

# ESG Factsheet 2024-25



## Economics

**Table 1: Direct and Indirect Economic Value Generated (INR in Millions)**

<b>Direct Economic Value Generated (A)</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Revenue (through core business segments)	42,438	48,482	49,019	52,806
Other Income (through other sources)	908	643	1,583	1,963
<b>Total</b>	<b>43,346</b>	<b>49,125</b>	<b>50,602</b>	<b>54,769</b>

  

<b>Economic Value Distributed (B)</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Operating cost	3,930	4,675	3,200	4,252
Personnel expenses (wages + benefits)	31,923	38,285	37,102	40,386
Interest charges	353	279	209	173
Taxes and royalties (given to various Govt. wherever business units are located) - Taxes expenses	1,524	1,165	2,108	2,079
Dividends (payments to capital providers)	881	1,132	1,246	2,041
Community development / CSR investments	67	72	80	98
<b>Total</b>	<b>38,678</b>	<b>45,608</b>	<b>43,945</b>	<b>49,029</b>
<b>Economic Value Added (A-B)</b>	<b>4,668</b>	<b>3,517</b>	<b>6,657</b>	<b>5,740</b>

## Environment

### Emission

**Table 2: Greenhouse Gas Emissions, Scope 1, Scope 2 and Scope 3**

Greenhouse Gas Emissions (Scope 1, 2 & 3)	Unit	Boundary	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
<b>Direct Greenhouse Gas Emissions (Scope 1)</b>						
Total direct GHG emissions	tCO <sub>2</sub> e	Global	26.3	341.0	487.0	469.1
Data coverage	%	Global	100	100	100	100
<b>Indirect Greenhouse Gas Emissions (Scope 2)</b>						
Location-based	tCO <sub>2</sub> e	Global	4,193.5	3,399.5	2,459.0	1,388.8
Data coverage	%	Global	100	100	100	100
Total scope 1 & 2	tCO <sub>2</sub> e		4,219.8	3,740.6	2,946.0	1,857.9
<b>Indirect Greenhouse Gas Emissions (Scope 3)</b>						
Total scope 3 emissions	tCO <sub>2</sub> e	Global	816.3	7,879.7*	7,810.3*	6,043.5

\*Scope 3 emissions for FY 2022-23 and FY 2023-24 are revised as per recalculation done for Category - 3 Fuel and energy related other emissions based on validation exercise with SBTi

**Table 3: Break-up of Greenhouse Gas Emissions, Scope 1, 2 & 3**

**Greenhouse Gas Emissions (Scope 1, 2 & 3) – tCO<sub>2</sub>e**

Scope	Boundary	FY 2022-23	FY 2023-24	FY 2024-25	Emissions calculation and inclusion (DEFRA, EEIO etc)
Scope 1	Global	341.0	487.0	469.1	IPCC
Scope 2 – Location based	Global	3,399.5	2,459.0	1,388.8	IPCC, CEA
Scope 3 – Category					
Purchased goods and services	Global	2,989.0	2,965.0	2,360.9	Supply Chain GHG Emission Factors for US Commodities v1.2
Capital goods	Global	831.3	199.0	603.7	Supply Chain GHG Emission Factors for US Commodities v1.2
Fuel and energy related activities	Global	622.0*	453.2*	258.9	Defra
Upstream transportation and distribution	Global	3.6	0.003	1.9	Defra
Waste generated in operations	Global	1.2	2.5	0.9	Defra
Business travel	Global	1,841.1	2,412.8	1,613.3	Defra
Employee commuting	Global	880.3	1,053.6	627.5	Defra
Upstream Leased Asset	Global	495.9	401.0	253.4	Defra, CEA, and Country specific electricity Grid GHG emission factors
Upstream Leased Asset (vehicles)	Global	215.3	323.1	322.5	IPCC
<b>Total Scope 3 emissions</b>	<b>Global</b>	<b>7,879.7</b>	<b>7,810.3</b>	<b>6,043.5</b>	
<b>Total Scope 1, 2 &amp; 3 Emission</b>	<b>Global</b>	<b>11,619.9</b>	<b>10,756.3</b>	<b>7,901.4</b>	

