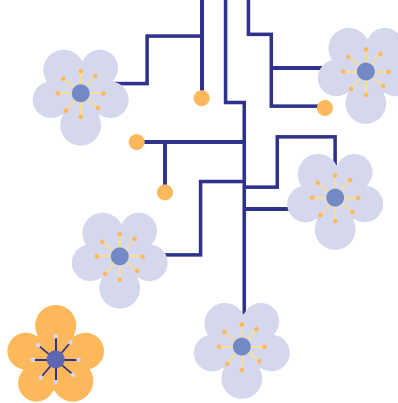
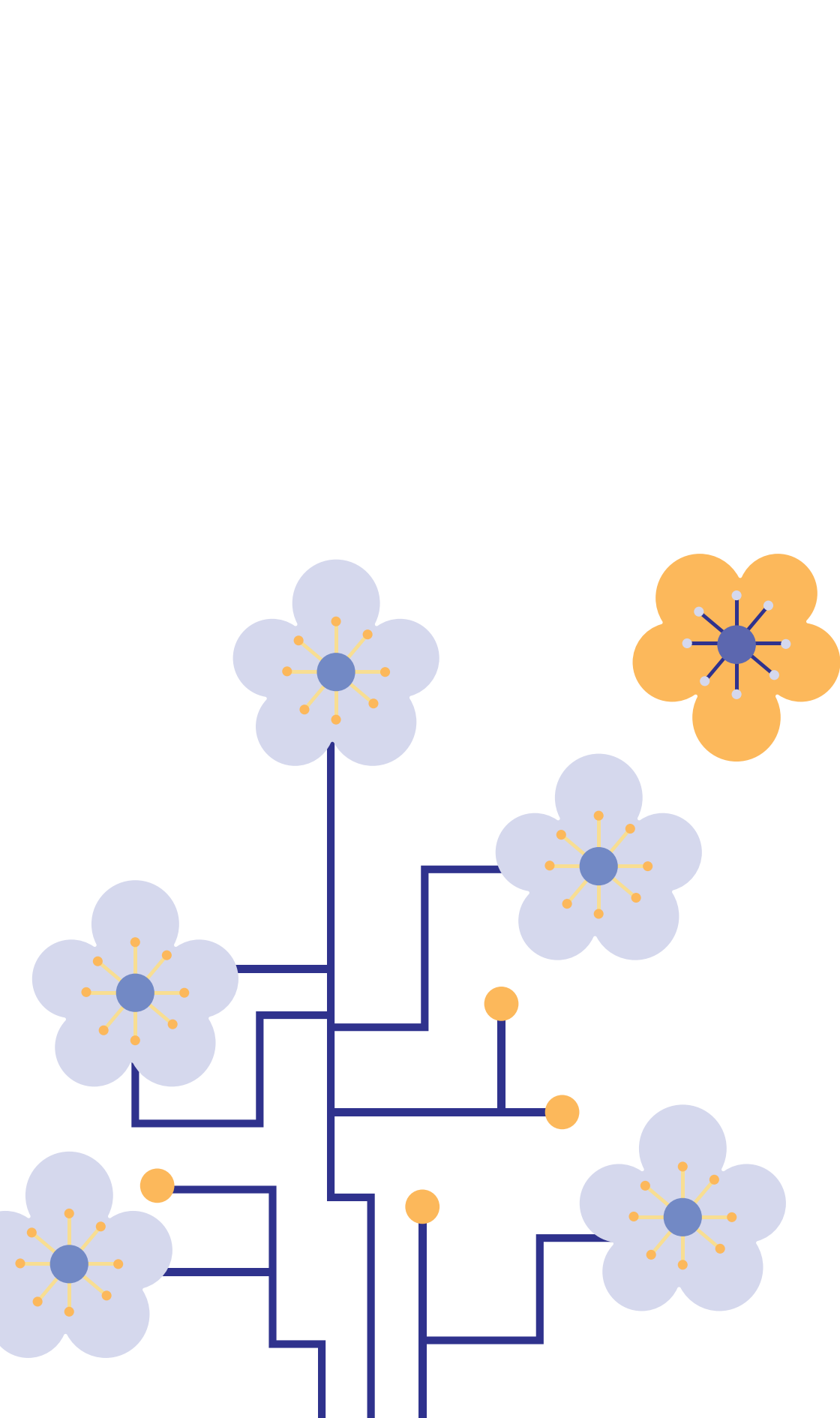


A DECADE OF IMPACT



2010 - 2019
ANNUAL REPORT





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As I look back on the past ten years, I'm reminded of the conversation I had with Dr. Abdul Kalam that sparked the journey of IndiVillage. Dr. Kalam suggested that every entrepreneur should adopt a village and change it forever. He helped me realise that a personal approach makes a huge difference to those that need help. A check or a government handout can't give someone a job or advice on how to turn their life around. An entrepreneur who has walked down the same path may have a better idea about how to help.

There are many upsides to being engaged in a social enterprise. We chose impact sourcing as our model, because it allows individuals the opportunity to exercise their awareness of how they impact our society. If impact sourcing can get you the service you require and do good for the world, why not use it? Money spent the right way creates profit in more ways than one. And it's not only about economic profit, it's also about community profits. You are only as happy as the people around you.

//

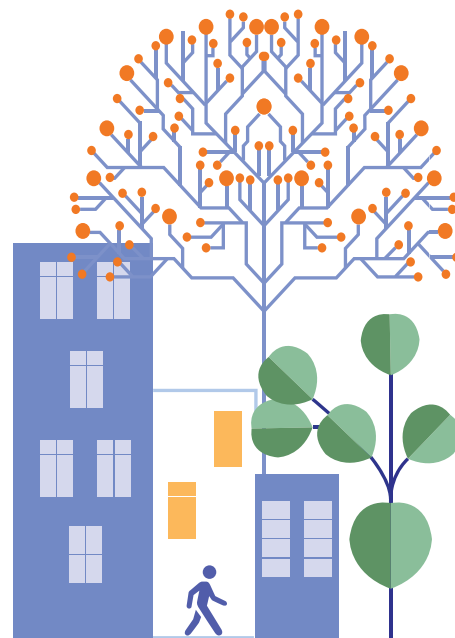
This economic divide is bad for everyone.

