

# Mphasis ESG Databook 2022-23



We provide an accurate and transparent account of our Company's sustainability data that are material to our business through this Environmental, Social and Governance (ESG) Databook 2022-23. The ESG Databook contains the key performance indicators of Mphasis (Global) across material business categories and reflects our commitment to responsibly disclose the impacts of our business. In this ESG Data Book, we disclose relevant financial and non-financial information (including historical figures in some cases) that we consider to be of material significance to our stakeholders.

The reported data reflects the ESG priorities of the organization and are aligned with the Global Reporting Initiative (GRI) and Dow Jones Sustainability Index (DJSI). All reported data is as of and for the fiscal year ended March 31, 2023.

# Economic & Governance Performance

## Economic Value

Category	Unit	2022-23	2021-22
Economic value generated			
Total revenue	Million INR	139,600.96	121,218.94
Earnings before tax	Million INR	21,730.57	19,129
Taxes reported	Million INR	5,351.35	4,820.11
Effective tax rate	%	34.9	34.9
Economic value distributed and retained			
Total operating costs	Million INR	32,887.59	28,093.38
Total employee-related expenses (salaries and benefits)	Million INR	80,757.80	70,345.01
Payments to providers of capital	Million INR	972.58	744.03
Payment to government	Million INR	5,078.68	4,859.65
Community investments	Million INR	343.10	294.59
Economic value retained	Million INR	972.58	16,882.28

## Philanthropic Contributions, Business Ethics

Category	Unit	2022-23
CSR expense	Million INR	323.98
Community investments	% of total CSR spend	100
Political contributions	Million INR	No political contributions

Category	Unit	2022-23	2021-22	2020-21	2019-20
Fines or settlements related to anti-competitive practices	Million INR	0	0	0	0
Fines as % of total revenue	%	0	0	0	0
Contributions to and spending for political campaigns, political organizations, lobbying, trade associations, tax-exempt entities	Million INR	0	0	0	0
Confirmed cases of corruption and bribery	No.	0	0	0	0

Category	Unit	2022-23
Ongoing investigations related to anti-competitive practices	No.	0
Current involvement in any ongoing corruption and bribery cases	No.	0
No. of incidents of discrimination and harassment	No.	50
No. of incidents of conflicts of interest	No.	0
No. of incidents of money laundering or insider trading	No.	0
Total number of information security breaches	No.	0
Complaints concerning breaches of customer privacy and losses of customer data	No.	0

## CEO-to-Employee Pay Ratio

Indicator	
The ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	1:853
The ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	1:3.61

## Management Ownership (Stock ownership of CEO and other executives)

Position	Name	Multiple of Base Salary
CEO and Managing Director	Mr. Nitin Rakesh	5.47
Average across other executive committee members owning shares	Mr. Marshall Lux	0

## Membership Associations

Parameter	Details	
	2022-23	2021-22
List of industry associations, other membership associations and national or international advocacy organizations in which it participates in a significant role	The National Association of Software and Service Companies (NASSCOM)	The National Association of Software and Service Companies (NASSCOM)
	American Chamber of Commerce (AMCHAM)	Confederation of Indian Industry (CII)
	Confederation of Indian Industry (CII)	American Chamber of Commerce (AMCHAM)
	US-India Strategic Partnership Forum (USISPF)	Calgary Chamber of Commerce
	Calgary Chamber of Commerce	
	Toronto Board of Trade	

## Customer Relationship Management

Position	Unit	2022-23	2021-22	2020-21	2019-20
Customers using the online services solutions/sales platform	%	Not applicable			
% of revenues generated online (e.g., through direct sales, advertising, etc.)					
Respondents satisfied by Customer Satisfaction Survey	% of satisfied customers	80	83	87	79
Data coverage: % of customers/consumers surveyed out of the total number of customers	%	45	50	52	47

