

CYBAGE

Delivering Value, Scientifically.

Engineering a Responsible Digital Future

2025 | SUSTAINABILITY REPORT

Cybage Software Private Limited

Table of Contents

01.
About Cybage

a. Company Overview
b. Journey & Global Presence
c. Message from CEO & MD
d. Sustainability at a Glance
e. Driving Purpose & Innovation

02.
Sustainability Commitment

a. Global Disclosures
b. ISO Certifications

03.
Sustainable Development Goals

a. Priority SDGs
b. Contribution to Each Goal

04.
About the Report

a. About this Report
b. Materiality Assessment Process
c. Material Topics
d. Materiality Matrix

05.
Environment

a. Environmental Sustainability
b. Energy & Renewable Energy
c. Water Stewardship
d. GHG Emissions
e. Waste Management
f. Green Supply Chain

06.
Social

a. People, Culture & Inclusion
b. Human Rights
c. Fair Work & Family Support
d. Career Development & Learning
e. Wellbeing & Flexible Work
f. Occupational Health & Safety
g. Ethical Culture & Employee Voice

07.
Corporate Social Responsibility

a. CSR Philosophy & Governance
b. CybageAsha – Rural Upliftment
c. Women Empowerment & Health
d. Education & Schools
e. CybageKhushboo – Scholarships
f. Skill Development
g. Employee Volunteering
h. Impact & SDG Alignment

08.
Governance

a. Governance Structure & Ethics
b. Speak-Up & Risk Management
c. Data Privacy & Security
d. Stakeholders & Procurement
e. Supplier Diversity
f. Key Policies
g. Key Performance Indicators

09.
GRI Content Index

01. About Cybage

Every journey starts with a vision.

In 1995, Cybage was founded with a mission to revolutionize the product engineering landscape, empowering businesses to soar above their limitations. What commenced as a modest venture has transformed into a pioneering force, shaping the digital future with innovative solutions tailored to our clients' unique needs.

From our early strides to the present day, we've witnessed the evolution of technology, navigating through milestones that define our commitment to excellence. In an era where the internet was in its infancy, we laid the foundation for what would become a global technology powerhouse.

Today, Cybage stands as a beacon of delivery excellence, offering a comprehensive suite of services that go beyond the conventional. Our journey has taken us from the dawn of product engineering to shaping its future with a data-driven approach—through our revolutionary ExcelShore® and PIE frameworks.

95%
Referral business

250+
Clients & partners

6,377
Cybagians (2025)



Why Cybage

Our unique offerings span the technological spectrum from cutting-edge software development to transformative digital strategies. We don't just follow industry trends; we set them.

A lot has changed since we began, but our purpose has not. Cybage is more than a company; it's a dynamic force that propels businesses toward success:

Obsessively passionate

We're obsessively passionate about innovating leading-edge solutions and driving transformation.

Courageously caring

We're courageously caring striving to better the experience of our employees, clients, and society at large.

Devotedly inclusive

We're devotedly inclusive regardless of who you are, you are welcomed, respected, and supported.













Our Journey

Key sustainability milestones in our technology-led transformation.



Our roots

1995
Cybage founded

2005
CybageAsha initiated

2009
CybageKhushboo established

2022
First CDP Disclosure
Today rated B in Climate Change and B- in Water Security

2023
EcoVadis Rating Achieved
Commitment Badge awarded; next goal is a medal

2025
3.0 MW (AC) Solar Project Initiated
Driving our goal of 100% renewable energy by 2027

2022
Launched GHG Inventory
Scope 1, 2 & 3 accounting, independently assured under ISO 14064-3

2023
ISO 14001 & 45001 Certified
Certified environmental and occupational health & safety systems

2025
SBTi Targets Committed & Validated
58.8% cut in Scope 1 & 2 and 35% in Scope 3 by 2034 (2024 base)

The road ahead

2027
100% renewable energy

2034
SBTi near-term targets

Global Presence

5	250+	6,377
Global regions	Clients & partners	Cybagians (2025)

Cybage has established a strong global footprint, serving clients across key regions including North America, EMEA, APAC, LATAM, and Australia. This widespread presence enables the company to deliver seamless, high-quality technology solutions while maintaining close collaboration with clients worldwide.