IndiVillage started life with back office work, medical transcription, data entry - very humbling jobs

but who were doing these humbling jobs? These were engineers, these were intelligent and talented youngsters who could have done jobs probably four to five notches above where they started life but were limited to working on the farms, or leaving their villages to work in BPO jobs. IndiVillage allowed them access to better economic opportunities, and ones that matched their talents, right in their villages.

LETTER FROM THE FOUNDER

RAVI MACHANI



Only over the last four years with our increased reach into technology markets both nationally and internationally, has IndiVillage earned our place to pursue the best economic opportunities and play to our strengths. Throughout this journey we've realised that having a place and platform where rural India can learn the latest technology is truly a game changer. Exposing rural youth to technology is powerful because it is the global equalizer that can innovate, inform, disrupt and break the status quo.

//

The best talent anywhere, urban or rural, should be working on the best challenges. That's when we can finally say that IndiVillage has equalized the urban opportunities to rural opportunities.

This journey with IndiVillage has also catalysed my own personal growth. This past year, I received the Global Citizen Award at EO, which then led me to deliver the keynote speech at the UN, and share some insights about social entrepreneurship with the world. I strongly believe that unless you walk the journey you wouldn't realize how powerful it truly is. People talk about the law of reciprocity; I've experienced it.

Today IndiVillage operates out of two towns, and we know this model can be replicated. Our job is not done in India until 600,00 villages are touched. This task becomes much easier if we get 600,000 entrepreneurs on board. Every center needs an entrepreneur, not a manager.

Looking at the next ten years we know IndiVillage will always stand for bringing economic opportunities to rural India by leveraging the next new economies and latest innovations. Our goal will always be to create social impact while encouraging business excellence. To have higher productivity we have to allow higher participation. That is the only way to drive sustainable change. Together is always better.

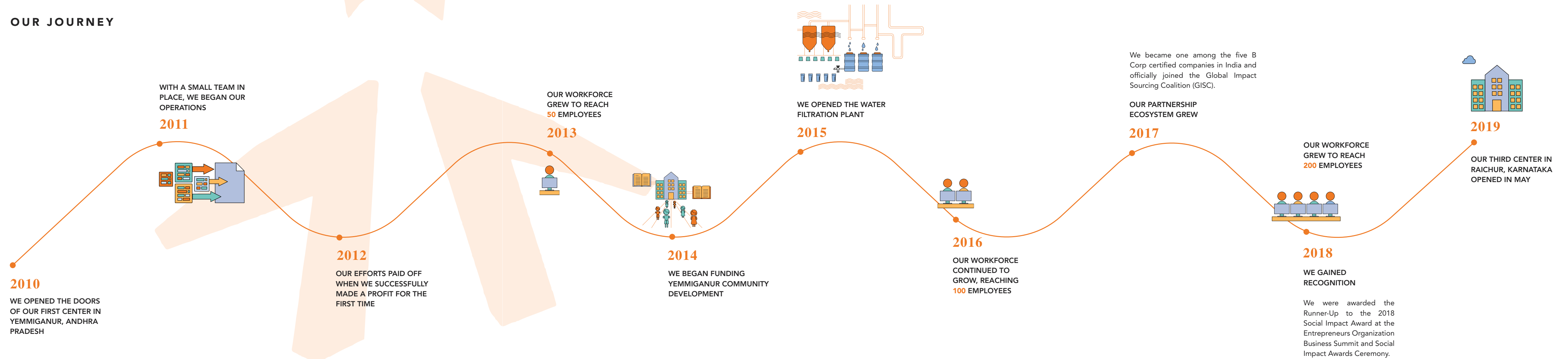


A stylized signature of Ravi Machani in black ink.

RAVI MACHANI
INDIVILLAGE FOUNDER

10 YEARS AT A GLANCE

OUR JOURNEY



OUR IMPACT

2010 - 2019

TOTAL JOBS WE'VE CREATED

776 JOBS

TOTAL DEPENDENTS WE'VE IMPACTED

4,320 DEPENDENTS

TOTAL CHILDREN WHO HAVE RECEIVED
EDUCATION AND MEALS IN OUR SCHOOL

405 STUDENTS

TOTAL LITERS OF WATER DISPENSED

14,663,107 LITERS

TO 18,014 INDIVIDUALS

TOTAL PATIENTS SERVED AT OUR
HEALTH CENTER

11,822 PATIENTS

GRAND TOTAL LIVES WE'VE IMPACTED

35,337 LIVES



//

You may never know what results come of your actions, but if you do nothing, there will be no results.

- MAHATMA GANDHI

LETTER FROM THE CEO

SMITA MALIPATIL



2019 has been a momentous year for us.

IndiVillage started over 10 years ago, as a vision, a simple desire to make a change. A change that could enable rural India to catch up with the development that was happening in the rest of the country.

Over the last decade this desire has grown and evolved, nurtured with hope, indulged with faith and driven by passion to become the proud beacon of rural economic empowerment it is today. We are today a fully sustainable social enterprise that empowers the community it serves. Enabling dignified livelihood opportunities to educated youth, progressive schools, affordable healthcare, clean drinking water and engendering community change in rural India.

Spurred by our success, we kicked off our 10th year of operations in early 2019 with renewed energy - to take the successful experiment that is IndiVillage Yemmiganur to the rest of the country, and possibly the world. We started our operations in the neighboring state of Karnataka and by the end of the year soon tripled from 97 to almost 300 empowered people in strength. Our impact numbers speak for themselves, detailed later in this report.

Our effort enables people from the remotest parts of India to work with some of the world's leading companies providing services in AI, eCommerce and data. We're in talks to open more delivery centres across West, North and Central India in the next few years.

//

We believe that significant social change takes place when the women in a community are empowered to make decisions and actively contribute to its development.

To this end, our focus lies strongly in bringing more women into the fold of formal employment and enable them to build more agency for themselves in their households and social communities. We've also partnered with NYC based 'Girls who Code' on their mission to close the gender gap in technology and run coding clubs for girls in our local communities.

