

# A Comparative Review Of Sustainable Employee Engagement Practices In Five Leading Indian IT Companies

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## Abstract

*This study focuses on sustainable employee engagement practices among the five leading Indian IT companies. This research emphasises the importance of leadership drive sustainability practices that helps in fostering purposeful and resilient workforce. The data on ESG practices of the companies taken for study has been sourced from publicly available data. ESG performance metrics has been analysed using statistical tools. The study highlights that the organizations that adopt an inclusive environmentally conscious and purpose driven strategies are poised to achieve employee loyalty and competitive advantage in the upcoming period.*

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## 1. INTRODUCTION

With the evolution in the Indian IT industry, it's time again to realize the importance of employee engagement. Going beyond the traditional satisfaction-centered motives, companies are progressively incorporating environmental and social sustainability into their engagement strategies (Kumar & Sharma, 2023). The companies that have applied these values to their business and included recognition, open communication, and the opportunity to grow professionally have seen proven retention and performance results. NASSCOM (2004) suggests that some Indian IT companies have increased performance and retention metrics by as much as 30 percent after focused Organisation Transformation Interventions.

A growing trend for formalizing Green IT initiatives as part of human resource engagement is becoming more evident. Green ways such as reducing carbon footprints, promoting digital sustainability, and green commuting can take organizations not only to environmental wellness but also to jobs rich in purpose and connectedness (Rao & Iyer, 2022). This combination of sustainability and engagement results in a strong emotional attachment to the firm, making it more fitting to the prevailing societal values, thus helping these companies to emerge as leaders.

Sustainable engagement outcomes can be influenced by leaders. Forward-thinking leaders who embed sustainability into the corporate culture motivate employees to participate in social and environmental goals (Mehta & Bansal, 2023). Companies offering training on environmentally related skills and sustainable innovation show higher levels of employee satisfaction, commitment, and internal brand advocacy (Singh & Thomas, 2023).

Secondly, the infusion of new age technologies, including artificial intelligence, predictive analytics, digital engagement platforms, etc., for example, has enabled Indian IT firms to gain better insights into an employee's aspirations and, in turn, has customised the engagement strategy. They provide employers with the "fly on the wall" view of what employees are doing and can step in with morale and productivity-boosting initiatives, as well as deterrent measures, when needed (Chakraborty & Menon, 2024).

## 2. THEORETICAL BACKGROUND

Committed companies are incorporating ESG considerations into their HR strategies in a drive to improve sustainable employee engagement and fulfilment in a post-pandemic world. There is increasing evidence that sustainability encompasses not only environmental ethical practices from corporations but also extends to sustainable actions towards long-term employees' well-being, ethical leaders, and inclusive work culture (Das & Srivastava, 2023). Key to achieving this is the development of strong avenues for employee feedback. Incorporating frequent surveys, digital suggestion systems, and instant feedback loops allows companies to accurately gauge employee attitudes to sustainability programmes and engagement strategies. This creates a climate of openness, responsiveness, and faith that are necessary for a high-engagement workplace (Ramanathan & Pillai, 2022). The more avenues' employees are provided to voice

their concerns and ideas, the more appreciated and empowered individuals feel, and the more attached they are emotionally toward the organization.

For example, it has been found that organisations where employees are involved in making decisions about sustainability-related issues report 25-35% higher levels of job satisfaction and are more loyal to the organisation (KPMG India, 2023). That engagement goes even further when employees can see their feedback in concrete policy or corporate social responsibility (CSR) programmes. This kind of inclusion leads to a shared identity and provides a perspective into the connection between personal values and corporate values (Chandran & Meher, 2022). By connecting individual actions to environment-related objectives, including reduced paper usage, energy conservation, or volunteering for green endeavors, organizations send a powerful message that sustainability is not just about an elite few; it's everyone's job (Bhatia & Kapoor, 2024). These metrics not only incentivize change in an individual's behavior; they also act as a real demonstration of the company delivering on a wider societal objective.

Furthermore, new technologies such as artificial intelligence (AI), natural language processing (NLP), and predictive analytics have also helped companies create more responsive and tailored employee engagement strategies. Tools in question can offer insights about trends in the workforce and allow HR leaders to tailor training, wellness, and recognition programmes to the preferences of individual employees (Chakraborty and Menon, 2024). Given the vast and varied nature of the nation's IT sector, employee feedback is critical to keep an eye on the effectiveness of engagement initiatives. Firms are looking at black-boxing employee answers to routine polls, 360-degree feedback systems, and digital engagement technologies in order to make sense of how employees are feeling and what their needs are for sustainability strategies and policy enforcements (Jabbad, 2021; Ramanathan & Pillai, 2022). Organizations that offer opportunities for employees to influence decision making on sustainability are significantly more satisfied with their jobs and loyal to their organizations, confirming that employee interest in long-term sustainability goals is vital for achieving it. (KPMG India, 2023).