# Social Performance

## Workforce

Category	Employees	Unit	2022-23	2021-22
Board of directors	Male	No.	9	9
	Female	No.	3	3
	<30	No.	0	0
	30-50	No.	4	4
	>50	No.	8	8
Senior management	Male	No.	99	63
	Female	No.	14	12
	<30	No.	0	0
	30-50	No.	60	48
	>50	No.	53	27
Middle management	Male	No.	545	610
	Female	No.	83	90
	<30	No.	1	0
	30-50	No.	451	519
	>50	No.	176	181
Junior management	Male	No.	1,739	1,837
	Female	No.	384	433
	<30	No.	7	12
	30-50	No.	1,802	1,949
	>50	No.	314	309
Other employees	Male	No.	18,458	19,642
	Female	No.	11,041	11,737
	<30	No.	14,969	16,205
	30-50	No.	13,755	14,234
	>50	No.	775	940
Share of women in total workforce	as % of total workforce	%	35.11	-
Target for 2025	40%	-	-	-
Share of women in all management positions, including junior, middle and top management	as % of total management positions	%	38	-
Target for 2025	39%	-	-	-
Share of women in junior management positions, i.e., first level of management	as % of total junior management positions	%	33	-
Target for 2025	34%	-	-	-
Share of women in top management positions, i.e., maximum two levels away from the CEO or comparable positions	as % of total top management positions	%	39	-
Target for 2025	50%	-	-	-
Share of women in management positions in revenue-generating functions (e.g. sales)	as a % of all such managers	%	35	17.59
Target for 2025	36%	-	-	-
Share of women in STEM-related positions	as a % of total STEM positions	%	21	33
Target for 2025	22%	-	-	-
People with disabilities	as a % of the total workforce	%	0.21	0.1409
LGBTQI+	as a % of the total workforce	%	0.061	0.026
Contractual workers	Total	No.	2,020	2,486
Workforce global	Male	No.	22,303	23,949
	Female	No.	12,080	12,961
	<30	No.	15,514	16,819
	30-50	No.	17,388	18,440
	>50	No.	1,481	1,650

## New Employee Hires

Category	Employees	Unit	2022-23	2021-22
Senior management	Male	No.	75	3
	Female	No.	8	1
	<30	No.	1	0
	30-50	No.	63	2
	>50	No.	19	2
Middle management	Male	No.	362	98
	Female	No.	60	7
	<30	No.	8	0
	30-50	No.	364	68
	>50	No.	50	37
Junior management	Male*	No.	7651	580
	Female*	No.	4461	134
	<30	No.	7398	8
	30-50	No.	4532	580
	>50	No.	189	126
Other employees	Male	No.	0	14,689
	Female	No.	0	8,840
	<30	No.	0	13,548
	30-50	No.	0	9,341
	>50	No.	0	646
New employee hires	Male*	No.	9414	15,370
	Female*	No.	5062	8,982
	<30	No.	8063	13,556
	30-50	No.	6048	9,991
	>50	No.	373	811

\*The junior management and new employee recruits involves non-binary team members who prefer not to be categorized as strictly male or female. Their representation is appropriately accounted for within the age-wise breakdown.

Category	Unit	2022-23	2021-22	2020-21	2019-20
Percentage of open positions filled by internal candidates (internal hires)	%	43.26	26.65	30	34
Average hiring cost/FTE	INR	81,838	65,459	65,731	43,466
New employee hires	No.	14,484	15,040	5207	4104

## Gender-pay Indicators

Employee Level	Unit	2022-23	
		Average Female Salary	Average Male Salary
Executive level (base salary only)	Million INR	1348851.48	1504211.28
Executive level (base salary + other cash incentives)	Million INR	1416700.82	1580411.74
Management level (base salary only)	Million INR	2315513.74	2561748.16
Management level (base salary + other cash incentives)	Million INR	2620371.83	2919175.84
Non-management level	Million INR	380823.13	424623.27