We participate as thought leaders in various AI summits and Impact Sourcing Coalitions, pushing through our agenda of 'Business for Good'. After all, if our small example can impact over 20,000 lives annually, imagine what the might of every organisation behind this can do.

I'm grateful for the generous support of our people, our partners, our customers and the ecosystem and can only hope this next decade will bring more change, more hope and more equality for all.



A handwritten signature in black ink, appearing to read 'Smita Malipatil'.

SMITA MALIPATIL
CHIEF EMPOWERMENT OFFICER



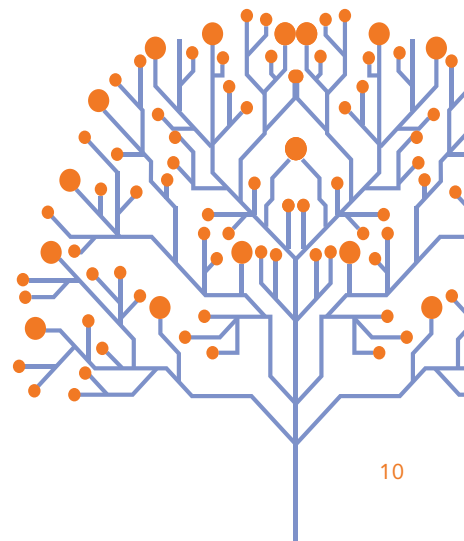
VISION

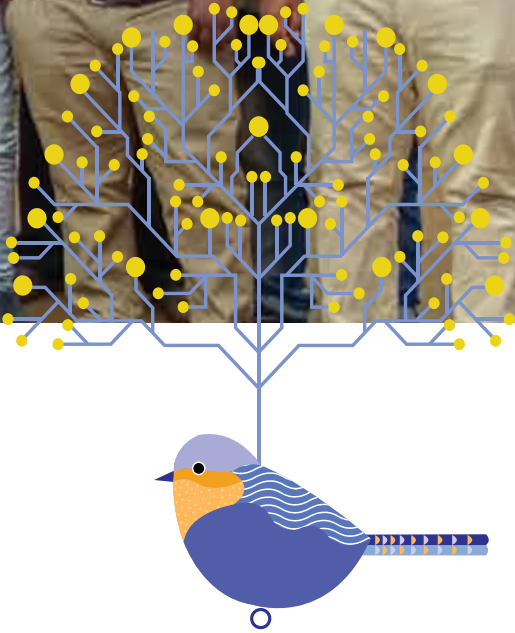
We envision a world of equal opportunity between urban and rural areas in which rural areas are sustainable and thriving communities are enabled to live, work and grow.



MISSION

IndiVillage leverages the power of technology through impact sourcing to employ individuals from rural communities in 21st-century technology jobs, enabling them to learn, earn and enrich their native communities. Our “profit-for-all” model invests profits back into these communities through development activities such as clean drinking water, livelihood initiatives, healthcare and education.





THE INDIVILLAGE WAY

ENABLE

We strive to give communities opportunities and tools for self-sustainable change

EARN

Through long-term employment we improve living conditions of our employees and their families

EMPOWER

Our efforts are focused on empowering women and youth to lead larger change in their communities

THE RURAL-URBAN OPPORTUNITY GAP



68% of the world population projected to live in urban areas by 2050, says UN

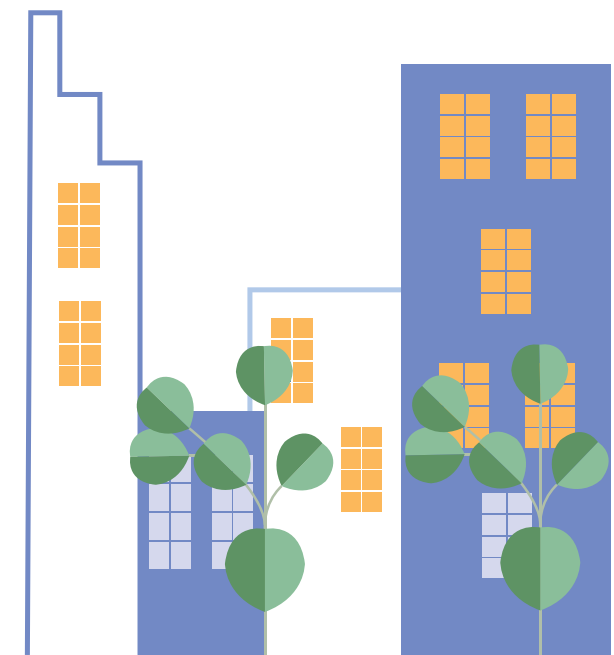
Around the globe, rapid urbanization is fueling a major population shift from rural areas to large cities. A 2018 report from the United Nations projected that by the year 2050, 68% of the world population will live in urban areas, up from 55% today. In India, the country with the largest rural population in the world and one in which 70% of the population (893 million people) is currently rural-based, this shift will be particularly significant. By 2050, India is projected to add 419 million new urban dwellers, many of whom will relocate to cities in search of higher-paying jobs and greater access to public services. However, outside of those urban centers, rural dwellers are increasingly left behind. With companies and businesses largely located in cities, skill-intensive jobs and public resources are increasingly concentrated in these urban areas.

Those who are unable to move to a city because of familial and financial constraints are faced with little opportunity to make a living and support themselves.

At the same time, technology and digitisation have brought neighborhoods, regions, nations and cultures closer together than ever. Remote work areas, flexible working times and intercontinental exchange has the potential to redefine the way we work and live.

The rise of artificial intelligence and use of data by tech companies have created a demand for workers who can train algorithms and annotate data. The power of new technologies can be harnessed in support of vulnerable populations through impact sourcing.

Impact sourcing is a business practice where a company prioritizes outsourcing suppliers that intentionally hire and provide career development opportunities to people who otherwise have limited prospects for formal employment. At IndiVillage we leverage the power of impact sourcing to provide opportunity to underserved populations in rural villages throughout India.

