September 03, 2026

The Manager,
Department of Corporate Services
BSE Limited
Floor 25, P.J. Towers,
Dalal Street, Mumbai – 400 001
BSE Scrip code – 532541
Equity ISIN INE591G01025

The General Manager,
Department of Corporate Services
The National Stock Exchange of India Limited
Exchange Plaza,
Plot No. C/1, G Block, Bandra Kurla Complex,
Bandra, Mumbai – 400 051
NSE Symbol – COFORGE

Dear Sir/Madam,

Subject: Sustainability Report for FY 2025-26

Please find enclosed herewith the Company's Sustainability Report for the financial year 2025-26.

Thanking you,

Yours faithfully,

For Coforge Limited

BARKHA SHARMA
Digitally signed by BARKHA SHARMA
Date: 2026.09.03 10:46:58 +05'30'

Barkha Sharma
Company Secretary & Compliance Officer

Encl.: As above

Accelerating Growth Scaling Purpose

Coforge

SUSTAINABILITY REPORT 2025-26

Contents

About this Report

Scope, Standards, and Approach

About this report

Transparency, accountability, and responsible growth are fundamental to how we create long-term value for our stakeholders. This Sustainability Report reflects our commitment to open, and meaningful disclosure of our environmental, social, and governance (ESG) performance, enabling stakeholders to understand how sustainability is embedded within our business strategy and operations.

This report provides an overview of Coforge's sustainability priorities, initiatives, performance highlights, and governance mechanisms for the reporting period. It has been developed to support informed stakeholder engagement while reinforcing our focus on continuous improvement and responsible business conduct.

Introduction to the theme: Accelerating growth, scaling purpose

The theme of this report, **"Accelerating Growth, Scaling Purpose,"** reflects Coforge's belief that sustainable value creation is achieved when business growth and purpose advance together.

As Coforge continues to scale its operations, expand its service and geographic footprint, and deepen client partnerships, we remain focused on ensuring that growth is underpinned by responsible practices, ethical decision-making, and positive social and environmental impact. This theme highlights our intent to embed sustainability more deeply into business strategy, operational excellence, human capital management, and stakeholder engagement, while strengthening governance and risk management frameworks to support long-term resilience.

Reporting boundary, period and frameworks

This Sustainability Report covers Coforge Limited and its subsidiaries, collectively referred to as "Coforge," unless stated otherwise.

- **Reporting period:** 1 April 2025 to 31 March 2026 (FY2025–26/FY26)
- **Reporting boundary:** The reporting boundary aligns with the Company's operational and financial boundaries.
  - Qualitative disclosures in this report cover the Company's India and global operations.
  - Quantitative performance covers India operations.
- **Reporting frameworks:** The report has been prepared with reference to globally recognised sustainability reporting principles and practices, including:
  - Global Reporting Initiative (GRI) Standards (as applicable)
  - Task Force on Climate-Related Financial Disclosures (TCFD)
  - International Financial Reporting Standards (IFRS) S1 and S2
  - Securities and Exchange Board of India's (SEBI) Business Responsibility and Sustainability Reporting (BRSR)
  - Sustainability Accounting Standards Board (SASB)
  - United Nations Sustainable Development Goals (UNSDG)
  - United Nations Global Compact (UNGC)

External communications and reporting

Coforge publicly discloses its environmental performance, strategy, and progress through multiple reporting channels, including:

- **Business Responsibility and Sustainability Report (BRSR)** disclosures in line with regulatory requirements in India (integrated with the Annual Report)

Assurance approach

To enhance the credibility and reliability of the information disclosed, Coforge follows established internal controls, review mechanisms, and data validation processes across functions. Sustainability data is collated from relevant business units and reviewed at multiple levels of management prior to publication.

Selective key disclosures may be subject to independent assurance or verification, in line with regulatory requirements and stakeholder expectations. Third-party assurance provider, Bureau Veritas (India) Pvt. Ltd., provided limited assurance of selected GRI indicators to enhance the credibility of our disclosures. Independent assurance ensures that our sustainability data meets established standards for reliability and transparency. The assurance statement is available from page number 144 onward.

Forward-looking statements

This Sustainability Report may contain forward-looking statements, including statements related to Coforge's sustainability ambitions, targets, strategies, and future initiatives. These statements are based on management's current expectations, assumptions, and information available at the time of reporting.

Actual results may differ materially due to various risks, uncertainties, regulatory changes, and external factors beyond the Company's control. Coforge undertakes no obligation to update these forward-looking statements to reflect events or circumstances occurring after the date of this report.

Message from Leadership

Leading with Purpose

Sudhir Singh

Chief Executive Officer
& Executive Director

Dear Stakeholders,

The technology services industry is undergoing one of the most profound transformations in decades. Artificial intelligence is reshaping how enterprises operate and deliver value, while elevating the importance of trust, transparency, security, and ethical deployment. As clients seek innovation at pace, sustainability has emerged as a defining lever for long-term growth. In this environment, enduring success will belong to organisations that balance innovation with discipline, agility with trust, and growth with responsibility.

At Coforge, we view growth through a broader lens, measured not only in financial outcomes, but in the success of our people, the progress of our clients, and the wellbeing of the communities we serve.

We believe sustained growth is not accidental, it is engineered.

We believe growth and responsibility are not parallel pursuits, but a shared journey.

And we believe that accelerating growth while scaling purpose is essential to creating lasting value for business, society, and the planet.

This philosophy is reflected in our performance. Our repeat business rate stands at 95.5%, and we have achieved 40.4% growth with our top ten clients, demonstrating deep client confidence, particularly in complex and highly regulated environments where execution excellence and trust are critical.

We are also making steady progress towards our environmental commitments, advancing our journey to become Carbon Neutral, Water Positive, and Zero Waste to Landfill by 2040.

Our flagship community initiative, the Coforge Public Library, exemplifies what it means to scale purpose with intent. Over the past two and a half years, we have established four libraries, with a commitment to open 30 more over the next four years, expanding access to knowledge and helping democratize education across Delhi NCR.

As the pace of change accelerates, our purpose remains our north star. We will continue to invest in our people, deepen client trust, advance innovation responsibly, and strengthen our commitment to sustainability, while creating enduring value for every stakeholder.

Thank you for your continued trust and partnership as we build the future, together.

Saurabh Goel

Chief Financial Officer

Dear Stakeholders,

In a dynamic and evolving business environment, our focus remains clear: delivering disciplined growth while strengthening long-term financial resilience. At Coforge, responsible growth is inseparable from financial stewardship, risk discipline, and capital allocation that supports sustainable value creation.

Our FY26 performance reflects this philosophy. Revenue grew 29.2% in US dollar terms, while EBITDA margins expanded by 431 basis points to 18.6%. EBIT grew 73.7% in USD terms, and free cash flow grew 68.4% YoY to reach $135 million, the highest in our history. These outcomes are the result of consistent execution, enhanced productivity, operating leverage, and focused portfolio optimisation.

We exited the year with an EBIT margin of 16.6%, driven by structural improvements, including AI-led efficiencies, delivery rationalisation, and the exit of a low-margin India portfolio. This provides a strong foundation as we move into FY27, where we are guiding for consolidated EBITDA margins of 20.5% to 21%.

As we accelerate growth, we are equally committed to scaling purpose through robust financial stewardship and forward-looking capital allocation. Over the past year, we have strengthened the integration of sustainability into our financial and risk management frameworks.

Our climate risk assessment has enabled a deeper understanding of both physical risks, such as exposure of delivery locations to extreme weather, and transition risks, including evolving carbon regulations and shifting client expectations. These insights are now embedded into business continuity planning, insurance strategies, and infrastructure investments, ensuring that climate considerations are systematically reflected in financial decision-making.

Our internal carbon pricing mechanism further reinforces this approach. By factoring emissions-related costs into investment decisions alongside traditional financial metrics, we are embedding sustainability into the core of our operational and capital allocation processes.

Our balance sheet remains strong and resilient, providing the flexibility to invest in strategic priorities while continuing to deliver shareholder value. We will continue to allocate capital with discipline, embed sustainability into financial decision-making, and support growth that is both accelerated and responsible, creating enduring value for our business, our stakeholders, and the broader ecosystem we serve.

John Speight

President & Executive Director

Dear Stakeholders,

At Coforge, responsible growth is increasingly visible in how we operate, deliver, and engage with clients. As we scale, we are strengthening our delivery ecosystem to ensure that execution excellence, resilience, and responsibility are built into every engagement.

Sustainability is no longer an adjunct expectation, it is becoming central to how clients define outcomes. Increasingly, they seek partners who can enable responsible AI adoption, strengthen operational resilience, and support ESG-led transformation. In response, we are embedding these priorities into our delivery frameworks through scalable solutions, structured operating models, and deeper integration across our service lines.

On the environmental front, we are translating strategy into execution. Our climate approach integrates risk and resilience into delivery planning, supported by climate risk assessments and internal carbon pricing mechanisms. At the same time, we continue to reduce our operational footprint, our transition to 100% green energy at the Greater Noida campus has materially reduced Scope 2 emissions, demonstrating how targeted operational decisions can drive measurable impact.

Our people remain central to sustaining quality and consistency in delivery. We continue to invest in building future-ready capabilities, strengthening inclusion, and enabling meaningful career progression. Recognition as one of the ET Edge Best Organisations for Women reflects our commitment to building a more inclusive and equitable workplace.

We are also investing in the long-term talent pipeline. Initiatives such as the Coforge Data & AI Lab at IIT (BHU) Varanasi, along with partnerships like DiversITy in the UK, are helping bridge the gap between education and industry, creating pathways for diverse talent to participate in the digital economy.

This progress is underpinned by a strengthened governance framework, with closer alignment to the UN Global Compact, improved ESG ratings, and enhanced transparency in disclosures.

As expectations evolve, we will continue to strengthen our delivery capabilities, embed sustainability into every engagement, and build solutions that are not only innovative and scalable, but also responsible, creating enduring value for our clients, our people, and the communities we serve.

Anuradha Sehgal

Chief Sustainability
& Branding Officer

Dear Stakeholders,

FY26 marked another year of steady progress in our sustainability journey, guided by disciplined execution, strengthened governance, and a deep sense of purpose. As the organisation's sustainability function, our role is to convert ambition into measurable systems, credible disclosures, and accountable progress across environmental, social, and governance priorities.

We continued to advance toward our long-term ambition of becoming Carbon Neutral, Water Positive, and Zero Waste to Landfill by 2040. While this is a multi-year transformation, we are encouraged by the momentum we have built and the systems we have put in place to deliver on these commitments.

Our sustainability approach remains firmly aligned with leading global frameworks, including GRI, TCFD, IFRS S1 & S2, ESRS, SBTi, the UN Sustainable Development Goals, ISO 20400, and SA8000. This ensures that our disclosures are robust, comparable, and decision-useful. A key milestone this year was the validation of our science-aligned climate targets by the Science-Based Targets initiative (SBTi).

We also completed a Double Materiality Assessment, enabling us to evaluate both the impact of external sustainability factors on our financial performance and the impact of our operations on the environment and society. The outcomes of this exercise are now deeply embedded in our strategic priorities, investments, and stakeholder engagement approach.

In line with IFRS S2, we strengthened our understanding of climate-related risks by undertaking a comprehensive climate risk assessment, capturing both physical risks, such as extreme weather, and transition risks, including evolving carbon regulations and client expectations. These risks are increasingly being translated into financial terms to support better decision-making.

To further embed sustainability into business decisions, we introduced an internal carbon pricing, linking climate considerations with capital allocation. In parallel, we enhanced our supplier assessment framework to extend environmental and social commitments across our value chain, with progress underway toward ISO 20400 and SA8000 alignment in FY27.

Beyond compliance and risk management, we continued to invest in initiatives that create meaningful societal impact. The Coforge Public Libraries initiative is helping democratize access to knowledge and build stronger, more inclusive communities across age groups and socio-economic segments. In FY2025–26, we expanded our footprint with two new libraries and opened a fourth in June 2026, furthering our commitment to education-led social transformation.

Our environmental efforts during the year focused on ecosystem restoration and community wellbeing, including wetland and pond rejuvenation, development of biodiversity parks and green belts, and enhancement of public spaces. These initiatives are complemented by animal welfare programmes, contributing to safer and healthier communities.

As we look ahead, our focus remains on deepening integration, embedding sustainability into every business decision, strengthening transparency, and accelerating progress on our long-term goals. We recognise that the journey ahead requires collaboration, innovation, and sustained commitment, and we are confident in our ability to deliver.

Coforge at a Glance

Performance with Purpose

Business overview

We are a global AI-native engineering services leader, where AI is the very foundation of how we design, build, and deliver intelligent solutions for our clients. We use AI and hyperspecialised industry expertise to engineer autonomous enterprises. We combine AI agents with our AI-enabled workforce, including specialized FDEs in hybrid pod-based delivery units.

With a deep focus on trusted AI, our solutions are secure, governed, and enterprise-grade. We are outcome-led by design. Moving beyond AI experimentation, we deliver measurable business outcomes - lower operating costs, faster cycle times, higher conversion rates, and sustained margin growth.

Coforge has uniquely balanced global presence, with scaled AI-led engineering at the intersection of deep domain teams in Americas, UK & Europe, India, Asia Pacific, ANZ, and Middle East. This makes us official global innovation partners to some of the leading companies in the world.

We cater to a focused set of industries, including Banking & Financial Services, Insurance, Travel and Tourism, Hospitality, Retail, Healthcare, and the Public Sector, providing end-to-end digital, technology, and business solutions to support enterprise modernization and operational excellence.

With a global delivery model and a robust approach to ESG integration, Coforge continues to create long-term value for its customers, employees, investors, and the communities it serves, aligning financial performance with sustainable development outcomes.

Operational footprint

Coforge has a presence across **32 countries** spanning the **Americas, Africa, Asia Pacific, Europe, and the Middle East,** supported by a network of **54 delivery centres** that enable seamless service delivery to clients worldwide.

Key financials

Coforge continued its trajectory of consistent, purpose-led growth during FY2025–26, reflecting strong demand across its core verticals and expanded client engagements.

Key performance indicators, FY2025–26

Revenue:

₹164,207Mn
↑ 35.9% YoY in INR terms

$1,870Mn
↑ 29.2% YoY in USD terms

EBITDA:

₹30,464Mn
↑ 76.9% YoY in INR terms

$347Mn
↑ 68.2% YoY in USD terms

EBIT:

₹23,645Mn
↑ 82.7% YoY in INR terms

$269.6Mn
↑ 73.7% YoY in USD terms

EBITDA Margin:

↑431bps YoY

EBIT Margin:

↑370bps YoY (14.4%)

Profit After Tax (PAT):

₹15,557Mn
↑ 91.6% YoY in INR terms

$177.4Mn
↑ 82.1% YoY in USD terms

Business segments

Coforge offers digital services and solutions, and AI engineering across a focused portfolio of industry verticals which include:

Banking and Financial Services

Coforge provides digital, application, and operations solutions to banking and financial services organisations, enhancing customer experience, risk management, and platform modernisation.

Healthcare and Life Sciences

Coforge works with healthcare providers and related organisations to improve process efficiency, strengthen data interoperability, and enhance patient-centric capabilities through digital and cloud solutions.

Hi-Tech

Coforge's AI-first engineering, deep product expertise, and global delivery helps Hi-Tech enterprises accelerate innovation, scale platforms, and deliver measurable outcomes.

Insurance

The company supports leading insurers across property & casualty, life, and reinsurance with specialised platforms, intelligent automation, data modernisation, and claims transformation services.

Public Sector

The company serves public sector entities with secure, compliant, and scalable digital platforms to drive citizen-centric services and administrative modernisation.

Retail, Consumer Packaged Goods, and Hospitality

Through digital engineering and advanced analytics, Coforge enables retailers to modernise omnichannel systems, optimise supply chains, and deliver personalised customer experiences.

Telecom, Media, Automotive, and Energy Solutions

Coforge enables telecom, media, automotive, and energy organisations to modernise legacy infrastructure through AI-driven engineering and software-defined solutions, enhancing agility while ensuring reliability, quality, and safety.

Travel

Coforge offers solutions to airlines, travel distributors, hotels, and tourism platforms, focusing on inventory management, customer engagement, real-time operations, and passenger experience.

Partnerships

The company collaborates with leading global technology, cloud, and platform providers, investing in joint capabilities, certifications, and intellectual property to deliver high-impact, outcome-driven solutions.

Key technology partnerships

Coforge maintains strategic collaborations with a broad network of industry-leading partners, including:

Cloud and Hyperscale Platforms
AWS, Google Cloud, Microsoft Azure

Enterprise and Business Platforms
Oracle, SAP, Salesforce, ServiceNow

Data and Analytics Platforms
Snowflake, Databricks

Low-code / Automation and Integration Platforms
Appian, Mendix, OutSystems, Pega

Security Platforms
Zscaler

Collaboration approach

Coforge's partnership model is built on:

- Co-innovation and solution development aligned with client needs
- Deep domain integration across key industries such as Banking and Financial Services, Healthcare, Insurance, and Travel
- Capability building through certifications and joint investments in technology and IP

The company also works closely with client organisations through long-term engagements, integrating consulting, technology, and domain expertise to deliver measurable business outcomes.

Strategic value creation

Through its partner ecosystem, Coforge is able to:

- **Accelerate** cloud, AI, and digital adoption
- **Enhance** speed-to-market and scalability of solutions
- **Strengthen** domain-led innovation across industries
- **Enable** future-ready, resilient digital architectures

These partnerships reinforce Coforge's position as a domain-led digital integrator, enabling the delivery of differentiated, scalable, and future-ready solutions across its global client base.

Co-innovation with stakeholders

Coforge places strong emphasis on co-innovation, collaborating closely with clients, employees, communities, and ecosystem partners to solve complex challenges and create shared value.

Co-innovation with clients

Coforge works hand-in-hand with its clients across sectors to develop tailored digital solutions. Its global delivery footprint and sector specialisation enables iterative design, rapid prototyping, and scaled deployment of transformation programmes.

Co-innovation with employees

The company's culture encourages continuous learning, experimentation, and digital craftsmanship. Programmes supporting employee development, wellbeing, and inclusion strengthen the innovation ecosystem internally, ensuring teams are equipped to deliver high-impact-solutions, supported by Coforge's sustainability narrative on workforce, culture, and belongingness.

Co-innovation with community

We are advancing a model of community-led co-creation, working closely with communities, NGOs, academia, domain experts, and government institutions to design solutions that are participative, context-specific, and scalable. These partnerships move beyond consultation to shared ownership, with Coforge taking full accountability for execution and outcomes. Through initiatives such as The Coforge Public Library and our broader education and environmental programmes, we are building models of impact that are collaborative, measurable, and enduring.

Inputs
Resources & relationships we rely on

Financial Capital
- Net worth: INR7,050 Mn
- Cast & cash equivalents: INR10,936 Mn

Human Capital
- Headcount: 35,777 employees
- Learning hours: 42/ employee
- Average hiring cost: INR34,953
- Structured AI upskilling ecosystem

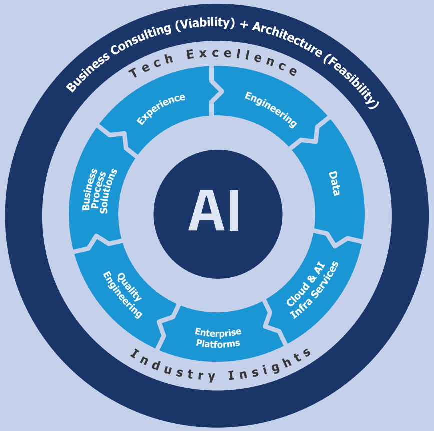
Intellectual Capital
- Revenue invested in R&D: 3%
- AL, Cloud & data analytics platforms
- Innovation labs & CoEs
- Proprietary IP & digital platforms

Social & Relationship Capital
- Consol. CSR spend: INR239 Mn
- Coforge Ltd. CSR spend: INR168.76 Mn
- Global client relationships
- Strategic technology part-nerships
- Community engagement

Natural Capital
- Energy consumption: 60,050 GJ
- RE consumption: 33,359 GJ
- Water consumption: 128 Thousand KL

Value Creation
How we create & sustain value

Business Activities



Our vision
Engage with the Emerging

Our mission
Transform at the Intersect

Sectors we serve
- BFS
- Insurance
- Travel
- Healthcare & Life Sciences
- Public Sector
- Hi-Tech
- Telecom, Media, Auto, Energy
- Retail, CPG, Hospitality

Stakeholders
- Shareholders & investors
- Employees
- Clients
- Technology partners
- Communities
- Regulators
- Future generations

Output FY26
What we delivered

Financial Capital
- Revenue: INR1,64,207 Mn
- EBIT margin: Up 370 bps YoY
- PAT: INR15,557 Mn
- Dividend distribution: INR 15.8 per equity share
- Earnings per share (for continuing operations (Basic)): INR44.35

Human Capital
- >53% workforce AI-upskilled
- 35.3% internal hiring
- Zero workplace safety incidents
- 28% female employees
- 99.6% female, 100% male returned to work after parental leaves
- 1.31 HROI

Intellectual Capital
- Knowledge creation through training, certifications, and innovation-led programmes
- Integration of responsible AI and secure technology practices in client offerings

Social & Relationship Capital
- CSR spend: INR168.76 Mn
- Volunteers participated in CSR activities: 1,190
- CSR implementation partners: 10 NGOs3
- Library footfall: 1,67,000
- Government-, NGO-run schools visited libraries: 123
- NPS: 64
- Project-level CSAT: 4.13

Natural Capital
- Renewable electricity use in total electricity: 60%
- Scope 1+2 reduction over FY24 baseline: 76%
- Treated wastewater recycled: 100%
- Waste diversion rate: 97.9%t
- Tree count in campus: >3,700

Governance
- Compliance with laws
- ISO 14001, GRI
- Ethical business practices
- Strong risk & data security
- AI governance council

Outcomes FY26
Value we create

Financial Capital
- 35.9% revenue growth
- Improved operating margins
- Higher shareholder returns

Human Capital
- "Satisfaction and Commitment" score of 78% in the "My Voice" Employee Satisfaction Survey
- Recognised as a Great Place to Work
- Awards for innovative learning programmes, AI-driven upskilling, employee development
- Recognised as a Leader in the Enterprise Quality Engineering (QE) Services PEAK Matrix® Assessment 2025 by Everest
- A diverse and inclusive workplace environment with enhanced workforce capability and delivery excellence

Intellectual Capital
- Enhanced client value creation through AI-led digital transformation solutions and proprietary platforms
- Improved operational efficiency for clients through intelligent automation and process optimisation
- Strengthened competitive positioning in AI, cloud, and digital engineering services through R&D and innovation initiatives
- Increased innovation-led revenue opportunities through advanced service offerings in AI/ML, cloud, and digital consulting
- Established CoEs in emerging technologies, driving thought leadership and premium service delivery

Social & Relationship Capital
- Positive impact on 180,746 lives through CSR programmes
- Trusted transformation partner with 94% client retention and 95.5% repeat business
- Recognised by Gartner Peer Insights as a "Voice of the Customer" for IT Transformation Services with high client satisfaction
- Strengthened strategic partnerships with global technology providers for co-innovation and market expansion

Natural Capital
- Achieved Scope 1 & 2 emission reduction target ahead of schedule
- Implemented circular economy practices with significant waste recycling
- On track to achieve zero waste to landfill target before 2040
- Established compliance with ESG certifications (ISO 14001, GRI standards) and environmental management best practices

SDG Impact
Our contribution to the SDGs

Strategic Foundations

Business capabilities defined	Global AI-native engineering services	Global AI-native engineering services	Focus on trusted AI	Outcome-led by design	Lower operating costs, faster cycle times

Progress against commitments

Commitment	FY2025-26 progress	Status	Roadmap to FY40
Environmental stewardship			
Decarbonise operations in line with science-based targets; carbon neutral by 2040	• Reduced combined Scope 1 and 2 emissions by 76% against the SBTi-validated baseline of FY24 • SBTi-approved Scope 1 and 2 targets met ahead of schedule • Emissions from capital goods and employee commute declined by 8% and 5% YoY, respectively	Ahead of plan	• Reduce Scope 3 emissions by 25% by 2030 (FY25 baseline) • Net-zero across the value chain by 2040
Transition operations to renewable electricity	Greater Noida campus operates on 100% renewable electricity; Kolhapur and Pune facilities transitioned to green energy in April 2026	On track	Transition operations to 100% renewable energy, wherever feasible
Embed the cost of carbon into business decisions	Introduced an internal carbon price of approx. US$18/t$CO_2$e	On track	• Integrate carbon cost into investment and procurement decisions • Embed carbon pricing across all enterprise decision-making
Improve energy efficiency across operations	Reduced energy consumption by 14% year-on-year	On track	• Continue reducing energy intensity • Achieve industry-leading low-carbon operations
Achieve water positivity by 2040	• ~2% YoY reduction in total water withdrawal and consumption in FY2025-26 • 100% wastewater recycling achieved at Greater Noida and Kolhapur campuses • 18,692 KL rainwater recharged • Established a water-positive roadmap	On track	• Scale water efficiency, reuse and recharge, replenish initiatives • Achieve water positive status
Zero waste to landfill by 2040	• ~16% reduction in waste generated since FY2024-25 • Achieved a diversion rate of over 98% • Zero food waste through composting • Circular IT programme avoided an estimated 2,000 new device purchases and approx. 384 tCO_2e in emissions • Zero waste roadmap established	On track	Advance circularity, significantly increase recycling and diversion rates
Protect and restore biodiversity	Maintained 3,710 trees across 50+ species at the Greater Noida campus	Sustained progress	Achieve nature-positive operations
Protecting local ecosystems and promoting sustainable practices	Undertaking waterbody rejuvenation, biodiversity park development, and urban greening	Sustained progress	Expand biodiversity restoration initiatives Protect and support community ecosystem

→ Ahead of plan   On track   Sustained progress

Commitment	FY2025-26 progress	Status	Roadmap to FY40
Human capital & social impact			
Build a highly engaged workforce	Achieved approx. 82% survey participation rate and a 78% engagement score	Sustained progress	• Sustain a high-performing, highly engaged workforce
Future-proof employee skills	84% of employees covered under structured skill-development programmes	Sustained progress	• Advance AI, digital and leadership capability development • Future-ready workforce at scale
Build a diverse and inclusive workforce	Reached 28% overall gender diversity and 25% women in leadership	Sustained progress	• Progressively increase diverse talent and women leadership representation
Maintain a zero-harm workplace	Recorded zero fatalities and zero LTIFR	Sustained progress	• Maintain world-class occupational health and wellbeing culture • Sustain Zero Harm workplace
Build a lasting and impactful network of free public libraries across India	• The Coforge Public Library initiative recorded 1,67,000 footfall till March 2026, with 3 libraries operational in India • 146 Coforge volunteers reached over 3,600 students for reading activities; • 123 government and NGO-run schools visited libraries	On track	• Expand Coforge Public Library footprint to 30 libraries by 2030
Governance & trust			
Advance responsible governance and ethical business conduct	• Set formal ESG Governance Structure • 67% independent Directors • 17% women Directors • Zero ethics violations and zero compliance breaches	Sustained progress	Strengthen governance maturity, stakeholder confidence, Board diversity, and global ethics culture → Best-in-class responsible governance, inclusive and diverse Board leadership, and trusted partner-of-choice status
Build a resilient and risk-intelligent enterprise	• ESRS-aligned Double Materiality Assessment (DMA) conducted; incorporated stakeholder consultations • Climate risk assessment completed	Sustained progress	• Integrate climate risk and DMA into enterprise risk management and strategic decision-making • Fully integrated resilience-led enterprise
Safeguard data, privacy, and digital trust	Zero data privacy breaches	Sustained progress	Strengthen data privacy and enterprise cyber resilience → Industry-leading trust and resilience
Enable responsible and trustworthy AI adoption	Responsible AI governance framework implemented	Sustained progress	Embed responsible AI governance across solutions and operations → Trusted AI leadership position
Build a responsible and resilient supply chain	ESG-based supplier assessments implemented	Sustained progress	Expand ESG integration across strategic suppliers and supply chain operations → Fully responsible, resilient value chain

→ Ahead of plan   On track   Sustained progress

Awards

Tech Titan in Information Technology award at Business Today – India's Best CEO Awards 2026

Coforge CodeInsightAI among **Top 3 winners in the Established Business Category** at the 33rd HYSEA Annual Summit & Awards 2026, receiving the Product Innovation by Established Firms award

ET Edge Best Organisations for Women 2026

ServiceNow Partner Award 2026 for Domain Expertise in CRM

Great Place To Work® Certification for the **fifth consecutive year**

Gold awards at the Financial Express FUTECH Awards 2025: **Best Use of AI in a Consumer/Customer Service Application & Best Use of Conversational AI**

Dun & Bradstreet – JLL GCC Summit 2025 for its contribution to establishing Global Capability Centers (GCCs) in India

Golden Peacock Award for Excellence in Corporate Governance 2025

Top 50 India's Best Workplaces™ for IT & IT-BPM 2025

Kong Rising Star for EMEA Award at Kong Inc.'s API Summit 2025

Financial Express HR Summit and Awards 2025: Gold Award for **Excellence in Employee Retention & Development,** and Silver Award for **Excellence in CSR & Social Impact Initiatives**

Leadership Factories of India for excellence in leadership development by the **Great Manager Institute**

Coforge Public Library (Gurugram) among the **Top 3 CSR Projects of the Year at the India CSR Awards 2025**

Most Preferred Workplaces 2025–26 (fourth consecutive year) by Marksmen Daily

Excellence in Employee Retention Strategy at the ET Human Capital Awards 2026

Market Expansion Partner of the Year 2025 by Salesforce at the Agentforce Partner Summit, Bengaluru

Sustainable Organisation 2025 award from ET Edge for championing green business practices

Recognitions

Rising Star & Product Challenger in the Generative AI Services 2025' ISG Provider Lens® Study

Leader in the AI-driven ADM Services 2025 ISG Provider Lens® Study

Leader in the Enterprise Quality Engineering (QE) Services PEAK Matrix® Assessment 2025, by Everest Group

Leader in ISG Provider Lens® Quadrant study on Multi Public Cloud Services 2026

Rising Star and Product Challenger in ISG Provider Lens® Quadrant study 'Insurance Services - Strategic Capabilities'

Leader in Everest Group's Banking, Financial Services, and Insurance IT Services Specialists PEAK Matrix® Assessment 2025

Leader in the Airlines and Airports Digital Services 2025 RadarView™ report, by Avsant

Leader and Star Performer in Duck Creek Services PEAK Matrix® Assessment 2026, by Everest Group

Leader in ISG Provider Lens Quadrant study on 'Duck Creek Services Ecosystem 2025' – Global

ESG Strategy & Governance

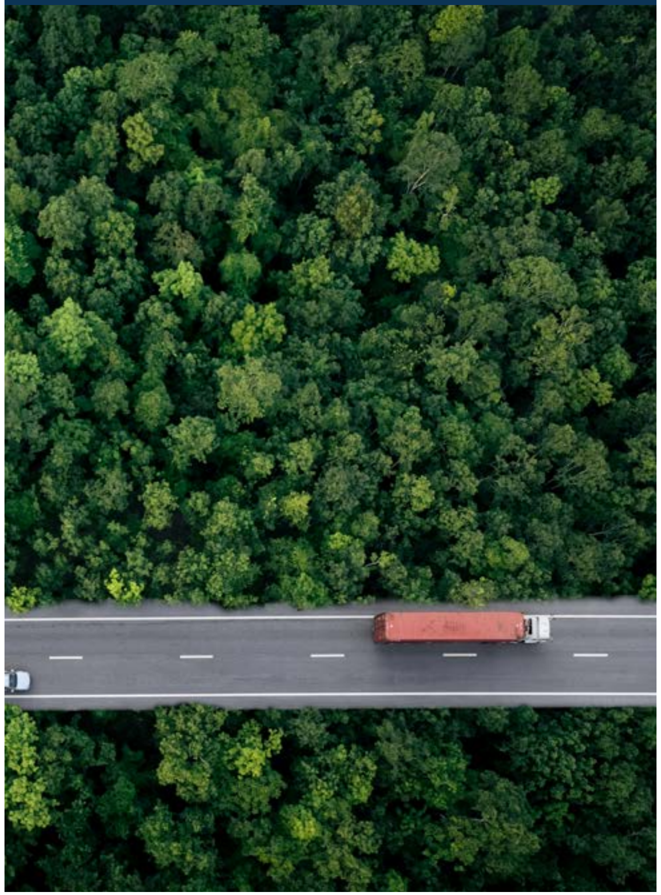
From Intent to Institutional Practice

Coforge ESG strategy

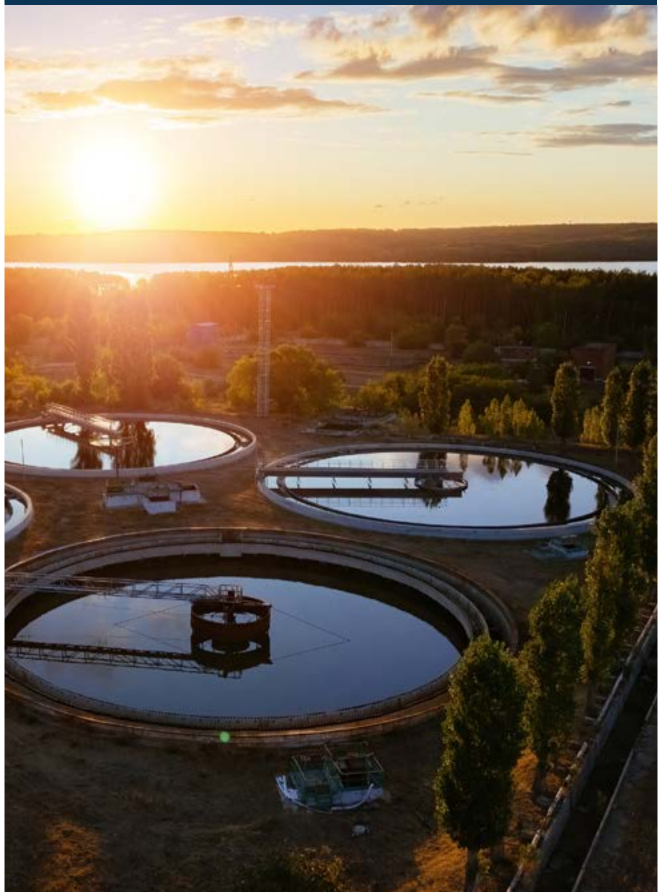
Coforge's ESG strategy is anchored in our vision of **"In harmony with the environment"** and reflects our commitment to engineering growth that creates enduring value for business, society, and the planet. We leverage the intersection of deep industry expertise, human ingenuity, and emerging technologies to drive responsible innovation and help stakeholders navigate a rapidly evolving world. Recognising that growth and responsibility are intrinsically linked, we integrate ESG considerations into strategic decision-making, business operations, and client engagement. This approach is supported by robust governance, with Board-level oversight, executive accountability, and cross-functional implementation across the organisation.

We have declared our long-term environmental ambitions:

Net-zero emissions by 2040



Water positive by 2040



Zero waste to landfill by 2040

Coforge has committed to **Science-Based Targets initiative (SBTi)** aligned near-term and long-term emission reduction targets to achieve its 2040 goal of becoming a net-zero organisation.

Our broader ESG agenda contributes to **UN SDGs** across environment, social and governance pillars, and is aligned with the **UN Global Compact** principles.

Section	Relevant SDGs	Focus areas
ESG Strategy & Governance	SDG 5, 8, 9, 16, 17	Diversity & inclusion; Workforce & talent development; Digital innovation; Governance & ethics; Collaboration & partnerships
Climate Strategy, Energy & Emissions	SDG 7, 12, 13	Renewable energy & efficiency; Circularity & resource efficiency; Decarbonisation & resilience
Water	SDG 6, 12	Water stewardship; Circularity & resource efficiency
Waste & Circularity	SDG 12, 13	Circularity & resource efficiency; Decarbonisation & resilience
Biodiversity	SDG 15	Biodiversity & ecosystems
Sustainable Revenues & Responsible Digital Solutions	SDG 9, 12, 13	Digital innovation; Circularity & resource efficiency; Decarbonisation & resilience
Human Capital Management	SDG 3, 5, 8, 10	Employee health & safety; Diversity & inclusion; Workforce & talent development; Inclusion & equity
Health, Safety & Wellbeing	SDG 3, 8	Employee health & safety; Workforce & talent development
Diversity, Equity & Belongingness	SDG 5, 10	Diversity & inclusion; Inclusion & equity
Learning & Development	SDG 4, 8, 9	Education & digital inclusion; Workforce & talent development; Digital innovation
Customer Relationships & Trust	SDG 9, 16, 17	Digital innovation; Governance & ethics; Collaboration & partnerships
Serving Communities (CSR)	SDG 1, 2, 4, 8, 11, 13, 15	Livelihoods & inclusion; Community resilience; Education & digital inclusion; Workforce & talent development; Community development; Decarbonisation & resilience; Biodiversity & ecosystems
Governance	SDG 16, 17	Governance & ethics; Collaboration & partnerships
Data Privacy & Information Security	SDG 16	Governance & ethics
Responsible AI & Digital Ethics	SDG 9, 16	Digital innovation; Governance & ethics
Sustainable Procurement & Supply Chain	SDG 8, 12, 16, 17	Workforce & talent development; Circularity & resource efficiency; Governance & ethics; Collaboration & partnerships

Strategic pillars: Environment, Social and Governance

Our ESG strategy brings together the core dimensions of responsible business, environmental stewardship, social impact and human capital, and robust and ethical governance, into an integrated framework for long-term value creation.

1. Environmental stewardship

Coforge's environmental strategy focuses on decarbonisation, resource efficiency and circularity.

Key priorities include:

Climate and energy

Executing a detailed decarbonisation roadmap that combines:

- Transition of campuses to 100% renewable electricity, with Greater Noida already completely operating on green power, and Kolhapur and Pune transitioned to green energy in April 2026.
- Progressive reduction of grid electricity dependence through efficiency measures and green building choices.
- Delivery of SBTi-aligned reductions in Scope 1, 2 and key Scope 3 categories.

Water stewardship

Implementing a water strategy that incorporates reduced freshwater withdrawals, greater recycling and reuse, and mitigates water stress risks at high-risk locations, with the long-term goal of becoming **water positive.**

Waste and circularity

Implementing a waste strategy that looks to minimise waste generation, improve segregation and recycling (especially e-waste), phase out single-use plastics across all locations, and move towards the **zero waste to landfill target.**

These targets are enabled by green building and campus upgrades, energy-efficient equipment, operational enhancements, and behaviour change programmes.

2. Social impact and human capital

We put people, human rights, wellbeing, and inclusion at the centre of everything we do. We continue to focus on:

Holistic health, safety, and wellbeing

Strengthening workplace health and safety systems, advancing structured well-being programmes, and operationalising an Employee Welfare Trust to address medical needs, mental health, and financial wellness requirements.

Talent and upskilling

Investing in continuous learning and capability building across domain, digital, cloud and AI skills, supported by structured learning pathways and career development opportunities.

Inclusion and people belongingness

Advancing diversity, equity and inclusion through gender balanced hiring goals, inclusive policies, and leadership development programmes and initiatives that foster a culture of respect, psychological safety, and belonging for all colleagues.

Community impact

Delivering targeted community programmes in education, learning, employability, digital inclusion, and the environment, including flagship partnerships that support STEM learning, skills development, and climate action in line with national priorities and SDGs.

Human rights and ethical conduct

Embedding respect for human rights across our operations and value chain through robust policies, grievance mechanisms and supplier expectations, and promoting a culture of integrity, non-discrimination and fair labour practices.

3. Robust and ethical governance

We believe in strong structures, clear accountability and ethical conduct. Key elements of our governance strategy are:

Board effectiveness and diversity

A Board with a majority of independent directors and growing women representation, supported by specialized committees (including CSR & ESG, Risk Management and Audit) that oversee strategy, risk and ESG performance.

Ethics, compliance and transparency

A comprehensive Code of Conduct and supporting policies on anti-bribery and anti-corruption (ABAC), whistleblowing, insider trading, human rights, environmental sustainability and fair labour practices, reinforced through mandatory training, monitoring and transparent disclosures.

Digital trust and information security

A mature information security and privacy framework, backed by globally recognised certifications and ongoing investments in cyber security capabilities, reflective of the centrality of digital trust for our clients.

Responsible AI governance

An AI Council that provides oversight and guidance on the responsible development and use of AI, ensuring alignment with Coforge's ethics, risk management and data privacy frameworks, and promoting transparency, fairness and accountability in AI-enabled solutions.

ESG roadmap: From commitment to execution

Coforge has translated its vision and priorities into a clear ESG roadmap to guide implementation.

1 Strengthening foundation

- Finalise and roll out strategies for climate, water and waste, including quantitative targets and implementation programmes.
- Enhanced core policies and introduced new standards, such as information security and responsible technology standards, Supplier Code of Conduct, Sustainable Procurement Policy, and single use plastic free policy to drive ESG performance and resilience across our operations and supply chain.
- Pursue additional management system certifications (e.g., ISO 20400 for sustainable procurement, SA8000 for social accountability and ISO 50001 for energy management) to embed best practice across operations and the value chain.

