

*CORPORATE SOCIAL
RESPONSIBILITY*

Since inception, Mastek has always been a company focused on building long-term relationships with customers. And to a great extent we have been successful. This success is not by chance but by design. At an organization level, we have laid out 3 areas to ensure customer engagement and intimacy.

Organization structure

At Mastek we are structured to serve our customers.

This year we are realigning our various teams, including the sales & marketing, solutions and delivery teams, to give one view of the organization and create solutions that deliver business value to our customers.

We encourage our account managers and program managers to build strong interpersonal relations with our customers, understand their business domain, vision and challenges. Our senior business managers and delivery heads meet with customer representatives on a regular basis to assess their satisfaction and needs.

Customer Intimacy Programs

At Mastek we organize various customer intimacy programs that gives our customers an opportunity to network and get-to-know a broader Mastek, its people and its capabilities. Such programs are frequently organized and are led by the relevant Business Unit heads.

Mastek's leadership team also takes active participation in networking with our customers. This year we launched 'Executive Connections Program', a forum where the

Mastek leadership team gets a chance to network with our C-level customers and partners. This program also helps our customers to understand Mastek's capabilities and focus areas.

Customer Satisfaction Survey

We at Mastek are always keen to understand our customers' views and elicit their suggestions on our performance and on the services we offer. To build a holistic picture of Mastek's engagement, last year we enhanced our Customer Satisfaction Survey to cover Relationship & Engagement Satisfaction and Delivery Satisfaction.

This survey allows us to monitor our performance against a number of key performance metrics and provides our customers with an opportunity to make their opinions, good or bad, known to us. Not just once a year, but twice a year. Yes, Customer Satisfaction Survey is a bi-yearly affair at Mastek.

Responses to this survey are taken with utmost priority. They are well analyzed and presented to a core team comprising of unit heads and business heads. This team is chaired by Mastek's Chairman and Managing Director. Follow-up action points are discussed, finalized and monitored.

At Mastek, we are committed to deliver exceptional solutions to customer and customer satisfaction surveys are critical in helping us do so. It also helps us in understanding the client's business and vision, and how best IT can drive their business and give them sustainable competitive advantage in the marketplace.

CORPORATE SOCIAL RESPONSIBILITY (CONTD.)

PEOPLE PRACTICES

At Mastek, the focus for the year has been on strengthening through consolidation - consolidation of our processes and systems and leveraging them to retain, engage and develop our people.

Some of the key programs undertaken during the year are highlighted below.

Prism Club - A Top Talent Engagement and Development Program

A large focus for us this year has been the retention and development of our people. Towards this end, we conceptualized and implemented an innovative program for the engagement, development and retention of our Top Talent called 'Prism Club'.

Our Top Talent is a group of vibrant outstanding performers from across the organisation throughout the globe. The 'Prism Club' program was launched this year and covers all Masteekers who were rated in the top bracket through the performance assessment process. These Masteekers are personally invited by the CEO to be part of the distinctive Prism Club. They are awarded a certificate of membership and the same is valid for a year. The objectives of the Club are as below

- Strengthen organisational capability through focus on top talent development and retention
- Offer programs that support growth & development of Members
- Provide focused opportunities for training, developmental exposures and experiences
- Provide platforms for interaction with and garner learnings from Senior Global Leaders
- Strengthen engagement levels and provide opportunities to contribute to organisational success

The programs of the club were designed around the below four areas

Personal Growth & Development Programs			
Interaction with and learning from Global Leaders	Contribution to Organisational Initiatives	Training, Learning & Development	Focus on Career Planning

To meet the objective of 'Interaction with and learning from Global Leaders' and Learning & Development' we designed and executed special sessions called the 'Book Review' sessions. For these, we identified books with a focus on development, management and leadership and copies of these books were sent to each Prism Club Member. A global same time call was held to dialogue on the key messages and takeaways of the book.

The overall feedback on the Prism Club has been positive. Members appreciated the efforts to recognize their distinctive contributions and provide them development inputs. The objective of retention in tough times was also met, with over 86% retention rate of members.

A fully automated Performance Management System

One of the key HR processes is the Performance Management System. While last year we had worked on strengthening the overall process through feedback from key stakeholders, this year we have focused on streamlining the process through a fully automated online system.

