



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

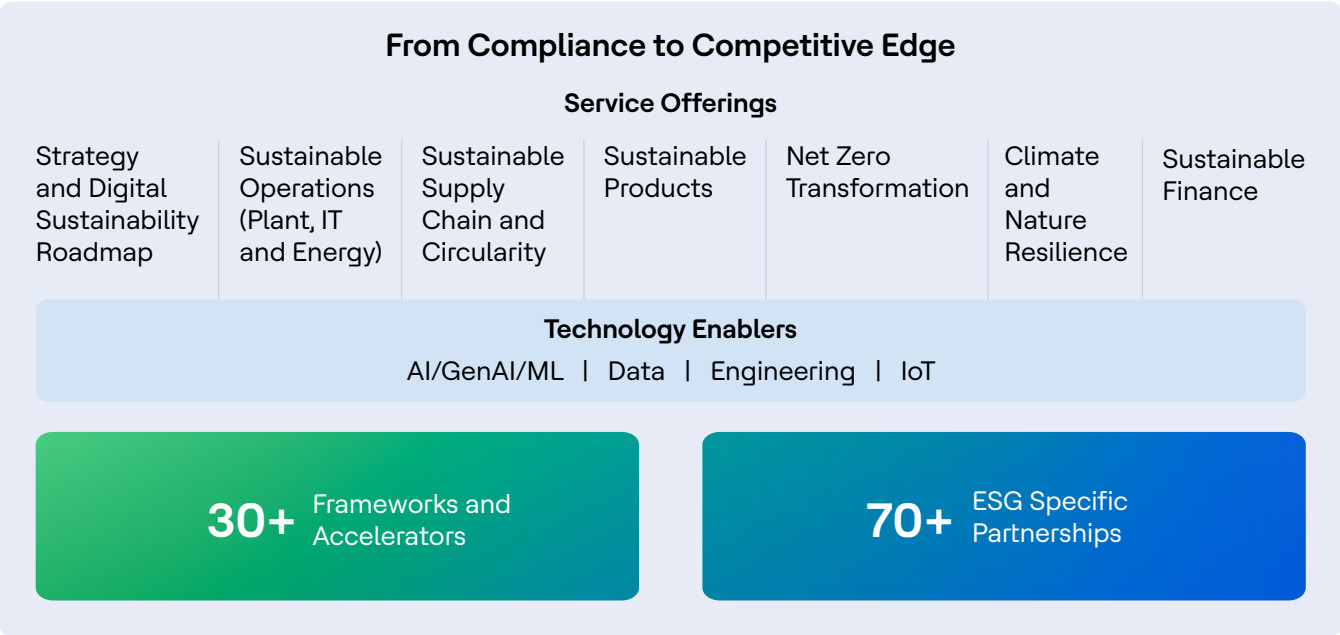
Sustainalytics – HCLTech features in the top 6 out of the 209 “IT consulting” companies. Recognized as a “Low risk company” for strong management of material ESG issues and corporate governance performance.

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.