2 Deeper integration into the business

- Embed material ESG topics into enterprise risk management framework, strategic planning, and capital allocation processes.
- Integrate ESG into solution and service design, particularly around secure, low carbon, and responsible digital offerings for clients.
- Strengthen supplier engagement through ESG linked selection criteria, performance reviews and capacity building programmes.

3 Measurement, disclosure, and accountability

- Define and track ESG key performance indicators aligned to our long-term ambition and stakeholder expectations.
- Progressively align disclosures with emerging global sustainability reporting standards, enhancing transparency on both impact materiality and financial materiality.
- Increase leadership accountability for ESG outcomes, including integration of relevant metrics into performance dialogues and oversight at Board and management committee levels.

Through this structured strategy and roadmap, Coforge aims to deliver on its long-term net-zero, water-positive, and zero waste commitments, and build a resilient and inclusive organisation. It also seeks to maintain strong governance and digital trust, ensuring ESG remains a core driver of sustainable growth and value creation for all stakeholders.

ESG governance structure

Coforge has established a structured and robust ESG governance framework to ensure effective oversight, accountability, and integration of sustainability considerations across the organisation. The framework:

- is designed to balance **strategic oversight, enterprise-level coordination,** and **operational execution,** supported by independent assurance and periodic performance reviews
- enables strong leadership ownership, clear role definition, and disciplined execution of ESG priorities aligned with regulatory expectations, stakeholder needs, and long-term business strategy.

Coforge has developed an **ESG charter** that outlines the guiding principles and governance drivers that underpin its approach to sustainability and responsible business conduct. It establishes accountability and responsibility in the governance structure, guide decision making, and ensures that ESG considerations are embedded within Coforge's corporate governance framework.

The charter is anchored in the following core pillars

Compliance

Robust legal and regulatory compliance mechanisms supported by internal controls, audits, and independent external assurance.

Risk and Crisis Management

Periodic identification and assessment of ESG related risks, development of mitigation plans, installation of controls, and defined crisis management processes.

Accountability

Clear separation of ownership and management, active Board involvement in strategy, and formal evaluation of governance effectiveness.

Transparency

Regular engagement with stakeholders, effective internal communication, and transparent disclosures across statutory and voluntary reporting platforms.

Responsibility and Fairness

Adherence to a comprehensive Code of Conduct, commitment to equitable treatment of stakeholders, and responsible decision-making across operations.

Social Inclusion

Promotion of diversity, equity, and inclusion, zero tolerance for discrimination, and initiatives that create long-term social value.

Our governance model

Coforge follows a multi-layered governance structure aligned with globally recognised **"three-line"** governance principles to manage ESG risks and opportunities effectively. This structure enables clear escalation, informed decision-making, and consistent implementation across the organisation.

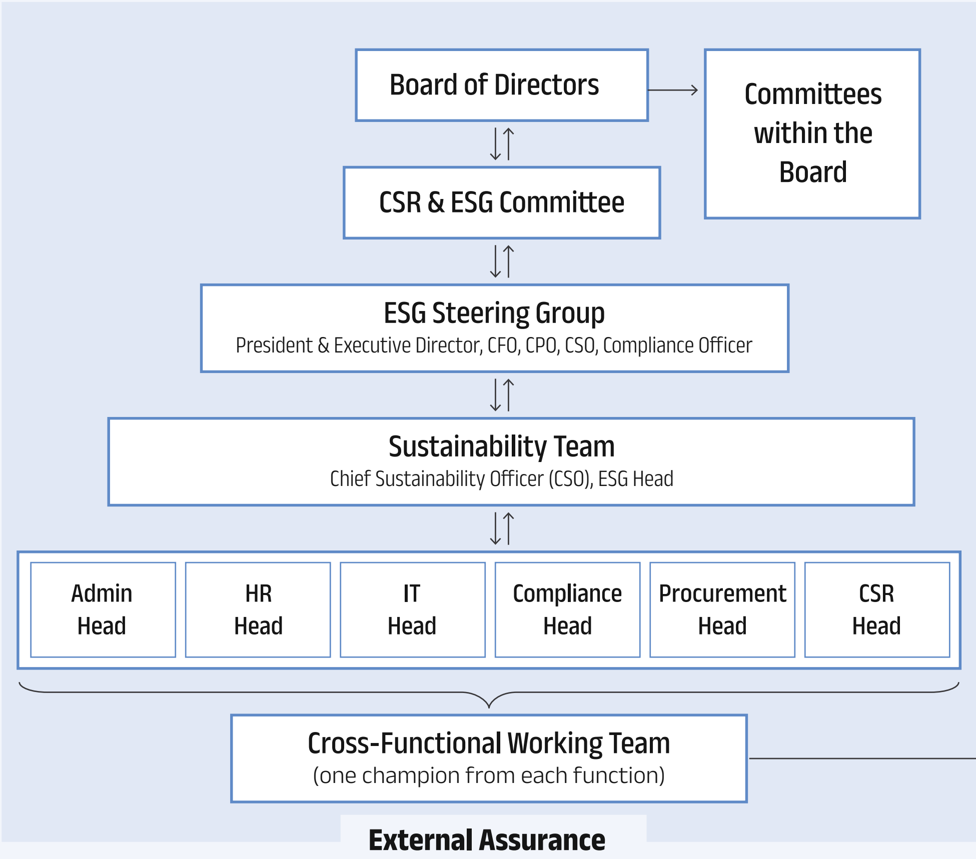
Key Focus Areas

Stakeholder Engagement & Materiality Assessment

Oversight and Compliance
(Internal and external reviews, regulatory adherence, & internal audit oversight)

Transparency and Disclosure
(Annual Report, BRSR, ESG Report & Ratings)

ESG Risk Management
(Addressing risk management processes, internal controls, and approach to cybersecurity and data protection)



Responsibility by Material Topic

Material Topic	Key Function
Environment	
Climate Strategy & Energy Management	Sustainability, EHS
Water Management	Sustainability, EHS
Waste Management	Sustainability, EHS
Social	
Human Capital Management	HR
Health and Safety	EHS
Human Rights	HR
Community Development	CSR
Governance	
Information Security, Data and Privacy Protection	IT
Corporate Governance and Ethics	Compliance
Supply Chain Management	Procurement
Innovation, Research & Development	R&D
Sustainable and Responsible AI	IT

Not all material topics are presented here; only those directly aligned with the governance structure have been included

Roles and responsibilities

1

Board of Directors (BoD)

The Board holds ultimate accountability for ESG governance and is responsible for:

- Providing strategic direction on ESG matters
- Approving ESG strategy, targets, policies, and public disclosures
- Reviewing ESG-related risks and opportunities
- Overseeing continuous improvement through internal audit and committee feedback

2

CSR & ESG committee (Board-level)

Supports the Board by focusing on ESG strategy, performance, risks, targets, and disclosures.

3

ESG steering group

The ESG Steering Group oversees enterprise-level execution and is responsible for:

- Reviewing and guiding ESG strategy and programmes
- Monitoring adoption of ESG policies and standards across the value chain
- Approving implementation of roadmaps and key initiatives
- Overseeing statutory and voluntary ESG disclosures
- Identifying emerging ESG risks, opportunities, and stakeholder expectations

4

Sustainability team

The Sustainability Team manages day-to-day ESG coordination by:

- Driving execution of ESG initiatives across functions
- Managing ESG data collection, validation, and reporting
- Ensuring alignment with regulatory and framework requirements
- Strengthening governance controls and internal capabilities

5

ESG leads and functional champions

Dedicated ESG leads and cross-functional champions are responsible for:

- Implementing ESG initiatives within their respective domains (Environment, Social, Governance)
- Setting and tracking function-specific targets and KPIs
- Ensuring compliance with applicable laws, policies, and standards
- Providing inputs for ESG reviews, disclosures, and assurance processes

6

External assurance

Independent external assurance providers:

- Validate ESG controls, data accuracy, and disclosures
- Identify gaps and improvement opportunities
- Strengthen transparency, credibility, and stakeholder confidence

Review and monitoring mechanism

ESG performance at Coforge is monitored through a structured review cadence:

- **Board-level reviews:** Conducted bi-annually and during key reporting cycles
- **ESG Steering Group reviews:** Conducted quarterly
- **Sustainability Team and Working Group reviews:** Conducted monthly or bi-monthly, as required

These reviews track progress against ESG targets, assess risks and gaps, and ensure timely corrective actions and informed decision-making.

Environmental and broader ESG matters are reviewed through a defined governance cadence, with formal oversight conducted on a quarterly basis at the management level and periodic reviews at the Board and committee levels.

Management competency on environmental issues

Coforge ensures that management personnel responsible for ESG and environmental matters possess the necessary competencies to effectively oversee sustainability priorities. This includes a combination of domain expertise, structured capability building, and ongoing training on environmental regulations, climate risks, and sustainability frameworks.

Senior leadership, ESG Steering Group members, and functional leads are regularly engaged through:

- periodic training and awareness sessions on environmental and climate-related topics
- exposure to evolving regulatory requirements and global ESG frameworks
- participation in internal and external sustainability initiatives and knowledge platforms

In addition, specific roles such as the Sustainability Team and Environment, Health & Safety (EHS) function are staffed by professionals with relevant technical expertise and experience, ensuring informed decision-making and effective implementation of environmental programmes.

By clearly defining roles, responsibilities, and oversight mechanisms, Coforge's ESG governance framework ensures disciplined execution, accountability, and integration of ESG priorities into business strategy. This structured approach supports regulatory compliance, enhances operational resilience, and reinforces Coforge's commitment to sustainable, ethical, and responsible growth.

Compensation linked to ESG

ESG KPIs form an integral part of the performance management process for CxOs, leadership teams, and the Chief Sustainability Officer, ensuring alignment with the organisation's sustainability objectives.

The following outlines ESG-linked performance metrics for key leadership roles

Chief Sustainability Officer (CSO)

- Driving sustainability strategy, including stakeholder engagement and identification of material ESG priorities.
- Achieving progress on net-zero commitments, climate targets, and diversity and inclusion goals.
- Enhancing ESG performance across global sustainability indices.
- Embedding responsible sourcing and value chain engagement across customers and suppliers.
- Promoting sustainability awareness through employee engagement, training, and communication initiatives.

Head – Administration

- Strengthening EHS awareness and compliance across operations through structured employee engagement.
- Driving energy efficiency and increasing adoption of renewable and low carbon energy solutions to reduce operational emissions.
- Improving resource efficiency across energy and water consumption, supporting the organisation's decarbonisation agenda.
- Advancing waste circularity through reduction, reuse, recycling, and composting initiatives across facilities.
- Ensuring compliance with ISO 14001 (Environmental Management) and ISO 45001 (Occupational Health & Safety) in all delivery locations across India.
- Leading implementation of ISO 50001 (Energy Management System) by FY27 to enable structured tracking, optimisation, and reduction of energy consumption.

Chief People Officer (CPO)

- Driving diversity, equity, inclusion & belongingness (DEIB) strategy, with a focus on gender diversity and building an inclusive workplace culture.
- Upholding human rights and fair labour practices across operations, aligned with global standards, including SA8000 principles.
- Strengthening employee wellbeing, engagement, and development through structured HR frameworks and programmes.
- Embedding responsible workplace practices across the value chain, including ethical conduct, non-discrimination, and employee rights.
- Enhancing organisational performance through recognition in workplace and people-centric indices (e.g., Great Place to Work® and Best Workplaces rankings).

Stakeholder engagement

At Coforge, stakeholder engagement follows a structured, step-by-step approach designed to ensure that stakeholder perspectives are systematically identified, understood, and integrated into business decision-making and ESG strategy. This approach enables Coforge to respond proactively to evolving stakeholder expectations while strengthening transparency, trust and long-term value creation.

Step-wise stakeholder engagement approach

Step 1

Identification of stakeholder groups

Coforge identifies internal and external stakeholder groups that are impacted by, or have an influence on, the Company's operations and long-term success. These include customers, employees, investors, suppliers, communities, regulators, and industry bodies. Stakeholder mapping is periodically reviewed to reflect business growth, geographic expansion, and changes in the operating environment.

Step 2

Understanding stakeholder expectations

Once key stakeholders are identified, Coforge seeks to understand their expectations, concerns, and priorities through continuous interaction. Engagement inputs include operational feedback, ESG-specific concerns, regulatory expectations, and emerging trends affecting the technology and services sector.

Step 3

Structured engagement and dialogue

Engagement is carried out using appropriate and purpose-driven mechanisms tailored to each stakeholder group, such as formal meetings, surveys, audits, consultations, reviews, and collaborative forums. The frequency and mode of engagement vary based on the nature of the stakeholder relationship and materiality of the issues discussed.

Step 4

Consolidation and review of insights

Inputs gathered from stakeholder interactions are consolidated and reviewed by relevant functions and governance forums. This helps identify recurring themes, risks, opportunities, and areas requiring focused intervention or strategic response.

Step 5

Integration into strategy and operations

Stakeholder feedback is integrated into Coforge's ESG strategy, materiality assessment, risk management processes, policy development, and operational improvements. This ensures that stakeholder priorities inform decision making across environmental, social, and governance dimensions.

Step 6

Monitoring, disclosure and continuous improvement

Coforge monitors the effectiveness of its engagement approach and outcomes through periodic reviews. Key insights and actions are communicated through disclosures, reporting, and ongoing dialogue. Learning is used to refine engagement mechanisms and strengthen responsiveness over time.

Stakeholder engagement matrix

Stakeholder group	Mode of engagement	Key topics of engagement	Frequency	How Coforge responds / uses feedback
Customers	Business meetings, account reviews, customer satisfaction surveys, audits, and contractual reviews	Data security and privacy, service quality, innovation, sustainability practices, regulatory compliance	Ongoing / Periodic	Feedback is used to enhance service delivery, strengthen security and privacy controls, embed sustainability requirements in solutions, and improve customer experience
Employees	Townhalls, employee engagement surveys, induction programmes, training sessions, internal portals, grievance mechanisms	Career development, diversity and inclusion, health and wellbeing, ethics, workplace culture, data protection	Ongoing / Annual	Inputs inform people policies, learning and development programmes, DEI initiatives, workplace safety and well-being interventions
Investors and Shareholders	Earnings calls, investor meetings, annual general meetings, disclosures and filings	Financial performance, ESG strategy, risk management, governance, long-term value creation	Periodic / Annual	Feedback supports strategic planning, governance strengthening, enhanced ESG disclosures, and alignment with investor expectations
Suppliers and Business Partners	Supplier onboarding, contractual engagements, audits, capability assessments, and sustainability questionnaires	Ethical sourcing, data protection, compliance, quality standards, ESG requirements	Periodic	Engagement outcomes help strengthen supplier due diligence, risk-based monitoring, and responsible sourcing practices
Regulators and Government Bodies	Regulatory filings, inspections, consultations, compliance reporting	Legal compliance, data privacy, labour laws, environmental obligations, corporate governance	As required	Ensures regulatory compliance, policy alignment, and proactive risk mitigation
Communities and Society	CSR programmes, NGO partnerships, community consultations, outreach initiatives	Education, livelihoods, social inclusion, and environmental impact	Ongoing	Feedback guides CSR strategy and project selection: impact measurement ensures community relevance and effectiveness
Industry Bodies and Associations	Industry forums, working groups, benchmarking exercises	Best practices, regulatory developments, and sustainability standards	Periodic	Insights support the adoption of best practices, policy advocacy, and continuous improvement

Public policy engagement

Coforge engages with external stakeholders in a responsible and transparent manner to stay aligned with evolving regulatory and policy environments related to environmental and sustainability matters. While direct engagement with policymakers is not a primary strategic focus, the Company monitors and responds to regulatory developments through structured compliance, industry participation, and stakeholder dialogue.

During the reporting period, Coforge did not undertake any significant direct lobbying or structured engagement with policymakers specifically to influence environmental laws or regulations. However, the Company remains responsive to regulatory consultations and evolving policy requirements where relevant to its operations.

Indirect engagement through industry bodies

Coforge participates in industry forums, associations, and collaborative platforms, which serve as channels for indirect engagement on policy, regulatory developments, and sustainability best practices. Through these engagements, Coforge contributes to discussions on topics such as climate action, digital transformation, responsible AI, and sustainability standards. Insights from these platforms support alignment with emerging environmental regulations and policy expectations.

Alignment with global frameworks and commitments

Coforge's external positioning on environmental matters is guided by its alignment with globally recognised frameworks and commitments, including:

- Science-Based Targets initiative (SBTi)
- United Nations Sustainable Development Goals (UN SDGs)
- United Nations Global Compact (UNGC) principles

Through these commitments, Coforge supports broader policy objectives such as the Paris Agreement and contributes to advancing climate action and sustainable development priorities.

Double materiality assessment

In FY2025-26, Coforge conducted a Double Materiality Assessment (DMA) to identify the sustainability topics that are most significant for our global business and stakeholders. The assessment followed the principle of double materiality, considering both our actual and potential impacts on people and the environment (impact materiality) and the implications of sustainability matters for Coforge's enterprise value, cash flows, and risk profile (financial materiality).

Process to determine material topics

Step 1
Shortlist topics

We developed an initial universe of ESG topics using leading frameworks, including ESRS, DJSI, and SASB, and through benchmarking of global IT services peers. This long list was refined to 19 topics that best reflect Coforge's business model, sector context, and stakeholder expectations.

- Review ESRS topics and sub-topics
- DJSI and SASB DMA topics for IT industry
- Peer benchmarking
- Coforge's materiality topics

Step 2
Impact pathways and stakeholder survey (impact materiality)

For **impact materiality,** we mapped positive and negative, actual and potential impact pathways for each topic across our operations and value chain over the short-, medium-, and long-term. We then engaged internal and external stakeholders through a structured survey, securing feedback from leadership, employees, and key suppliers. Respondents rated the significance of impacts, which formed the basis of our inside-out scoring.

Step 3
Mapping of risk and opportunities (financial materiality)

For **financial materiality,** we identified the principal risks and opportunities associated with each topic and assessed their potential influence on revenues, costs, capital expenditure and cost of capital. These were reviewed with Coforge leadership, and quantitative and qualitative scores were assigned based on likelihood and financial magnitude, aligned with our ERM approach.

Step 4
Analysis

We consolidated the survey and risk data. Weightages were applied to responses from different stakeholder groups (CxO, leadership, employees and suppliers) and combined with the financial materiality scores agreed with the Chief Risk Officer (CRO) to derive an overall score for each topic.

Step 5
Materiality matrix

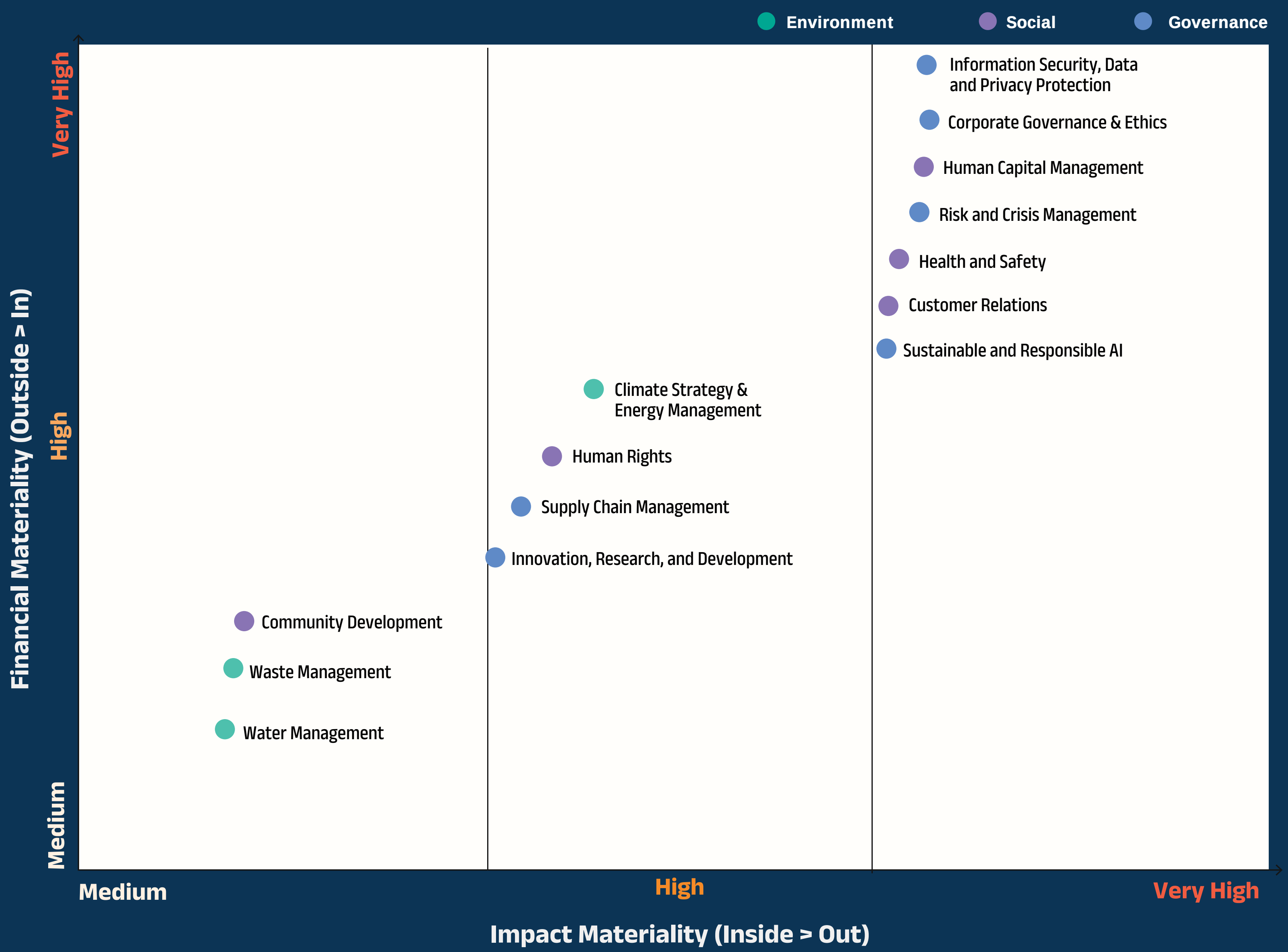
The results of both lenses were combined into a double materiality matrix. The horizontal axis reflects impact materiality (inside out), while the vertical axis reflects financial materiality (outside in). Topics positioned in the upper right quadrant with high scores on both axes were classified as "Very High" priority, followed by "High" and "Medium" priority topics. This matrix provides a clear view of how stakeholder expectations and sustainability impacts intersect with business value and risk.

Step 6
Senior leadership validation

The preliminary results, including the final list of material topics and the materiality matrix, were presented to senior leadership for discussion and validation. Leadership feedback was incorporated to confirm that the outcomes accurately reflect Coforge's strategic priorities, risk profile and stakeholder expectations, before being integrated into our ESG strategy and reporting.

Assessment Result and Materiality Matrix

As an outcome of this assessment, the following materiality matrix was developed, identifying ESG topics most material to Coforge's stakeholders.



Material Issues for Enterprise Value Creation

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Description of risk/opportunity	Stakeholders impact	In case of risk, approach to adapt or mitigate	Financial implications of the risk or the opportunity (negative/ positive)
1	**Information Security, Data Privacy and Protection**	R	As a global technology services provider with deep integration into clients' critical business processes, Coforge handles confidential data — including personal, financial and health-related information — across multiple jurisdictions. The Company is exposed to evolving cyber threats, including phishing, ransomware, malware, advanced persistent threats and third-party vulnerabilities, alongside increasingly stringent data-protection regulations (GDPR, India DPDP Act, HIPAA, US state-level privacy laws and others). A material cyber incident or data breach could result in regulatory penalties, contractual liability, business disruption, customer compensation, litigation, erosion of stakeholder trust and significant reputational damage with downstream impact on client retention and new-business outcomes.	**Internal:** Leadership, Employees **External:** Customers	Coforge maintains a robust and mature Information Security Management System (ISMS) and Privacy Information Management System (PIMS), both anchored in a comprehensive suite of policies and standards aligned to globally recognised security frameworks, regulatory requirements and industry-leading practices. This integrated approach proactively mitigates cybersecurity, data privacy and regulatory compliance risks, and is reinforced by a multi-layered defence-in-depth control framework designed to consistently safeguard the confidentiality, integrity and availability of our information assets. • Our cybersecurity and data protection framework is strengthened through globally recognised certifications and attestations, including ISO/IEC 27001:2022, ISO/IEC 27701:2019, ISO/IEC 22301:2019, HITRUST, Cyber Essentials Plus, PCI DSS, SOC 2 Type II and HIPAA, demonstrating alignment with industry best practices, including CIS Benchmarks. • Coforge operates a 24x7 Security Operations Centre (SOC) leveraging advanced capabilities such as next generation SIEM (Security Information and Event Management), AI-powered SOAR (Security Orchestration, Automation and Response), EDR (Endpoint Detection and Response), DLP (Data Loss Prevention), MDM (Mobile Device Management), behavioural analytics, next gen firewalls, (Intrusion Detection and Prevention System), secure email gateways and zero day threat protection. This enables continuous monitoring, rapid incident response, reduced breach dwell time and lower operational risk related to personal and sensitive data. • A structured Vulnerability Assessment and Penetration Testing (VAPT) programme is in place to proactively identify and remediate security weaknesses across applications, infrastructure and networks. VAPT activities are conducted periodically and following material changes, based on risk led prioritisation and industry standards. • Our cybersecurity governance model comprises multiple, independent layers to ensure accountability, risk visibility and alignment with organisational objectives. Robust identity and access management controls govern the complete identity lifecycle, including multi factor authentication and privileged access safeguards across hybrid environments. • Continuous monitoring and third-party assessments of our external attack surface enable early detection and remediation of exposed assets, strengthening cyber resilience. We continue to invest in advanced security technologies such as the External Attack Surface Management (EASM), threat intelligence platforms, continuous vulnerability management, UTM systems, secure data recovery platforms and air-gapped backups. • Our data resilience and privacy framework integrates secure backups, recovery validation, DLP controls, PI inventories, PIAs, and well defined incident and breach management processes aligned with regulatory requirements. • Security and privacy awareness are embedded across the employee lifecycle through regular training and engagement initiatives. • We apply rigorous due diligence and contractual controls for vendors and third parties, covering confidentiality, purpose limitation and cross border data transfers, supported by periodic independent audits to reduce third-party data privacy risks.	Negative — Cybersecurity incidents or data-protection breaches may lead to regulatory penalties under GDPR, the DPDP Act and other privacy regimes, contractual liability and indemnities, business disruption, customer compensation, remediation costs, litigation expense and significant reputational damage with downstream impact on client retention, new-business outcomes and ESG ratings.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Description of risk/opportunity	Stakeholders impact	In case of risk, approach to adapt or mitigate	Financial implications of the risk or the opportunity (negative/ positive)
2	**Corporate Governance & Business Ethics**	**R&O**	Conducting business with integrity, transparency and ethics is foundational to Coforge's licence to operate and a cornerstone of stakeholder trust. Strong corporate governance, including an independent and diverse Board, effective committee oversight, transparent disclosures and a sound internal control framework, represents a clear opportunity to enhance investor confidence, lower cost of capital, and support long-term sustainable value creation with clients, partners, suppliers, shareholders and employees. At the same time, the risk of non-compliance with existing statutory regulations, new regulations or amendments, covering areas such as immigration, payroll and social security, taxation, employment laws, ABAC, competition law and data privacy laws across the geographies in which the Company operates, could result in legal, financial and reputational impact.	**Internal:** Leadership, Employees **External:** Customers, Suppliers, Alliances and Partners	• Coforge is governed by a Board comprising a majority of Independent Directors, with separation of the roles of Chairman and CEO, and constituted Board committees (Audit, Nomination and Remuneration, Stakeholders' Relationship, Risk Management, CSR and ESG) overseeing focus areas in line with the Companies Act, 2013 and SEBI Listing Regulations. • A comprehensive Code of Conduct articulates the Company's ethical standards, supplemented by policies on ABAC, Whistleblower, Prevention of Insider Trading (PIT), Prevention of Sexual Harassment (POSH), Related Party Transactions, Board Diversity and Code for Fair Disclosure. • Mandatory annual training and awareness programmes are conducted across geographies on key topics, including compliance training on the Company's training portal covering ABAC, Whistleblower Policy, PIT, POSH and the Code of Conduct. • An automated compliance management tool enables real-time tracking of statutory and regulatory compliances, with periodic tool updates, comprehensive user training, and quarterly compliance certifications reviewed by the Audit Committee. • Regular internal audits (by an external firm) and statutory audits provide independent assurance over governance, compliance and ethical practices, with findings tracked to closure under Audit Committee oversight. • Coforge engages external advisors on a periodic basis to validate changes in regulatory requirements and ensure continued compliance in all jurisdictions of operation. • An ESG governance structure, chaired by the Chief Sustainability Officer (CSO) and overseen by the CSR & ESG Committee of the Board, anchors sustainability strategy, climate action, and integrated ESG performance reporting.	Both Positive and Negative — Non-compliance or governance lapses may result in regulatory penalties, litigation costs, business restrictions and reputational impact. Strong governance and ethical conduct enhance investor confidence, reduce cost of capital, improve ESG ratings and strengthen the Company's ability to win and retain enterprise business.
3	**Human Capital Management**	**R&O**	In a knowledge-driven, talent-intensive industry, Coforge's ability to attract, develop, engage and retain skilled professionals is fundamental to delivering client outcomes and driving long-term competitiveness. The Company's talent strategy includes targeted recruitment leveraging job boards, social media, professional networks and employee referrals, and a skill-based, rigorous and unbiased selection process focused on hiring the right talent at the right time. Equally important are employee engagement, well-being, work-life balance, job satisfaction, and a sense of purpose. Effective grievance redressal mechanisms, in line with regulatory provisions, are essential to harmony and productivity. Failure to provide equal opportunities and an inclusive workplace presents both compliance and reputational risk, while a strong Diversity, Equity, Inclusion and Belongingness (DEIB) agenda is a clear opportunity to attract and retain top talent and expand the available talent pool. Wage inflation, attrition and skills shortages in emerging-technology areas (AI, GenAI, cloud, data) further amplify the strategic importance of this topic.	**Internal:** Leadership, Employees	• Coforge maintains policies on Equal Opportunity, Non-discrimination and Prevention of Sexual Harassment (POSH), with mandatory training and awareness programmes for all employees. • Recruitment, performance management, compensation and promotion processes are designed to be merit-based, skill-led and free from bias, supported by structured calibration and review forums. • DEIB initiatives, including women-in-leadership programmes, gender-balanced hiring goals, employee resource groups, and inclusive workplace practices, are progressively strengthened. Coforge has been recognised among India's Best Workplaces in IT & IT-BPM and as a Most Preferred Workplace for Women. • Continuous Learning and Development (L&D) is delivered through Coforge's in-house learning platform and partnerships (Percipio, academies), with significant upskilling and re-skilling investments in AI / GenAI, cloud, data, automation and domain-led capabilities. • Structured career progression frameworks, internal job postings and talent mobility programmes support long-term career growth. • Confidential grievance and whistleblower mechanisms are available to all employees, with defined investigation and resolution protocols and senior management oversight. • Engagement and wellbeing initiatives, including pulse surveys, recognition programmes, employee assistance programmes (Employee Assistance Programme), mental health support and family care benefits, support an inclusive, high-performance culture.	Both Positive and Negative — Failure to ensure equal opportunity, inclusion and competitive employee experience may lead to regulatory exposure, elevated attrition, project delivery disruption and reputational impact. Conversely, a strong DEIB and engagement agenda supports talent attraction, retention, productivity, access to a wider talent pool, and improved performance on MSCI Human Capital and S&P CSA Talent Attraction & Retention indicators.

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4	**Risk and Crisis Management**	R	As a global technology services provider, Coforge is exposed to a range of strategic, operational, financial, technology, regulatory, geopolitical and climate-related risks, including events that may escalate into crisis situations such as cyber incidents, natural disasters, pandemics, civil unrest or supply chain disruption. Inadequate identification, monitoring or response to these risks could disrupt service delivery, breach client commitments and affect financial performance and stakeholder confidence.
			
			Example: The evolving geopolitical landscape across multiple regions, including ongoing conflicts in the Middle East and the Russia-Ukraine region, together with macroeconomic uncertainty around inflation and interest rate trajectories, may impact customer discretionary spending and lead to potential pressure on technology demand, deal cycles and overall business opportunities.
				Internal: Leadership, Employees
				
				External: Customers, Suppliers, Board, Investors
					• Coforge maintains an Enterprise Risk Management (ERM) framework, broadly aligned with ISO 31000 and COSO ERM, that systematically identifies, assesses, monitors and mitigates strategic, operational, financial and compliance risks across the organisation, with defined risk appetite and threshold parameters.
					• A documented Business Continuity and Crisis Management framework, aligned to ISO/IEC 22301, governs response to disruptions, with geo-specific Business Continuity Plans (BCPs), Disaster Recovery (DR) plans and periodic drills.
					• A defined crisis management governance structure, including senior leadership oversight (Crisis Management Team) and clear communication protocols, ensures coordinated response during incidents.
					• Key risks and mitigation progress are reviewed periodically by the Risk Management Committee of the Board and reported to the Board of Directors.
					• Continuous monitoring of emerging risks, including geopolitical, macroeconomic, regulatory, climate and cyber, supports timely management action.
					1. **Geographic Risk Diversification:**
					  • Strategic expansion into ASEAN, ANZ and India, targeting a more balanced revenue distribution across regions.
					  • Establishment of delivery centres and local leadership across multiple geographies to ensure operational continuity.
					2. **Rigorous Market-Entry Process:**
					  • A structured country risk assessment framework covering political stability, regulatory environment, infrastructure reliability, local talent availability and currency risk analysis.
					  • Strict compliance with OFAC regulations and avoidance of prohibited jurisdictions.
					3. **Industry Diversification:** Expanding presence in relatively stable sectors such as Healthcare, Utilities and the Public Sector to balance the portfolio across cyclical and non-cyclical industries.
					4. **Operational Resilience:** Geo-specific business continuity plans, regular testing, strong local leadership, cybersecurity readiness and clear communication protocols for crisis situations.
					5. **Risk Monitoring and Management:** Real-time monitoring of geopolitical and macroeconomic developments, with periodic review and updating of risk mitigation strategies.
					6. **Financial Risk Management:** Currency hedging, insurance coverage and contingency reserves, with progressive enhancement of treasury and risk management practices.
						Negative - Crisis events or unmitigated risks may lead to revenue impact, contractual penalties, recovery costs, regulatory exposure, and reputational damage. These may also have indirect implications for client retention, ESG ratings, and cost of capital.
						
						Positive- (Opportunity from Identified Risks)
						
						At the same time, identified risks, particularly those related to rapid technological shifts, can present strategic opportunities. For example, the accelerated adoption of emerging technologies such as artificial intelligence, often without adequate governance frameworks or implementation maturity, may create market gaps.
						
						Coforge is well positioned to capitalize on such opportunities through its domain expertise in AI governance, digital transformation, and enterprise technology solutions. This enables the Company to support clients in navigating technological complexity while simultaneously unlocking new avenues for growth.

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					7. **Foreign Exchange:** • Coforge consistently follows a hedging policy that is reviewed periodically by an independent third-party. • In line with the currency-hedging policy, the Company hedges most of its net exposure in USD, GBP, EUR and AUD from India. • All such hedges are designated as effective hedges, with any gain or loss recognised in the revenue line. The current policy absorbs the impact of currency fluctuations on quarterly and yearly earnings. • The Company does not take hedges beyond a 12-month tenor, and no hedges are taken outside India. • Coforge is also exploring balance sheet hedging in addition to cash flow hedging. 8. **Credit Risk:** • Due diligence is conducted before the onboarding of new clients, including primary or secondary research on the promoters of the customer. • The financial health of clients is evaluated periodically by monitoring quarterly filings and earnings calls. • Client credit ratings are monitored on a regular basis. • Weekly cash collections are tracked, and any customer where the collection pattern is delayed is escalated to senior management by the Finance function. • Regular updates on collections are presented to the Audit Committee. • Credit insurance is being evaluated for large client relationships to cover the risk of payment default and bankruptcy. • For client engagements involving upfront investments, exposure is limited through the inclusion of termination fees or non-cancellable contractual clauses.	
5	**Health and Safety**	R	Ensuring the holistic wellbeing of employees and the extended workforce, covering physical, mental and emotional health, alongside occupational health and safety, is fundamental to sustained productivity, talent retention and an inclusive workplace. Although Coforge's operations are predominantly office-based and considered low-hazard, inadequate health and safety practices can lead to absenteeism, disengagement, regulatory exposure (under the Occupational Safety, Health and Working Conditions Code, 2020 and equivalent geography-specific regimes), and reputational impact, particularly in the context of force majeure events such as medical emergencies, pandemics or weather-related disruptions. Mental health and stress-related risks in a high-performance technology environment further heighten the materiality of this topic.	**Internal:** Leadership, Employees **External:** Suppliers	• Employee wellbeing is a stated priority at Coforge, with safety protocols, healthcare access and healthy-lifestyle initiatives extended across all locations. • An Occupational Health and Safety Management System aligned to ISO 45001 principles is maintained at office premises, with regular safety drills, ergonomic assessments, fire-safety audits and incident-reporting mechanisms. • Comprehensive medical insurance, an Employee Assistance Programme (EAP), and tele-counselling and mental health support services are made available to employees and eligible dependents. • Business-continuity arrangements (aligned to ISO 22301) ensure preparedness for medical emergencies, weather-related events and other force-majeure situations, including remote-working enablement. • Awareness initiatives on physical fitness, mental wellness, preventive healthcare and women-specific wellness are conducted on an ongoing basis, including health-screening camps and lifestyle coaching.	**Negative —** Inadequate health-and-safety practices can result in higher absenteeism, attrition, healthcare-related costs, regulatory penalties and reputational damage, with potential indirect impact on client delivery and employee productivity.

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6	**Customer Relations**	O	The profitability and sustained growth of the Company are underpinned by customer retention and brand loyalty. Strong customer relationships create opportunities for cross-selling and up-selling, expansion within top multi-service accounts, acquisition of new logos, and delivery of higher-value, differentiated services and outcome-based engagements, directly supporting revenue growth, margin expansion and predictability. As a service-led organisation, Customer Satisfaction is a leading indicator of long-term enterprise value, and is increasingly evaluated by rating agencies (S&P CSA Customer Relationship Management) and clients in vendor scorecards.	**Internal:** Leadership **External:** Customers	• Coforge captures this opportunity through structured account management programmes for strategic clients, dedicated client success and customer experience initiatives, and outcome-based delivery models. • Periodic Net Promoter Score (NPS) and customer satisfaction surveys are conducted with closed-loop action plans and senior management oversight. • Continuous investment in service quality, domain expertise and proprietary platforms strengthens differentiation and improves client outcomes. • Longstanding client partnerships are nurtured through executive sponsorship, governance forums (Quarterly Business Reviews, joint innovation councils) and innovation engagements that expand the breadth and depth of the relationship. • Voice of the customer feedback is integrated into service line strategy, capability investments and internal quality improvement programmes. • Data protection and information security commitments are integrated into customer engagements to support trust and long-term partnership.	**Positive —** Strong customer relationships drive recurring revenue, higher client wallet share, lower customer acquisition costs, improved revenue and earnings predictability, and enhanced positioning with rating agencies and ESG-conscious enterprise procurement panels.
7	**Sustainable and Responsible AI**	R&O	The rapid adoption of AI and GenAI across enterprise workflows, both in Coforge's own service offerings and in clients' transformation programmes, has elevated Responsible AI to a material governance, technology and ethics topic. Inadequate AI governance, model bias, hallucinations, lack of explainability, mishandling of training data, IP infringement, or unintended downstream impact on workforce and consumers could expose the Company to regulatory action (under the EU AI Act, the US AI Bill of Rights framework, India's emerging AI advisories and DPDP Act, and sector-specific AI rules in BFSI and Healthcare), contractual liability, reputational damage, and erosion of client and stakeholder trust. Equally, sustainable and responsible AI is a strategic opportunity. Enterprise clients are increasingly assessing their technology partners on AI governance maturity, model risk management, transparency and ethical-use safeguards. Building and demonstrating Responsible AI capabilities, together with energy-efficient and sustainable AI engineering, enables Coforge to differentiate, command premium positioning, win regulated-industry mandates, and align with evolving rating agency expectations on AI governance.	**Internal:** Leadership, Employees **External:** Customers, Suppliers	• Coforge has established Responsible AI as a foundational design principle across its AI services portfolio, anchored by the Quasar Responsible AI capability, which embeds safeguards for fairness, transparency, accountability, security and ethical use into AI / GenAI solutions. • A Responsible AI governance framework, covering principles such as human oversight, fairness and non-discrimination, explainability, robustness and safety, privacy by design, accountability and transparency, is progressively being formalised, aligned to leading external frameworks (NIST AI Risk Management Framework, ISO/IEC 42001 AI Management System, OECD AI Principles, EU AI Act risk categorisation). • AI / GenAI use cases are evaluated through structured AI-risk assessments covering data provenance, bias and fairness, model performance, explainability, privacy, security and intellectual property, with risk-tiered controls applied accordingly. • Data governance practices, including data classification, lineage tracking, consent management and minimisation, are integrated with AI development to ensure responsible use of personal and sensitive data, in alignment with GDPR, the DPDP Act and applicable sectoral regulations. • Cybersecurity controls specific to AI systems, including model access controls, prompt-injection safeguards, output monitoring, and protection against model theft and data poisoning, are integrated with the broader ISMS. • Mandatory AI ethics, responsible AI and security training is being rolled out to engineering and delivery talent building or operating AI / GenAI solutions, complemented by continuous upskilling and certifications on emerging AI frameworks. • Sustainable AI engineering practices, including model-efficiency choices, rightsized model selection, prompt optimisation, and use of energy-efficient cloud infrastructure, are progressively embedded to manage the energy and carbon footprint of AI workloads. • AI governance, deployment standards and emerging regulatory requirements are reviewed periodically with leadership, and disclosures aligned to evolving rating-agency expectations and regulatory frameworks.	**Both Positive and Negative —** Inadequate AI governance could expose the Company to regulatory penalties (EU AI Act, DPDP Act and emerging AI rules), contractual liability, IP and data-related litigation, and reputational damage with downstream impact on client trust and ESG ratings. Conversely, mature Responsible AI capabilities support new revenue streams, premium positioning in regulated industry deals, expansion of client wallet share, and stronger ESG and rating agency positioning on AI governance.

