the Board

The ESG & Diversity, Equity and Inclusion (DEI) Committee is responsible for overseeing the Company's sustainability agenda alongside its commitments to building an inclusive and equitable workforce. Its mandate covers strategic direction, risk oversight, governance and performance tracking across environmental, social, governance and workforce inclusion priorities. The committee ensures that ESG considerations are embedded into business strategy, while DEI principles are operationalized through structured policies, measurable programs and leadership accountability.

The committee meets quarterly to review ESG and DEI progress of the Company.

Key responsibilities

Environmental, Social and Governance (ESG)

ESG Risk and Opportunity Oversight

- Review emerging ESG risks and opportunities impacting business performance and reputation, including:
  - Environmental: emissions, climate change, energy transition, GHGs, carbon pricing
  - Social: employee relations, diversity and equality, human rights, societal impact
  - Governance: board practices, disclosures, regulatory changes, shareholder considerations

ESG Strategy and Integration

- Approve short-term and long-term ESG/ sustainability strategy
- Ensure integration of ESG into overall business strategy
- Approve annual ESG goals, metrics and targets
- Assess performance against defined metrics and standards

ESG Disclosures and Stakeholder Engagement

- Guide management on ESG disclosures across:
  - Annual reports
  - Website and public documents
- Oversee engagement with stakeholders and shareholders on ESG topics

Reporting and Compliance (BRSR)

- Review Business Responsibility and Sustainability Reporting (BRSR)
- Evaluate initiatives aligned to the nine BRSR Core principles
- Recommend ESG disclosures to the Board for approval

Governance of ESG Function

- Appoint external advisors where necessary
- Periodically review and update ESG and DEI committee charter

Diversity and Inclusion (D&I)

Gender Diversity

- Support progression of women into senior roles
- Ensure fair representation of women in hiring processes
- Ensure fairness in:
  - Promotion
  - Compensation
  - Rewards
  - Leadership development
- Build leadership pipeline to achieve balanced gender ratios across all levels
- Address bias in talent review and succession planning

Culture and Ethnicity

- Measure culture through defined cultural indicators
- Promote inter-cultural competence
- Enable effective leadership transitions
- Create a culturally diverse and balanced workforce
- Empower individuals from diverse ethnic and cultural backgrounds

Inclusion of Individuals with Disabilities

- Ensure non-discrimination and recognition of diversity of people with disabilities
- Include inclusive language in job postings and identify suitable roles
- Implement inclusive global policies
- Provide specialized training for an accessible workplace
- Track and monitor employment of individuals with disabilities on a quarterly basis

Inclusion and fair treatment

HCLTech maintains an inclusive, non-discriminatory workplace with ongoing monitoring of diversity metrics, gender representation and pay equity. Reported discrimination incidents are addressed through established mechanisms. The ESG and D&I Committee provides strategic oversight on inclusive workplace practices, including diversity and inclusion, strengthening ESG governance by overseeing key social topics and promoting responsible business practices across the organization.

*Calculated using Purchasing Power Parity (PPP) factors to compare global salaries across countries.

Policy framework

HCLTech maintains an enterprise-wide policy framework encompassing sustainability, ethics, human rights, data privacy, cybersecurity, governance and employee well-being. These policies are developed with inputs from key internal stakeholders, including functions such as HR, Legal, Compliance, Sustainability and Risk, ensuring that diverse perspectives are integrated into policy design and updates.

The policies are subject to structured review and validation and are governed through Board-mandated oversight, including the Policy Review Board (PRB), ensuring alignment with strategic priorities and risk management objectives. Implementation is further supported through defined processes, training and integration into operational practices across business units and functions.

Code of Business Ethics and Conduct (COBEC)

The Code of Business Ethics and Conduct ("COBEC") is HCLTech's core code for day-to-day ethical conduct. It applies to all employees, officers and directors across the Company and its affiliates worldwide. COBEC sets out our zero-tolerance stance on fraud, bribery, corruption and other unethical conduct and requires everyone to act with integrity, raise concerns and protect stakeholder trust.

COBEC also sets principles on non-discrimination and equal opportunity, confidentiality, conflicts of interest, antitrust and fair competition, insider trading and market abuse, anti-money laundering and environment, health and safety. These principles apply across the workforce and are reinforced through supporting policies and procedures.

COBEC is Board-approved and published on the Governance Policies webpage on the HCLTech website: https://www.hcltech.com/investor-relations/governance-policies/cobec

COBEC is reinforced through mandatory annual training. It is supported by the Conflict of Interest, Business Gift and Entertainment, Anti-Money Laundering and Anti-Bribery and Anti-Corruption policies, along with policies on information security, data privacy, fair competition and insider trading. Together, these reinforce HCLTech's commitment to safe workplaces and responsible business conduct.

Anti-Bribery and Anti-Corruption (ABAC)

HCLTech maintains a zero-tolerance position on bribery and corruption. The Anti-Bribery and Anti-Corruption ("ABAC") policy sets out this position unambiguously and operates within the framework of the United States Foreign Corrupt Practices Act (FCPA), the UK Bribery Act (UKBA), the Indian Prevention of Corruption Act and equivalent legislation in every jurisdiction in which we operate. The policy also provides clear guidance on acceptance and provision of gifts and entertainment, political contributions and charitable contributions or sponsorships, ensuring that such activities are conducted transparently, within defined thresholds and in compliance with applicable laws and internal approval protocols. The ABAC policy is approved and endorsed at the Board level, reinforcing the Company's commitment to ethical business conduct across all operations.

Anti-Bribery Management System (ABMS)

Our ABAC controls are operationalized through a certified Anti-Bribery Management System (ABMS), aligned with ISO 37001:2016. The ABMS is audited annually by the British Standards Institution (BSI) and covers 100% of our operating sites. ABMS performance is monitored on a quarterly cycle through the ABMS Quarterly Compliance Certification (ABMS QCC), a formal attestation submitted by senior leaders across business units, support functions and geographies.

Any breach of the ABAC Policy is subject to investigation through established procedures and may result in corrective and disciplinary action, including termination of employment where applicable. During FY26, there were no fines, penalties or actions imposed by regulators, law enforcement agencies or judicial institutions on cases of corruption or conflict of interest at HCLTech. There were nine cases of breach of code of conduct for Corruption/Bribery against employees.

Anti-bribery and anti-corruption awareness and training are mandatory for employees and are delivered periodically to reinforce expected standards of conduct and ensure effective implementation of the ABMS framework. https://www.hcltech.com/investor-relations/governance-policies/cobec

Fostering a culture of ethics

While compliance training is necessary, it is not sufficient on its own. We invest deliberately in building a culture of ethics that runs deeper than policy text. Four programs underpin this work:

- People managers' ethics toolkit, equipping line managers with the resources they need to lead ethical conversations within their teams.
- Ethics Champions network, an internal community of colleagues who serve as approachable points of contact for ethics queries across our business units and geographies.
- In-person ethics training – the annual Conscious Choices Ethics Event, anchoring our commitment to engagement that goes beyond e-learning.
- COBEC policy is discussed with new joiners during induction and acquired entities are brought under the COBEC framework promptly.

Whistleblower Policy

Our Whistleblower Policy provides every stakeholder, including employees, value-chain partners, shareholders and members of the public, with confidential and accessible channels to raise concerns about suspected unethical conduct. Reports may be made through the Global Ethics Helpline, available on a 24×7 basis, or directly to whistleblower@hcltech.com. Employees based in Germany/Netherlands can continue to raise their concerns and grievances by emailing to whistleblower@hcltech.com. The Global Ethics Helpline allows for anonymous submission of concerns, where permitted by local regulations and is supported by independent third-party mechanisms to ensure impartial handling of reports. Awareness on the use of the reporting channels and whistleblowing procedures is reinforced through periodic ethics and compliance training programs and communication.

The whistleblowing mechanism is governed by a defined governance structure, with the Ethics Committee responsible for oversight, review and resolution of reported concerns. For more information, refer to AR FY26.

Stakeholder grievance redressal

At HCLTech, we believe that integrity, transparency and trust are the foundation of a strong workplace culture. That's why we prioritize a fair and responsive grievance resolution process — one that not only addresses concerns but also drives continuous improvement.

The Company also offers a 24x7 Global Ethics Helpline for reporting a matter related to unethical behavior or violation of our code of conduct, policies, or procedures. This can also be reported to whistleblower@hcltech.com. The Company is subject to annual internal and external audits carried out by external agencies.

In FY26, we ensured workplace issues are resolved promptly and effectively, reinforcing our commitment to ethical conduct and responsible governance at every level of the organization. During the year, the Company received 101 stakeholder complaints including whistle blower complaints and 79 of them were resolved.

The breakup of complaints is available in the BRSR section of AR FY26.

Memberships and associations

HCLTech engages with industry associations and multi-stakeholder platforms to advance its sustainability priorities and support responsible business practices. HCLTech is part of 43+ trade and industry chambers/associations, such as Confederation of Indian Industry ("CII"), National Association of Software and Service companies ("NASSCOM"), Confederation of British Industries (CBI), World Economic Forum (WEF), to name a few.

As proud signatories of the UN Global Compact (UNGC), we are committed to aligning our operations and strategies with the UNGC's ten principles, which encompass human rights, labor standards, environmental protection and anti-corruption efforts.

In FY26, HCLTech contributed over US$1 million in membership fees to leading industry and trade associations. These organizations support business engagement, represent industry perspectives in policy discussions and facilitate dialogue with regulatory and governmental bodies. Key contributions during the year included memberships with the World Economic Forum (US$682,000), USISPF (US$100,000), NASSCOM (US$73,000), USIBC (US$50,000), UNGC (USD 25,000) and WRC (USD 30,000). HCLTech maintains a strictly apolitical stance, making no contributions to political entities.

While these engagements enable industry collaboration and policy advocacy, HCLTech does not participate in lobbying activities, maintaining a clear distinction between stakeholder engagement and direct policy influence. Further details on the Company's industry memberships are available in the AR FY26.

Climate Alignment

HCLTech follows a structured governance approach to align its stakeholder engagement, including participation in trade associations, with its climate commitments under the Paris Agreement. Oversight is provided through an executive-level ESG governance framework, supported by committees such as the ESG and DEI Committee, which periodically reviews progress on sustainability priorities, including greenhouse gas emissions reduction targets.

The Company's policy engagement is guided by its commitment to achieving net-zero emissions by 2040, with interim targets aligned to a 1.5°C pathway and validated by the Science Based Targets initiative (SBTi). HCLTech is a signatory to The Climate Pledge and its climate strategy is supported through initiatives such as partnerships with Project JOULE for EV charging infrastructure and collaboration with ChargePoint to advance digital solutions for electric mobility.

HCLTech actively engages with global and industry platforms, including the WEF, UNGC, NASSCOM and other industry associations, to contribute to discussions on climate policy and responsible business practices. The Company continues to participate in global initiatives such as the UN Global Compact and the Water Resilience Coalition (WRC), contributing to broader efforts addressing climate change and water stewardship including commitments to rejuvenate the Yamuna river basin in India. The river has a total catchment area of 366,223 km^2 spread over seven northern states. The Water Resilience Coalition is committed to reducing water stress by 2050 and aims to elevate action on mounting water stress and its connection to climate change to the top of the global corporate agenda.

At the group level, we support climate and water stewardship initiatives through programs such as the HCL ClimaForce Fund, an initiative funded by HCL Group and managed by India Climate Collaborative to promote low carbon innovation. Through the Aquapreneur Innovation Initiative, HCL Group partnered with UpLink, the early-stage innovation ecosystem of the World Economic Forum and its food and water Initiative, committing CHF 15 million over five years to build a first of its kind innovation ecosystem for the global freshwater sector.

Public policy engagement and trade association memberships are reviewed as part of the Company's ESG governance processes to assess alignment with its climate commitments. The Company continues to strengthen its processes to systematically assess and address potential misalignment between the climate positions of trade associations and its own commitments under the Paris Agreement.

Risk management

HCLTech's Enterprise Risk Management (ERM) program is grounded in internationally recognized frameworks, including ISO 31000:2018 and COSO and adopts a structured approach to identifying, assessing and managing risks across the organization. The ERM framework incorporates a comprehensive risk assessment process supported by PESTLE analysis, enabling evaluation of internal and external risks across political, economic, social, technological, legal and environmental dimensions.

Risk Governance and Oversight

HCLTech's risk governance framework integrates

risk management with business strategy and operations, supported by defined roles, accountability structures and oversight mechanisms. The Board of Directors, through its Risk Management Committee and Audit Committee, provides oversight of enterprise risks and guides the Company's risk strategy, policy framework and key risk assessments. At the enterprise level, the Risk and Compliance Apex Committee (RCAC), supported by the Chief Risk Officer and a cross-functional working group, provides oversight on risk management practices, sets control standards and monitors risk exposure across the organization. At the operational level, business and functional leaders act as risk owners, responsible for identifying, assessing and mitigating risks within their respective areas and ensuring effective implementation of control measures. Independent assurance is provided through the internal audit function, which evaluates the effectiveness of risk management and compliance processes and reports findings to the Audit Committee.

With ESG considerations fully embedded in enterprise risk management and audit frameworks and supported by regular reviews and Quality Control and Compliance mechanisms, HCLTech ensures a transparent, accountable and resilient risk management system aligned with global best practices. This multi-layered governance approach enables consistent risk identification, monitoring and mitigation, while ensuring accountability across management and alignment with the Company's risk appetite and strategic priorities.

For more details, please refer to AR FY26.

HCLTech's Risk Universe

HCLTech classifies its risk universe into five principal categories:

- Strategic
- Cyber and Resilience
- Financial
- Governance and Compliance
- Operational

The primary risks within each category along with their respective mitigation measures are available in the AR FY26. The risks are identified based on their likelihood and potential impact, enabling prioritization of mitigation actions and informed decision-making across business operations.

Material ESG Risks

Our material ESG risks flow from the material sustainability topics as identified in the DMA. The material sustainability topics are:

- **Climate Change, Net Zero and Energy Transition**
- **Eco-Efficiency and Responsible Resource Management**
- **People — Talent, Inclusion and Well-being**
- **Responsible Supply Chain and Human Rights**
- **Client Data Privacy and Information Security**
- **Responsible Innovation and Digital Inclusion**
- **Corporate Governance, Ethics and Transparency**
- **Cybersecurity and Operational Resilience**
- **Community Impact and Inclusive Growth**

Each material risk is owned by an accountable executive, with mitigation actions tracked through our integrated risk register.

Enterprise Risk Management (ERM) framework

HCLTech's ERM Framework comprises five interconnected components:

- **Governance and Culture:** Governance sets the tone and oversight for enterprise risk management, while culture reflects ethical values, expected behaviors and risk awareness.
- **Strategy and Objective-Setting:** ERM is integrated with strategy and planning. Risk appetite is aligned to strategy. Business objectives provide the basis for identifying, assessing and responding to risks.
- **Performance:** Risks to strategic and business objectives are identified, assessed and prioritized against risk appetite. Appropriate responses are selected, portfolio exposure is reviewed and outcome escalations are reported to key stakeholders.
- **Review and Revision:** Performance is reviewed over time and in light of significant changes to assess how well ERM is functioning and what revisions are needed.
- **Information, Communication and Reporting:** ERM depends on the continuous flow of relevant information from internal and external sources across the organization.

The following **key considerations** are integrated into the Risk Management process:

Integration into business decision-making: Risk considerations are embedded into key business processes, including the design and delivery of products and services, ensuring alignment with defined risk appetite and long-term value creation.

Embedded risk review: Risk review is integrated into the ERM framework, providing a holistic view of key risks and opportunities across material topics, including their mitigation actions and financial impacts, with Board-level oversight. Risk exposure is reviewed every quarter across five principal categories and insights shared with leadership and relevant committees to support informed decision-making.

Strong ESG oversight: The Board oversees ESG strategy and performance through the ESG and DEI Committee. ESG considerations are embedded into internal audit processes, with findings reviewed by the Audit Committee.

Defined risk appetite: The Board and Risk Management Committee set and oversee our risk appetite framework, establishing clear boundaries, key risk indicators and tolerances to guide consistent and responsible decision-making. The Risk Appetite Framework includes an enterprise-level statement and category-specific statements for the five principal risk categories, all approved by the Board.

Specialized risk management functions: Dedicated risk teams across areas such as Risk and Compliance (R&C), Business Assurance, Operational Risk Management, Regulatory Affairs, Global Privacy Office, Vendor Risk Management, Business Continuity Management, Information and Cyber Security enable focused identification and mitigation of risks across operations.

Periodic risk assessment process: Risks are formally assessed on an annual basis, with quarterly reviews for key risk areas, ensuring timely identification of emerging risks and alignment with evolving business conditions. Risk assessments are conducted using a combination of quantitative and qualitative approaches, including evaluation of likelihood, impact and velocity, to support prioritization and reporting.

Independent assurance: Our internal audit function regularly evaluates the effectiveness of risk identification, mitigation and monitoring processes, ensuring alignment with global best practices. Internal and external audits of the Risk Management processes are carried out regularly.

Managing emerging risks: HCLTech employs a structured Horizon Sensing capability as a forward-looking component of its enterprise risk management framework to identify, monitor and assess emerging risks and opportunities that could impact its business, stakeholders and long-term value creation. The process involves continuous scanning of external and internal developments across regulatory, technological, cybersecurity, privacy, environmental, social, economic, geopolitical and market domains, as well as evolving stakeholder expectations and industry trends.

Risk-aware culture: We actively promote a culture of risk awareness through leadership engagement, mandatory training, awareness programs and simulations, enabling employees to identify and respond to risks effectively.

Risk management updates and training are periodically provided to the Board and Non-Executive Directors, enabling effective oversight and informed decision making on key risk areas.

Information Security and Data Protection

As a global technology services partner, protecting client data and our own information assets is foundational. Furthermore, HCLTech abides by the highest standards with regards to personal data processing. HCLTech continually enhances its information security and data protection practices leveraging leading industry methodologies, the NIST framework, as well as applicable standards and regulations, emphasizing awareness, real-time threat detection with AI technologies and protection of confidential data as well as critical operations. A defense-in-depth model and structured governance ensures internal and external risk management.

Governance

Cybersecurity and data privacy at the executive level are overseen by the Chief Information Security Officer (CISO) and Chief Privacy Officer (CPO), respectively. Board-level oversight is exercised through the Audit Committee and the Risk Management Committee.

HCLTech has appointed Heward Mill Limited as its independent Data Protection Officer (DPO). The DPO conducts annual audits of our global privacy program and provides direct assurance to the Board, reinforcing accountability and transparency in how we manage personal data.

This is supported by a network of cybersecurity and privacy champions across business units. These champions help embed security and privacy best practices across the organization, with quarterly reviews covering regulatory updates and emerging cybersecurity and privacy risks.

This remit supports our Cybersecurity and Data Privacy Mission to build a strong, best-in-class security and data protection ecosystem that sustains trust with employees, clients and stakeholders.

Information Security

- Our Information Security Management System (ISMS) is ISO 27001:2022 certified, supported by comprehensive policies and annually validated through independent third-party audits. Regular internal and external audits strengthen cybersecurity maturity and resilience in a dynamic threat landscape.
- A robust Continuous Threat and Exposure Management (CTEM) framework is in place, incorporating advanced techniques such as Red, Blue and Purple Teaming, DevSecOps, breach simulations, routine vulnerability assessments, penetration tests and cyber simulations such as phishing simulations, ensuring proactive identification and mitigation of emerging cyber risks.
- A 24x7 Cyber Defense Center ensures real-time threat monitoring and response.
- The Information Security (InfoSec) policy has been developed to support an effective Information Security Management System (ISMS) and aligns with relevant industry standards and widely recognized best practices. The policy is hosted on the HCLTech's internal portal and it is accessible to all HCLTech employees, third parties and contractors.

Data Privacy

HCLTech upholds the highest standards of data privacy, aligning with global regulations through a centralized governance model led by the Chief Privacy Officer, regional Privacy Officers and the Group Data Protection Officer. This structure ensures a business-aligned and consistent approach to privacy management.

100% of our Corporate enterprise IT infrastructure and information security management system is compliant with the NIST Cybersecurity framework

Horizon Sensing

HCLTech applies Horizon Sensing as a forward-looking approach to identify and assess emerging developments that could influence data privacy and cybersecurity practices. This includes continuous monitoring of regulatory landscapes, technological innovations and evolving threat vectors. The insights gathered through this process drive timely updates to internal policies, risk frameworks and compliance strategies.

Our enterprise privacy and data protection framework is supported by 'privacy by design' principles and essential controls. The privacy program requires all processing activities, technologies and tools to be lawful and comply with a defined set of privacy principles.

Privacy governance includes documented policies and integrated processes embedded within enterprise risk and compliance systems. These are reinforced through privacy impact assessments, data mapping, third-party due diligence and incident management protocols.

HCLTech safeguards the privacy of clients, employees and third-party data. Client data is processed only in line with contractual obligations and applicable data protection laws and is used solely for the delivery of agreed-upon services, with no secondary or unauthorized purposes, reinforcing trust and transparency across geographies and service lines.

Privacy Trust Center

The Privacy Trust Center on our corporate site provides transparency on our data handling practices for clients, candidates and partners. It reinforces trust through transparent access to our privacy practices, data protection commitments and information on exercising privacy rights.

Privacy Statement

HCLTech's Global Privacy Statement defines the organization's mandate for personal data processing as both a controller and a processor. It requires all processing to be lawful and aligned with core privacy principles, including purpose limitation, necessity and proportionality, data minimization, security and storage limitation.

Training programs

HCLTech requires all employees, new joiners, vendors and contractors to undergo mandatory training on Information Security, Data Privacy, Business Ethics and Export Compliance. Through these trainings, HCLTech ensures that all the employees are equipped with the knowledge and skills necessary to protect sensitive data and systems for potential threats. Annual refreshers and continuous awareness efforts maintain ongoing vigilance.

Building a culture of security through continuous learning and awareness

Cybersecurity training reached every employee and was reinforced through targeted role-based modules for engineering, support and client-facing colleagues. Awareness is reinforced through phishing simulations, targeted training, compliance tracking and ongoing communication—including Cybersecurity Awareness Month, interactive content, leadership messages and threat alerts fostering a strong, organization-wide security culture.

Business Continuity plans

HCLTech's Business Continuity Plan, led by the Chief Risk Officer, ensures business continuity and resilience during disruptions, with a strong focus on protecting employees, clients and stakeholders. Aligned with ISO 22301 and global best practices, it enables swift response and recovery for critical operations

Escalation and Accountability

HCLTech has implemented governance and accountability measures to support effective implementation of its Privacy Policy, including clearly defined reporting and escalation mechanisms and appropriate corrective actions for confirmed instances of non-compliance, reflecting a zero-tolerance approach to privacy violations.

Incidents can be reported through the Incident Management Portal, email or automatically via the Security Incident and Event Management (SIEM) tool. All reports are promptly acknowledged by the Incident Response Team and assigned investigation levels (L1–L3) based on severity, enabling timely triage and remediation. A defined service- and asset-level escalation matrix supports resolution within stipulated SLAs. Employees can also raise concerns through transparent reporting channels, including managers, HR and the whistleblower mechanism.

To reinforce accountability, information security compliance is built into employee performance management. Failure to complete mandatory training on time may lead to disciplinary action, including delays in compensation-related processes, subject to local regulations. Policy violations are addressed based on severity and applicable laws.

Reporting on breaches

There were no material, client-impacting security breaches reported during FY26. Details are available in ESG Performance Metrics.

Certifications

- ISO 27001:2022, Information Security Management System, certified by Bureau Veritas.
- ISO 27701:2019, Privacy Information Management System, certified by Bureau Veritas.
- ISO 22301, Business Continuity Management System, certified by Bureau Veritas.
- SOC 2 attestation by Grant Thornton.
- Cyber Essential Plus certification by Sophlee Limited.
- Cybersecurity program aligned with the NIST Cybersecurity Framework (CSF).
- Privacy program aligned with the GDPR requirements and the NIST Privacy Framework.
- Binding Corporate Rules (BCRs) documented and under regulatory approval with EU and EEA data protection authorities, covering both controller and processor roles.