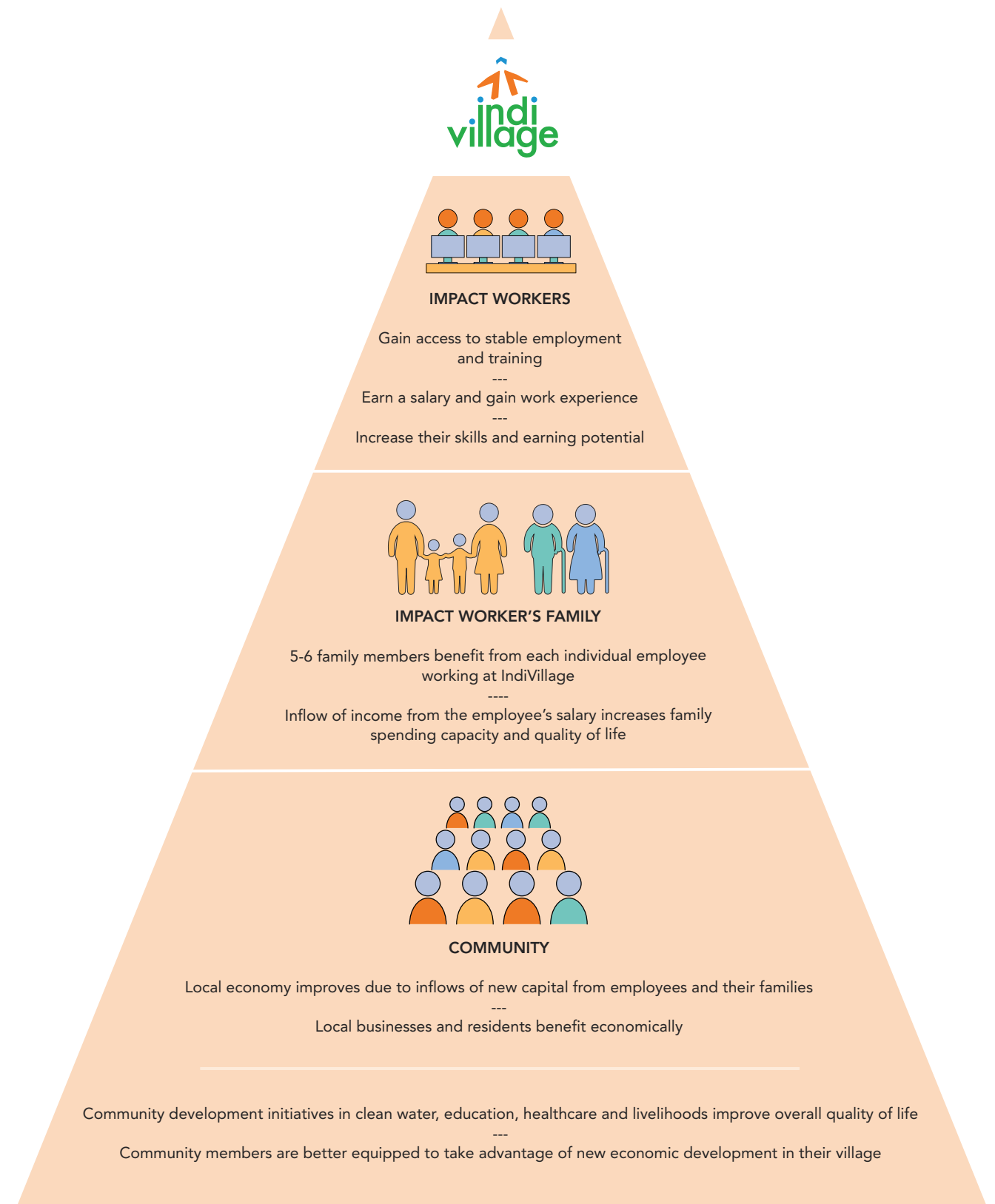


THE INDIVILLAGE APPROACH

IndiVillage believes in progressive villages that integrate into the digital economy of the 21st century to become communities of the future. We work towards this goal by providing sustainable employment to ambitious, educated individuals in rural areas through impact sourcing. IndiVillage partners with innovative companies around the globe that are using the power of technology to transform daily life. Employees in our rural impact sourcing centers deliver high-quality, human-powered, data-centric services to these organizations through their daily work. The majority of our employees hold a diploma or degree, however cannot find a job in their village that matches their skills. By providing these employees with a meaningful job, competitive salary and benefits, and the opportunity for continued skill development, we empower them with the means to improve their own lives. And through the

impact value chain, the positive impacts don't stop with our workers. The IndiVillage model works to make significant changes in the lives of our employees' families and the rural communities in which they live.

As a social enterprise, we use our "profit-for-all" impact sourcing model to invest not only in our employees but in their communities as well. IndiVillage channels its profits into community development activities in the rural villages in which we operate. We currently support initiatives in areas such as clean drinking water, sustained livelihoods, healthcare and education. We choose to align our organization with the UN Sustainable Development Goals because the goals serve as a global agenda and a way of benchmarking our success on a macro level.