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8	**Climate Strategy and Energy Management**	**R&O**	Climate change presents both physical and transition risks for Coforge, ranging from operational disruption at delivery centres due to extreme weather events, to evolving climate-related regulations and disclosure mandates (IFRS S2 / TCFD, EU CSRD, SEC climate rules, India's BRSR-Core), carbon pricing mechanisms, energy price volatility, and rising client and investor expectations on decarbonisation, science-based targets (SBTi) and net-zero pathways. Climate strategy is equally a strategic opportunity. A credible climate strategy strengthens stakeholder trust, supports participation in ESG-linked client mandates, drives efficient energy management and cost optimisation, and positions Coforge to enable clients on their own sustainability journeys through technology-led solutions (sustainable cloud, ESG data platforms, AI-enabled sustainability use cases). Energy consumption, primarily electricity used at office and delivery locations, is the most significant component of Coforge's environmental footprint and the principal driver of its Scope 2 GHG emissions. Rising energy costs, evolving carbon pricing regimes and increasing client and investor expectations around renewable energy adoption represent transition risk. At the same time, energy efficiency, renewable electricity, and smart building investments offer opportunities to reduce operating costs, lower emissions intensity and strengthen sustainability credentials	**Internal:** Leadership, Employees **External:** Customers, Suppliers	• Coforge's ESG vision, "In Harmony with the Environment", anchors a phased decarbonisation roadmap with progressive transition to renewable electricity, energy-efficient lighting and HVAC systems, occupancy of green-certified buildings (LEED / IGBC/ USGBC), and sustainable workplace practices. • GHG inventory is computed in line with the GHG Protocol covering Scope 1, Scope 2 (location- and market-based) and material Scope 3 categories (business travel, employee commute, purchased goods and services, capital goods), with progressive enhancement of measurement granularity and assurance. Energy efficiency initiatives, including LED retrofits, optimised HVAC scheduling, motion sensors, server-room efficiency upgrades and energy-efficient IT infrastructure, are deployed across office locations. • Workplace consolidation and design choices, including occupancy of green-certified buildings where available, are leveraged to optimise energy use. • Climate-related risks and opportunities are progressively integrated into the Enterprise Risk Management (ERM) framework, with disclosures aligned to globally accepted reporting standards, including IFRS S2 / TCFD, GRI, BRSR-Core and CDP. • Afforestation initiatives are pursued as part of CSR programmes to support the decarbonisation roadmap. • Employee awareness and behavioural initiatives reinforce responsible energy use across the organisation. • Practices, processes and employee training are aligned to drive progress toward a defined carbon neutrality / net-zero ambition, in line with peer best-practice in the IT services sub-industry.	**Both Positive and Negative** — Higher energy tariffs, carbon-related compliance costs (e.g., CBAM-style mechanisms in client geographies), transition investments and physical climate events could increase operating expenses in the near- to medium-term. At the same time, energy efficiency, renewable energy adoption, green building investments and sustainability-led service offerings deliver long-term cost savings, lower emissions, premium ESG positioning with clients and investors, and access to ESG-linked deal flow.

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9	**Human Rights**	**R**	Operating across multiple geographies and through an extended network of vendors, contractors and staffing partners, Coforge is exposed to the risk of human rights-related issues, including discrimination, harassment, forced or child labour, modern slavery, wage and working hour violations, and unfair labour practices, within its own operations and across its value chain. Failure to uphold human rights standards could lead to legal action, contractual breach, exclusion from client panels, and significant reputational impact, particularly given growing regulatory and investor scrutiny on human rights due diligence (UK Modern Slavery Act, German Supply Chain Due Diligence Act, EU CSRD/CSDDD, California Transparency in Supply Chains Act). Human Rights & Labour Practices is identified as material under SASB and is increasingly assessed under MSCI ESG and S&P CSA Human Rights criteria.	**Internal:** Leadership, Employees **External:** Suppliers	• Coforge upholds internationally recognised human rights principles, including the UN Guiding Principles on Business and Human Rights, the ILO Core Conventions and the UN Global Compact, with policies on Prevention of Sexual Harassment (POSH), anti-discrimination, equal opportunity, freedom of association and prohibition of child and forced labour. • A Human Rights Policy is published and accessible to all stakeholders, supplemented by a dedicated Modern Slavery / Human Trafficking statement where required by law. • Human rights expectations are extended to vendors and partners through the Supplier Code of Conduct and contractual provisions, supported by supplier due diligence. • Confidential grievance and whistleblower mechanisms are available to employees and external stakeholders, with defined escalation and investigation protocols and Audit Committee oversight. • Periodic awareness and training programmes are conducted on POSH, the Code of Conduct and ethical workplace behaviour, with completion tracked. • Human rights considerations are progressively being incorporated into enterprise risk assessments, supplier due diligence reviews and ESG materiality assessments.	**Negative —** Human rights incidents, whether within own operations or in the value chain, may result in legal liability, regulatory penalties, exclusion from client panels with stringent supplier human-rights expectations, higher attrition, reputational harm and adverse impact on ESG ratings.
10	**Supply Chain Management**	**R&O**	As a global IT services organisation, Coforge relies on a diverse network of technology vendors, infrastructure providers, hyperscalers, sub-contractors and staffing partners across multiple geographies. Disruption, supplier concentration, ESG non-compliance, cybersecurity weakness or unethical practices within the supply chain can affect service delivery, regulatory standing and brand reputation. At the same time, a responsibly managed supply chain offers an opportunity to strengthen operational resilience, embed sustainability across the value chain, and respond to client expectations on responsible sourcing — increasingly a differentiator in enterprise procurement decisions, ESG ratings (EcoVadis, S&P CSA Supply Chain Management) and ESG-linked deal qualifications.	**Internal:** Leadership **External:** Customers, Suppliers, Alliances and Partners	• Coforge follows a structured Supplier Code of Conduct covering ethics, human rights, labour practices, environmental responsibility, data protection, anti-corruption, anti-bribery and information security expectations. • Risk-based vendor due diligence is conducted at onboarding and reviewed periodically, with enhanced screening for critical and high-spend suppliers (financial health, sanctions, cyber, ESG, modern slavery). • ESG and information security parameters are progressively integrated into supplier qualification, contractual obligations, periodic assessments and performance reviews. • Concentration risk is monitored, with multi-sourcing strategies in place for business-critical categories to safeguard continuity. • Periodic supplier assessments and grievance mechanisms enable early identification and remediation of compliance, quality, or sustainability issues. • Coforge is progressively aligning supplier engagement practices to globally recognised frameworks (EcoVadis, S&P CSA Supply Chain Management) to drive transparency and continuous improvement. • Local sourcing and small / diverse supplier inclusion are encouraged, supporting community development and inclusive growth.	**Both Positive and Negative —** Disruptions, vendor non-compliance or concentration risk could increase delivery costs, contractual penalties and reputational exposure. Conversely, a resilient and sustainable supply chain reduces operational risk, supports ESG-linked client wins, improves performance on third-party sustainability assessments (EcoVadis, CSA), and improves long-term cost predictability.

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11	**Innovation, Research and Development**	O	Continuous innovation in emerging technologies, including Artificial Intelligence, Generative AI, cloud, data and automation, is central to Coforge's ability to differentiate, deliver client outcomes and command premium positioning. A strong innovation and R&D agenda is a key opportunity to drive new service lines, accelerate digital transformation outcomes for clients, and strengthen long-term competitiveness. MSCI ESG identifies Innovation Management / Clean Technology as a relevant key issue for the sub-industry. Enterprise demand for sustainability-aligned technology solutions — including ESG data platforms, sustainable IT, green cloud and AI-enabled sustainability use cases — is growing rapidly. By embedding sustainability into its services portfolio and helping clients decarbonise, optimise resource use and adopt circular practices, Coforge has a meaningful opportunity to differentiate, deepen client relationships and create new revenue streams aligned to global sustainability priorities.	**Internal:** Leadership, Employees **External:** Customers, Suppliers	• Coforge captures this opportunity through dedicated, investment in AI / Generative AI capabilities (including the Quasar AI platform suite), industry-aligned solution accelerators, intellectual property creation, and structured partnerships with leading technology providers and academic institutions (e.g., the Coforge Data & AI Lab at IIT-BHU, Varanasi). • Continuous upskilling and re-skilling of talent on emerging technologies, internal innovation challenges, hackathons, and a portfolio of proprietary platforms and accelerators support faster client adoption and outcome-led delivery. • Coforge progressively identifies ways of embedding sustainability into its service portfolio, including ESG reporting platforms, sustainable cloud and infrastructure design, energy-efficient application engineering, and AI / data solutions that enable clients to measure, manage and reduce their environmental footprint. • Industry partnerships, internal capability building, and alignment with client sustainability roadmaps are leveraged to scale these offerings. • Internal IT operations are also designed with sustainability principles to demonstrate practical impact and serve as a reference for clients. • A defined IP-management framework governs creation, protection and commercialisation of proprietary assets; investments in R&D are tracked and reported in line with applicable regulatory disclosures.	**Positive —** Investment in innovation and R&D supports new revenue streams, premium pricing on differentiated offerings, deeper client engagement and long-term competitive resilience. Sustainability-led services, in particular, support expansion of client wallet share, premium positioning in ESG-linked deals, and improved competitive differentiation in enterprise procurement evaluations.
12	**Community Development**	O	Engaging meaningfully with the communities in which Coforge operates strengthens the Company's social licence to operate, reinforces brand trust, and contributes to inclusive growth in line with national development priorities and the UN Sustainable Development Goals (SDGs). A focused community-development agenda is an opportunity to create long-term societal impact while reinforcing employee engagement, stakeholder confidence, and ESG positioning (S&P CSA Corporate Citizenship & Philanthropy).	**Internal:** Leadership, Employees **External:** Customers, Community	• Coforge captures this opportunity through a structured CSR programme, governed by the Board's CSR & ESG Committee and aligned with the requirements of the Companies Act, 2013, and Schedule VII. • Programmes are delivered in partnership with credible implementation partners, with focus areas, including: - Education and digital inclusion (e.g., STEM labs, higher-education sponsorships, the Coforge Public Library, and the Coforge Data & AI Lab at IIT-BHU); - Skill development and livelihood creation for underserved communities; - Environmental initiatives such as afforestation, carbon offsets and biodiversity-positive programmes • Employee volunteering programmes encourage active participation in community initiatives, with logged hours and recognition. • Monitoring, evaluation and impact assessment processes, including third-party impact assessments where mandated, ensure transparency and accountability in outcomes delivered, and align with the SDGs (SDG 4 Quality Education, SDG 3 Good Health, SDG 8 Decent Work, SDG 13 Climate Action).	**Positive —** A meaningful community-development programme enhances brand equity, supports stakeholder trust, strengthens employee engagement and retention, contributes to Coforge's long-term ESG positioning (CSA) and supports the social licence to operate.

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13	**Waste Management**	R&O	While Coforge's operations are largely office-based, the Company generates e-waste, paper waste, packaging waste, limited hazardous waste (e.g., used batteries, lubricants from DG sets) and municipal solid waste across its facilities. Inadequate handling of waste, particularly e-waste under the E-Waste (Management) Rules, 2022 and equivalent international regimes, could result in environmental harm, regulatory non-compliance and reputational impact. Effective waste management concurrently presents an opportunity to advance circular economy principles, reduce resource consumption, improve performance on S&P CSA Resource Efficiency / Circularity criteria, and demonstrate responsible environmental stewardship to clients, investors and regulators.	**Internal:** Leadership **External:** Suppliers, Customers	• Hazardous, non-hazardous and e-waste is disposed of exclusively through Central Pollution Control Board (CPCB) authorised recyclers in compliance with the E-Waste (Management) Rules 2022, and equivalent international regulations, with documented chain-of-custody and periodic reviews of disposal partners. • Segregation at source is implemented across all India locations, with separate collection of dry, wet, hazardous, and electronic waste. • Initiatives to reduce paper consumption (digitisation, double-sided printing, paperless approvals, recycling into notepads), eliminate single-use plastics, and promote reuse and recycling are progressively rolled out across facilities. • Circular economy practices, including refurbishment, reuse, donation and extended-life management of IT assets (laptops, monitors, servers), are embedded into asset management processes. • Awareness campaigns and employee engagement initiatives reinforce responsible waste-handling practices across the organisation, including World Environment Day initiatives. • Waste data is captured and disclosed in alignment with GRI 306 (Waste) and BRSR Principle 6 indicators.	**Both Positive and Negative** — Non-compliance with waste-related regulations (notably e-waste and solid waste management rules) or improper handling may result in penalties and reputational impact. Conversely, efficient waste management and circular practices contribute to cost optimisation, improved ESG ratings (CSA) and stronger stakeholder confidence..
14	**Water Management**	R&O	Although Coforge is not a water-intensive industry, withdrawals are largely limited to drinking, sanitation, HVAC and landscaping uses at office and delivery locations, water remains an environmentally material topic in the context of growing physical water risk in India and other operating geographies. Several Coforge facilities are in water-stressed regions identified by recognised water-risk tools (e.g., WRI Aqueduct, WWF Water Risk Filter), and groundwater depletion, regulatory tightening (Central Ground Water Authority norms, state-specific regulations) and rising water costs may impact operating expenses and business continuity. Effective water stewardship is also an opportunity. Demonstrable water efficiency, recycling and replenishment performance strengthens the Company's ESG positioning (S&P CSA Water-Related Risks and CDP Water Security) and contributes to broader environmental commitments.	**Internal:** Leadership **External:** Suppliers, Customers	• Coforge measures, monitors and discloses water withdrawal, consumption and discharge across major facilities in line with the GHG / GRI 303 (Water and Effluents) framework and BRSR Principle 6 requirements. • Water efficiency interventions, including low-flow fixtures and aerators, sensor-based taps, dual-flush systems, and leak-detection and preventive-maintenance programmes, are progressively deployed across office locations. • Wastewater is treated through Sewage Treatment Plants (STPs) at owned/major leased premises where applicable, with treated water reused for landscaping, flushing and HVAC make-up wherever feasible, supporting a zero-liquid-discharge ambition at qualifying sites. • Rainwater harvesting systems are implemented at owned campuses and explored at leased premises in coordination with landlords, supporting groundwater recharge and reducing dependence on municipal supply. • Drinking water quality is periodically tested at office locations to ensure compliance with applicable health and safety standards. • Water stress assessments at facility level inform site-selection decisions and progressive enhancement of water management practices at facilities in water-stressed basins. • Employee awareness and behavioural change initiatives reinforce responsible water use across the organisation. • Water-related risks are progressively integrated into enterprise risk assessments and physical climate risk assessments under the IFRS S2 / TCFD framework.	**Both Positive and Negative** — Higher water tariffs, water-related regulatory tightening, or physical disruption from water stress at delivery locations could increase operating expenses and impact business continuity. Conversely, water-efficiency, recycling and replenishment initiatives reduce operating cost, improve performance on third-party water-related disclosures (CDP Water Security, S&P CSA Water-Related Risks) and enhance ESG positioning with clients and investors.

Material issues and metrics for external stakeholders

Topic	Relevance to external stakeholders	Type of impact	Linked Target/Goal	Year	Progress (FY2025–26)
Information Security, Data and Privacy Protection	Clients entrust Coforge with highly sensitive personal, financial, and health data across regulated sectors and geographies. Any cyber incident or data breach can disrupt client operations, trigger notification and remediation obligations, and undermine long-term trust. Regulators and rating agencies increasingly scrutinise vendors' security posture and privacy compliance.	Mainly negative (risk of harm if not well managed)	**Goal:** Secure digital assets and information **KPI:** Number / severity of information security incidents	Year-on-year	Zero data/privacy breaches in FY2025–26
Corporate Governance and Ethics	Investors, customers, and business partners rely on a strong governance framework, ethical conduct, and regulatory compliance when choosing long-term technology partners. Robust governance reduces compliance risk in areas such as ABAC, data privacy and employment practices, and supports inclusion in ESG indices and preferred-vendor panels.	Positive and negative	**Goals:** Adhere to a strong code of ethics in business conduct, and encourage business partners to adhere to Coforge's Code of Conduct **KPI:** Regulatory/legal non-compliance incidents and the number of ethics/whistleblower cases substantiated and remediated	Year-on-year	• The Company did not report any cases of non-compliance in FY2025–26 • The Company did not report any cases of ethical misconduct in FY2025–26
Climate Strategy and Energy Management	Customers, investors and lenders increasingly expect credible decarbonisation plans, science-aligned climate targets and low-carbon delivery models from their IT partners. Energy consumption and related emissions at offices and data environments contribute to climate change but also represent a lever for efficiency and cost reduction. Climate credentials influence client RFP outcomes and access to ESG-linked opportunities.	Positive and negative	**Goals:** Be Net-Zero by 2040 **KPI:** • Scope 1, 2, and key Scope 3 GHG emissions • Share of renewable electricity	2040	• Scope 1 = 1,570 tCO2e • Scope 2 = 1,039 tCO2e • Scope 3 = 36,315 tCO2e • Significant shift to renewable energy; ~83% reduction in Scope 2 emissions
Health and Safety	Robust health, safety and well-being practices help ensure business continuity and service reliability for customers during disruptions (e.g. pandemics, weather events). External partners working at Coforge sites also benefit from safe workplaces and emergency preparedness.	Mainly negative (risk of harm if not well managed)	**Goals:** Drive holistic wellbeing, health, and wellness of the workforce **KPI:** Recordable injury/illness rates	Year-on-year	• Zero Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked) • Zero total recordable work-related injuries • Zero number of fatalities • Zero high consequence work-related injury or ill-health (excluding fatalities)

Enterprise risk management and ESG risk integration

At Coforge, enterprise risk management is a critical enabler of business resilience, strategic execution, and sustainable long-term growth. The Company operates a robust, structured, and forward looking risk management framework that systematically integrates strategic, operational, financial, technological, and ESG-related risks into enterprise decision making.

Coforge's ERM framework is designed to anticipate emerging risks, strengthen preparedness, and enable informed decision making in an evolving regulatory, technological, and sustainability landscape.

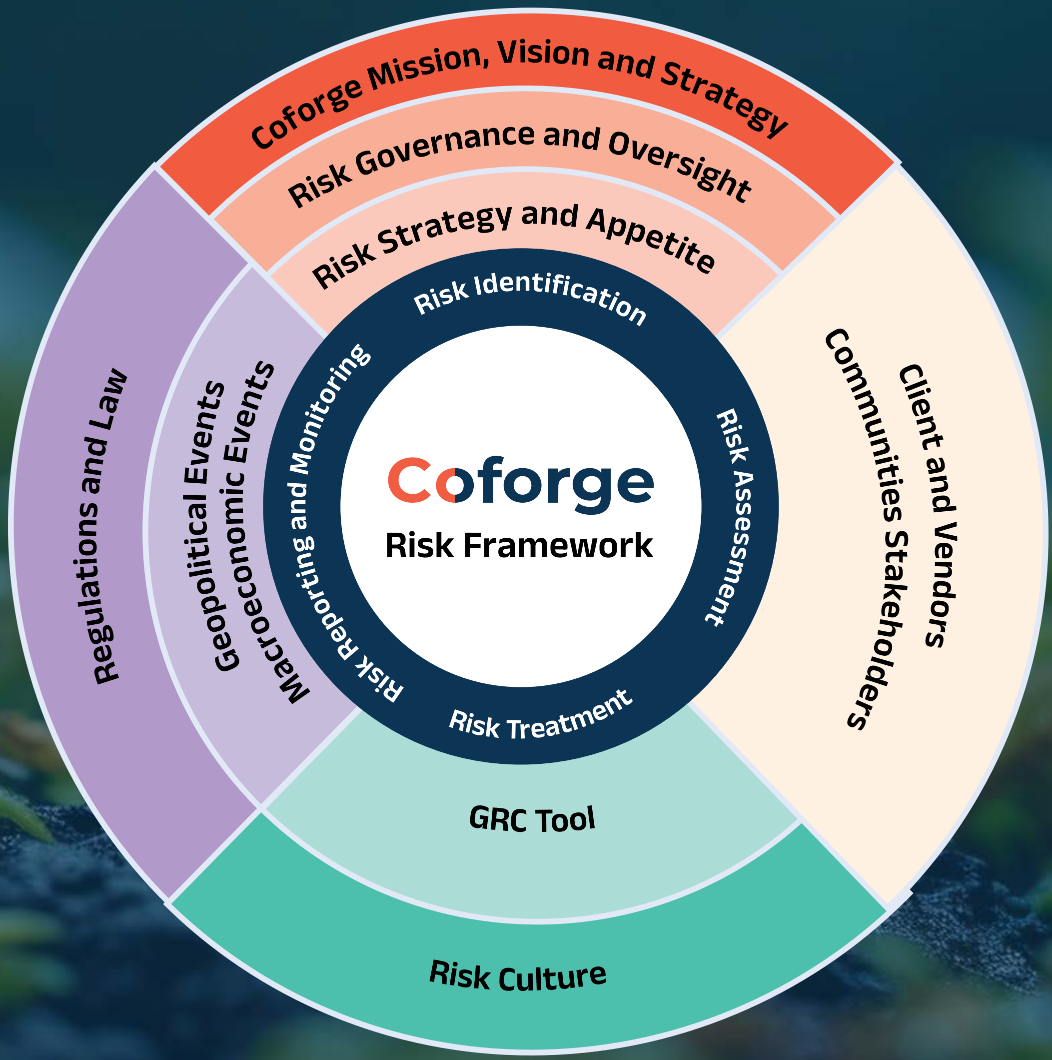
Risk management framework

Coforge follows an enterprise-wide risk management framework that ensures risks are consistently **identified, assessed, treated, reported, and monitored** across global operations. The framework is aligned with leading industry practices and applicable regulatory expectations in jurisdictions where the Company operates.

Risk management is embedded into core business processes and strategy formulation, ensuring that risk considerations support business objectives rather than operate in isolation. The framework spans key risk categories, including:

- Strategic and market risks
- Operational and delivery risks
- Financial risks
- Technology, cybersecurity, and data privacy risks
- ESG, regulatory, and compliance risks

A centralised Risk Management Function (RMF) works closely with the leadership, functional risk owners, and risk champions across the organisation to ensure consistent application of the framework throughout the risk lifecycle.



Risk committee structure and oversight

Risk governance at Coforge is anchored at the Board level through the Risk Management Committee (RMC), which provides independent oversight, authority, and strategic direction on risk-related matters. The RMC oversees:

- The effectiveness of the ERM framework
- Alignment of risk appetite with business strategy
- Identification and monitoring of principal and emerging risks, including ESG risks
- Adequacy of mitigation measures and preparedness

Committee structure

The Committee comprises independent directors, executive leadership, and functional heads, ensuring a balanced mix of governance, operational insight, and specialised expertise. Senior executives and subject matter experts are invited to present on critical risk themes as required, reinforcing informed and forward-looking oversight.

Forum	Timelines
Board of Directors	Annual
Audit Committee	Twice during the year and/or as and when required
Risk Management Committee	Twice/thrice during the year depending on the requirement
Executive Committee	Quarterly
Risk Owners	Ongoing

Risk management governance structure

The Company has established 2 (two) levels of risk management responsibilities in its governance structure as Risk Oversight and Risk Infrastructure, Management and Ownership.

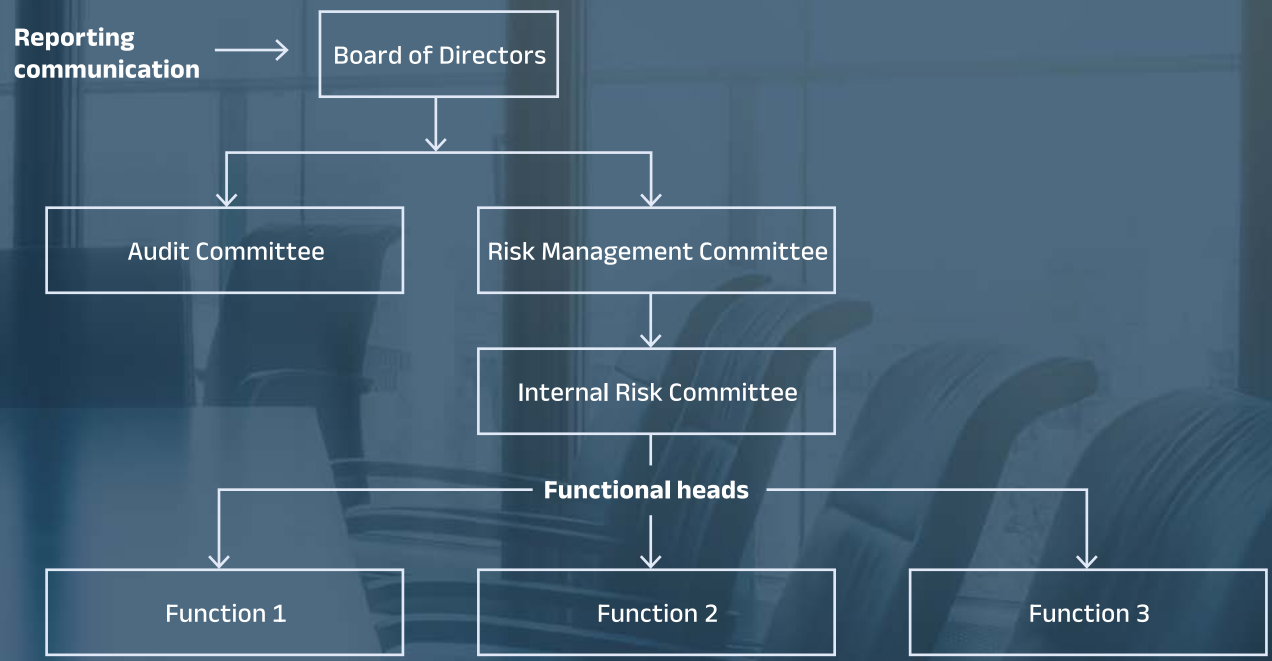
The Company's governance structure is underpinned by the Three Lines of Defence model:

i. The First Line comprises business functions and process owners who own and manage risks on a day-to-day basis and implement controls;

ii. The Second Line comprises the Risk Management function (including the CRO, Compliance Officer and the RMC) which sets the risk framework, monitors adherence, and provides oversight and challenge to the First Line; and

iii. The Third Line comprises Internal Audit, which provides independent assurance to the Board and the Audit Committee on the adequacy and effectiveness of the overall risk management and internal control framework.

The company has an Internal Risk Committee comprising senior executives from relevant functions including finance, legal, Regulatory and compliance, technology, cybersecurity, operations, People and business.



The **Risk Management Function (RMF)**, led by the Chief Risk Officer (CRO), operates as a second line function and plays a central role in enabling proactive risk identification, strengthening risk mitigation capabilities, and providing the Board and senior leadership with timely, decision-useful risk insights.

The RMF has been established to drive a proactive and business enabling risk management framework and capability. The RMF engages with business leadership, risk champions and risk owners across the organisation to ensure the risk management cycle: identify, assess, treat (manage), report and monitor is effectively implemented, understood and actioned.

The RMF achieves this through the promotion and adherence to its philosophy:

- To provide Coforge executive and senior leadership with the tools, and risk-related understanding to enable the achievement of the company's business objectives and strategic decision making in line with its appetite to risk.
- To promote and drive an effective risk management framework that is aligned to the needs of the business and its clients and enables proactive management of its risk environment.
- Improve decision making by providing senior leadership and the Board of Directors with timely and accurate risk reports and information that helps to provide a clear understanding of its risk environment.
- Strengthen the company's capability to identify, assess and treat all risks that could pose a material threat to its operations and/or to the success of its objectives and strategy.
- Continually monitor and identify trends and global developments to ensure the company is aware of future risks and potential opportunities for growth.

Risk identification and assessment

Risk identification at Coforge is a continuous and dynamic process, informed by:

- Leadership and functional workshops
- Data and trend analysis
- Internal audits and compliance assessments
- Horizon scanning of regulatory, technology, climate, and market developments
- Inputs from risk monitoring and performance reviews

Identified risks are assessed using a structured methodology that considers **impact, likelihood, and mitigation effectiveness** to derive residual risk ratings. In addition, management preparedness is evaluated to assess the organisation's ability to respond effectively should a risk materialise — an approach aligned with business continuity and resilience principles.

All risks are mapped to a defined risk taxonomy to ensure clarity, consistency, and enterprise-wide understanding.

The risk management lifecycle comprises of four primary elements:

A. Risk identification

- Utilise various sources to identify potential risks that could positively or negatively affect the enterprise goals.

B. Assess & prioritise risks

- Evaluate and assess the potential impacts and likelihood of the identified risks.
- Prioritise risks for management focus.

C. Manage & respond

- Assign an appropriate risk owner for each of the top enterprise risks.
- Development and implementation of plans to response to these risks.

D. Monitor & report risks

- Monitoring of key indicators, status, and impact of risk treatment plans.
- Report key information to leadership for informed decision making.

A. Risk identification

The identification of a risk is the foundational stage of the risk management lifecycle, where potential threats and opportunities that could impact the achievement of organisational objectives are systematically uncovered. This process involves gathering insights from across the business through tools such as interviews, workshops, data analysis, and horizon scanning to ensure a comprehensive understanding of internal and external risk factors. It is not a one-time activity but a continuous effort that evolves with the organisation's strategy, operations, and external environment/obligations. This stage is critical because it sets the direction for all subsequent risk management activities. Without accurate and timely identification, risks may go unrecognised until they materialise into issues/incidents, potentially causing significant harm to Coforge, its affiliates, clients, vendors and/or the market in which it operates. By proactively identifying risks, Coforge can prioritize its responses, allocate resources effectively, and embed resilience into decision-making. Ultimately, robust risk identification strengthens the firm's ability to anticipate change, seize opportunities, and safeguard value. A risk can be identified as part of another stage in the risk lifecycle: Risk assessments that highlight gaps, compliance issues/concerns and/or risk drivers can highlight a potential risk in a previously un-audited part of the business/function processes. The same with risk monitoring activity that reviews negative/positive trends or risk reports that receive challenge from Risk Owners and other stakeholders, revealing inaccuracies/risks in data, communication and/or stakeholder understanding.

B. Risk assessment

After identification, each risk is assessed based on its impact, likelihood, and the effectiveness of mitigation measures to determine the residual risk rating. Risk scores are calculated using a standard 5×5 assessment matrix. In addition to assessing residual risk, management preparedness to respond to and mitigate risks is also evaluated. Once assessed, each risk is aligned with the Coforge risk taxonomy.

This stage is critical because it sets the direction for all subsequent risk management activities. Without accurate and timely identification, risks may go unrecognised until they materialise into issues/incidents, potentially causing significant harm to Coforge, its affiliates, clients, vendors and/or the market in which it operates. By proactively identifying risks, Coforge can prioritize its responses, allocate resources effectively, and embed resilience into decision-making. Ultimately, robust risk identification strengthens the firm's ability to anticipate change, seize opportunities, and safeguard value.

Following assessment, risks are reviewed with relevant stakeholders to confirm accountability and establish appropriate mitigation and management actions.

C. Risk treatment

During the risk assessment meeting with the assigned Risk Owner, a suitable treatment plan will be agreed. The following risk treatments determine the course of action to be taken to mitigate the risk.

- **Monitor:** No immediate mitigation action required. Include risk in BAU monitoring activity.
- **Prepare:** High likelihood of risk materialisation, review preventative mitigations to control (reduce) the likelihood, while preparing reactive mitigations to control potential impacts.
- **Transfer:** Shift the risk away from the business to remove any potential risk.
- **Mitigate:** Review, test and implement controls and/or undertake initiatives to improve the risk mitigation environment with the aim of reducing the residual/ potential of the risk.
- **Accept:** Accept the risk as it is (not indefinite) and review after an agreed period of time.

A RACI (responsible, accountable, consulted, informed) is completed to further improve and clarify accountability and the roles for each risk-related action. The Risk Management Function liaises with each individual(s) associated with the risk on an ongoing basis to ensure smooth progression and adherence to the risk treatment plan and agreed deadlines.

D. Risk reporting and monitoring

The final part of the risk lifecycle is the reporting and monitoring stage. During this stage, all logged risks are analysed by the Risk Management Function and communication/ meetings/ engagements are held with the RACI members, and the Risk Owner.

For all Principal Risks (Top Risks), these are included in committee reports and form the driver for risk-related conversations with the Executives and Senior Leadership. All risks are reviewed as part of the quarterly risk assessment meetings (RAMs) held by the Risk Management Function and the appropriate business functions/Risk Owners.

Audits, assurance and continuous improvement

Coforge strengthens its risk management practices through independent audits and certifications aligned with global standards. These include periodic and annual assessments under frameworks such as SOC 2 Type II and ISO/IEC 27001, which provide assurance on the effectiveness of controls relating to risk management, information security, and data protection.

The Risk Management Function also undertakes ongoing horizon scanning and emerging risk analysis to anticipate future challenges and opportunities, supporting resilience in an increasingly complex operating environment.

Top and emerging risks

Coforge maintains a comprehensive risk register and undertakes regular horizon scanning and emerging risk tracking. Annual training is provided to all employees via an e-module and further endorsed by the Chief Risk Officer. The result of this training is obtaining a clear view of the Principal Risks (top risks) within Coforge's risk environment. These are documented, assigned to an overarching category, scored based on priority and the mitigations in place and analysed from a trend perspective.

The Risk Management Function undertakes routine horizon scanning to identify and determine emerging risks that could impact Coforge and its objectives. These are recorded, tracked and provided with a priority rating based on their potential impact to Coforge, its operations and strategy.

Overall impact

By integrating ESG risks into enterprise risk management, Coforge enhances its ability to:

- Anticipate and manage complex, inter-connected risks
- Strengthen operational and digital resilience
- Support regulatory readiness and stakeholder confidence
- Enable sustainable value creation over the long-term

This structured and integrated ERM approach reinforces Coforge's commitment to responsible governance, informed decision-making, and sustainable growth.

Research and development

Coforge continues to strengthen its innovation-led growth strategy through sustained investments in research and development (R&D), with approximately 3% of annual revenue allocated towards building next-generation digital and AI-led capabilities.

The organisation's R&D focus is centred on Artificial Intelligence (AI), Generative AI (GenAI), automation, and platform-driven engineering, enabling clients to accelerate digital transformation, improve operational efficiency, and unlock business value.

AI-led innovation ecosystem

Coforge has developed a robust portfolio of **proprietary AI assets and accelerators** across engineering, operations, quality engineering, data, and customer experience domains. These solutions are designed to drive **intelligent automation, modernisation, and data-driven decision-making** at scale.

Key AI platforms and accelerators

1. Engineering & Application Modernisation

- **Forge-X:** Agentic AI–powered accelerator enabling application modernisation through intelligent code generation and deep code analysis
- **CodeInsight AI:** Transforms legacy systems by reverse-engineering code into knowledge repositories and enabling forward engineering
- **IntegrationStudio:** AI-enabled platform for modernising legacy integration systems into cloud-native architectures
- **AMS Studio:** Uses semantic AI search to accelerate incident resolution and improve service delivery efficiency

2. Intelligent Operations & Cybersecurity (CIMS)

- **EvolveOps.AI:** AI-driven autonomous operations platform with end-to-end IT lifecycle management and observability
- **SecureEdge.AI:** Managed SASE platform featuring Zero Trust access, data security, and performance monitoring
- **Helios:** Enterprise automation platform providing predictive insights, issue resolution, and real-time operational visibility

3. Quality Engineering (QE)

- **BlueSwan – Worktop:** AI-powered test generation and validation platform
- **BlueSwan – iNSta:** Scalable test automation solution addressing execution reliability and reuse challenges
- **BlueSwan – Verita:** Governance platform delivering predictive insights for quality engineering

4. Customer Experience & Content Intelligence

- **Xtender-AI:** Enables hyper-personalised, culturally relevant content creation at scale
- **DocuAI:** Enhances document processing, redaction, and unstructured data management
- **VoyagerAI:** AI-driven customer insights platform for the aviation sector
- **MigrateDXP:** Accelerates migration to modern digital experience platforms
- **FrontVelocity.AI:** Automates front-end development and improves digital delivery speed

5. Data, Analytics & AI-driven Platforms

- **CodeXpress:** Accelerates migration of legacy data pipelines to modern platforms
- **MigXpress:** Enables decommissioning of legacy data systems through AI-led transformation
- **dbAnalyzer:** AI-driven data discovery, cataloguing, and dependency mapping tool
- **decomPlanner:** Supports phased, risk-optimised data migration strategies
- **DQXpress:** Enhances data quality through automated rules and remediation
- **Dynamic Pipeline Ingestion:** AI-enabled ingestion framework with monitoring and auto-remediation capabilities
- **AI-driven ITIL Management:** Enables intelligent ticketing, automated issue resolution, and proactive monitoring

Innovation impact and value creation: Coforge's R&D initiatives are enabling

- **Accelerated legacy modernisation** and cloud transformation
- **Enhanced productivity** through intelligent automation and AI agents
- **Improved customer experience** through data-driven insights and personalisation
- **Operational resilience** through predictive monitoring and autonomous operations
- **Reduced technology carbon footprint,** driven by efficient architectures and cloud migration

Environment

Climate Action, Resource Stewardship, and Resilience

Key material issues

Climate Strategy and Energy Management

Waste Management

Water Management

SDG linkage

7 AFFORDABLE AND CLEAN ENERGY
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
15 LIFE ON LAND

UNGC principles

Principle 7 Businesses should support a precautionary approach to environmental challenges

Principle 8 undertake initiatives to promote greater environmental responsibility; and

Principle 9 encourage the development and diffusion of environmentally friendly technologies.

Climate strategy

From ambition to execution

Coforge's climate ambition is built on a clear, science-led pathway to decarbonisation, with defined milestones that align environmental responsibility with long-term business resilience. Our approach focuses on systematically reducing emissions across operations and the value chain, while progressively transitioning towards a low-carbon growth model.

Our climate strategy balances energy management, emissions mitigation (lowering greenhouse gases), and climate adaptation (building resilience to environmental risks).

Our climate strategy is built around:

- **Mitigation –** Reducing emissions
- **Adaptation –** Protecting communities and supply chains against climate hazards/ risks
- **Finance and investment –** Aligning financial goals with ESG
- **Policy and compliance –** Monitoring shifting regulatory landscapes in India, EU, and UK environmental mandates

Reporting boundary and methodology

Energy consumption data disclosed in this section covers operations under Coforge's operational control, including offices, delivery centres, and ICT infrastructure across applicable geographies. Energy data is consolidated in line with organisational financial reporting boundaries and includes electricity and fuel consumption from renewable and non-renewable sources. Energy consumption is reported in gigajoules (GJ) using standard conversion factors and internally defined data management processes.

Emissions management

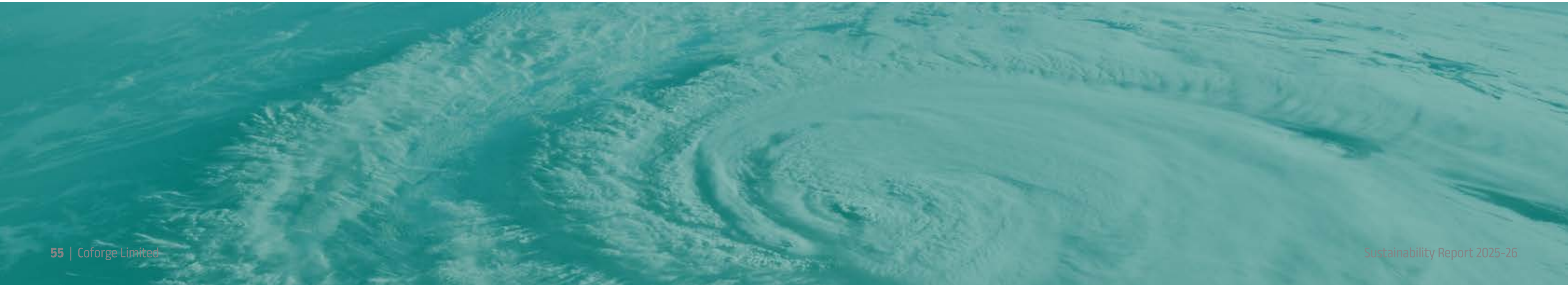
Coforge quantifies emissions from its own operations (Scope 1 and 2) as well as material indirect emissions from upstream and downstream activities (Scope 3), in line with the GHG Protocol. This enables us to identify hotspots, track progress against our climate ambitions and prioritise actions that deliver the greatest emissions reductions across our global footprint.