Tax transparency

Tax governance at HCLTech is anchored in the HCLTech Group Tax Strategy, published on our corporate site and overseen by the Board through the Audit and Risk Management Committees, which regularly review significant tax issues, audits and litigations. A quarterly tax compliance certificate, internally and externally audited, is presented to the Board and committees. The Chief Financial Officer (CFO) is responsible for the Company's tax strategy, risk management and governance. A global tax team, supported by external advisors, manages daily operations. Compliance is monitored through a tracking system with early warning mechanisms, ensuring timely updates to the Audit Committee.

Our approach is to follow tax laws in both letter and spirit, to pay the right amount of tax in every jurisdiction in which we generate value and to be open about how and where we do so.

Approach to tax

- **Compliance-led:** we comply with all applicable tax laws and regulations in every country in which we operate.
- **Transparency by design:** we provide tax-related disclosures in our financial statements, in our ESG Performance Metrics and through Country-by-Country Reporting (CbCR) filings.
- **No artificial structures:** we do not use tax havens or aggressive tax planning structures to reduce our effective tax rate.
- **Aligned to OECD:** our transfer pricing arrangements follow OECD Guidelines, the G20 and OECD Principles and the OECD BEPS framework.
- **Advance certainty:** where available, we use Advance Pricing Agreements (APAs) to provide certainty for both tax authorities and the business.

Please refer to ESG Performance Metrics for Effective Tax Rate.

Tax Reporting

Detailed tax disclosures, including the effective tax rate, cash taxes paid, jurisdictional profit before tax and CbCR filings in line with Form AOC-1, are presented in the Consolidated Financial Statements and the Tax Strategy section of the AR FY26 as well as in the ESG Performance Metrics.

Looking ahead

Our future governance priorities build on the foundations described above. We will continue to deepen the integration of ESG oversight into core Board agenda items, complete the EU and EEA approval of our Binding Corporate Rules, extend ABMS coverage to newly acquired entities within the timelines prescribed by ISO 37001:2016, refresh COBEC and the Whistleblower Policy in line with evolving regulatory expectations and expand Supplier Code of Conduct compliance across a broader share of our value chain by spend.
Across all of these workstreams, our objective remains constant: to operate to a standard of integrity that earns and keeps the trust of every stakeholder.

At HCLTech, governance is not a compliance exercise. It is the architecture through which we honor our promises to our investors, our regulators, our clients, our colleagues and the communities we serve.

Client and Ecosystem Sustainability

Supercharging progress for clients and ecosystem

Creating measurable business value is central to how HCLTech advances sustainability. Having delivered more than $1.6 billion in value for clients beyond contractual commitments, we integrate sustainability into technology solutions that reduce resource intensity, enhance resilience and accelerate low-carbon transformation. By combining innovation with disciplined execution, we help clients unlock efficiency, mitigate risk and seize new growth opportunities demonstrating that sustainability is not only a responsibility, but a strategic driver of long-term value creation and competitive differentiation.

Leader in Tech-Enabled Sustainability Services RadarView 2025 assessment by Avasant for the second consecutive year

MSCI AA (Leader) for strong ethics and human capital practices for two years in a row

EcoVadis – Gold Rating for the second consecutive year, at 96th percentile

S&P Global Sustainability Yearbook – Included for the 4th year in a row

Sustainalytics – HCLTech features in the top 6 out of the 209 "IT consulting" companies. Recognized as a "Low risk company" for strong management of material ESG issues and corporate governance performance.

Our Sustainability Services

HCLTech offers clients a comprehensive suite of sustainability services spanning strategy, operations, products, supply chain and finance delivered through proprietary platforms and a partner ecosystem, allowing it to support their sustainability journey at every stage and scale outcomes.

From compliance to competitive edge

HCLTech's service offerings cover seven domains, each underpinned by technology enablers, allowing clients to move beyond regulatory compliance and use sustainability as a source of efficiency, resilience and competitive advantage.

From Compliance to Competitive Edge

Service Offerings

Strategy and Digital Sustainability Roadmap	Sustainable Operations (Plant, IT and Energy)	Sustainable Supply Chain and Circularity	Sustainable Products	Net Zero Transformation	Climate and Nature Resilience	Sustainable Finance

Technology Enablers

AI/GenAI/ML | Data | Engineering | IoT

30+ Frameworks and Accelerators

70+ ESG Specific Partnerships

A portfolio built for every sustainability need

Underpinning the service offerings is a portfolio of HCLTech sustainability products, frameworks and accelerators. Each addresses a specific challenge, from measuring and reporting the footprint of data centers and applications to decarbonizing buildings and IT, optimizing financed emissions, designing lower carbon products and managing water and circularity.

HCLTech Sustainability Solutions

A comprehensive portfolio of products, frameworks and accelerators

Net Zero Intelligent Operations (NIO) Measure and report ESG parameters for data centres and IT assets	**DecarbonizIT** Framework to decarbonise the IT landscape	**Workblaze** Reduce the energy footprint of end user computing devices
Emissions Quantification Apps Measure and itemise energy consumption of applications	**DigiPrint** Reduce the environmental impact of printing	**Integrated Building Management (IBMS)** Decarbonisation framework for buildings
Twinanalytics Digital twin technology to make buildings more sustainable	**IDAMX** Intelligent asset management for renewables integration	**EV Twin** Predictive maintenance and battery life prediction for EVs
TestSphere End to end virtual validation ecosystem for EVs	**Circular Enterprise** Framework for enabling product/material visibility using DPP	**PackRYTE** Packaging solutions to minimise product footprint
Design for Sustainability Reduce carbon emissions across the product lifecycle	**myPCM** Measure product carbon footprint and enable green procurement	**ESG & EHS Assessment Framework** Assess an organisation's EHS and ESG metrics
Simplified ESG Analytics (SESGA) ESG analytics for the BFSI industry	**VisionX** Edge-to-cloud AI platform that analyzes video, images and sensor data in real time	**AI Force Accessibility Suite** GenAI powered accessible products and services
Energy Insight AI use case library on energy optimization scenarios	**Sustainable Finance 360 (SF360)** Optimise the financed emissions of an organisation	**AquaSphere** Measure, reduce and manage water resource utilisation

Delivered across HCLTech's sustainability service lines

IT Solutions & Services | OT & Industry Solutions | Data Advisory & Integration | Data Platforms & Managed Services | Strategy & Enablement Services

The HCLTech advantage

What ties the portfolio together is a consistent set of strengths that clients can rely on across every engagement. These strengths underscore clients trust in HCLTech to take care of their end-to-end sustainability needs.

The six advantages HCLTech brings to clients' sustainability engagements are:

Engineering DNA and digital domain expertise	Consulting-led execution aligned to region-specific compliance	Emerging technologies harnessed for sustainable innovation
IP and platform-driven approach for speed and scalability	Collaborative partnership ecosystem for end-to-end sustainability	Solutions tailored to industry-specific needs and use cases

Backed by this suite of services and a growing body of proven client outcomes, HCLTech is positioned to be a single, accountable partner for client sustainability, helping enterprises navigate compliance, capture competitive advantage and deliver measurable results at scale.

Flagship solutions in focus

A closer look at a few of our solutions shows how HCLTech turns sustainability ambition into measurable outcomes for clients.

HCLTech EcoSustain™. EcoSustain™ is HCLTech's structured framework that supports clients across every stage of their ESG journey through a three-step approach:

- Plan — to identify sustainability goals and set actionable targets
- Build and Configure — to implement the right tools and technologies
- Run and Scale — to monitor, optimize and expand solutions for long-term impact.

Net Zero Intelligent Operations (NIO). NIO is HCLTech's award-winning platform that helps clients track, manage and reduce emissions in real time across their operations, data centers and IT assets. It converts operational data into continuous, decision-grade insights, shifting organizations from periodic reporting to always-on carbon management.

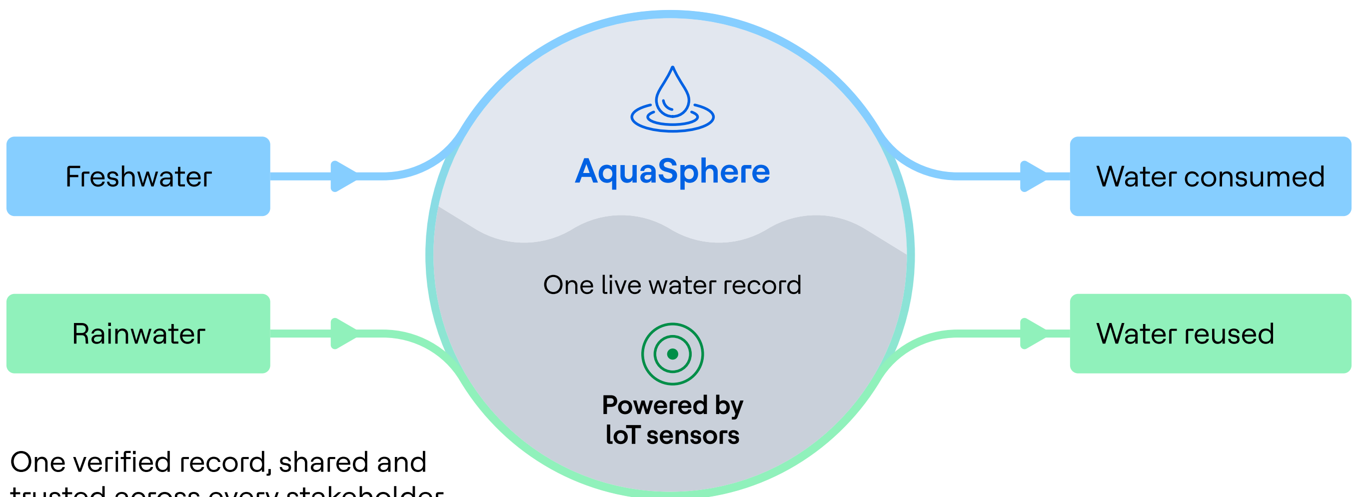
DecarbonizIT. DecarbonizIT is HCLTech's framework for bringing sustainability into sharp focus across the IT landscape. By applying a Green Lens, it gives organizations real-time visibility into the environmental impact of their IT infrastructure and delivers intelligent, actionable recommendations to reduce and optimize their carbon footprint. It empowers clients to record, measure, track and act, turning IT operations into a force for climate responsibility.

Sustainable Finance 360 (SF360). SF360 is HCLTech's flagship sustainability-focused platform for the financial services industry, designed to address the complexity of Scope 3 Category 15, or financed emissions, which typically represent over 85% of total emissions for the financial sector. Recognized by AWS and co-developed with industry-leading partners, SF360 is undergoing PCAF accreditation to ensure credibility and alignment with global standards, helping banks, insurers and asset managers integrate ESG principles into their operations.

AquaSphere. AquaSphere is HCLTech's globally recognized, blockchain-enabled water management solution. Combining IoT-sensing, unified data and analytics, verifiable data sharing and AI-generated reporting, it gives Sustainability Officers a near real-time view across the water value chain and helps enterprises monitor, conserve and offset their water usage. By turning fragmented water data into a single, trusted and verifiable source of insight, AquaSphere helps clients achieve their water goals, lower costs, monitor water quality and share verifiable data that is audit ready.

AquaSphere

Intelligent water management — measured, saved and verified



One verified record, shared and trusted across every stakeholder

Blockchain-verified data

#Company
#Water utility
#Consumers

- Auditors
- Public authorities
- Business partners

Where innovation meets responsibility

Innovation and technology lie at the core of how HCLTech enables sustainable value creation for its clients. As reflected in our Double Materiality Assessment, sustainability is now closely linked with enterprise resilience, competitiveness and trust. Translating these insights into solutions, we support clients in addressing climate risk, navigating regulatory complexity and advancing digital transformation, driving resilient growth and elevating the broader ecosystem. Organizations are increasingly managing climate risk, regulatory complexity and rapid digital transformation simultaneously.

HCLTech addresses this evolving landscape with the view that sustainable progress is most impactful when innovation is applied with purpose and embedded into core business processes, shaping system design, decision-making and technology governance.

Ideapreneurship and innovation

Ideapreneurship continues to be a defining element of HCLTech's culture, fostering a collaborative environment where employees actively ideate, innovate and co-create value with clients. The Value Creation Portal serves as a key enabler in this journey, bringing together diverse insights and expertise from across the organization to drive client-centric innovation.

During FY26, the Value Creation Initiative delivered strong and measurable outcomes, reinforcing our commitment to sustainable value creation and highlighting the scale and impact of our innovation-driven approach. This ongoing commitment reflects our focus on embedding innovation at the core of client engagement while driving long-term, sustainable business impact.

Empowering ideapreneurs to create meaningful business impact

FY26 Highlights

$1.6 billion
in value delivered to clients over and above contractual commitments

18,980 ideas
generated of which 8,580 were successfully implemented

37,500 unique contributors
participated on the platform

Responsible AI

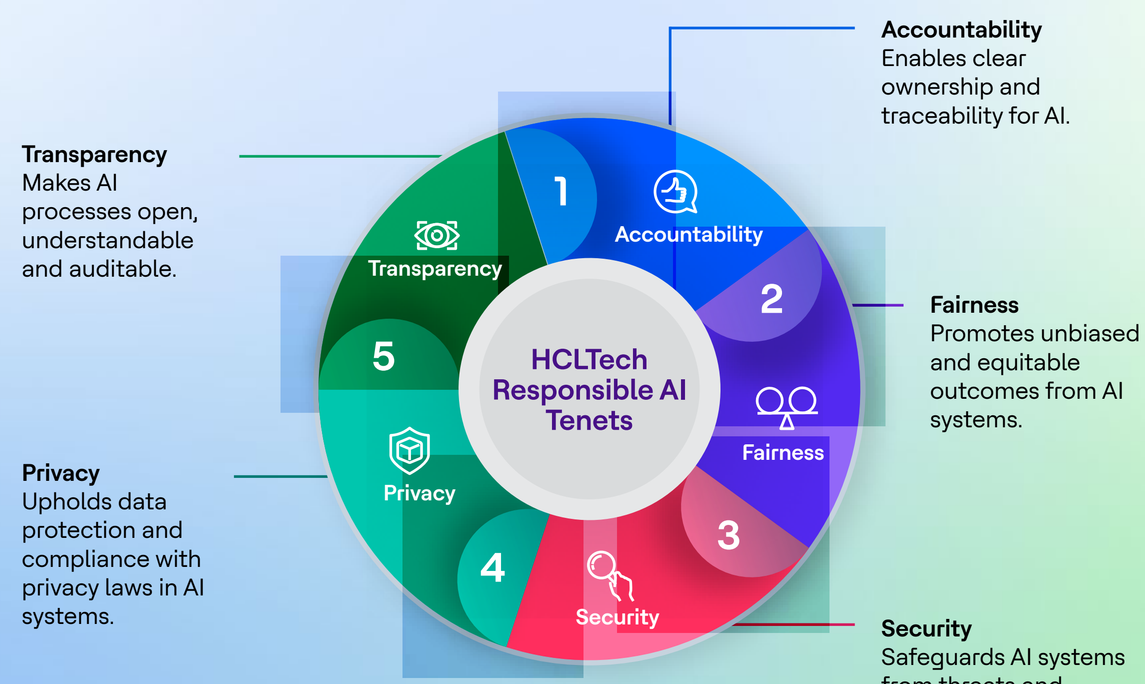
At HCLTech, AI is built on a foundation of responsibility, trust and social consciousness. As a proud member of the Responsible AI Institute, HCLTech is committed to shaping AI that is safe, ethical and sustainable. During the year, we joined the AI Verify Foundation and signed the EU AI Pact, reinforcing our commitment to the responsible development and deployment of AI technologies. Responsibility is engineered into every system from the first line of code, guided by the Office of Responsible AI and Governance (ORAIG), a dedicated office that steers both client engagements and internal initiatives toward ethical, transparent and compliant AI.

A framework of principles and guardrails

HCLTech's Responsible AI and Governance Framework rests on five core tenets — Accountability, Fairness, Security, Privacy and Transparency — integrated across the full AI lifecycle, from planning and design to development, testing, deployment and post-deployment monitoring. These tenets are reinforced by three layers of guardrails that scale with risk — from foundational standards that apply to every system, to adaptive risk-based controls, to societal safeguards that keep people at the center.

HCLTech's Responsible AI Framework

Five core tenets



Three layers of guardrails across the AI lifecycle

Foundational guardrails
Core ethical, technical and legal standards that make trust the default for every AI system

Risk based guardrails
Adaptive controls scaled to contextual risk, with red teaming, bias mitigation and explainability

Societal guardrails
Fairness, inclusion and human centered design that deliver value to people and society

First organization to earn the Responsible AI Institute's Organizational AI Governance Verification Badge

81 verified governance controls aligned to NIST AI RMF, ISO/IEC 42001 and the EU AI Act

HCLTech earns RAII Organizational AI Governance Verification Badge

Becoming the first organization to receive it from the Responsible AI Institute (RAII)

From policies to execution

To translate principles into daily practice, HCLTech has developed an AI Risk Management Policy and an AI Acceptable Usage Policy, aligned with recognized frameworks and regulations, including the EU AI Act, NIST AI RMF, ISO/IEC 42001 and ISO 23894. Access to AI systems, data and models is governed through structured authorization controls, ensuring that only approved users and use cases can leverage AI capabilities. Together, these policies guide secure, ethical and regulation-aligned use of AI across the organization and embed responsible practices throughout the AI lifecycle.

Testing, monitoring and a risk-based lens

HCLTech's lifecycle-based approach enables continuous monitoring of AI systems. It includes the cataloguing of AI models and datasets. It also incorporates regular algorithmic and data audits. These measures help detect model drift, performance degradation and unintended outcomes. They enable timely corrective action through structured feedback loops.

AI systems undergo structured testing for fairness, explainability, repeatability and observability. The approach draws on bias detection tools, explainability frameworks and model validation techniques. This ensures that AI-driven outcomes can be clearly interpreted. It also enables results to be reproduced consistently and trusted in real-world use. In alignment with regulations such as the EU AI Act, use cases are categorized by potential impact, with higher-risk systems subject to enhanced validation, governance and oversight.

Sustainability as a principle

Accountability extends to AI's own footprint. Through Responsible AI Engineering and Sustainability Design, HCLTech works to lower the ecological cost of AI across all stages, from energy-efficient model design to prompt efficiency that reduces the compute behind every interaction. For HCLTech, responsible AI and sustainable AI are the same commitment viewed from two angles; grounding innovation in trust, accountability and environmental stewardship.

AI as a sustainability multiplier

HCLTech uses AI and advanced analytics to help clients optimize energy use, improve asset efficiency, enhance forecasting and automate sustainability data management across complex, multi-geography operations.

This enables a shift from static reporting to decision-grade insights that uncover inefficiencies, anticipate risks and support faster response to change. AI acts as a multiplier, amplifying climate, efficiency and productivity gains while reducing manual effort and operational risk.

Case Study

AI for ESG Data Optimization

Why this matters. Enterprise sustainability teams are under pressure to report across dozens of evolving frameworks, integrate data from siloed source systems and respond to investor and regulator queries at unprecedented speed. Manual collection cycles slow decision-making, may introduce errors and hinder sustainability data from becoming a strategic asset. HCLTech's AI for ESG Data Optimization was built to change that.

HCLTech's AI for ESG Data Optimization automates the end-to-end ESG data lifecycle. It connects sustainability, operational and financial data into a unified data lake. The solution applies AI-driven anomaly detection and data quality scoring. It also accelerates disclosure cycles across global frameworks. In addition, it uses AI-assisted narrative generation to convert structured data into draft disclosures. These outputs are aligned with regulatory expectations.

The capability stack at a glance

Unified Single ESG data lake integrating sustainability, financial and operational systems	**AI driven** Anomaly detection and data quality scoring across every source feed
Automated Disclosure cycles across GRI, SASB, TCFD, CSRD, ISSB, IFRS S2, BRSR, US SEC	**Auditable** Full lineage, version control and reviewer trails for assurance readiness

How HCLTech deploys it for clients

- Discovery and design. HCLTech identifies the client's disclosure perimeter, source systems and reporting cadence, then designs the target ESG data architecture.
- Data lake build. Sustainability, operational and financial data flows are integrated into a single ESG data lake, replacing manual spreadsheet roll ups.
- AI enablement. Anomaly detection, data quality scoring, GenAI-assisted narrative generation and forecasting models are layered on top of the data lake.
- Disclosure automation. Cross-framework mapping and pre-built workflows automate the assembly of global framework and disclosures from the same underlying data.
- Continuous assurance. Audit trails, lineage and reviewer workflows are embedded throughout, so the same data set used for management decisions also satisfies external assurance.

Outcomes for clients

- Manual reporting effort reduced by a material margin, with disclosure cycle time compressed from quarters to weeks.
- Single source of truth for ESG, financial and operational data, improving consistency across disclosures and reducing restatement risk.
- Decision-grade insights available in near real-time, allowing leadership to anticipate ESG risk and prioritize mitigation rather than respond after the fact.
- Audit readiness embedded by design, with complete data lineage and reviewer trails available for assurance providers and regulators.

The bigger picture. AI for ESG Data Optimization is the clearest expression of HCLTech's AI as a Sustainability Multiplier proposition. It turns sustainability data from a once-a-year reporting obligation into a continuously available decision asset. This trusted data architecture supports AI-led sustainability solutions in the HCLTech portfolio.

Simplifying ESG and regulatory complexity

Innovation is central to simplifying the increasing complexity of ESG data and regulatory requirements. HCLTech is building an integrated digital ecosystem by enabling ESG data platforms, sustainability data lakes and automated reporting solutions that enhance data quality, traceability and audit readiness. By connecting sustainability, operational and financial data, HCLTech empowers clients to better manage risk, track performance and make informed decisions—shifting from compliance-driven reporting to integrated, performance-led sustainability management while elevating ecosystem-wide transparency and resilience.

Case Study

AI-powered energy optimization for an electronics manufacturing supplier

The challenge: An electronics manufacturing supplier in Mexico faced rising electricity costs at its manufacturing site, with underutilised machines operating at low efficiency, leading to higher energy consumption and Scope 2 emissions.

Solution: HCLTech deployed an AI solution that unified data across energy consumption, operational performance and maintenance to generate actionable, real-time insights. Capabilities included design-led use case discovery workshops, real-time and predictive energy analytics, a GenAI Copilot for recommendations, internal machine benchmarking, machine efficiency optimization via power factor monitoring and carbon intelligence for Scope 2 emissions.

Outcome: The solution reduced response times through automated machine troubleshooting, enabled preventive maintenance by anticipating failures and is projected to deliver a 7-12% reduction in energy consumption and Scope 2 emissions, with corresponding savings in electricity bills.

Case Study

EHS product selection and implementation support for a global tool manufacturing firm

The challenge: A global tool manufacturing firm needed to move from a limited, legacy SharePoint-based environment, health and safety (EHS) application to a best-in-class EHS platform, aligned with global scalability needs and future ESG compliance requirements.

Solution: HCLTech conducted a materiality-led capability assessment of the client's existing EHS application, documented current state processes, performed a detailed gap analysis against industry requirements, defined future state EHS requirements and designed a structured EHS product evaluation framework, including functional and technical scorecards. The engagement also provided implementation program management, rollout planning, governance and stakeholder coordination and structured change enablement, including user manuals and operational guide.

Outcome: The client successfully selected the best-fit EHS and ESG product from six evaluated market-leading solutions, embedding industry and ESG best practices into the solution design. Outcomes include a single integrated EHS and ESG compliance platform leveraging organizational synergies, improved user adoption and regulatory compliance readiness post implementation and a clear roadmap for future AI and analytics-led enhancements in EHS performance and reporting.

ESG advisory for a robust ESG reporting solution at a global power solutions leader

The challenge: A global power solutions leader needed to streamline ESG reporting across multiple global and regional disclosure frameworks (GRI, SASB, TCFD, CRFD, CSDDD, US SEC, California 253 and 261) and integrate enterprise ESG data into a single, audit-ready solution.