### **3. SUSTAINABLE EMPLOYEE ENGAGEMENT PRACTICES OF TOP INDIAN IT COMPANIES**

a) Infosys Ltd, one of the world's biggest digital services and consulting companies with operations in over 50 countries ensures that sustainability is intrinsic to the heart of employee engagement and beyond, Infosys has its "Environment, Social, Governance (ESG) Vision 2030". It has launched Carbon Neutrality Programmes, digital skilling programmes, and employee-powered volunteering initiatives. The Clouds Digital Learning platform from Infosys Springboard serves and upskills employees and communities. Regular training programs, employee and stakeholder engagement surveys, and open forums or meetings allow employees to voice their feedback and align themselves with the green objectives of Infosys. (Infosys, 2023).

b) Wipro also has a "holistic engagement model" that integrates sustainability into employee purpose. The crux of the model is employee engagement, which steers activities around social volunteering and environmental responsibility. The "Earthian programme" of Wipro is a flagship programme of the company that promotes environmental education and outreach to its employees. Wipro's in-house programmes, such as "WeConnect," provide a process for two-way communication on the implementation of sustainability activities and initiatives of interest for Wipro (Wipro, 2024). These programmes provide a wonderful platform for the employees to raise their voice, express their ideas, and generate enduring solutions.

c) With a presence in more than 46 countries, TCS builds sustainability in its employee engagement through programmes like Sustainathon, eco-friendly workplace practices, and its Well-being@TCS framework. These programmes emphasize work-life balance, mental wellbeing, career progression, and green initiatives. In its CSR programmes, employees play hands-on roles through skill-based volunteering, and eco-friendly innovative challenges which help in shaping the future. Employee recognition initiatives are linked to sustainability KPIs to increase shared accountability (TCS, 2024).

d) HCL's model of sustainable engagement is based on an "Ideapreneurship" culture, where employees can play a lead role in co-creating 'change' from within and outside the organization. It promotes greener work practices, supports skills and education through the HCL Foundation, and supports learning with its digital reskilling platforms. HCL also emphasized efforts towards the climate (initiatives) and introduced sustainability modules in training for new joiners and leadership (HCL, 2023).

e) “RISE for Good,” Tech Mahindra’s philosophy of driving positive change, also integrates sustainability into the employee and community engagement. The members of the staff are involved in green ideas or projects such as ‘plant a tree’, green energy, and underprivileged training programmes. It uses gamified engagement tools, sustainability dashboards, and regular feedback loops to keep employees aligned with its ESG goals. The management communicates the status on a real-time basis to the employees through townhalls and internal sites (Tech Mahindra, 2024). The company also encourages cross-functional green teams to create and implement innovative eco-solutions. Through the “Mhealthy” initiative, the company promotes holistic well-being and environmental consciousness as part of the daily work life.

#### 4. REVIEW OF LITERATURE

Jarlstrom, M et al. (2018) outline four main dimensions of sustainable HRM: fairness and equity, transparent HR practices, profitability, and employee well-being. The employee well-being dimension emphasizes the importance of caring for and supporting employees with due respect. This illustrates that workers are not merely resources to be utilized but rather assets to be nurtured. In this context, employee well-being encompasses health, the preservation of work relationships, and achieving a balance between work and personal life. Furthermore, within the individual realm of employees, HRM encourages practices that enhance mental and physical health, highlighting the significance of employee well-being. A physical and emotional connection between the organization and its employees plays a crucial role in employee engagement Tanwar, K., & Kumar, A. (2019). While each employee has their own personal goals, these should be aligned with the organization's vision to enhance overall productivity Bakker, A. B., & Albrecht, S. (2018). William Khan, in his seminal 1990 paper published in the *Academy of Management Journal*, described engagement as the personal expression of the self within a role. He has stated that individuals are engaged in their work when they can express their authentic selves and willingly invest their personal energy into their job. Similarly, Maslach and Leiter (1997) characterized engagement as the direct opposite of burnout. Further, engagement has also been defined as a unique and positive psychological state that encompasses emotional, cognitive, and behavioral elements (Schaufeli et al., 2002; Soane et al., 2012). Khan’s pioneering work laid the foundation for a growing body of research in the area of employee engagement. This enduring interest arises due to the dual benefit that engagement offers: enhancing both individual well-being and organizational performance (Bakker and Schaufeli, 2008; Christian et al., 2011; Harter, Schmidt and Hayes, 2002).

McBain (2007) noted that although various definitions of engagement exist, common themes include: (a) the alignment between organizational goals and its brand, (b) this alignment involving both rational and emotional elements, and (c) employees committing to go beyond the call of duty to deliver outcomes. Research has consistently demonstrated that employee engagement correlates positively with income growth, stock performance, individual job effectiveness, and overall financial outcomes for organizations (Harter J.K. et al., 2002; Haanaes, K. et al., 2011). It is now broadly recognized by organizations of all sizes that employee engagement is essential to achieving workplace performance. However, engagement that lacks a foundation in employee well-being is unsustainable and potentially detrimental. In the current organizational context, there is a growing realization of the importance of enhancing employee engagement as a way to support sustainable development practices (Ehnert, 2009; Lopez et al., 20220). While sustainability is often associated with environmental preservation, its scope is much broader—it includes the responsible use of all resources, including human, material, and financial, to ensure their availability for future generations to come. Globally, sustainable human resource practices are gaining momentum as they are seen as the appropriate approach to managing people—balancing employee well-being with the organization’s long-term success. The 2022 United Nations Sustainable Development Goals (SDGs), which aim to eradicate poverty, safeguard the planet, and ensure prosperity for all, have attracted significant attention from various stakeholders. In response, scholars and practitioners in Human Resource Management are increasingly investigating how HRM models, systems, policies, and practices contribute to the realization of organizational sustainability objectives (Stahl et al., 2020; Taylor et al., 2012). While the concept of sustainable HRM has gained recognition since the early 21st century (Aust et al., 2020), the strategic use of HRM systems to achieve sustainability goals has long been acknowledged in strategic management literature.

The Human Resource Management function plays a crucial role in aligning employee engagement with an organization’s sustainability agenda. Voegtlin and Greenwood (2016) argued that engagement

initiatives linked to sustainability goals should be supported through appropriate incentives. Additionally, organizations should design workplace activities that minimize environmental harm and sponsor programs focused on corporate citizenship and sustainable development. In today's context, there is a widespread recognition of the need to involve employees in organizational sustainability goals. Responsibility for achieving these goals cannot rest solely with the ESG (Environmental, Social, and Governance) teams. Engaged employees act as catalysts, accelerating organizational progress towards sustainability objectives. Organizations that integrate sustainability deeply into their workforce experience heightened employee engagement, which subsequently results in improved talent retention (N.R. Lockwood, 2007).