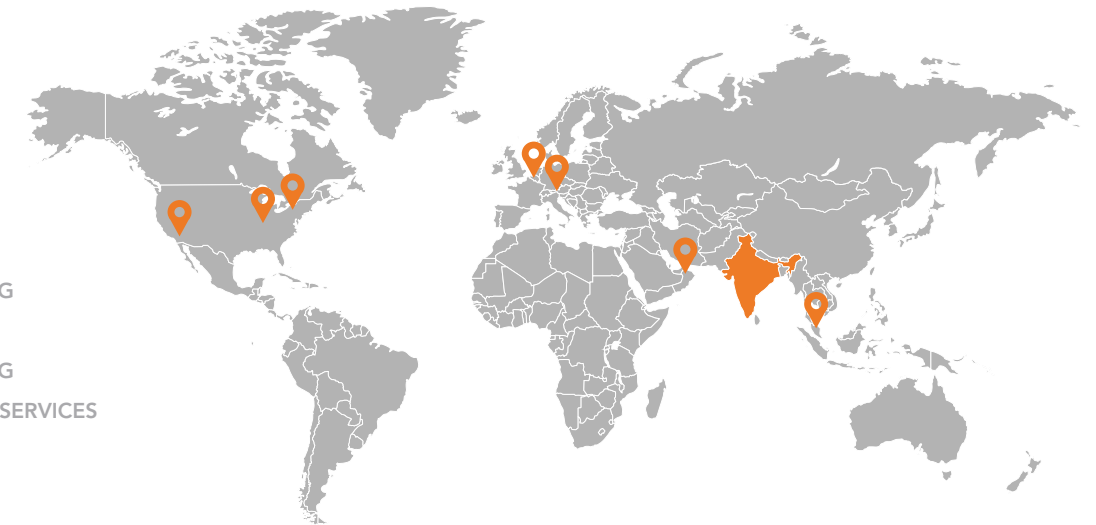


SUSTAINABLE DEVELOPMENT GOALS

PROMOTE INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL



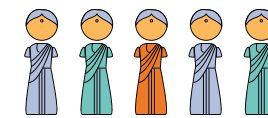
E-COMMERCE CATALOGING
AI/MACHINE LEARNING
IMAGE EDITING & TAGGING
DATA ENTRY & RESEARCH SERVICES
3D CONTENT CREATION



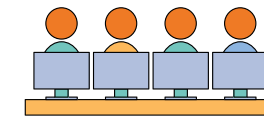
INDIVILLAGE IMPACT 2019



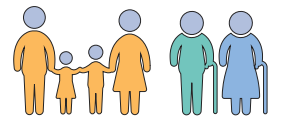
93%
AVERAGE INCREASE IN INDIVIDUAL INCOME, **52%** AVERAGE INCREASE IN HOUSEHOLD INCOME



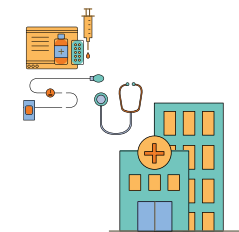
35%
WORKFORCE IS WOMEN



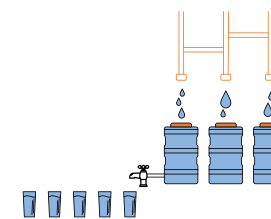
274
PEOPLE EMPLOYED



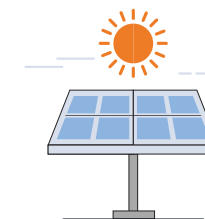
1,178
DEPENDENTS IMPACTED



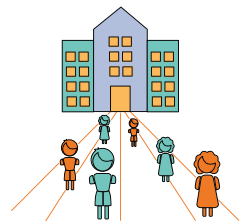
3,438
PATIENTS SERVED AT THE HEALTH CENTER



13,858
PEOPLE RECEIVED CLEAN DRINKING WATER EVERY WEEK



17,037 KW/HR
OF SOLAR ENERGY PRODUCED AT THE CENTER



195
KIDS ENROLLED IN THE SCHOOL, **91760** MEALS SERVED IN SCHOOL

SUSTAINABLE DEVELOPMENT GOAL

8 DECENT WORK AND ECONOMIC GROWTH



40%

OF EMPLOYEES ARE THE ONLY EARNING MEMBERS OF THEIR FAMILY

28

SMALL BUSINESSES HAVE BEEN STARTED BY EMPLOYEES' FAMILIES

30%

INCREASE IN EMPLOYEES FROM THE BEGINNING OF THE YEAR AND 147% INCREASE OVER TWO YEARS



IndiVillage addresses SDG 8 by providing steady tech jobs in rural villages to educated individuals with little or no access to alternative livelihood opportunities. All our employees receive a competitive salary, full benefits and access to technical and life skill trainings. Employment at IndiVillage also allows these employees to remain in their native villages, addressing the financial and familial barriers that often restrict their ability to relocate in search of work. By investing in our employees, we also invest in their communities, bringing a flow of income into the village that supports other local businesses and the employees' dependents.

8 DECENT WORK AND ECONOMIC GROWTH



IndiVillage employees hard at work at our impact sourcing center in Yemmiganur

SUSTAINABLE DEVELOPMENT GOAL

5 GENDER EQUALITY



35%

OF THE OVERALL WORKFORCE
ARE WOMEN

34%

OF NEW HIRES ARE WOMEN

54%

OF EMPLOYEES AT THE
RAICHUR CENTER ARE WOMEN



Empowering women is at the center of everything we do. We realize the complex challenges that women in rural communities face in obtaining an education, finding employment and earning for themselves and their families. We therefore believe that providing women with employment is crucial to fostering their independence and changing cultural norms around the role of women in society. For that reason, we place an emphasis on hiring and promoting women as well as providing support that allows them to continue working while balancing familial obligations.

Female employees on break outside our Yemmiganur center



5 GENDER EQUALITY



SUSTAINABLE DEVELOPMENT GOAL

4 QUALITY EDUCATION



195

KIDS ENROLLED IN SCHOOL

57%

OF STUDENTS ARE GIRLS

0%

DROPOUT RATE OVER THE
LAST 3 YEARS



Many children in rural communities cannot access a quality education. Families are often unable to afford books, lunch, school uniforms and other schooling costs. Children may be forced to work at a young age, rather than attending school, to financially support their families. At our school in Yemmiganur, we eliminate these external barriers. All students are provided books and uniforms, nutritious breakfast and lunch meals and access to a thorough and rigorous curriculum free of cost. Our students range in age from lower kindergarten through fifth grade, and are well prepared to take on their promising futures.