The new fully automated Performance Management System has been designed and developed internally. It is a comprehensive yet easy to use application that will ensure setting of high quality KRAs, enable multiple assessments during the year to track individual performances, create learning plans linked to learning & development resources among other things.

Rewards & Recognition

In order to strengthen engagement and provide opportunities for timely recognition of outstanding performances & behaviors that give us the winning edge, a new comprehensive rewards & recognition framework was designed.

The framework was aimed at identifying key outcomes and behaviors that Mastek values and designing awards or means of recognition for each of them. This framework has been designed with input from employees across the organisation and incorporates a wide variety of ideas for recognizing and motivating our employees.

Continuous Communication

This past year, we continued our best practices in employee communication like Quarterly Meetings, Senior Leadership Buzz & Chats, Senior Managers Global Monthly Con-calls and Town Hall for Managers. To ensure that all important leadership communication is regularly shared with all our employees, we also introduced a Leadership Monthly Newsletter called 'Insight'. This newsletter, which is

CORPORATE SOCIAL RESPONSIBILITY (CONTD.)

available on our Intranet, enables all employees to hear directly from our Global Leaders and become aware of the happenings within the company.

This year we also had 'All Hands Call' wherein all employees globally connected to a same time conference call to listen to leadership updates directly from our Managing Director and CEO.

We host a quarterly poll on internal communication to garner feedback from employees on our practices of internal communication and their satisfaction with them. We are happy to share that the scores from these polls have been positive.

Employee Engagement through involvement

Employee engagement was a key focus for the year and a team was set up to identify key areas of action at the beginning of the year. A Fun and Joy committee also was set up to design and implement initiatives which encourage fun at work and get Mastekeepers involved and engaged.

Employees across functions, locations and grades became part of this committee and were deeply involved in creating and executing an exciting Fun & Joy calendar for the year. The committee organized events around festivals, health & wellness, social awareness and sporting activities which were highly appreciated by all Mastekeepers.

Creating more avenues for Learning & Development

Learning & Development at Mastek plays a crucial role in the overall development of our employees. We have an induction program to align all Mastekeepers coming on board - align with systems, procedures and processes and help them identify with what Mastek stands for; appreciate Mastek values and culture. Besides the general induction, every Mastekeeper undergoes a project induction which aligns him/her to the project.

Fresh trainee recruits joining Mastek are enabled to transition to the work environment by a rigorous three month orientation programme focusing on technical, softskills, and processes along with projects which simulate the real life work environment.

To cater to the training needs of the organization, we have an online training calendar and registration system which groups together all trainings like Technology, Soft Skills and Processes under one umbrella.

Technology Training Programs:

We have been focusing on gearing up Mastekeepers with the latest technology trends in areas like JEE; Microsoft & Oracle to ensure the rights skill sets are in place to meet

future requirements. This year the focus was more on data warehousing and testing trainings. Domains like EAI/ B2B, portal technologies like SharePoint along with designs & performance aspects have also been looked at for Mastekeepers. We also delivered sessions on best practices, effective tool usage with the objective of increasing developer productivity and to address the growing needs of application security. Through security workshops we are aiming to ensure that all project teams are security-aware and the applications we build are secure by design, development and deployment.

Based on latest market trends, we announced new technology adoption programs which helped Mastekeepers to keep themselves updated with latest technologies. This year, some of the programs we introduced were - JSE 6.0, .NET 3.5, SQL server 2005, BizTalk 2006 R2, UML 2.1 among others.

Insurance Training Programs:

A range of approaches including formal training, in-house seminars, knowledge sharing, on the job learning, conferences and workshops are organized towards building insurance and domain related competencies in Mastekeepers

Certifications:

As part of our policy we facilitate certifications for our employees in the areas on Project and Programme Management; Insurance Domain, Testing (ISTQB, CSTE, Load Runner QTP) and Development (Technologies like Microsoft, Oracle, Sun, IBM, UML, CISCO, QAI for SQA).

Mastek has been honored with **Excellence in Education Award** consecutively in the second year by LOMA. The Excellence in Education Award recognizes companies doing an outstanding job of developing their human resources through the use of LOMA's professional education and learning programs

Process Training Programs:

We believe in enhancing the process knowledge of the Mastekeepers apart from catering to their behavioral and technical development. The organizational process group offers various role-based and generic training programs which are based on the processes as defined in organization's QMS

E - Learning:

In 2009, we introduced the concept of e- learning and made both technology and business skills available to Mastekeepers with the aim of building and facilitating a continuous learning culture. With the economic downturn,

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this year a considerable emphasis has been on training being provided by internal subject experts and e-learning which enabled Mastekers across the globe to undergo self paced online training programmes and brain-bench certifications.