Solution: HCLTech defined a structured ESG product evaluation framework across functional, technical, data, commercial, maturity and vendor criteria, with quantifiable scoring metrics to enable objective product comparison. HCLTech designed an end-to-end ESG reporting and analytics solution, including the integration of the enterprise ESG data lake with the ESG reporting platform and implemented an ESG module across the seven disclosure frameworks.

Outcome: Nine ESG solutions were evaluated, creating a baseline for automated ESG reporting and analytics. ESG reporting was streamlined across seven global and regional frameworks using a single platform, with the enterprise data lake to ESG platform integration establishing a single source of truth. Manual effort and reporting complexity reduced through automation. Standardized workflows, data consistency, audit readiness and traceability improved across all disclosures.

Case Study

Enabling sustainability-aligned IT operations for a global energy company

The challenge: A global energy company needed to define its enterprise Sustainable IT vision across data centers, networks, end user devices, applications, device lifecycle and green cloud, with the ambition to make sustainability a measurable, accountable part of IT operations.

Solution: HCLTech initiated a sustainable IT design-thinking workshop to introduce global ESG trends and best practices, defined the client's sustainable IT vision across all relevant IT domains and exposed reporting and KPI gaps, including missing sustainability KPIs, no power usage visibility, limited device lifecycle tracking and no consolidated sustainability dashboards. A persona-driven analysis assigned ownership across the heads of data center, end user devices, sustainable IT and software and services.

Outcome: The client achieved a single-pane visibility of IT sustainability through unified dashboards aligned with corporate ESG goals, a prioritized list of use cases with a phased roadmap detailing sequence, focus areas and timelines and a business case outlining benefits and value drivers to support informed investment decisions in sustainable IT.

AI-led transformation of port operations for a global transportation and logistics leader

The challenge: A global transportation and logistics leader needed real-time situational awareness across complex port operations to improve safety, prevent incidents and optimize the movement of people, vehicles and assets across the site.

Solution: HCLTech integrated IP cameras and Video Management Systems with Edge AI for detection, monitoring and prevention on an AI-driven platform. Comprehensive AI models for people, vehicles and assets, powered by HCLTech's award-winning platform, were integrated with 5GNSS for precise vehicle location and accident avoidance. An application API software development kit enabled connection to third party applications and VMS and an AI-driven command center provided robust security around video data and system integrity.

Outcome: The client achieved faster response times through streamlined processes and improved visibility, reduced operational costs by minimizing manual effort and inefficiencies, improved operational efficiency through real-time insights and analytics and enabled seamless collaboration between local supervisors and operations teams for accurate insights and proactive incident prevention across critical infrastructure.

Case Study

Sustainability ratings readiness

Positioning for a global sustainability rating

We helped a European commercial refrigeration manufacturer prepare and streamline its sustainability data and communications, strengthening its position for organization-wide sustainability ratings, including EcoVadis. The engagement gave the client a clean, consistent evidence base and a clear story to tell across product and corporate sustainability.

What we delivered: A GHG accounting manual setting out uniform accounting guidelines and procedures, a conflict mineral policy statement, a defined KPI set with an engineering supplier ESG assessment and a communication strategy to showcase product and corporate sustainability practices on the client's sustainability webpage.

Scope 3 data foundation

A data foundation for gigaton-scale emissions reduction

We built a reliable, scalable technical data foundation for end-to-end Scope 3 emissions assessment across an HVAC product portfolio, including boilers and heat pumps. By systematically collecting, validating and structuring detailed product specifications, we enabled accurate lifecycle emissions assessments aligned with the GHG Protocol and quantified emissions reduction potential at scale. Complex product data became actionable sustainability insight.

What we delivered: Enhanced ESG reporting, informed product design and portfolio decisions and the integration of high-efficiency, low-carbon solutions into the company's broader market offerings.

Platform-enabled disclosure

Standing up Scope 3 reporting on an enterprise ESG platform

We enabled Scope 3 reporting for categories 1, 11 and 12 for FY25 on an enterprise ESG platform, uploading quarterly sales volume data across roughly 200 product categories. Each product was mapped by main and subcategory, energy source, region and business area across food, laundry and beverage lines. The platform then generated energy consumption values, emissions and emission factors automatically, which we reviewed for accuracy.

What we delivered: Validated emissions and emission factors for categories 1, 11 and 12, with category 11 data confirmed to correctly support categories 1 and 12; data mismatches documented for correction; and structured feedback shared on platform performance from hands-on use.

Case Study

Life cycle assessment and EPD

From cradle to grave assessment to a verified Environmental Product Declaration

We conducted a Life Cycle Assessment (LCA) for a commercial tumble dryer, assessing every stage from raw material to end of life in line with ISO 14040, ISO 14044, ISO 14025 and EN 50693, using recognized LCA software, a current life cycle inventory database and 2023 primary data. The Environmental Product Declaration was prepared in line with PCR 2024:06 requirements and it successfully went through independent third-party review and verification under the International EPD System. We navigated delayed primary data, component-level data gaps and multiple verification cycles to reach a fully verified result.

What we delivered: A peer-verified Environmental Product Declaration, prepared to PCR 2024:06 and ready for publication under the International EPD System.

Ecosystem Development

Client advocacy as a guiding principle

The defining sustainability challenges of our time, including decarbonization, water security, circularity and the responsible use of AI, are deeply interconnected and cannot be solved by any single organization acting alone. HCLTech's sustainability proposition is therefore collaborative by design. By combining HCLTech's engineering DNA and intellectual property with the reach and expertise of a curated partner ecosystem, we help clients move from ambition to execution and extend the impact of every solution well beyond the boundary of a single engagement. Water is one of the areas where this philosophy comes to life.

Ecosystems in action: the HCL Group and UpLink Aquapreneur Innovation Initiative

Through the Aquapreneur Innovation Initiative, HCL Group partnered with UpLink, the early-stage innovation ecosystem of the World Economic Forum and its food and water Initiative, committing CHF 15 million over five years to build a first-of-its-kind innovation ecosystem for the global freshwater sector. Announced at the World Economic Forum's Annual Meeting in Davos in May 2022, the initiative sources and scales the world's most promising freshwater innovators, the Aquapreneurs, through a series of five UpLink Innovation Challenges, with the ambition to accelerate the growth of and investment in up to 50 selected water startups.

The initiative is built to do far more than fund. The winners of the challenges, termed UpLink Ventures, are introduced to an ecosystem of early-stage investors, corporates, international organizations and public sector partners. This helps the ventures gain connections to funders and markets, peer-to-peer mentorship and the credibility and visibility they need to scale. The current Transforming Water Systems challenge spans digital innovation, industrial resilience and supply security, with 10 winners set to share a CHF 1.75 million award at Davos in January 2027. By bringing together governments, investors and innovators around a single shared challenge, the initiative shows precisely how HCL Group mobilizes an ecosystem to solve problems that no organization could solve alone. HCL Group extends this impact further, bringing these Aquapreneurs directly into HCLTech client sustainability solutions and embedding their freshwater innovations into the engagements where they can deliver measurable results at enterprise scale.

A holistic approach to the sustainability market

HCLTech engages the sustainability market through a deliberately broad ecosystem strategy rather than a single channel. This approach spans long-standing enterprise relationships, industry-specific go-to-market models, platform-led solutions and a startup ecosystem that brings emerging capability and active participation in academic and industry associations. Bringing these together allows HCLTech to match each client challenge with the right blend of advisory depth, proven platforms and specialist innovation and to scale solutions across complex, multi-geography operations.

Our partner ecosystem

HCLTech's sustainability ecosystem is structured for breadth and depth. It spans seven complementary partner categories, from global consultancies and the world's leading hyperscalers to specialist sustainability software companies, frontier engineering firms and the academic and standard-setting institutions that govern responsible technology. The strength of this network lies less in its scale than in how HCLTech orchestrates it.

At the technology core, HCLTech co-engineers and scales low-carbon, resilient digital solutions with hyperscalers and enterprise platform leaders, including AWS, Microsoft, Google Cloud, SAP, ServiceNow, NVIDIA and OpenAI. Cloud emissions data sourced directly from these partners also feeds HCLTech's own value chain accounting, improving the accuracy of the insight it provides to clients. Beyond technology, HCLTech collaborates with some of the world's leading research institutions, such as the MIT Media Lab and IIT Kharagpur and contributes to the architecture of collective action through global bodies, including the World Economic Forum, the Water Resilience Coalition and the Responsible AI Institute. Together, these relationships allow HCLTech to widen the impact of every solution.

Seven complementary partner categories, orchestrated by HCLTech into outcomes for clients

Consulting	Sustainability Data	Niche Segment	Engineering
Sustainability Product	Hyperscalers & Enterprise	Academia & Global Bodies	

HCLTech Ecosystem orchestrator: engineering DNA and IP paired with partner reach and specialization

Technology core	Research institutions	Global bodies and standards
Co-engineering and scaling low carbon, resilient digital solutions	Collaborating at the frontier of next generation research	Shaping the standards the whole industry relies on
AWS, **Microsoft**, **Google Cloud**, **SAP**, **ServiceNow**, **NVIDIA**, **OpenAI**	**MIT Media Lab**, **IIT Kharagpur**	**World Economic Forum**, **Water Resilience Coalition**, **Responsible AI Institute**

Partner cloud emissions data feeds HCLTech's value chain accounting, extending every solution's impact beyond a single engagement.

Shaping the standards that govern responsible technology

HCLTech does not simply comply with emerging standards, it helps shape them. The Company is an active member of the Responsible AI Institute, the global nonprofit advancing trustworthy AI, where it has earned the Organizational AI Governance Verification Badge for the maturity of its governance practices. It is a member of AI Verify Foundation, contributing to the open-source testing tools and frameworks that allow enterprises to validate AI systems against recognized benchmarks. And through the AI Governance Alliance, convened by the World Economic Forum, HCLTech works alongside industry, government, academia and civil society to champion the responsible design, development and deployment of AI worldwide.

This commitment extends to environmental stewardship. HCLTech advances shared water security goals at a basin and industry level through the United Nations Global Compact CEO Water Mandate and the Water Resilience Coalition. HCLTech demonstrates credible sustainability leadership by actively participating in these reputed global bodies.

Co-innovation at scale

HCLTech leverages ecosystem relationships to shape tangible innovation through a network of co-innovation labs operated jointly with clients, technology partners and academia. These facilities, including a dedicated Green Software Engineering Lab, develop and test sustainability solutions across green software, circular product design, intelligent buildings, smart manufacturing and sustainable IT.

This commitment to frontier research extends into artificial intelligence. HCLTech has joined the MIT Media Lab to collaborate on next-generation AI research. This partnership allows HCLTech and its partners to move from concept to validated solution quickly and to bring the benefit of pooled expertise to every client engagement.

Convening the conversation

Beyond delivery, HCLTech convenes the sustainability ecosystem to advance collective learning. Through its Tech2Sustain roundtable program, the Company brings industry leaders together periodically to share insights on the role of technology in driving sustainable outcomes, engaging senior leaders across a range of participating companies in candid, cross-sector dialogue. These forums strengthen the relationships and shared understanding on which credible, scaled sustainability action depends.

Recognised for the strength of our ecosystem

The strength of HCLTech's partner ecosystem is externally validated. HCLTech has been named a Leader in Avasant's Tech-enabled Sustainability Services RadarView for the second consecutive year, one of only six services providers recognized out of 58, earning a perfect score across Practice Maturity, Investments and Innovation and Partner Ecosystem. Recognition in leading analyst evaluations reflects HCLTech's cutting-edge use of AI, automation, analytics and IoT, delivered through a collaborative ecosystem, to address global sustainability challenges.

The outcome

HCLTech turns the interconnected nature of sustainability risk into a source of collective strength by embedding partnership into the way the Company designs, delivers and scales sustainability solutions. Clients gain access to shared innovation and pooled expertise, partners gain a route to scale and the broader industry benefits from standards shaped by practitioners who apply them every day.

Client Touchpoint

At HCLTech, client satisfaction is not just a goal, it is a guiding principle. The Company adheres to ISO 9001:2015 standards, ensuring quality and service excellence are built into every aspect of operations. Client feedback is treated as a catalyst for continuous improvement and is governed through a structured framework that translates listening into decisive action.

Client relationship management

HCLTech operates an established client relationship management approach that integrates multiple engagement and feedback channels across the client lifecycle, with defined governance mechanisms to review feedback, prioritize actions and track closures through leadership forums and tools such as CRISP. Clients engage through online form submissions, direct email and dedicated phone-based support models as well as in-person engagement through account governance forums, quarterly business reviews and steering committees. Feedback is then incorporated into service and product improvement through ACSAT-driven actions, playback sessions and CRISP governance.

Client satisfaction measurement

HCLTech measures customer satisfaction through a structured, annual ACSAT (Account level Customer Satisfaction) program, supported by periodic pulse checks and governance touchpoints such as Customer Advisory Boards and the CREST client cadence framework. ACSAT outcomes are tracked at the account level and reviewed by senior leadership as part of performance governance, with outcomes and trends communicated externally through the Annual Report and Sustainability Report. Targets to improve satisfaction are set at the service line level and the vertical level and tracked internally. Client feedback is collected through anonymized surveys to reinforce transparency and trust.

How HCLTech listens

Multi-layered feedback. Client feedback is systematically captured through project-level satisfaction surveys (PCSAT) across active engagements, independently administered account-level satisfaction surveys (ACSAT) that provide an annual health assessment of client relationships, regular client engagement forums and monthly account connects that enable continuous listening and early identification of concerns.

Client Advocacy Group. HCLTech's dedicated Client Advocacy Group leads a dynamic, multi layered feedback system, combining periodic check-ins with real-time, event-driven surveys to listen deeply and act decisively.

How HCLTech governs and acts

CREST, the engagement framework. HCLTech's structured client cadence framework brings consistency, depth and purpose to every client interaction. It fosters meaningful dialogue between HCLTech leadership and client stakeholders, aligning every conversation with client priorities, including ESG and sustainability.

CRISP, issue resolution. Feedback is actioned through the Client Relationship Improvement and Solutioning Partnership, an enterprise-wide framework focused on root cause analysis, corrective and preventive action and solutioning, so that client feedback translates into measurable service improvements and institutional learning.

Quarterly and Executive Business Reviews. Issues raised by clients or by line of business leadership are reviewed, assigned clear ownership and tracked through QBRs and EBRs, ensuring senior management oversight and closure assurance.

Customer Advisory Boards. Comprising CXO-level client representatives, Customer Advisory Boards provide directional guidance on service delivery, governance effectiveness and evolving customer expectations.

Whistleblower mechanism. HCLTech maintains an independent whistleblower mechanism for all stakeholders, including customers, to report unethical or improper practices, reinforcing ethical conduct and trust.

Complaint handling and resolution

HCLTech maintains formal grievance and complaint mechanisms for all stakeholders, including customers. Complaints related to unethical or improper practices can be raised through the whistleblower mechanism: whistleblower@hcltech.com, with defined acknowledgment and handling processes and oversight through established governance structures. In FY26, HCLTech recorded NIL consumer complaints across data privacy, advertising, cybersecurity and restrictive and unfair trade practices.

Looking ahead

Client and ecosystem sustainability will remain central to HCLTech's growth model, with the path forward anchored in what has already proven its value and where client demand is accelerating:

- Scaling AI for ESG Data Optimization into more client environments to replace manual reporting with audit-ready, decision-grade insight.
- Deepening Responsible AI governance on the strength of its industry-first verification, through ORAIG, ISO 42001 alignment and ecosystem leadership.
- Widening the partner and co innovation ecosystem so that frontier innovation reaches more clients faster than any single provider could deliver alone.
- Acting on the ESG priorities clients already surface through ACSAT and CREST to co create measurable outcomes.

Progress will continue to be measured transparently, so that HCLTech moves from enabling sustainability for individual clients to orchestrating it across entire value chains.

Community Impact and Inclusive Growth

Community Impact and Inclusive Growth

Where business strength meets social purpose

In India, HCLTech's social responsibility agenda is driven through HCLFoundation, which delivers high-impact, long-term programs across education; grassroot sports; health and sanitation; skill development and livelihoods; environment; and disaster risk reduction and response.

Over the past 15 years, HCLFoundation has transformed intent into enterprise-grade execution, embedding rigor, accountability and measurable outcomes into every intervention. Its footprint now spans 20 states and 3 union territories, reflecting both depth and reach.

To date, our initiatives have impacted more than 8.4 million lives, including 54% women, while water stewardship efforts have harvested over 155 billion liters of water. In FY26 alone, HCLTech employees contributed more than 765,000 hours of volunteering and our partnership with FEBA reached 12.2 million lives across 19 European Union countries and Turkey.

These outcomes reflect our commitment to building resilient communities, advancing equity and creating sustainable value that extends far beyond our business operations.

INR 1,984 Cr
(approximately $223.47 million)
Total India CSR deployment since inception, channelled through HCLFoundation

8.4 million+ lives
Touched till date, 54% women, across 20 states and 3 union territories

HCLFoundation FY26 Highlights

People and Communities

765,000+
Hours of HCLTech employee volunteering

163,000+
People linked with social security schemes

43,000+
Youth trained in 21st century skills (85% placement)

10,000+
Exclusive women-led SHGs impacting over 116,000 women

10,948
Students supported under Uday (89% Class 10 pass)

22,000+
Students reached through Sports for Change

Planet and Restoration

155B+ Liters
Water harvested cumulatively (47.5B Liters in FY26)

74,000
Acres greened and under community management

3.5M+
Saplings planted till date through plantation drives

Partnerships and Recognition

$5M
HCLTech Americas Grant over five years

4,500+
Artisans across 40+ clusters via My E-Haat

Eight
New government partnerships signed in FY26

11
Major awards received during the year

#2
Hurun India Impact 50 – 2026

How HCLFoundation works

HCLFoundation drives the CSR agenda of HCLTech in India through five flagship programmes and four special initiatives, each aligned to a material development priority. Governance sits with the CSR Committee of the Board, chaired by Ms. Roshni Nadar Malhotra.

Strategic direction is provided by Dr. Nidhi Pundhir, Senior Vice President — Global CSR, HCLTech and Director, HCLFoundation. Program execution rests with on-ground teams in multiple locations across India.

The portfolio addresses

Harit — Environment

Uday, My Clean City — Urban transformation

Samuday, HCLTech Grant — Rural development

My E-Haat — Artisan livelihoods

Sports for Change — Sports for inclusion

Academy — Capacity building

Power of One — Employee volunteering

Harit

Environment Action

Harit, HCLFoundation's flagship environmental initiative, is designed to conserve, restore and strengthen indigenous ecosystems while advancing sustainable climate action through active community participation.

Harit delivered a defining milestone in FY26, reaching 155 billion liters of cumulative water harvesting signalling scale with scientific rigor. Through waterbody restoration, resilient infrastructure and nature-based solutions across water-stressed regions, Harit is strengthening water security, enhancing climate resilience and enabling communities to sustainably manage and preserve their natural resources.

The Tamil Nadu Government recognized this work with the Best Water Conservation Award, Industry body ASSOCHAM followed with the Excellence in Water Conservation and Climate Change Mitigation Award.

181,797 saplings
saplings of terrestrial, mangrove and shelter belt species planted

120,833 kg
of ghost nets and marine debris collected

483 acres
of ecosystem value improved; 84 acres of waterbodies rejuvenated

70,901 people
reached through environmental education and awareness

The first Harit Summit, held in Delhi NCR in February 2026, brought together 250+ participants from 105+ organizations along with Padma Bhushan awardee Dr Anil Prakash Joshi and Padma Shri awardee Jadav Molai Payeng. Generation for Climate Action (GenCAN) was selected as an Outstanding Flagship Project in the RCE Awards 2025 by the United Nations University, engaging 2,147 student leaders across 256 schools.

Case Study

Rejuvenation of Traditional Water Body (Madurai, Tamil Nadu)

Madurai's Surakulam Kanmoi, a 4.53 acre traditional water reservoir (Oorani), was rejuvenated by a community-led effort that increased its water-holding capacity by 27 million liters. HCLFoundation funded the restoration project while the community pays for the maintenance.

Capacity building in action: enabling community-led environmental stewardship

Case Study

Yamuna case study

HCLFoundation has instituted integrated river basin stewardship in the Yamuna basin, systematically addressing water stress, ecological degradation and pollution through a holistic, systems-oriented framework. Anchored within the CEO Water Mandate and the Water Resilience Coalition, the initiative advances collective corporate action across priority basins by 2030 and aligns with SDG 6, SDG 13 and SDG 15. The model synthesizes nature-based interventions, hydrological stewardship, circular waste management and community-centric governance to generate scalable and replicable outcomes. A pioneering "source code" ecosystem methodology has catalyzed the transformation of degraded landscapes into biodiversity-rich urban forests through strategic collaborations with district administrations and the National Mission for Clean Ganga (NMCG), while preserving governmental custodianship of land resources. Participatory stewardship remains central, with communities contributing both financially and technically, while embedding indigenous knowledge into design and maintenance. Waste management efforts mitigate plastic leakage, while initiatives near heritage landscapes, including the Taj Mahal, integrate ecological restoration. Through multi-stakeholder convergence and technology-enabled scaling, the initiative aspires to establish a resilient, water-positive Yamuna ecosystem.

Uday

Inclusive Urban Development

The Uday program is designed to address urban poverty through a multi-pronged approach, tackling critical challenges across healthcare, education, livelihoods and sanitation.

It operates across seven cities at the intersection of early childhood care, education, health, water and sanitation, skilling and livelihoods, focused on the most vulnerable urban communities.

10,948 students supported, with an 89% pass rate for Class 10 and 91.6% for Class 12

21,000+ children received eye care screenings, 16,000+ individuals reached through cancer screening

43,000+ youth trained in 21st century skills — logistics, IoT, cybersecurity, apparel manufacturing technology — with 85% placement

78,500+ participants engaged in Skill Development and Livelihood programs; 1,878 Anganwadi workers upskilled in play-based pedagogy

10,000+ exclusive women-led SHGs impacting over 116,000 women, earning an average INR 10,000 (approximately $112) a month

AI in public health

At Uday, AI is being meaningfully integrated into public health efforts to support healthcare staff, enhance decision-making and deliver better outcomes for people. Through the VinCense mHealth platform, communities benefit from early risk stratification for NCDs, while large-scale screenings led by ASHA workers enable proactive health interventions. Innovations such as affordable haemoglobin testing and AI-enabled lung cancer screening are improving early detection, accessibility and health outcomes at scale.

Samuday

Rural Transformation

Samuday celebrated ten years of driving integrated rural development through a sustainable and replicable model spanning health, education, livelihoods, agriculture, environment and WASH. To mark the milestone, HCLFoundation hosted the Samuday Rural Development Conference in Lucknow with the Chief Secretary of Uttar Pradesh as Chief Guest. The convening saw government leaders, development experts, partners and community representatives to reflect on a decade of impact, exchange insights and shape a collective vision for the future of rural transformation.

The program expanded to 10 new districts of UP through the MAATI (Market based Agri Allied Transformation Initiative) project. **Hardoi became the first district in UP with all Community Health Centres electrified through rooftop solar**. We also opened a Counselling and Digital Access Center and the Samuday Sports Complex in Hardoi this year.

Creating safe, engaging spaces for dialogue on menstrual hygiene

101,464 adolescents
screened for anaemia across five blocks of Hardoi; prevalence reduced by 20–22%

155 Gram Panchayats
declared TB-free in Hardoi

3,668 households
connected to a solar mini grid network; 435 kW of renewable infrastructure developed

32,000+ households
in Hardoi covered for door-to-door waste collection

1,104 schools, 136,172 students
reached through Happy School ICT enabled smart classrooms across 11 blocks

The HCLTech Board of Directors led by Chairperson Ms. Roshni Nadar Malhotra visited Samuday in Hardoi, Uttar Pradesh, as part of its commitment to informed CSR governance and stakeholder engagement. Through direct interactions with communities and on-ground exposure to interventions across water security, livelihoods, healthcare, nutrition, renewable energy and digital access, the Board gained valuable insights into the programme's impact, sustainability and long-term development outcomes. The visit also included the inauguration of community infrastructure and the foundation-laying of new institutions designed to strengthen the region's future growth and resilience.