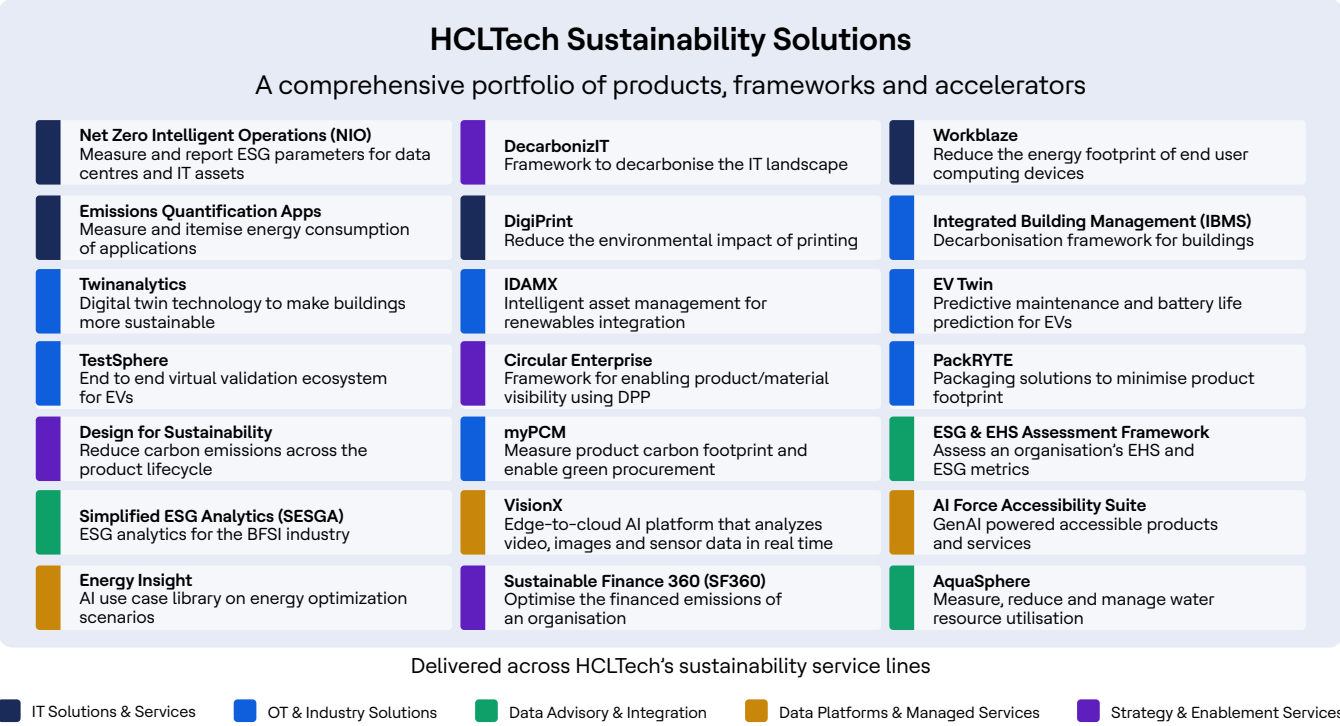
From compliance to competitive edge

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.



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.



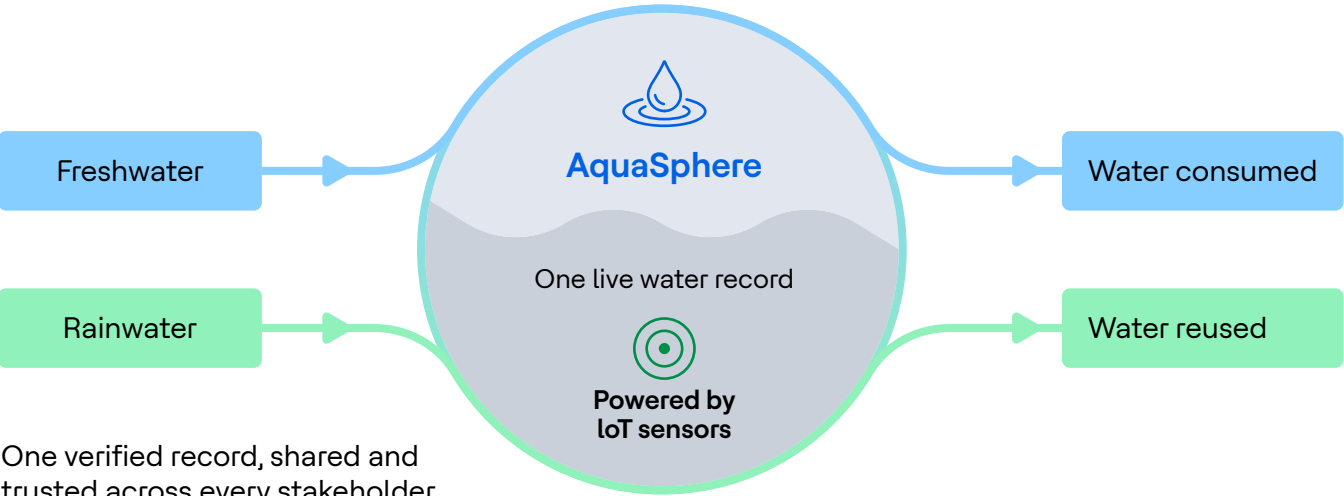
managers integrate ESG principles into their operations.