Delmas and Pekovic (2013) observed that engaged employees are more likely to demonstrate pro-environmental behavior, support sustainability initiatives, and nurture a culture that values environmental responsibility. This, in turn, enhances the organization's ability to meet sustainability targets, improves its reputation, and boosts operational efficiency. Employee engagement is influenced by several factors, including organizational culture, commitment, openness to participation, and knowledge sharing. According to Farooq, Farooq, and Reynaud (2019), employee participation—particularly when reinforced by strong organizational identification—has a positive impact on various sustainability components. This highlights the importance of cultivating a strong sense of belonging, which in turn fosters greater commitment to an organization's sustainable practices. Casey, D., & Sieber, S. (2016). suggests that employee's involvement in sustainability and corporate social responsibility activities can enhance their perception of job meaning and increase job engagement. Staff involvement in sustainability-related activities should be incentivized to increase the environmental commitment. To propel further advancements in environmental sustainability efforts and to create a positive feedback loop efforts of people and organizations should be recognized. Long term environmental stewardship can be ensured by green workplace practices, rules and regulations and employee engagement techniques Cheng, H. (2023).

## 5. METHODOLOGY

This research adopts a blend of descriptive and exploratory approaches to examine sustainable employee engagement practices among five leading IT companies: Infosys, Wipro, TCS, Tech Mahindra, and HCL Technologies. The primary objective is to understand and compare how these firms integrate sustainability into their employee engagement strategies. Data has been gathered exclusively from secondary sources, including peer-reviewed research articles, company websites, ESG and CSR reports, academic journals, books, and credible online platforms. A comparative analysis is conducted using selected indices extracted from these documents. Visualizations such as graphs and comparative tables have been created using Microsoft Excel to highlight best practices and trends across the firms. Additionally, a word cloud analysis is employed to identify the most frequently used sustainability-related terms in these corporate reports using word clod generator. All visual representations are developed by the author using the collected secondary data from the company website.

## 6. RESULTS & DISUSSIONS

The study also offers a conceptual justification for linking Environmental, Social, and Governance (ESG) frameworks with Sustainable Employee Engagement (SEE). SEE directly contributes to the Social (S) dimension of ESG by fostering inclusion, diversity, well-being, and a culture of purpose and accountability among employees. Engaged employees often take initiative in supporting environmental and social programs, such as reducing carbon emissions, volunteering, and ethical conduct, thereby reinforcing an organization's ESG commitments. The results and discussion sections are discussed here under.

IT companies in India have understood the significance of ESG metrics and they have adopted the same as their strategic framework. Table 1.1 reveals the key performance indicators of the leading Indian IT companies namely TCS, Infosys, HCL, Wipro and Tech Mahindra, with an emphasis on metrics like Renewable Energy usage, CSR spend, reduction in scope 1 & 2 emissions and involvement of women in workforce. The analysis of Table 1.1 reveals how each company fare with one another.

**Table 1.1: Performance of Indian IT companies on ESG metrics**

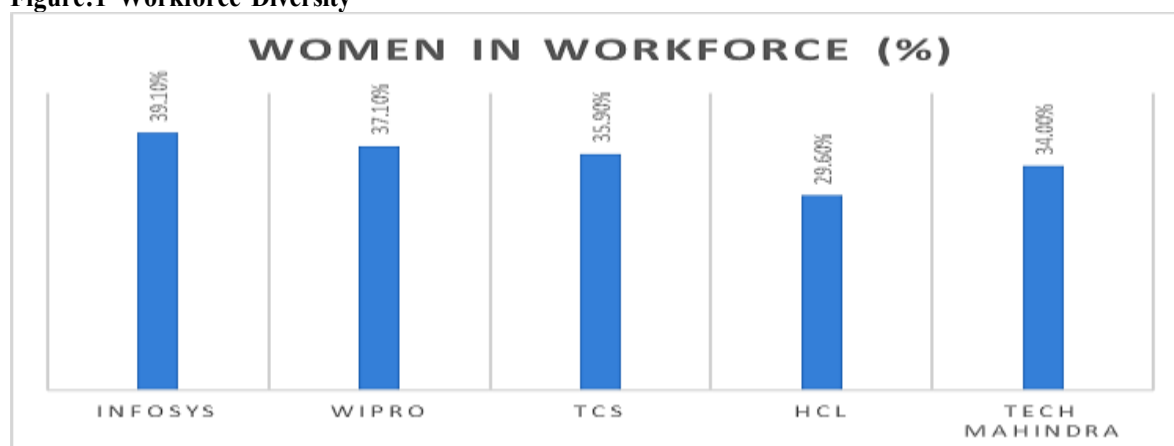
Metric	Infosys	Wipro	TCS	HCL	Tech Mahindra
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<b>Patents Granted</b>	551	1881	228	117	51
<b>CSR Spend (₹ Cr)</b>	480	202.6	898	216	156.9
<b>Renewable Energy Usage (%)</b>	57.70%	53.20%	57.10%	12.50%	25.60%
<b>Reduction in Scope 1 &amp; 2 Emissions (%)</b>	78%	84%	71.20%	25%	51.50%
<b>Women in Workforce (%)</b>	39.10%	37.10%	35.90%	29.6%	34%
<b>Volunteering Hours (million)</b>	1.37	15.81	1.6	0.0157	0.51
<b>Renewable Energy Usage (%)</b>	57.70%	53.20%	57.10%	12.50%	25.60%
<b>Reduction in Scope 1 &amp; 2 Emissions (%)</b>	78%	84%	71.20%	25%	51.50%
<b>CSR Spend (₹ Cr)</b>	480	202.6	898	216	156.9
<b>Patents Granted</b>	551	1881	228	117	51
<b>Total Employees</b>	3,17,240	2,33,346	6,03,305	2,25,944	1,45,455