Emissions data and decarbonisation progress are periodically reviewed through sustainability governance mechanisms to support climate risk management, decision-making, and progress tracking against net-zero ambitions.

Coforge's emissions inventory and target-setting approach are aligned with the SBTi requirements. In line with these guidelines, Scope 1 and Scope 2 inventories aim to cover at least 95% of company-controlled emissions. Scope 3 emissions are assessed for materiality, and where they account for a significant portion of the company's total footprint, relevant categories are measured and disclosed to ensure comprehensive coverage. Coforge is committed to progressively enhancing the completeness and accuracy of its Scope 3 disclosures in alignment with evolving SBTi thresholds for near-term and long-term climate targets.

Operational coverage for GHG emissions calculation (based on headcount)

Scope 1 — direct (fuel, refrigerant)	India operations	81%
Scope 2 — purchased electricity	All facilities, India	81%
Scope 3 — value chain	India + UK + USA	87%



Scope 1 and 2 emissions

Across our global operations, we continue to track and manage direct and indirect greenhouse gas emissions. Scope 1 emissions primarily arise from fuel combustion in backup diesel generators and fuel (PNG) used in our cafeteria operations (only in our Greater Noida campus), while Scope 2 emissions are from purchased electricity used at our offices and delivery centres.

Emission type	FY2025-26 (tCO_2e)	FY2024-25 (tCO_2e)
Scope 1 (Direct)	1,570	1,265
Scope 2* (Indirect – Electricity)	1,039	6,344
Total Scope 1 and 2 emissions	2,609	7,609

*Location- and Market-based (market-based disclosure is same as location-based for Coforge)
Note: Biogenic emissions are not applicable to Coforge

Scope 2 emissions have been significantly reduced compared to last year, primarily due to the increased use of renewable energy. **Overall, combined Scope 1 and Scope 2 emissions have decreased by approximately 76% from the SBTi-validated baseline of FY24.**

Demonstrating our commitment to continuous enhancement in emission reporting, we initiated the use of market-based instruments for Scope 2 emissions at select locations toward the end of FY2025-26. Building on this progress, from FY2026–27 onward, we will transition to a dual accounting approach, reporting both location-based and market-based emissions, in line with the GHG Protocol and global best practices to strengthen the transparency, accuracy, and credibility of our disclosures (market-based disclosure same as location-based for Coforge).

Fuel consumption emissions (scope 1), FY2025–26

Fuel source	Emissions (tCO_2e)
Diesel	108.9
PNG	161.9
Total	270.8

Refrigerant emissions (scope 1), FY2025–26

Refrigerant type	Emissions (tCO_2e)
R-22	15.84
R-32	22.27
R-407C	56.84
R-134A	631.15
R-410A	573.4
Total	1,299.5

Scope 3 emissions

Coforge maps and discloses Scope 3 emissions for six categories based on relevance to our business. Our Scope 3 inventory currently covers the following categories from the GHG Protocol Corporate Value Chain (Scope 3) Standard.

Category	FY2025-26 (tCO_2e)	FY2024-25 (tCO_2e)
Category 1: Purchased goods and services	17,472	13,085
Category 2: Capital goods	2,313	2,513
Category 3: Fuel and energy (related activities)	4,406	3,591
Category 5: Waste generated in operations	20.93	11.04
Category 6: Business travel	7,852	6,141
Category 7: Employee commute	4,252	4,496
Total	36,315	29,836

Scope 3 emissions increase from 29,836 tCO_2e in FY2024-25 to 36,315 tCO_2e in FY2025-26 is largely attributable to business growth and increased operational activities. The rise was mainly driven by higher emissions from purchased goods and services, fuel- and energy-related activities, and business travel, reflecting expanded business operations and increased workforce and client engagement during the year.

Emissions are quantified using activity-based data, including utility consumption, fuel usage, travel records, and other relevant operational inputs across applicable geographies.

Coforge maintains a documented methodology for GHG accounting and inventory development, supported by internal validation processes to enhance data quality, consistency, and transparency. The emissions inventory serves as the foundation for the Company's decarbonisation roadmap and SBTi-aligned emission reduction targets. Scope 3 categories are periodically assessed for relevance and materiality, with coverage continually enhanced to improve the completeness and accuracy of disclosures over time.

Emissions from employee commute declined due to integration of sustainable mobility solutions. Coforge added electric vehicles (EVs) to the fleet (third-party owned); EVs currently comprise of ~7% of the total fleet. We also deployed EV charging infrastructure at the Greater Noida campus and introduced an app-based carpooling facility, supporting reduction in commuting-related emissions.

Air emissions

Air emissions primarily arise from the operation of diesel generator (DG) sets used as backup power sources across facilities. Emissions are periodically monitored and managed in accordance with applicable environmental regulations and operational controls.

Parameter	Unit	FY2025-26	FY2024-25
NOx	ppmv	116	117
SOx	mg/Nm3	16	29
Particulate Matter (PM)	mg/Nm3	35	48
Persistent organic pollutant (POP)		Not applicable	
Volatile organic compounds (VOC)	µg/m3	131	145
Hazardous air pollutant (HAP)		Not applicable	
Others: Carbon monooxide	mg/Nm3	3.5	13

Note: Scope 3 categories applicable to Coforge

Downstream Scope 3 emissions (Category 8-15) are not applicable to Coforge's business model. As a services-led organisation with no physical product distribution or downstream logistics, categories such as transportation of sold products, downstream processing, use of sold products, and end-of-life treatment do not apply.

A periodic review mechanism is in place to reassess applicability in line with any changes in business operations.

Category 1: Purchased goods and services: Emissions from the production and upstream transportation of IT hardware, software, office supplies, facilities services, and other goods and services purchased by Coforge to support its global operations.

Category 2: Capital goods: Emissions from the production of capital goods purchased by Coforge, including IT equipment, office fit outs, furniture, and other long-lived assets used in delivery centres and offices.

Category 3: Fuel and energy-related activities (not included in Scope 1 or 2): Upstream emissions from the extraction, production, and transportation of fuels and energy purchased and consumed by Coforge, which are not already included in Scope 1 or Scope 2 (e.g., well-to-tank emissions associated with purchased electricity and fuels).

Category 5: Waste generated in operations: Emissions from the treatment and disposal of waste generated at Coforge facilities, including e-waste, paper, packaging, municipal, and limited hazardous waste managed by third parties.

Category 6: Business travel: Emissions from air, rail, and road travel undertaken by employees for client meetings, sales, delivery, internal collaboration, training, and conferences, booked through approved channels.

Category 7: Employee commute: Emissions from daily travel of employees between their homes and offices, including personal vehicles, company-arranged transport, and public transport modes, reflecting Coforge's evolving hybrid work model.

Energy management and efficiency initiatives

We continue to strengthen energy management across our operations, focusing on optimising electricity use at offices and delivery centres, improving efficiency of critical equipment, and progressively increasing the share of renewable power. Our energy inventory covers electricity and fuel consumption from both renewable and non renewable sources and is disclosed in gigajoules (GJ), along with intensity metrics linked to business growth and headcount.

Energy consumption by source (GJ)

Parameter	FY2025-26	FY2024-25
From renewable sources		
Total electricity consumption (A)	33,359	8,508
Total fuel consumption (B)	0	0
Energy consumption through other sources (C)	0	0
Total energy consumption from renewable sources (A+B+C)	33,359	8,508
From non-renewable sources		
Total electricity consumption (D)	22,213	54,770
Total fuel consumption (E)	4,478	6,809
Energy consumption through other sources (F)	0	0
Total energy consumption from non-renewable sources (D+E+F)	26,691	61,579
Total energy consumed (renewable + non-renewable)	60,050	70,087

Energy intensity

Parameter	Unit	FY2025-26	FY2024-25
Energy intensity per rupee of turnover	GJ / INR	0.0000007	0.0000013
Energy intensity per permanent employee	GJ / employee	2.236	2.736

Key initiatives

We implemented a structured portfolio of initiatives across our facilities to reduce emissions, optimise energy consumption, and strengthen resource efficiency. These interventions resulted in a measurable reduction in Scope 1 and Scope 2 emissions, reinforced emission control mechanisms, and enhanced overall operational efficiency.

1 Energy optimisation across facilities

- Four LEED-certified (IGBC [Indian Green Building Council] and USGBC [U.S. Green Building Council]) facilities across India to enhance energy efficiency, environmental performance, and occupant wellbeing.
- Completed conversion to **LED lighting across all India offices,** significantly reducing electricity consumption. Motion sensors have been deployed to minimise idle energy use, except for Pune and Kolhapur.
- **UPS and diesel generator (DG) system optimisation** at the Greater Noida campus, based on revised load calculations, resulted in:
  - Reduction of approximately **1,700 kVA in connected load** through rightsizing of backup infrastructure
  - Estimated **48,000 kWh reduction in electricity consumption**
  - Reduction of **lead acid batteries from 384 units to 160 units** (12V, 150Ah), contributing to lower hazardous waste generation and associated emissions

2 Refrigerant transition

Replacement of legacy air-conditioning units using **R22 refrigerant** with **R32-based systems** (with lower global warming potential) at the Greater Noida facility (this facility accounts for 60% of our total electricity consumption), supporting significantly improved energy efficiency.

3 Renewable energy adoption

Transition to **100% renewable electricity** at the Greater Noida campus, supporting a 60% reduction in Scope 2 emissions and alignment with Coforge's net-zero roadmap. Kolhapur and Pune facilities transitioned to green energy in April 2026.

4 Cleaner backup power systems

Installation of **RECD (Retrofit Emission Control Device) systems** across all DG sets at owned offices in India (Greater Noida and Kolhapur), reducing emissions of harmful air pollutants associated with diesel-based backup power generation.

5 Energy audits and management systems

- Third-party energy audits conducted at Greater Noida and Gurugram offices to assess existing practices and identify efficiency improvement opportunities.
- Expansion of ISO certification scope to cover Pan India operations.
- ISO 50001 (Energy Management System) targeted for implementation by FY27.

6 Asset management

Embedding sustainability considerations into our IT procurement decisions remains a key focus. In FY2025–26, we avoided the procurement of nearly 2,000 new laptops through proactive asset optimisation. The Coforge Hardware Asset Management team drove a strong sustainability outcome by redeeming and redeploying nearly 2,000 endpoint devices (laptops). Through systematic identification of underutilized and repairable assets, these devices were refurbished and restored to optimal working condition, thereby avoiding the need for fresh hardware procurement. This initiative directly reinforces Coforge's ESG commitments by:

- **Avoiding 384 tCO_2e emissions.**
- Extending the lifecycle of existing IT assets through responsible repair and refurbishment practices, thus reducing e-waste generation and minimising environmental impact across the asset lifecycle.
- Promoting responsible consumption and circular IT practices, aligned with global sustainability and ESG best practices.

Responsible data centre management

At Coforge, we prioritise responsible energy use across our offices and delivery centres, including data centre environments that support mission-critical workloads for clients. Our approach focuses on optimising utilization, increasing the share of renewable electricity, and improving efficiency of IT and building infrastructure, in line with global best practices and our long-term climate ambitions.

Environmental considerations are integrated into capacity planning and facility design. Our cloud first strategy and ongoing optimisation of on premise infrastructure help reduce overall energy intensity and associated emissions. Information security for these environments is underpinned by our ISO/IEC 27001 certified Information Security Management System (ISMS), which defines robust controls for data centre operations, access management, and infrastructure resilience.

Coforge increasingly leverages renewable electricity through a mix of green tariffs, renewable energy certificates, and onsite/offsite green power, which is reflected in the rising proportion of energy sourced from renewables during the year. We also implement continuous improvement programmes covering LED retrofits, HVAC optimisation, server room efficiency, and employee awareness on responsible data management.

Key energy and data centre indicators, FY2025-26

Indicator	Data
Total energy consumed in data centre (MWh)	914
Share of renewable energy in total electricity consumption (%)	100%*
Average Power Usage Effectiveness (PUE) for key data centre environments	1.67
Coverage of ICT operations included in energy and PUE reporting (% of total ICT population)	100%

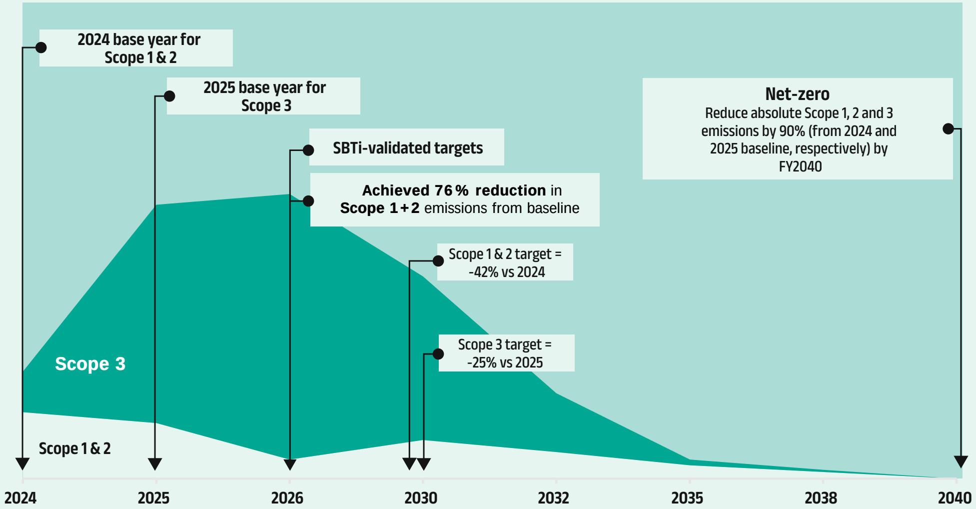
*Primary data centre is in Greater Noida campus that runs on 100% renewable energy.

Net-zero roadmap

Coforge commits to achieving **net-zero emissions across its entire value chain by FY2040.** Its emission reduction targets reflect a **deep decarbonisation trajectory,** consistent with SBTi net-zero standards.

Coforge has established a **science-based, SBTi-validated pathway** to achieve **net-zero greenhouse gas (GHG) emissions across its value chain.** The roadmap is aligned with a **1.5°C climate scenario** and adopts a **structured, phased decarbonisation approach across Scope 1, Scope 2, and Scope 3 emissions,** in line with globally accepted standards.

Coforge's emission reduction trajectory



Emission reduction pathways to 2030

- Energy efficiency improvements across operations
- Transition to renewable energy
- Operational optimisation
- Supplier and value chain engagement

Residual emissions will be managed through high-integrity carbon removal and offsetting approaches, including nature-based solutions

Net-zero ambition will be achieved through:

- **Significant absolute emissions reductions (~90%),** prioritising operational and value chain decarbonisation
- **Offsetting residual emissions (~10%),** using credible and verified carbon removal solutions

Near-Term Targets (FY2030): Coforge has committed to the following **science-based targets for FY2030:**

- **42% reduction in absolute Scope 1 and Scope 2 emissions** from a FY2024 baseline
- **25% reduction in absolute Scope 3 emissions** from a FY2025 baseline

Achieved a 76% reduction in combined Scope 1 and Scope 2 emissions from the SBTi-validated baseline, exceeding the target and demonstrating strong progress on our decarbonisation journey.

Long-term targets (FY2040): As part of its net-zero commitment, Coforge has set the following **long-term decarbonisation targets:**

- **90% reduction in absolute Scope 1 and Scope 2 emissions by FY2040** (from FY2024 baseline)
- **90% reduction in absolute Scope 3 emissions by FY2040** (from FY2025 baseline)

Addressing residual emissions

For emissions that cannot be eliminated through current technologies or operational measures, Coforge will adopt a portfolio of **high-integrity carbon removal and offsetting approaches,** including **nature-based solutions,** such as afforestation and ecosystem restoration.

These interventions will be implemented with a focus on:

- Environmental integrity
- Transparency and traceability
- Alignment with evolving global best practices

Target-setting methodology and baseline selection

Coforge's science-based targets have been developed in alignment with the SBTi target-setting framework, following a structured methodology that includes selection of an appropriate base year, comprehensive emissions estimation, definition of target boundaries, and calculation of reduction pathways in line with a 1.5°C scenario.

The base years have been selected to reflect Coforge's **most representative and complete emissions profile,** ensuring alignment with SBTi requirements. Accordingly, FY2024 has been adopted as the baseline for Scope 1 and Scope 2 emissions, while FY2025 has been selected for Scope 3 emissions, based on improved data availability and expanded coverage across value chain categories.

To establish reduction trajectories, Coforge undertook scenario analysis comparing business-as-usual (BAU) emissions projections with SBTi-aligned decarbonisation pathways. These projections incorporate key operational assumptions, including business growth rates, grid emission factor evolution, renewable energy transitions, and energy efficiency improvements.

Scope 3 target boundaries have been defined based on material categories contributing significantly to total emissions, including purchased goods and services, capital goods, fuel and energy-related activities, business travel, and employee commuting, ensuring alignment with SBTi requirements for coverage and completeness.

Net-zero governance mechanism

Coforge monitors progress against its SBTi validated net-zero targets through structured annual performance assessments against defined baselines and interim milestones.

To stay aligned with our net-zero goals, Coforge has enhanced its measurement systems by improving data collection processes, increasing reliance on activity-based data sources, and expanding coverage across relevant upstream categories. In parallel, focused interventions have been initiated across procurement (including supplier engagement and low carbon sourcing), business travel (through optimisation and policy interventions), and employee commuting (via carpooling and sustainable mobility initiatives) to strengthen emissions control over time.

Progress is tracked through defined KPIs linked to key decarbonisation levers, including renewable energy adoption, infrastructure optimisation, asset lifecycle management, and sustainable mobility. Monitoring is conducted at multiple levels, with monthly and quarterly reviews by operational teams and oversight by the ESG function and senior leadership. This enables timely identification of variances, supports corrective action, and ensures continued alignment of performance with Coforge's net-zero roadmap.

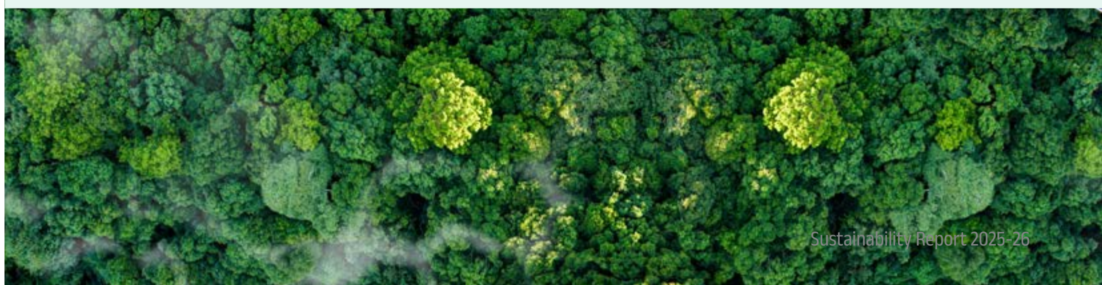
Internal carbon pricing

Coforge has introduced an **internal carbon price of approximately US$18 per tCO_2e** based on an **implicit pricing approach,** which reflects the actual cost incurred by the Company in reducing its GHG emissions. Under this approach, the ICP is derived from investments made in emission reduction initiatives and represents the cost of abatement across operations.

The ICP is applied to **Scope 1 and Scope 2 emissions within the Company's operational control,** ensuring that climate considerations are embedded in operational and investment decisions. The pricing reflects expenditures on key initiatives such as renewable energy adoption, energy efficiency improvements, and infrastructure upgrades that contribute to measurable emissions reductions. This mechanism is **embedded across key business processes** and serves as a strategic tool to assess the effectiveness of decarbonisation efforts and guide resource allocation. It is **integrated into financial and operational decision-making processes,** including capital allocation, infrastructure planning, and investment in low-carbon technologies. It supports evaluation of initiatives based on both cost and carbon impact, enabling more informed decision-making and encouraging adoption of energy-efficient and low-emission solutions.

The key objectives of this approach are to

- Support **cost-benefit analysis** of sustainability initiatives by assessing the cost per tonne of emissions reduced.
- Drive **energy efficiency improvements** through targeted investments in infrastructure and operations.
- Facilitate **low-carbon investment decisions** by prioritising initiatives with higher emissions reduction impact.
- Enable identification of **carbon reduction opportunities** across facilities, IT infrastructure, and operations.
- Strengthen integration of **climate considerations into business planning and financial decision-making.**
- Support long-term **decarbonisation planning and resource allocation** aligned with business growth.



Climate risk assessment

Climate Risk Assessment (CRA) sets out how Coforge identifies, assesses, and manages climate-related risks and opportunities, and the implications for the company's business model, strategy, risk management, and financial performance over the short, medium, and long-term. The assessment is structured in alignment with TCFD and IFRS S2 Climate-related Disclosures.

The assessment covers Coforge own operations:

- India and global (USA, Australia, UAE, Philippines, Thailand, Spain, England, Canada, and Poland)
- Upstream value chain (priority suppliers representing >2% of spend)
- Downstream activities through operational exposure

The assessment spans 19 delivery centres, 11 sales offices and 6 registered offices across key geographies.

Climate risk management journey

Risk management stage	Current status (FY2025-26)	Next step (FY30)	Long-term outcome (FY40)
Climate risk identification	Climate scenario assessment completed	Annual refresh integrated into ERM	Dynamic climate intelligence capability
Climate governance	Board oversight established	Climate considerations embedded into strategic decisions	Climate resilience is integrated across enterprise governance
Climate mitigation	Scope 1 and 2 reductions achieved ahead of target	Accelerate Scope 3 reductions and supplier engagement	Net-zero value chain
Climate adaptation	Physical and transition risks assessed	Resilience measures embedded into operations and infrastructure	Climate-resilient enterprise
Climate performance monitoring	TCFD-aligned disclosures and KPI tracking	Enhanced decision-making using carbon and climate metrics	Fully climate-informed business strategy

Climate governance

Climate-related risks and opportunities are governed through a structured multi-tier framework led by the Board of Directors, which retains ultimate accountability for oversight of climate strategy, commitments and disclosures. Climate considerations are integrated into Board-level decision-making through the review and approval of ESG strategy, oversight of climate risks within the Enterprise Risk Management (ERM) framework, evaluation of scenario analysis and business resilience, and monitoring of progress against sustainability targets such as energy use, emissions, and resource efficiency. Climate-related matters are reviewed periodically through Board and committee discussions as part of the organisation's broader governance and risk management processes. Board-level committees, including the CSR & ESG Committee and the Risk Management Committee, provide additional oversight on climate-related matters, ensuring alignment with regulatory requirements and global disclosure frameworks.

At the management level, climate-related risks and opportunities are actively managed by senior leadership through a structured governance hierarchy. The ESG Steering Group is responsible for translating Board-approved strategy into execution, monitoring climate performance and risk exposure, integrating climate considerations into financial planning and operations, and reporting to the Board. Climate performance indicators, risk exposure, and progress against key sustainability targets are periodically monitored through management review mechanisms.

The Sustainability Team, led by the Chief Sustainability Officer, supports implementation by conducting climate risk assessments and scenario analysis, managing ESG disclosures aligned with TCFD and IFRS S2, and tracking key performance indicators such as emissions, energy consumption, and resource utilisation.

This governance architecture ensures clear accountability, cross-functional alignment, and integration of climate risks into decision-making processes.

Strategy

Climate risks and opportunities were evaluated across three defined time horizons aligned to climate modelling periods.

Horizon	Duration	Description
Short-term	0-3 years	Represents risks and opportunities that may have immediate or near-term impacts on operations, including workforce productivity, infrastructure reliability, and service delivery continuity.
Medium-term	3-10 years	Captures risks and opportunities that may emerge over the business planning cycle, including evolving regulatory requirements, shifts in client expectations, and gradual changes in climate patterns.
Long-term	>10 years	Represents risks and opportunities arising from long-term climate trends and structural transitions, informed by scenario analysis and projected climate pathways up to 2050.

The assessment identified material physical and transition risks and opportunities for the organisation. Scenario analysis was undertaken as a structured process to assess the potential implications of these risks under different climate futures, incorporating both likelihood of occurrence and impact on business using an employee-weighted exposure approach across locations. Scenario analysis incorporated:

- **Physical risk scenarios:** RCP 4.5 and RCP 8.5 (across 2030, 2040 and 2050)
- **Transition risk scenario:** IEA Net-zero Emissions (NZE) 2050 scenario

These scenarios were selected to reflect a range of plausible pathways, including moderate and high-emission outcomes for physical risks, and a below-2°C transition pathway aligned with the Paris Agreement for transition risks.

Climate-related risks are assessed using a structured framework based on likelihood of occurrence and impact on business, supported by an enterprise-wide aggregation approach. The final risk rating is derived using a risk matrix that combines likelihood and impact, enabling consistent prioritisation and comparison of risks across geographies and business operations.

Physical risks

Coforge's geographically diversified operations are exposed to both acute and chronic physical climate risks, which have been assessed across locations using established climate datasets and analytical tools. The assessment identified risks that are material across a majority of locations, indicating broad exposure and significance.

- Acute risks, including heatwaves, extreme precipitation, and cyclones, have the potential to disrupt operations through infrastructure damage, power and connectivity interruptions, and challenges in workforce mobility. These risks may directly affect service delivery timelines and increase reliance on business continuity measures.
- Chronic risks, such as rising temperatures and water stress, present sustained challenges by increasing cooling requirements, raising operating costs, and impacting resource availability. Over time, these risks may influence asset efficiency, workplace conditions, and long-term operational sustainability.

Physical Risk	RCP 4.5			RCP 8.5		
	Short Term (2021-2030)	Medium Term (2031-2040)	Long Term (2041-2050)	Short Term (2021-2030)	Medium Term (2031-2040)	Long Term (2041-2050)
Heatwave	Low	Medium	High	Low	High	High
Precipitation	High	High	High	High	High	High
Cyclone	Low	High	High	Low	High	High
Rising temperature	Medium	High	High	High	High	High
Water stress	High	High	High	High	High	High

Risk quantification scale: Low – Minimal or no adverse physical risk; Medium – Significant impact on the business operations; High – Severe impact on the business operations

These risks have the potential to impact Coforge's operations through reduced employee productivity, increased energy demand for cooling, disruption to infrastructure and facilities, business continuity challenges, and risks to data centre performance and service delivery.

Transition risks

As the global economy transitions towards a low-carbon pathway, Coforge evaluates transition risks under the IEA NZE 2050 scenario, capturing regulatory, market, and technological developments.

Key transition risks identified include:

- **Policy and legal risks:** Arising from evolving climate policies, including stricter GHG emission reduction requirements, enhanced disclosure obligations, carbon pricing mechanisms, and energy taxation, which may increase operating and procurement costs.
- **Technology risks:** Associated with the need to transition to energy-efficient digital infrastructure and potential obsolescence of legacy systems.
- **Market risks:** Driven by increasing client demand for low-carbon and sustainable IT services.
- **Reputational risks:** Arising from potential misalignment between climate commitments and actual performance.

Transition Risk		IEA NZ 2050		
		Short Term (2021-2030)	Medium Term (2031-2040)	Long Term (2041-2050)
Policy and legal	Enhanced GHG reduction and climate-related disclosure requirements	High	High	High
	Carbon pricing and energy taxation impacts	Medium	High	High
Technology	Need for transition to energy-efficient digital infrastructure	High	High	High
Market	Increased client demand for low-carbon and sustainable IT services	Medium	High	High
Reputation	Misalignment between climate commitments, ESG expectations, and actual performance	Medium	High	High

Risk quantification scale

Low	Minimal or no adverse physical risk
Medium	Significant impact on the business operations
High	Severe impact on the business operations

Climate opportunities

The assessment identified multiple opportunities aligned with the low-carbon transition:

- **Resource Efficiency – Energy-efficient and optimised workplaces:** Adoption of energy-efficient infrastructure, optimised office spaces, and hybrid work models to reduce energy consumption, improve asset utilisation, and enhance employee productivity.
- **Energy Source – Transition to renewable and low-carbon energy:** Shifting towards renewable energy and low-carbon power sources to reduce emissions, manage energy cost volatility, and align operations with evolving client sustainability expectations.
- **Markets – ESG-driven differentiation and access:** Leveraging sustainability performance to strengthen brand value, improve competitiveness in ESG-led procurement, and expand access to environmentally-conscious clients and markets.
- **Products and services – Low-carbon digital solutions:** Development of digital offerings that support clients in emissions management, efficiency improvements, and ESG reporting, thereby integrating sustainability into core service delivery.
- **Resilience – Climate-informed risk management:** Strengthening risk management and business continuity planning by integrating climate considerations, enhancing operational resilience and reducing exposure to climate-related disruptions.

Collectively, these opportunities contribute to improved operational efficiency, cost optimisation, innovation, enhanced market positioning, and long-term business sustainability.

Climate risk management approach

We have established a structured risk management approach that integrates climate risks into our ERM framework, encompassing risk identification, scenario-based assessment, financial quantification, and mitigation planning. Financial quantification was performed using baseline financial metrics such as revenue, combined with exposure factors and risk severity assumptions, to estimate potential impacts in terms of revenue loss and incremental operating and capital expenditure.

Mitigation measures include infrastructure resilience enhancements, adoption of energy-efficient technologies, increased renewable energy sourcing, strengthening of business continuity and disaster recovery frameworks, and integration of climate considerations into location and supply chain strategies.

Climate risk management framework – Physical risks

Physical risk	Category	Impact on business	Adaptation and mitigation measures implemented / in progress	Planned adaptation and mitigation measures
Acute	Heatwaves	• Increased electricity consumption due to higher cooling demand across offices and delivery centres. • Overload on cooling systems and power infrastructure, leading to failures and higher opex. • Reduced employee productivity and potential health-related absenteeism. • Risk of overheating of IT infrastructure, affecting uptime and SLAs. • Financial implications range from ~US$39 million to US$109 million.	• Implement flexible working arrangements (remote/hybrid) during extreme heat events. • Increase procurement of renewable energy to offset scope 2 emissions.	• Upgrade HVAC systems and deploy energy-efficient cooling technologies (e.g., free cooling, liquid cooling). • Increase procurement of renewable energy to offset scope 2 emissions. • Conduct periodic infrastructure resilience assessments for temperature sensitivity. • Integrate nature-based solutions into built environments.
	Precipitation	• Disruption to operations due to flooding in key locations (e.g., Chennai, Bangalore, Hyderabad, Pune, Manila, Bangkok, London). • Damage to critical IT infrastructure and office facilities impacting service delivery. • Employee mobility challenges. • Financial implications range from ~US$109 million to US$146 million.	• Increasing reliance on cloud-based and distributed delivery models. • Remote working capabilities across all geographies.	• Strengthen Business Continuity Planning (BCP) and Disaster Recovery (DR) frameworks. • Ensure site-level flood risk assessments and infrastructure hardening.
	Cyclone	• Exposure in coastal delivery locations (Chennai, Manila, Bangkok) leading to power outages, network disruptions and infrastructure damage. • Damage to facilities, supply chain disruptions causing longer downtimes in regions exposed to cyclones (e.g., coastal India, Southeast Asia). • Increased insurance premiums and rebuilding costs. • Financial implications range from ~US$90 million to US$121 million.	• Install backup power systems (UPS, generators). • Maintain redundant network connectivity and failover systems.	• Establish diversified supply chains and secure business continuity plans for quick recovery post cyclone. • Strengthen building codes and cyclone-proof infrastructure.

Climate risk management framework – Physical risks

Physical risk	Category	Impact on business	Adaptation and mitigation measures implemented / in progress	Planned adaptation and mitigation measures
Chronic	Rising temperature	• Long-term increase in cooling-related operating costs. • Reduced efficiency and lifespan of IT equipment. • Increased carbon footprint due to energy-intensive cooling requirements. • Pressure to upgrade infrastructure across global facilities. • Financial implications range from ~US$63 million to US$174 million.	• Transition to energy-efficient buildings and green-certified office facilities.	• Continued transition to energy-efficient buildings and green-certified office spaces. • Optimise data centre and cloud usage for energy efficiency. • Integrate climate considerations into infrastructure planning.
	Water stress	• Water stress in key Indian locations impacting cooling systems and general operations. • Increased operational costs for water procurement and treatment. • Potential disruption to facility operations during acute shortages. • Financial implications range from ~US$109 million to US$173 million.	• Adopt water recycling and reuse systems at offices.	• Engage in water stewardship practices such as community programmes, watershed development. • Incorporate water risk into location strategy for future expansion. • Implement water-efficient cooling technologies.

Note: The boundary for the financial impact assessment includes 18 operational locations across India, USA, Philippines, UK, Australia, Poland, Canada, Thailand, Spain and UAE.

Climate risk management framework – Transition risks

Transition risk	Category	Impact on business	Adaptation and mitigation measures implemented / In progress	Planned adaptation and mitigation measures
Policy & Legal	Enhanced GHG reduction and climate related disclosure requirements	• Increased compliance burden across geographies (India, EU, UK, US). • Requirement for tracking emissions, especially Scope 3. • Higher costs for ESG data management, reporting systems, and audits. • Risk of losing contracts in regulated markets due to non-compliance. • Financial implications range from ~US$75 million to US$93 million	• Establish centralised ESG governance and reporting framework. • Align disclosures with global standards (TCFD, CSRD, ISSB) and report progress annually.	• Deploy digital tools for automated ESG data collection and tracking.
	Carbon pricing and energy taxation impacts	• Increase in electricity costs due to carbon pricing in EU, UK, and parts of the US. • Indirect cost pass-through from cloud providers, vendors, and data centres. • Margin pressure due to rising opex. • Increased cost sensitivity for energy-intensive workloads (AI, cloud). • Financial implications range from ~US$20 million to US$47 million.	• Increase renewable electricity sourcing (PPAs, RECs). • Optimise energy consumption across IT infrastructure. • Transition to energy-efficient cloud and data centre solutions.	• Collaborate with vendors to reduce supply chain emissions.

Climate risk management framework – Transition risks				
Transition risk	**Category**	**Impact on business**	**Adaptation and mitigation measures implemented / In progress**	**Planned adaptation and mitigation measures**
Technology	Need for transition to energy-efficient digital infrastructure	• Need for continuous investment in green IT (data centres, cloud optimisation, AI efficiency). • Risk of obsolescence of legacy systems and delivery models. • Increased capex for infrastructure upgrade. • Competitive disadvantage if peers adopt energy-optimised technologies faster. • Financial implications range from ~US$65 million to US$81 million.	• Invest in energy-efficient IT infrastructure and cloud. • Embed sustainability principles into IT architecture and development. • Accelerate migration to low-carbon and optimised digital solutions. • Build internal capabilities on green IT and sustainable digital transformation.	• Invest in energy-efficient IT infrastructure and cloud.
Market	Increased client demand for low-carbon sustainable IT services	• Increasing client preference for ESG-compliant vendors. • Risk of losing deals or failing to qualify for RFPs without sustainability credentials. • Revenue impact if low-carbon offerings are not competitive. • Pressure to provide emissions data across delivery lifecycle. • Financial implications associated with this risk range from ~US$31 million to US$87 million.	• Develop and market low-carbon IT service offerings. • Integrate sustainability into client solutions and delivery models. • Provide transparent and auditable emissions disclosures. • Position ESG as a strategic differentiator in bids and contracts.	• Innovate and deliver technology solutions that help clients accelerate their ESG transformation and achieve their sustainability objectives.
Reputation	Misalignment between climate commitments, ESG expectations, and actual performance	• Regulatory scrutiny and potential penalties for misleading claims. • Loss of client trust and reduced investor confidence and valuation impact. • Reputational damage across key markets (EU, UK, US) will create negative impact on brand positioning. • Increased audit and assurance costs. Reputational risk has been assessed qualitatively, as its potential financial impacts are indirect in nature and substantially captured within broader policy and legal and market risks.	• Align ESG strategy with actual operational performance. • Standardise data collection and reporting methodologies. • Regularly monitor and report ESG KPIs. • Benchmark performance against peers and industry leaders. • Ensure third-party assurance of ESG disclosures. • Strengthen internal governance and accountability.	

Note: The boundary for the financial impact assessment includes 18 operational locations across India, USA, Philippines, UK, Australia, Poland, Canada, Thailand, Spain and UAE.

Water stewardship

At Coforge, responsible water stewardship is a key component of our environmental sustainability strategy, guided by our ESG vision, "In Harmony with the Environment." We are committed to optimising water use across our operations while strengthening circular practices and reducing dependence on freshwater resources.

As an IT and ITeS organisation, our water footprint is primarily operational, driven by workplace requirements such as sanitation, landscaping, and facility management. To manage this efficiently, we have implemented a range of **water conservation measures,** including low-flow fixtures, sensor-based systems, and preventive maintenance practices that help reduce overall water consumption.

Our approach emphasizes **treatment, reuse, and recharge,** supported by Sewage Treatment Plants (STPs) across key locations. Treated wastewater is reused for non-potable applications such as landscaping and flushing, enabling a significant portion of water to be circulated back into operations. In parallel, **rainwater harvesting initiatives contribute to groundwater recharge and local water resilience.**

Coforge continues to enhance its water management practices through **data-driven monitoring and ongoing water footprint assessments,** enabling us to identify opportunities for efficiency improvements and resource optimisation.

We are making steady progress toward our ambition of becoming water positive by 2040.

Water data disclosed in this section covers operations under Coforge's operational control, including offices and delivery centres across applicable geographies. Water withdrawal, consumption, discharge, reuse, and recharge data are consolidated in line with organisational reporting boundaries. Data is reported in kilolitres (KL) using internally defined data management and reporting processes.

Water statistics, FY2025-26

100%
Treated wastewater recycled (at key campuses – Greater Noida & Kolhapur)

2% YoY
Reduction in water consumed to 1,28,141 KL

~2% YoY
Reduction in water withdrawal to 1,39,298 KL

18,692 KL
Rainwater recharged

44,775 KL
Water reused & recharged

11,156 KL
Treated water discharged

45.8% YoY
Reduction in water intensity per rupee of turnover (0.0000013 KL /INR)

6.7% YoY
Reduction in water intensity in terms of physical output (4.76 KL / FTE)

Water strategy

Coforge undertook a comprehensive assessment of its water consumption and management approach and practices to evaluate current performance across governance, policy integration, operational practices, and data availability. The assessment included analysis of water consumption, recycling and reuse practices, and site-level performance indicators to establish a clear baseline of water use and efficiency.

The evaluation was benchmarked against leading industry practices and relevant ESG frameworks with a focus on policy coverage, performance monitoring, target-setting, and transparency of disclosures.

Based on the assessment, **a set of priority actions have been identified to enhance water efficiency, strengthen conservation measures, and expand water recycling and reuse across operations.** These actions aim to support a more holistic approach to water stewardship, including improved monitoring, infrastructure optimisation, and stakeholder awareness.

A structured and phased roadmap has been developed to guide implementation over the short-, medium-, and long-term, aligned with the organisation's long-term water ambition. This roadmap outlines key focus areas, enabling Coforge to progressively enhance water performance while building resilience and operational efficiency.

Roadmap for water positivity by 2040

To support measurable progress and continuous improvement, interim targets have been defined, enabling systematic tracking of outcomes related to water efficiency, recycling, and replenishment.

Replenishment targets			
2026	2030	2035	2040
Baseline	42%	76%	110%

Key water management initiatives - Planned and in-progress

Water Efficiency (Advanced)

- Transition from STP to ETP
- Retrofit ultra-low flow fixtures
- Install aerators across all taps
- Smart cooling tower optimisation with new chiller

Infrastructure Optimisation

- Increase rainwater harvesting
- Increase storage capacity for harvested water
- Water-efficient operations in cafeterias (low water kitchens)

Landscaping Optimisation

- Plant native/drought-resistant plant species
- Replace sprinklers with drip irrigation systems

Employee Training

- Promote water conservation awareness through training
- Provide clear guidelines on water-efficient practices

Monitoring & Digitalisation

- Deploy real-time water dashboards across all locations
- Smart metering at floor/building-level granularity
- Automated alerts for abnormal consumption

Water stewardship initiatives are progressively being implemented across owned offices, delivery centres, and operationally controlled facilities, based on infrastructure feasibility and regional requirements. We are working to strengthen accountability, improve visibility, and ensure alignment with evolving industry expectations and sustainability commitments.

Waste and circularity

At Coforge, responsible waste management is an integral part of our environmental stewardship approach. We are committed to managing waste in a structured and compliant manner while progressively strengthening our focus on resource efficiency and circularity across operations.