\*Scope 3 emissions for FY 2022-23 and FY 2023-24 are revised as per recalculation done for Category - 3 Fuel and energy related other emissions based on validation exercise with SBTi

**Table 4: Air Emissions Other than GHG Emissions**

Parameter	Unit	Boundary	FY 2022-23	FY 2023-24	FY 2024-25
Ozone-Depleting Substances (ODS)	Kg	India	294.8	446.3	417.9
CFC-R22	Kg	India	114.6	86.2	84.3
HFC-R410a	Kg	India	57.7	126.9	171.5
HFC-R407c	Kg	India	40.6	157.5	139.2
HFC-R134a	Kg	India	81.9	75.6	22.9
SOx	Tonnes/per annum	Owned facilities	0.04	0.02	0.07
NOX	Tonnes/per annum	Owned facilities	0.05	0.05	0.09
Particulate matter (PM) (PM2.5)	Tonnes/per annum	Owned facilities	0.01	0.01	0.01

## Energy Consumption

**Table 5: Energy Consumption by Source**

Total energy consumption from electricity	Unit	Boundary	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Total non-renewable energy consumption	GJ	Global	22,556.7	20,207.6	16,197.7	9,509.0
Total renewable energy consumption	GJ	Global	1,617.5	4,449.5	7,443.9	11,275.7
Renewable energy	%	Global	7.2	17.9	31.5	54.3
Data coverage	%	Global	100%	100%	100%	100%

**Table 6: Renewable Energy FY 2024-25**

Geo Locations	Total Energy Renewable Consumption MWh	Energy On site MWh	Renewable Energy Offsite MWh	REC Generated MWh
India	2,955.7	538.8	2,416.9	NA
UK	176.4	0	176.4	NA
<b>Grand Total</b>	<b>3,132.1</b>	<b>538.8</b>	<b>2,593.3</b>	<b>NA</b>

**Table 7: On-premises Data Centre Energy Consumption**

	Unit	Boundary	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Average PUE (Power Usage Effectiveness)	–	Owned facilities	1.62	1.58	1.62	1.58
Total energy used	KWH	Owned facilities	891,640	841,071	875,921	702,308
Percentage of renewable energy (of total energy)	%	Owned facilities	10%	12.5%	31.5%	54.3%

## Water Consumption

**Table 8: Water Withdrawal, Discharge and Consumption**

	Unit	Boundary	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Water withdrawal (A)	KL	Global	16,962.8	22,989.4	20,097.9	21,020.4
Water discharge (B)	KL	Global	0	0	0	2,229.2
Total net freshwater consumption (A-B)	KL	Global	16,962.8	22,989.4	20,097.9	18,791.3
Data coverage	KL	Global	100	100	100	100

## Waste Generated During Operations

**Table 9: Waste Generation**

Waste Categories	Generation in Metric Tonnes				
	Boundary	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Plastic waste	Global	–	0.3	0.2	6.9
E-waste	Global	–	2.4	53.4	27.5
Construction and demolition waste	Global	–	0	0	0
Hazardous waste	Global	1.1	1.9	15.8	64.1
Other Non-hazardous waste	Global	9.1	25.7	228.1	51.9
Other Hazardous waste	Global		0.4	0.4	0.8
<b>Grand Total</b>		<b>10.2</b>	<b>30.7</b>	<b>297.8</b>	<b>151.1</b>

**Table 10: Waste Disposal Methods**

Categories	Unit	Boundary	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Total waste recycled	Metric Tonnes	Global	9.2	30.7	297.8	151.1
Waste recycled	Metric Tonnes	Global	9.2	30.7	297.8	151.1
Waste recovered through other operations – Reused	Metric Tonnes	Global	0	0	0	0
<b>Total waste disposed</b>	<b>Metric Tonnes</b>	<b>Global</b>	<b>0.2</b>	<b>0</b>	<b>0</b>	<b>0</b>
Waste landfilled	Metric Tonnes	Global	0.2	0	0	0