On the metric innovation and intellectual property, Wipro leads (1881) significantly ahead of Infosys (551) and TCS (228). This indicates a robust investment in research and innovation. Patent volume can be a proxy for innovation capacity and Wipro's position suggests an aggressive intellectual property strategy. In contrast, Tech Mahindra and HCL appear to be underperforming in this domain. As per OECD 2010, patent activity is often related with the measure of innovation and competitive edge in the domain of technology.

With regard to CSR spend, TCS demonstrates the highest commitment to social responsibility with a spend of ₹898 Cr, followed by Infosys (₹480 Cr) and HCL (₹216 Cr). The companies Act 2013 in India, mandates that organisations crossing a specific financial threshold, must apportion 2% of their net profit to CSR expenditure. This legislation paves the way for balancing corporate growth with social welfare there by the society in which the companies operate can be benefitted. Higher CSR spend by companies corresponds to greater corporate commitment to inclusive development.

**Figure:1 Workforce Diversity**

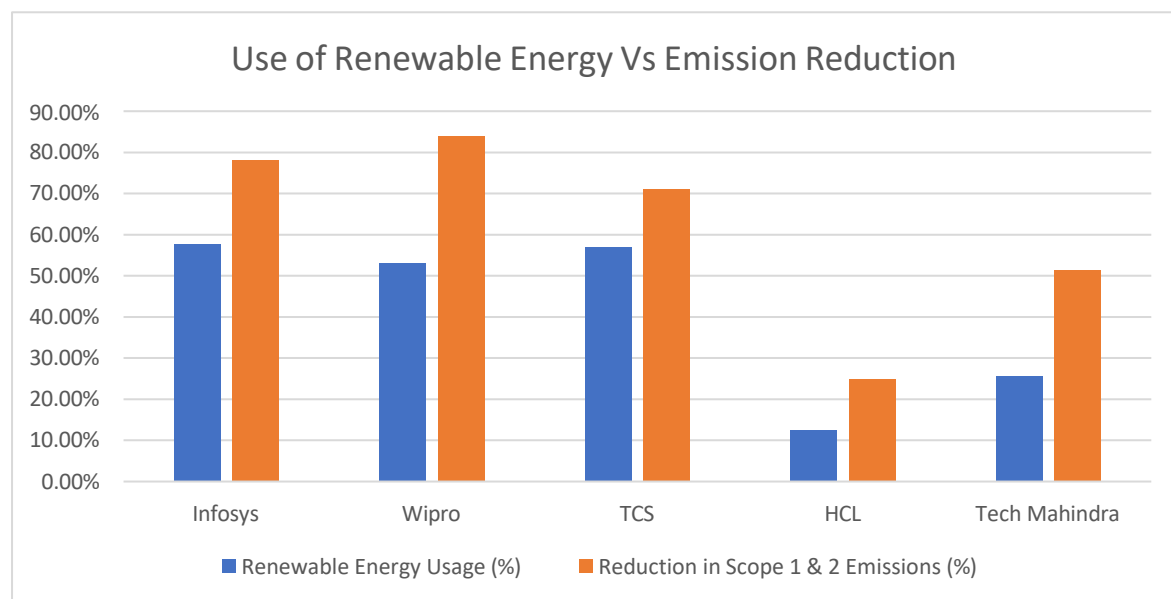


Talwar et al 2009, states that when women are not fully involved in the workforce, only a part of the workforce is utilised, there by resulting in the wastage of economic resources. Increase in participation of women in the workforce has a positive impact on the economic productivity. Organisations promoting gender equality contribute significantly to the participation of women in the workforce. Lofstrom (2009)

in a review on studies of relationship between gender equality and GDP, has calculated that if women in the European Union region were to participate in the labour market as men, then the GDP would have increased by 30%. An analysis of the participation of women in the workforce of the IT companies taken for the study as per Figure 2, reveals that Infosys leads in gender diversity 21st 39.1%, closely followed by Wipro (37.1 %) and TCS (35.9%). Diversity is increasingly linked to stronger business performance and inclusive workplace culture. HCL lags from the others significantly.

**Environmental Sustainability-** One of the important accords of the Paris Agreement 2015 on climate change is to limit the temperature increase to 1.5°C above pre-industrial levels. The need to adopt greener sources of energy was stressed among the signatories to the agreement. The renewable energy usage among the companies of this study reveals the focus of these organisations towards environmental sustainability.