Case Study

Cervical and Breast Cancer Awareness and Screening (Madurai, Tamil Nadu)

In urban slum communities, low awareness and stigma often delay life-saving cancer screenings. Supported by HCL Foundation, FPAI Madurai led targeted interventions in Karumpalai through awareness drives, screening camps and follow-up care. The initiative reached 388 women, with 286 undergoing Pap smears and all receiving clinical breast examinations. Counselling and referrals reduced fear, improved first-time screening uptake and strengthened community trust in preventive healthcare systems.

My Clean City

My Clean City addresses issues such as single use plastic pollution, untreated waste, contaminated water and the dignity and safety of sanitation workers. **The HomoSEP SEWER robot**, India's first septic tank and manhole cleaning robot with a 2,000-liter tank capacity, was donated to Noida Authority. It cleaned 636 underground sewage drains and removed 114,000+ liters of sludge without human entry into manholes. The program expanded to three new cities in Uttar Pradesh — Agra, Hardoi and Prayagraj — and sensitized 24,000+ households on source segregation.

My Clean City by HCLFoundation, in partnership with the Noida Authority, organized Swachhata Mela 2026, engaging over 5,000 stakeholders to celebrate progress in cleanliness and sustainable living while driving awareness on waste management and responsible behavior. The event combined expert dialogues, interactive exhibitions and community participation, with a strong focus on recognizing grassroots contributors—felicitating sanitation workers, students and Waste Champions and distributing sanitation kits to 5,100 Safai Karamcharis (Cleaners)—reinforcing collective ownership of Noida's cleanliness agenda.

Community action in motion: driving cleaner and healthier neighborhoods

HCLTech Grant

Launched in 2015, the HCLTech Grant empowers NGOs to drive scalable, high-impact transformation across rural India, strengthening community resilience through innovation, governance excellence and sustained impact delivery.

The program marked a significant milestone during the year with the successful completion of its 10th edition in India. Water and Biodiversity were introduced as two new categories, bringing the total to four core focus areas, with annual commitment now at INR 24 crores (approximately $2.9 million). The winning NGO from each category receives a grant of INR 5 crore (approximately $563,500) for a four-year project while the two runners-up from each category are awarded INR 50 lakhs each (approximately $56,350) for a two-year project.

21,953 people
provided livelihood opportunities; 68,503 acres of land brought under tree cover

305,520 saplings
planted; 161 indigenous varieties of paddy, 30 species of fruits and 24 species of fish conserved

12,306 NAAT tests
for TB conducted; 11,678 preterm babies screened for retinopathy of prematurity

1,866 applications
received for Edition XI of HCLTech Grant; 318,604 km traveled across 73 districts in 20 states and 3 union territories over 38 days of due diligence

Celebrating a decade of impact: HCLTech Grant marks its 10th edition

Case Study

Habitat and Grassland Restoration (Kutch, Gujarat)

In Abdasa, Kutch, degradation of grazing lands threatened livelihoods and biodiversity. Supported by the HCLTech Grant, The Corbett Foundation restored grasslands by removing invasive Neltuma juliflora and enriching soil with biochar. Communities now practice controlled, rotational grazing, strengthening ecological balance and climate resilience. In FY26, 200 acres were restored and 4.9 lakh kg biomass converted to biochar. Improved fodder availability supported biodiversity recovery and sustainable local livelihoods.

My E-Haat

My E-Haat is an initiative that strengthens community well-being by empowering artisan ecosystems through market access, skill development and digital inclusion.

In FY26, it engaged 4,500+ artisans across 40+ clusters in 13 states, enhancing livelihoods and resilience. The third edition of the My E-Haat Conclave, held at Noida Haat under the theme "Woven Stories: The Looms of Legacy," convened a diverse ecosystem of stakeholders, including government, civil society, academia and industry representatives, to catalyse collaborative pathways for artisan empowerment. Further reinforcing its impact narrative, My E-Haat short film "An Ode to Indian Artisans," was recognized as the Best CSR Film for Artisan Empowerment at the 3rd Socio CSR Film Awards.

Strengthening transparency and trust across the value chain, HCLFoundation partnered with Kosha.ai to introduce traceability and authenticity into the handmade ecosystem, transforming fragmented craft practices into structured, verifiable data systems. This not only enhances market confidence but also positions artisans more competitively in evolving global value chains. Across regions, HCLTech's engagement with artisan communities continues to sustain and revitalize distinctive craft traditions from the vibrant Pochampally (Ikkat) weaves of Telangana to the intricate Benarasi textiles of Varanasi, the delicate Chikankari embroidery of Lucknow and the handloom traditions of Barabanki. Through these sustained efforts, My E-Haat is not only preserving heritage skills but also unlocking dignified livelihood opportunities, strengthening the social and cultural fabric of communities at scale.

My E-Haat: sustaining craft, strengthening communities

Case Study

Connecting Artisans to Customers (Lucknow, Uttar Pradesh

The brand "Shwet", launched with HCLFoundation partner Safe Society to promote Chikankari handloom products, has now been incorporated as Shwet Private Limited, a company fully owned and led by women artisans, including its Board of directors. A promise made at launch, kept in full.

Sports for Change

Sports for Change (SFC) advances community well-being by leveraging sport as a catalyst for inclusion, leadership and social transformation. It enables underserved children and youth to realize their potential through structured training, access to infrastructure and holistic development pathways.

Since its inception, the initiative has reached 74,449 lives with 55% female participation. In its 7th edition, the SFC Competition engaged 12,256 children from 14 states across 11 sports. The new SFC Excellence Leagues ran nine competitions across Football, Kabaddi, Volleyball and Girls Cricket, with 844 students competing against professional guest teams.

22,000+ students reached: 141 in national level and 9 in international level tournaments

27 international and 490 national players have emerged through SFC since inception

440 para-athletes supported, including gifting of advanced equipment to 14 elite athletes equipped through partnership with the Paralympic Committee of India

131 wheelchairs provided across five states with the Wheelchair Basketball Association; 120 blind football athletes supported in Tamil Nadu

Case Study

Akshaya, sprinter

From a single-income family in Tamil Nadu, Akshaya was introduced to sports by HCLFoundation, with SFC providing the financial and travel support to reach national camps. Her achievements now include silver at the 2023 Under 18 Asian Championship and bronze at the 2025 Under 20 Asian Championship

Academy

Through Academy, HCLFoundation drives capacity building across the development sector:

27,000+ learner engagements in FY26, with an upgraded Learning Management System administering 300+ concurrent online examinations

Programs such as ARSH for You and CSR: Its Applied Aspects, alongside webinar series on child safety, craft, diabetes, mental health and rabies prevention, collectively engaged 900+ participants

Power of One

Power of One is an employee volunteering and payroll giving program as well as the cornerstone of the HCLFoundation's work for positive urban transformation. It is based on the belief that a small contribution made by the HCLTechies or time spent in community service can make a significant difference in society. The spirit of 'giving back' and engaging with nation-building lays framework of the program.

7,760+ HCLTechies clocked 28,130+ hours in support of HCL Foundation initiatives pan India

69 HCLTech clients were engaged across Foundation sites to showcase impact and collaborate

1,580+ employees voluntarily donated blood

336 young minds and sporting talents were supported through the My Scholar payroll giving initiative

Case Study

Paramesh Gupta, Vijayawada

Paramesh contributed 243 volunteer hours and positively impacted 705 beneficiaries in a short span of time — from accompanying 100+ children on a train journey to Tumkur for the SFC South Zone Championship to capacity building sessions at the Yuvakendra Skill Development Center

Transforming employee passion into collective community impact

Digital Inclusion

Closing the digital divide

Digital infrastructure should leave no one behind. Through HCLFoundation's CSR programs in India and country level initiatives across the Americas, EMEA and APAC, HCLTech's digital inclusion work has impacted millions of lives to date, building digital literacy, accessibility and access to opportunity.

46,000+ schools

Reached through Digital Literacy, Coding, Computational Thinking (DLCC) and AI program across Uttar Pradesh with the Basic Education Department

1,300+ students

Benefiting from ICT labs established by HCLTech and Anglo American in South Africa's Northern Cape

How HCLTech advances digital inclusion

Inclusive design as default. Accessibility, language inclusion and pricing inclusion are integrated into HCLTech's product and go-to-market strategies, supported by ORAIG's Responsible AI principles. This addresses the social and reputational risk of technology solutions that inadvertently exclude underserved populations through inaccessible design.

HCLFoundation led community access. HCLFoundation's digital inclusion initiatives reach community members across India, the Americas, EMEA and APAC. These include digital and financial literacy training, infrastructure access in underserved schools and skill development programs for women, youth and persons with disabilities.

Employee-led volunteering. HCLTech employees worldwide contribute time and skills to extend digital access, from refurbishing laptops for zero waste digital inclusion to running coding workshops for primary school children.

Featured digital inclusion programs

India, DLCC and AI in Hardoi schools

Under HCLFoundation's Samuday rural transformation program, the Digital Literacy, Coding, Computational Thinking and AI (DLCC and AI) initiative was piloted in 26 schools of Hardoi and is now being replicated across 46,000 plus schools in Uttar Pradesh in collaboration with the Basic Education Department. Through the Happy School intervention, ICT enabled smart classrooms reach 1,104 schools, 136,172 students and over 2,000 trained teachers across 11 blocks of Hardoi.

South Africa, ICT labs in primary schools

In partnership with Anglo American, HCLTech established ICT labs at Moraladi Primary School and Robanyane Toto Primary School in the Northern Cape, benefiting more than 1,300 students through improved digital learning infrastructure. A separate collaboration with MTN Group upgraded digital infrastructure at Rutasetshaba High School in the Sedibeng West District. HCLTech also supported the South African Guide Dogs Association for the Blind by upgrading a digital lecture room with assistive technology, benefiting 379 individuals.

Brazil, Eu Cidadão

In Brazil, HCLTech advanced digital inclusion through the Eu Cidadão project, running computer and mobile learning workshops in São Leopoldo that helped more than 50 participants from vulnerable communities gain digital skills. The partnership now spans over a decade of community impact in southern Brazil.

Poland, Sarigato Foundation laptop refurbishment

HCLTech volunteers in Poland contributed to digital inclusion by refurbishing laptops at the Sarigato Foundation, supporting youth education and promoting zero waste practices. The initiative combines circular economy principles with educational access.

Fostering innovation with Digital Labs for children in South Africa

Global CSR

Beyond India - the same blueprint, locally adapted

HCLFoundation in India is the source code for how HCLTech engages communities worldwide — a codified, structured, scalable blueprint for socioeconomic and environmental development. A **global CSR Council** guides the work across regions, supported by **voluntary, country-based networks of HCLTech employees.** These councils serve as the link between HCLTech's CSR vision and grassroots action: members hold the work accountable at a local level, identify credible non-profit partners, surface community needs and inspire wider employee participation.

The portfolio addresses **environmental sustainability, education, health, well-being, disability inclusion, food security, community development and disaster response** — adapted in every market to the issues that matter most locally.

Global CSR at a glance

$5 million
Committed over five years through the HCLTech Grant for Climate Action in the Americas

12.2 million lives
Reached through the HCLTech × FEBA partnership across 19 European countries and Turkey

FY26 Highlights

$1 million
awarded annually to winning NGOs and runner ups from 10 Countries across the Americas under the HCLTech Grant for Climate Action (Americas)

Osa Conservation
deemed winner, Daily Acts and Ocean Wise announced runners up

13-year of partnership
with The King's Trust in the United Kingdom, 45+ young adults upskilled through four Get Started with Technology programs in 2025

26 youth led STEAM Project Awards
funded by HCLTech across 15 countries through the Girl Up partnership

67 awardees
strengthened through the Girl Up Innovation Lab; 3 HCLTech employees engaged as mentors

351 food banks and 43,000 charitable partners
supported through the HCLTech × FEBA partnership

15,000 saplings
planted by HCLTech employees and families in Teleorman County, Romania

1,300+ students
benefited from ICT labs established by HCLTech and Anglo American at two primary schools in South Africa's Northern Cape

600+ young women leaders
convened by HCLTech at the Girl Up Global Leadership Summit under the theme "Unmuted: Girls Resetting the System"

52 units
of blood and plasma donated by HCLTech employees in Canada with Canadian Blood Services

120 Ukrainian refugees
reached through HCLTech employee gatherings at the NIĆ café bookstore in Kraków, Poland

HCLTech Grant for Climate Action in the Americas

Announced in September 2023, the HCLTech Grant for Climate Action in the Americas is our flagship global climate commitment. **HCLTech has pledged $5 million over five years** to impact focused, Americas based not-for-profit organizations advancing climate action and biodiversity conservation.

Each annual cycle distributes $1 million across three NGOs:

$500,000 to one category winner	**$250,000** to each of two runners up

The grant is open to NGOs across 10 countries in the Americas: the United States, Canada, Mexico, Guatemala, Costa Rica, Brazil, Panama, Peru, Argentina and Colombia. Winners receive virtual roundtable support and collaboration opportunity with a global consulting partner alongside the financial award.

Second Edition winners — 2025

Osa Conservation — Costa Rica (Winner).

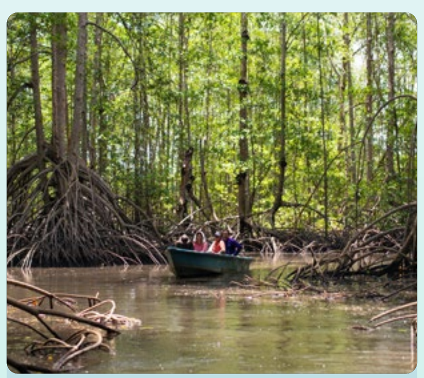
Osa Conservation works to conserve the globally significant terrestrial and marine biological diversity of the Osa Peninsula. The grant supports the organization's ecosystem stewardship, scientific research, education and training and the creation of sustainable economic opportunities for local communities.

Daily Acts — United States (Runner up).

Daily Acts will use the grant to advance its community-powered climate resilience initiative across Petaluma, California and beyond — blending government strategy with grassroots action on water management, stormwater mitigation and social infrastructure.

Ocean Wise — Canada (Runner up).

Ocean Wise will dedicate the grant to its kelp forest restoration project on the Pacific coast. By managing urchin overpopulation through advanced technology and ecological research, the project aims to strengthen marine biodiversity and support coastal communities.



Community-led conservation for biodiversity protection

Children taking part in a planting drive organized by Daily Acts

Revitalizing kelp forests and coastal ecosystems

Regional engagement

Country councils give the global program its local texture. Three recurring themes ran through the year's work across all three regions: **education and digital access; health, disability and food security; and environmental volunteering**.

EMEA

Education and youth opportunity. In the United Kingdom, HCLTech continued its 13-year-long partnership with **The King's Trust**. In 2025, HCLTech funded four Get Started with Technology programs, equipping more than 45 young adults with essential technical skills. Ashish K. Gupta, Global Head of New Business Incubation Group at HCLTech, joined leaders from the Trust's Technology Leaders Group on the **Walk the Talk** challenge, walking 20 miles together to raise funds for young adults. In Italy, HCLTech's CRS Italy members ran **HighCreativityLabs** — interactive coding workshops in Rome that introduced primary school children to Scratch.

HCLTech UK employees supported youth opportunity through "Walk the Talk"

Environmental volunteering: In Romania, more than 30 HCLTech employees and their families planted **15,000 saplings** in Teleorman County under the "Gift a Tree" campaign. In Poland, HCLTech volunteers ran cleanup drives around water reservoirs across five cities, collecting approximately **5.5 tons of waste**. HCLTech employees secured second place in the **Healthy Cities** challenge with nearly eight million steps. In France, HCLTech employees participated in the "Mai à Vélo" sustainable mobility campaign.

Driving reforestation through community engagement — 15,000 saplings planted by employees and families in Romania

Health, disability and inclusion: In Poland, HCLTech volunteers ran community gatherings for approximately **120 Ukrainian refugees** at the NIĆ café bookstore in Kraków, in collaboration with PlebeianHelpers. HCLTech employees also supported MOPS Kraków by refurbishing community rooms used by elderly residents and people with disabilities, refurbished laptops at the Sarigato Foundation to advance digital inclusion. They also organized a blood donation drive at the HCLTech O3 Campus in Kraków that engaged 16 employees and resulted in 13 successful donations. Teams from HCLTech in Kraków and Warsaw participated in the Poland Business Run 2025, supporting more than 100 individuals recovering from amputations and mastectomies.

Fostering inclusive spaces through community engagement for Ukrainian refugees in Poland

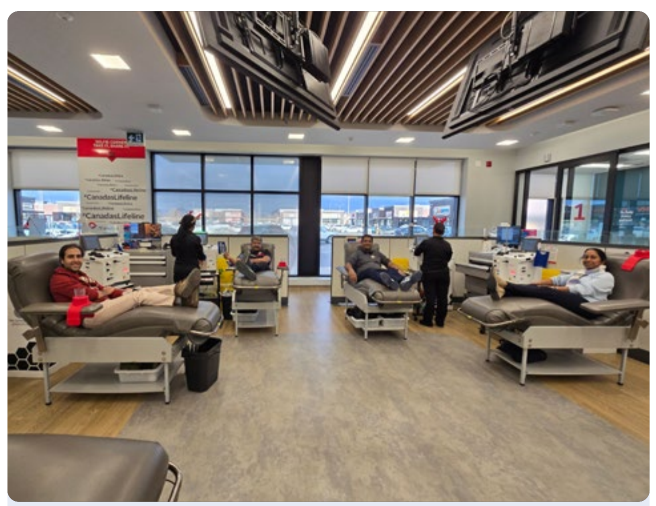
In Romania, HCLTech employees raised funds through a Back-to-School campaign with NGO Anima Mia, supporting 30 children from disadvantaged backgrounds. HCLTechies volunteered at the Speranța Dog Shelter in Bucharest and ran workshops at Ronald McDonald Houses in Iași and Timișoara for families of children receiving medical care. HCLTech employees also supported public transfusion centers through voluntary blood donation, with donations rising from **30 across six centers in 2024 to 50 across thirteen centers in 2025**. HCLTech Romania received a Prize of Excellence at the Zâmbet în Dar charity gala by Save the Children Iași.

In Italy, HCLTech employees participated in the 26th edition of the **Race for the Cure** for breast cancer awareness, joined the national **Pijama Run** to raise funds for children undergoing cancer treatment with LILT and raised funds for Save the Children through Christmas Jumper Day at the Rome Laboratory. In France, HCLTech employees translated **Braille books** from English to French for the Blind Women's Cricket Team, supporting athletes during the Blind Women's T20 Cup and distributed over 50 gifts to children undergoing cancer treatment at a hospital in Lyon.

Festive season and community care: In Portugal, HCLTech employees delivered Christmas gift packages and handwritten messages to elderly residents of Lar de São Mateus, partnered with Comunidade Vida e Paz to support food bank activities and volunteered at the International Wheelchair Basketball Tournament, organized by Associação Portuguesa de Deficientes in Lisbon. In Sweden, HCLTech employees partnered with Giving People to support 13 families and 30 children during Christmas — providing gifts and food items— and ran a Winter Clothes Collection Drive with Göteborgs Stadsmission. In Bulgaria, HCLTech employees came together for a Mountain Day hike in the Vitosha mountains and built a sun shelter for rescued dogs at a local animal shelter.

Americas

Civic engagement and food security: In Canada, HCLTech employees donated **52 units of blood and plasma** across Ontario and Moncton in partnership with Canadian Blood Services, joined a shoreline cleanup during Earth Month with A Greener Future, sorted food donations at



Blood and plasma donations in Canada, enabled by the compassion and commitment of HCLTech employees

Sun Youth Organization's Montreal warehouse and assembled Christmas baskets with Sun Youth Organization. In the United States, HCLTech employees at the East Brunswick office hosted a post Diwali potluck in November 2025, collecting **76 pounds of food** for Feeding America's Franklin Township, NJ location.

Community development and disaster response: In Guatemala, HCLTech employees and their families planted **200 native trees** at Cementerio La Verbena, Guatemala City, in collaboration with the Municipality of Guatemala. HCLTech volunteers engaged 95 children with Down syndrome at Fundación Margarita Tejada through inclusive activities and donated 198 stuffed toys, distributed **70 food kits** to vulnerable families through Asociación Casa del Alfarero and ran a month-long earthquake relief drive for families in Santa María de Jesús, Sacatepéquez. During the festive season, HCLTech employees prepared 32 donation kits for children through the El Regalo Perfecto initiative.

Digital inclusion and welfare: In Brazil, HCLTech volunteers advanced digital inclusion through the **Eu Cidadão project**, running computer and mobile learning workshops in São Leopoldo that helped more than 50 participants from vulnerable communities gain digital skills. In Mexico, HCLTech employees volunteered at **Refugio Buenos Chicos** in Guadalajara to support dog rescue and rehabilitation and partnered with the **Nunutzi Kie Multiple Care Center** on Children's Day to donate essential items for children with special needs.

APAC

Education infrastructure: In South Africa, HCLTech delivered the region's most substantial education investment. In partnership with **Anglo American**, HCLTech established ICT labs at **Moraladi Primary School and Robanyane Toto Primary School** in the Northern Cape, benefiting more than **1,300 students** through improved digital learning infrastructure. In a separate collaboration with **MTN Group**, HCLTech upgraded digital infrastructure at Rutasetshaba High School in the Sedibeng West District. HCLTech also supported the **South African Guide Dogs Association for the Blind** by upgrading a digital lecture room with assistive technology, benefiting 379 individuals and partnered with **North-West University** to support its Disability Rights Unit through student grants and assistive technology. In July 2025, HCLTech employees in South Africa marked Nelson Mandela Day by preparing meals for children at a nursery school and an orphanage.

In South Africa, HCLTech partnered with North-West University to support the Disability Rights Unit

Health and community: In Singapore, HCLTech mobilized 108 employees and eight volunteers for the **SGX Cares Bull Charge Charity Run 2025**, joining over 5,000 participants in raising more than **$2.5 million** for underprivileged children, families, people with disabilities and the elderly. In Sri Lanka, HCLTech employees channeled Power of One funding to repair the nearly 100-year-old roof of the girls' hostel at a school for the Deaf and Blind in Ratmalana, restoring safe accommodation for vulnerable students. In Vietnam, HCLTech organized a blood donation drive in July 2025 that engaged 113 participants and collected **97 units of blood**.

Reconciliation and dialogue: In Australia, HCLTech launched the first module of its Reconciliation Action Plan — Learning from Country — on the Company's iSuccess learning platform, beginning a continuous program to build cultural understanding and reconciliation within the organization and the wider community. In New Zealand, HCLTech co-hosted **She Sharp's first South Island event** at the University of Otago on November 21, 2025, in partnership with She Sharp and the Dunedin City Council. The event opened conversations on AI, ethics, creativity, inclusion and new career pathways for young women in technology across the region.

A glimpse of She Sharp's first South Island event hosted by HCLTech, She Sharp and the Dunedin City Council

Global partnerships at work

Two multi country partnerships translate HCLTech's employee giving into systemic reach.

HCLTech × Girl Up — youth leadership and STEAM

HCLTech's partnership with Girl Up advances **gender justice, youth leadership and inclusive STEAM pathways for young women and girls.** In 2025, HCLTech supported Girl Up's STEAM for Social Good programming, enabling youth led innovation, mentorship and systems level change.