## Employee Turnover Rate

Category	Employees	Unit	2022-23	
			Voluntary	Total
Senior management	Male	%	11.18	12.42
	Female	%	15.38	23.08
	<30	%	0	0
	30-50	%	15.69	19.61
	>50	%	7.06	7.06
Middle management	Male	%	14.01	19.03
	Female	%	8.05	14.94
	<30	%	0	0
	30-50	%	15.11	19.37
	>50	%	8.74	16.45
Junior management	Male	%	20.25	25.78
	Female	%	20.81	27.42
	<30	%	40	66.67
	30-50	%	22.17	26.37
	>50	%	9.67	23.57
Other employees (non-executive)	Male	%	32.61	46.09
	Female	%	32	45.04
	<30	%	34.61	47.73
	30-50	%	31.33	43.66
	>50	%	12.10	44.53

Category	Unit	2022-23	2021-22	2020-21	2019-20
Voluntary turnover rate	%	31.15	34.39	8.13	7.78
Total employee turnover rate	%	43.78	44.17	28.88	27.10
Data coverage (as % of all FTEs globally)	%	100	100	100	100

### Training Man Hours

Category	Unit	2022-23	2021-22
		Male	Female
Senior Management	Avg. hours of training	0	0
Middle management	Avg. hours of training	6.64	3.75
Junior management	Avg. hours of training	8.36	5.76
Other employees (non-executive)	Avg. hours of training	46.83	51.88

Category	Unit	2022-23
Average hours per FTE of training and development	Avg. hours of training	44
Average amount spent per FTE on training and development	INR	7,707

### Work-related Injuries

Absentee Rate	Unit	2022-23	2021-22	2020-21	2019-20
Employees	% of total days scheduled	0.47%	0	0	0
Data coverage	% of employees	100%	100%	100%	100%

### Parental Leave (Permanent employees)

Category	Unit	2022-23		2021-22	
		Male	Female	Male	Female
Employees entitled to parental leave	No.	20,841	11,522	22,152	12,272
Employees that took parental leave	No.	730	552	644	311
Employees that returned to work in the reporting period after parental leave ended	No.	730	525	644	309
Employees that returned to work after parental leave ended that were still employed 12 months after their return to work	No.	595	432	483	280
Rate of return to work that took parental leaves	%	100	95	87.42	95.11
Retention rate of employees that took parental leave	%	81.51	78.26	62.41	57.88

## Suppliers and Procurement Spend\*

Category	Unit	2022-23	2021-22
Total suppliers	No.	11,463	2,627
Total procurement spend	Million INR	510	2,416
Procurement spend on locally-based suppliers	Percentage of total	99	91

\*The values correspond only to the India entities of the Mphasis group

## Supplier Environmental Assessment

New Suppliers Screened		
Category	Unit	2022-23
Percentage of new suppliers that were screened using environment criteria	%	100
Percentage of suppliers identified having significant actual and potential negative impacts	%	0
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	%	0
Percentage of suppliers identified having significant actual and potential negative impacts on society with which relationship has been terminated	%	0

## Benefits Provided to Permanent and Temporary Employees

Category/Types of Benefits Provided	Unit	2022-23	
		Permanent Employees	Temporary Employees
Life insurance	Yes/No	Yes	No
Health care	Yes/No	Yes	No
Disability	Yes/No	Yes	No
Parental leave (maternity leave or paternity leave)	Yes/No	Yes	No
Marriage leave (additional to normal leaves allotted)	Yes/No	No	No
Bereavement leave (additional to normal leaves allotted)	Yes/No	No	No
Leave for Haj (additional to normal leaves allotted)	Yes/No	No	No
Leave for baptism (additional to normal leaves allotted)	Yes/No	No	No
Leave for circumcision ceremony (additional to normal leaves allotted)	Yes/No	No	No
Retirement provision	Yes/No	Yes (PF)	No
Stock ownership	Yes/No	No	No
Housing	Yes/No	No	No
Transportation	Yes/No	Yes	No
Food allowance	Yes/No	Yes	No
Extra paid holidays	Yes/No	Yes	No
Citizenship leave	Yes/No	No	No
Car lease	Yes/No	Yes	No
Sabbatical	Yes/No	Yes	No
Reassignment leave	Yes/No	Yes	No
Family treatment leave	Yes/No	No	No
Fertility treatment leave	Yes/No	Yes	No
Learn while you can	Yes/No	Yes	No