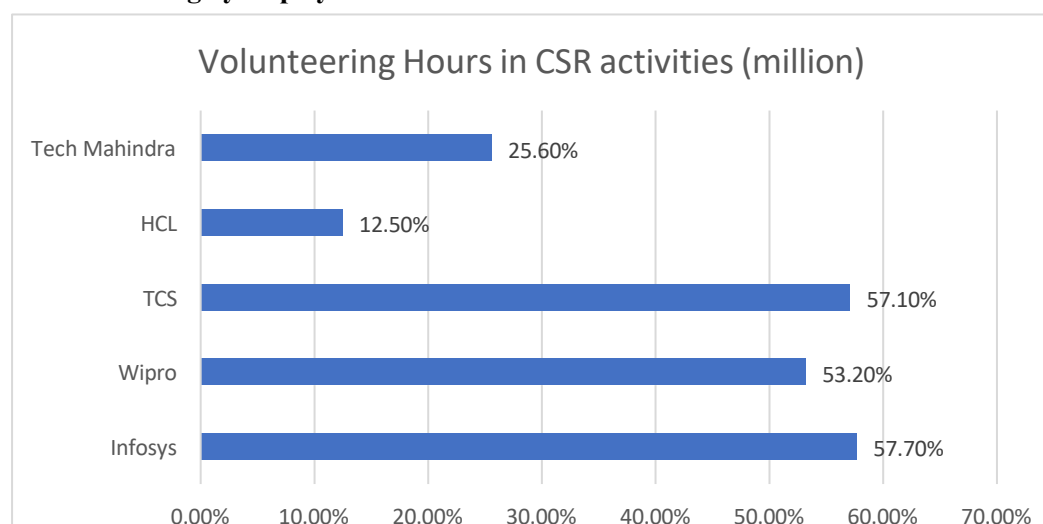
**Figure:2 Renewable energy use and emission reduction**



Infosys and TCS are front-runners in transitioning to renewable energy, aligning with India's renewable energy targets under the Paris Agreement 2015. Wipro also performs strongly. However, HCL lags significantly, suggesting a need to strengthen sustainability initiatives. International Energy Agency in its 2022 report states that adoption of renewable energy sources by corporates will significantly contribute towards reduction in global greenhouse emissions.

Scope 1 and 2 emissions represent direct and energy-related indirect emissions (GHG Protocol, 2021). Wipro (84%) and Infosys (78%) show substantial reductions, indicating robust environmental strategies. HCL's lower score signals room for improvement in carbon mitigation.

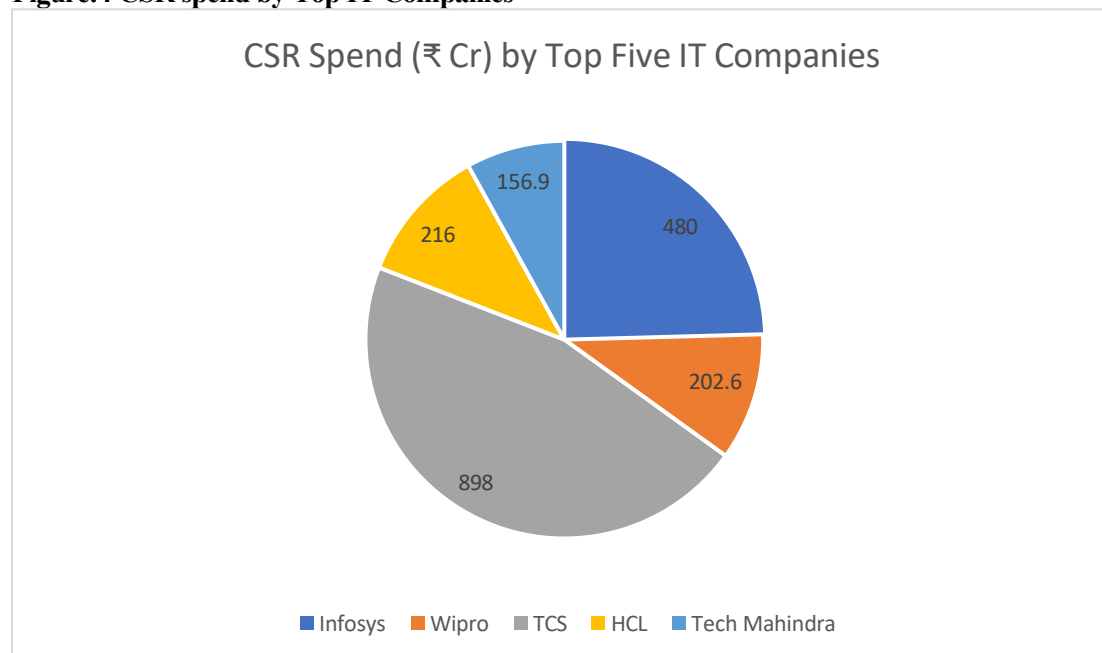
**Figure:3 Volunteering by employees in CSR activities**



Wipro shows exceptional performance in employee volunteering, reinforcing its strong social orientation. HCL's figure is significantly lower, potentially indicating weaker employee engagement in community

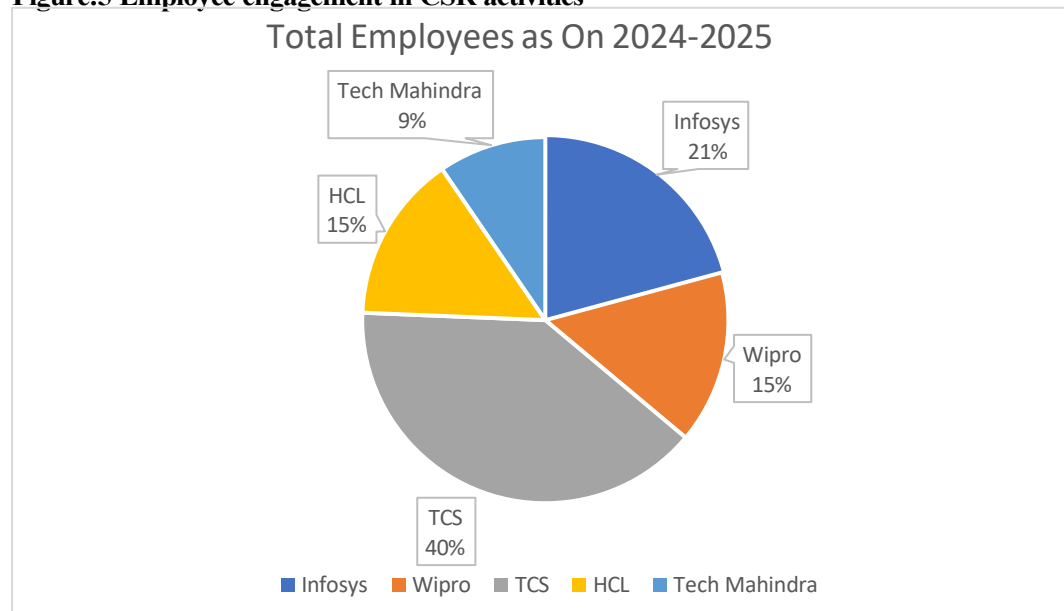
initiatives. The comparative analysis of the top 5 Indian IT companies reveals that Wipro and Infosys are leaders in innovation and sustainability, backed by strong performance in patent filings, renewable energy usage, and community engagement. TCS ranks consistently high, especially in CSR spend and employment strength. HCL Technologies trails in most categories, highlighting a need for targeted improvements, especially in environmental and social metrics. Tech Mahindra, while steady in workforce diversity, shows relatively low scores in innovation and CSR investment.