4 QUALITY EDUCATION



Young students at Machani Somappa school in Yemmiganur

SUSTAINABLE DEVELOPMENT GOAL

6 CLEAN WATER AND SANITATION



397,942

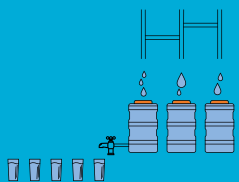
AVERAGE LITERS OF
WATER EACH MONTH

13,358

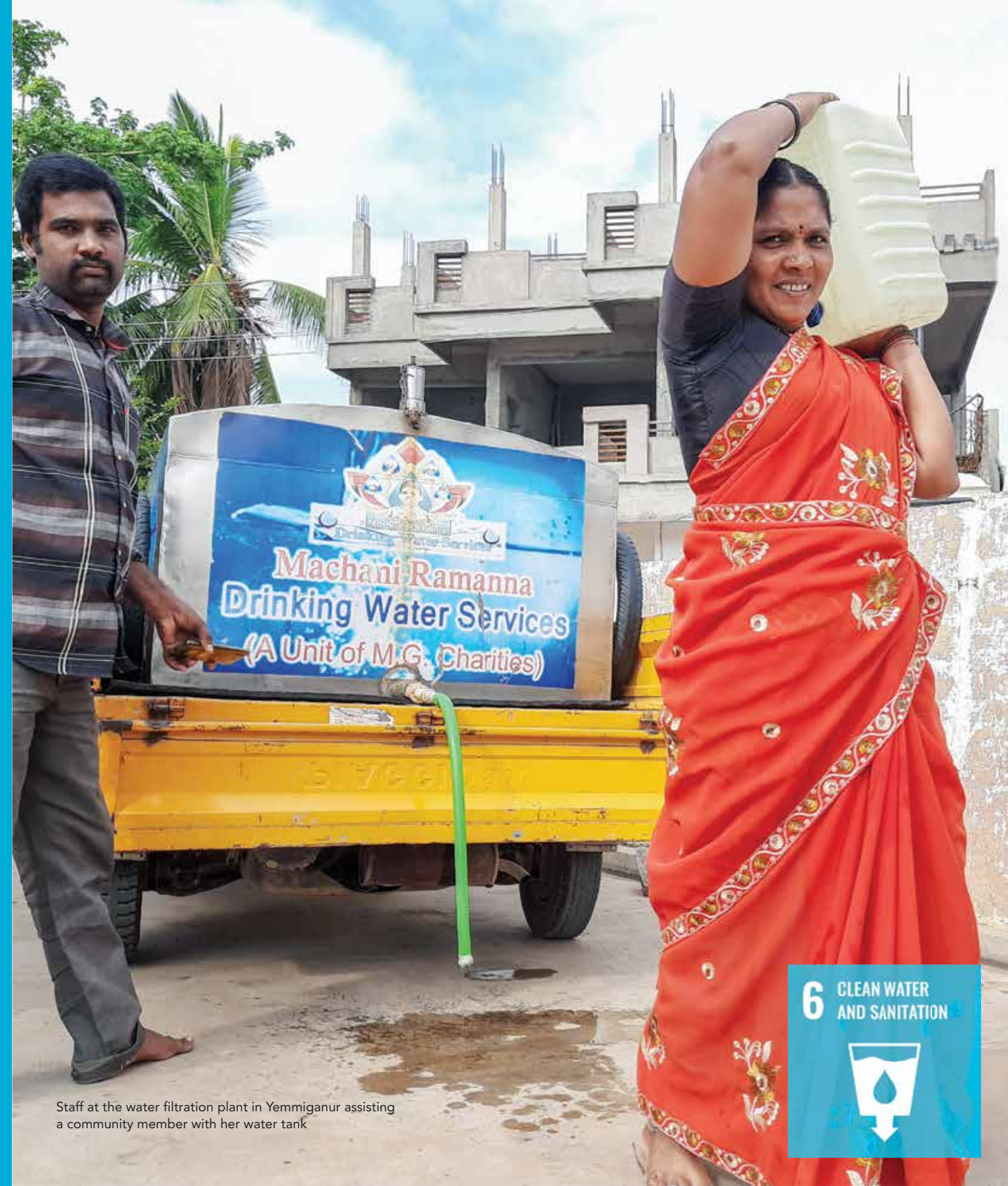
DIRECT BENEFICIARIES

11

SCHOOLS ARE GIVEN WATER



Access to clean, affordable water is necessary to ensure physical wellness and avoid water-borne disease. However, many families in Yemmiganur cannot access purified water or afford to buy water from local companies and utilities. IndiVillage operates a water purification plant and delivers free, purified drinking water straight to their door. Recipients pay only 2 rupees for delivery. Villagers are also welcome to come to the center and use any of the purified water spouts to collect water themselves. This past summer, when a water crisis rendered much of the town's outside water supply undrinkable, our plant provided 30% more water on average during July and August to community members who required help.



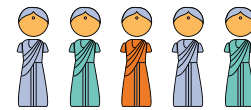
Staff at the water filtration plant in Yemmiganur assisting a community member with her water tank

6 CLEAN WATER AND SANITATION



CALENDAR 2019

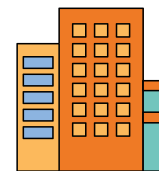
MARCH



INTERNATIONAL WOMEN'S DAY

In celebration of the women who serve as the backbone of the workforce at our impact sourcing centers, IndiVillage created "From Obstacle to Opportunity," a seven-part short documentary series on the women of IndiVillage. Each episode highlights the story of one of the incredible women who have overcome financial, familial and cultural challenges to become contributing members of the IndiVillage workforce, supporting themselves and their families in the process. Episodes were released each week on YouTube through the months of March and April.

MAY



OPENING OF THE RAICHUR CENTER

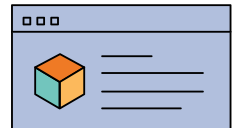
On May 21st, IndiVillage commenced operations at our third impact outsourcing center based in Raichur, Karnataka. Initially partnering with local colleges to recruit a hiring class of 25 employees, we have already grown to almost 80 employees at year's end. All new employees participate in an induction workshop that combines onboarding information with training in professionalism, teamwork and problem-solving.

AUGUST

SAMVĀDA

SAMVĀDA: DIALOGUE FOR IMPACT

On August 7th, IndiVillage kick started our monthly dialogue series Samvāda: Dialogue for Impact at our head office in Bangalore. Samvāda aims to foster collaboration and the exchange of ideas between members of the larger social impact community. Alongside speakers from Ashoka and the Amani Institute we presented our perspectives on the subject of "Business for Good: The Social Enterprise Model." We have since held sessions on topics ranging from "Legal Frameworks for Impact Organizations" to "Innovations for Social Change" and will continue to do so throughout the coming months.