## Social

### Workforce Breakdown

**Table 11: Workforce Breakdown by Employee Category (Global)**

By Employee Category	FY2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Junior management	4,363	2,234	6,597	4,291	2,289	6,580	4,300	2,275	6,575	4,558	2,227	6,785
Middle management	2,288	616	2,904	2,241	602	2,843	2,055	527	2,582	2,030	482	2,512
Senior management	159	17	176	144	16	160	144	15	159	139	16	155
Trainees	181	117	298	66	40	106	453	233	686	1,015	584	1,599
Retainers and Subcontractors	538	189	727	497	163	660	446	115	561	619	169	788
<b>Total</b>	<b>7,529</b>	<b>3,173</b>	<b>10,702</b>	<b>7,239</b>	<b>3,110</b>	<b>10,349</b>	<b>7,398</b>	<b>3,165</b>	<b>10,563</b>	<b>8,361</b>	<b>3,478</b>	<b>11,839</b>

**Table 12: Workforce Breakdown by Employment Type (Global)**

By Employment Type	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent	6,991	2,984	9,975	6,742	2,947	9,689	6,952	3,050	10,002	7,742	3,309	11,051
Temporary	538	189	727	497	163	660	446	115	561	619	169	788
<b>Total</b>	<b>7,529</b>	<b>3,173</b>	<b>10,702</b>	<b>7,239</b>	<b>3,110</b>	<b>10,349</b>	<b>7,398</b>	<b>3,165</b>	<b>10,563</b>	<b>8,361</b>	<b>3,478</b>	<b>11,839</b>

**Table 13: Workforce Breakdown by Country**

By Country	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	5,972	2,550	8,522	5,669	2,474	8,143	5,722	2,573	8,295	6,521	2,811	9,332
US	1,020	388	1,408	1,021	381	1,402	1,050	330	1,380	1,159	375	1,534
UK (Europe)	328	105	433	340	129	469	386	133	519	407	143	550
SA	203	121	324	208	121	329	238	126	364	267	134	401
ROW	6	9	15	1	5	6	2	3	5	7	15	22
<b>Total</b>	<b>7,529</b>	<b>3,173</b>	<b>10,702</b>	<b>7,239</b>	<b>3,110</b>	<b>10,349</b>	<b>7,398</b>	<b>3,165</b>	<b>10,563</b>	<b>8,361</b>	<b>3,478</b>	<b>11,839</b>

**Table 14: Workforce Breakdown by Age -Permanent Employees (Global)**

By Age	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Under 30 years old	1,743	1,180	2,923	1,705	1,237	2,942	2,401	1,666	4,067	3,027	2,001	5,028
30-50 years old	4,801	1,724	6,525	4,629	1,634	6,263	4,214	1,326	5,540	4,423	1,245	5,668
Over 50 years old	447	80	527	408	76	484	337	58	395	292	63	355
<b>Total</b>	<b>6,991</b>	<b>2,984</b>	<b>9,975</b>	<b>6,742</b>	<b>2,947</b>	<b>9,689</b>	<b>6,952</b>	<b>3,050</b>	<b>10,002</b>	<b>7,742</b>	<b>3,309</b>	<b>11,051</b>

**Table 14a : Average Tenure of Workforce by Gender – Years (Global)**

By Tenure	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
By Tenure	4.2	3.5	4.03	4.2	3.4	4.0	3.8	3.0	3.6	3.4	2.6	3.2

**Table 14b: Workforce Breakdown by Age-Temporary Employees (Global)**

By Age	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Under 30 years old	64	42	106	72	43	115	77	30	107	131	61	192
30-50 years old	392	129	521	366	104	470	316	72	388	409	91	500
Over 50 years old	82	18	100	59	16	75	53	13	66	79	17	96
<b>Total</b>	<b>538</b>	<b>189</b>	<b>727</b>	<b>497</b>	<b>163</b>	<b>660</b>	<b>446</b>	<b>115</b>	<b>561</b>	<b>619</b>	<b>169</b>	<b>788</b>