**Figure:4 CSR spend by Top IT Companies**



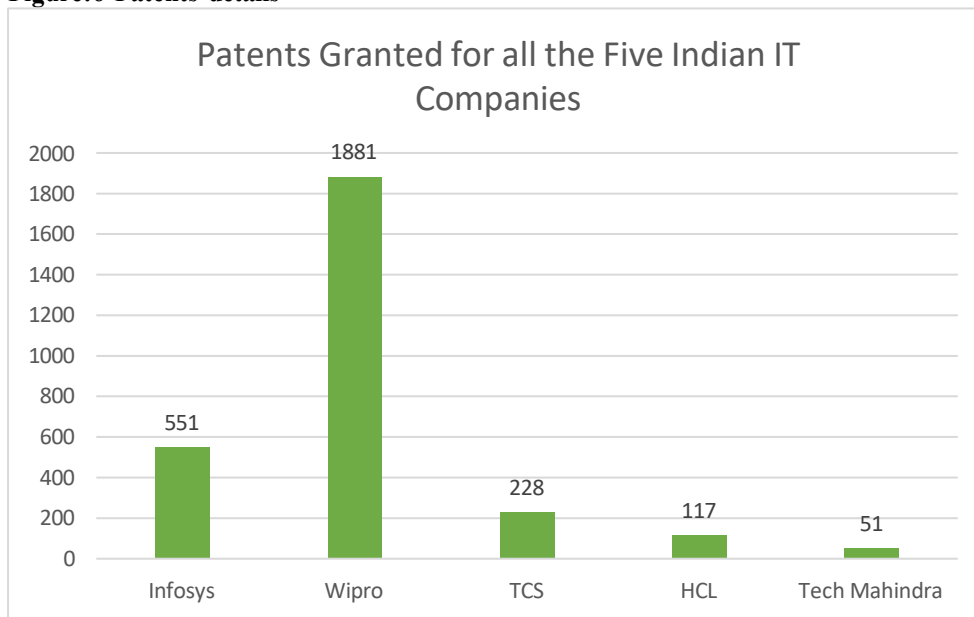
TCS is the largest contributor, contributing almost twice as much as Infosys (₹480 Cr). The next three are Tech Mahindra (₹156.9 Cr), Wipro (₹202.6 Cr), and HCL (₹216 Cr). TCS exhibits a great dedication to social responsibility.

**Figure:5 Employee engagement in CSR activities**



Strong employee engagement across a sizable workforce is demonstrated by the highest CSR volunteering percentages (57.7% and 57.1%, respectively) displayed by Infosys and TCS, which have the largest employee bases. Despite having the lowest employee percentage (9%), Tech Mahindra manages to attain a respectable moderate CSR involvement rate of 25.6%. With a 15% worker share, HCL has the lowest CSR volunteering rate (12.5%), indicating that efforts to increase employee involvement need to be strengthened.

**Figure:6 Patents details**



Wipro (1881) is far ahead, with Infosys (551) coming in second. Tech Mahindra, TCS, and HCL are far behind. In contrast to other companies, Wipro places a high priority on R&D and innovation.



**Table 2: Comparative review of Sustainable HR Practices of Indian Giant IT Companies**

Company	Report Source	Sustainability Highlights	Employee Engagement Programs	Inclusion and Diversity	Learning & Development	Recognition/Awards
Infosys	Infosys ESG Report 2024–25	ESG Vision 2030, InfyCares volunteering, #GreenIsTheNewSwag campaigns	HALE (Health Assessment and Lifestyle Enrichment), recognition programs, skill-building incentives	Gender equity focus, internal policies for inclusive growth	AI-enabled learning, global skills platforms	Multiple ESG leadership awards
Wipro	Wipro Integrated Annual Report 2024–25	Net-zero target (SBTi approved), AI for sustainability, strong DEI policies	Wipro Spirit & Five Habits culture, AI-infused productivity programs, employee well-being frameworks	Strong DEI practices, stakeholder engagement	Consulting-led transformation, Engineering education, DAAI program	Top employer status, Recognitions in GenAI and AI ethics
TCS	TCS BRSR Report 2023–24	First Indian company to adopt BRSR (NGRBC-based), stakeholder-centered governance	SBWS (Secure Borderless Workspaces), Inclusion networks	Board-level diversity reporting, gender equity tracking	Digital skilling, strategic upskilling initiatives	KPMG-assured ESG metrics
HCL	HCLTech Sustainability Report 2024	Net-zero by 2040, 25% emissions cut, 32x water replenishment	Value Portal (7800+ ideas implemented), Platinum Green Buildings, global DEI integration	40% women goal by 2030, 30% leadership target	Sustainability School, 93% employee upskilling	CDP A rating, Top Employer in 25 countries
Tech Mahindra	Tech Mahindra Integrated Annual Report 2024–25	Terra Carta Seal recipient, ESG-led AI adoption	Green Marshall Initiative, cultural pillars: Rise, Empower, Celebrate	Purpose-led brand pillars and DEI focus	Agentic AI strategy, Reskilling for AI gaps	UNGC Communication on Progress, DNV-assured ESG compliance