As an IT and ITeS organisation, our waste footprint is primarily operational in nature, comprising non-hazardous waste such as paper and food waste, along with limited hazardous streams, including e-waste, batteries, and other materials. We ensure that all waste is segregated at source and handled through authorized and certified recyclers, in line with applicable regulatory requirements.

Our approach emphasises minimising waste generation and maximising recycling, supported by initiatives such as paper reduction through digitisation, responsible disposal practices, and in-house composting of organic waste. These efforts enable a high proportion of waste to be recycled, with minimal volumes directed for disposal.

Coforge is also advancing its focus on circular practices, including asset reuse and refurbishment, while continuing to strengthen waste measurement and management systems through ongoing waste footprint assessments.

As part of our long-term environmental commitments, we are working towards our ambition of achieving zero waste to landfill by 2040, while continuously improving waste management practices across our operations and value chain.

Waste data disclosed in this section covers operations under Coforge's operational control, including offices and delivery centres across applicable geographies. Waste quantities are consolidated through facility-level monitoring systems, waste vendor records, and operational tracking mechanisms, and include both hazardous and non-hazardous waste streams. Reporting covers waste generated, recycled, reused, diverted, treated, and disposed through authorised channels.

Waste statistics, FY2025–26

97.9%*
Waste diverted from disposal
*All India offices

2.1%
Waste sent to disposal

47 Tonnes
Waste generated

16.1%
Reduction from FY2024–25

50% YoY
Reduction in waste intensity per rupee of turnover (0.0000000005 per rupee of turnover)

~20.5% YoY
Reduction in waste intensity in terms of physical output (0.00174 Tonnes / FTE)

6,000 kg
Waste paper recycled and repurposed into

2,550
Notepads

Waste disposal methods

Waste generated across Coforge operations is managed through authorised recyclers and disposal partners in line with applicable regulatory requirements. Disposal methods include:

- Segregation at source using color-coded bins across facilities to enable appropriate disposal through municipal authorities and authorized recyclers.
- Organic waste processing at the Greater Noida campus, where food waste is converted into manure through in-house treatment systems.
- Battery waste management through procurement arrangements with vendors under "buy-back" terms, ensuring responsible end-of-life disposal.
- E-waste disposal through certified and authorized e-waste recyclers, in full compliance with regulatory requirements, minimising landfill contribution.

Waste strategy

Coforge conducted a structured assessment of its waste management framework to evaluate the effectiveness of existing governance mechanisms, policies, operational practices, data systems, and key performance indicators across its facilities. The review also examined end-to-end waste streams, including generation, segregation, recycling, and disposal practices, to build a comprehensive understanding of current operational performance.

Our approach incorporated benchmarking against industry-leading practices. Particular emphasis was placed on evaluating alignment with best practices in waste minimisation, material recovery and circular economy integration. The assessment findings indicate that Coforge has achieved a strong level of performance in waste management, with high diversion from landfill and established recycling practices.

Building on this foundation, the assessment identified a set of strategic actions aimed at advancing performance towards higher levels of circularity. These include strengthening waste reduction at source, scaling reuse and refurbishment initiatives, enhancing material recovery, and embedding circular economy principles across operations and value chains.

To support this progression, a phased roadmap has been developed outlining actions in the short-, medium-, and long-term to transition from a recycling-focused model to a more circular and resource-efficient approach. The roadmap also incorporates opportunities to enhance data visibility, digital tracking, and alignment with global best practices.

Progress against waste reduction, recycling, circularity, and diversion targets is periodically monitored through operational reviews and sustainability governance mechanisms to support continuous improvement and long-term zero waste ambitions.

Waste management initiatives are progressively implemented across owned offices, delivery centres, and operationally controlled facilities, based on operational feasibility and infrastructure readiness.

Roadmap for zero waste to landfill by 2040

Coforge's approach to zero waste to landfill is guided by a structured, phased roadmap that emphasizes capability building, operational efficiency, and long-term circularity. As the program evolves, the focus shifts toward embedding resource efficiency into day-to-day practices. Key efforts include expanding reuse and refurbishment initiatives, improving segregation and recycling processes, and working closely with partners to promote responsible waste management. Employee awareness and engagement remain central to driving consistent adoption of sustainable practices across locations.

Over time, Coforge aims to deepen circular economy integration by leveraging innovation and technology to optimise material use and recovery outcomes. By progressively strengthening internal processes and external collaborations, the organisation seeks to align with leading practices in responsible resource management, ensuring a practical and scalable transition toward zero waste outcomes.

Given the advanced level of waste diversion already achieved, the focus of performance management is on improving circularity outcomes and pursuing recognised certifications rather than increasing diversion alone. In this context, Coforge has defined progressive milestones to strengthen reuse, reduce absolute waste generation, and enhance overall material efficiency, enabling continued improvement.

Key waste management initiatives - Planned and in-progress

Waste Reduction at Source

- Achieve paperless operations, except for legal documents
- Eliminate single-use plastic items in own cafeteria
- Implement AI-based food demand forecasting in own cafeteria to reduce overproduction
- Zero surplus food in own cafeteria
- Conduct annual waste audits to identify reduction opportunities

Circular Economy Initiatives

- Reuse and refurbishment systems, buy-back programs for IT assets
- Reuse and refurbishment systems, buy-back programs for furniture
- Closed-loop recycling systems for paper, solid waste, organic waste, and IT systems and equipment
- Use of recycled paper, wherever feasible, and FSC-certified paper

Plastic Waste Reduction

- 100% single-use plastic-free campuses
- Replace plastic packaging with compostable or returnable alternatives

Innovation and Technology

- Deploy periodic waste tracking system by site/ category level (dashboards)

Sustainable Procurement

- Introduce "preferred green vendors" programme
- Integrate zero/low-waste practices in contracts for top 20% vendors
- Procure green office supplies

Employee Training

- Promote waste reduction through training and awareness campaigns
- Encourage behavioural changes such as zero waste campaigns, transition to plastic-free, recycled and low-hazard materials

Biodiversity

Coforge recognises that thoughtfully designed and ecologically sensitive campuses can play a meaningful role in supporting local biodiversity, improving microclimates, and enhancing employee wellbeing. We are committed to progressively transforming our campuses into vibrant green ecosystems that integrate environmental stewardship with workplace experience. Our approach is guided by the principle of avoiding biodiversity harm while creating positive ecological value within our operational boundaries.

The Coforge Greater Noida campus has 3,710 trees across approximately 25 acres, significantly enhancing green cover, structural diversity, and habitat complexity. The plantation is largely dominated by species categorized under the IUCN "Least Concern" category, contributing to ecological resilience while supporting urban biodiversity conservation.

Our planting palette includes a diverse mix of shade-giving, flowering, fruit-bearing, and ornamental species, selected to deliver ecological, aesthetic, and climate benefits, such as Peepal (Ficus religiosa), Neem (Azadirachta indica), Jamun (Syzygium cumini), Ashoka (Polyalthia longifolia / Saraca asoca, as applicable), Amaltas (Cassia fistula), Gulmohar (Delonix regia), Mango (Mangifera indica), Bamboo (Bambusa spp.), Royal Palm (Roystonea regia), Washingtonia Palm (Washingtonia robusta), Hibiscus (Hibiscus rosa-sinensis), Guava (Psidium guajava), among others.

Many of these species are native or well-naturalised in India, providing essential ecosystem services such as carbon sequestration, urban heat mitigation, and soil stabilization. They also support pollinators, birds, and small fauna by offering food resources, nesting habitats, and shelter.

To further strengthen biodiversity support, we have installed several water pots to provide reliable drinking sources for birds, particularly during hot and dry periods. This intervention contributes to supporting both resident and migratory avifauna and improves the ecological functionality of the campus landscape.

Flora and habitat creation

25 acres
green landscape developed

3,710 total trees

50 plant species

Plantation includes a mix of native, fruit-bearing, and ornamental species, contributing to improved air quality and shading while enhancing biodiversity

Native and useful species

The campus includes several native and ecologically valuable species, such as:

- **Azadirachta indica (Neem)**
- **Ficus religiosa (Peepal)**
- **Syzygium cumini (Jamun)**
- **Terminalia arjuna (Arjun)**
- **Mangifera indica (Mango)**

These species support local fauna through food, shelter, and nesting opportunities

Bird-friendly environment

Installation of water pots across the campus helps:

- **Provide drinking water for birds**
- **Support urban bird diversity**
- **Encourage feeding and nesting behaviour**

Likely presence of multiple feeding guilds: Frugivorous, Insectivorous, Omnivorous

Support for insects and pollinators

Installation of water pots across the campus helps:

- **Champa**
- **Amaltas**
- **Hibiscus**
- **Guava**
- **Amla**
- **Banana**

These support: Butterflies, Bees and pollinators and other beneficial insects

Biodiversity impacts, dependencies, and risk management

Given the nature of its business operations, Coforge's direct impact on biodiversity is limited, as its facilities are not located within or in close proximity to legally protected areas or regions of high biodiversity sensitivity.

Despite this limited direct impact, we recognise our indirect dependencies on ecosystem services, including climate regulation, air quality improvement, and water balance, which influence operational sustainability and employee wellbeing.

We adopt a precautionary and mitigation-oriented approach to biodiversity management, which includes:

- Maintaining and enhancing green spaces through native and adaptive planting strategies
- Avoiding unnecessary removal of vegetation, particularly mature trees, and ensuring compensatory plantation
- Implementing responsible pest and vegetation management practices, minimising chemical inputs
- Creating habitats that support birds and pollinators, including flowering and fruiting species
- Promoting awareness among employees and contractors regarding biodiversity conservation

Sustainable revenues and responsible digital solutions

Coforge's approach to responsible digital transformation is supported by a strong delivery governance and operational excellence framework designed to ensure scalability, consistency, quality, and trust across client engagements. Standardised delivery processes, governance mechanisms, defined artefacts, and operational controls enable consistent execution and service reliability across geographies and customer environments.

The Company's delivery and governance practices are supported by globally recognised management system certifications, including:

- **ISO 9001 (Quality Management)**
- **ISO 14001 (Environmental Management)**
- **ISO 45001 (Occupational Health and Safety Management)**
- **ISO 27001 (Information Security)**
- **ISO 27701 (Privacy Information Management)**

These governance frameworks strengthen operational resilience, information security, responsible delivery practices, and customer trust.

Coforge's scalable delivery model and long-standing client relationships contribute to high levels (~90%) of repeat business, reflecting sustained customer confidence, delivery consistency, and operational excellence across engagements.

Coforge continues to strengthen its framework for assessing sustainability-enabling revenues by identifying products, platforms, and services that contribute environmental and social benefits in alignment with evolving industry frameworks and customer requirements.

Coforge classifies sustainability-enabling revenues based on solutions and services that contribute toward operational efficiency, digital optimisation, improved governance, resource efficiency, resilience, or other measurable environmental and social benefits for clients. The assessment framework is being progressively strengthened in alignment with evolving sustainability taxonomies, customer expectations, and industry practices.

Low-carbon services

Coforge provides digital and technology solutions that enable clients to reduce emissions and improve resource efficiency. These include:

- **Cloud and digital transformation** to optimise infrastructure and lower energy use
- **AI and automation solutions** that enhance operational efficiency
- **Remote delivery models** that reduce travel and onsite resource emissions
- **Energy-efficient IT solutions** that optimise system performance and extend asset life

These services support client decarbonisation and align with global climate goals.

Sustainable revenue indicators	FY2025-26
Number of AI/digital sustainability solutions deployed	202 Projects with AI Use Cases
Clients supported through digital efficiency transformation initiatives	80 Customers with AI Use Cases

Environmental training

Environmental training programmes are conducted across key sustainability themes, including climate, waste, water, and air, with participation tracked through employee coverage, training hours, and average learning hours per employee.

Description of coverage	Number of employees trained	Completion (%)	Total training hours	Average hours per employee
Training topic: Understanding corporate ESG and sustainability				
The module provides insights into current ESG best practices, emerging frameworks, and evolving sustainability expectations. Participants gain a practical roadmap for ESG implementation, and ESG's implications for business strategy and long-term value creation.	16,086	82%	15,281.7	57 minutes (0.95 hours)
Training topic: Understanding corporate ESG and sustainability				
This training module highlights key environmental issues and their relevance to everyday life. Participants explores how modern lifestyle choices impact the environment and learn practical actions to adopt more sustainable, environmentally responsible habits.	15,951	81%	6,114.55	22 minutes (0.37 hours)

Environmental compliance and certifications

Achieved 100% compliance with environmental regulations, with no reported breaches in FY2025–26.

Certification	Location	Coverage (%)
ISO 14001	Greater Noida, Gurugram, Hyderabad, Bengaluru, Pune and Kolhapur	100%
ISO 45001	Greater Noida, Gurugram, Hyderabad, Bengaluru, Pune and Kolhapur	100%

ISO implementation covers all delivery locations under Coforge's operational control where employees work. Sales offices, virtual offices, and co-working spaces are excluded from the scope due to limited operational control.

ISO 50001 (Energy Management System) targeted for implementation in FY27 in Greater Noida campus to enable our energy efficiency decarbonisation lever. The standard will give us a structured framework to measure and manage energy use, identify efficiency opportunities, and track performance improvements.

Social

Employee Wellbeing and Community Impact

Key material issue

Human Capital Management
Health and Safety
Human Rights
Customer Relations
Community Development

SDG linkage

UNGC principles

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights;

Principle 2: Make sure that they are not complicit in human rights abuses;

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: The elimination of all forms of forced and compulsory labour;

Principle 5: The effective abolition of child labour; and

Principle 6: The elimination of discrimination in respect of employment and occupation.

Human capital management

Our success continues to begin with our people. In FY2025–26, Coforge was recognised for the fifth consecutive year as a **Great Place To Work®** in India, a strong testament to our culture of engagement, support, and growth. We remain committed to attracting and retaining top talent through fair people practices, continuous learning, and policies that enable employees to thrive and build long-term careers. With a global workforce, we draw strength from diverse experiences and perspectives, and strive to ensure that every employee feels valued, supported, and empowered to contribute meaningfully.

Workforce overview

	FY2025-26		FY2024-25	
By gender	Number	%	Number	%
Male	20,691	72%	19,815	72%
Female	8,131	28%	7,608	28%
Total	28,822	100%	27,423	100%

Total workforce includes workers

By age group	FY2025-26	FY2024-25
Below 30 years	10,546	10,051
30 to 50 years (including 30 and 50)	17,733	16,910
More than 50 years	543	462
Total	28,822	27,423

Total workforce includes workers

Employee satisfaction and engagement

Coforge utilizes its annual “My Voice” Employee Satisfaction Survey to gather actionable insights into employee engagement and workplace experience, directly informing continuous improvements in organisational practices.

This company-wide survey is administered online in a time-bound format and covers key dimensions through ~30 questions, including Basic Needs, Leadership Support, Recognition & Rewards, Teamwork, Growth Opportunities, Company Brand & Image, Communication, Work-Life Balance, Compensation and Benefits, Performance, and Training.

Detailed analytical reports are shared with HR Business Partners and leadership, enabling informed, data-driven decision-making through multiple analytical perspectives. Based on employee feedback, key focus areas are identified and targeted action plans are developed collaboratively by business leaders and HR to address gaps in engagement. The outcomes and action plans are communicated transparently to employees to keep them informed of the feedback and actions being taken.

The FY2025–26 “My Voice” survey recorded an overall participation rate of 82%, reflecting strong employee engagement and willingness to provide feedback. The Satisfaction and Commitment score stood at 78%, indicating a positive employee experience and strong workplace practices.

The survey identified key engagement drivers as Basic Needs (88%), Teamwork (86%), Company Brand & Image (80%), Training (80%), Managerial Support (79%), and Communication (79%).

Labour and human rights commitments

At Coforge, our approach to labour and human rights is anchored in a group-wide Human Rights Policy that applies across our own operations and value chain. The policy is aligned with the UN Guiding Principles on Business and Human Rights (UNGPs), core International Labour Organisation (ILO) Conventions, and the UK Modern Slavery Act 2015, and is informed by the OECD Guidelines for Multinational Enterprises. It sets out our commitment to uphold the principles of dignity, freedom, and justice for all workers and stakeholders connected to our business.

We maintain a zero tolerance stance towards the use of child labour and any form of forced or compulsory labour across our operations and supply chain. We are equally committed to providing a harassment-free workplace and a healthy, safe environment, free from discrimination based on gender, age, caste, religion, disability or any other protected characteristic.

Our Human Rights Policy also upholds the right to freedom of association and collective bargaining, ensuring that employees can participate in dialogue and representation without fear of retaliation, in line with applicable local laws.

We are actively pursuing SA8000 certification to strengthen our commitment to ethical labour practices, human rights, and safe working conditions across our operations and supply chain. This initiative reinforces our focus on transparency, fair treatment, and global social compliance standards.

Human rights expectations are also communicated to suppliers and business partners through contractual clauses, supplier engagement processes, and the Supplier Code of Conduct.

Human rights due diligence process

Coforge has a human rights due diligence process to identify, prevent, mitigate and account for actual and potential adverse impacts on people across our operations and supply chain. This process includes:

- **Risk identification and assessment** of our facilities, offices and selected suppliers against key human rights risks such as child labour, forced or involuntary labour, discrimination, unsafe working conditions, sexual harassment and fair wage practices.
- **Integration into business processes,** including human rights clauses in supplier and partner contracts, Code of Conduct requirements for business partners and alignment with internal policies on labour practices, diversity and inclusion, and occupational health and safety.
- **Stakeholder engagement** with employees, worker representatives and other stakeholders through surveys, townhalls and grievance channels to identify potential or emerging issues.
- **Grievance linkage,** ensuring that issues raised through HR grievance mechanisms, the Whistleblower channel or the Sexual Harassment Redressal Committee (SHRC) feed back into risk assessment and mitigation.
- **Monitoring and reporting** of identified risks, incidents, remediation actions and follow-up, with periodic reporting to senior management.
- **Attention is given to potentially vulnerable groups,** including women employees, young workers, contract workforce personnel, third-party support staff, and employees working across geographically diverse operational locations.

Human rights assessment

Our facilities and offices undergo human rights assessments for key parameters.

Assessment coverage – FY2025-26

In FY2025–26, 100% of facilities and offices were assessed for the following issues:

- **Child labour**
- **Forced / involuntary labour**
- **Sexual harassment**
- **Discrimination at the workplace**
- **Wages**

The assessments did not identify any significant human rights-related issues, reaffirming the effectiveness of our policies and preventive measures.

Operations at significant risk for incidents of child labour

#	Parameter	FY2025-26	FY2024-25
1	**Operations considered to have significant risk for incidents of:**		
	i. Child labour	0	0
	ii. Young workers exposed to hazardous work	0	0
2	**Operations considered to have significant risk for incidents of child labour either in terms of:**		
	i. Type of operation (such as manufacturing plant)	0	0
	ii. Countries or geographic areas with operations considered at risk	0	0

Operations at significant risk for incidents of forced or compulsory labour

#	Parameter	FY2025-26	FY2024-25
	Operations considered to have significant risk for incidents of forced or compulsory labour either in terms of:		
1	i. Type of operation (such as manufacturing plant)	0	0
	ii. Countries or geographic areas with operations considered at risk	0	0

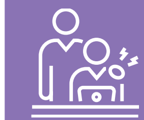
These results indicate that, based on our current risk assessment methodology and operating footprint, Coforge has no operations considered to have significant risk for incidents of child labour or young workers exposed to hazardous work.

Mitigation and remediation

Where human rights concerns or workplace issues are identified, Coforge undertakes corrective and preventive actions according to the severity and nature of the issue, in line with the UN Guiding Principles on Business and Human Rights (UNGPs). Mitigation measures may include strengthening workplace controls, enhancing awareness and training, reinforcing policies, increasing monitoring, and engaging with suppliers and business partners through contractual and Code of Conduct requirements.

Coforge maintains multiple grievance and remediation mechanisms, including HR grievance channels, the Whistleblower mechanism, and the Sexual Harassment Redressal Committee (SHRC), enabling confidential and accessible reporting. Issues raised through these channels are investigated through defined processes, with corrective and preventive actions implemented through HR, compliance, and operational management mechanisms.

FY2025–26 Mitigation and remediation outcomes



Three complaints related to sexual harassment were received and resolved through the SHRC

No cases of workplace discrimination were reported

No significant incidents related to child labour, forced labour, or severe human rights violations were identified across operations

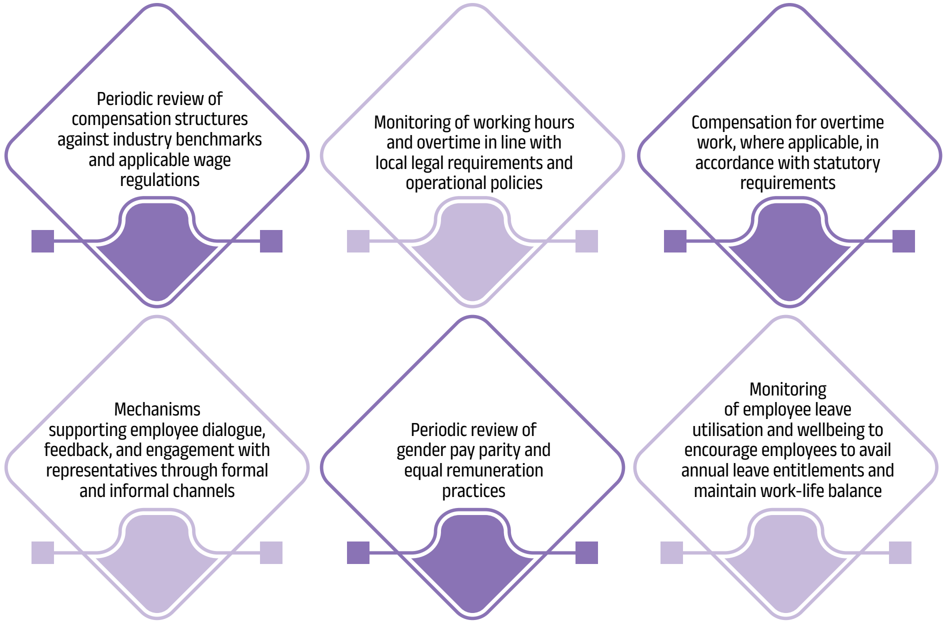
Coforge maintains a zero-tolerance approach toward retaliation, harassment, victimisation, or breaches of confidentiality associated with grievance reporting, reinforcing a safe, fair, and accountable workplace environment.

In FY2025–26, there were no confirmed human rights related issues (including child labour, forced labour, human trafficking or other severe labour rights violations) reported through our formal channels.

Labour practices and workforce safeguards

Coforge maintains structured labour practices and workforce management mechanisms designed to promote fair working conditions, responsible employment practices, and employee wellbeing across operations. These practices are aligned with applicable labour laws, internal policies, and internationally recognised human rights principles.

The Company's labour practices framework includes:



These practices are supported through HR systems, governance reviews, grievance mechanisms, and periodic policy assessments to strengthen accountability, compliance, and employee wellbeing across the organisation.

Anti-discrimination and anti-harassment

Focused on maintaining a workplace free from harassment, discrimination and any behaviour that undermines the dignity of our people, we uphold a strict zero tolerance policy against physical, verbal or psychological misconduct.

Concerns about discrimination and harassment can be reported directly to the Head of Human Resources, who oversees the management and resolution of all matters related to human rights. Protected disclosures may also be made under our Whistleblower Policy.

Zero cases of discrimination reported in FY2025–26

All grievances are addressed promptly, impartially and with utmost confidentiality. We also maintain a zero tolerance stance against retaliation, ensuring that individuals who raise concerns in good faith are protected and supported.

In FY2025–26, no cases of workplace discrimination were reported. We received three complaints related to sexual harassment, all of which were addressed and resolved promptly by our Sexual Harassment Redressal Committee (SHRC). These outcomes indicate our commitment to accountability, fairness and a safe working environment for all.

Gender pay gap

Coforge undertook a gender pay gap review during the year to assess parity in compensation across the organisation. Our analysis for the current financial year shows significant improvement in identified gaps from last fiscal as result of focused interventions. We remain committed to pay equity and will continue to review our practices and take action where needed to support fair and transparent compensation.

Category-wise remuneration, FY2025–26

Particulars	Male – Headcount	Male – Median remuneration (INR)	Female – Headcount	Female – Median remuneration (INR)
Board of Directors (BoD)	6	4,48,13,976	1	1,62,94,078
Key Managerial Personnel (KMP)	1	9,32,40,269	1	83,12,790
Employees other than BoD and KMP	20,300	14,53,324	8,053	9,49,394

Mean remuneration, FY2025–26

Mean male salary (INR)	Mean female salary (INR)
17,58,774	13,11,307

Annual total compensation ratio

	FY2025-26	FY2024-25
Ratio of the annual total compensation for the organisation's highest-paid individual (CEO) to the median annual total compensation for all employees (excluding the highest-paid individual)	1:28	1:19

Remuneration policy

At Coforge, our remuneration framework is designed to support a high-performance culture while ensuring fairness, equity, and alignment with organizational objectives. The Company follows a structured **Global Rewards Policy** that provides employees with **market-aligned, compliant, and non-discriminatory compensation,** rewarding both performance and long-term contribution.

Our remuneration philosophy is grounded in key principles of **performance differentiation, market competitiveness, and pay equity,** ensuring that compensation reflects individual, team, and organizational outcomes. The Company regularly benchmarks its compensation practices against global and regional industry standards to attract and retain talent while maintaining internal parity.

Coforge adopts a comprehensive **"Total Rewards"** approach, integrating multiple components such as fixed pay, variable pay, benefits, long-term incentives, and career development opportunities. This holistic framework is designed to create a strong employee value proposition and support long-term engagement and growth.

Compensation decisions are closely linked to the Company's **performance management framework,** where employee goals and key performance indicators are aligned with business priorities. Annual compensation reviews are conducted through a structured, data-driven process that considers factors such as individual performance, market benchmarks, internal equity, and overall company performance.

The policy also reinforces Coforge's commitment to **fairness, transparency, and equal pay for equal work,** ensuring that employees performing similar roles under comparable conditions receive equitable compensation, without bias or discrimination.

To ensure consistency and governance, remuneration processes are supported by **automated systems, multi-level reviews, and formal approval mechanisms,** enabling transparency and accountability in compensation decisions across the organisation.

Freedom of association

Freedom of association at Coforge is recognised as a fundamental human right and forms an integral part of the Company's Human Rights Policy. Coforge respects the right of its employees to freely associate, organise, and join representative bodies of their own choosing, in accordance with applicable laws and regulations, without fear of discrimination or retaliation. The organisation commits to engaging and cooperating in good faith with employee representatives and to supporting collective dialogue mechanisms where employees choose representation collectively. This commitment is aligned with internationally recognised standards and reinforces Coforge's broader focus on fairness, non-discrimination, and respectful workplace practices, ensuring that employees can exercise their rights in a transparent and protected environment.

100% of Coforge employees are eligible for Freedom of Association (FoA) and collective bargaining rights in accordance with applicable local laws and regulations across geographies.

During FY2025-26, none of Coforge's employees in India were represented by an independent trade union or covered under Collective Bargaining Agreements (CBAs).

Talent hiring, retention, and workforce planning

We continuously prioritise strengthening Coforge's appeal as a preferred workplace for both early career talent and seasoned professionals. We actively seek individuals with the right skills, mindset, and cultural fit, and provide a seamless onboarding experience that helps them integrate quickly and contribute effectively.

Our workforce planning approach is informed by close monitoring of job market trends and the evolving expectations of our people. We adapt our policies, benefits, and career development. Through clearly defined career pathways, continuous learning opportunities, and a work culture that values performance, collaboration, and wellbeing, we focus on retaining high performing employees. We emphasise leadership development, internal mobility, and employee recognition, enabling individuals to grow their careers within the organisation while contributing to long-term business success.

Talent acquisition

Hiring trends by gender

Gender	FY2025-26	FY2024-25
Male	6,557	9,540
Female	2,734	4,115
Total	9,291	13,655

New hires by management position

Particulars	FY2025-26	FY2024-25
Board of Directors (BoD)	1	2
KMPs other than those covered in BoD	-	-
Employees* other than BoD and KMP	612	733

*Management position is defined as roles at managerial level

Coforge encourages internal mobility and career progression through structured internal job posting mechanisms, enabling employees to explore cross-functional and leadership opportunities across the organisation.

Open positions filled internally (% of total hires)

Particulars	FY2025-26	FY2024-25
Positions filled internally	35.3%	31.2%

Average hiring cost per FTE (INR/ hire)

Particulars	FY2025-26	FY2024-25	FY2023-24	FY2022-23
Average hiring cost per employee	34,953	42,513	44,966	46,785

Employee turnover

Employee turnover metrics disclosed in this section cover permanent employees across Coforge's India operations, excluding BPO business.

Turnover of permanent employees by gender (%)

Gender	FY2025-26	FY2024-25
Male	10.9	10.6
Female	10.5	11.4
Total	10.8	10.8

Voluntary attrition

Turnover of permanent employees by age (%)

Age group	FY2025-26	FY2024-25
Below 30 years	11.7	11.5
30 to 50 years (incl. 30 and 50)	10.4	10.6
More than 50 years	8.8	7.4

Voluntary attrition

Turnover of permanent employees by region (%)

Region	FY2025-26	FY2024-25
North	10.7	11.1
East	10.8	10.1
West	10.1	9.4
South	11.0	10.8
Total	10.8	10.8

Voluntary attrition

Human capital return on investment (HROI)

Particulars	FY2025-26	FY2024-25	FY2023-24	FY2022-23
Total revenue (INR million)	95,725	63,705	48,489	42,305
Total operating expenses (INR million)	78,778	56,487	41,258	36,901
Total employee-related expenses (INR million)	55,443	43,859	32,790	28,866
Human capital ROI	1.31	1.16	1.22	1.19

Coforge Limited (Standalone)

Workforce transition

We support employees through career transitions, particularly those approaching retirement. Structured transition assistance programmes help facilitate continued employability and smooth career endings. For high-performing retirees, we also provide opportunities to engage as consultants, leveraging their expertise post-retirement.

Comprehensive guidance is extended to retiring employees to help them plan and manage retirement benefits, including provident fund, pension schemes, gratuity, and superannuation.

Parental leave

We provide parental leave benefits to support employees during important life stages, ensuring job security and work life balance. We offer equal opportunities for all parents, with flexible work options and smooth reintegration post leave.

Statistics for parental leave

		FY2025-26		FY2024-25	
Parental leave		Number	Rate (%)	Number	Rate (%)
Total number of employees that were entitled to parental leave, by gender	Male	19,096	100	19,352	100
	Female	7,837	100	7,510	100
Total number of employees that took parental leave, by gender	Male	796	4	716	3.6
	Female	570	7.2	477	6.4
Total number of employees that returned to work in the reporting period after parental leave ended, by gender	Male	796	100	695	97
	Female	568	99.6	463	97
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender	Male	679	85.3	599	86.1
	Female	467	82	366	76.7
Return to work rates of employees that took parental leave, by gender	Male	796	100	695	97
	Female	568	99.6	463	97
Retention rates of employees that took parental leave, by gender	Male	679	85	599	84
	Female	467	82	366	77

Employee benefits across lifecycle

We adopt a holistic **"hire-to-retire"** philosophy that places our employees at the centre of every stage of their journey with the organisation. From attracting and onboarding talent, including engineering and non-engineering fresh graduates, as well as engaging with college interns, we focus on building a strong early talent pipeline. Through structured onboarding, hands-on learning, and targeted capability building initiatives, we ensure that early career talent is client-ready and equipped with relevant corporate exposure. Our approach emphasises continuous learning, sustained employee engagement through thoughtfully designed programmes, clear career progression pathways, and robust performance and recognition frameworks to drive growth and motivation. In line with our "AI first" approach, we are committed to building a future-ready workforce through continuous learning and targeted upskilling initiatives. Employees have access to a range of in-house and external development programmes focused on AI, digital technologies, and emerging skills, helping them stay relevant, enhance their capabilities, and support evolving business and client requirements. Anchored in wellbeing, inclusion, and flexibility, we support employees through key life stages such as parenthood, while also ensuring long-term financial security through comprehensive benefits and retirement planning. As employees transition towards retirement, we continue to provide structured support, facilitate knowledge continuity, and create avenues for post-retirement engagement. This end-to-end focus reflects our belief that a positive and empowering employee experience is fundamental to building a resilient, high-performing, and future-ready organisation.

Health, safety and wellbeing

At Coforge, employee wellbeing is the pillar of our people strategy and an integral part of our ESG agenda. We recognise that sustained business performance is closely linked to the physical, mental, emotional, and social wellbeing of our workforce. Our approach to employee wellbeing is holistic, inclusive, and preventive, designed to support employees across different life stages, career phases, and personal circumstances.

The dimensions of our annual **"My Voice"** Employee Satisfaction Survey, collectively, provide a comprehensive view of employees' workplace wellbeing. Responses are captured on a 5-point scale, enabling us to assess overall favourability across these areas.

Coforge is in the process of adopting the **SA8000** standard, a globally recognised framework for managing social accountability and working conditions. This initiative strengthens our existing human rights and labour practices framework by aligning our management systems with SA8000 requirements on child labour, forced labour, health and safety, freedom of association, discrimination, disciplinary practices, working hours and remuneration.

Holistic wellbeing framework

Coforge's wellbeing framework extends beyond statutory requirements and is embedded into our organisational culture. The framework addresses multiple dimensions of wellbeing, including preventive healthcare, physical fitness, mental and emotional wellness, social connection, and financial security. Through a combination of structured programmes, awareness initiatives, and access to professional support, we seek to create a safe, supportive, and engaging workplace environment.

Preventive health and physical wellbeing

Preventive healthcare remains a key focus area. During the year, Coforge organised **wellbeing melas and health camps** across major locations in partnership with recognised hospitals and professional wellness providers. These initiatives enabled employees to conveniently access dental check ups, eye screenings, physiotherapy consultations, nutrition counselling, and blood donation drives.

Physical fitness and healthy lifestyle practices were encouraged through onsite and virtual sessions such as **Yoga, Chair Yoga, Zumba, and desk-based ergonomic workshops.** These programmes were designed to promote movement, address sedentary work related concerns, and build long-term healthy habits among employees across geographies.

Mental, emotional, and social wellbeing

Recognising the growing importance of mental and emotional health, Coforge continues to strengthen initiatives focused on building resilience, awareness, and psychological safety. Regular wellness talks, awareness sessions, and engagement activities were conducted as part of initiatives such as **Wellness Wednesday,** a recurring platform focused on cultivating healthy practices related to the mind, body, and emotional wellbeing.

In addition, Coforge observed **Mental Health & Wellness Month,** with a structured, month-long campaign themed "Unleash Your Inner Hero". The campaign emphasised building psychological capital through hope, efficacy, resilience, and optimism, and included expert led webinars, curated self help resources, assessments, and learning modules accessible to employees.

Social wellbeing and interpersonal connection were fostered through workplace engagement initiatives such as cultural celebrations, food festivals, sports clubs, and "fun at work" activities. These initiatives played a key role in strengthening collaboration, inclusion, and a sense of belonging among employees.

Employee Assistance Program (EAP)

To provide confidential and professional support for personal and work related challenges, Coforge continued to offer an **Employee Assistance Program (EAP)** in partnership with 1to1Help. The EAP provides employees and eligible family members access to qualified counsellors through face to face, telephonic and online modes. The programme supports individuals in managing stress, emotional wellbeing, family and relationship concerns, parenting challenges, and other life issues, reinforcing Coforge's commitment to holistic care.

Support during life stages and caregiving responsibilities

Coforge supports employees through key life milestones and caregiving responsibilities. Benefits include a **marriage allowance,** a **childbirth gift** to encourage early financial planning for a child's future, and flexible work arrangements such as **work-from-home and part-time working options** for eligible caregivers. These practices enable employees to balance professional commitments with personal responsibilities.

Employee welfare trust

Coforge operates an Employee Welfare Trust, jointly supported by employee contributions and company matching. The Trust offers financial assistance to employees facing high cost medical treatments beyond standard insurance coverage and corporate buffers. We disbursed over INR 5.2 million through this fund in FY2025–26. This initiative reflects Coforge's culture of care, solidarity and shared responsibility during unforeseen medical situations.

Embedding wellbeing within ESG

Employee wellbeing is closely linked to the Social pillar of Coforge's ESG framework. In addition to wellness initiatives, employees undergo mandatory annual awareness modules on ESG and sustainability, encouraging responsible behaviour, environmental consciousness and a healthy lifestyle. Through these efforts, Coforge continues to invest in building a resilient, engaged and inclusive workforce that supports long-term value creation for employees, clients and society.

Wellbeing priorities

Coforge continues to enhance employee wellbeing initiatives with a focus on strengthening preventive healthcare participation, improving employee engagement, expanding mental wellness support, and fostering an inclusive and psychologically safe workplace culture.

Employee support programmes

Coforge provides a range of company wide support programmes designed to enhance employee wellbeing, enable **work-life balance,** and support **diverse workforce needs** across life stages. These programs cover **flexible work arrangements, health and well-being, childcare support, and family-related benefits,** and are applicable to eligible employees across locations, ensuring an inclusive and supportive workplace environment.

1. **Flexible work arrangements (WFH / flexi-hours / hybrid work)**
   Coforge enables flexible working arrangements, including remote working and adaptable work schedules, based on role requirements and business needs, supporting better work life balance across employees. These arrangements are applicable company-wide and are implemented through managerial and operational flexibility.

2. **Part-time, sabbatical and career break options**
   Employees have access to structured long leave and career break options (e.g., sabbaticals), enabling flexible workforce participation during personal or family needs. These programs are available to eligible employees and support long-term retention and wellbeing.

3. **Health and workplace wellbeing programmes**
   Employee health is supported through comprehensive insurance schemes (group mediclaim, life and accident cover) and preventive health initiatives such as executive health check-ups. The organisation also promotes workplace wellbeing through safe, secure, and healthy work environments supported by governance and infrastructure.

4. **Mental health and wellbeing support**
   Coforge fosters employee wellbeing through a safe and supportive workplace culture, emphasising dignity, respect, and psychological safety for all employees. wellbeing is further reinforced through employee-centric policies and benefits aimed at reducing stress and supporting overall mental health.

5. **Childcare facilities (crèche / cradle programme)**
   The company provides on-site childcare facilities (Cradle/Crèche) to support working parents, covering children aged 3 months to 6 years during working hours. These facilities are accessible across locations (including all major offices) and are offered at subsidised rates to employees.

6. **Breastfeeding and nursing support**
   Through its workplace childcare infrastructure and dedicated facilities, Coforge enables support for nursing mothers, ensuring a parent-friendly work environment aligned with childcare provision policies.

7. **Parental and family-related benefits**
   Coforge's employee benefits framework supports employees across life events, including childbirth and family needs, through structured benefit schemes such as children-related support and family-linked benefits. These benefits are accessible to all regular employees, ensuring inclusive support across the workforce.

8. **Paid leave (family / care / parental leave)**
   The company provides structured leave policies covering various employee needs, including family and caregiving responsibilities, as part of its broader leave and holiday framework. Leave benefits are applicable to eligible employees and aim to support work-life balance and family wellbeing.

Employee wellbeing and family support programmes coverage, FY2025–26

Programme / Benefit	Eligible employees (%)	Employees covered / enrolled (%)	Gender coverage insight	Geographic coverage	Notes
Health insurance	100% (all regular employees)	100% enrolled	Equal access for all employees	All operating locations	Core health coverage provided company-wide
Accident insurance	100%	100%	Equal access	All locations	Mandatory company-provided coverage
Maternity benefits	Applicable female employees	100% of eligible employees	Female workforce coverage	India + applicable jurisdictions	Above statutory in certain components
Paternity benefits	Applicable male employees	~71% of total workforce covered	Male workforce coverage	All major locations	Indicates high participation
Childcare (crèche / cradle)	Eligible parents with children (0–6 yrs)	Available; enrolment based on need	Gender-neutral access	Multiple locations (campus + cities)	Subsidised facility support

Social security and financial support benefits coverage, FY2025–26

Benefit type	Employees covered (%)	Workers covered (%)	Regulatory status	Geographic coverage	Remarks
Provident Fund (PF)	98.87%	0%	Deposited with authority: Yes	India (as applicable)	Near-universal coverage
Gratuity	98.87%	0%	Yes	India	Long-term financial security
Employee State Insurance (ESI)	6.33% (eligible population)	0%	Yes	India (income-threshold based)	Coverage depends on statutory eligibility

Occupational health and safety

At Coforge, occupational health and safety is a fundamental aspect of our commitment to employee wellbeing and responsible business conduct. We strive to provide a safe, healthy, and secure work environment for all employees, contractors, and visitors across our operations by proactively identifying and mitigating workplace risks, strengthening preventive controls, and complying with applicable health and safety regulations. Coforge's occupational health and safety management practices are aligned with ISO 45001 principles across applicable operational locations.