### Workforce Breakdown – US Workforce

**Table 15: Share in total workforce (as % of total workforce)**

	US Workforce	Total Workforce	% of Total Workforce
Employee	1,408	10,702	13%

**Table 16: Share in all Management Positions – US Workforce**

By Employee Category	Overall Employees	USA Employees	% of USA Management workforce
Junior management	6,597	537	8%
Middle management	2,904	430	15%
Senior management	176	55	31%
Trainees	298	0	0%
Retainers and Subcontractors	727	386	53%
<b>Total</b>	<b>10,702</b>	<b>1,408</b>	<b>13%</b>

**Table 17: Workforce Breakdown: Women – (Global)**

Diversity Indicator	FY 2024-25
Total women workforce	29.6%
Manager positions, including junior, middle and top management	29.6%
First level of management – Junior management	33.9%
Leadership team - Two levels away from the CEO	10.4%
Management positions in revenue generating functions	19.5%
Women in STEM-related positions	28.9%
Target: Achieve 35% women in workforce by FY 2027	

**Table 18: Trend of Employee Wellbeing, Employee Satisfaction Score**

Core Focus	Unit	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26 (Target)
	% of employees with top level of engagement, satisfaction, wellbeing, or employee Net Promoter Score (eNPS)	82	84	84	83	82 or higher
Data coverage	% of employees who responded to the survey	76%	79%	82%	77%	75%

**Table 19: Employees Receiving Regular Professional and Career Development Reviews**  
**Coverage of performance reviews in FY 2024-25**

Category	% reviewed
All employees	89.8%
Women employees	89.6%
Men employees	89.9%
Junior-level employees	91.7%
Middle-level employees	94.9%
Senior-level employees	94.9%

## New Hires

**Table 20: New Hires by Management Category (Global)**

By Employee Category	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior management	24	1	25	24	1	25	26	0	26	29	2	31
Middle management	403	104	507	443	133	576	480	128	608	672	186	858
Junior management	1,327	587	1,914	960	447	1,407	1,239	578	1,817	2,311	1,004	3,315
Trainees	188	128	316	67	41	108	351	229	580	1,052	611	1,663
Retainers and subcontractors	465	169	634	449	175	624	401	127	528	673	260	933
<b>Total</b>	<b>2,407</b>	<b>989</b>	<b>3,396</b>	<b>1,943</b>	<b>797</b>	<b>2,740</b>	<b>2,497</b>	<b>1,062</b>	<b>3,559</b>	<b>4,737</b>	<b>2,063</b>	<b>6,800</b>



**Table 21: New Hires by Region (Global)**

By Region	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	1,757	714	2,471	1,375	522	1,897	1,813	774	2,587	3,693	1,615	5,308
US	465	172	637	416	174	590	470	188	658	694	286	980
UK (Europe)	88	27	115	78	35	113	103	37	140	225	100	325
SA	90	67	157	73	63	136	109	62	171	121	55	176
ROW	7	9	16	1	3	4	2	1	3	4	7	11
<b>Total</b>	<b>2,407</b>	<b>989</b>	<b>3,396</b>	<b>1,943</b>	<b>797</b>	<b>2,740</b>	<b>2,497</b>	<b>1,062</b>	<b>3,559</b>	<b>4,737</b>	<b>2,063</b>	<b>6,800</b>

**Table 22: New hires by Age (Global)**

By Age	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Under 30 years old	893	525	1,418	635	377	1,012	1,104	636	1,740	2,622	1,402	4,024
30-50 years old	1,390	441	1,831	1,227	397	1,624	1,287	399	1,686	1,950	623	2,573
Over 50 years old	124	23	147	81	23	104	106	27	133	165	38	203
<b>Total</b>	<b>2,407</b>	<b>989</b>	<b>3,396</b>	<b>1,943</b>	<b>797</b>	<b>2,740</b>	<b>2,497</b>	<b>1,062</b>	<b>3,559</b>	<b>4,737</b>	<b>2,063</b>	<b>6,800</b>