The above table represent the sustainable highlights, Employee Engagement Programs, Inclusion and Diversity, Learning and Development, Recognition and Awards of all the five leading companies. It is observed that HCL Technologies is the most aggressive in upskilling, innovation (Value Portal), and gender diversity than the other IT companies, whereas Infosys has a structured holistic and prepared with a clear ESG 2030 vision and global skilling which will help the nation to achieve its sustainable goals. (Rafferty et al., 2025) mentions that theory supports that employee engagement in an organization is consider as two-way communication between employer and employee. Therefore, commitment towards sustainability should come from employer and employee. Wipro employees are committed. Followed by this Wipro possess Strong

cultural and digital transformation initiatives backed by Artificial Intelligence, it is at par with the other IT companies in terms of leveraging Artificial Intelligence.

Furthermore, digital technologies such as AI are being leveraged to personalize engagement, facilitate upskilling, and align workforce capabilities with long-term sustainability goals (Reddy & Nair, 2023). Research shows that policy-driven ESG frameworks enhance organizational credibility and drive measurable progress in areas like inclusion, learning, and environmental stewardship (Kumar et al., 2022). TCS are the Pioneers in regulatory adoption of Business Responsibility and Sustainability Reporting (BRSR), strong remote engagement frameworks. The company Tech Mahindra has a Global ESG branding with a futuristic Artificial Intelligence focused skilling model. HCL Tech leads in execution (93% upskilled), while Infosys and TechM are focused on tech and future-oriented skillsets like AI. HCL Tech and TechM have international ESG assurance credentials. Wipro and Infosys focus more on employer recognition and innovation. HCL Tech has the most specific and ambitious I&D goals. Others focus on inclusive cultures and gender parity, with TCS implementing board-level accountability. HCL Tech is the most innovation-driven internally, whereas TCS and Infosys focus more on holistic work-life balance. Wipro integrates AI across programs. All firms are integrating ESG deeply, but TCS stands out for being a pioneer in adopting regulatory frameworks Business Responsibility and Sustainability Reporting (BRSR), while Wipro and Tech Mahindra are more Artificial driven and global recognition focused.

#### **Sustainable Employee Engagement Discussion: Comparative Review**

In the 21<sup>st</sup> century with lot of digital intervention, increased population, energy efficiency, reducing carbon footprint sustainability is considered as growing area to concern regarding businesses around the globe (Mishra, 2020). It is an alarming issue therefore, organizations are at the forefront in considering the priorities of sustainability themes and concepts in their strategic plan as well initiative of these companies. Organizations recognized that embedding sustainability within employee engagement leads to improved performance, talent retention, and innovation (Singh & Sharma, 2021). The comparative review highlights that all five companies Infosys, Wipro, TCS, HCL Tech, and Tech Mahindra are deeply invested in sustainable employee engagement through robust ESG Environment, Social and Governance strategies. Infosys and TCS showcase structured, policy-driven approaches, with Infosys focusing on long-term ESG goals and TCS pioneering regulatory frameworks like BRSR. Wipro integrates AI across employee engagement and learning programs, blending culture with innovation. HCL Tech stands out with the most measurable targets, particularly in inclusion and diversity and upskilling (93% coverage), while also promoting innovation through its Value Portal. Tech Mahindra emphasizes purpose-driven initiatives, AI-based reskilling, and international Environmental, Social and Governance recognition.

Across dimensions like employee well-being, inclusion, and learning, each company adopts a slightly different path aligned with their corporate ethos. HCL Tech leads in executional impact, Wipro and TechM push tech-enabled engagement, Infosys takes a vision-first approach, and TCS balances compliance with strategic culture development. Overall, the table reflects a mature and evolving commitment across the industry to not just sustainable operations, but also empowered, future-ready workforces. All firms are integrating ESG deeply, but TCS stands out for being a pioneer in adopting regulatory frameworks (BRSR), while Wipro and Tech Mahindra are more AI-driven and global recognition focused.