Occupational health and safety framework and governance

Coforge has established a structured occupational health and safety framework aligned with statutory requirements and internal policies across geographies. The framework defines roles, responsibilities, and accountability for maintaining workplace safety and is supported by documented procedures covering hazard identification, emergency preparedness, incident reporting, and safe work practices. Occupational health and safety responsibilities are integrated into facility management and operational oversight processes, with periodic reviews to ensure effectiveness and continuous improvement.

Hazard identification and risk assessment

Hazard identification and risk assessment form the cornerstone of Coforge's occupational health and safety approach. A systematic risk based process is followed to identify potential hazards associated with workplace infrastructure, equipment usage, ergonomics, electrical systems, fire safety, and emergency preparedness.

Risk assessments are conducted across office locations and delivery centres and are reviewed periodically, particularly in response to changes in workplace layouts, operating conditions, or regulatory requirements. The outcomes of these assessments are used to define appropriate mitigation measures, strengthen preventive controls, and enhance employee awareness. This proactive approach helps minimise workplace risks and supports a safe and healthy working environment.

Zero cases of

- Lost Time Injury Frequency Rate (LTIFR)
- Total recordable work-related injuries
- Number of fatalities
- High consequence work-related injury or ill health

Safe and healthy work environment

Coforge implements multiple preventive measures to ensure safe workplace infrastructure across offices and delivery locations. Facilities are maintained with appropriate electrical safety systems, fire detection and suppression equipment, emergency exits, safety signage, first aid facilities, adequate lighting and ventilation.

Given the nature of a technology driven work environment, ergonomic wellbeing is a key focus area. Employees are sensitized through awareness programmes on proper posture and workstation ergonomics, supported by ergonomic assessments and expert led physiotherapy consultations conducted as part of preventive health initiatives. These measures help address hazards and risks, and promote long-term occupational health.

We also observe initiatives such as Road Safety Week and National Safety Week and conduct mandatory EHS training for all employees to strengthen safety awareness and promote the adoption of safe practices across the organisation.

Emergency preparedness and response

Coforge maintains emergency preparedness plans to effectively respond to potential incidents such as fire, medical emergencies, and natural disasters. Emergency response mechanisms include trained response teams, defined evacuation procedures, periodic mock drills, and readily accessible emergency equipment. Regular awareness sessions and drills are conducted to ensure employee readiness and familiarity with emergency protocols at their respective locations.

Incident reporting and continuous improvement

A structured incident reporting and management process is in place to capture workplace incidents, unsafe conditions, and near miss events. Reported incidents are investigated to identify root causes and implement corrective and preventive actions. Learnings from incidents are used to strengthen controls, enhance awareness, and prevent recurrence, reinforcing a culture of transparency, accountability, and continuous improvement in occupational health and safety.

Commitment to workplace safety

Through robust governance, systematic risk assessment, preventive infrastructure, and continuous engagement with employees, Coforge remains committed to maintaining safe and healthy workplaces. Occupational health and safety is closely aligned with our employee wellbeing initiatives and continues to be a key enabler of employee productivity, business resilience, and sustainable value creation.

Occupational health and safety performance

Coforge monitors and reviews occupational health and safety performance through defined indicators. These metrics enable ongoing assessment of the effectiveness of safety measures and support informed decision making for further strengthening workplace safety practices.

Particulars	FY2025-26	FY2024-25
Total recordable work related injuries	0	0
Lost Time Injury Frequency Rate (LTIFR)	0	0
Number of work-related fatalities	0	0
Total hours worked (million hours)	58.2	55

Absentee rate

The absenteeism rate represents the proportion of total scheduled working days during which employees were on leave. This metric is calculated based on annual leave utilization, as sick leave is not tracked separately. The reported absenteeism level is aligned with the organisation's commitment to employee wellbeing and sustainable workforce practices. Employees are actively encouraged to take planned time off to rest, recover, and maintain a healthy work-life balance. This approach supports long-term productivity, engagement, and resilience, and reflects a positive organisational culture that prioritises holistic employee health.

Absentee rate	FY2025-26
% of total days scheduled	4.97%
% of employees covered	98%

Emergency preparedness and safety awareness

Particulars	FY2025-26	FY2024-25
Number of emergency drills conducted	15	14
Number of locations covered by emergency drills	7	7
Employees covered through safety awareness programmes	21,295	14,301

Internal inspections and independent external verification

Coforge conducts periodic internal workplace safety inspections and compliance reviews across office and delivery locations to assess adherence to occupational health and safety requirements, emergency preparedness protocols, and preventive safety measures. Observations identified during inspections are addressed through corrective and preventive actions to support continuous improvement. Additionally, relevant occupational health and safety processes are subject to independent external assessments and certifications, where applicable, to strengthen compliance and operational effectiveness.

Diversity, equity, inclusion & belongingness

At Coforge, diversity, equity, inclusion and belongingness (DEIB) are integral to how we build a resilient, innovative, and values driven organisation. We strive to create a workplace where every individual feels respected, heard, and empowered to realise their full potential, regardless of background, identity, or personal circumstances.

As an equal opportunity employer, Coforge is committed to fair and merit based people practices, supported by inclusive policies, structured learning opportunities, and leadership accountability. We embed DEIB principles across the employee lifecycle from hiring and onboarding to development, progression, and recognition to ensure equitable access to opportunities for all colleagues.

Our people agenda focuses on building future ready talent while strengthening inclusion and belonging. This includes investments in continuous upskilling on domain, digital, cloud, and AI capabilities, gender balanced hiring goals, leadership development for under represented groups and initiatives that promote psychological safety and allyship. We also remain focused on enhancing gender diversity and broader representation at senior levels, including the Board, in line with our values and applicable regulatory expectations.

Inclusion initiatives and infrastructure

At Coforge, DEIB form a critical part of our people strategy and organisational culture. We believe that an inclusive workplace, where employees feel respected, valued, and empowered to contribute, is essential for organisational excellence, innovation, and sustainable growth. Our approach focuses on creating enabling infrastructure, inclusive policies, and targeted initiatives that promote equity and a sense of belonging across the employee lifecycle. To put things in perspective, more than ~65% employees actively participated in our inclusion training sessions.

Our DEIB Ecosystem is anchored on four key pillars:

- **Leadership advocacy (championing DEIB):** Engaging senior leaders through curated dialogues, awareness campaigns, and leadership camps delivered by Skillsoft faculty.
- **Facilities:** As an equal opportunity employer, Coforge is committed to creating an inclusive and accessible workplace through robust infrastructure, equitable people practices, and supportive policies. This includes workplace facilities and provisions that support diverse employee needs, such as expecting mothers and persons with disabilities, ensuring they can thrive in a safe and enabling environment.
- **Awareness and development:** Equipping employees with the knowledge and skills required to build an equitable, respectful, and inclusive workplace. Offering a centralised learning platform with structured DEI resources, including habit calendars on unconscious bias, allyship learning journeys, development channels, skill benchmarks, and AI-enabled simulations.
- **Wellness and wellbeing:** Integrating wellbeing into the inclusion agenda through initiatives such as Employee Assistance Program, Wellbeing Sessions, Workplace Wellness Wednesdays, yoga sessions, and related programmes.

Inclusive policies and workplace practices

Coforge maintains a robust set of policies to ensure safe, inclusive and equitable workplaces. This includes policies on prevention of sexual harassment, fair employment practices, non discrimination and equal opportunity. Clear reporting mechanisms and redressal processes are in place to ensure employee concerns are addressed in a timely, fair and confidential manner.

We also continue to strengthen accessibility and infrastructure to support employees with diverse needs, ensuring workspaces and systems are inclusive and supportive.

Inclusive culture and leadership commitment

Inclusion at Coforge is driven through leadership commitment and embedded governance mechanisms. Our DEIB agenda is supported by structured policies and practices that promote fairness, equal opportunity, and mutual respect. Leaders play an active role in fostering inclusive behaviours, reinforcing the importance of belonging through communication, role modelling, and engagement across teams.

While Coforge has long celebrated its diverse cultural heritage through observances such as Diwali, Eid, Thanksgiving, and Lunar New Year, the organisation recognised the need for a more structured and intentional approach to advancing DEIB.

Gender inclusion and advancement

To build a more diverse and inclusive workplace, Coforge has implemented several initiatives aimed at attracting, developing, and retaining women talent. **EmpowHER,** our flagship initiative for women employees, supports their holistic development through learning opportunities, leadership development, wellness programmes, mentoring, networking, and career advancement initiatives, enabling them to thrive both personally and professionally.

We have made significant progress in balancing gender representation across the organisation. The number of female employees has increased, from 9,553 in FY2024-25 to 10,389 in FY2025-26 (globally).

Additionally, women represented 17% of our Board of Directors and 25% of our Key Managerial Personnel, reinforcing our commitment to diverse leadership.

To support women during different life stages, Coforge offers flexible work arrangements, maternity-related benefits, and return-to-work support, enabling continuity of careers while balancing personal responsibilities.

ReStart – Career 2.0 for women

EmpowHER is Coforge's flagship inclusion initiative focused on creating opportunities for women to connect, learn, and grow through leadership conversations, mentoring, networking, and development experiences. The program provides a platform for women professionals to build meaningful connections, gain insights from leaders, and participate in focused learning interventions that enhance their professional effectiveness. By fostering collaboration, visibility, and a strong sense of belonging, EmpowHER reinforces Coforge's commitment to an inclusive workplace where women are empowered to contribute, lead, and drive innovation across the organisation.

The ReStart Career 2.0 for Women programme, launched under the EmpowHER initiative, enables women to re-enter the workforce through structured hiring, onboarding, targeted learning pathways, and holistic support to rebuild confidence and adapt to evolving workplace expectations, while strengthening diversity, advancing gender equity, and contributing to a more inclusive and future-ready workforce.

DEI Academy – "Coforge for All"

As part of its commitment to fostering an inclusive and equitable workplace, **Coforge launched Coforge for All – DEI Academy,** a global initiative designed to build the mindset, capabilities and tools required to embed inclusion across the organisation.

The DEI Academy was established to provide consistent and scalable access to DEI learning across geographies. Complementing ongoing awareness initiatives and virtual as well as in-person learning sessions, the Academy is also hosted on the **Skillsoft Percipio platform,** enabling employees to access timely, relevant, and personalised learning resources irrespective of location or time zone. This blended learning approach ensures continuous engagement and development through both facilitated learning experiences and self-paced digital content.

The initiative is actively sponsored by the Company's leadership, with the CEO serving as the Executive Sponsor, underscoring Coforge's commitment to driving meaningful awareness and sustained behavioural change across the organisation.

Since its launch, the DEI Academy has reached **over 25,000 employees across multiple time zones,** contributing to a shift from DEI being perceived solely as an HR led initiative to becoming a business driven cultural priority. The initiative has been recognised externally with the **Special Impact Learning Award by Skillsoft for two consecutive years.**

The Academy has also strengthened Coforge's overall people practices, supporting continued recognition through awards such as **Great Place to Work India certification (five consecutive years), Most Preferred Workplaces, Most Preferred Workplaces for Women, One of the Best Organisations for Women 2026 by ET Now,** and inclusion among the **Top 50 IT & ITeS Companies – GPTW India.**

Learning & development

At Coforge, Learning & Development (L&D) is a key pillar of our people strategy, enabling continuous capability building, career progression, and leadership readiness across the organisation. Our intent is clear: build a **future ready workforce** that can deliver transformation "at the intersect" of deep domain expertise and emerging technologies, at a global scale. This ecosystem is anchored in our EVP, **"Coforge is People, Coforge is Growth",** and is built to serve a workforce spread across **23+ countries** and **~30 delivery centres,** operating in a hybrid, multi-cultural environment.

What differentiates our approach is that our learning architecture is:

- **Lifecycle embedded** (woven into hiring, onboarding, performance, mobility, and succession),
- **Industry-credentialed** (certifications and alliances that validate market relevance),
- **Inclusive by design** (DEIB learning as a capability, not a campaign), and
- **Measured with discipline** (L1–L4 evaluation and business outcome governance).

Coforge embeds mandatory training within its operations on key ethical, legal and safety topics, including POSH, Environment, Health and Safety (EHS), global compliance modules covering the Code of Conduct, ABAC, whistleblower mechanisms, the Modern Slavery Act and the Code of Conduct for prohibition of insider trading:

Average learning hours
42 hours in FY2025–26, in comparison to 26 hours in FY2024–25

Average learning hours and spend per Full Time Employee (FTE) by gender, FY2025-26

Gender	Average learning hours
Female	47
Male	40

At Coforge, we believe in **"Learning at Every Level"** that is reflected through targeted initiatives spanning entry-level awareness and technical foundations, mid management operational and managerial excellence, and senior leadership development through strategic and executive learning interventions.

84% of employees and 100% of workers received training during FY2025–26.

Building awareness and responsibility

- During the year, we conducted comprehensive training and awareness programmes across all levels of the organisation, covering critical topics such as the fundamentals of ESG, Business Responsibility and Sustainability Reporting (BRSR), compliance frameworks and ethical conduct.
- **Board of directors:** 100% participation across 4 dedicated sessions focused on BRSR principles and their implications across the value chain.
- **Key Managerial Personnel (KMPs):** 100% coverage through mandatory training on compliance essentials, including POSH, EHS (Environment, Health, and Safety), Global Compliances covering Code of Conduct, Anti-bribery, and Anti-corruption, Whistleblower, Modern Slavery Act, and Code of Conduct for prohibition of insider trading.
- **Employees and workers:** A total of 5 training sessions were conducted across compliance, behavioural, and technical domains to strengthen employees' skills, knowledge, and professional development, covering 97% of total employees and workers.

Skills development and upskilling

Coforge evaluates learning effectiveness not only through participation and completion metrics, but also through workforce and business outcomes. Learning initiatives support deployment readiness, internal mobility, certification attainment, productivity enhancement, leadership pipeline development, and capability readiness across strategic technology areas.

Coforge follows a structured, role-centric approach to skills development through **Xcellerate,** our Role–Skill Combination (RSC) competency framework, powered by the AI-enabled SkillPrism platform and supported by our internal talent marketplace. Xcellerate defines role expectations across technical, domain, functional, and behavioural skills and competencies, it covers **800+ unique role–skill family combinations** across organisation, which are mapped to over **1,200 distinct skills,** structured across five proficiency levels - from Foundation to Expert. These RSCs are seamlessly integrated with learning and development programmes, comprising **1,000+ learning modules and 700+ industry-recognised certifications,** ensuring targeted capability building. This comprehensive framework enables learning that is relevant, proficiency-driven, and closely aligned with workforce planning and deployment needs. More than 85% employees have updated their skills and certifications on SkillPrism.

Capability building is delivered through a **House of Learning / House of Capability Development model,** comprising multiple academy clusters covering:

- Campus-to-Corporate and early career development
- Technical and next-generation technologies
- Domain-specific capabilities across industry verticals
- Project and programme management
- Behavioural, leadership and DEI capabilities
- Client specific and business-aligned skilling

Learning journeys are delivered through blended modalities, including instructor-led and virtual classrooms, self-paced digital content, bootcamps, labs and sandbox environments, practitioner led sessions, microlearning and social learning communities.

Early career talent is supported through structured onboarding and capability building programmes, including the **Graduate Engineer Trainee (GET) Program,** which equips campus graduates with job ready technical and domain skills and consistently achieves high train to deployment outcomes. Minimum learning expectations are defined at the enterprise level, with learning access democratized through digital platforms and academies.

Responsible workforce development

Coforge's learning ecosystem supports social and governance outcomes through inclusive capability building, strong compliance reinforcement and responsible workforce development. Social outcomes are advanced through equitable access to learning and inclusive leadership initiatives, including the **DEI Academy, EmpowHER, #IAmRemarkable, habit based learning campaigns and cultural dexterity development through platforms such as GlobeSmart.** Governance outcomes are strengthened through comprehensive internal compliance learning covering ethics, conduct, harassment prevention, data privacy, environmental sustainability and workplace safety, supported by defined completion and monitoring mechanisms. Enterprise level learning expectations, including minimum learning days, reinforce a culture of continuous development and long-term employability.

Empowering our teams and clients through robust learning and in-depth training programmes

Career Architecture

Assessment on

Xcellerate

Our AI enabled Skills & Competency System

Agile Global Learning and Development Framework - House of Learning

Career Development & Progression

Performance in current role | Preparation for next role | Long-term career success

Role & Skills-Oriented Academy Clusters

- Campus To Corporate Academy
- Programme & Project Mgr. Academy
- Technical Academies
- Next-Gen Tech Academy
- Domain Academies
- Behavioral & Leadership Academy
- Coforge For All-Inclusion Academy
- Client-Specific Academies

Technical, Domain & Functional Certifications

OEM & industry accredited partnerships

Learning Methodologies

- Structured Development Growth Hub, Training Bootcamps, Learning & Aspire Journeys
- Experiential Development
- Ongoing Learning
- Social Learning

Strategic Enterprise Learning on Big Bets: Enterprise Architect | Programme Management | AI Accelerators / Assets

Ecosystem Enablers:

- LMS & online self-paced platforms: Percipio & Udemy
- Partnership with universities & learning vendors: Blended/ILTs
- Sandbox environment & lab set-up In-house SMEs for VILT/ILT session
- OEM partnerships : Microsoft, SAP, Oracle, PEGA, AWS etc.

DEVELOPMENT	LEARNING ACADEMY	ACCREDITED INSTITUTES	LEARNING METHODOLOGIES	GOVERNANCE STRUCTURE
Career enrichment & progression for roles of today & tomorrow	Curated journeys based on role proficiencies, OEM partnerships	Domain & technical certifications	Blend of structured learning tracks	Business outcome - driven

My Voice – Annual Engagement Survey

Identifies Strengths and improvement areas

Skills credibility and market relevance are strengthened through a robust certification ecosystem, spanning:

- **Technology and cloud certifications** through OEM alliances (including Microsoft, AWS, Google Cloud, PEGA, Appian, SAP, Oracle and others)
- **Domain certifications** supporting depth in industry verticals
- **In-house certifications** developed in collaboration with internal subject matter experts across multiple domains

Certifications are fully integrated into the Xcellerate skill inventory and Individual Development Plans (IDPs), enabling intentional and trackable capability development.

Advanced measurement and enablement mechanisms strengthen skill development outcomes, including **600+ skill benchmarks,** structured assessments, **Skill Builder learning pathways and AI-enabled practice tools,** supporting applied learning and behavioural skill development.

A key focus area for FY2025–26 was strengthening future-ready capabilities in areas such as AI, cloud, data, automation, cybersecurity, and next-generation digital technologies through targeted enterprise-wide capability building initiatives.

Contract workforce inclusion

Coforge extends relevant learning access and capability-building interventions to contract workforce personnel based on role requirements, project needs, compliance obligations, and operational relevance. This includes participation in mandatory compliance training, workplace safety programmes, project-specific capability development, and selected technical learning interventions, where applicable.

Alliances and partnerships

Coforge's learning ecosystem is strengthened through a multi layered model that combines internal expertise with external partnerships to ensure learning currency, scalability, and industry relevance. This ecosystem enables access to diverse learning assets, validated certifications and experiential capability-building aligned to evolving business and technology needs.

- Coforge partners with **Skillsoft** to leverage the **Percipio** digital learning platform, providing employees access to over **150,000 learning assets.** The platform enables curated, role-based and scalable learning journeys across technical, domain, leadership, and compliance skills, supporting continuous learning across career stages.
- Learning delivery and credentialing are further supported through **OEM alliances,** which provide accredited certification pathways, hands on labs and sandbox environments, and structured assessment ecosystems. These partnerships play a critical role in ensuring workforce readiness across rapidly evolving technology stacks.

- Specialised capability building is enabled through collaborations with **learning partners,** including **RPS Consulting, Xebia, TeamLease, Great Learning, CloudThat, Stackroute** and others. These partners support the design and delivery of targeted skilling programmes, bootcamps and domain specific learning interventions aligned to business demand.
- A distinctive feature of Coforge's learning approach is the strong involvement of **internal practitioners and Centres of Excellence (COEs).** Service Line COEs and subject matter experts co facilitate programmes, deliver deep dive sessions, and support learning embedded in day to day **delivery.** This "learning with the business" model enhances relevance, accelerates adoption, and reinforces application of learning in real work contexts.

Training evaluation and governance

Coforge follows a disciplined approach to evaluating learning effectiveness, recognising that learning impact extends beyond participation metrics. Training evaluation is anchored in the Kirkpatrick model (Levels 1–4) and is applied based on programme criticality.

- **Level 1 – Reaction:** Post programme feedback is collected to assess relevance, facilitator effectiveness and learning experience, with satisfaction trends tracked across major offerings.
- **Level 2 – Learning:** Knowledge acquisition is measured through pre and post assessments, skill benchmarks and structured evaluations, with strong application in leadership journeys and bootcamps.
- **Level 3 – Behaviour:** Behavioural application is assessed through manager validation, stakeholder feedback, 360 degree inputs and simulated practice feedback, particularly in leadership and behavioural programmes.
- **Level 4 – Results:** Business impact is evaluated through indicators such as deployment readiness, role transitions, internal mobility, productivity improvements and client outcomes in client specific academies and action learning initiatives.

Skill upgradation training	FY2025-26	FY2024-25
Employees	25,554	21,909
Percentage covered	91%	81%
Workers	456	524
Percentage covered	100%	100%

Leadership development

Leadership capability development at Coforge is delivered through **LEAD (Learning Experiences Accelerating Development),** a structured leadership framework spanning career stages from first time managers to senior enterprise leaders. LEAD offers guided learning journeys, flexible solutions, and learning-from-experts formats aligned with role expectations and organisational priorities.

The leadership development portfolio includes:

- **212 – The Extra Degree Program,** a structured two-month learning journey for first-time managers focused on transitioning from individual contributor to people leader
- **ELEVATE Leadership Journey,** a three-month blended programme for middle managers centred on managing self, teams, and business alignment
- **Structured assimilation programmes,** including quarterly global assimilation initiatives such as Embark365 for new leaders and dedicated senior leadership assimilation programmes
- **LEAD Learning Playbook,** a roadmap defining behavioural, cultural, and leadership competencies across career levels with curated learning pathways

Leadership development is reinforced through coaching and mentoring, practitioner led learning, stakeholder feedback, behavioural skill practice, and cultural dexterity tools such as **GlobeSmart and AI-enabled simulations.** Customised leadership solutions are also designed and delivered to address specific business and functional needs.

Performance review and career progression

Learning and development at Coforge is closely linked to performance management and career progression. Employees create **Individual Development Plans (IDPs)** through a structured process that combines self assessment with manager validation. These plans identify skill gaps, learning priorities, and readiness for future roles.

Career progression is supported through clearly defined career pathways, enabling vertical, lateral, and cross-functional movements. Learning pathways, certifications, and experiential opportunities are aligned to these career paths, enabling employees to make informed development choices. Performance review processes incorporate development discussions and feedback, strengthening the linkage between learning, performance, and career growth.

This integrated approach supports internal mobility, builds workforce agility, and enhances long-term employability.

Performance appraisal framework

Coforge follows a structured performance management approach under the ACE ("Aspire, Commit and Exceed") framework, designed to align individual performance with business priorities, capability development, and career progression objectives.

The performance appraisal process includes:

- Goal setting and KPI alignment
- Ongoing manager-employee feedback and development conversations
- End-of-year performance assessments
- Self-assessment, appraiser review, and reviewer evaluation
- Moderation and review mechanisms to support fairness, transparency, and consistency

Performance evaluations are conducted annually and are supported by continuous feedback and developmental discussions throughout the year. The framework applies across eligible employees and integrates performance outcomes with learning, career development, internal mobility, and succession planning initiatives.

Performance appraisal details, FY2025-26

Particulars	Details
Appraisal frequency	Annual with ongoing feedback
Coverage of eligible employees	83%
Development planning mechanism	Individual Development Plans
Integration with career progression	Yes

Performance and career development reviews

	FY2025-26			FY2024-25		
Gender	Total (A)	Number (B)	Percentage (B/A)	Total (C)	Number (D)	Percentage (D/C)
Male	20,325	16,659	82%	19,379	16,048	83%
Female	8,057	6,779	84%	7,520	6,580	83%
Total	28,382	23,438	83%	26,899	22,628	84%

The table covers the employees of Coforge Limited. The data includes all active and eligible employees (offshore) as of 31st March 2026, excluding Workers

Customer success is our true north star.

– Sudhir Singh,
CEO & Executive Director, Coforge

Customer relationships and trust

At Coforge, customer relationships are central to long-term value creation and business resilience. Customer centricity is embedded as a core operating philosophy, guiding how the Company acquires, onboards, and transforms client engagements. By combining domain expertise, governance rigour, and AI-led capabilities, Coforge focuses on making customers more capable, resilient, and competitive. This is reflected in a strong client retention rate of 94%, underscored by high levels of customer satisfaction and trust.

Online strategies and online customers

Coforge operates primarily under a Business-to-Business (B2B) model and does not provide online services directly to end consumers. The Company does not engage in a Business-to-Consumer (B2C) framework. Furthermore, its operations do not involve reliance on external distribution networks, and it does not manage or utilize such networks as part of its service delivery model.

Customer excellence

Coforge delivers customer excellence through a structured lifecycle approach covering acquisition, onboarding, and transformation. The Company combines deep domain specialisation with strong governance frameworks such as **Solution Right, Start Right, and Execute Right,** ensuring alignment of scope, risk visibility, and predictable delivery from the outset.

4.13 / 5
Project CSAT

95%
Repeat Business Rate

4.03 / 5
End-user CSAT

32
Consecutive Quarters with Zero Client Loss

64
Net Promoter Score (NPS)

94%
Client Retention Rate Sustained

Driving customer value across the lifecycle

Acquire

Trust Before Transaction

Coforge anchors client engagement in trust, supported by a global network of 1,200+ vertically- aligned sales professionals delivering an average deal size of approximately US$25 million TCV. Nearly 30% of new client acquisitions are driven through strategic alliances with leading technology partners, including Microsoft, AWS, ServiceNow, and Sabre.

The Company further differentiates itself through platform-led engagement via Quasar, an AI ecosystem comprising 23 large language models and 100+ pre-built solutions, accessible on the Microsoft Azure Marketplace, enabling clients to accelerate value realization from the outset.

Onboard

Governance Before Go Live

Coforge recognises that the first 90 days of an engagement drive nearly 80% of its lifetime value. To ensure strong foundations, the Company deploys its "Solution right , Start Right, and Execute Right" governance frameworks at the solutioning stage, seamlessly integrated within Salesforce CRM.

These frameworks enable early alignment on scope, proactive risk identification, and consistent delivery predictability from the outset. At Coforge, predictability is not dependent on individual capability, it is embedded as an institutional standard.

Transform

Proof Over Promise

Coforge's performance is defined by consistent delivery and sustained client trust. The Company maintains a 95% repeat business rate and 94% client retention rate, backed by 32 consecutive quarters of guidance-beating performance without a single client loss. Our track record is built on three proven levers that impact our business outcomes:

- Execution Intensity: Governance-led delivery discipline that ensures every engagement runs with consistency, rigor, and zero ambiguity.
- Operational Value: Service design engineered around our customers, delivering higher first attempt resolutions and faster turnaround times.
- Data-driven Retention Intelligence: Advanced analytics that turn customer signals into actionable foresight, enabling to retain more customers, reduce churn, and unlock greater lifetime value.

Customer-centricity tenets

Domain Depth Over Breadth

Coforge serves fewer industries — deeply. Specialisation is a competitive moat, not a constraint

Governance Before Go Live

Solution Right and Start Right embed risk governance at solutioning — before it can become a delivery problem

Execution Intensity as Culture

Recorded 32 quarters of zero client loss. Maintain strict monitoring and governance, delivery health dashboards, and obsessive outcome focus

AI-First Organization

Quasar + ensure AI amplifies customer value — governed, explainable, accountable

Growth With Purpose

Every capability, platform, and vertical evaluated on customer success

Customer excellence is further enabled through a mature Spectrum – Quality Management System (QMS), anchored in CMMI Maturity Level 5. This system integrates globally recognised standards such as ISO 9001, ISO 20000-1, ISO 27001, ISO 27701, and ISO 22301, ensuring delivery consistency, operational resilience, and regulatory compliance.

The Company also leverages AI-led platforms and accelerators to enhance customer outcomes by improving efficiency, decision-making, and user experience across engagements.

Delivering customer value through AI-led platforms and accelerators

Coforge has developed a robust portfolio of AI-powered platforms and accelerators that enable enterprises to transform operations, modernise legacy systems, and enhance customer experience on a scale. These assets are embedded across service lines and are designed to deliver measurable business outcomes, including improved efficiency, faster delivery cycles, enhanced decision-making, and reduced operational risk. Aligned to ISO 42001, is Coforge's AI Management System- not a compliance tool, but a customer trust instrument ensuring AI in delivery remains explainable, auditable, and accountable.

The Company's AI ecosystem spans multiple domains, including **engineering, IT operations, customer experience, quality engineering, data transformation, and HR Operations,** reflecting a comprehensive approach to digital transformation.

Coforge's AI ecosystem transforms technology delivery from execution to intelligence enabling clients to operate smarter, faster, and more resiliently in a digital-first world.

Engineering and IT

- Forge-X - App modernisation
- CodeInsight AI - Legacy transformation
- IntegrationStudio - Cloud migration
- AMS Studio - AI ticketing
- EvolveOps AI - Autonomous IT
- Helios - Predictive ops
- SecureEdge AI - Cybersecurity Intelligence
- Site Auditor

Customer and Quality

- XtenderAI - Personalised content
- VoyagerAI - Customer insights
- DocuAI - Document AI
- BlueSwan Worktop - Test automation
- BlueSwan Insta - Scalable testing
- BlueSwan Verita
- Quality insights
- FrontVelocity AI
- MigrateDXP

Data and Platform

- CodeXpress - Data modernisation
- MigXpress - Migration
- dbAnalyzer - Data discovery
- DQXpress - Data quality
- DynamicPipelineIngestion - Pipeline automation
- DecomPlanner - Migration planning
- ITIL AI Agents - Incident automation
- DATA COSMOS

AI case studies and impact to clients

AI-led Legacy Modernisation at Scale

Client: Manufacturing

AI-driven reverse engineering transformed legacy systems into structured, modernisation-ready assets.

Impact:

- 27% reduction in modernisation effort
- 20% cost savings
- 20% increase in repeat customer revenue
- Reduced onboarding complexity

AI-driven SDLC Transformation in Banking

Client: BFSI

AI-embedded across SDLC to accelerate delivery and improve quality.

Impact:

- 40% faster backend/API delivery
- 55% faster prototyping
- 40% faster issue resolution
- 30% reduction in rework during proposal cycle

AI-enabled Operational Efficiency

Client: Banking

AI automation transformed invoice processing into a scalable, accurate workflow.

Impact:

- 90% reduction in invoice processing time
- 60% increase in operational productivity
- Flexibility to handle multiple invoice types

AI-powered Compliance and Security

Client: Financial Services

AI-driven compliance monitoring automated audit workflows.

Impact:

- 89% reduction in audit time
- 96% accuracy
- 90% cost efficiency
- 85% faster response time

AI-driven Public Sector Transformation

Client: Government

AI-enabled crop monitoring and governance transformation at scale.

Impact:

- 80% reduction in claim processing time
- 57 lakh+ farmers covered
- 95% monitoring accuracy
- Faster assessment, response and decision making

Net Promoter Score (NPS)

Coforge places strong emphasis on building and sustaining long-term customer relationships through a structured, multi-layered feedback architecture embedded across the service delivery lifecycle. Feedback is captured at defined intervals from both customer stakeholders and end users, enabling a comprehensive and continuous assessment of experience across engagements.

A key component of this approach is the annual Voice of Customer (VoC) study, conducted with a select group of clients across key accounts, geographies, and business units. The study incorporates participation from CXOs, senior leadership, and mid-management stakeholders, ensuring diverse and strategic perspectives that help strengthen client partnerships and drive service excellence.

The VoC program is administered by an independent third party through one-on-one interviews, ensuring objectivity, transparency, and credibility of insights. Coforge leverages the Net Promoter Score (NPS) as a primary indicator to assess overall client satisfaction, relationship strength, and long-term value creation.

During FY2025–26, Coforge achieved an overall **NPS score of 64,** reflecting strong customer advocacy despite continued organisational growth and integration of acquired entities. NPS performance has remained consistently high and stable over the past several years.

Complementing NPS, Coforge tracks Customer Satisfaction (CSAT) metrics across engagements. During the reporting period, the Company achieved a **project CSAT score of 4.13 and an end-user CSAT score of 4.03 (out of 5),** maintaining performance above 4.0 for two consecutive years—demonstrating consistent service quality and delivery excellence.

VoC insights are systematically analysed to identify key experience drivers and improvement opportunities. Particular focus is placed on passive and detractor feedback, which is translated into targeted action plans owned by account and delivery leadership. At the same time, promoter feedback is leveraged to reinforce best practices, further strengthening customer relationships and engagement outcomes.

To reinforce accountability, NPS metrics are integrated into the performance scorecards of the CEO and Business Unit Heads, with organisation-level performance also reviewed at the Board level. This governance-driven approach ensures that customer experience and relationship strength remains central to strategic decision-making.

Feedback and grievance mechanisms

Coforge has established structured mechanisms to capture, review, and address customer feedback and grievances in a timely and transparent manner. Feedback is systematically analysed and linked to engagement-level reporting, ensuring accountability and continuous improvement.

Customer concerns are addressed through defined escalation protocols and governance frameworks, with clear ownership and timelines for resolution. Insights from grievances are used to identify root causes, strengthen processes, and prevent recurrence.

This closed-loop feedback mechanism enables Coforge to enhance service quality, strengthen customer trust, and sustain long-term client relationships.

Through its integrated approach to customer engagement, feedback, and governance, Coforge continues to strengthen trust, enhance customer experience, and drive long-term value creation.

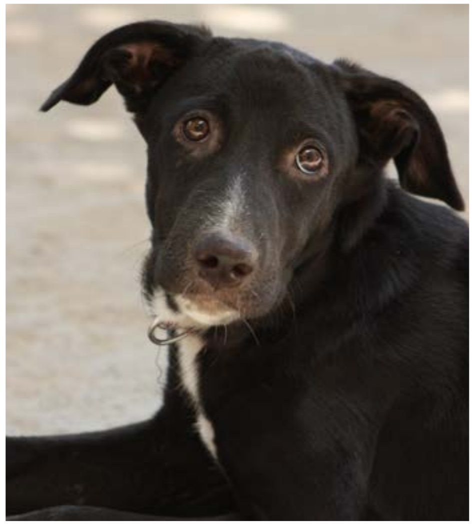
Serving communities, building institutions

Coforge CSR initiatives are driven by a deep sense of purpose and a commitment to serve and support the communities we are a part of. We bring to our CSR initiatives the same passion and obsession with execution excellence that helps us deliver outstanding value to our clients.

Since CSR activities take multiple years to create tangible sustained impact, we have been focused on two areas -

Education and skill development
We want to help children and adults from all backgrounds access quality education, resources, and skill development programmes, creating pathways for inclusive growth.

Environment
We are committed to protecting local ecosystems and promoting sustainable practices through education, awareness, and community support.



The Coforge Public Library: Democratizing access to knowledge

The Coforge Public Library is a heartfelt initiative born from Coforge's commitment towards social responsibility.

Our Vision is to support India's journey towards comprehensive development by providing individuals from all walks of life the opportunity to access knowledge, learn, and grow.

Our Mission is to build a lasting and impactful network of free public libraries across India that serve as beacons of hope, inclusivity, and community empowerment and sanctuaries of knowledge and lifelong learning.

Locations for The Coforge Public Libraries are selected with a clear social objective: to serve dense population clusters, including underserved urban and peri-urban communities such as bastis, villages, and low-income neighbourhoods where access to quality reading infrastructure is limited.

Each Coforge Public Library is a thoughtfully designed space spanning approx. 10,000 sq ft, offering comfortable seating, ample natural light, and air-conditioned environments that enhance the overall reading experience. The libraries host a thoughtfully curated collection of 16,000–20,000 books in English, Hindi, local languages, and Braille across diverse genres, including autobiographies, travel, poetry, history, health & fitness, self-help, spirituality, fiction, and comics. The shelving and display enables visitors to discover and read new authors and perspectives.

Dedicated children's zones are designed to nurture curiosity and imagination, providing young readers with an engaging and safe space to explore the world of books through story-telling.

Each library can accommodate up to 160 readers simultaneously and has been designed with universal accessibility features, including ramps, wide doorways, and spacious aisles to ensure inclusivity for persons with mobility challenges. Entry and reading in the libraries is absolutely free. Visitors can also borrow books by depositing a fully refundable deposit. No deposit is charged for children studying in government and NGO-run schools.

The libraries are operated by professionally trained librarians. All collections are digitally catalogued, allowing visitors to easily locate books through interactive screens. The libraries are open from 9:00 AM to 8:00 PM 365 days a year.

The Coforge Public Library in Noida was inaugurated in February 2024; the Gurugram library opened in June 2025 and the Hyderabad library in October 2025. The fourth library was inaugurated in Delhi in June 2026 by the Honourable Chief Minister of Delhi.

The Coforge Public Libraries have shaped up as vibrant community spaces—encouraging reading and social inclusion.

The Coforge Public Library Outreach Programme

All Coforge Public libraries run a structured **Outreach Programme** aimed at cultivating reading habits and strengthening language skills among children from government- and NGO-run schools.

Activities include:

- **Guided school visits to Coforge libraries,** enabling students to develop familiarity and comfort with books and structured reading spaces. We also provide transportation to bring the children to the libraries.
- **Visits by volunteers from Coforge and the community,** where they engage children in fun, reading-based activities.

The Coforge Public Library initiative addresses key barriers faced by the community, especially underserved children, in developing a reading habit.

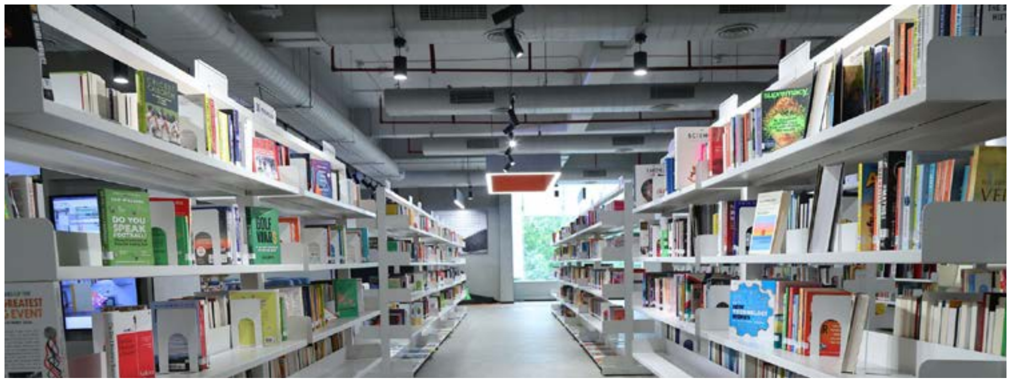
Barrier	How The Coforge Public Library addresses it
No access to a well-curated of books across multiple categories	A thoughtfully curated collection of 16,000-20,000 books across 69 categories, including 4,500 children's books in Hindi and English, per library
Low motivation to read among underserved children	Reading and storytelling sessions for children by trained volunteers to generate interest and make reading fun
No access to aspirational spaces	Facilitation of visits by school children of government- and NGO-run schools to make them feel welcome and comfortable in the library. The libraries are enabling underserved children to overcome socio-economic barriers.
Poor comprehension and vocabulary, especially in English, leading to low confidence	Read aloud sessions with volunteers in schools as well as in the library help improve comprehension and vocabulary
Lack of quality community spaces	High-quality, distraction-free, quiet, comfortable, inclusive spaces for the entire community, with no barriers of access for the underserved or the specially-abled

Impact at a glance

Indicator	FY2025-26 impact
Coforge Public Libraries	3 (Noida, Gurugram and Hyderabad)
Total footfall	1,67,000 (as of 31st March 2026)
Books issued	56,547
Number of children reached through outreach programme	3,662
Coforge volunteers visited government - and NGO-run schools as part of outreach programme	146
Number of schools that visited libraries	123
Number of school children visiting libraries	4,424

FY27–FY30 vision

Over the next four years, Coforge aims to set-up 30 libraries across Delhi NCR, building a lasting and impactful network that will serve as beacons of hope, inclusivity, and community empowerment, and sanctuaries of knowledge and life-long learning.



Vidya & Child: Quality education for first-generation learners

Coforge supported **600 children across two primary government school**s in partnership with Vidya & Child, a Noida-based NGO. The programme placed emphasis on both **foundational learning** and **aspiration building,** recognising the importance of early exposure in shaping long-term educational trajectories.

Key interventions included:

- **Library exposure sessions** to strengthen reading ability and vocabulary development
- **Campus exposure visits,** introducing young learners to professional environments and broadening their aspirations
- **Career awareness sessions led by senior leadership,** offering early insights into career pathways and the value of education
- **Employee-led MS Office training,** equipping children with basic digital and productivity skills to support future employability

Through these efforts, Coforge sought to bridge learning gaps and nurture confidence, curiosity, and ambition among young learners.