**Percentage of open positions filled by internal candidates (internal hires)**

FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
60%	62%	61%	61%

## Turnover Rate

**Table 23: Employee Turnover Rate by Category (%) - Overall (Global)**

By Employee Category	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Junior management	26.6%	27.0%	26.7%	27.4%	24.8%	26.5%	41.2%	36.3%	39.6%	43.3%	42.8%	43.1%
Middle management	21.2%	22.2%	21.4%	20.4%	19.5%	20.2%	30.1%	28.1%	29.7%	29.2%	31.2%	29.5%
Senior management	11.2%	0.0%	10.1%	23.6%	12.9%	22.6%	24.7%	12.9%	23.6%	33.8%	6.9%	31.3%
<b>Total</b>	<b>24.4%</b>	<b>26.2%</b>	<b>24.9%</b>	<b>25.0%</b>	<b>24.1%</b>	<b>24.7%</b>	<b>39.2%</b>	<b>37.4%</b>	<b>38.7%</b>	<b>36.2%</b>	<b>36.9%</b>	<b>36.4%</b>

**Table 23a: Employee Turnover Rate by Category (%) – Voluntary (Global)**

By Employee Category	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Junior management	10.2%	10.7%	10.4%	11.4%	11.2%	11.3%	22.8%	21.9%	22.5%	32.0%	34.1%	32.7%
Middle management	9.4%	10.3%	9.6%	10.3%	10.8%	10.4%	18.7%	17.0%	18.4%	22.6%	24.9%	23.0%
Senior management	4.0%	0.0%	3.6%	11.1%	12.9%	11.3%	12.7%	12.9%	12.7%	22.3%	6.9%	20.8%
<b>Total</b>	<b>9.6%</b>	<b>10.4%</b>	<b>9.9%</b>	<b>10.9%</b>	<b>11.1%</b>	<b>11.0%</b>	<b>19.9%</b>	<b>19.3%</b>	<b>19.7%</b>	<b>26.8%</b>	<b>28.9%</b>	<b>27.5%</b>

**Table 24: Employee Turnover by Employment Type (%) - Overall (Global)**

By Employee Type	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent	24.4%	26.2%	24.9%	25.0%	24.1%	24.7%	39.2%	37.4%	38.7%	36.2%	36.9%	36.4%
Temporary	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
<b>Total</b>	<b>24.4%</b>	<b>26.2%</b>	<b>24.9%</b>	<b>25.0%</b>	<b>24.1%</b>	<b>24.7%</b>	<b>39.2%</b>	<b>37.4%</b>	<b>38.7%</b>	<b>36.2%</b>	<b>36.9%</b>	<b>36.4%</b>

**Table 24a: Employee Turnover by Employment Type (%) – Voluntary (Global)**

By Employee Type	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent	9.6%	10.4%	9.9%	10.9%	11.1%	11.0%	19.9%	19.3%	19.7%	26.8%	28.9%	27.5%
Temporary	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
<b>Total</b>	<b>9.6%</b>	<b>10.4%</b>	<b>9.9%</b>	<b>10.9%</b>	<b>11.1%</b>	<b>11.0%</b>	<b>19.9%</b>	<b>19.3%</b>	<b>19.7%</b>	<b>26.8%</b>	<b>28.9%</b>	<b>27.5%</b>