Soft Skill Trainings:

On the soft skills front, we strengthened the designs with customised solutions relevant for projects, and also leveraged on building managerial and leadership capabilities through the launch of e-learning programmes in this area. We also strengthened managerial and leadership development programs by offering “One skill a month” programs to enable managers to adapt to skills like delegation, coaching, giving and receiving feedback. Besides this, to enhance workplace productivity of Mastekers, we offered various sessions like email etiquette, note taking and problem solving. A special program, titled “Rising in Adversity” was offered to enable Mastekers to cope with turbulent times.

Strengthening HR Operations and Policies

On the HR Operations front, various employee related policies were reviewed and revamped. A significant rollout, in line with Board directions, was a global Code of Business Conduct & Ethics Policy which spelt out operative guidelines for business conduct by all stakeholders of Mastek. It carried detailed guidelines on dealing with any case of ethics violation, sexual harassment at work place and conflict of interests.

Various other policies also underwent a review, in line current business requirements - viz. Travel, Holiday

working, India Leave, etc. Some other policy reviews are work-in-progress, like Shift Allowance policy and Job Rotation policy.

On the Compensation & Benefits front, the 2009 appraisal letters were released globally; Incentives were released to the Delivery & Support groups and OTB for MAP & India Sales teams. A mid-term salary revision was implemented in February 2010 and new compensation structures were rolled out for new countries like Thailand and Hong Kong. Interim salary hiring band adjustments were made to help the Recruitment team to attract candidates, in line with market movements, while maintaining internal parity. Project specific Incentive schemes were also introduced in some of the key/critical Projects.

A major achievement in the area was the successful grade mapping of the P&C resources, and integrating them into the Mastek structure. Their compensation integration is being taken up as part of this year’s salary revision.

Important activities currently underway are the annual revision exercise to be rolled out in Jul’10, plans to consolidate the global compensation and benefits activities in India for a central tracking and monitoring, offshoring some of the operational tasks related to onsite deputations, travel briefings, visa status tracking, an integrated operations control mechanism to bring in all employee related touch points under a single tracking system, etc. Automation initiatives are being taken up with internal technical partners in the areas of C&B and HR Operations to maximize the overall HR service delivery to all stakeholders.

CORPORATE SOCIAL RESPONSIBILITY (CONTD.)

MASTEK FOUNDATION

"The 21st century calls for more socially conscious corporations. These new companies must be adept at generating solutions that can provide a win for every stakeholder."

Sudhakar Ram

Chairman and Managing Director Mastek

Philosophy of the Mastek Corporate Brand and CSR

The Corporate brand of Mastek is symbolized by its logo 'The Prism'. A prism, unlike the mirror that reflects or the glass that lets light pass through, transforms the white ray of light that passes through it to a spectrum of colours. At Mastek we 'live our brand values' by making a difference for our customers, for our employees and for the community. The Mastek Foundation aims to inspire Mastekeers to contribute to the less privileged sections of our communities by informed giving and also encourage responsible receiving by organizations focused on community issues. As a socially responsible organization, we also do our bit to minimize our carbon footprint and energy consumption. The leadership at Mastek plays an active role in creating awareness and providing platforms for dialogue for The New Constructs for living in a connected age.

Mastek Foundation organises a variety of programmes to inspire Mastekeers to contribute - either in terms of money, time or skills. Our volunteering and payroll giving programmes allow Mastekeers to become 'informed givers' and develop as holistic human beings. We encourage our employees to be a part of Mastek Foundation activities to sensitise them to the various social issues and motivate them to become change agents .

During 2009-10, Mastek Foundation conducted various programmes and received an encouraging response from employees. Some of these programmes are ongoing while the others are one-time events.

Akanksha Mentorship Programme

We launched the Akanksha Mentorship programme, in collaboration with the Mastek Foundation, in Mastek on 20 June 2009 to provide adolescent children from less privileged backgrounds the opportunity to interact with and seek guidance from corporate executives or professionals.

A group of young Mastekeers came forward to mentor some children from a chawl in Mankhurd. The programme has been successfully running for a year now. There are weekly activities like orientation at the Mastek office premises, celebration of festivals like Diwali and Children's Day, movie screening etc, besides regular grooming sessions. As a result, the mentors and the children now share a special bond.