Udayan Shalini Programme: Supporting and mentoring deserving young girls through high school and college

Coforge continued its longstanding commitment to girls' education by supporting **190 first-generation girl students** through the **Udayan Shalini Programme.** The initiative focused on enabling educational continuity and employability for girls from underserved communities who are often at risk of dropping out due to socio-economic constraints.

Key focus areas included:

- **Preventing school and college dropouts** by addressing financial and institutional barriers
- **Structured mentoring and enrichment sessions** facilitated by Coforge employees, clients, and senior leadership, providing guidance, life skills, and motivation
- **Extension of the public library outreach programme** to Shalini scholars in **Noida, Gurugram, and Hyderabad,** strengthening academic support and access to learning resources

The programme empowered young women to aspire, persist, and transition confidently toward higher education and employment.

Coforge Data & AI Lab, IIT (BHU), Varanasi: Providing enterprise-grade AI learning resources to students

The Coforge Data & AI Lab is a collaboration between Coforge and IIT (BHU), Varanasi, bridging the gap between theory and enterprise-grade application. Apart from creating a talent pipeline with cloud computing and machine learning skills., the Lab contributes to research and open-source development, as well as application of AI to solve pressing social challenges.

Faculty and industry leaders conduct masterclasses on cutting-edge topics such as Agentic AI, robotics, healthcare AI, agriculture AI, image synthesis, recommender systems, and reinforcement learning.

The projects being pursued at the Lab are:

- **AI-assisted vulnerability detection systems**
- **AI-powered assistive reading solutions for the visually impaired**
- **IoT- and AI-based soil health monitoring** for sustainable agriculture
- **Cognitive and brainwave-based interventions** aimed at improving mathematical abilities of school children (Grades 2–8) in Varanasi

Impact generated

- 2,500 students, researchers, and faculty members across multiple departments—including Computer Science, Metallurgy, Mathematics, Architecture, Electrical Engineering, Pharmaceuticals, and Engineering Physics—benefited from the initiative.
- Students gained access to 6,700+ curated Skillsoft digital courses, enabling self-paced and continuous learning.
- A structured certification pathway (On AI and Data Science) with capstone projects ensured depth and rigor through:
  - Online foundational learning
  - Faculty-led lectures and guided instruction
  - Hands-on capstone projects aligned to real-world applications

Community Resource Centre, Pune: Career readiness and employability support

In partnership with Centre For Youth Development and Activities (CYDA), Pune, Coforge supported 270 students through a Community Resource Centre in the city, focusing on preparing youth for emerging job markets. Interventions included:

- STEM education programmes
- Foundational AI skills training
- Building future-ready talent

Women Entrepreneurship Programme, Pune and Kolhapur: Supporting livelihoods

To advance inclusive economic growth, Coforge strengthened women-led enterprises across Pune and Kolhapur by:

- Supporting 100 women entrepreneurs with targeted training and seed capital
- Upskilling 300+ women to enhance business resilience, financial literacy, and scalability

These initiatives enabled women to secure sustainable livelihoods and emerge as economic leaders within their communities.

The Surajpur Wetland Cleaning Project, Greater Noida: Saving a critical ecosystem

Coforge is spearheading an audacious project to clean-up the 60-hectare Surajpur lake within the Surajpur wetland and forest area, in collaboration with GNIDA. The waterbody is home to several migratory birds, besides being critical to the local flora and fauna.

Currently degraded by untreated wastewater inflows, the waterbody will be cleaned by a scientifically-designed waste water treatment plant (WWTP), including a multi-drain constructed system, phyto-remediation and bio-remediation. The local community will be educated and engaged in long-term maintenance of the system.

Expected outcomes include

~64,735 ML/year
Wastewater treated

~22,657 ML/year
Groundwater recharge

~280 tCO_2 (20-year horizon)
Carbon sequestration

31.25 tonnes of air pollutants over 20 years

1,000+ trees planted
Biodiversity enhancement

Biodiversity Park, Noida: : Revitalizing urban spaces

In August 2023, a designated green area in Sector 108, Noida became a garbage dumping site. Coforge stepped in as a sponsor and cleared 22 truckloads of waste. Nearly 500 Coforge employees planted 10,000 trees, transforming the area into a biodiversity park and carbon-absorbing ecosystem.

We continue to maintain the park and in March 2026, we planted an additional 1,000 trees to create a mini forest. Employees from the Coforge Greater Noida Campus were joined by "Give Me Trees" and its founder, Peepal Baba, a leading voice for afforestation to plant the trees. Native species such as Jamun, Peepal, and Arjun were planted.

A water body was also created to support birds, insects, and small animals, along with the installation of two insect hotels. The initiative was appreciated by the local administration, with the Director of Horticulture, Noida Authority, participating in the plantation. On the request of the Noida authority, Coforge has adopted an adjoining public park spread over 10 acres for development and maintenance.

Amrit Sarovar, Noida: Rejuvenating a degraded pond

A pond rejuvenated by Coforge in Sector 135, Noida, is now a thriving ecological space. The following are the salient features:

- Sustenance by 3,20,000 litres of treated sewage water.
- **Planned installation of a 20 KLD Wastewater Treatment Plant (WWTP),** with an estimated **3.6 ML of wastewater treated annually.**
- **Deployment of floating treatment wetlands, bio-enzymes, and native plantation,** including the planting of **100 trees,** to enhance water quality and ecosystem health across an **8.5-acre water body.**
- The restoration initiative is expected to generate a **groundwater recharge potential of approximately 5.58 ML per year,** support **carbon sequestration of about 28 tCO_2e over a minimum 20-year period,** and enable the removal of approximately **3.13 tonnes of air pollutants over 20 years.**
- The restored habitat now supports **hundreds of migratory birds,** contributing to improved biodiversity and long-term ecological resilience.

Citizen's Park, Rotaries, Green Belt, Greater Noida: Elevating and greening public spaces

Coforge has undertaken the development and maintenance of urban green spaces, including the **rotary near Zero Point, NSG Rotary, the central verge, and green belt opposite the Coforge Greater Noida campus.** Together, these initiatives have transformed over 20 acre urban green space into vibrant community assets that promote environmental sustainability and public wellbeing.

These projects contribute to improved air quality, increased biodiversity, reduced noise pollution, and mitigation of the urban heat island effect, while creating accessible recreational spaces for local communities.

Key interventions include:

- Plantation of native species to strengthen biodiversity and ecological resilience
- Development of rainwater harvesting pits for improved water conservation
- Installation of open-air gyms to encourage active lifestyles
- Installation of swings
- Native landscaping and green belt enhancement
- Creation of a gazebo, installation of benches, and walking pathways

Animal welfare: Critical support for urban animals

Coforge is committed to promoting animal welfare by supporting credible organisations working in animal rescue, care, and protection. We partner with NGOs such as **Neighborhood Woof, All Creatures Great and Small, Me and My Human, and Voice of Stray Dogs (VOSD)** to strengthen essential veterinary services and improve the wellbeing of injured, abandoned, and vulnerable animals. Through these initiatives, Coforge contributes to humane animal care, population management, and the creation of safer, healthier communities for both animals and people.

Our support focuses on critical interventions across the animal care continuum, including:

- Medical treatment and emergency care
- Surgeries and rehabilitation for injured and abandoned dogs
- Implementation of Animal Birth Control (ABC) programmes
- Deployment and maintenance of animal ambulances
- Provision of essential equipment for veterinary operation theatres

Employee volunteering: Passion and purpose

Coforge employees contribute their time, skills, and energy to our CSR initiatives. Their participation engenders hope, empathy, and solidarity with the community. We believe that sustainable transformation is driven by people and each act of service creates powerful agents of change.

Volunteering activities

- **Plantation Drives:** Over 100 employees came together to plant more than 1,000 trees, actively engaging in on ground activities such as pit digging and sapling plantation across project sites, contributing to ecological restoration and climate resilience.
- **Career Counselling Workshops:** Employees work closely with children supported by partner NGOs through 24 workshops, guiding them on career pathways, entrance examinations, subject choices, and recommended reading resources to help them make informed educational decisions.
- **Skill Development and Capacity Building:** Volunteers contribute to structured skill-building programmes for students, women entrepreneurs, teachers, and local community members, enhancing employability, entrepreneurship, and self-reliance.

- **Library Outreach Programme:** Coforge volunteers participated in the Coforge Library Outreach Programme is designed to ignite a love for reading among children from marginalized backgrounds studying in government schools, many of whom have limited or no access to books and learning resources. 146 employees dedicated weekends to engage with 3,662 children through structured reading sessions, storytelling, and guided discussions, introducing them to the joy and discipline of reading.

Purpose lies at the heart of everything we do. It inspires us to apply our expertise, ingenuity, and collective energy to addressing the challenges faced by the communities around us. As we look ahead, we remain committed to creating lasting positive impact, advancing inclusive progress, and being an unparalleled force for good in the world.

Governance

Doding Business the Right Way

Key material issues

- Information Security, Data and Privacy Protection
- Corporate Governance and Ethics
- Risk and Crisis Management
- Sustainable and Responsible AI

SDG linkage

UNGC principles

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Corporate governance

Our Board of Directors comprises a balanced mix of individuals with diverse backgrounds and expertise, aligned with Coforge's business goals and strategy and operates under a one-tier board structure. In line with our Board Diversity Policy, we value diversity in terms of gender, domain, geography, and more.

Board composition

Governance structure and composition, FY2025-26

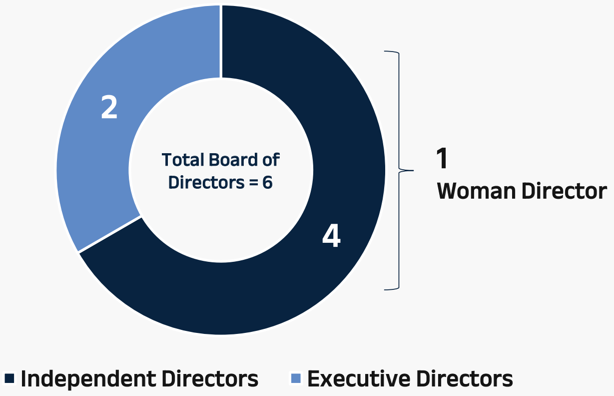
	Parameter	Number
Board Members	Total number of members	6
	Number of executive members	2
	Number of independent members	4
	Tenure of members on the governance body	2.8 years
	Number of female members	1

Notes:

1. Directors are appointed by NRC, Board and then recommended to shareholders for their final approval; however, they do not represent any specific stakeholder group. They are entrusted with acting in the best interests of the Company and all stakeholders while exercising independent and objective judgement.

2. The Company does not currently collect or disclose information relating to directors' membership of underrepresented social groups.

Board type: One-tier



Board highlights

67% Independent Directors

17% Board gender diversity

67% Foreign nationality

63 years Average Board age

2.8 years Average Board tenure

Board members bring significant external governance, leadership, and industry experience through current and previous commitments across listed companies, multinational organisations, and group entities. Majority of the Directors have served in Board-level and executive leadership positions, with responsibilities encompassing corporate governance, strategic oversight, risk management, financial stewardship, business growth, talent management, and operational leadership. Collectively, their experience spans diverse sectors, including technology services, healthcare, financial services, telecommunications, consumer products, and corporate governance. These external commitments and prior leadership roles provide valuable industry perspectives and insights, strengthening the Board's ability to exercise effective oversight, support informed decision-making, and guide the Company's long-term strategy.

Diversity of governance body: Board of Directors

Board of Directors	Unit	FY2025-26	FY2024-25
a. Gender:			
Male	Number	5	5
Female	Number	1	1
Total	Number	6	6
b. Age group			
Below 30 years	Number	0	0
30 to 50 years (including 30 and 50)	Number	0	0
More than 50 years	Number	6	6
Total	Number	6	6
c. Disabled (If any, by gender)			
Male	Number	0	0
Female	Number	0	0

Competency relevant to the impact of the organisation

The Board Skill Matrix is designed to ensure an appropriate balance of expertise, experience, and diversity of perspectives required to effectively oversee the Company's strategy, operations, and long-term value creation. Key competencies considered include:

- **Risk management and corporate governance:** Knowledge of ERM frameworks and corporate governance practices, with an understanding of evolving governance expectations and industry best practices.
- **Technology services industry expertise:** Experience in the technology services sector, including oversight of business operations, strategic direction, market dynamics, and operational performance.
- **Financial acumen:** Ability to assess financial performance, capital allocation, business growth, and value creation initiatives.
- **Growth and transformation leadership:** Experience in scaling high-growth organisations and governing large, complex, and geographically diverse businesses and providing oversight to technology services business operations and supporting and monitoring tech services strategy.
- **Talent and human capital management:** Expertise in leadership development, succession planning, executive compensation, talent retention, organisational culture, and workforce strategy.
- **ESG and sustainability:** Understanding of environmental, social, and governance considerations, sustainability trends, stakeholder expectations, and responsible business practices.
- **Regulatory, legal, and compliance:** Knowledge of legal, regulatory, compliance, and ethical obligations relevant to the Company's operations and markets.

Personal attributes

In addition to professional expertise, the Board evaluates directors against a range of personal attributes that support effective governance and decision-making, including:

- Demonstrated **integrity,** independence, and commitment to high ethical standards.
- Strong **leadership capabilities** and strategic thinking.
- Effective **interpersonal, communication, and stakeholder engagement skills.**
- Constructive involvement in Board discussions and **sound decision-making.**
- Sufficient **time commitment and availability** to fulfil Board and committee responsibilities.
- A collaborative mindset, independent judgement, and commitment to fostering an inclusive and high-performing Board culture.

Board accountability

Coforge is committed to maintaining high standards of governance through a structured framework of Board accountability, ensuring transparency, responsibility, and alignment with stakeholder expectations.

The Board operates in accordance with applicable legal and regulatory requirements, with **Directors' responsibilities and liabilities governed by the provisions of the Companies Act and and all other applicable relevant regulations.**

The Company has established governance mechanisms to ensure continuity and effective oversight. A formal CEO succession plan is in place, reflecting Coforge's focus on leadership continuity and long-term organisational stability.

With respect to Board composition, **Independent Directors are not subject to retirement by rotation,** and appointments are made in line with applicable governance norms and statutory provisions.

Certain governance matters, including **changes to governing documents such as bylaws,** are subject to **appropriate stakeholder approvals,** which are aligned with applicable definitions and requirements, and are periodically reviewed to ensure compliance with evolving regulatory and disclosure frameworks.

Through these practices, Coforge reinforces accountability at the Board level while ensuring strong governance, effective oversight, and adherence to statutory and stakeholder-driven expectations.

Board committees

We ensure that the collective efforts of our Board members are aligned with enhancing the Company's performance and meeting our responsibilities toward shareholders, communities, and the environment. To enable this, the Board has constituted various committees that strengthen oversight and accountability across the organisation.

Governance structure and composition, FY2025-26

	Parameter	Numbers
Audit Committee	Total number of members	4
	Number of executive members	0
	Number of independent members	4
	Tenure of members on the governance body	2.43 years
	Number of female members	1
CSR & ESG Committee	Total number of members	3
	Number of executive members	2
	Number of independent members	1
	Tenure of members on the governance body	1.64 years
	Number of female members	1
Stakeholder's Relationship Committee	Total number of members	3
	Number of executive members	1
	Number of independent members	2
	Tenure of members on the governance body	2
	Number of female members	0
Risk Management Committee	Total number of members	4
	Number of executive members	1
	Number of independent members	3
	Tenure of members on the governance body	1.67 years
	Number of female members	1
Nomination and Remuneration Committee	Total number of members	3
	Number of executive members	0
	Number of independent members	3
	Tenure of members on the governance body	2.5 years
	Number of female members	1

Board expertise

Percentage coverage by training and awareness programmes, FY2025-26

Segment	Total number of training and awareness programmes held	Topics/ Principles covered under training and its impact	% of people in respective category covered by the awareness programmes
BoD	4	Awareness of Business Responsibility and Sustainability Report (BRSR) and the impact of BRSR Principles on the Company and across the value chain.	100%
KMP	4	Compliance training like POSH, EHS (Environment, Health, and Safety), Global Compliances covering Code of Conduct, Anti-bribery, and Anti-corruption, Whistleblower, Modern Slavery Act, and Code of Conduct for prohibition of insider trading.	100%

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2. The Company does not currently collect or disclose information relating to directors' membership of underrepresented social groups.

Nomination and remuneration of the Board

Selection and compensation framework

The Nomination and Remuneration Committee oversees the selection, appointment, remuneration, and performance evaluation of Directors, KMP, and Senior Management. Guided by the Company's Nomination and Remuneration Policy and applicable regulatory requirements, the Committee evaluates candidates based on integrity, qualifications, expertise, experience, and leadership capabilities, while ensuring remuneration structures are aligned with performance, responsibilities, and long-term organisational objectives.

CEO compensation framework

The Company's approach to CEO remuneration is designed to support long-term value creation and align executive compensation with organisational performance and shareholder interests. The CEO's compensation comprises a balanced mix of fixed and variable pay elements, including:

- **Annual fixed salary**
- **Annual performance bonus,** linked to the achievement of pre-defined business and strategic objectives
- **Long-term incentives,** awarded in the form of cash incentives and/or Employee Stock Options (ESOPs), as approved by the Board from time to time
- **Other employment benefits,** in accordance with the policies, schemes, and benefits applicable to employees of the Company

Under the Company's current ESOP Scheme, no individual is eligible to receive ESOPs exceeding **1% of the Company's total share capital.** All ESOP grants are **100% performance-linked,** with vesting contingent upon the achievement of defined performance metrics, including:

- Annual revenue targets of the Company
- Annual profit targets of the Company
- Operating cash flow-to-EBITDA ratio
- Any other performance parameters determined by the Nomination and Remuneration Committee from time to time

ESOP grants are typically issued with a vesting period of **five to seven years,** with vesting occurring in equal annual tranches, subject to compliance with applicable laws and regulations.

The Company ensures that the remuneration payable to its Directors remains within the limits prescribed under **Section 197 of the Companies Act, 2013,** read together with the relevant provisions of **Schedule V** and other applicable statutory requirements.

Compensation metrics, FY2025–26

Total annual compensation of the CEO (or equivalent position)	Annual median compensation of employees (excluding CEO)	Annual mean compensation of employees (excluding CEO)	CEO-to-employee pay ratio
INR 55,80,54,342	INR 12,99,999	INR 16,31,682	279:1

Evaluation of Board, Committees, and Directors' Performance

In line with the provisions of the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Board undertakes an annual evaluation of its effectiveness, the performance of individual Directors, and the functioning of its Committees.

Pursuant to Sections 134 and 178 of the Companies Act, 2013 and Regulation 19 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time, the Board carried out the annual performance evaluation of its own functioning, the performance of individual Directors, and the effectiveness of its Committees. To support the evaluation, the Company engaged an independent Board advisory firm and used its secure digital evaluation platform.

This enabled an independent, confidential, transparent, and comprehensive assessment of the performance of the Board, its members, and its Committees. Responses were collected directly by the external firm and shared with the Company only in aggregated and anonymised form. The evaluation methodology included structured questionnaires developed under the supervision of the Chairperson of the Nomination and Remuneration Committee and the Board Chairperson. It comprised rating-based surveys covering overall Board effectiveness, evaluation of the Chairperson, peer evaluation of individual Directors, including Independent and Executive Directors, and assessment of Board Committees.

The assessment covered Board composition, governance practices, risk oversight, financial monitoring, ESG and sustainability focus, strategy formulation, succession planning, people management, the quality and timeliness of information flow, and the conduct of Board and Committee meetings. It also included open-ended qualitative feedback to help identify key strengths and areas for improvement.

The evaluation results were first presented to the Chairperson of the Nomination and Remuneration Committee and thereafter to the Board. The Chairperson shared the feedback with all Board members and led the discussion on the findings.

Ethics and integrity

At Coforge, ethics and integrity are the foundation of our governance framework. We are committed to conducting business responsibly, transparently, and in alignment with international standards. Our practices are designed to safeguard stakeholder trust, mitigate risks, and ensure compliance with applicable laws and regulations.

UN Global Compact alignment

Coforge is a proud signatory to the **United Nations Global Compact (UNGC)** and adheres to its Ten Principles, particularly those relating to anti corruption, human rights, and labour standards. This alignment reinforces our commitment to the U**N Sustainable Development Goals (SDG 16: Peace, Justice, and Strong Institutions)** and ensures that our governance practices meet global benchmarks.

Anti-bribery and anti-corruption

We maintain a **zero tolerance policy** towards bribery, facilitation payments, and corruption across all operations and geographies.

- **Policy framework:** Our **Anti-Bribery and Anti-Corruption Policy,** together with the Code of Conduct, sets clear expectations for employees, directors, and suppliers.
- **Risk assessment:** Coforge regularly assesses operations for corruption-related risks.
- **Training and awareness:** Mandatory training programmes are conducted to strengthen awareness and compliance.
- **Performance:** In FY2025–26, Coforge reported **zero incidents of bribery or corruption,** reaffirming the effectiveness of our governance framework.

Communication and training on anti-corruption and anti-bribery policies and procedures

Parameter	FY2025-26		FY2024-25	
	Number	Percentage	Number	Percentage
Governance body members (Board of Directors) that have received training on anti-corruption	6	100%	6	100%
Employees that have received training on anti-corruption	20,116	82%	13,020	93%

Coforge had no complaints or breaches, hence no disciplinary actions were taken

Number of Directors/ KMPs/ employees/ workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption

Particulars	FY2025-26	FY2024-25
Directors	Nil	Nil
KMPs	Nil	Nil
Employees	Nil	Nil
Workers	Nil	Nil

Code of conduct

Our **Code of Conduct** serves as the cornerstone of ethical behaviour at Coforge. It outlines principles of integrity, fairness, and accountability, guiding employees in decision making and interactions with stakeholders. The Code applies to all employees, directors, and officers, and is extended to suppliers through the **Supplier Code of Conduct.**

Whistleblower and grievance mechanisms

Coforge has established a **confidential and secure whistleblower policy/mechanism** that allows employees and stakeholders to report concerns related to misconduct, corruption, or unethical practices.

- **Protection against retaliation:** We guarantee non retaliation for individuals raising concerns in good faith.
- **Accessibility:** Multiple reporting channels are available to ensure ease of access.
- **Oversight:** The CSR & ESG Committee and senior leadership oversee grievance redressal, ensuring timely and fair resolution.

We received three whistleblower complaints from shareholders during FY2025–26.

Policies

Coforge has established a comprehensive policy framework aligned with the nine principles of the National Guidelines on Responsible Business Conduct (NGRBC). All policies are approved by the Board and are applicable across the organization, ensuring strong governance, ethical conduct, and responsible business practices. Periodic reviews are conducted to ensure alignment with evolving regulatory and stakeholder expectations.

Focus area	Key policies		
Ethics and transparency	• Code of Conduct • Whistleblower Policy • Tax Policy	• Risk Management Policy • Policy on Materiality of Events • Code for Fair Disclosure	• Archival Policy
Sustainable business	• Supplier Code of Conduct • Sustainable Procurement Policy	• Environment Sustainability Policy • EHS Policy	• EHS Manual
Employee wellbeing	• Board Diversity Policy • POSH Policy	• ESOP Plan • Nomination and Remuneration Policy	• Human Rights Policy
Stakeholder relationships	• Dividend Distribution Policy • Related Party Transactions Policy	• Material Subsidiaries Policy • CSR & ESG Policy	• Code of Conduct • Whistleblower Policy
Human rights	• Human Rights Policy • Code of Conduct	• Modern Slavery Act Statement • Supplier Code of Conduct	
Environmental stewardship	• Environment Sustainability Policy • EHS Policy	• CSR & ESG Policy • Carbon Reduction Plan	• Scrap Disposal Policy
Public advocacy	• Code of Conduct • Policy on Materiality of Events	• Code for Fair Disclosure	
Community development	• CSR & ESG Policy • Supplier Code of Conduct	• Human Rights Policy • Board Diversity Policy	
Customer relations	• Code of Conduct	• Quality & Service Management Policy	

Link to all policies

- **Policy influence and responsible advocacy:** Coforge conducts its business with the highest standards of ethical integrity and transparency and does not engage in political contributions or policy-influencing expenditures.

- **Contributions and other spending:** During the reporting period, Coforge did not make any financial or in-kind contributions to political parties, political candidates, lobbying organisations, or other entities for the purpose of influencing public policy or regulatory outcomes. The Company maintains a strict policy of refraining from political contributions globally, and no such expenditures have been incurred.

- **Largest contributions and expenditures:** As Coforge does not undertake any political or lobbying-related spending, there are no contributions, beneficiaries, or expenditures to report for the current or prior reporting periods.

- **Lobbying and trade associations – Climate alignment:** Coforge does not engage in direct lobbying activities or policy advocacy through financial contributions. Where the Company participates in industry forums or associations, such participation is focused on knowledge sharing and business collaboration, and not for influencing public policy positions. The Company remains committed to ensuring that its engagements are aligned with its sustainability objectives and does not associate with any advocacy activities that are inconsistent with its ethical, governance, or environmental principles.

Tax strategy

Coforge is committed to managing its tax affairs in a responsible, transparent, and compliant manner, aligned with its business strategy and long-term value creation objectives. We recognise tax as a key component of our contribution to the societies and economies in which we operate, and therefore embed responsible tax practices within our ESG framework.

Core principles

- Full compliance with the letter and spirit of applicable tax laws and regulations in all jurisdictions in which Coforge operates
- Alignment of tax outcomes with economic substance and value creation, ensuring that value created is not transferred to low-tax jurisdictions
- Transparency through structured disclosures, including Country-by-Country Reporting (CbCR)
- Prudent tax risk management, avoiding aggressive or artificial tax structures
- A commitment to not use tax structures or arrangements that lack commercial substance
- A commitment to undertake transfer pricing in accordance with the arm's length principle
- A commitment to not use secrecy jurisdictions or so-called tax havens for tax avoidance purposes

Our approach is guided by the Coforge Tax Policy, which provides the foundational principles for tax governance, compliance, risk management, and engagement with tax authorities across jurisdictions.

Governance and oversight

Tax governance at Coforge is embedded within a robust corporate governance framework. Ultimate responsibility for tax governance rests with the Board of Directors, with the Audit Committee providing oversight on tax-related risks and key strategic positions.

The Chief Financial Officer (CFO) and the Global Head of Tax, supported by a dedicated tax function, are responsible for the execution and implementation of the tax strategy.

Tax governance processes include defined policies covering transfer pricing, tax provisioning, and compliance; standardised processes aligned with consolidated financial reporting systems; and periodic internal reviews and controls to ensure accuracy and regulatory adherence. Where required, Coforge engages external advisors to support compliance with evolving tax requirements. The Company has formalised CbCR processes, as evidenced by timely filing of Form 3CEAD under Rule 10DB of the Income-tax Act, 1961.

Tax risk management

Coforge adopts a conservative and risk-aware approach to managing tax. The Company does not engage in aggressive tax planning or arrangements lacking commercial substance.

All tax positions are supported by robust documentation and technical analysis, and tax risks are proactively identified, assessed, and managed based on financial and reputational impact.

Key practices include alignment with Organisation for Economic Co-operation and Development – Base Erosion and Profit (OECD BEPS) principles and transfer pricing guidelines, use of the arm's length principle for intercompany transactions, and regular evaluation of tax positions in light of regulatory changes and the increasing complexity of global tax regimes.

Responsible tax planning

Our tax planning philosophy is aligned with business operations and value creation. Profits are reported in jurisdictions where substantive economic activities, workforce, and assets are located. Coforge seeks to utilize available tax incentives and reliefs in accordance with the intent of applicable laws.

Tax structures are designed to be commercially driven and compliant, and Coforge does not undertake artificial arrangements or transfer profits to low-tax jurisdictions without corresponding economic substance.

Geographic distribution of economic activity

India represents the primary hub of operations, with the majority of employees. Significant operations exist in the United States, United Kingdom, Philippines, Germany, Spain, and UAE, reflecting a global delivery model.

Taxes paid include corporate income tax as well as advance taxes, withholding taxes, and other statutory levies.

Contribution to public finances

Coforge contributes to public finances globally through corporate income taxes, employment taxes and social contributions, and indirect taxes such as GST/VAT. These contributions reflect the economic value generated across jurisdictions and reinforce Coforge's commitment as a responsible corporate taxpayer. Coforge did not receive any financial assistance from the government during the reporting period.

Data privacy and information security

As a global digital services organisation, Coforge recognises that strong data privacy, information security, and cyber resilience are foundational to digital trust, regulatory compliance, and long-term sustainable growth. The Company is committed to safeguarding the confidentiality, integrity, and availability of customer, employee, and stakeholder information across all its operations.

Governance, oversight, and accountability

Coforge maintains a robust governance structure to oversee information security and data protection across the enterprise. Executive leadership provides strategic direction through formal committees, including the Information Security Steering Committee (ISSC), Risk Management Committee (RMC), and Privacy Committee, ensuring accountability and alignment with business objectives. The CIO Office provides periodic (half-yearly) updates to the RMC on the organisation's information security posture, cyber risks, mitigation measures, and emerging threat landscape.

Information security, privacy, and acceptable use policies are reviewed at least annually or upon significant regulatory or organisational change. These policies are communicated to all employees and reinforced through training and internal awareness initiatives.

Certifications, standards, and framework alignment

Coforge follows a unified ISO-based governance approach to ensure consistent risk management, control implementation, and continual improvement across all delivery centres. The Company maintains formal certifications for:

- **ISO/IEC 27001 –** Information Security Management System (ISMS)
- **ISO/IEC 27701 –** Privacy Information Management System (PIMS)
- **ISO 22301 –** Business Continuity Management System (BCMS)

In addition, Coforge aligns its controls with globally recognised frameworks such as the **NIST Cybersecurity Framework** and **CIS Critical Security Controls and Benchmarks** to strengthen technical safeguards, harden system configurations, and reduce exposure to common cyber threats. Independent assurance is further supported through certifications, including **SOC 2 Type II, Cyber Essentials Plus, HITRUST (E1), HIPAA,** and **CMMI Level 5,** providing customers with confidence in the design and operating effectiveness of Coforge's controls.

Data privacy and protection

Privacy-by-design and privacy-by-default principles are embedded across the data lifecycle at Coforge. The Company has implemented **ISO/IEC 27701-aligned PIMS across all India delivery locations,** strengthening its ability to manage personal data in line with global regulatory expectations. Key privacy practices include:

- Defined triggers for conducting Data Protection Impact Assessments (DPIAs) for high-risk processing activities
- Maintenance of data inventories, records of processing activities, and data flow mapping
- Structured mechanisms for managing data subject rights requests
- Privacy reviews integrated into project onboarding, solution design, and change management processes
- Data retention and secure disposal controls aligned with legal, regulatory, and contractual requirements
- Vendor privacy due diligence and contractual safeguards
- Privacy incident and breach management procedures, including regulatory assessment and notification requirements
- Regular privacy awareness and training programmes for employees handling personal data
- Periodic privacy compliance assessments, internal audits, and governance oversight to support continuous improvement

Coforge does not use customer or personal data for any secondary, unauthorised, or non-contractual purposes. During the reporting period, the Company did not receive any material or direct government or law enforcement requests for customer or employee data.

To enhance regulatory preparedness and breach response readiness, Coforge has also onboarded a leading global law firm to provide jurisdiction-specific legal guidance on data protection regulations, incident response, regulatory engagement, and notification obligations across geographies.

Zero substantiated complaints concerning breaches of customer privacy, losses of customer data, or identified incidents of leaks, thefts were reported during FY2025–26

During FY2025–26, Coforge did not receive any material requests from government or law-enforcement authorities for disclosure of customer data

Cybersecurity operations and threat management

Coforge operates a 24×7 Security Operations Centre (SOC) supported by global threat intelligence to continuously monitor critical systems and respond to threats in near real time. The cybersecurity ecosystem includes advanced capabilities such as next generation SIEM, AI-enabled SOAR, endpoint detection and response (EDR), data loss prevention (DLP), identity and access management, and network security controls.

Attack surface and exposure management practices, including periodic vulnerability assessments and penetration testing, are applied across delivery environments. Security incidents are addressed through a structured incident response framework aligned with defined escalation paths and recovery objectives.

Risk management and business continuity

Information security and privacy risks are integrated into Coforge's Enterprise Risk Management (ERM) framework. All delivery centres undergo periodic risk assessments, and findings are reviewed by senior management for corrective and preventive action.

Coforge's BCMS, aligned with ISO 22301:2019, ensures operational resilience through defined Business Continuity and Disaster Recovery plans. These plans are validated through regular simulations, tabletop exercises, and testing to maintain service availability and protect data integrity during disruptive events.

Awareness, training and culture

Coforge fosters a strong culture of information security and digital responsibility. All eligible employees undergo mandatory pre-onboarding, induction, and annual information security and privacy training. Awareness initiatives are supplemented through phishing simulations, targeted advisories, newsletters, and leadership-driven campaigns.

Any violations of information security or privacy policies are addressed through defined disciplinary procedures in line with organisational policies and applicable regulatory requirements, reinforcing accountability and responsible data handling across the workforce.

Overall impact

These measures collectively reinforce Coforge's commitment to accountable data protection, regulatory compliance, and responsible digital practices. By continuously strengthening governance, technology safeguards, and workforce awareness, Coforge enables trusted digital operations and supports long-term sustainable growth in an evolving cyber and regulatory landscape.

Business continuity planning (BCP)

We have established a robust **Business Continuity Management (BCM) system,** demonstrating the maturity of our Business Continuity Planning. Coforge has achieved **ISO 22301:2019 certification.** This certification reflects our strong capabilities in maintaining resilient operations and ensuring uninterrupted service delivery across key locations.

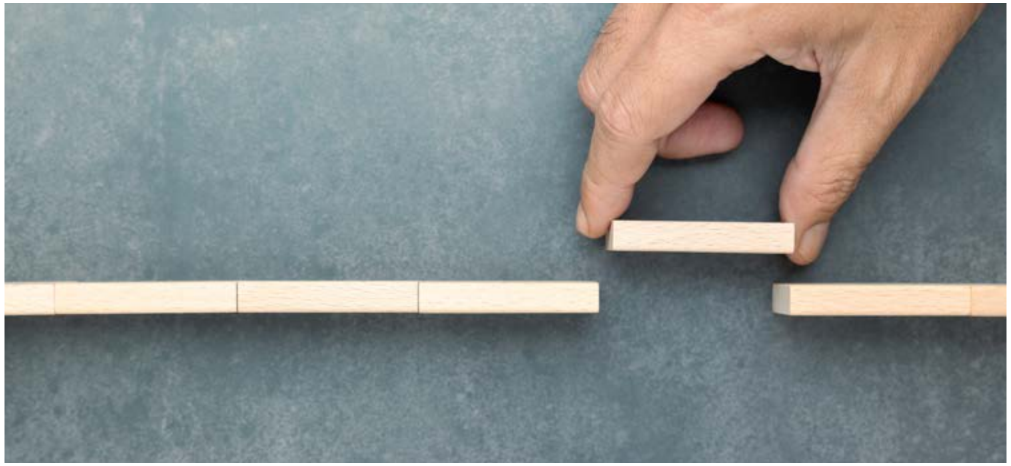
Advanced initiatives

In FY2025–26, we advanced our resilience framework through several new initiatives:

- **Enterprise-wide Privileged Access Management (PAM):** Ensures controlled, monitored, and Just in Time access to privileged accounts, reducing risks of misuse.
- **Automated detection and autonomous response:** Adoption of advanced technologies to rapidly contain threats such as ransomware, enhancing operational resilience.
- **Zero trust security framework:** A globally recognised, proactive approach to cybersecurity that prioritizes data protection and governance, maximizing the business value of customer data while minimising compliance risks.

Governance and oversight

- **Board and leadership commitment:** Oversight of BCP implementation and integration with enterprise risk management.
- **Continuous improvement:** Regular reviews and updates to incorporate lessons learned, evolving threats, and industry best practices.
- **Alignment with global standards:** Coforge's BCM system aligns with ISO 22301 and contributes to risk management, resilience, and cybersecurity.



Responsible AI and digital ethics

Artificial intelligence is increasingly central to how Coforge creates value for clients and manages internal operations. As we embed AI into business processes and decision-making, the need for responsible AI and robust digital ethics is critical. We recognise that ethical considerations are integral to the design, deployment, and governance of AI systems, and our AI Governance Framework is designed to ensure that digital solutions are not only powerful but principled. Our approach embeds ethical safeguards, transparency, and human oversight across the AI lifecycle, enabling us to create sustainable value while safeguarding stakeholder interests.

Management approach

AI is a key enabler for how Coforge manages risk, drives efficiency, and delivers on its strategic and sustainability commitments. We believe that the responsible use of AI is inseparable from long-term business integrity.

Coforge has established an AI Governance Framework that defines the boundaries, responsibilities, and processes for managing AI systems responsibly. The framework:

- Applies across all departments, functions, and teams that design, develop, deploy, or use and monitor AI.
- Ensures consistency in governance whether AI is used internally (e.g., HR analytics) or externally (e.g., client delivery).
- Covers every stage of the AI lifecycle: Plan & Design, Data Governance, Develop & Train, Verify & Validate, Deploy & Integrate, Operate & Monitor, and Retire or Replace.
- Aligns with international standards and regulations, including ISO/IEC 42001:2023, the EU AI Act, and the NIST AI Risk Management Framework (AI RMF).

Our Responsible AI Policy establishes the ethical principles that guide this work, including fairness and inclusiveness, transparency, privacy, safety and reliability, human oversight, regulatory compliance, and security. These principles apply equally to AI systems used internally and to AI solutions developed for and deployed on behalf of clients.

- Clearly defined boundaries prohibit the use of AI for manipulative behaviour, exploitation of vulnerabilities, unauthorized surveillance, or other high-risk applications that may negatively impact individuals or society.
- The policy promotes transparency in AI-enabled decision-making, ensuring outputs are interpretable where relevant and subject to appropriate human validation.

Coforge on AI ethics commitment

Coforge is committed to the responsible, ethical, and secure use of AI across the organisation. We will ensure transparency in AI-driven decisions, uphold fairness by actively identifying and mitigating bias, and protect data privacy through robust governance and compliance with global standards. Our approach prioritises human oversight, accountability, and continuous risk assessment, ensuring AI solutions align with our business values, regulatory obligations, and societal expectations. We will invest in awareness, controls, and auditing mechanisms to ensure AI is deployed to augment human capability while maintaining trust, integrity, and resilience.

Governance structure

Governance of responsible AI is an executive-level responsibility. Chief Information Officer (CIO) is the executive authority responsible for approving AI-related policies and ensuring that AI governance aligns with the organisation's IT strategy, providing enterprise-level accountability for safe and effective AI adoption.

Coforge has established the following governance structure for AI:

Role	Accountability
CIO	Executive authority; approves AI-related policies; ensures alignment with IT strategy and enterprise-level accountability for AI governance.
AI Governance Council	Provides enterprise-level oversight; approves the AI Governance Framework, policies, and major updates; oversees overall governance effectiveness.
AI Governance Working Group (CIO Function, CDO Function & HBUs)	Cross-functional expert group overseeing enterprise-wide AI governance, risk management, and alignment with strategic AI objectives. Manages AI Inventory, risk tiering, impact assessments, approvals and exceptions, regulatory alignment, and role-based training and awareness. Reports on overall AI governance posture to the AI Governance Council.
IBU / HBU / Function Heads	Business leaders with departmental ownership of AI systems, including risk oversight, inventory consolidation, and approval of key lifecycle decisions. Ensure AI adoption aligns with business goals while maintaining compliance, accountability, and operational integrity.
AI System Team (Owner, Development, Validation)	Designs, develops, operates, and maintains AI systems across their lifecycle. The System Owner is accountable for system purpose, compliance, monitoring, and risk management. The Development Team ensures data quality, documentation, testing, and compliance. The Validation Team independently reviews systems for fairness, safety, transparency, regulatory adherence, and readiness for deployment.
Support Functions	Provide governance, security, privacy, procurement, licensing, HR, capability development, and operational support. Ensure AI requirements are integrated into organisational processes and that AI systems comply with applicable policies, regulatory obligations, and technical safeguards.
End Users	Interact directly with AI systems and are responsible for safe, compliant usage in accordance with AI usage policies. Serve as the first line of defence in identifying anomalies, escalating risks, and reporting incidents.

Policies, risk management, and the AI lifecycle

Coforge's AI Governance Framework is operationalised through a comprehensive set of policies and supporting documents that cover the full AI lifecycle from initial system classification to decommissioning. Key policies include:

- AI Acceptable Usage Policy
- Responsible AI Policy
- AI Incident Management Policy
- AI Risk Management Policy
- AI Lifecycle Policy

All AI systems are assigned to a risk tier of High, Medium, or Low. The risk tier determines applicable governance controls, the depth of independent validation required, and the intensity of operational monitoring. High-risk AI systems, such as those used in sensitive domains or involving significant impact on individuals and society, are subject to independent validation by the Validation Team for fairness, safety, transparency, robustness, and regulatory adherence prior to deployment. Risk management is aligned with the NIST AI RMF. All identified AI risks are maintained in an AI Risk Register, with associated controls tracked through the AI Risk Control Mapping. The AI Governance Working Group reviews this risk information on an ongoing basis.