SEPTEMBER

AI SUMMIT IN SAN FRANCISCO

On September 25 and 26th, team members from IndiVillage represented our organization at The AI Summit in San Francisco. While listening to key-note speeches from industry leaders and connecting with other organizations in the artificial intelligence space, IndiVillage represented our employees' wide-ranging capabilities in data annotation and natural-language processing. Team members initiated conversations around responsible use of AI technology and the many ways that our impact sourcing centers serve as an example of #techforgood.



FROM OBSTACLES TO OPPORTUNITY

BHAVANI

Data Process Analyst



Bhavani's story is a tale of extraordinary courage and fortitude. Despite harsh circumstances and her family's inability to afford education for their children at the time, Bhavani fought for her right to education and battled the odds to make ends meet. She completed her own education and successfully acquired a college degree in Bachelors of Commerce. I worked part-time during college as a tuition teacher for I needed money to continue my education. This money helped me complete my degree.

However, soon the untimely departure of her father left her family destitute, without any support to fall back on.

//

In the year 2012, when everything seemed happy in my life, my father suddenly passed away. I didn't know what to do at the time, we were all shocked. The

first thought that came to my mind was how to take care of my mother.

Bhavani, in her devastation, found impetus to make this a turning moment in her life. She decided to take charge of her circumstances instead of letting them get the best of her. At a young age, Bhavani was then compelled to put all aspirations on the back burner and earn for her family's survival. Her ability to acquire a job at IndiVillage garnered her the role of primary supporter of her family. "When I joined IndiVillage in 2013, my mother and other members of my family were very supportive of my decision to work. They consoled me and reassured me that they were there for me no matter what."

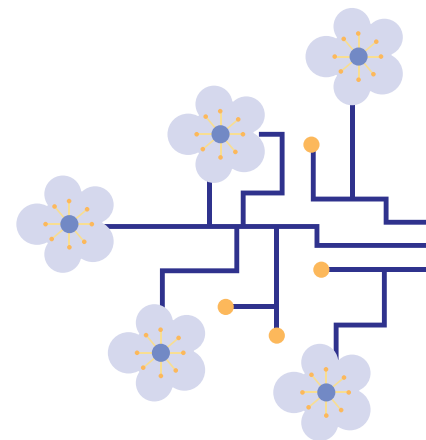
Bhavani's journey with IndiVillage has been truly transformational. It has allowed her the strength and courage to dream again. All the hardships she has endured have helped solidify her tolerance for adversities and made her the woman she is today. It was only after she joined IndiVillage that Bhavani realized that work is about more than relieving financial hardships and can also be a source of joy and satisfaction.

//

Before joining IndiVillage I felt the need to have a good job in a good

company, that's all. After I started working here, I developed goals and aspirations for myself. I am more motivated towards my growth.

Bhavani is now a second team lead and a proven leader to younger employees in the office. Today Bhavani's family is in a very different position from where they were seven years ago when difficulty struck. While they still have to make hard financial decisions, they are getting by and planning on saving money. As for the future, Bhavani dreams to pursue further education. "The money I have saved while working at IndiVillage will hopefully help me achieve my goal of receiving my Masters of Management."



RISING TO THE CHALLENGE

VINAY

Center Manager At Raichur



I started my journey with IndiVillage as Tech Support in 2014 when I finished my Bachelor of Computer Science.

// I first joined because IndiVillage provides jobs to fresh college graduates like me and rather going to a far-away city, I could have the same opportunity at home in Yemmiganur.

My job at IndiVillage has enabled me to learn more about new technologies and improve my communication skills. I have also been able to continue my higher studies and reduce my dependence on my family, all while improving my financial status.

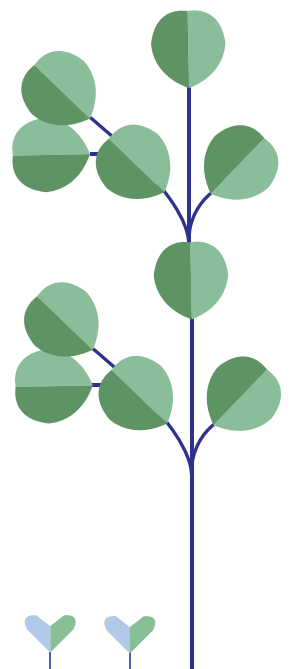
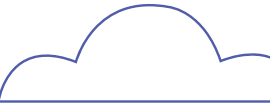
When I first joined in 2014, this was my first job. I didn't have strong skills in web and computing technologies. Since starting, I have gained

technical knowledge and improved my professional skills. I have learned many things in my various roles such as how to analyze technical issues, think logically, delegate and improve my problem-solving and decision-making skills. With IndiVillage's support, I was even able to complete a certification as a Cisco Certified Network Associate. Furthermore, IndiVillage has helped me create an identity for myself in my town.

// IndiVillage has recognized every effort I've put into my work, first promoting me to Assistant IT Manager and now Center Manager at the Raichur Center.

This effort recognition is what motivates me to do a good job. It is very important that for my efforts, I get the deserved mention or applause. This not only keeps me energized but also on my toes to keep working strong.

I am very proud to be involved in the opening of a new center and happy for the opportunity to lead a team to success.





PARTNERSHIPS

B-CORP



IndiVillage is proudly a B Corp certified organization, one of only five in India. Certified B Corporations are those that demonstrate a commitment to balancing the dual goals of purpose and profit. The B Corp community is comprised of organizations that employ the power of business towards positive social ends, working to improve the lives of their employees, the strength of their communities and the resilience of the environment. In order to become a Certified B Corp, IndiVillage had to undergo a B Impact Assessment, comply with all legal requirements and commit to ongoing transparency in our operations. In return, IndiVillage has access to a network of other B Corporations, community knowledge-sharing groups and online.