Mentoring Session at Mahape office

Joy of Giving Week

India celebrated the 'Joy of Giving' week from 27 September to 3 October 2009. As always, Mastekeers led the way, with the Capita (Non-Insurance) team setting up their fourth library for Prerana at Kharghar. The centre houses about 45 minor girls rescued from red light areas. The children selected the books in the library and purchased with the funds raised by Capita NI team.



The girls at Prerana give thanks to employees

Basic Computer Training for Underprivileged Children

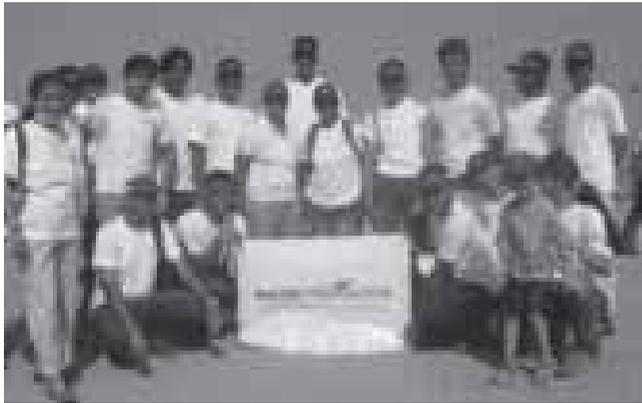
Mastekeers conducted a basic computer operation programme for underprivileged children as part of the ongoing Magic Bus activity. The eight-week course culminated on 10 October 2009. Programmes like these allow Mastekeers to use their skills to provide these children a basic understanding of computers.

International Coastal Clean-up Day

The third Saturday of September every year is celebrated as International Coastal Clean-up Day. Thirty Mastekeers

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armed with gloves and garbage bags set off to clean up Juhu Beach on 19th September to demonstrate their commitment to a clean Mumbai.



Employees on a clean-up drive at Juhu Beach

Spreading Diwali Cheer, Foundation Style!

Every year, we do things to augment the feeling of novelty, freshness and cheerfulness that a festival brings, like decorating our homes, buying new things and even painting our houses.

This Diwali, Mastekers did a pioneering effort of painting the premises of 'Sangopita', a home for mentally and physically challenged children at Badlapur. The painting of the premises done by Mastekers will be an eternal source of joy for them and was a pleasant team building exercise for us.



Employees at Sangopita centre (Badlapur)

Meanwhile, the Capita team raised money to purchase new clothes for 45 girls at Vatsalya Trust's Balikashram for orphaned and destitute girls. The girls were thrilled by the gift of brand-new clothes on their favourite festival.

The Art of Responsible Receiving

Mastek Foundation, in association with PMI Educational Foundation (PMIEF), the philanthropic arm of Project Management Institute (PMI), held two-day project management workshops for NGOs on 'responsible receiving'.

Personnel from 20 NGOs took part in the workshop on 22 and 29 August 2009. The same module was conducted for the next set of NGOs on 23 and 30 January 2010.

Celebration of World Kindness Day and Children's Day

Mastek Foundation held a combined World Kindness Day and Children's Day celebration on 13 November for children from Aarambh, which works in the slum communities of Navi Mumbai. Cheques to support mid-day meals for four months were handed over. Seventy-five children are fed everyday through this programme.

Pune Mastekers Help Set Up Library

Mastekers at Pune set up a library of around 500 books at Maher, an organization for mentally disturbed women and destitute children, on 21 November 2009. A lot of inmates make good use of the library.

Solar Power Initiative

In March 2009, Mastek adopted a village for solar lighting under the Lighting a Billion Lives (LaBL) campaign in association with The Energy & Resources Institute (TERI).

Employees raised Rs 3 lakh to light up Dhawalpuri, a small hamlet in Ahmednagar district of Maharashtra. A Mastek employee executed the project, from delivery of the lamps and charging stations, to distribution of the solar lanterns. The entire village was finally lit up by solar power in



Solar power - a ray of hope (LaBL)

CORPORATE SOCIAL RESPONSIBILITY (CONTD.)

November 2009.

Cataract Detection Camp at Village Bhara

A cataract detection camp was organized in association with Bhaktivedanta Hospital at Bhara, a remote village in Thane district. Around 240 patients were examined and 25 were detected with cataracts. Mastek Foundation sponsored the camp as well as the surgeries at Rs 1,200 per patient.