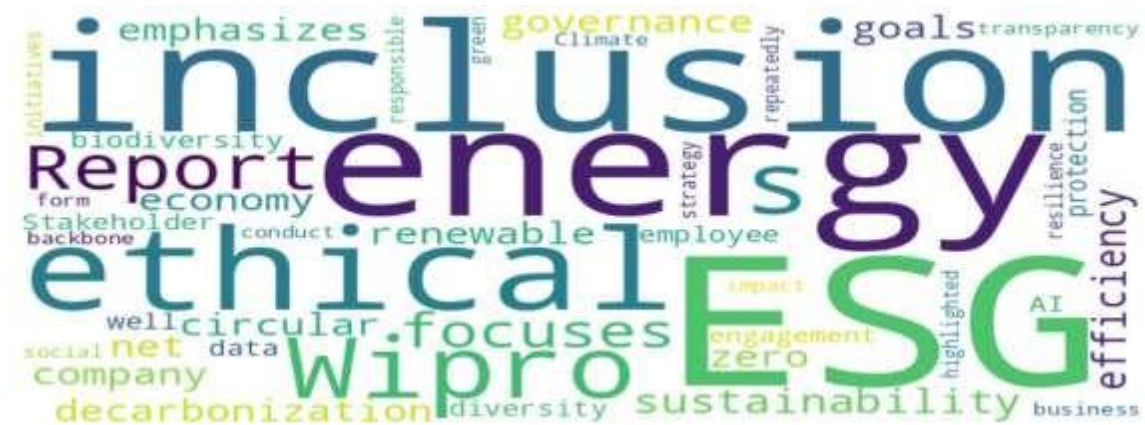
In the present pressing challenges Sustainable management is an unquestionable agenda for organizations globally and need to be focused. Sustainable mindset must be linked to and reflected in sustainable employee practices of organizations. Service sector plays a vital role in contributing to the Indian Economy, If IT companies focus on sustainable HR practices, that has the power to change the ESG of our country. In the light of emerging economy organization should focus on the role of Human Resource in initiating the modest HR practices to support the sustainability goals of our country.

## WORD CLOUD EXPLORATION



**Fig 7: Word Cloud of Infosys ESG Report 2024–25**

From the above word cloud it is inferred that Sustainability is a core focus of Infosys. It is very visible through repeated emphasis on references to climate action, carbon neutrality, and eco-friendly practices. ESG (Environmental, Social, Governance) is a central theme, reflecting a structured and integrated approach across all business operations. Employees are motivated to be a part of this and the prominence of climate, energy, and waste underscores Infosys's commitment to becoming climate positive by 2030. In order to achieve ESG goal Infosys is using advanced technologies and it is observed from the use of words like digital, AI, and data privacy. It indicates the use of advanced technologies in achieving ESG goals. (Singh, et al., 2007) in their study mentions that employee engagement often refers to the extent by which, how people value the organizational policies, and enjoy their work and believe in what they do. The company understand that to be sustainable, sustainable employee engagement is prior which can be read from the frequent mentions of employee, community, and wellness. It also highlights the social responsibility dimension of their ESG initiatives.



**Fig 8: Word cloud generated from the Wipro ESG Report 2024**

The output from the word cloud of sustainability report of Wipro exhibits that the company is highly committed to environmental. Sustainability and net-zero goals are prominently emphasized, in the above diagram. Frequent terms like energy efficiency, renewable energy, and decarbonization highlight a strong focus on green initiatives. The company prioritizes ethical governance, data protection, and ethical AI, showing a balance between innovation and responsibility. Diversity, inclusion, and employee well-being suggest a people-centric approach to social sustainability. Wipro's ESG strategy reflects transparency, stakeholder engagement, and a drive for climate resilience and social impact. Without the support of employees, it is not possible to achieve the ESG goals of any organization.



**Fig 9: Word cloud of TCS ESG Report 2024**

TCS has its own role in placing a strong emphasis on climate action, carbon neutrality, and net-zero targets as part of its environmental strategy. The initiative in terms of Digital transformation and AI integrate technology into sustainability goals. Themes like employee empowerment and community engagement show a people-centered social responsibility approach. In TCs employees are involved as a part of achieving sustainable HR practices. In coherence with the study by (Mishra M, 2020) organization can focus on employee engagement to increase productivity. This may lead to boost the productivity and performance. The company upholds ethical governance, transparency, and data responsibility in ESG practices. It also focuses on green infrastructure, inclusive growth, and long-term value creation signals a holistic ESG vision. In the 21<sup>st</sup> century it is tedious for the organization to retain talented workforce. Companies with strong ESG commitments tend to attract and retain talent better. This increases employee morale and loyalty, which are foundations of sustainable engagement. Organizations that prioritize one often strengthen the other. Therefore, sustainable employee engagement act as a fundamental in building a better ESG culture of any organization.

## 7. LIMITATIONS AND SCOPE FOR FURTHER RESEARCH

The study is limited to only five IT companies, which is exhaustive. Any two companies would be a better choice. The study does not follow any SLR. There is a scope for research studies concerning to this topic of sustainable HR Practices. Future study, can be of using literature review tools such as VoS Viewer or Bibliophagy can be used to extract the finding in the topic of sustainable HR Practices. Further empirical paper add value to the upcoming avenue in the space of sustainability. Future research may try to measure the factors contributing to employee engagement in terms of sustainability.

## 8. CONCLUSION

An analysis of key employee engagement and sustainability metrics across Infosys, Wipro, TCS, HCL, and Tech Mahindra reveals distinct strengths and varied approaches to responsible business practices. Indian IT companies contribute to 7.4% to the GDP of our country. All the giants of IT companies were studied based on the secondary reports published. TCS leads in overall workforce size with over 600,000 employees, reflecting its expansive global presence, while Infosys and Tech Mahindra show higher emphasis on diversity, with 39.1% and 34% women representation, respectively. CSR is the main pillar of the digital companies. Infosys and TCS also demonstrate strong commitments to social responsibility through high volunteering hours 1.37 and 1.6 million respectively while Tech Mahindra impresses with 100% of employees trained in sustainability and 96% in digital skills. The growth of a company can be traced with the help of developments in R &D. On the innovation front, Infosys holds the lead with 551 patents granted, followed by HCL and TCS, indicating robust R&D engagement. Global concern on environment stands at the pinnacle of importance for any organizations. Furthermore, Infosys stands out in environmental stewardship, achieving a 5.5x water positivity index and substantial renewable energy adoption. These findings illustrate that while

all five IT giants are investing in sustainable employee engagement, their strategies diverge in scale, focus, and depth, reflecting unique organizational priorities and stages in their ESG journey.

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