**Table 25: Employee Turnover by Region (%) - Overall (Global)**

By Region	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	23.2%	23.6%	23.3%	23.3%	22.3%	23.0%	39.9%	34.9%	38.4%	35.9%	36.4%	36.0%
US	31.5%	40.4%	34.1%	33.6%	26.0%	31.5%	38.0%	59.3%	43.5%	43.3%	47.5%	44.4%
Europe	21.7%	33.5%	25.0%	26.2%	27.1%	26.5%	30.1%	37.3%	32.1%	29.2%	31.0%	30.3%
SA	40.1%	41.3%	40.5%	39.4%	60.3%	47.1%	36.4%	37.4%	36.7%	29.5%	30.3%	29.0%
ROW	200.0%	25.0%	44.4%	300.0%	66.7%	125.0%	111.1%	133.3%	125.9%	40.0%	33.3%	35.0%
<b>Total</b>	<b>24.4%</b>	<b>26.2%</b>	<b>24.9%</b>	<b>25.0%</b>	<b>24.1%</b>	<b>24.7%</b>	<b>39.2%</b>	<b>37.4%</b>	<b>38.7%</b>	<b>36.2%</b>	<b>36.9%</b>	<b>36.4%</b>

**Table 25a: Employee Turnover by Region (%) – Voluntary (Global)**

By Region	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	9.6%	10.1%	9.7%	10.2%	10.6%	10.3%	20.2%	18.2%	19.6%	27.9%	30.1%	28.6%
US	9.4%	8.8%	9.2%	14.2%	10.9%	13.3%	15.6%	22.0%	17.2%	22.1%	22.1%	22.1%
Europe	9.6%	21.7%	13.0%	12.5%	15.1%	13.2%	20.3%	27.4%	22.3%	22.9%	25.9%	24.2%
SA	13.1%	8.8%	11.6%	15.4%	20.1%	17.1%	26.7%	26.2%	26.5%	19.5%	20.2%	19.2%
ROW	200.0%	0.0%	22.2%	100.0%	66.7%	75.0%	66.7%	55.6%	59.3%	0.0%	26.7%	20.0%
<b>Total</b>	<b>9.6%</b>	<b>10.4%</b>	<b>9.9%</b>	<b>10.9%</b>	<b>11.1%</b>	<b>11.0%</b>	<b>19.9%</b>	<b>19.3%</b>	<b>19.7%</b>	<b>26.8%</b>	<b>28.9%</b>	<b>27.5%</b>

**Table 26: Employee Turnover by Age (%) - Overall (Global)**

By Age	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Under 30 years old	27.6%	28.3%	27.9%	29.6%	26.5%	28.3%	39.7%	36.9%	38.6%	40.1%	37.2%	38.9%
30-50 years old	23.0%	24.4%	23.3%	22.6%	21.2%	22.2%	39.0%	37.7%	38.7%	33.9%	36.5%	34.5%
Over 50 years old	26.9%	32.1%	27.9%	27.7%	35.8%	28.9%	37.8%	46.3%	39.2%	33.7%	33.9%	33.7%
<b>Total</b>	<b>24.4%</b>	<b>26.2%</b>	<b>24.9%</b>	<b>25.0%</b>	<b>24.1%</b>	<b>24.7%</b>	<b>39.2%</b>	<b>37.4%</b>	<b>38.7%</b>	<b>36.2%</b>	<b>36.9%</b>	<b>36.4%</b>

**Table 26a: Employee Turnover by Age - Voluntary (Global)**

By Age	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Under 30 years old	11.0%	11.8%	11.3%	11.3%	11.3%	11.3%	16.3%	17.5%	16.8%	29.4%	29.9%	29.7%
30-50 years old	9.4%	9.6%	9.5%	11.0%	10.9%	11.0%	22.4%	21.9%	22.3%	25.9%	28.3%	26.4%
Over 50 years old	6.5%	6.4%	6.5%	7.2%	13.4%	8.2%	16.9%	18.2%	17.1%	16.8%	10.7%	15.7%
<b>Total</b>	<b>9.6%</b>	<b>10.4%</b>	<b>9.9%</b>	<b>10.9%</b>	<b>11.1%</b>	<b>11.0%</b>	<b>19.9%</b>	<b>19.3%</b>	<b>19.7%</b>	<b>26.8%</b>	<b>28.9%</b>	<b>27.5%</b>