Blood Donation Drives

Mastek organized blood donation drives in July 2009 and February and March 2010 in association with Think Foundation, a non-profit working towards thalassemia awareness, detection and provision of blood during emergencies.

Visit to Indian Navy Warship

We took the children of Prerana to visit the largest Indian Navy warships INS Viraat and INS Delhi on 18 April 2010. The children of Magic Bus and Akanksha Foundation were taken to INS Delhi and Submarine INS Shalakra on 13 June 2010.



NGO children with Captain of INS Delhi

The children as well as the volunteers were thrilled with the informative tour of the warships.

Launching Mastek Foundation Volunteers' World

Mastek Foundation launched a virtual community – Volunteers' World – for Mastekers. This interactive portal on the intranet has generated a tremendous response and helped spread the word about interesting volunteering opportunities.

Spirit of Mastek Awards

Like every year we continued our tradition of recognizing

individuals who have gone beyond their call to make a difference in the community. These individuals are role models and an inspiration to others. The awards are distributed at the Mastek Quarterly meeting. This year's award winners include:

1. Naseema Hurzuk, a wheelchair-bound paraplegic woman who devoted her life to the service of handicapped and founded Helpers of The Handicapped.
2. Vinayak Lohani, who after completing his IIT and IIM, devoted his life to ensuring the overall development of children, including orphans, girl children highly vulnerable to exploitation, victimization, and trafficking, street children, abandoned children and extremely impoverished children from tribal areas at Parivaar Ashram, Village Barkalikapur. District 24 Parganas (South), West Bengal.
3. Sweta Mangal, who at the age of 26 after witnessing unfortunate personal incidents where ambulance services were not available, co-founded the ambulance project 1298.
4. Nithya Shanti, who after completing his XLRI and a stint in the corporate world, chose to become a Buddhist monk in the forest tradition and after 6 years of being a monk hung up his robes to spread happiness in the world.

Leading from the Front - The New Constructs

Leading the mission of Mastek Foundation to sensitize individuals with community issues and provide a platform



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CORPORATE SOCIAL RESPONSIBILITY (CONTD.)

for dialogue, Sudhakar Ram, CMD and Co-founder of Mastek, launched a unique initiative, a blog called The New Constructs (www.TheNewConstructs.com).

The basic premise of The New Constructs is that though the Industrial Age led to immense wealth and prosperity for a billion people, the quality of life of the rest of the six billion people on earth is no better - and perhaps even worse. Moreover, industrialization has left the world a poorer place in terms of natural resources, fresh air, and potable water.

Our lives are now ruled by a set of beliefs and assumptions - the “constructs” - that drive our attitudes and actions. These seven constructs are success, learning, work, consumption, wellness, governance, and globalization. We have been acclimated to accept what the Industrial Age tells us is normal for each of those constructs. But these deeply rooted constructs have become constraints. We need new constructs to help us take the next leap forward in history.

The New Constructs is a dialogue that would lead to a collaborative book. The community around The New Constructs has been growing by the day and already has a large following on social media. The website hosts over one dozen case studies and films of individuals who are living The New Constructs ideas.

Mastek’s Commitment to the Environment

Global climate change is a big environmental threat. We believe that organizations of the future would ensure that the environment is protected. As an environmentally responsible company, Mastek has initiated the process of assessing its carbon footprint.

Over the past year, we have been working with Green Karma (consultant agency) to audit our carbon emissions so that we can identify opportunities to reduce our carbon footprint. The Carbon Management Plan identifies major emission sources of Mastek’s two facilities – SEEPZ and Mahape – and sets out in detail the strategy to reduce them over the next five years.

Findings of the audit report on Mastek’s current carbon footprint

Scope	EMISSION HEAD	Emissions
1.	Gensets	9.43
	Owned Transport	29.80
2.	Electricity Usage	7697.68
	Hired Transport	16.53
	Buses	477.40
3.	T&D Losses-Grid Electricity	3338.42
	Air-Travel	5309.93
	Waste Emissions	13.15
Total Emissions		16892.35*

Our goal is to reduce our carbon emissions. We have drawn up plans which include immediate low-investment initiatives and long-term projects to minimize our carbon footprint and energy consumption over the next five years.

* Carbon Footprint is measured in tonnes