600+
Young leaders convened by HCLTech as sponsor of the 2025 Girl Up Global Leadership Summit under the theme "Unmuted: Girls Resetting the System"

26
Youth led STEAM initiatives funded by HCLTech across 15 countries through STEAM Project Awards

67
Young leaders strengthened through the Innovation Lab — mentorship, peer learning and collaboration enabled by HCLTech

3
HCLTech employees engaged with Girl Up alumni through the three month Alum Mentorship Program

HCLTech also supported the **Girl Up USA STEAM Hackathon — Girl Tank, Innovating Safe Spaces** — where participants developed and pitched solutions promoting safety and inclusion, with select teams receiving continued support. A virtual Lunch n' Learn session, Tech for Good: Women Shaping the Future, enabled intergenerational learning and career insights in STEAM.

HCLTech × FEBA — turning surplus into support

Through the Power of One campaign, HCLTech partnered with the **European Food Banks Federation (FEBA)** to address food insecurity and reduce food waste across **19 European countries and Turkey**. With rising demand on food banks, HCLTech funding supported food collection, redistribution, warehouse maintenance and utilities — ensuring continuity of services so that food banks could focus on delivering essential support:

351
Food banks supported by HCLTech across 19 European countries and Turkey

43,000
Charitable partners engaged in the FEBA redistribution network

Together, this collaboration reached 12.2 million beneficiaries, reinforcing a resilient food relief network across Europe.

Awards and external recognition

HCLFoundation received the following recognitions:

- "Institutional Honor – Foundational Contribution to Nation-Building" from Times Foundation at the TOI National CSR Summit 2026
- Best Water Conservation Award from the Government of Tamil Nadu
- Excellence in Water Conservation and Climate Change Mitigation Award at ASSOCHAM CSR and Sustainability Awards 2025
- "Best CSR Film for Artisan Empowerment" for the short film "An Ode to Indian Artisans" at the 3rd Socio CSR Film Award
- Ranked #2 in Hurun India Impact 50 (2026)
- Samuday recognised for sustained impact in rural development (CSR Conclave 2026, Thoothukudi)
- *Building India from its Roots* won Best Commercial (Asian Independent Film Festival)
- Samuday felicitated for contributions in Sandila (NITI Aayog Aspirational Block Programme)
- TB Elimination Felicitation, Uttar Pradesh
- Recognition under the Zero Poverty P4 (Public-Private-People Partnership) initiative, Vijayawada
- Recognition at NEP 2020 Stakeholders Meet, Srinagar
- Launch of UDGAM – digital portal for educational innovations (with SCERT)

Looking ahead

As we move forward, we will continue to strengthen our ongoing interventions across rural development, urban transformation and environmental action. By combining community-centric approaches with technology, data and AI-enabled solutions, we aim to improve programme efficiency, enhance decision-making and scale sustainable impact. Through collaboration with governments, institutions, partners and communities, we will continue to build resilient ecosystems that enable inclusive and lasting development.

ESG Performance Metrics

1. Environmental Goals and Target Performance

Policy	Target	Baseline (FY20)	FY26	FY25	FY24
Environment	Achieve net zero by 2040 tCO_2e	Scope 1: 22,121 Scope 2: 201,973 Scope 3: 347,637	Scope 1: 12,084.58 Scope 2 (Market-based): 86,864.44 Scope 2 (Location-based*): 146,091.25 Scope 3: 314,411.11	Scope 1: 12,900.5 Scope 2: 109,074.02 Scope 3: 269,567.38	Scope 1: 12507.61 Scope 2: 154,918 Scope 3: 247,460
	50% reduction in absolute Scope 1 and Scope 2 emissions by FY30 from the baseline year of FY20	Scope 1: 22,121 Scope 2: 201,973	Achieved a 55.84% reduction in Scope 1 and Scope 2 emissions against the FY20 baseline	Achieved a 46% reduction in Scope 1 and Scope 2 emissions against the FY20 baseline	Achieved a 25% reduction in Scope 1 and Scope 2 emissions against the FY20 baseline
	80% of electricity usage to be from renewable energy sources by 2030	13% of energy requirements are met through renewable sources	Achieved 49.79% renewable energy consumption across global operations	Achieved 34.38% renewable energy consumption across global operations	Achieved 19.02% renewable energy consumption across global operations
	42% reduction in absolute Scope 3 emissions by FY30 from the baseline year of FY20	Scope 3: 347,637	Achieved a 9.56% reduction in Scope 3 emissions against the FY20 baseline	Achieved a 22% reduction in Scope 3 emissions against the FY20 baseline	Achieved a 29% reduction in Scope 3 emissions against the FY20 baseline
	Maintain zero waste to landfill at all owned facilities	—	All owned India campuses (maintained)	All owned India campuses (maintained)	—

*Location-based emissions calculations were introduced in FY26 and have been reported from FY26 onwards.

2. Energy

Metric	Unit	FY26	FY25	FY24	Notes
RENEWABLE SOURCES					
Total electricity from renewable sources	GJ	456,327.52	323,444.62	187,403.10	
Total fuel from renewable sources	GJ	0.00	0.00	0.00	
Energy from other renewable sources	GJ	0.00	0.00	0.00	
Total renewable energy (A+B+C)	GJ	456,327.52	323,444.62	187,403.10	
NON-RENEWABLE SOURCES					
Total electricity from non-renewable sources	GJ	443,794.29	606,340.86	782,259.72	
Total fuel from non-renewable sources	GJ	16,343.38	10,907.49	15,509.60	
Energy from other non-renewable sources	GJ	0.00	0.00	0.00	
Total non-renewable energy (D+E+F)	GJ	460,137.67	617,248.35	797,769.32	
TOTALS and INTENSITY					
Total energy consumed	GJ	916,465.19	940,692.98	985,172.42	
Renewable energy as % of total	%	49.79	34.38	19.02	
Energy intensity per revenue	GJ/Million ₹	0.70	0.80	0.90	
Energy intensity per capita	GJ/capita	3.87	4.01	4.33	
Energy intensity per revenue (PPP)	GJ/Million USD	14.32	16.42	20.50	

PUE – Data Centers	Ratio	1.57	1.57	1.59	
PUE target	Ratio	1.46	1.48	1.60	
Total energy used in Data Centers	MWh	31,151	33,733	39,862	
Percentage of renewable energy (of total energy)	%	89.65	88.81	85.51	

3.GHG Emissions

Metric	Unit	FY26	FY25	FY24	Notes
ABSOLUTE EMISSIONS					
Scope 1 (Direct emissions)	tCO_2e	12,085	12,901	12,508	
Scope 2 (Indirect – purchased energy)	tCO_2e	86,864	109,074	154,918	
Total Scope 1 + 2	tCO_2e	98,949	121,975	167,426	
Scope 3 (Other indirect emissions)	tCO_2e	314,411	269,568	247,461	The increase in emissions is explained below in Scope 3 emissions breakdown.
Total Scope 1 + 2 + 3	tCO_2e	413,360	391,543	414,887	
SCOPE 3 EMISSIONS CATEGORY BREAKDOWN					
C1. Purchased goods and services	tCO_2e	4,765	5,712	5,949	
C2. Capital goods	tCO_2e	42,368	24,343	26,660	Increase in purchase of capital goods such as Laptops, office equipment, etc.
C3. Fuel and energy-related activities	tCO_2e	36,338	17,472	33,015	Methodology change – Added WTT factors and

Metric	Unit	FY26	FY25	FY24	Notes
					increase in fuel consumption
C5. Waste generated in operations	tCO_2e	144	10	23	
C6. Business travel	tCO_2e	48,497	68,583	66,290	
C7. Employee commuting	tCO_2e	182,299	153,345	115,414	Increase resulting from higher on-site employee attendance following return to work
INTENSITY METRICS					
Scope 1+2 intensity per revenue	tCO_2e/Million ₹	0.076	0.10	0.15	
Scope 1+2 intensity per capita	tCO_2e/capita	0.42	0.52	0.74	
Scope 1+2 intensity per revenue (PPP)	tCO_2e/Million USD	1.55	2.13	3.50	
Scope 3 intensity per revenue	tCO_2e/Million ₹	0.24	0.23	0.23	
Scope 3 intensity per capita	tCO_2e/capita	1.33	1.14	1.04	
EMISSIONS REDUCTION PROGRESS					
Scope 1+2 reduction from FY20 base year	%	55.84	45.6	25.3	Target achieved 4 years ahead of time
Scope 3 reduction from FY20 base year	%	9.6	22.5	28.8	
SBTi target: Scope 1+2	%	50% reduction by 2030			
SBTi target: Scope 3	%	42% reduction by 2030			
Net zero target year	Year	2040			

4. Water

Metric	Unit	FY26	FY25	FY24	Notes
WATER WITHDRAWAL BY SOURCE					
(i) Surface water	KL	0	0	0	
(ii) Groundwater	KL	167,442.15	261,965.02	196,684.43	
(iii) Third-party water	KL	647,256.88	332,476.36	301,249.04	
(iv) Seawater / desalinated water	KL	0	0	0	
(v) Others (Rainwater, AWG and AHU condensation)	KL	130,151.39	255,486.96	250,365.57	
Total water withdrawal	KL	944,850.42	849,928.34	748,299.00	
WATER DISCHARGE and CONSUMPTION					
Total water discharged (India)	KL	19,135.25	15,915.25	10,614.00	
Total water consumption	KL	925,715.16	834,013.09	737,685.00	Water consumption increased in FY26, driven by return to office and accounting of global sites, while water intensity per revenue stayed flat at 0.71 KL/Million ₹.
Wastewater recycled on-site	%	95	97	97	
INTENSITY METRICS					
Water intensity per revenue	KL/Million ₹	0.71	0.71	0.67	
Water intensity per capita per annum	KL/capita/annum	3.90	3.56	3.15	

Metric	Unit	FY26	FY25	FY24	Notes
Water intensity per revenue (PPP)	KL/Million USD	14.47	14.56	15.40	
Per capita per day	Liters	10.68	9.75	8.63	
OTHER					
Water replenished vs consumed (India)	Ratio	51x	31x	32x	
Operations in water-stressed areas	%	87.6	98.4	—	The % decrease can be attributed to the addition of the global sites to our water footprint.

5. Waste (India operations)

Metric	Unit	FY26	FY25	FY24	Notes
WASTE GENERATED BY TYPE					
Plastic waste (A)	MT	15.99	10.73	9.61	
E-waste (B)	MT	262.09	156.30	334.90	
Bio-medical waste (C)	MT	4.89	4.37	4.00	
Construction and demolition waste (D)	MT	111.05	39.25	64.00	
Battery waste (E)	MT	345.25	82.67	222.00	
Radioactive waste (F)	MT	0	0	0	
Other hazardous waste (G)	MT	18.25	21.68	16.41	
Other non-hazardous waste (H)	MT	1,683.72	1,488.01	1,759.00	
Total waste generated	MT	2,441.23	1,803.02	2,409.92	Cyclical increase in battery recycling, e-

Metric	Unit	FY26	FY25	FY24	Notes
					waste and increased construction and demolition activities
WASTE DISPOSAL METHOD					
Total waste recycled	MT	1,763.43	1,660.28	1,914.00	
Total waste incinerated	MT	9.41	9.17	9.00	
Total waste to landfill	MT	0	0	0	
Waste recycled as % of total	%	72	92	79	
INTENSITY METRICS					
Waste intensity per revenue	MT/Million ₹	0.0019	0.0015	0.0022	
Waste intensity per capita	MT/capita/annum	0.0103	0.0077	0.0106	
NON-HAZARDOUS WASTE DISPOSAL					
Total waste recycled	MT	1557.60	1162	1683.85	Waste generated in a financial year is not necessarily recovered or disposed within the same year. A portion is carried forward and processed in the subsequent year. As most of our facilities operate within Special Economic Zones (SEZs), the disposal process involves multiple approval stages that can extend timelines. As a result, total waste generated in a year may
Total waste incinerated	MT	3.07	0	0	
Total waste landfilled	MT	0	0	0	

Metric	Unit	FY26	FY25	FY24	Notes
					exceed the sum recovered and disposed in that year, with the balance carried forward for authorized disposal in following period.
CERTIFICATIONS					
TRUE Zero Waste Platinum (GBCI)	Status	All owned India campuses			Platinum certified across its owned campuses in India. HCLTech diverts 99% of waste from landfill, well above the 90% minimum diversion rate required for TRUE Zero Waste to Landfill Platinum certification (GBCI).

6. Environmental Management Systems

Metric	Unit	FY26	FY25	FY24	Notes
ISO 14001:2015	%	75	70	70	

7. Other Air Emissions

Metric	Unit	FY26	FY25	FY24	Notes
NOx	Tonnes	1.15	2.52	2.86	
SOx	Tonnes	0.12	0.19	0.36	
Particulate Matter (PM)	Tonnes	0.29	0.38	0.51	

Metric	Unit	FY26	FY25	FY24	Notes
Persistent Organic Pollutants (POP)	Tonnes	0	0	0	
Volatile Organic Compounds (VOC)	Tonnes	0	0	0	
Hazardous Air Pollutants (HAP)	Tonnes	0	0	0	

8. Climate Risk Severity Heat Map

Relative severity (1 to 5 scale) by emissions pathway and horizon. Color indicates severity only; risk rises with the depth of color, from light (very low) to deep navy (very high). The underlying scores and source datasets are held in the climate-risk working file.

Severity scale:

1 Very low	2 Low	3 Medium	4 High	5 Very high

Physical risk: Water stress

Geography	2030			2050		
	RCP2.6	RCP4.5	RCP8.5	RCP2.6	RCP4.5	RCP8.5
India						
China						
Mexico						
Spain						
Italy						
Morocco						
United States						
Romania						
Sri Lanka						
Philippines						
Japan						
Australia						
France						
Brazil						

Guatemala						
Netherlands						
Vietnam						
Bulgaria						
Poland						
United Kingdom						
Germany						
Malaysia						
Hungary						
Switzerland						
Czechia						
Canada						
Sweden						

Physical risk: Heat stress (exposure)

Geography	2030			2050		
	RCP2.6	RCP4.5	RCP8.5	RCP2.6	RCP4.5	RCP8.5
India						
China						
Sri Lanka						
Philippines						
Vietnam						
Malaysia						
Japan						
United States						
Canada						
Australia						
Morocco						
Italy						
Spain						
Romania						
Bulgaria						
Brazil						
Guatemala						
France						
Germany						

Switzerland						
United Kingdom						
Poland						
Czechia						
Hungary						
Mexico						
Netherlands						
Sweden						

Physical risk: Heat stress (labor-productivity)

Geography	2030			2050		
	RCP2.6	RCP4.5	RCP8.5	RCP2.6	RCP4.5	RCP8.5
India						
China						
Sri Lanka						
Philippines						
Vietnam						
Malaysia						
Japan						
United States						
Canada						
Australia						
Morocco						
Italy						
Spain						
Romania						
Bulgaria						
Brazil						
Guatemala						
France						
Germany						
Switzerland						
United Kingdom						
Poland						
Czechia						

Hungary						
Mexico						
Netherlands						
Sweden						

Physical risk: Flooding

Geography	2030			2050		
	RCP2.6	RCP4.5	RCP8.5	RCP2.6	RCP4.5	RCP8.5
India						
Sri Lanka						
Philippines						
Vietnam						
Malaysia						
Morocco						
Mexico						
Guatemala						
United States						
Brazil						
Canada						
China						
Japan						
Australia						
Italy						
Spain						
France						
Germany						
Switzerland						
Netherlands						
United Kingdom						
Sweden						
Poland						
Czechia						
Hungary						
Romania						
Bulgaria						

Physical risk: Tropical cyclone

Geography	2030			2050		
	RCP2.6	RCP4.5	RCP8.5	RCP2.6	RCP4.5	RCP8.5
India						
Sri Lanka						
Philippines						
Vietnam						
Malaysia						
Morocco						
Mexico						
Guatemala						
United States						
Brazil						
Canada						
China						
Japan						
Australia						
Italy						
Spain						
France						
Germany						
Switzerland						
Netherlands						
United Kingdom						
Sweden						
Poland						
Czechia						
Hungary						
Romania						
Bulgaria						

Physical risk: Extreme rainfall

Geography	2030			2050		
	RCP2.6	RCP4.5	RCP8.5	RCP2.6	RCP4.5	RCP8.5
India						
Sri Lanka						
Philippines						
Vietnam						
Malaysia						
Morocco						
Mexico						
Guatemala						
United States						
Brazil						
Canada						
China						
Japan						
Australia						
Italy						
Spain						
France						
Germany						
Switzerland						
Netherlands						
United Kingdom						
Sweden						
Poland						
Czechia						
Hungary						
Romania						
Bulgaria						

Transition risk (by driver)

Driver	2030			2050		
	RCP2.6	RCP4.5	RCP8.5	RCP2.6	RCP4.5	RCP8.5
Client procurement / market demand						
Disclosure and compliance (CSRD/ESRS, IFRS S2, B						
Electricity cost (tariff inflation, RE premia)						
Carbon pricing (shadow + indirect + Voluntary market)						
Reputation / investor and talent						
Technology (RE, efficiency, EV fleet)						
Overall transition risk						

Notes. Physical scores are assessed at the principal operating office per geography. India acute ratings reflect the coastal and monsoon material campuses (Chennai, Vijayawada). Heat exposure and labor-productivity are shown as separate lenses. Water stress is near-flat across scenarios (demand-driven). Sources: ThinkHazard! (World Bank/GFDRR); WRI Aqueduct 4.0; Climate Impact Explorer (CMIP6/ISIMIP); transition drivers by expert judgment against IEA NZE and NGFS Net Zero 2050. Retrieved June 2026

9. Workforce

Metric	Unit	FY26	FY25	FY24	Notes
HEADCOUNT					
Total employees	Number	237,098	234,496	237,248	
Permanent employees	Number	227,181	223,420	227,481	
Other than permanent employees	Number	9,917	11,076	9,767	
Permanent male employees	Number	159,550	158,943	160,982	
Permanent female employees	Number	67,197	64,364	66,268	
Permanent other employees	Number	434	113	231	
HEADCOUNT – REGIONAL DISTRIBUTION					
APAC	Number	14941	13828	12299	
MEA	Number	2257	1245	988	
Americas	Number	25920	26907	27853	
Europe	Number	14733	15691	15895	
Rest of the World (India)	Number	169330	165749	170446	
HEADCOUNT – AGE DISTRIBUTION					
Under 30 years	Number	77219	78602	88001	
30-50 years	Number	132588	127867	123375	
Over 50 years	Number	15321	14251	12946	
Data not available	Number	2053	2700	3159	
HIRING					
New Employees hires	Number	50903	50435	47745	

Metric	Unit	FY26	FY25	FY24	Notes
Open positions filled by internal candidates	%	50	48.2	54.8	
HIRING – BY GENDER					
Male	Number	34114	35420	33058	
Female	Number	16647	14977	14616	
Others	Number	142	38	71	
HIRING – BY REGION					
APAC	Number	5212	5586	4303	
MEA	Number	722	546	175	
Americas	Number	6109	6155	6705	
Europe	Number	2169	2733	3581	
Rest of the World (India)	Number	36691	35415	32981	
HIRING – BY AGE GROUP					
Age 18-30	Number	29346	26703	27728	
Age 31-50	Number	19392	21344	17163	
Age 51+	Number	1598	1869	2180	
Others (including Inorganic)	Number	567	519	674	
TURNOVER					
Voluntary attrition rate – Total	%	12.51	12.99	12.42	
TURNOVER – BY GENDER					
Voluntary attrition rate – Male	%	12.61	13.06	12.32	

Metric	Unit	FY26	FY25	FY24	Notes
Voluntary attrition rate – Female	%	12.28	12.81	12.72	
Voluntary attrition rate – Others	%	8.17	5.66	7.71	
TURNOVER – BY REGION					
Voluntary attrition rate – APAC	%	15.78	16.91	17.33	
Voluntary attrition rate – MEA	%	12.37	19.32	12.37	
Voluntary attrition rate – Americas	%	10.87	11.62	10.85	
Voluntary attrition rate – Europe	%	10.25	10.86	11.93	
Voluntary attrition rate – Rest of the World (India)	%	12.75	13.10	12.42	
TURNOVER – BY AGE GROUP					
Voluntary attrition rate – Age 18-30	%	16.23	15.53	14.04	
Voluntary attrition rate – Age 31-50	%	10.75	11.90	11.68	
Voluntary attrition rate – Age 51+	%	5.44	5.72	5.65	
Voluntary attrition rate – Others	%	17.94	14.87	16.73	
COLLECTIVE BARGAINING					
Employees in unions/associations	Number (%)	13,813 (6.08%)	11,673 (5.22%)	9,124 (4.01%)	

Metric	Unit	FY26	FY25	FY24	Notes
Countries with recognized unions/councils	Number	22	16	16	
HUMAN CAPITAL RETURN ON INVESTMENT					
Total Revenue	USD Mn.	14,664	13,840	13,270	
Total Operating Expenses	USD Mn.	12,138	11,309	10,852	
Total employee-related expenses	USD Mn.	8,352	7,894	7,544	
Human Capital Return on Investment	Ratio	1.30	1.32	1.32	

10. Diversity and Inclusion

Metric	Unit	FY26	FY25	FY24	Notes
GENDER REPRESENTATION					
Women on Board of Directors	%	50% (5 of 10)	50% (5 of 10)	35.71% (5 of 14)	
Women representation (Permanent employees)	%	29.58	28.81	29.13	
Female new hires	%	32.7	29.70	30.61	
Campus hires that are women	%	46	50	43	
DISABILITY INCLUSION					
Differently abled employees	Number	1,269	996	741	

WORKFORCE BREAKDOWN BY GENDER

Diversity Indicator	Unit	FY26
Women in total workforce	%	29.58
Women in all management positions	%	16.12
Women in junior management positions	%	16.77
Women in top management positions	%	6.06
Women in revenue-generating management roles	%	15.57
Women in STEM-related positions	%	27.10

11. Employee Well-being and Benefits

Metric	Unit	FY26	FY25	FY24	Notes
COMPENSATION and BENEFITS					
Well-being spend as % of revenue	%	2.08	2.21	1.93	
Health insurance coverage (Permanent employees)	%	99.7	100	100	Employees are entitled to health insurance coverage subject to their opt-in preference
Accident insurance coverage (Permanent employees)	%	100	100	100	
PF coverage (India)	%	100	100	100	
Gratuity coverage (India)	%	100	100	100	

Metric	Unit	FY26	FY25	FY24	Notes
ESI coverage (India)	%	6.46	7.78	9.06	
National Pension Scheme (India)	%	2.98	1.33	1.10	
Superannuation (India)	%	0.86	0.83	0.73	
All employees paid ≥ minimum wage	%	100	100	100	
Gross wages paid to females (% of total)	%	20.74	20.49	20.41	
% increase in Median remuneration	% increase	5.4*	17.63	7.07	*The Company's workforce is spread across multiple countries. Accordingly, the median remuneration of employees has been determined after converting the remuneration of all global employees into its Indian Rupee ("INR") equivalent using the applicable country-to-India Purchasing Power Parity ("PPP") conversion factor as on March 31, 2026.
Median remuneration – Male	₹ Lakhs p.a.	14.83*	18.18	15.29	*Adjusted using Purchasing Power Parity (PPP) factors to compare global salaries across countries
Median remuneration – Female	₹ Lakhs p.a.	8.24*	9.53	7.62	
PARENTAL LEAVE					
Return to work rate – Male	%	99.97	99.95	99.97	
Return to work rate – Female	%	99.88	99.56	99.67	
Return to work rate – Total	%	99.94	99.81	99.80	

Metric	Unit	FY26	FY25	FY24	Notes
Retention rate (1 yr post return) – Male	%	81.84	77.88	77.64	
Retention rate (1 yr post return) – Female	%	81.64	70.53	65.65	
Retention rate (1 yr post return) – Total	%	81.77	75.19	73.97	
EMPLOYEE SATISFACTION					
Employee satisfaction score (Employee wellbeing)	Out of 5	4.03	4.03	4.03	Employee satisfaction score is valid for 3 years
Data coverage	%	52	52	52	