AI systems are subject to fairness and bias assessments, particularly for high-risk use cases, to ensure equitable and non-discriminatory outcomes. AI-generated outputs are required to be reviewed and validated by human users and are not to be misrepresented as fully human-generated, ensuring transparency in AI-assisted decision-making and content creation.

Changes to AI systems are managed through a formal change management process that includes approval workflows for model updates or retraining, documentation of rollback and failover plans, and full audit trails. AI incidents are managed under the AI Incident Management Policy, which covers identification, assessment, escalation, mitigation, and post-incident review. Where applicable, AI-supported outcomes may be subject to human review and reassessment to ensure accountability, fairness, and appropriate resolution of concerns.

Data privacy and security in AI systems

The responsible handling of data in AI systems is a foundational requirement. Coforge's AI governance policies are designed to comply with India's Digital Personal Data Protection (DPDP) Act and other applicable data protection and privacy regulations.

Privacy-by-design and security-by-design principles are embedded throughout the AI lifecycle. The AI Access Management Policy ensures that only authorised personnel can access AI systems, data, and models.

To ensure secure and responsible use of AI systems, Coforge:

- Monitors AI tool usage across corporate systems and networks.
- Reviews data shared with AI tools to verify adherence to data protection and confidentiality requirements.
- Blocks unapproved AI sites or applications to prevent unauthorised usage.
- Employees are explicitly prohibited from uploading confidential, personal, or proprietary data, including customer information, internal documents, and source code into external AI tools.

All monitoring activities are conducted in compliance with applicable privacy regulations, data protection laws, and Coforge's Information Security Policy. The Generative AI Consent Form governs the use of personal and sensitive data in generative AI contexts.

Third-party and vendor AI

Coforge's AI Procurement and Vendor Management Policy establishes a systematic approach to acquiring and managing third-party AI solutions. All AI vendors are subject to due diligence before onboarding, with assessments covering ethical alignment, regulatory compliance, security and privacy controls, and accountability throughout the relationship lifecycle. Vendor due diligence is integrated into the AI Lifecycle Tracker to ensure consistent application of controls across the AI portfolio.

Coforge also assesses vendors on their adherence to responsible AI practices, including ethical use, transparency, and alignment with sustainability considerations where relevant.

Training and Awareness

Coforge promotes responsible AI adoption through a structured training and awareness programme for employees and contractors involved in the use, development, or oversight of AI systems. The programme includes onboarding and periodic refresher training on responsible AI principles, governance requirements, acceptable use practices, and incident reporting mechanisms. Awareness is reinforced through regular communications and engagement initiatives, while the AI Governance Council oversees capability building to support consistent implementation of AI governance practices across the organisation. For high-risk AI applications, including those involving sensitive personal data or sector-specific use cases such as healthcare, finance, and law enforcement, additional role- and project-specific training is provided to address relevant risks, regulatory obligations, and ethical considerations.

Training name	Mode	Brief on training	Number of attendees
Enterprise AI Literacy – Foundation	Virtual (enterprise learning platforms)	Foundational AI awareness programmes aimed at building baseline AI literacy across technical and non-technical workforce	19,000+ trained
Intermediate AI Capability	Virtual + hands-on practitioner-led sessions	Practitioner-led, applied AI learning focused on building deployment-ready capabilities within delivery teams	15,000+ trained
Advanced AI Capability	Virtual (certification-based)	Role-based AI agent design and deployment capability, enabling advanced AI engineering skills	15,000+ trained
Leadership Enablement	Virtual sessions for leadership enablement	Business-led AI sessions focused on enterprise use cases and Coforge-built AI solutions for leadership alignment	3,000+

240K+ hours
Total AI learning hours delivered

~90%+
Workforce AI enablement

These programmes include guidance on responsible AI usage, ethical risks, and appropriate handling of AI-generated outputs, reinforcing accountability across all levels of the organisation.

Looking Ahead

The AI regulatory landscape continues to evolve. Coforge's AI Governance Framework is designed for continuous improvement and is reviewed:

- Annually, as part of the organisation's governance and compliance cycle.
- Following any major AI-related incident to incorporate lessons learned and strengthen controls.
- After relevant regulatory or standards changes, including EU AI Act updates, ISO/IEC 42001 revisions, amendments to India's DPDP Act, and other applicable data protection, privacy, and AI governance regulations.

Going forward, our focus remains on strengthening AI governance through robust controls, enhanced transparency, and alignment with evolving global regulatory frameworks, ensuring ethical, responsible, and compliant AI deployment.

Coforge continues to enhance its AI governance practices in line with evolving global standards, with a focus on strengthening transparency, accountability, and responsible AI deployment.

Sustainable Procurement and Supply Chain

Building a Responsible Supply Ecosystem

Key material issues

Supply Chain Management

SDG linkage

UNGC principles

Principle 2: make sure that they are not complicit in human rights abuses

Principle 8: undertake initiatives to promote greater environmental responsibility

Our sustainable procurement strategy

Our **sustainable procurement strategy** is designed to integrate environmental, social, and governance considerations throughout the procurement lifecycle, from supplier selection and onboarding to performance evaluation and ongoing engagement.

We have established a robust governance framework through clearly defined policies, rigorous due diligence processes, comprehensive supplier assessments, and proactive supplier engagement. This framework ensures that all procurement activities are aligned with Coforge's Code of Conduct, Supplier Code of Conduct, applicable laws and regulations, and globally recognised sustainability standards such as ISO 20400.

Supplier Code of Conduct

Our **Supplier Code of Conduct (SCoC)** articulates the minimum expectations we have of our suppliers, vendors, contractors and service providers, recognising their critical role in enabling responsible and sustainable business operations.

The Supplier Code of Conduct is applicable to:

- All suppliers, vendors and contractors engaged by Coforge
- Tier-2 and Tier-3 suppliers, including subcontractors and outsourced service providers
- On-site vendor personnel and contract workers supporting Coforge operations

Suppliers are expected to ensure that the principles and requirements of the Code are cascaded across their own supply chains where relevant.

Core principles of the Supplier Code of Conduct

The Code is structured around key environmental, social and governance principles and is aligned with leading international standards, including the International Labour Organisation (ILO) conventions, the International Bill of Human Rights, and applicable national and local regulations.

Key areas include:

a. Ethical business conduct and compliance

Suppliers are required to conduct business with integrity and comply with all applicable laws and regulations, including those related to anti bribery, anti corruption, competition law, insider trading, data protection and tax compliance. Coforge maintains a zero tolerance approach towards bribery, corruption, fraud and unethical business practices and expects the same standards from its suppliers. Suppliers must proactively disclose any actual or potential conflicts of interest and adhere to Coforge's expectations around confidentiality, data protection and responsible handling of sensitive information.

b. Labour management and human rights

Coforge is committed to the protection and promotion of human rights across its value chain. The Supplier Code of Conduct requires suppliers to:

- Prohibit child labour, forced labour, human trafficking and all forms of modern slavery
- Provide fair wages, lawful working hours, timely compensation and adequate rest periods
- Ensure equal opportunity, non discrimination and freedom of association
- Provide a workplace free from harassment, intimidation and abuse

These expectations apply not only to supplier employees but also to contract workers and subcontracted labour engaged in delivering services to Coforge.

c. Occupational health and safety (OHS)

Suppliers are expected to provide a safe and healthy working environment for all workers. This includes compliance with occupational health and safety regulations, proactive identification and mitigation of workplace hazards, implementation of safety training programmes, and maintenance of documented OHS policies and procedures.

d. Environmental responsibility

The Supplier Code of Conduct reinforces Coforge's environmental priorities by requiring suppliers to comply with applicable environmental laws and adopt responsible practices related to energy use, emissions, water stewardship, waste management and pollution prevention. Suppliers are encouraged to implement environmental management systems aligned with recognised standards and continuously improve their environmental performance.

Coforge integrates environmental expectations into its supplier onboarding and evaluation processes through its Supplier Code of Conduct and procurement frameworks. Key requirements include:

- Compliance with applicable environmental laws and regulations
- Responsible resource use and waste management practices
- Adherence to climate and sustainability commitments where applicable
- Alignment with Coforge's broader ESG principles

These requirements are applicable to all Tier-1 suppliers by procurement spend, particularly those contributing significantly to the Company's Scope 3 emissions. Coforge is progressively enhancing coverage with the long-term objective of achieving comprehensive alignment across its supplier base.

e. Supplier due diligence and enforcement

Adherence to the Supplier Code of Conduct is integrated into Coforge's vendor onboarding and due diligence processes. Suppliers are assessed on legal, financial, ethical, social and environmental parameters prior to engagement and may be subject to periodic reviews thereafter.

Coforge reserves the right to seek information, conduct assessments, or initiate corrective actions where non compliance is identified. Material breaches of the Code may result in remediation requirements, suspension or termination of the supplier relationship, in line with contractual terms.

f. Reporting, whistleblowing and non-retaliation

The Supplier Code of Conduct provides clear mechanisms for suppliers and their workers to report concerns or suspected violations, including unethical conduct, human rights breaches, data privacy incidents or retaliation. Coforge maintains a non retaliation policy and does not tolerate any adverse action against individuals who raise concerns in good faith.

Suppliers may raise concerns through Coforge's whistleblower channels, ensuring accessibility and confidentiality.

g. Continuous improvement and review

The Supplier Code of Conduct is owned by the Procurement function and is periodically reviewed to reflect evolving regulatory requirements, stakeholder expectations and international best practices. The Code is updated as required to strengthen coverage across ESG risk areas and enhance accountability across the supply chain.

Through the implementation of this Code, Coforge aims to foster responsible supplier partnerships, manage supply chain risks, and contribute to the development of ethical, resilient, and sustainable value chains.

Supplier ESG integration, FY2025-26

Indicator	Status	Target
% of supplier contracts including ESG clauses	100%*	100%

*Process of embedding ESG clauses in all vendor agreements got implemented in October 2025

Sustainable procurement training, FY2025-26

Indicator	Trainees (%)
% of procurement employees trained on ESG/sustainable procurement	100%

Sustainable procurement policy

Our **Sustainable Procurement Policy** provides a structured framework to ensure that environmental stewardship, social responsibility, and ethical business practices are systematically integrated across sourcing and purchasing activities. The policy applies to all procurement operations and covers critical categories, including technology services, facilities management, professional services, logistics, and indirect spend.

Integrating ESG into procurement decisions

Coforge's procurement processes are designed to balance commercial considerations with ESG performance. In addition to traditional parameters such as cost, quality, and delivery, supplier selection and engagement incorporate sustainability-related criteria, including:

- Compliance with applicable environmental, labour, health, and safety regulations
- Adherence to ethical business practices, including anti bribery, corruption prevention, and data privacy
- Respect for human rights, fair working conditions, and non-discrimination
- Environmental performance indicators such as energy efficiency, resource use, and waste management practices

Where relevant, sustainability considerations influence sourcing choices, contract renewals, and vendor consolidation decisions, encouraging suppliers to align with Coforge's values and sustainability objectives.

Risk-based and category-specific approach

Given the diversity of our supplier base, Coforge follows a risk-based approach to sustainable procurement. Suppliers are prioritised based on factors such as spend criticality, nature of services, geographic risk, and potential ESG exposure. Higher-risk categories and strategic suppliers are subject to enhanced due diligence and engagement to identify and mitigate environmental, social, and governance risks.

This approach enables focused oversight while supporting continuous improvement across the broader supplier ecosystem.

Ethical and responsible sourcing commitment

Our Sustainable Procurement Policy reinforces Coforge's commitment to responsible sourcing by promoting:

- Ethical conduct and transparency across the value chain
- Prevention of forced labour, child labour, and unsafe working conditions
- Fair and responsible employment practices
- Responsible use of natural resources and reduction of environmental impacts

Suppliers are expected to align with these principles and demonstrate compliance through contractual commitments and periodic reviews.

Supplier collaboration and continuous improvement

Coforge recognises that sustainable procurement is a shared journey. Beyond compliance, the policy encourages collaboration with suppliers to strengthen ESG capabilities, address identified gaps, and adopt leading practices over time. This includes constructive engagement, knowledge sharing, and alignment with emerging sustainability standards.

Governance and accountability

The implementation of the Sustainable Procurement Policy is overseen through Coforge's procurement governance framework, with defined roles and responsibilities across sourcing, vendor management and compliance functions. Performance is periodically reviewed to ensure alignment with internal policies, stakeholder expectations, and evolving sustainability priorities.

Through this policy, Coforge aims to build resilient, responsible, and future ready supply chains that support ethical growth, risk mitigation, and long-term value creation for all stakeholders.

Supplier assessments and audits

Coforge adopts a structured and risk-based approach to assess suppliers to ensure alignment with its ethical, social, and environmental expectations throughout the supplier lifecycle. Supplier assessments form an integral part of Coforge's procurement and vendor management processes and are being designed to identify, prevent, and mitigate potential ESG risks within the supply chain.

Supplier due diligence and assessment framework

All suppliers are subject to pre-engagement due diligence as part of Coforge's vendor onboarding process. This assessment evaluates suppliers across multiple parameters, including:

- Legal and regulatory compliance
- Financial and operational capability
- Ethical conduct and governance practices
- Labour management and human rights practices
- Health, safety, and environmental management

The Supplier Code of Conduct forms a foundational reference during these assessments, outlining minimum compliance requirements related to human rights, occupational health and safety, ethical business conduct, data protection, and environmental responsibility.

100% high-risk suppliers/partners screened for anti-corruption

Risk-based monitoring and reviews

As described above, recognising the diversity of its supplier base, Coforge follows a risk-based assessment approach. Higher-risk and strategic suppliers are subject to enhanced evaluation or periodic information requests to monitor ongoing compliance with the Supplier Code of Conduct and contractual obligations.

Supplier audits and ESG questionnaire-based assessments

In addition to due diligence and ongoing monitoring, Coforge conducts supplier audits for critical service categories. During the reporting period, we conducted audits on high risk suppliers accounting for 52% of the spend (includes security services and facilities management).

These audits are undertaken through a structured ESG questionnaire shared with suppliers. The questionnaire-based assessment covers key sustainability dimensions, such as:

- Organisational profile and scale
- Sustainability commitments and policies (e.g., environmental, health and safety, CSR, sustainable procurement)
- Governance structures and accountability for ESG
- Environmental management practices, including energy, water, and waste management
- Workplace health, safety, and employee wellbeing practices
- Diversity, equity, and inclusion initiatives
- Sustainability reporting and external certifications

For instance, responses from a sample supplier indicate the presence of formal sustainability policies, ESG governance mechanisms, health and safety programmes, and commitments to responsible supply chain practices, demonstrating alignment with Coforge's expectations.

Corrective actions and escalation

Where potential or actual non-compliance is identified, Coforge engages with suppliers to seek clarification, implement corrective actions, and address gaps in a time-bound manner. Persistent or material breaches may result in escalation measures, including suspension or termination of the commercial relationship, in line with contractual terms.

Coforge requires suppliers to comply with defined environmental requirements as part of its procurement processes. In cases of non-compliance, the Company follows a structured approach that may include:

- Identification and documentation of non-compliance
- Engagement and corrective action planning with the supplier
- Defined timelines for remediation

Supplier statistics

Parameter	FY2025-26	FY2024-25
New suppliers screened during the year	940	914
New suppliers onboarded during the year	469	381
Total number of suppliers at end of year	9,107	13,555
Number of suppliers assessed on environmental criteria	90% our suppliers working on our premises were assessed on environmental impact and human rights	85% of our suppliers working on our premises were assessed on environmental impact and human rights in FY2024-25, and no risks were identified
% of new suppliers screened using social criteria	100%	100%
Number of vendors/ suppliers who were covered under various training/ awareness programmes during the financial year (mandatory & voluntary)	635	16
Number of training sessions conducted for suppliers by the company	2	2

List down a few topics covered during the various trainings conducted by the company for its vendors/suppliers for the financial years

Vendors are sensitised on Coforge's ESG commitments and strategy. Trainings imparted to vendors include topics, including:

- Protecting and restoring the environment, resource optimisation, energy consumption, and efficiency, etc.
- Promoting and implementing human rights and ethics, gender equality, elimination of discrimination, inclusive growth, etc.
- Occupational health and safety to drive holistic wellbeing, health, and wellness of the workforce
- Sustainability programme in the procurement function at Coforge

Responsible sourcing framework

At Coforge, responsible sourcing is a key component of our broader ESG strategy, ensuring that sustainability considerations are integrated across our procurement practices and supplier relationships. We are committed to embedding ESG principles across the value chain to strengthen resilience, manage risks, and create long-term value for stakeholders.

We are progressing towards alignment with ISO 20400 to integrate sustainability into our procurement processes. This enhances our ability to drive responsible sourcing, reduce environmental and social risks, and create long-term value across the supply chain.

Our responsible sourcing approach

Coforge's approach is anchored in four key pillars that guide responsible procurement across the supplier lifecycle:

1. Governance and ethical foundations

We maintain a robust governance framework to promote responsible sourcing and ensure suppliers adhere to high standards of ethical conduct, compliance, and sustainability performance.

Our Supplier Code of Conduct and Sustainable Procurement Policy define expectations across key ESG areas, including:

- Business ethics and anti-corruption
- Human rights and fair labour practices
- Environmental responsibility
- Data privacy and information security

These principles are integrated into procurement processes through supplier onboarding, risk-based due diligence, periodic assessments, and ongoing monitoring. Suppliers are evaluated against relevant ESG, compliance, and operational criteria to identify and address potential risks across the supply chain.

In addition, we support supplier awareness and capability building through targeted communications, training, and engagement initiatives, while promoting compliance with applicable laws, regulations, and reporting requirements. Together, these measures help strengthen supply chain resilience, enhance transparency, and align supplier practices with our sustainability commitments and evolving regulatory expectations.

2. Risk-based and responsible sourcing

Coforge adopts a risk-based sourcing approach, prioritising suppliers based on business criticality and ESG risk exposure. We:

- Identify critical suppliers based on spend and operational importance
- Evaluate ESG risks across high-impact supplier categories
- Focus on high-risk and high-impact suppliers for enhanced due diligence

In addition, Coforge recognises the importance of inclusive sourcing practices. We actively engage with local suppliers and small and medium enterprises (SMEs/MSMEs) across key operational geographies, contributing to local economic development and strengthening supply chain resilience.

By fostering partnerships with regional vendors, we aim to support **job creation, economic stability, and inclusive growth,** while enhancing the robustness of our supply ecosystem.

Percentage of input material (input to total inputs by value) sourced by suppliers

Particulars	FY2025-26	FY2024-25
Directly sourced from MSMEs/ Small producers	23%	15%
Directly from within India	91%	91%

For Coforge Limited

3. Supplier performance and ESG integration

We integrate ESG considerations into supplier evaluation and performance management processes. Suppliers are assessed across key ESG dimensions, including:

- **Environmental:** Energy, emissions, resource efficiency, waste
- **Social:** Human rights, labour practices, health and safety
- **Governance:** Ethics, compliance, data privacy, risk management

This structured evaluation enables:

- Improved transparency across the value chain
- Identification of performance gaps
- Alignment of supplier practices with Coforge's sustainability expectations

4. Enhancing ESG integration in supplier evaluation and selection

Coforge integrates environmental, social, and governance (ESG) considerations into its supplier evaluation and selection processes through a structured and risk-informed approach. ESG factors are considered alongside business and operational requirements to support responsible sourcing and sustainable value chain management.

As part of the sourcing process, suppliers are assessed based on their relevance to the business and their potential ESG impacts. This enables Coforge to identify suppliers for enhanced ESG review and engagement where appropriate.

Selected suppliers undergo an ESG assessment that evaluates key environmental, social, and governance aspects, including policies, management practices, performance indicators, and continuous improvement initiatives. The assessment is conducted through a structured evaluation framework designed to promote consistency, transparency, and comparability across suppliers.

Based on the outcomes of the assessment, suppliers are categorised according to their level of ESG maturity and performance. The results are incorporated into supplier management processes and help inform sourcing decisions, supplier engagement activities.

5. Supplier capability building

We believe that responsible sourcing extends beyond compliance to enabling supplier transformation. Coforge actively engages suppliers through:

- **Capacity building sessions and ESG awareness workshops**
- **Collaborative engagement and knowledge-sharing platforms**
- **Guidance on improving ESG disclosures and performance**

We also leverage a mix of engagement levers, including incentives, performance-linked recognition, and contractual expectations, to promote responsible practices across the supply chain.

Embedding ESG into procurement processes: Sustainability is integrated into every stage of the procurement lifecycle:

- **Pre-sourcing:** ESG risk assessment and supplier screening
- **Sourcing:** Inclusion of sustainability criteria in RFPs and evaluation
- **Contracting:** ESG clauses covering compliance, ethics, and environmental practices
- **Post-onboarding:** Continuous monitoring, engagement, and improvement

This ensures that ESG considerations are systematically embedded into procurement decisions and supplier relationships.

Driving responsible and resilient supply chains: Through this structured framework, Coforge aims to:

- Strengthening **supply chain transparency and governance**
- Mitigate **ESG-related risks across suppliers**
- Enable **supplier capability development and long-term partnerships**
- Align procurement practices with **global sustainability standards and stakeholder expectations**

As we continue to evolve our responsible sourcing practices, we remain focused on building a supply chain that is **resilient, ethical, and aligned with sustainable growth objectives.**

Supplier training and engagement

Coforge recognises that building a responsible and resilient supply chain requires ongoing engagement, awareness and capacity building among suppliers. Supplier training and engagement are therefore positioned as key enablers of sustainable procurement and responsible sourcing.

Supplier onboarding and awareness

As part of the vendor onboarding process, suppliers are familiarised with Coforge's expectations on ethical conduct, human rights, environmental responsibility, and compliance requirements. Acceptance of the **Supplier Code of Conduct** forms a mandatory component of supplier onboarding, reinforcing shared accountability, and transparency from the outset.

During FY2025–26, 100% of Tier 1- suppliers were informed of Coforge's sustainability commitments, priorities, and targets through targeted email communications. This engagement was aimed at strengthening supplier awareness, encouraging alignment with the Company's responsible business practices, and reinforcing the shared role of suppliers in achieving sustainability objectives.

Ongoing engagement and communication

Coforge engages with suppliers through structured communication channels, including procurement interactions, contractual engagements, and periodic information requests. Suppliers may also be invited to participate in training sessions, workshops or awareness programmes conducted by Coforge, where relevant, to strengthen understanding of:

- Ethical business practices and compliance expectations
- Human rights and labour standards
- Data protection and information security requirements
- Environmental sustainability and responsible operations

2 ESG awareness and capacity building sessions conducted for value chain partners in FY2025-26	**46%** critical vendors were covered through targeted ESG awareness and training initiatives	**100%** supplier awareness on ESG parameters in FY2025–26

These engagements are aimed at fostering long-term partnerships and supporting suppliers in aligning with Coforge's evolving sustainability priorities.

Beyond compliance, Coforge encourages collaboration with suppliers to identify opportunities for improved ESG performance, innovation and shared value creation. This includes engagement with suppliers that demonstrate proactive sustainability practices and alignment with internationally recognised standards.

Supplier feedback and grievance mechanism

Coforge is committed to maintaining open, transparent and ethical relationships with its suppliers. To support this, the Company has established mechanisms that enable suppliers and their workers to provide feedback, raise concerns, and report potential violations without fear of retaliation.

Supplier feedback and reporting channels

Suppliers are encouraged to share feedback or report concerns related to:

- Non-compliance with the Supplier Code of Conduct
- Ethical or legal violations
- Human rights- or labour-related issues
- Data privacy and information security incidents
- Any suspected misconduct involving Coforge employees or representatives

Zero
supplier grievances in FY2025-26

Concerns may be raised through Coforge's established whistleblower and reporting channels, and policy-based escalation routes.

Non-retaliation commitment

Coforge maintains a strict non-retaliation policy and does not tolerate any form of harassment, discrimination or adverse action against suppliers or individuals who raise concerns in good faith. All reported matters are assessed objectively and handled in a fair and confidential manner.

Grievance resolution and oversight

Reported grievances are reviewed by appropriate internal stakeholders in line with Coforge's policies and governance framework. Where required, Coforge engages with affected suppliers to investigate issues, implement corrective actions, and ensure closure.

The Supplier Code of Conduct reinforces these expectations by clearly outlining reporting mechanisms and the Company's commitment to ethical resolution of concerns.

Independent Assurance Statement

Assurance Statement on Coforge Limited's Sustainability Report

For

Reporting Period:

April 01, 2025 – March 31, 2026

Bureau Veritas (India) Private Limited

4th Floor ServeSpaces Business Park, D-5 & 6, Sector – 3

Noida-201301, India

Independent Assurance Statement

To
Coforge Limited
Plot No TZ 2 & 2A, Sector Tech Zone, Greater Noida, Gautam Buddha Nagar, UP-201308.

Introduction and Objective of Work

BUREAU VERITAS has been engaged by Coforge Limited (hereinafter abbreviated as “Coforge”) to conduct an independent assurance of the identified sustainability indicators in its Sustainability Report (“SR”) for the reporting period from 01.04.2025 to 31.03.2026. This assurance statement applies to the related information included within the scope of work described below.

Intended User

The assurance statement is made solely for “Coforge and its stakeholders” as per the governing contractual terms and conditions of the assurance engagement contract between “Coforge” and “Bureau Veritas”. To the extent permitted by law, we owe no responsibility and accept no liability to any party other than “Coforge” for the work performed or the assurance findings expressed in this assurance statement.

Reporting Criteria

In preparing the Sustainability Report, FY 2025-26, Coforge has reported in accordance with the Global Reporting Initiative Standard 2021 (hereinafter abbreviated as “GRI Standard”) for Sustainability Indicators for the FY2025-26.

Reporting period
01st April 2025 to 31st March 2026

Assurance Standards Used

Bureau Veritas conducted the assurance in accordance with:

- International Standard on Assurance Engagements (ISAE) 3000 (Revised) – Assurance Engagements Other than Audits or Reviews of Historical Financial Information, issued by the International Federation of Accountants (IFAC).
    - ISAE 3000 (Revised): ISAE 3000 requires us to plan and perform procedures to obtain sufficient appropriate evidence to express a limited assurance conclusion on whether the sustainability information has been prepared, in all material respects, in accordance with the applicable reporting criteria and the principles of relevance, completeness, materiality, reliability, neutrality, and understandability.

Independent Assurance Statement

- ISAE 3410 – Assurance Engagements on Greenhouse Gas Statements.
  - ISAE 3410: ISAE 3410 requires us to plan and perform procedures to obtain sufficient appropriate evidence on the quantification and reporting of greenhouse gas (GHG) emissions.

Level of Assurance

The engagement was performed at a limited level of assurance. This involves obtaining sufficient appropriate evidence to conclude whether anything has come to our attention that causes us to believe that the sustainability information has not been prepared, in all material respects, in accordance with the applicable reporting criteria. A limited assurance engagement provides a lower level of assurance than a reasonable assurance engagement.

Scope and Boundary of Assurance

The scope of assurance involves evaluating the sustainability performance of non-financial disclosures for the period from April 1, 2025, to March 31, 2026, based on the GRI Standard.

The Scope of Assurance for Sustainability Indicators based on the GRI Standards includes:

- Assessment of the procedures and processes adopted for the collection, compilation, and reporting of sustainability information relating to the selected non-financial disclosures.
- Testing, on a sample basis, of evidence supporting the reported sustainability information.
- Verification of selected sustainability data and disclosures relating to the identified material topics for the defined reporting period.
- Assessment of the consistency between the underlying supporting documentation for the selected sustainability disclosures and the information presented in the Sustainability Report.
- Preparation of the assurance statement for inclusion in the Sustainability Report, reflecting the scope of work performed, findings, and assurance conclusion.

The limited assurance engagement covered the selected sustainability disclosures included in the Company's Integrated Report, prepared in accordance with the GRI Standards 2021, comprising the following GRI Topic Standards:

Independent Assurance Statement

GRI Standard	Disclosure
GRI 2: General Disclosures 2021	2-1 Organizational details
	2-2 Entities included in the organization's sustainability reporting
	2-3 Reporting period, frequency and contact point
	2-4 Restatements of information (where applicable)
	2-6 Activities, value chain and other business relationships
	2-7 Employees
	2-8 Workers who are not employees
	2-9 Governance structure and composition
GRI 3: Material Topics 2021	3-1 Process to determine material topics
	3-2 List of material topics
	3-3 Management of material topics
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures
	205-3 Confirmed incidents of corruption and actions taken
GRI 302: Energy 2016	302-1 Energy consumption within the organization
	302-3 Energy intensity
	302-4 Reduction of energy consumption
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource
	303-2 Management of water discharge-related impacts
	303-3 Water withdrawal
	303-4 Water discharge
	303-5 Water consumption

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GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions
	305-2 Energy indirect (Scope 2) GHG emissions
	305-3 Other indirect (Scope 3) GHG emissions
	305-4 GHG emissions intensity
	305-5 Reduction of GHG emissions
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts
	306-2 Management of significant waste-related impacts
	306-3 Waste generated
	306-4 Waste diverted from disposal
	306-5 Waste directed to disposal
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers screened using environmental criteria
	308-2 Negative environmental impacts in the supply chain and actions taken
GRI 401: Employment 2016	401-1 New employee hires and employee turnover
	401-2 Benefits provided to full-time employees
	401-3 Parental leave
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system
	403-2 Hazard identification, risk assessment and incident investigation
	403-5 Worker training on occupational health and safety
	403-6 Promotion of worker health
	403-9 Work-related injuries
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees

Independent Assurance Statement

	405-2 Ratio of basic salary and remuneration
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers where freedom of association and collective bargaining may be at risk
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers screened using social criteria
	414-2 Negative social impacts in the supply chain and actions taken
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data

Assurance Methodology

Bureau Veritas conducted the assurance engagement for Coforge for the financial year (FY) 2025–26 using a risk-based approach focused on sustainability matters that are material to the Company's business and its stakeholders. The assurance procedures included an evaluation of the reporting processes, data management systems, internal controls, and the application of the GRI Standards 2021 in the preparation of the Sustainability Report. The assurance activities performed included the following:

- Reviewed the disclosures reported in accordance with the GRI Standards 2021 as part of the limited assurance engagement.
- Assessed the design and implementation of systems, processes, and internal controls established for the collection, validation, aggregation, management, and reporting of sustainability information.
- Conducted walkthroughs and sample-based testing of selected sustainability data and disclosures to evaluate consistency with the reporting criteria, defined reporting boundaries, and supporting source documentation.
- Reviewed the Company's stakeholder engagement process, including the identification of key stakeholder groups, engagement mechanisms, and the consideration of stakeholder inputs in determining and validating the material topics disclosed in the Sustainability Report.
- Evaluated the process adopted by the Company for identifying, assessing, and reporting material sustainability topics in accordance with the GRI Standards 2021.
- Reviewed documentary evidence, management representations, and other supporting records to substantiate the reported sustainability information.

Independent Assurance Statement

- Performed on-site verification at selected locations, chosen based on their contribution to reported indicators, operational complexity, and reporting systems, to assess the accuracy, consistency, completeness, and reliability of selected sustainability information.
- Conducted interviews with senior management and relevant personnel responsible for monitoring, data collection, consolidation, and reporting of sustainability information, with the freedom to select interviewees and request additional evidence where considered necessary.

Limitations and Exclusions

The assurance is limited to the above-mentioned scope of work and excludes the following:

- Data related to the Company's financial performance and financial disclosures.
- Activities and practices outside the defined reporting period.
- Statements of opinion, belief, aspiration, future intention, or forward-looking commitments made by Coforge.
- Activities and operations of Coforge outside the defined scope and reporting boundaries, as well as those of any other entity associated with or having a business relationship with Coforge.
- Compliance with applicable environmental, social, legal, or other regulatory requirements.
- Statements relating to the Company's reputation or other qualitative assertions that are not supported by verifiable evidence.

Our Findings

- Nothing has come to our attention to indicate that the sustainability disclosures included in the Sustainability Report, prepared in accordance with the GRI Standards 2021, are materially misstated.
- In our opinion, the Company has established appropriate systems, processes, and controls for the collection, validation, aggregation, and reporting of sustainability information.
- The Sustainability Report provides a fair and balanced representation of the Company's sustainability performance within the defined scope of this limited assurance engagement.
- Based on the procedures performed, nothing has come to our attention to indicate that the material sustainability topics, related disclosures, and stakeholder considerations have not been appropriately identified and reported in accordance with the applicable reporting criteria.

Independent Assurance Statement

Management Responsibilities

Coforge is responsible for the contents of the Sustainability Report, the identification of material topics, and the design and implementation of appropriate reporting systems, processes, and controls for the collection, validation, aggregation, and reporting of sustainability information. The selection of the reporting criteria, reporting period, reporting boundary, monitoring and measurement methodologies, and the preparation and presentation of the Sustainability Report are the sole responsibility of the management of Coforge. Bureau Veritas (BV) was not involved in the preparation of the Sustainability Report or the underlying supporting information for the reporting period. The responsibility of BV was to provide independent limited assurance on the sustainability information within the defined scope of assurance.

The assurance is based on the assumption that the data and information provided by Coforge are complete, accurate, and free from material misstatement. Bureau Veritas shall not be held liable for any decision made by any person or entity based on this assurance statement. Users of this assurance statement should consider the scope, limitations, and exclusions described herein when interpreting our conclusions.

Uncertainty

The assurance engagement is subject to inherent uncertainties associated with the assurance process. Such uncertainties may arise from the use of quantification models, assumptions, estimation techniques, or data conversion factors applied in the preparation of sustainability information. These inherent uncertainties should be considered when interpreting the assurance findings.

Statement of Independence, Impartiality, and Competence

Bureau Veritas is an independent professional services company that specializes in Quality, Health, Safety, Social, and Environmental Management with almost 198 years of history in providing independent assurance services. Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities. We are particularly vigilant in the prevention of conflicts of interest.

No member of the assurance team has a business relationship with “Coforge”, its Directors, Managers, or officials beyond that required of this assignment. We have conducted this verification independently and there has been no conflict of interest.

Competence

The assurance team has extensive experience in conducting assurance over environmental, social, ethical, and health & safety information, systems and processes an excellent understanding of Bureau Veritas standard methodology for the Assurance of Sustainability Reports.

Independent Assurance Statement

Restriction on use of Our Report

Our assurance report has been prepared and addressed to the Board of Directors of the Company at the request of the company solely to assist the company in reporting on the Company's Sustainability performance and activities. Accordingly, we accept no liability to anyone, other than the Company. Our deliverables should not be used for any other purpose or by any person other than the addressees of our deliverables. The Firm neither accepts nor assumes any duty of care or liability for any other purpose or to any other party to whom our Deliverables are shown or into whose hands it may come without our prior consent in writing.

Amit Kumar
Lead Assurer
Bureau Veritas (India) Private Limited
Noida, India
Date: Aug 09, 2026

Munji Rama Mohan Rao
Technical Reviewer
Bureau Veritas (India) Private Limited
Noida, India
Date: Aug 09, 2026

GRI Index

GRI Standard	Disclosure	Section Mapping
GRI 2: General Disclosures 2021	2-1 Organisational details	About This Report; Business Overview – About Coforge
	2-2 Entities included in the organisation's sustainability reporting	Reporting Boundary, Period & Frameworks
	2-3 Reporting period, frequency and contact point	Reporting Boundary, Period & Frameworks
	2-4 Restatements of information	About This Report
	2-5 External assurance	Assurance Approach; Independent Assurance Statement
	2-6 Activities, value chain and other business relationships	Business Overview; Business Segments; Partnerships; Sustainable Procurement & Supply Chain
	2-7 Employees	Human Capital Management; Workforce Overview
	2-8 Workers who are not employees	Human Capital Management
	2-9 Governance structure and composition	ESG Governance Structure; Corporate Governance; Board Composition
	2-10 Nomination and selection of the highest governance body	Nomination and Remuneration of the Board
	2-11 Chair of the highest governance body	Corporate Governance
	2-12 Role of the highest governance body in overseeing impacts	ESG Governance Structure; ESG Strategy & Governance
	2-13 Delegation of responsibility for managing impacts	ESG Governance Structure
	2-14 Role of the highest governance body in sustainability reporting	ESG Governance Structure; About This Report
	2-15 Conflicts of interest	Corporate Governance; Ethics & Compliance
	2-16 Communication of critical concerns	Whistleblower and Grievance Mechanisms; Risk Management
	2-17 Collective knowledge of the highest governance body	Board Skill Matrix; Board Competencies
	2-18 Evaluation of performance of the highest governance body	Board Accountability; Board Evaluation
	2-19 Remuneration policies	Remuneration Policy
	2-20 Process to determine remuneration	Nomination and Remuneration of the Board; Remuneration Policy
	2-21 Annual total compensation ratio	Annual Total Compensation Ratio
	2-22 Statement on sustainable development strategy	Message from Leadership; ESG Strategy
	2-23 Policy commitments	ESG Strategy; Human Rights; Ethics & Integrity; Sustainable Procurement
	2-24 Embedding policy commitments	ESG Governance Structure; ESG Roadmap

GRI Index

GRI Standard	Disclosure	Section Mapping
	2-25 Processes to remediate negative impacts	Human Rights Due Diligence; Grievance Mechanisms; Risk Management
	2-26 Mechanisms for seeking advice and raising concerns	Whistleblower Mechanism; Employee Grievance Mechanism; SHRC
	2-27 Compliance with laws and regulations	Environmental Compliance & Certifications; Ethics & Integrity
	2-28 Membership associations	Public Policy Engagement; Industry Bodies & Associations
	2-29 Approach to stakeholder engagement	Stakeholder Engagement
	2-30 Collective bargaining agreements	Freedom of Association
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Double Materiality Assessment
	3-2 List of material topics	Double Materiality Assessment – Material Topics
	3-3 Management of material topics	ESG Strategy & Governance; Topic-specific Sections
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Climate Risk Assessment; Climate-related Risks and Opportunities; ESG Risk Management
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Serving Communities; CSR Programmes; Community Development Initiatives
	203-2 Significant indirect economic impacts	Serving Communities; Socio-economic Impact of CSR Initiatives
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainable Procurement & Supply Chain; Supplier Engagement
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Ethics & Compliance; Anti-Bribery and Anti-Corruption Framework
	205-2 Communication and training about anti-corruption policies and procedures	Ethics & Compliance Training; Anti-Bribery and Anti-Corruption Training
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Ethics & Compliance; Anti-Bribery and Anti-Corruption Framework
	205-2 Communication and training about anti-corruption policies and procedures	Ethics & Compliance Training; Anti-Bribery and Anti-Corruption Training
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Energy Management and Efficiency Initiatives
	302-3 Energy intensity	Energy Intensity
	302-4 Reduction of energy consumption	Energy Management and Efficiency Initiatives
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Stewardship

GRI Index

GRI Standard	Disclosure	Section Mapping
	303-2 Management of water discharge-related impacts	Water Stewardship
	303-3 Water withdrawal	Water Stewardship
	303-4 Water discharge	Water Stewardship
	303-5 Water consumption	Water Stewardship
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Emissions Management
	305-2 Energy indirect (Scope 2) GHG emissions	Emissions Management
	305-3 Other indirect (Scope 3) GHG emissions	Emissions Management
	305-4 GHG emissions intensity	Emissions Management
	305-5 Reduction of GHG emissions	Net-Zero Roadmap; Emissions Management
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Air Emissions
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste and Circularity
	306-2 Management of significant waste-related impacts	Waste Strategy
	306-3 Waste generated	Waste and Circularity
	306-4 Waste diverted from disposal	Waste and Circularity
	306-5 Waste directed to disposal	Waste Disposal Methods
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers screened using environmental criteria	Sustainable Procurement & Supply Chain; Supplier Assessments
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Talent Hiring, Retention and Workforce Planning
	401-2 Benefits provided to full-time employees	Employee Benefits Across Lifecycle; Employee Support Programmes
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health & Safety
	403-2 Hazard identification and risk assessment	Occupational Health & Safety
	403-5 Worker training on occupational health and safety	Occupational Health & Safety; Safety Awareness Programmes
	403-6 Promotion of worker health	Employee Wellbeing Initiatives

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GRI Standard	Disclosure	Section Mapping
	403-9 Work-related injuries	Occupational Health & Safety Performance
GRI 404: Training and Education 2016	404-1 Average hours of training per employee	Learning & Development
	404-2 Programmes for upgrading employee skills	Skills Development and Upskilling
	404-3 Performance and career development reviews	Performance Review and Career Progression
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Equity and Belongingness; Board Diversity; Workforce Overview
	405-2 Ratio of basic salary and remuneration of women to men	Gender Pay Gap
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Anti-discrimination and Anti-harassment
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for child labour	Labour and Human Rights Commitments
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for forced labour	Labour and Human Rights Commitments
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programmes	Serving Communities; CSR Programmes
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers screened using social criteria	Supplier Assessments and Audits; Responsible Sourcing Framework
	414-2 Negative social impacts in the supply chain and actions taken	Responsible Sourcing Framework; Supplier Assessments and Audits
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Information Security