## Employee Engagement

Indicator	Unit	2022-23	2021-22	2020-21	2019-20
Employee Net Promoter Score (eNPS)	% of employees with top level of engagement, satisfaction, wellbeing or employee net promoter score (eNPS)	7.87	7.99	7.91	7.64
Target for FY 2022	8.05	-	-	-	-
Data coverage	% of employees who responded to the survey	59.3%	73.50%	65%	70%

## Human Capital Return on Investment

Indicator	Unit	2022-23	2021-22	2020-21	2019-20
a) Total revenue	INR Million	139,600.96	121,218.94	98,552.56	90,213.57
b) Total operating expenses	INR Million	32,887.59	28,093.38	79,193.97	71,931.53
c) Total employee-related expenses (salaries + benefits)	INR Million	80,757.80	70,345.01	56,297.86	49,226.41
Resulting HC ROI (a - (b-c)) / c	-	2.3214	1.32384	1.34386	1.37139
Total employees	No.	34,392	32,424	29,473	28,705

## Environmental Performance<sup>1</sup>

### Energy Consumption

Category	Unit	2022-23	2021-22	2020-21	2019-20
Energy consumed (from non-renewable sources)	MWh	11,405	9,950	11,080	22,683
Captive DG power	MWh	228	109	175	380
Total renewable energy purchased or generated	MWh	11,088	11,889	12,169	13,359
Total cost of energy consumption	INR	25,44,13,266	23,85,06,035	26,34,28,429	38,70,63,831
Data coverage	%	100	100	100	100
Total energy consumption	MWh	22,721	21,948	23,424	36,422
Energy intensity	Total energy consumption/ Revenue in Million INR	0.163	0.181	0.238	0.404

### Emissions

Category	Unit	2022-23	2021-22	2020-21	2019-20
GHG Emissions					
Scope 1: Direct emissions	tCO <sub>2</sub> eq	172.45	83	137	263
Data coverage (%)	%	100	100	100	100
Target for FY2022	Tonnes	82.17	-	-	-
Scope 2: Indirect emissions location-based	tCO <sub>2</sub> eq	16,045.69	15,579.10	16,352.10	25,710.91
Data coverage	%	100	100	100	100
Target for FY2022	Tonnes	15,423.31	-	-	-

<sup>1</sup>The reporting boundary of all environmental performance metrics is Mphasis' Indian operations

Scope 2: Indirect emissions Market-based	tCO2eq	8136.05	7097.87	7792.97	16180.97
Data coverage	%	100	100	100	100
Target for FY2022	Tonnes	7,026.89	-	-	-
Scope 3: Indirect emissions	tCO2eq	2,864	2,756	1986	5276
Scope 3 categories	Employee commuting (Diesel consumption*2.65 [Emission factor] / 1000)	2,864	2,756	1986	5276
Target for FY2022	Tonnes	2,728.44	-	-	-

Category	Unit	2022-23	2021-22
Total GHG emissions (Scope 1 + Scope 2 market-based + Scope 3)	tCO2eq	11,172.5	9,936.87
GHG emission intensity (includes Scope 1 + Scope 2 market-based)	tCO2eq/Revenue in Million INR	0.06	0.059
<b>Air pollutant management</b> The main emissions from our support activities are Nitrogen Oxide (NOx), Sulfur Oxide (SOx). These are emitted primarily through the use of Diesel Generators sets at Mphasis campuses. An external agency is hired to conduct air quality testing once in 6 months within our work area after which the results are studied and verified by the EHS team. However, we do not monitor or measure air emissions other than GHG emissions.	<b>Emissions of ozone-depleting substances (ODS)</b> Heating, ventilation and air conditioning (HVAC) systems that are used at our facilities utilize refrigerants like R22 and R410A. The Ozone Depleting Potential (ODP) of each of these substances are different, but a group-wide decision has been made to find minimum ODP and Global Warming Potential alternatives to replace all R22 refrigerants.		
Category	Unit	2022-23	2021-22
HCFC-22 or R-22	Tonnes	0.233	0.371
CFC-12 or R-12	Tonnes	0	0
CFC-11 or R-11	Tonnes	0	0
HFC-134a or R-134a	Tonnes	0	0
R404A	Tonnes	0	0
R123	Tonnes	0	0
R417A	Tonnes	0	0
R410A	Tonnes	0.595	0
R407C	Tonnes	0.032	0
R32	Tonnes	0	0