12. Training and Development

Metric	Unit	FY26	FY25	FY24	Notes
Employees trained on Health and Safety	Number (%)	179,902 (79.19%)	42,779 (19.15%)	38,480 (16.92%)	
Employees with skill upgradation	Number (%)	222,141 (97.78%)	217,316 (97.27%)	211,212 (92.85%)	
Average training hours – Male	Hours	42.29	22.12	25.80	
Average training hours – Female	Hours	42.79	29.63	25.84	
Average training hours – Others	Hours	51.99	10.89	13.55	
Average training hours – Overall	Hours	42.44	26.89	23.18	
Performance reviews completed	%	100	100	100	

Metric	Unit	FY26	FY25	FY24	Notes
Human rights training	%	92.87	92.88	95.4	
Compliance training (Employees)	%	99.79 (Coverage)	99.79 (Coverage)	94 (Completion)	Methodology changed from completion to coverage
Compliance training (Board)	%	100	100	100	
Compliance training (KMP)	%	100	100	100	

AVERAGE TRAINING HOURS (ANNUAL)

Management level	Unit	FY26
Junior	Hours	45.11
Middle	Hours	34.41
Senior	Hours	20.76

13. Occupational Health and Safety

Metric	Unit	FY26	FY25	FY24	Notes
LTIFR (per million person-hours)	Rate	0.006590	0.0088843	0.008639	
Total recordable work-related injuries	Number	34	29	27	
Fatalities	Number	0	0	0	
High consequence injuries (excl. fatalities)	Number	0	0	0	
ISO 45001 coverage (% of employees)	%	75	70	70	

Metric	Unit	FY26	FY25	FY24	Notes
Health and Safety assessments of plants/offices	%	100	100	100	
Working Conditions assessments	%	100	100	100	
Working conditions complaints filed	Number	4	10	9	
H&S complaints filed	Number	4,773	4,027	9	
Absentee Rate	%	0.00027	0.00044	0.00030	
Coverage (Absentee Rate)	%	100	100	100	

14. Human Rights

Metric	Unit	FY26	FY25	FY24	Notes
Sexual harassment complaints (global) – Filed	Number	45	55	87	
POSH complaints (India) – Filed	Number	31	44	75	
POSH complaints (India) – Upheld	Number	20	30	56	
Discrimination at workplace	Number	0	0	0	
Child labor complaints	Number	0	0	0	
Forced/involuntary labor complaints	Number	0	0	0	
Wage-related complaints	Number	0	0	0	

Metric	Unit	FY26	FY25	FY24	Notes
Offices assessed for human rights	%	100	73	73	
Value chain partners assessed (by value)	%	76.4	72	100	FY24 - Only new vendors were assessed FY25, FY26 - % is based on the value chain partners assessed by business value

HUMAN RIGHTS ASSESSMENT

Category	% assessed in last three years	% with risks identified	% of risks mitigated
Own Operations	100	0	0
Contractors and Tier- I Suppliers	76.4	0	0
Joint Ventures	NA	NA	NA

15. Governance

Metric		Unit	FY26	FY25	FY24	Notes
BOARD COMPOSITION						
Total Board members		Number	10	10	14	
Independent Directors		Number (%)	7 (70%)	7 (70%)	11 (79%)	
Women Directors		Number (%)	5 (50%)	5 (50%)	5 (64%)	
EFFECTIVE TAX RATE						
Earnings before Tax		₹ Crore	22,102	23,261	20,967	
		USD	2,492	2,735	2,531	
Reported Taxes (INR Crore)		₹ Crore	5,450	5,862	5,257	
		USD	614	693	634	
Effective Tax Rate (in %)		%	24.66	25.20	25.1	
Cash Taxes Paid (INR Crore)		₹ Crore	4,409	4,649	4,494	
		USD	497	550	543	
Cash Tax Rate (in %)		%	19.95	20.0	21.4	
DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED						
Economic value distributed						
i.	Operating Expenses	₹ Crore	26,335	22,486	21,174	
		USD Mn.	2,967	2,660	2,556	
ii.	Employee wages and benefits	₹ Crore	74,143	66,755	62,480	
		USD Mn.	8,352	7,894	7,544	
iii.	Payments to providers of capital	₹ Crore	14664	16,301	14,137	
		USD Mn.	1653	1928	1707	
		₹ Crore	5450	5,862	5,257	

Metric	Unit	FY26	FY25	FY24	Notes
iv. Payments to government by country	USD Mn.	614	693	634	
v. Community investments*	₹ Crore	305	282	264	*CSR investments
	USD Mn.	34	33	32	
A. Profit Before Tax**	₹ Crore	22102*	23,261	20,967	**PBT Includes the one-time impact of New Labor Codes
	USD Mn.	2492*	2,735	2,531	
B. Profit After Tax	₹ Crore	16,652	17,399	15,710	
	USD Mn.	1,878	2,042	1,897	
C. Earnings Per Share (Diluted)	₹	61.36	64.09	57.86	
	USD	0.69	0.75	0.70	
ETHICS and ANTI-CORRUPTION					
ISO 37001 (Anti-Bribery) certified	Status	Yes	Yes	Yes	
Breach of code of conduct: Corruption or bribery	Number	9	7	13	The cases of Corruption / Bribery are against employees and not against the Company.
Fines/penalties related to corruption and bribery	₹	0	0	0	
Conflict of Interest cases (KMPs and Board)	Number	0	0	0	
Directors/KMPs disciplined for bribery	Number	0	0	0	
Money Laundering or Insider trading	Number	0	0	0	
Political contributions	₹	0	0	0	

Metric	Unit	FY26	FY25	FY24	Notes
Ethisphere recognition	Status	Yes (3rd consecutive year)	Yes (2nd consecutive year)	Yes	
DATA PRIVACY and CYBERSECURITY					
Data breaches (total)	Number	0	2 (non-material)	0	
Data breaches involving client PII	Number	0	0	0	
Data privacy complaints received	Number	0	0	0	
Cybersecurity complaints received	Number	0	0	1	
ISO 27001:2022 certified	Status	Yes	Yes	Yes (ISO 27001:2013)	
ISO 27701:2019 certified	Status	Yes	Yes	Yes	
STAKEHOLDER COMPLAINTS					
Communities	Number	0	0	0	
Investors (other than shareholders)	Number	0	0	0	
Shareholders	Number	17	8	15	
Employees and workers	Number	26	16	30	
Customers	Number	0	2	3	
Value chain partners	Number	2	2	1	
Other - Includes anonymous complaints	Number	56	48	50	
CUSTOMER RELATIONS					
% of Satisfied customers	%	96	96	96	
Data coverage	%	100	100	100	

RATIO OF REMUNERATION OF EACH DIRECTOR TO THE MEDIAN REMUNERATION OF THE EMPLOYEES OF THE COMPANY

S. No.	Name of the Director	Ratio to median remuneration of employees(1)
Executive Director		
1	Mr. Vijayakumar Chinnaswamy ("C. Vijayakumar"), CEO & Managing Director(2)	291.9
Non-Executive Director(3)		
2	Mr. Amitabh Kant(4)	—
3	Ms. Bhavani Balasubramanian	13.3
4	Mr. Deepak Kapoor	13.2
5	Ms. Lee Fang Chew	15.2
6	Ms. Nishi Vasudeva	13.0
7	Ms. Roshni Nadar Malhotra	11.8
8	Mr. Shikhar Neelkamal Malhotra ("Shikhar Malhotra")	11.1
9	Mr. Simon John England	14.7
10	Mr. Thomas Sieber(5)	—
11	Ms. Vanitha Narayanan	16.0

Notes:

1. *The Company's workforce is spread across multiple countries. Accordingly, the median remuneration of employees has been determined after converting the remuneration of all global employees into its Indian Rupee ("INR") equivalent using the applicable country-to-India Purchasing Power Parity ("PPP") conversion factor as on March 31, 2026.*
2. *Mr. C. Vijayakumar, Chief Executive Officer & Managing Director, is based in the USA and draws remuneration from HCL America Inc., a step - down wholly owned subsidiary of the Company. For the purpose of calculating the remuneration ratio, his remuneration has been converted into INR equivalent using the applicable USA-to-India PPP conversion factor as on March 31, 2026. Thereafter, this remuneration has been compared with the median remuneration of global employees to calculate the ratio.*
3. *The remuneration of Non-Executive Directors comprises of sitting fees and commission paid/ payable for FY 2025-26.*
4. *Mr. Amitabh Kant was appointed as Non-Executive Independent director of the Company w.e.f. September 8, 2025 and received remuneration only for part of FY 2025-26. Hence, information of his remuneration is incomparable and has not been provided.*
5. *Mr. Thomas Sieber retired on completion of his tenure as Independent Director of the Company w.e.f. August 26, 2025. Hence, his remuneration is incomparable and has not been provided.*

Methodology

In this year's reporting, to calculate all the median employee remuneration linked ratios, which include –

1. *Median remuneration of Employees including 'male, female and others' categories remuneration figures*
2. *CEO-to-Employee pay ratio*
3. *Directors-to-employee pay ratio*

We have switched from forex market rates to using PPP factors. This is done with the below rationale to provide a true picture to our stakeholders on these metrics.

For IT companies, employees are based across multiple geographies. These global salaries are consolidated into an INR equivalent to calculate the median employee salary. This median employee salary is then used to calculate CEO pay ratio as well as Director pay ratios. Forex market rates were used historically to calculate these 3 metrics, which is factually incorrect as salaries are always location based and need to be adjusted for cost of living and are not transferrable like trading income or revenue. To enable cross country comparisons accurately, Economists have provided Purchasing Power Parity (PPP) adjusted currency rates as the most appropriate metric as it gives a realistic picture and more accurate basis for comparing salaries across countries. Hence, we are changing from forex market-based conversion rates to using PPP adjusted conversion rates to calculate these 3 metrics.

SEBI BRSR has also used PPP metric in comparing energy intensity, water intensity, waste intensity, emissions intensity in Principle 6 disclosures to enable global comparison of Indian companies' performance, clearly establishing the superiority of PPP as a conversion factor in such comparisons.

FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT

Metric	Unit	FY26
Tax relief and tax credits	₹ Crore	1243
	USD	140
Government Subsidies	₹ Crore	88.74
	USD	9.67

USE OF CUSTOMER DATA

Metric	FY26
Percentage of users whose customer data is used for secondary purposes	0
Number of government requests in the last fiscal year	0
Percentage of requests resulting in disclosure in the last fiscal year	0

EMERGING RISKS

Emerging Risk	Description	Potential Impact	Mitigation Actions
Agentic AI & AGI (Technological)	HCLTech is advancing AI through platforms such as AI Force, AI Foundry, and AI Labs, including Agentic AI capabilities. While these drive efficiency and innovation, they introduce risks related to integration, talent gaps, bias, privacy, IP, and misuse. The potential evolution toward AGI further increases risks due to greater autonomy and reduced human oversight.	Regulatory exposure, operational disruptions, increased compliance and talent costs, reputational risks, and shifts in client demand affecting business models.	AI Risk Management framework aligned with EU AI Act, NIST AI RMF, and ISO 42001; oversight through ORAIG and AI Governance Committee; Responsible AI integration; workforce upskilling; structured adoption roadmap; continuous regulatory monitoring
Global Trade Protectionism and Geoeconomic Fragmentation	• The global environment is moving from stable globalisation toward geoeconomic confrontation. • Governments increasingly use tariffs, sanctions, export controls and non-tariff tools (data-sovereignty, localisation and sovereign-cloud rules) as policy levers. • This directly challenges our offshore, cross-border delivery and labour-arbitrage model. • Where work is done, by whom, and where client data resides are increasingly set by law and client nationalism. • Response required: a structural redesign of delivery footprint, sourcing and cost base — not a one-off compliance fix.	• Cross-border delivery restrictions weakening offshore leverage. • Localisation and data-sovereignty mandates forcing local hiring, local data hosting and sovereign-cloud builds — raising costs. • Tariffs and export controls (including semiconductors) increasing hardware/infrastructure costs and stalling hardware-dependent programs. • Client reshoring and procurement nationalism shifting demand away from offshore and slowing market entry. • Sanctions limiting which clients and geographies we can serve. • Net effect: a shift toward a multi-/near-shore footprint and value-over-arbitrage positioning.	• Rebalance to a multi-/near-shore footprint (New Vistas, nearshore, asset-light expansion) to cut single-geography dependence. • Localise critical delivery, data and leadership roles via a phased roadmap and local talent pipelines. • Strengthen sovereign-cloud and export-control governance, supported by hybrid/multi-cloud and secure remote delivery. • Sanctions and trade-compliance program with geopolitical risk-sensing and country-risk limits in deal approvals. • Reposition on value beyond cost arbitrage, pass costs through contractually where feasible, and diversify suppliers and sourcing.

TAX REPORTING

Name of the resident entity / Tax jurisdiction	Main Business Activity (ies)	Number of employees	Revenue (in ₹ thousand)	Profit (Loss) before tax (in ₹ thousand)	Income tax accrued - current year (in ₹ thousand)	Profit (Loss) after tax (in ₹ thousand)
India	Refer note[1]	169330	23,970,470	2,769,724	976,030	1,793,694
Bermuda	Holding shares or other equity instruments	-	-	3,007,891	289,402	2,718,489
China	Refer note[1]	1128	12,834,034	679,160	336,637	342,523
Singapore	Refer note[1]	1050	26,451,197	1,410,928	269,395	1,141,533
United States of America	Refer note[1]	18701	537,203,948	94,905,923	23,540,253	71,365,670
Germany	Refer note[1]	2731	82,121,085	2,375,433	1,460,789	914,644
Sri Lanka	Refer note[1]	2424	2,226,169	658,486	-	658,486
United Kingdom	Refer note[1]	2583	116,968,877	9,485,246	(276,703)	9,761,949
Australia	Refer note[1]	1570	43,590,022	2,375,381	582,719	1,792,662
New Zealand	Refer note[1]	197	6,851,109	337,768	98,867	238,901
Hong Kong	Refer note[1]	45	2,403,339	117,394	17,972	99,422
Japan	Refer note[1]	688	15,601,397	833,187	281,661	551,526
Austria	Refer note[1]	44	1,797,266	128,905	30,735	98,170
Poland	Refer note[1]	1437	20,588,483	1,600,339	370,168	1,230,171
Canada	Refer note[1]	2384	41,486,990	3,023,879	790,326	2,233,553
Switzerland	Refer note[1]	358	14,697,227	500,023	122,656	377,367
Malaysia	Refer note[1]	887	4,964,057	574,437	170,023	404,414
South Africa	Refer note[1]	501	10,707,147	1,205,297	175,557	1,029,740
Argentina	Refer note[1]	34	611,739	(8,759)	3,489	(12,248)
Mexico	Refer note[1]	2014	16,858,979	829,085	476,351	352,734
Romania	Refer note[1]	867	5,951,613	393,683	64,751	328,932
Hungary	Refer note[1]	172	2,300,736	111,065	4,367	106,698
Brazil	Refer note[1]	1133	10,432,635	621,898	252,773	369,125
Denmark	Refer note[1]	173	15,428,423	732,711	163,715	568,996
Norway	Refer note[1]	162	4,745,521	335,281	73,361	261,920
Indonesia	Refer note[1]	67	577,130	34,411	44,972	(10,561)
Philippines	Refer note[1]	5903	8,504,926	395,314	59,228	336,086
Saudi Arabia	Refer note[1]	499	4,823,587	233,358	52,151	181,207
France	Refer note[1]	527	20,564,919	992,917	232,963	759,954
Spain	Refer note[1]	553	8,997,510	389,160	105,914	283,246
Chile	Refer note[1]	52	890,120	45,706	4,012	41,694

Name of the resident entity / Tax jurisdiction	Main Business Activity (ies)	Number of employees	Revenue (in ₹ thousand)	Profit (Loss) before tax (in ₹ thousand)	Income tax accrued - current year (in ₹ thousand)	Profit (Loss) after tax (in ₹ thousand)
Netherlands	Refer note(1)	725	27,947,212	1,316,888	342,282	974,606
Ireland	Refer note(1)	293	13,970,293	1,201,975	181,446	1,020,529
Belgium	Refer note(1)	177	12,011,644	483,243	135,457	347,786
Sweden	Refer note(1)	834	39,703,028	1,794,924	370,788	1,424,136
Finland	Refer note(1)	49	11,784,860	596,768	133,797	462,971
Italy	Refer note(1)	628	14,462,749	800,778	239,169	561,609
Colombia	Refer note(1)	53	774,775	22,552	21,169	1,383
United Arab Emirates	Refer note(1)	488	7,297,547	511,416	48,610	462,806
Turkey	Refer note(1)	12	537,607	7,673	16,542	(8,869)
Greece	Refer note(1)	-	454,881	21,520	2,321	19,199
Venezuela	Refer note(1)	-	-	780	629	151
Luxembourg	Refer note(1)	20	261,092	13,186	2,532	10,654
Egypt	Refer note(1)	119	687,151	55,893	12,815	43,078
Estonia	Refer note(1)	36	956,166	70,397	-	70,397
Thailand	Refer note(1)	268	1,295,819	49,832	9,289	40,543
Czechia	Refer note(1)	387	7,572,950	590,494	171,269	419,225
Oman	Refer note(1)	16	166,658	12,275	1,824	10,451
Lithuania	Refer note(1)	60	601,382	28,709	11,061	17,648
Bulgaria	Refer note(1)	1478	6,112,122	479,996	52,963	427,033
Vietnam	Refer note(1)	535	1,519,334	36,228	2,694	33,534
Guatemala	Refer note(1)	1319	4,032,411	333,853	13,455	320,398
Trinidad and Tobago	Refer note(1)	-	68,997	3,812	1,488	2,324
Azerbaijan	Refer note(1)	-	1,429	(2,011)	-	(2,011)
Angola	Refer note(1)	12	325,626	224,247	41,215	183,032
Peru	Refer note(1)	95	896,773	46,212	17,173	29,039
Costa Rica	Refer note(1)	126	796,699	31,043	-	31,043
Slovakia	Refer note(1)	33	686,225	52,535	11,288	41,247
Bahrain	Refer note(1)	2	20,711	1,282	-	1,282
Morocco	Refer note(1)	508	909,881	93,393	1,913	91,480

Note:

(1) Provision of IT and IT enabled services including R&D, Holding and managing IPRs and internal group finance activities

16. Supply Chain and Procurement

Metric	Unit	FY26	FY25	FY24	Notes
Suppliers covered under Supplier Code of Conduct	%	100	100	100	
Suppliers sourced sustainably	%	100	100	100	
Newly onboarded suppliers screened on ESG	Status	Yes	Yes	Yes	
Value chain partners assessed (environmental)	Number (% by value)	308 (76.4%)	236 (72%)	100%	FY24 - Only new vendors were assessed (100%) FY25, FY26 - % is based on the value chain partners assessed by business value
Value chain partners assessed (human rights)	% by value	76.4	72	100	
Procurement from MSMEs/small producers	%	12	10	11.58	
Procurement from within India	%	90	83	93	
Diverse supplier spending (global)	%	20	21	—	Tracking of global diverse spending began in FY25
ISO 20400 (Sustainable Procurement)	Status	Yes	Yes	—	Third-party verification began in FY25
Supplier awareness programs conducted	Number	1,134	1,454	1,293	

17. Community Investment (CSR)

Metric	Unit	FY26	FY25	FY24	Notes
Cumulative CSR spend	₹ Crores	1,984	1,680	1,450	
FY CSR funds received	USD Million	34.57	33.32	32.14	
Lives impacted (cumulative)	Million	8.4+	7.5+	5.9+	
Female beneficiaries	%	54	54	54	
Persons with disability supported	Number	16,800+	15,000+	13,500	
Saplings planted (cumulative)	Million	3.5+	3.2+	2.04+	
Water structures developed	Number	433	358	243	
Water bodies rejuvenated	Number	386	265	150	
Employee volunteers (India)	Number	7,760+	7,739	4,470	
Volunteer hours (India)	Hours	28,130+	33,229	11,620	
CSR Councils globally	Countries	25	25	26	

18. ESG Ratings and Recognitions

Rating Agency / Recognition	Unit	FY26	FY25	FY24	Notes
EcoVadis	Rating	Gold (96th percentile)	Gold (95th percentile)	Gold	
MSCI	Rating	AA	AA	AA	
Sustainalytics ESG Risk Rating	Score	12.25 – Low Risk	13.9 – Low Risk	10.88 – Low Risk	
S&P Global Sustainability Yearbook	Status	Included (4th year, +16% score)	Included (3rd year)	Included (2nd year)	
CDP – Supplier Engagement	Rating	Awaited	A	A-	
Ethisphere – Most Ethical Companies	Status	Yes (3rd year)	Yes (2nd year)	Yes (1st year)	
Forbes – World's Best Employers	Status	Yes (6th year)	Yes (5th year)	Yes (4th year)	
TRUE Zero Waste Platinum	Status	All India campuses	All India campuses	6 campuses	
LEED Platinum – Green Buildings	% of owned buildings	98.43	—	98	

19. Policies and Certifications

19.1 Key Policies

#	Policy	Web Link
1	Code of Business Ethics and Conduct (COBEC)	Code of Business Ethics and Conduct
2	Anti-Bribery and Anti-Corruption (ABAC)	Anti-Bribery and Anti-Corruption policy
3	Environmental Policy	Environmental Policy
4	Energy Policy	Energy Policy
5	Water Policy	Water Policy
6	Human Rights Policy	Human Rights Policy
7	Occupational Health and Safety Policy	Occupational Health and Safety Policy
8	Supplier Code of Conduct	Supplier Code of Conduct
9	Green Procurement Policy	Green Procurement Policy
10	Whistleblower Policy	Whistleblower Policy
11	CSR Policy	CSR Policy

#	Policy	Web Link
12	Remuneration Policy	Remuneration Policy
13	Privacy Statement	Privacy Statement
14	Privacy Trust Center	Privacy Trust Center
15	HCLTech Group Tax Strategy	HCLTech Group Tax Strategy

19.2 Certifications

Certification	Scope	FY26	FY25	FY24	Notes
ISO 14001:2015 (Environmental)	All India locations	Active	Active	Active	
ISO 50001:2018 (Energy)	Chennai, Bangalore, Madurai, Noida	Active	Active	Active	
ISO 45001:2018 (OH&S)	26 facilities (~75% employees)	Active	Active	Active	
ISO 37001:2016 (Anti-Bribery)	Global – 100% of sites	Active	Active	Active	
ISO 22301 (Business Continuity)	Global operations	Active	Active	Active	
ISO 27001:2022 (Info Security)	Global operations	Active	Active	Active	
ISO 27701:2019 (Privacy)	Global operations	Active	Active	Active	
ISO 9001:2015 (Quality)	Global operations	Active	Active	Active	
ISO 14064-1:2018 (GHG)	Global GHG inventory	Active	Active	Active	
ISO 20400 (Sustainable Procurement)	Procurement operations	Active	Active	Active	
TRUE Zero Waste Platinum (GBCI)	India owned campuses	Active	Active	Active	
LEED Platinum (Green Building)	All owned campuses	Active	Active	Active	
UNGC Signatory	Since 2011	Active	Active	Active	
SBTi Targets Validated	Near-term targets	Approved	Approved	Approved	

20. SASB Index – Software and IT Services

SASB Code	Metric	FY26	FY25	FY24	Notes
TC-SI-130a.1	Total energy consumed (GJ)	916,465	940,693	985,172	
TC-SI-130a.1	% grid electricity	50.21%	65.62%	80.98%	
TC-SI-130a.1	% renewable	49.79%	34.38%	19.02%	
TC-SI-130a.2	Total water withdrawn (KL)	944,850	849,928	748,299	
TC-SI-130a.2	% in water-stressed areas	87.6%	98.4%	-	
TC-SI-220a.1	Data privacy policies	ISO 27701 certified	ISO 27701 certified	ISO 27701 certified	
TC-SI-220a.3	Monetary losses from privacy proceedings	Nil	Nil	Nil	
TC-SI-230a.1	Data breaches involving PII	0	0	0	
TC-SI-330a.1	Revenue from exports	91.54%	92.7%	93%	
TC-SI-330a.2	Employee engagement	4.03/5	4.03/5	4.03/5	
TC-SI-330a.3	Women representation	29.58%	28.81%	29.13%	
TC-SI-520a.1	Losses from anti-competitive proceedings	Nil	Nil	Nil	

21. ESRS / IFRS S2 Climate Disclosure Index

TCFD Pillar	Disclosure	HCLTech Reference
Governance (a)	Board oversight of climate risks	SR — ESG Governance, Corporate Governance
Governance (b)	Management's role	SR — ESG Governance, Risk Committee
Strategy (a)	Climate risks and opportunities	SR — Climate response
Strategy (b)	Impact on business and financial planning	SR — Climate response, Risk Review
Strategy (c)	Scenario analysis and resilience	SR — Climate response
Risk Mgmt (a)	Identifying climate risks	SR — Risk Governance
Risk Mgmt (b)	Managing climate risks	SR — Risk Mitigation, Climate Adaptation
Risk Mgmt (c)	Integration into overall risk mgmt.	SR — ERM Framework
Metrics (a)	Metrics used	SR — Performance on ESG Targets, Emissions
Metrics (b)	Scope 1, 2, 3 emissions	SR — Emissions; BRSR P6 EI 7, LI 2
Metrics (c)	Targets and performance	SR — Our Performance on ESG Targets

22. Cross-Reference Index

Framework	Reference	Location
GRI Standards 2021 Content Index	SR – ESG Performance Metrics – Section 24	Page 173
ESRS / IFRS S2 Climate Disclosure Index	SR – ESG Performance Metrics – Section 21	Page 170
BRSR (SEBI Annexure 16 and 17A)	Annual Report 2025-26 – BRSR Section	AR – BRSR section
BRSR Core Verified Data	BRSR – Section A 14, 15 (DNV Assured)	BRSR Section A
SASB Index (Software and IT Services)	SR – ESG Performance Metrics – Section 20	Page 169
UN SDG Alignment	SR – Message from the CEO and Managing Director SR – SDG Alignment	Overview
UNGC Communication on Progress	UNGC Signatory since 2011 – Annual UNGC COP submission	UNGC website

23. Assurance and Verification

Scope of Assurance	Level	Provider	FY26	FY25	FY24
BRSR Core KPIs (9 attributes)	Reasonable	DNV	✓	✓	✓
BRSR Non-core disclosures	Limited	DNV	✓	✓	✓
Sustainability Report (GRI)	Limited / Reasonable	DNV	✓	✓	✓
GHG Inventory (ISO 14064-1:2018)	Verification	DNV	✓	✓	✓
ISO 37001:2016 (Anti-Bribery)	Certification Audit	BSI	✓	✓	✓
ISO 14001:2015 (Environmental)	Certification Audit	BSI	✓	✓	✓
ISO 45001:2018 (OH&S)	Certification Audit	BSI	✓	✓	✓
@ISO 22301 (Business Continuity)	Certification Audit	Bureau Veritas	✓	✓	✓
SOC 2 Attestation	Attestation	Grant Thornton	✓	✓	✓
Financial Statements	Statutory Audit	As per Annual Report	✓	✓	✓

24. GRI Content Index

HCLTech Sustainability Report 2025-26

Statement of use

HCLTech has reported the information cited in this GRI content index for the period 1st April 2025 to 31st March 2026 with reference to the GRI Standards.