GISC

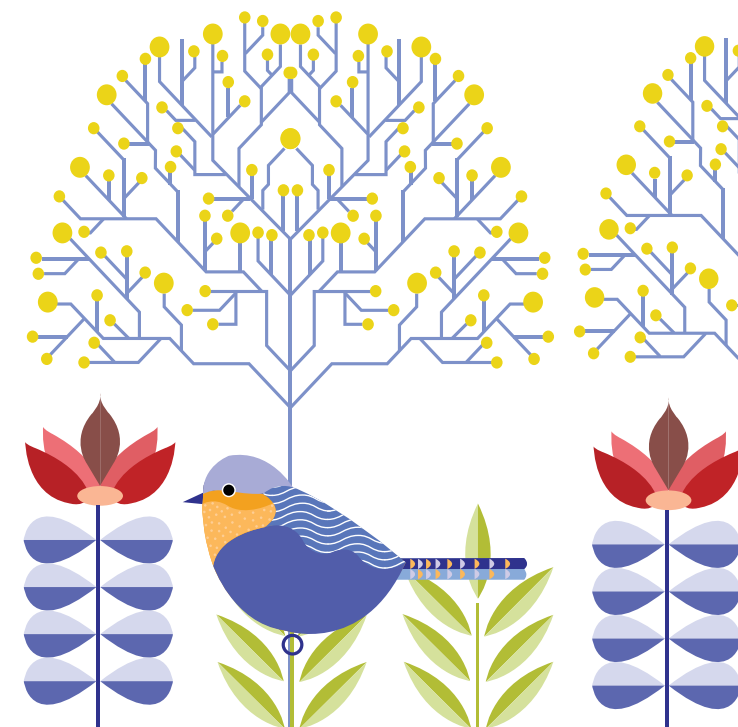


IndiVillage is a proud member of the Global Impact Sourcing Coalition (GISC) alongside other renowned global organizations such as Google, Microsoft, Facebook and many more. The GISC is a global network of businesses creating jobs for those most in need through the power of procurement and inclusive global supply chains. As a member of GISC, IndiVillage supplies technology services to other member buyer companies, employing men and women from rural Indian villages and providing income and skills training to those who would otherwise be lacking in opportunity. IndiVillage complies with GISC's Impact Sourcing Standard (ISS) and GISC works to raise awareness and uptake of the impact sourcing model worldwide.

GIRLS WHO CODE



IndiVillage and Girls Who Code are working together to accelerate efforts to close the tech gender gap in India, and particularly rural India. Using our impact sourcing centers as hubs, we are starting two clubs this year in Yemiganur and Raichur and we can't wait to meet the young girls who will share this journey with us. We have future plans to partner with local organizations to open clubs in other rural areas as well as in Bangalore, with the aim of reaching 300 number of girls in the next few months.



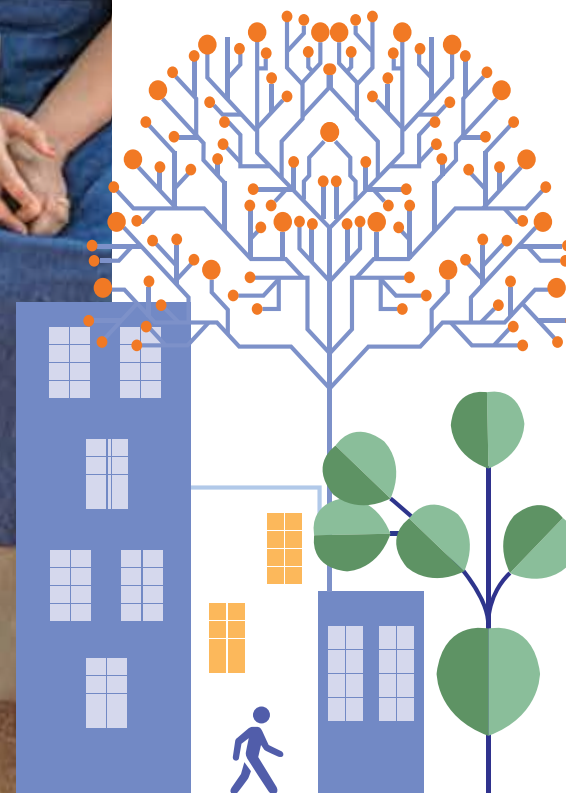


LOOKING AHEAD


This year is sure to be an exciting one for IndiVillage! On January 6th, 2020 we will formally celebrate our first decade in operation with a ceremony at our first center in Yemmiganur, Andhra Pradesh. Alongside community members and employees who have worked tirelessly to make all that we do possible, we will turn the page on the next decade of operations and look forward to the future of IndiVillage.


Also beginning in January, we will launch the IndiVillage Foundation. With an arm of our organization focused solely on community development activities, we will be able to generate larger, more widespread impact in rural communities.


Finally, building on the success of our three current centers in Yemmiganur and Raichur, we aim to open additional new centers in 2020. Working with local partners in Rajasthan, Odisha and other northeastern states, we aim to transplant our successful impact outsourcing model to empower members of other communities throughout India.




CONNECT


@indivillage_

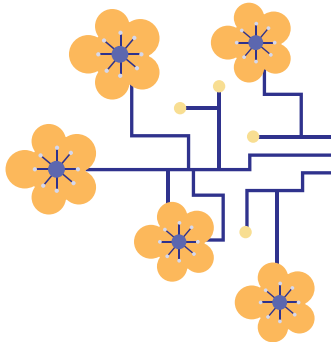

IndiVillage Tech
Solutions, LLP


@IndiVillage


IndiVillage

COLLABORATE

Are you a business looking to work with IndiVillage?
Send all business inquiries to hello@indivillage.com



CO-CREATE

Are you excited about solving a social problem? Are you creative, collaborative and self-directed? Apply to be an IndiVillage Social Intern!

The social internship program is a carefully structured, mentored, and evaluated service program that provides a rural immersion experience and enables interns to complete and execute an IndiVillage project.

For more info, write to us at: socialinternships@indivillage.com



There is no power for change greater than a
community discovering what it cares about.