**Water consumption:** Water is consumed within the organization only for drinking, cooking and lavatory operation. Water consumption is part of the maintenance charges of the company as all facilities are leased. Since our operations are not water-intensive, we do not track our water consumption. However, there are efforts made to ensure that water is consumed judiciously within all Mphasis facilities through the use of water aerators and sewage treatment plants. We also encourage our employees to minimize the impacts of their water consumption by raising awareness through collaboration with NGOs and internal awareness programs.

## Waste Management

Category	Unit	2022-23	Waste Diverted from Disposal		Waste Directed to Disposal
Waste composition					
Paper waste & food waste	Tonnes	70.61	70.61		0
Non-hazardous waste	Tonnes	34.059	0		34.059
Hazardous waste	Tonnes	18.214	0		18.214
<b>Total waste generated</b>	<b>Tonnes</b>	<b>122.883</b>	<b>70.61</b>		<b>52.273</b>
Waste disposed					
	Unit	2022-23	2021-22	2020-21	2019-20
A) Total waste generated	Tonnes	122.883	75.13	79.14	104.02
B) Total waste used/recycled/sold	Tonnes	70.61	21.62	16.03	11.57
<b>Total waste disposed (A-B)</b>	<b>Tonnes</b>	<b>52.273</b>	<b>53.51</b>	<b>64.48</b>	<b>92.45</b>
Target for FY2022	Tonnes	50.8345	-	-	-
Data coverage	%	100	100	100	100

## Waste Diverted from Disposal by Recovery Operation in Metric Tons (t)

	Onsite	Offsite	Total
A) Hazardous waste			
Preparation for reuse	0	0	0
Recycling	0	0	0
Other recovery operations	0	0	0
Total	0	0	0
B) Non-hazardous waste			
Preparation for reuse	0	0	0
Recycling	0	70.61	70.61
Other disposal operations	0	0	0
Total	0	70.61	70.61

## Waste Directed to Disposal by Disposal Operation in Metric Tons (t)

Waste Disposed	Unit	2022-23
A) Hazardous waste		
Incineration (with energy recovery)	Tonnes	0
Incineration (without energy recovery)	Tonnes	0
Landfilling	Tonnes	0
Other disposal operations	Tonnes	18.214
Total	Tonnes	18.214
B) Non-hazardous waste		
Incineration (with energy recovery)	Tonnes	0
Incineration (without energy recovery)	Tonnes	0
Landfilling	Tonnes	0
Other disposal operations	Tonnes	34.059
Total	Tonnes	34.059

## Data Center Efficiency

Average PUE	Unit	2022-23	2021-22	2020-21	2019-20
Average PUE	-	2.31	2.08	2.1	2.73
Coverage (% of total ICT population)	%	71	71	71	71
Total energy used in data centers	MWh	7,002.3	7,241.4	8,957	8,968
% of renewable energy (of total energy)	%	46.07	9.29	15.55	13.45

## About Mphasis

Mphasis' purpose is to be the "Driver in the Driverless Car" for Global Enterprises by applying next-generation design, architecture and engineering services, to deliver scalable and sustainable software and technology solutions. Customer centricity is foundational to Mphasis, and is reflected in the Mphasis' Front2Back™ Transformation approach. Front2Back™ uses the exponential power of cloud and cognitive to provide hyper-personalized ( $C = X2C^2 = 1$ ) digital experience to clients and their end customers. Mphasis' Service Transformation approach helps 'shrink the core' through the application of digital technologies across legacy environments within an enterprise, enabling businesses to stay ahead in a changing world. Mphasis' core reference architectures and tools, speed and innovation with domain expertise and specialization, combined with an integrated sustainability and purpose-led approach across its operations and solutions are key to building strong relationships with marquee clients. [Click here](#) to know more. (BSE: 526299; NSE: MPHASIS)

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