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 | • Auditors |
| #Water utility | • Public authorities |
| #Consumers | • 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

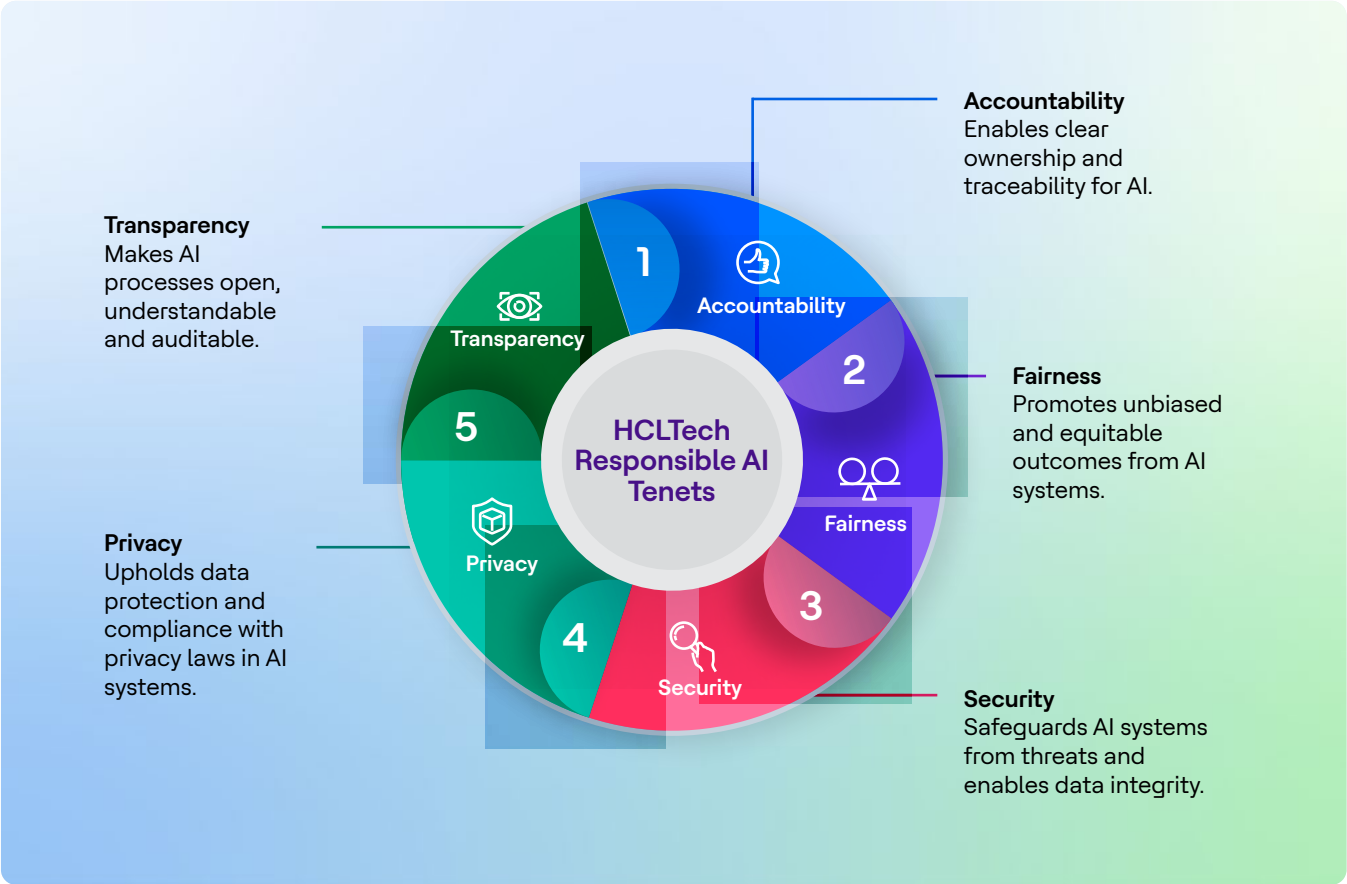
At HCLTech, AI is built on a foundation of responsibility, trust and social consciousness. As a proud member of the Responsible AI Institute, HCLTech is committed to shaping AI that is safe, ethical and sustainable. During the year, we joined the AI Verify Foundation and signed the EU AI Pact, reinforcing 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

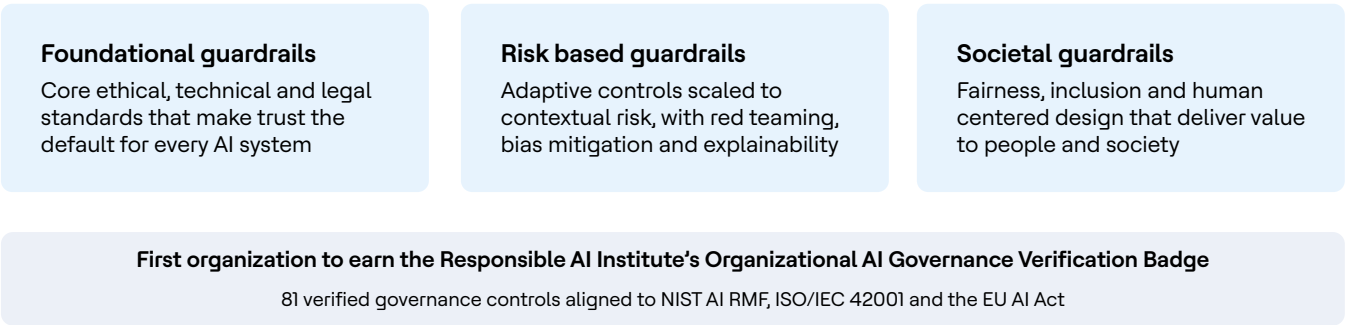
HCLTech’s Responsible AI and Governance Framework rests on five core tenets — Accountability, Fairness, Security, Privacy and Transparency — integrated across the full AI lifecycle, from planning and design to development, testing, deployment and post-deployment monitoring. These tenets are reinforced 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