GRI 1 used: GRI 1: Foundation 2021

Applicable GRI Sector Standard(s): No GRI Sector Standard is currently applicable to HCLTech's activities.

Reporting frameworks: GRI Standards (2021) is the primary reporting framework. This report is cross-referenced to ESRS/CSRD, IFRS S1/S2 and SEBI BRSR through separate mapping annexes.

Source documents referenced in this index: HCLTech Sustainability Report FY26 (referred to as 'SR'), HCLTech Sustainability Report FY26 – ESG Performance Metrics Tables (referred to as 'ESG Performance Metrics'), HCLTech Annual Report FY26 (referred to as 'Annual Report' or 'AR') and HCLTech Annual Report FY26 – Business Responsibility and Sustainability Reporting (referred to as 'BRSR')

Note on Remarks/Reason for omissions: Omissions are disclosed in line with GRI 1: Foundation 2021. Where a disclosure has been reported in full, the 'Remarks/Reason for omission' column is marked with a dash.

GRI 2: General Disclosures 2021

The organization and its reporting practices

Disclosure	Description	Location	Remarks/Reason for omission
• 2-1	• Organizational details	• Sustainability Report FY26 (SR) > About the Report • HCLTech Annual Report FY26 (AR) > Corporate Information	—
• 2-2	• Entities included in the organization's sustainability reporting	• SR > About the Report – Reporting Boundary	—
• 2-3	• Reporting period, frequency and contact point	• SR > About the Report – Reporting Period and Cycle • SR > Message from the Global Head of Sustainability	—
• 2-4	• Restatements of information	—	Not applicable
• 2-5	• External assurance	• SR > Independent Assurance Statement; page 189	—

Activities and workers

Disclosure	Description	Location	Remarks/Reason for omission
• 2-6	• Activities, value chain and other business relationships	• SR > Responsible Supply Chain and Human Rights; page 64 • BRSR > Section A - Details of business activities	—
• 2-7	• Employees	• SR > People-centricity: Talent, Inclusion and Wellbeing; page 33 • SR > ESG Performance Metrics – Table 9: Workforce; page 145	—
• 2-8	• Workers who are not employees	• SR > People-centricity: Talent, Inclusion and Wellbeing; page 33 • SR > ESG Performance Metrics – Table 9: Workforce; page 145	—

Governance

Disclosure	Description	Location	Remarks/Reason for omission
• 2-9	• Governance structure and composition	• SR > Corporate Governance, Ethics and Transparency – Board of Directors and Board size and composition; page 73 • AR > Corporate Governance Report	—
• 2-10	• Nomination and selection of the highest governance body	• SR > Corporate Governance, Ethics and Transparency – Board Independence; page 74 • SR > Corporate Governance, Ethics and Transparency – Board Accountability; page 75 • AR > Corporate Governance Report	—
• 2-11	• Chair of the highest governance body	• SR > Corporate Governance, Ethics and Transparency – Board Independence; page 74 • SR > Corporate Governance, Ethics and Transparency – Board Accountability; page 75	—
• 2-12	• Role of the highest governance body in overseeing the management of impacts	• SR > Double Materiality Assessment – HCLTech's management approach to Sustainability and ESG; page 9 • SR > Corporate Governance, Ethics and Transparency – ESG governance architecture; page 77	—
• 2-13	• Delegation of responsibility for managing impacts	• SR > Double Materiality Assessment – HCLTech's management approach to Sustainability and ESG; page 9 • SR > Corporate Governance, Ethics and Transparency – ESG governance architecture; page 77	—

Disclosure	Description	Location	Remarks/Reason for omission
• 2-14	• Role of the highest governance body in sustainability reporting	• SR > Double Materiality Assessment – HCLTech's management approach to Sustainability and ESG; page 9 • SR > Corporate Governance, Ethics and Transparency – ESG governance architecture; page 77	—
• 2-15	• Conflicts of interest	• BRSR > Section C, Principle 1 – Details of complaints with regard to conflict of interest	—
• 2-16	• Communication of critical concerns	• SR > Whistleblower Policy and Stakeholder grievance redressal; page 80	—
• 2-17	• Collective knowledge of the highest governance body	• SR > Corporate Governance, Ethics and Transparency – Corporate Governance; page 72 • AR > Board of Directors	
• 2-18	• Evaluation of the performance of the highest governance body	• SR > Corporate Governance, Ethics and Transparency – Board Accountability; page 75	—
• 2-19	• Remuneration policies	• BRSR > Section B – Remuneration policy • SR > People-centricity: Talent, Inclusion and Wellbeing – Long-term incentive programs; page 57 • SR > Corporate Governance, Ethics and Transparency – Management Ownership requirements; page 76 • SR > Corporate Governance, Ethics and Transparency – CEO Compensation; page 76	—
• 2-20	• Process to determine remuneration	• BRSR > Section B – Remuneration policy • BRSR > Section C, Principle 5 – Essential Indicator 3 • SR > Corporate Governance, Ethics and Transparency – CEO Compensation; page 76	—
• 2-21	• Annual total compensation ratio	• AR > Director's report – Note 42 • SR > ESG Performance Metrics – Ratio of remuneration of each director to the median remuneration of the employees of the Company; page 158	

Strategy, policies and practices

Disclosure	Description	Location	Remarks/Reason for omission
• 2-22	• Statement on sustainable development strategy	• SR > Message from the CEO & Managing Director • SR > Message from the Global Head of Sustainability	—
• 2-23	• Policy commitments	• SR > Responsible Supply Chain and Human Rights – Governance and policies; page 64 • SR > Corporate Governance, Ethics and Transparency – Policy framework; page 79 • BRSR > Section B	—
• 2-24	• Embedding policy commitments	• SR > Climate Change, Net-Zero and Energy Transition – Climate response; page 18 • SR > Responsible Supply Chain and Human Rights – Governance and policies; page 64 • SR > Corporate Governance, Ethics and Transparency – Code of Business Ethics and Conduct; page 79	—
• 2-25	• Processes to remediate negative impacts	• SR > People-centricity: Talent, Inclusion and Wellbeing – Human Rights Risk Management; page 59 • SR > Responsible Supply Chain and Human Rights – Grievance mechanisms for value-chain partners; page 70	—
• 2-26	• Mechanisms for seeking advice and raising concerns	• SR > People-centricity: Talent, Inclusion and Wellbeing – Discrimination, harassment and grievance mechanisms; page 61 • SR >Responsible Supply Chain and Human Rights; page 64 • SR > Corporate Governance, Ethics and Transparency – Whistleblower Policy; page 80	—
• 2-27	• Compliance with laws and regulations	• SR > Corporate Governance, Ethics and Transparency – Policy framework and Anti-Bribery Management System (ABMS); page 79 • BRSR > Section B, 10.2 • BRSR > Section C, Principle 1, Essential Indicator 2 • BRSR > Section C, Principle 6, Essential Indicator 13	—
• 2-28	• Membership associations	• SR > Corporate Governance, Ethics and Transparency – Memberships and associations; page 81 • SR > Eco-Efficiency and Responsible Resource Management – Collective action at the basin level; page 28	—

Stakeholder engagement

Disclosure	Description	Location	Remarks/Reason for omission
• 2-29	• Approach to stakeholder engagement	• SR > Double Materiality Assessment – Methodology and process followed; page 8	—
• 2-30	• Collective bargaining agreements	• SR > People-centricity: Talent, Inclusion and Wellbeing – Freedom of Association, Collective Bargaining and Employee Participation; page 60	—

GRI 3: Material Topics 2021

Disclosure	Description	Location	Remarks/Reason for omission
• 3-1	• Process to determine material topics	• SR > Double Materiality Assessment – Methodology and process followed; page 8	—
• 3-2	• List of material topics	• SR > Double Materiality Assessment – Material sustainability topics; page 9	—
• 3-3	• Management of material topics	• SR > Climate Change, Net-Zero and Energy Transition; page 16 • SR > Eco-Efficiency and Responsible Resource Management; page 24 • SR > People-centricity; page 33 • SR > Responsible Supply Chain and Human Rights; page 64 • SR > Corporate Governance, Ethics and Transparency; page 72	—

GRI 200: Economic Topics

GRI 201: Economic Performance 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 201-1	• Direct economic value generated and distributed	• AR > Consolidated Financial Statements • AR > Finance Highlights	—
• 201-2	• Financial implications and other risks and opportunities due to climate change	• SR > Climate Change, Net-Zero and Energy Transition – Physical risks and our response; page 19 • SR > Climate Change, Net-Zero and Energy Transition – Transition Risks and our Response; page 20 • SR > ESG Performance Metrics – Table 8: Climate Risk Severity Heat Map; page 138	—
• 201-3	• Defined benefit plan obligations and other retirement plans	• AR > Notes to the Consolidated Financial Statements	—
• 201-4	• Financial assistance received from government	• SR > ESG Performance Metrics – Table 15: Governance – Financial Assistance Received from Government; page 159	—

GRI 202: Market Presence 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 202-1	• Ratios of standard entry level wage by gender compared to local minimum wage	• SR > People-centricity: Talent, Inclusion and Wellbeing – Fair wages and compensation; page 59 • SR > ESG Performance Metrics – Table 11– Employee Well-being and Benefits; page 149 • BRSR > Section C – Principle 5 – Essential Indicator 2	—
• 202-2	• Proportion of senior management hired from the local community	• SR > People-centricity: Talent, Inclusion and Wellbeing – Nearshore Operations; page 37 • SR > ESG Performance Metrics – Table 9: Workforce – Hiring; page 145-146	

GRI 203: Indirect Economic Impacts 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 203-1	• Infrastructure investments and services supported	• SR > Eco-Efficiency and Responsible Resource Management – Beyond the fence: Community water replenishment; page 27 • SR > Community Impact and Inclusive Growth; page 108	—
• 203-2	• Significant indirect economic impacts	• SR > Eco-Efficiency and Responsible Resource Management – Beyond the fence: Community water replenishment; page 27 • SR > Eco-Efficiency and Responsible Resource Management – Catchment-level restoration and Aquapreneurs: Turning Water Risk into Scalable Innovation; page 28 • SR > New Vistas; page 36	—

GRI 204: Procurement Practices 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 204-1	• Proportion of spending on local suppliers	• SR > Responsible Supply Chain and Human Rights – Inclusive sourcing and supplier diversity; page 69	—

GRI 205: Anti-corruption 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 205-1	• Operations assessed for risks related to corruption	• SR > Responsible Supply Chain and Human Rights – Risk-based vendor onboarding and assessment; page 65 • SR > Corporate Governance, Ethics and Transparency – Anti-Bribery and Anti-Corruption (ABAC) and Anti-Bribery Management System; page 79	—
• 205-2	• Communication and training about anti-corruption policies and procedures	• SR > Corporate Governance, Ethics and Transparency – Code of Business Ethics and Conduct; page 79 • SR > Corporate Governance, Ethics and Transparency – Fostering a culture of ethics; page 80	—
• 205-3	• Confirmed incidents of corruption and actions taken	• SR > Corporate Governance, Ethics and Transparency – Anti-Bribery Management System; page 79	—

Disclosure	Description	Location	Remarks/Reason for omission
		• SR > ESG Performance Metrics – Table 15: Governance – Ethics and Anti-Corruption; page 156 • BRSR > Principle 1, Essential Indicator 5, 7	

GRI 206: Anti-competitive Behavior 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 206-1	• Legal actions for anti-competitive behavior, anti-trust and monopoly practices	• SR > Corporate Governance, Ethics and Transparency – Code of Business Ethics and Conduct; page 79 • SR > ESG Performance Metrics – Table 15: Governance – Ethics and Anti-Corruption; page 156 • BRSR > Section C – Principle 7 – Essential Indicator 2	—

GRI 207: Tax 2019

Disclosure	Description	Location	Remarks/Reason for omission
• 207-1	• Approach to tax	• SR > Corporate Governance, Ethics and Transparency – Our policies; page 73 • SR > Corporate Governance, Ethics and Transparency – Tax transparency; page 87 • SR > ESG Performance Metrics – Table 15: Governance – Tax Reporting; page 161-162	—
• 207-2	• Tax governance, control and risk management	• SR > Corporate Governance, Ethics and Transparency – Tax transparency; page 87	—
• 207-3	• Stakeholder engagement and management of concerns related to tax	• SR > Corporate Governance, Ethics and Transparency – Tax transparency; page 87 • SR > Corporate Governance, Ethics and Transparency – Memberships and associations; page 81	—
• 207-4	• Country-by-country reporting	• SR > ESG Performance Metrics – Table 15: Governance – Tax Reporting; page 161-162 • Filed with tax authorities under statutory Country-by-Country Reporting	—

GRI 300: Environmental Topics

GRI 301: Materials 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 301-1	• Materials used by weight or volume	—	Not applicable: HCLTech is an IT and business services company and does not consume production raw materials. Raw Materials was not identified as a material topic in the FY26 Double Materiality Assessment on SR page 9.
• 301-2	• Recycled input materials used	—	Not applicable: HCLTech's services do not use production input materials. IT-asset circularity is addressed under GRI 306 and the e-waste management framework on SR page 31.
• 301-3	• Reclaimed products and their packaging materials	—	Not applicable: HCLTech does not manufacture physical products or product packaging.

GRI 302: Energy 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 302-1	• Energy consumption within the organization	• SR > Climate Change, Net-Zero and Energy Transition – Total energy consumption and mix; page 22 • SR > Climate Change, Net-Zero and Energy Transition – Data center performance and PUE; page 23 • SR > ESG Performance Metrics – Table 2: Energy; page 131	—
• 302-3	• Energy intensity	• SR > Climate Change, Net-Zero and Energy Transition – Energy; page 22 • SR > ESG Performance Metrics – Table 2: Energy; page 131	—
• 302-4	• Reduction of energy consumption	• SR > Climate Change, Net-Zero and Energy Transition – Decarbonization initiatives delivered in FY26; page 23	—
• 302-5	• Reductions in energy requirements of products and services	—	Not applicable

GRI 303: Water and Effluents 2018

Disclosure	Description	Location	Remarks/Reason for omission
• 303-1	• Interactions with water as a shared resource	• SR > Eco-Efficiency and Responsible Resource Management – Water Stewardship; page 25 • SR > Eco-Efficiency and Responsible Resource Management – Water risk assessment; page 26	—
• 303-2	• Management of water discharge-related impacts	• SR > Eco-Efficiency and Responsible Resource Management – Zero Liquid Discharge; page 33	—
• 303-3	• Water withdrawal	• SR > Eco-Efficiency and Responsible Resource Management – Within the fence: operational water stewardship; page 25 • SR > ESG Performance Metrics – Table 4: Water; page 134	—
• 303-4	• Water discharge	• SR > Eco-Efficiency and Responsible Resource Management – Water Stewardship; page 25 • SR > ESG Performance Metrics – Table 4: Water; page 134	—
• 303-5	• Water consumption	• SR > Eco-Efficiency and Responsible Resource Management – Water Stewardship; page 25 • SR > ESG Performance Metrics – Table 4: Water; page 134	—

GRI 304: Biodiversity 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 304-1	• Operational sites in or adjacent to protected areas and areas of high biodiversity value	—	Not applicable: HCLTech's operations are conducted from commercial office campuses in urban and peri-urban locations, none of which is located within or adjacent to legally protected biodiversity-sensitive areas.
• 304-2	• Significant impacts of activities, products and services on biodiversity	—	Not applicable: Biodiversity was assessed as non-material in the FY26 Double Materiality Assessment. HCLTech's services operations have no significant direct impacts on biodiversity.
• 304-3	• Habitats protected or restored	• SR > Eco-Efficiency and Responsible Resource Management – Beyond the fence: Community water replenishment; page 27 • SR > Community Impact and Inclusive Growth – Environment Action; page 110	—
• 304-4	• IUCN Red List species affected by operations	—	Not applicable: HCLTech's operational footprint does not affect habitats of IUCN Red List or nationally listed conservation species.

GRI 305: Emissions 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 305-1	• Direct (Scope 1) GHG emissions	• SR > Climate Change, Net-Zero and Energy Transition – Climate performance - against baseline; page 21 • SR > ESG Performance Metrics – Table: 3 GHG Emissions; page 132	—
• 305-2	• Energy indirect (Scope 2) GHG emissions	• SR > Climate Change, Net-Zero and Energy Transition – Climate performance - against baseline; page 21 • SR > ESG Performance Metrics – Table: 3 GHG Emissions; page 132	—
• 305-3	• Other indirect (Scope 3) GHG emissions	• SR > Climate Change, Net-Zero and Energy Transition – Climate performance - against baseline; page 21 • SR > ESG Performance Metrics – Table: 3 GHG Emissions; page 132	—
• 305-4	• GHG emissions intensity	• SR > ESG Performance Metrics – Table: 3 GHG Emissions; page 132	—
• 305-5	• Reduction of GHG emissions	• SR > Climate Change, Net-Zero and Energy Transition – Climate performance - against baseline; page 21 • SR > ESG Performance Metrics – Table: 1 – Environmental Goals and Target Performance; page 130	—
• 305-6	• Emissions of ozone-depleting substances (ODS)	• SR > ESG Performance Metrics – Table: 7 – Other Air Emissions; page 137	• During FY26, HCLTech's ozone depleting substance impact was 0.0358 tonnes of CFC-11 equivalent. This arises solely from the servicing of legacy HVAC equipment that uses R-22 (HCFC-22), of which 0.651 tonnes was recorded during the year. The figure is calculated as the quantity of R-22 multiplied by its Ozone Depletion Potential of 0.055 (UNEP, CFC-11 = 1.0). HCLTech does not produce,

Disclosure	Description	Location	Remarks/Reason for omission
			import or export ozone depleting substances, and no ODS is used as feedstock or process input. Our ODS impact is limited to residual refrigerant use and is being reduced through a planned phase down of R-22, with replacement by zero ODP alternatives such as R-410A, R-134A and R-407C.
• 305-7	• Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	• SR > ESG Performance Metrics – Table: 7 – Other Air Emissions; page 137	—

GRI 306: Waste 2020

Disclosure	Description	Location	Remarks/Reason for omission
• 306-1	• Waste generation and significant waste-related impacts	• SR, Eco-Efficiency and Responsible Resource Management; page 29 • SR, Eco-Efficiency and Responsible Resource Management – Electronic waste and responsible disposal; page 31	—
• 306-2	• Management of significant waste-related impacts	• SR, Eco-Efficiency and Responsible Resource Management – Waste Management Programs; page 29 • SR, Eco-Efficiency and Responsible Resource Management – Our e-waste management framework; page 31	—
• 306-3	• Waste generated	• SR, Eco-Efficiency and Responsible Resource Management – Waste performance; page 29 • SR > ESG Performance Metrics – Table: 5 Waste; page 135	—
• 306-4	• Waste diverted from disposal	• BRSR, Section C, Principle 6, Essential Indicator 9	—
• 306-5	• Waste directed to disposal	• SR, Eco-Efficiency and Responsible Resource Management – page 30	—

		• SR > ESG Performance Metrics – Table: 5 Waste; page 135	

GRI 308: Supplier Environmental Assessment 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 308-1	• New suppliers that were screened using environmental criteria	• SR > Responsible Supply Chain and Human Rights – Risk-based vendor onboarding and assessment; page 65	—
• 308-2	• Negative environmental impacts in the supply chain and actions taken	• SR > Responsible Supply Chain and Human Rights – Engaging the value chain on climate; page 69 • SR > Responsible Supply Chain and Human Rights – How HCLTech responds to IROs; page 69	—

GRI 400: Social Topics

GRI 401: Employment 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 401-1	• New employee hires and employee turnover	• SR, People-centricity: Talent, Inclusion and Wellbeing – Talent attraction and retention; page 36 • SR, People-centricity: Talent, Inclusion and Wellbeing – Employee satisfaction; page 45 • SR > ESG Performance Metrics – Table: 9 – Workforce; page 145	—
• 401-2	• Benefits provided to full-time employees	• SR > People-centricity: Talent, Inclusion and Wellbeing – Managed Healthcare and Employee Insurance; page 51	—
• 401-3	• Parental leave	• SR > People-centricity: Talent, Inclusion and Wellbeing – Parental leave and caregiving support; page 52 • SR > ESG Performance Metrics – Table: 11 – Employee Well-being and Benefits; page 149-151	—

GRI 402: Labor/Management Relations 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 402-1	• Minimum notice periods regarding operational changes	• SR > People-centricity: Talent, Inclusion and Wellbeing – Workforce transitions; page 61	—