**Table 27: Remuneration of Women to Men**

Employee Level	Average Women Salary (in INR)	Average Men Salary (in INR)
Executive level (base salary only)	8,616,300	17,720,600
Executive level (base salary + other cash incentives)	11,212,200	24,999,200
Management level (base salary only)	4,803,600	4,862,800
Management level (base salary + other cash incentives)	5,164,400	5,317,000
Non-management level (base salary only)	1,654,700	1,924,900
Average Salary across all grades (base salary + other cash incentives)	2,434,100	3,261,000

**Table 28: Employee Benefits (Yes/No)**

By Employment type	India		US		UK		SA	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Health - Medical insurance (a)	Yes	No	Yes	No	Yes	No	Yes	No
Group term life insurance	Yes	No	Yes	No	Yes	No	Yes	No
Critical illness insurance	No	No	Yes	No	No	No	Part of (a)	No
Personal accident insurance	Yes	No	Yes	No	No	No	No	No
Dental & vision cover	No	No	Yes	No	Yes	No	Part of (a)	No
Disability & income protection	Yes	No	Yes	No	Yes	No	No	No
Add on coverages (Top Up + Critical Illness + OPD + Pet insurance + Super top Up + Life / Disability etc.	No	No	Yes	No	No	No	No	No
Health & wellbeing	Yes	Yes	Yes	No	Yes	No	Yes	Yes
Long service award	Yes	No	Yes	No	Yes	No	Yes	No
Project party	Yes	Yes	Yes	No	Yes	No	Yes	Yes
Emergency care fund	Yes	No	No	No	No	No	No	No
Retiral benefits (PF + Gratuity + Pension etc.)	Yes	No	Yes	No	Yes (No for Deputies)	No	No	No
Flexible working hours	Yes	No	Yes	No	Yes	No	Yes	Yes
Reward & recognition	Yes	No	Yes	No	Yes	No	Yes	No
Transfer or relocation	Yes	No	Yes	No	Yes	No	Yes	Yes
Annual paid leave	Yes	No	Yes	No	Yes	No	Yes	No
Sabbatical	Yes	No	No	No	Yes for Exp-Services and No for Engineering Services	No	Yes	Yes
Life event leaves (Maternity, Paternity, Child Adoption)	Yes	No	Yes	No	Yes	No	Yes	No
Meal vouchers /Canteen Facility/Office Pantry	Yes	Yes	No	No	Yes	No	No	No
Loans and advances (House, car, salary advance)	Yes	No	Yes (only for transferees/ medical emergencies)	No	Yes	No	Yes	No

## Training

**Table 29: Average amount spent per FTE and Contractors on training and development**

Particulars	FY 2024-25
Average learning cost per FTE and Contractors in INR	8,531

**Table 30: Average hours per FTE of training and development**

FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
82.1	58.3	64.6	61.8

**Table 31: Human Capital Return on Investment in INR**

Contributions & Other Spending	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Total revenue	52,806	49,019	48,482	42,438
Total operating expenses	44,639	41,849	45,069	38,074
Total employee related expenses (salaries + benefits)	40,386	31,017	31,230	25,750
Resulting HC ROI (a - (b-c)) / C	1.20	1.24	1.11	1.17

**Table 32: Maternity and Paternity Leave**

Leave Type	No of Days - India	No of Days - UK	No of Days - SA	No of Days - US
Maternity leave	182	182	120	5
Miscarriage leave	42	14	120	5
Paternity leave	5	10	10	5
Child Adoption leave	112	182	70	5

**Table 33: Absenteeism Rate (Permanent associates)**

Absentees Rate	UOM	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
%	% of total days scheduled	0.2%	0.2%	0.4%	0.9%
Data coverage	% of employee	93.2%	93.6%	94.6%	93.3%

## Governance

S. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)	Membership fees (in INR)
1	National Association for Software and Services Companies (NASSCOM)	National	2,700,000
2	Confederation of Indian Industry (CII)	National	362,260

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