HCLTech earns RAI Organizational AI Governance Verification Badge

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



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.

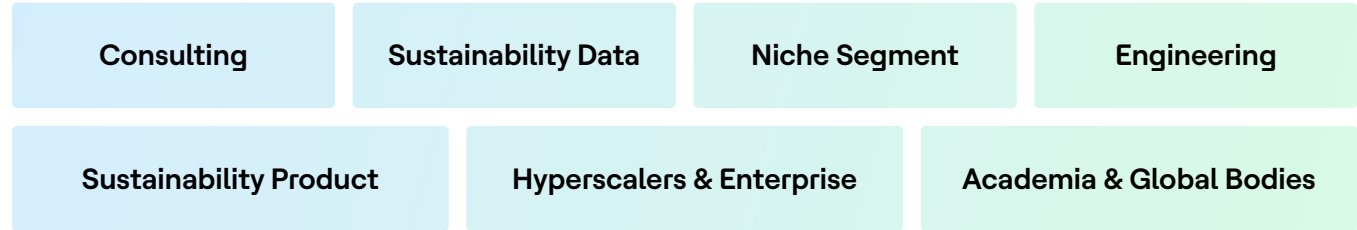
The initiative is built to do far more than fund. The winners of the challenges, termed UpLink Ventures, are introduced to an ecosystem of early-stage investors, corporates, international organizations and public sector partners. This helps the ventures gain connections to funders and markets, peer-to-peer 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.

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

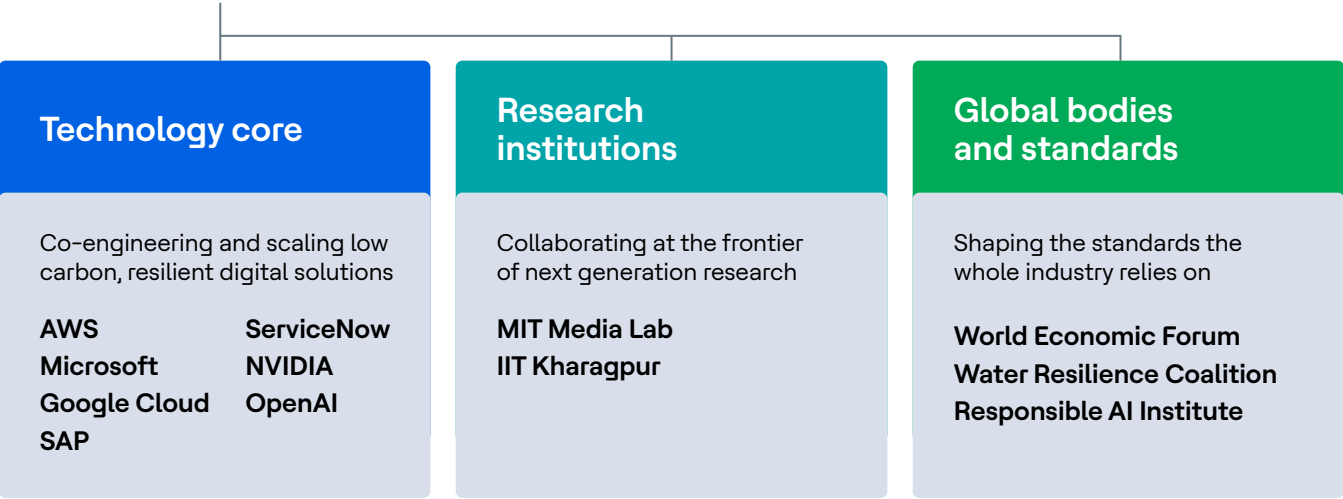


Our partner ecosystem

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.

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



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.