GRI 403: Occupational Health and Safety 2018

Disclosure	Description	Location	Remarks/Reason for omission
• 403-1	• Occupational health and safety management system	• SR > People-centricity: Talent, Inclusion and Wellbeing – Occupational health and safety; page 61	—
• 403-2	• Hazard identification, risk assessment and incident investigation	• SR > People-centricity: Talent, Inclusion and Wellbeing – Hazard Identification, Risk Assessment and Incident Investigation; page 63	—
• 403-3	• Occupational health services	• SR > People-centricity: Talent, Inclusion and Wellbeing – Managed Healthcare; page 51	—
• 403-4	• Worker participation, consultation and communication on OHS	• SR > People-centricity: Talent, Inclusion and Wellbeing – Occupational health and safety; page 61	—
• 403-5	• Worker training on occupational health and safety	• SR > People-centricity: Talent, Inclusion and Wellbeing – Occupational Health and Safety trainings; page 62	—
• 403-6	• Promotion of worker health	• SR > People-centricity: Talent, Inclusion and Wellbeing – iWoW: Building a Culture of Holistic Employee Wellbeing; page 55	—
• 403-7	• Prevention and mitigation of OHS impacts linked by business relationships	• SR > People-centricity: Talent, Inclusion and Wellbeing – Occupational health and safety; page 61 • SR > Responsible Supply Chain and Human Rights; page 64	—
• 403-8	• Workers covered by an OHS management system	• SR > People-centricity: Talent, Inclusion and Wellbeing – Occupational health and safety; page 61 • SR > ESG Performance Metrics – Table: 13 – Occupational Health and Safety; page 152	—

Disclosure	Description	Location	Remarks/Reason for omission
• 403-9	• Work-related injuries	• SR > People-centricity: Talent, Inclusion and Wellbeing – Occupational health and safety; page 61 • SR > ESG Performance Metrics – Table: 13 – Occupational Health and Safety; page 152	—
• 403-10	• Work-related ill health	• SR > People-centricity: Talent, Inclusion and Wellbeing – Occupational health and safety; page 61 • SR > ESG Performance Metrics – Table: 13 – Occupational Health and Safety; page 152	—

GRI 404: Training and Education 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 404-1	• Average hours of training per year per employee	• SR > People-centricity: Talent, Inclusion and Wellbeing – Talent development; page 38	—
• 404-2	• Programs for upgrading employee skills and transition assistance programs	• SR > People-centricity: Talent, Inclusion and Wellbeing – Reskilling and Upskilling; page 39 • SR > People-centricity: Talent, Inclusion and Wellbeing – Democratizing AI skills; page 40	—
• 404-3	• Employees receiving regular performance and career development reviews	• SR > People-centricity: Talent, Inclusion and Wellbeing – Performance review and career development; page 44	—

GRI 405: Diversity and Equal Opportunity 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 405-1	• Diversity of governance bodies and employees	• SR > People-centricity: Talent, Inclusion and Wellbeing – Advancing gender diversity; page 47 • SR > Corporate Governance, Ethics and Transparency – Board size and composition; page 73 • SR > ESG Performance Metrics – Table: 10 – Diversity and Inclusion; page 148	—

Disclosure	Description	Location	Remarks/Reason for omission
• 405-2	• Ratio of basic salary and remuneration of women to men	• SR > People-centricity: Talent, Inclusion and Wellbeing – Gender Pay Indicators; page 60	—

GRI 406: Non-discrimination 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 406-1	• Incidents of discrimination and corrective actions taken	• SR > People-centricity: Talent, Inclusion and Wellbeing – Discrimination, harassment and grievance mechanisms; page 61 • SR > ESG Performance Metrics – Table: 14: Human Rights; page 153	—

GRI 407: Freedom of Association and Collective Bargaining 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 407-1	• Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	• SR > People-centricity: Talent, Inclusion and Wellbeing – Freedom of Association, Collective Bargaining and Employee Participation; page 60 • SR > Responsible Supply Chain and Human Rights – Human rights due diligence (HRDD) across the value chain; page 73 • SR > ESG Performance Metrics – Table: 14: Human Rights – Human Rights Assessment; page 153-154	—

GRI 408: Child Labor 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 408-1	• Operations and suppliers at significant risk for incidents of child labor	• SR > People-centricity: Talent, Inclusion and Wellbeing – Human Rights Due Diligence (HRDD) Assessment; page 58 • SR > Responsible Supply Chain and Human Rights; page 64 • SR > ESG Performance Metrics – Table: 14: Human Rights – Human Rights Assessment; page 153-154	—

GRI 409: Forced or Compulsory Labor 2016

Disclosure	Description	Location	Remarks/Reason for omission

• 409-1	• Operations and suppliers at significant risk for incidents of forced or compulsory labor	• SR > People-centricity: Talent, Inclusion and Wellbeing – Human Rights Due Diligence (HRDD) Assessment; page 58 • SR > Responsible Supply Chain and Human Rights; page 64 • SR > ESG Performance Metrics – Table: 14: Human Rights – Human Rights Assessment; page 153-154	—

GRI 410: Security Practices 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 410-1	• Security personnel trained in human rights policies or procedures	• SR > People-centricity: Talent, Inclusion and Wellbeing – Human Rights Due Diligence (HRDD) Assessment; page 58	Physical security is outsourced to third-party agencies bound by the Supplier Code of Conduct, which includes human rights requirements.

GRI 411: Rights of Indigenous Peoples 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 411-1	• Incidents of violations involving rights of indigenous peoples	• SR > People-centricity: Talent, Inclusion and Wellbeing – Human Rights Due Diligence (HRDD) Assessment; page 58 • SR > ESG Performance Metrics – Table: 14: Human Rights; page 153 • BRSR, Section C, Principle 5, Essential Indicator 6 and Leadership Indicator 4	—

GRI 413: Local Communities 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 413-1	• Operations with local community engagement, impact assessments and development programs	• SR > Community Impact and Inclusive Growth; page 108 • SR > Eco-Efficiency and Responsible Resource Management – Beyond the fence: Community water replenishment; page 27	—
• 413-2	• Operations with significant actual and potential negative	• SR > Climate Change, Net-Zero and Energy Transition – Physical risks and our response – Water scarcity; page 19 • SR > Eco-Efficiency and Responsible Resource Management – Water Stewardship; page 25	—

Disclosure	Description	Location	Remarks/Reason for omission
	impacts on local communities		

GRI 414: Supplier Social Assessment 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 414-1	• New suppliers that were screened using social criteria	• SR > Responsible Supply Chain and Human Rights – Risk-based vendor onboarding and assessment; page 65	—
• 414-2	• Negative social impacts in the supply chain and actions taken	• SR > Responsible Supply Chain and Human Rights – Human rights due diligence (HRDD) across the value chain; page 66 • SR > Responsible Supply Chain and Human Rights – Capacity building and supplier engagement; page 70	—

GRI 415: Public Policy 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 415-1	• Political contributions	• SR, Corporate Governance, Ethics and Transparency – Anti-Bribery and Anti-Corruption (ABAC); page 79 • SR, Corporate Governance, Ethics and Transparency – Memberships and associations; page 81 • SR > ESG Performance Metrics – Table: 15 Governance – Ethics and Anti-Corruption – Political Contributions; page 155-156	—

GRI 416: Customer Health and Safety 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 416-1	• Assessment of the health and safety impacts of product and service categories	• BRSR, Principle 9, Essential Indicator 6	—
• 416-2	• Incidents of non-compliance concerning the health and safety	• SR > Supercharging progress for clients and ecosystem – Complaint handling and resolution; page 106 • BRSR, Principle 9, Essential Indicator 6	—

Disclosure	Description	Location	Remarks/Reason for omission
	impacts of products and services		

GRI 417: Marketing and Labeling 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 417-1	• Requirements for product and service information and labeling	• BRSR, Principle 9, Leadership Indicator 2	—
• 417-2	• Incidents of non-compliance concerning product and service information and labeling	• SR > Supercharging progress for clients and ecosystem – Complaint handling and resolution; page 106 • BRSR, Principle 9, Leadership Indicator 3	—
• 417-3	• Incidents of non-compliance concerning marketing communications	• SR > Supercharging progress for clients and ecosystem – Complaint handling and resolution; page 106 • BRSR, Principle 9, Leadership Indicator 3	—

GRI 418: Customer Privacy 2016

Disclosure	Description	Location	Remarks/Reason for omission
• 418-1	• Substantiated complaints concerning breaches of customer privacy and losses of customer data	• SR > Corporate Governance, Ethics and Transparency – Information Security and Data Protection; page 85 • SR > Corporate Governance, Ethics and Transparency – Data Privacy; page 85 • SR > Corporate Governance, Ethics and Transparency – Privacy Trust Center; page 86 • SR > ESG Performance Metrics – Table 15: Governance – Data Privacy and Cybersecurity; pages 155-157	—

End of GRI Content Index.

For further information: sustainability@hcltech.com | www.hcltech.com

INDEPENDENT ASSURANCE STATEMENT

to the Management of HCL Technologies Ltd.

HCL Technologies Ltd. (Corporate Identity Number L74140DL1991PLC046369, hereafter referred to as 'HCLTech' or 'the Company') has commissioned DNV Business Assurance India Private Limited ("DNV", "us" or "we") to conduct an independent assurance of its sustainability / non-financial disclosures disclosed in its Sustainability Report (hereafter referred as 'Report') for the period FY26.

Scope of Work and Boundary

The agreed scope of work included a limited level of assurance for the information on the non- financial performance indicators disclosed in the Report prepared by HCLTech based on GRI Topic-specific Standards for the identified material topics for the activities undertaken by the Company during the reporting period 01/04/2025 to 31/03/2026. The reported topic boundaries of non-financial performance are based on the materiality assessment covering Company's operations as brought out in the section 'About the Report' of the report.

A reasonable level of assurance was carried out for the below mentioned indicators which were also disclosed in the company's BRSR (Annexure 1).

a) GRI 302: Energy 2016 – 302-1, 302-3

b) GRI 303: Water and Effluents 2018 – 303-3, 303-4, 303-5

c) GRI 305: Emissions 2016 – 305-1, 305-2, 305-4 and

d) GRI 306: Waste 2020 – 306-3, 306-4, 306-5

Boundary covers the performance of HCLTech's all global operations that fall under the direct operational control of the Company's Legal structure unless otherwise specified below and 'About the Report' section of the report.

GRI disclosure	Boundary for Assurance
GRI 306: Waste 2020	India Locations

Reporting Criteria and Standards

The disclosures have been prepared by HCLTech:

- With reference to the requirements of Global Reporting Initiative (GRI) standards 2021
- Business Responsibility and Sustainability Report (BRSR) as mandated by the Securities and Exchange Board of India (SEBI), India
- Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard

Our competence, and Independence

DNV applies its own management standards and compliance policies for quality control, which are based on the principles enclosed within ISO/IEC 17029:2019- Conformity Assessment – General principles and requirements for validation and verification bodies and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. DNV has complied with the Code of Conduct during the assurance engagement. DNV's established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements.

This engagement work was carried out by an independent team of sustainability assurance professionals. During the reporting period i.e. FY 2025-26, DNV, to the best of its knowledge, was not involved in any non-audit/non-assurance work with the Company and its Group entities which could lead to any Conflict of Interest. DNV was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement. DNV maintains complete impartiality toward stakeholders interviewed during the assurance process.

Assurance Methodology/ Standard

DNV has carried out the assurance engagement in accordance with DNV's VeriSustain™ protocol (V6.0), which is based on our professional experience and international assurance practice, and the international standard in Assurance Engagements, ISAE 3000 (revised) - Assurance Engagements other than Audits or Reviews of Historical Financial Information. DNV's VeriSustain™ Protocol (V6.0) has been developed in accordance with the most widely accepted reporting and assurance standards. Apart from DNV's VeriSustain™ protocol (V6.0), DNV team has also followed ISO 14064-3 - *Specification with guidance for the verification and validation of greenhouse gas statements* to evaluate disclosures with respect to Greenhouse gases respectively.

Basis of our conclusion

As part of our independent assurance engagement, we have evaluated the reported environmental, social, and governance (ESG) information against the agreed criteria. Throughout the engagement, we exercised rigorous professional judgment and maintained a high level of professional skepticism to ensure the integrity and reliability of our conclusions.

As part of the assurance process, a multi-disciplinary team of assurance specialists performed assurance work for selected sites of HCLTech. We carried out the following activities:

- We adopted a risk-based approach, that is, we concentrated our assurance efforts on the issues of high material relevance to the Company's business and its key stakeholders. Reviewed the disclosures in the report. Our focus included general disclosures, GRI topic specific disclosures and any other key metrics specified under the reporting framework.
- Understanding the key systems, processes and controls for collecting, managing and reporting the non-financial disclosures in report.

- Walk-through of key data sets. Understand and test, on a sample basis, the processes used to adhere to and evaluate adherence to the reporting requirements.
- Collect and evaluate documentary evidence and management representations supporting adherence to the reporting requirements.
- DNV audit team conducted on-site audits for corporate offices and sites (as listed in Annexure II). Sample based assessment of site-specific data disclosures was carried out. We were free to choose sites for conducting our assessment.
- Reviewed the process of reporting as defined in the assessment criteria and assurance methodology.
- Interviews with selected senior managers responsible for management of disclosures and review of selected evidence to support ESG KPIs and metrics disclosed the Report. We were free to choose interviewees and interviewed those with overall responsibility of monitoring, data collation and reporting the selected indicators.
- Verification of the consolidated reported performance disclosures in context to the Principle of Completeness as per VeriSustain™ Protocol, V6.0 for limited level of assurance for the disclosure.

On the basis of the assessment undertaken, for the GRI disclosures as mentioned in Annexure I, nothing has come to our attention to suggest that the disclosures are not fairly stated and are not prepared, in all material aspects, with reference to the reporting criteria and the principles as per DNV VeriSustain™ Protocol (V6.0) as stated below.

1. Materiality

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

The Report explains out the double materiality assessment process carried out by the Company which has considered concerns of internal and external stakeholders, and inputs from peers and the industry, as well as issues of relevance in terms of impact for HCLTech's business. The list of topics has been prioritized, reviewed and validated, and the Company has disclosed new material topics during the reporting period.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Materiality.

2. Stakeholder inclusiveness

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

The Report brings out the stakeholders who have been identified as significant to HCLTech, as well as the modes of engagement established by the Company to interact with these stakeholder groups. The key topics of concern and needs of each stakeholder group, which have been identified through these channels of engagement, are further brought out in the Report.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Stakeholder Inclusiveness.

3. Responsiveness

The extent to which an organization responds to stakeholder issues.

The Report adequately brings out the Company's policies, strategies, management systems and governance mechanisms in place to respond to topics identified as material and significant concerns of key stakeholder groups.

Nothing has come to our attention to believe that the Report does not meet the requirements related to the Principle of Responsiveness.

4. Completeness

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

The Report brings out the Company's performance, strategies and approaches related to the environmental, social and governance issues that it has identified as material for its operational locations coming under the boundary of the report, for the chosen reporting period while applying and considering the requirements of Principle of Completeness.

Nothing has come to our attention to suggest that the Report does not meet the Principle of Completeness with respect to scope, boundary and time.

5. Accuracy

The extent to which the Report provides correct and sufficiently detailed information to allow an assessment of the organization's impacts.

The Report brings out the systems and processes that the Company has set in place to capture and report its performance related to identified material topics across its reporting boundary. The Report presents both qualitative and quantitative information in a manner that is consistent with available evidence and other reported disclosures. It clearly distinguishes between measured and estimated data, provides adequate descriptions of measurement methodologies, and outlines assumptions and limitations where applicable. Some of the data inaccuracies identified in the Report during the verification process were found to be attributable to transcription, interpretation, and aggregation errors. These data inaccuracies have been communicated for correction and the related disclosures were reviewed post correction.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Accuracy.

6. Reliability

The extent to which the Report presents information that can be consistently and dependably verified and used for decision-making.

The Report provides disclosures that are supported by documented evidence, validated data sources, and established internal controls. It outlines the processes used to collect, compile, and review information, ensuring that the data presented is dependable and reproducible. The inclusion of third-party assurance further enhances the reliability of the disclosures and supports informed decision-making by stakeholders.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Reliability.

7. Neutrality/Balance

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

The Report brings out the disclosures related to HCLTech's performance during the reporting period in a neutral tone in terms of content and presentation, while considering the overall macroeconomic and industry environment.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Neutrality.

8. Sustainability Context

This addresses the requirement related to the presentation of the organization's performance in its own sustainability and general business context, i.e., a local, regional and international context.

The Report outlines how the Company monitors and evaluates its impact across local, regional, and global sustainability contexts. It reflects the Company's efforts to align its performance with broader societal needs and planetary boundaries to monitor, measure and evaluate its significant direct and indirect impacts linked to identified material topics across the Company, its significant value chain entities and key stakeholder groups.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Sustainability Context.

Responsibility of the Company

HCLTech has the sole responsibility for the preparation of the Report and is responsible for all information disclosed in the Report. The company is responsible for maintaining processes and procedures for collecting, analyzing and reporting the information and ensuring the quality and consistency of the information presented in the Report. HCLTech is also responsible for ensuring the maintenance and integrity of its website and any referenced disclosures on their website.

DNV's Responsibility

In performing this assurance work, DNV'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 the Company. DNV disclaims any liability or co-responsibility for any decision a person or entity would make based on this assurance statement.

Use and distribution of Assurance statement

This assurance statement, including our conclusion has been prepared solely for the Company in accordance with the agreement between us. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Management of the Company for our work or this assurance statement. We have not performed any work, and do not express any conclusion, on any other information that may be published outside of the Report and/or on Company's website for the current reporting period.

The use of this assurance statement shall be governed by the terms and conditions of the contract between DNV and HCLTech. DNV does not accept any liability if this assurance statement is used for any purpose other than its intended use, nor does it accept liability to any third party in respect of this assurance statement.

Inherent Limitations

DNV's assurance engagement assume that the data and information provided by the Company to us as part of our review have been provided in good faith, is true, complete, sufficient, and authentic, and is free from material misstatements. The assurance scope has the following limitations:

- The assurance engagement considers an uncertainty of ±5% based on materiality threshold for estimation/measurement errors and omissions.
- DNV's opinion on financial disclosures relies on the third party audited financial reports of the Company. DNV does not take any responsibility of the financial data reported in the audited financial reports of the Company.
- The assessment is limited to data and information within the defined Reporting Period. Any data outside this period is not considered within the scope of assurance.
- Data outside the operations specified in the assurance boundary is excluded from the assurance, unless explicitly mentioned otherwise in this statement.
- The assurance does not cover the Company's statements that express opinions, claims, beliefs, aspirations, expectations, aims, or future intentions. Additionally, assertions related to Intellectual Property Rights and other competitive issues are beyond the scope of this assurance.
- The assessment does not include a review of the Company's strategy or other related linkages expressed in the Report. These aspects are not within the scope of the assurance engagement.
- The assurance does not extend to mapping the Report with reporting frameworks other than those specifically mentioned. Any assessments or comparisons with frameworks beyond the specified ones are not considered in this engagement.
- Aspects of the Report that fall outside the mentioned scope and boundary are not subject to assurance. The assessment is limited to the defined parameters.
- The assurance engagement does not include a review of legal compliances. Compliance with legal requirements is not within the scope of this assurance, and the Company is responsible for ensuring adherence to relevant laws.

For DNV Business Assurance India Private Limited,	
Jas Sahib Singh Chadha Lead Verifier	Anjana Sharma Assurance Reviewer
Assurance Team: Chandan Sarkar, R. Mohan Krishnan, Suraiya Rahman, Poornachander Maratha, Shilpa Swarnim, Thyagaraj Subbarayan	

16/07/2026, Bengaluru, India

Annexure I

GRI disclosures assured for Reasonable level of assurance as a part of the BRSR Core:

- GRI 302: Energy 2016 – 302-1, 302-3
- GRI 303: Water and Effluents 2018 – 303-3, 303-4, 303-5
- GRI 305: Emissions 2016 – 305-1**, 305-2***, 305-4
- GRI 306: Waste 2020 – 306-3, 306-4, 306-5

GRI disclosures assured for Limited level of assurance:

- GRI 2: General Disclosures 2021*
- GRI 3: Material Topics 2021– 3-1, 3-2, 3-3
- GRI 202: Market Presence 2016 – 202-1, 202-2
- GRI 204: Procurement Practices 2016 – 204-1
- GRI 205: Anti-corruption 2016 – 205-1, 205-2, 205-3
- GRI 206: Anti-competitive behavior 2016 – 206-1
- GRI 302: Energy 2016 – 302-4
- GRI 303: Water and Effluents 2018 – 303-1, 303-2
- GRI 304: Biodiversity 2016 – 304-3
- GRI 305: Emissions 2016 – 305-3****, 305-5, 305-6, 305-7
- GRI 306: Waste 2020 – 306-1, 306-2
- GRI 308: Supplier Environmental Assessment 2016 – 308-1, 308-2
- GRI 401: Employment 2016 – 401-1, 401-2, 401-3
- GRI 402: Labor/Management Relations 2016 – 402-1
- GRI 403: Occupational Health and Safety 2018 – 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10
- 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 407: Freedom of Association and Collective Bargaining 2016 – 407-1
- GRI 408: Child Labor 2016 – 408-1
- GRI 409: Forced or Compulsory Labor 2016 – 409-1
- GRI 410: Security Practices 2016 – 410-1
- GRI 411: Rights of Indigenous Peoples 2016 – 411-1
- GRI 413: Local Communities 2016 – 413-1, 413-2
- GRI 414: Supplier Social Assessment 2016 – 414-1, 414-2
- GRI 415: Public Policy 2016 – 415-1
- GRI 416: Customer Health and Safety 2016 – 416-1, 416-2
- GRI 417: Marketing and Labeling 2016 – 417-1, 417-2, 417-3
- GRI 418: Customer Privacy 2016 – 418-1

** HCLTech has calculated the median employee remuneration and related pay ratios using a Purchasing Power Parity (PPP)-based methodology to support remuneration comparisons across its global workforce. As part of our assurance procedures, we evaluated whether the methodology has been consistently applied and transparently presented within the Sustainability Report. Our assessment was based on the information and explanations provided by HCLTech and was limited to reviewing the application and disclosure of the methodology. The methodology, underlying assumptions and calculation basis have been disclosed by HCLTech in the Sustainability Report.*

*** Scope 1 GHG emissions are calculated based on conversion factors, emission factors considered in 2006 IPCC Guidelines for National Greenhouse Gas Inventories, IPCC sixth assessment report, The UK Department for Environment, Food and Rural Affairs (Defra) and US Environments Protection Agency (EPA).*

**** Scope 2 GHG emissions for Indian operations are calculated based on emission factors in Central Electricity Authority, Govt. of India (CEA Version_21.0): Grid Emission Factors - Weighted Average Emission Factor (Incl RES), including cross-border electricity transfers which is 0.710 kgCO_2 per kWh. Scope 2 GHG emissions for rest of the countries (other than India) operations are calculated based on emission factors in Institute for Global Environmental Strategies (IGES), International Energy Agency (IEA), Association of Issuing Bodies (AIB), country-specific grid emission factors. Scope 2 GHG emissions for purchased energy are calculated based on emission factors in The UK Department for Environment, Food and Rural Affairs (Defra).*

***** Scope 3 GHG emissions are calculated based on emission factors considered in The UK Department for Environment, Food and Rural Affairs (Defra), US Environments Protection Agency (EPA), Central Electricity Authority of India (CEA), Institute for Global Environmental Strategies (IGES), International Energy Agency (IEA). Scope 3 Categories 4, 8–15 are not applicable to the nature of HCLTech's business operations.*

Annexure II – Sites selected for audit

S.no	Site	Location
1.	Corporate Office	NCR–Campus, Noida
2.	India Sites (onsite audit)	NCR–Campus, Noida; Chennai–Elcot Campus; Bengaluru–Jigani Campus
3.	India Sites (remote audit)	Hyderabad, Madurai, Nagpur, Pune
4.	International Sites (remote audit)	Australia; Canada–Mississauga, Vancouver; Mexico–Minerva, Andares Campus; Sweden–Göteborg ARDH; Italy–Emanuelli, Portion B, Ericsson Vimodron; Sri Lanka-Colombo; USA–Frisco, Parsippany, Santa Clara; UK–HCL House

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