EMEA
Connected expertise across markets

North America
Driving digital transformation

APAC
Agility powered by innovation

LATAM
Trusted partnerships, local insight

Australia
Future-ready delivery excellence



Headquarters — Pune, India

PUNE · INDIA

Cybage Software Pvt. Ltd., Cybage Towers, Survey No. 13A/1+2+3/1, Wadgaon Sheri, Pune – 411014, Maharashtra, India

From this central hub, Cybage drives its global operations, innovation initiatives, and strategic growth, supported by a network of delivery centers across India and international locations.

Message from the CEO & Managing Director



Arun Nathani

CEO & Managing Director

> *It's not how much data we capture, but how well we turn this data into actionable insights that matters.*

Everywhere we turn in the business world, the power of digital disruptions has been providing a transformative edge to those who understand them. One would hence assume that IT service pioneers with a knack for digital know-how should be the leading transformers of their own environments. But that's not happening. Why? Because our enormously successful industry believes it has already perfected the 'people & process' models that are required for our business. Therefore, our winning formula stays unchanged: an outward focus on the evolving needs of our customer base. For instance, presently, we are busy capitalizing on the massive appetite for digital transformation technologies in global markets. Unfortunately, our steadfast focus on 'opportunities' has blindfolded us to the 'threats' that this very digital transformation poses to our own relevance!

IT companies need to first transform themselves to be able to offer efficient transformation services. With their armies of knowledge professionals and customers, technology companies are sitting on an incredible potential to create integrated models that find patterns in their workforce and customer data—patterns that can be used as the basis for transformative software to run the companies' operations. Hence, to seize this opportunity, IT leaders must first reinvent their individual leadership styles, regardless of past accolades, and become practitioners of internal digital execution. However, the popular notion of a sound corporate strategy is extremely growth-focused, making it difficult for executives to change their thought processes with agility. In fact, there is an epidemic failure to wholeheartedly commit to the first step of digital transformation; namely, the formation of a Data Science team with a time investment compelling enough to catch the imagination of the organization's overall strategy!

There are a few exceptions, though. Cybage stands tall among these exceptions. Since the turn of the century, we have been energetically bringing the power of data science to life in the way we conduct our business. Forming the bedrock of Cybage's success is our willingness to rethink our organization's digital charter: it's not how much data we capture, but how well we turn this data into actionable insights that matters.

Cybage appreciated the value of machine learning early in its existence, as we worked on identifying variables and metrics to continuously predict the changing performance and risks associated with people, processes, and projects. Our transformation teams lead the organization together with our business stakeholders. This approach takes advantage of what our business stakeholders know best—the successful delivery of IT projects. This approach also capitalizes on what our Data Science team knows best—data transformation, predictive and prescriptive analytics, and machine learning to optimize the structure and platforms on which our IT projects are delivered. Together, we have a synergized leadership team.

We call our evolving ecosystem ExcelShore® for Digital Excellence. So, if you are an enterprise or a professional—as a consumer or a supplier of digital magic—I welcome you as a co-traveller in our quest for data excellence. Together, we can accelerate our corporate or individual digital aspirations on the revolutionary ExcelShore® platform.

Sincerely,

Arun Nathani

CEO & Managing Director



Sustainability at a Glance

Highlights across our business, climate, nature and community

Business & People

6,377
Cybagians (2025)

95%
Referral business

250+
Valued clients

100%

Renewable energy

TARGET 2027

Energy & Climate

408
Solar panels delivering 125 kW

2,000
Conventional fittings replaced with LED

B
CDP rating — Climate Change

Water & Nature

98%
Wastewater recycled

33%
Green spaces across our campus

EcoVadis
Committed Badge

Community

111
Villages impacted (cumulative)

6,373
Scholarships (cumulative)

31.1%
Women employees (2025)

Driving Purpose and Innovation

Our Mission

To revolutionize the product engineering landscape, empowering businesses to soar above their limitations.

Our Vision

To shape the digital future with innovative solutions tailored to our clients' unique needs.

WHAT WE DELIVER

Comprehensive Technology & Digital Services

Cybage delivers a diverse portfolio of end-to-end services designed to help organizations innovate, scale, and transform in a rapidly evolving digital landscape. Its offerings span digital product engineering, advanced technology solutions, and artificial intelligence to enable smarter decision-making and competitive advantage. The company further strengthens business capabilities through platform and integration services, seamless digital transformation initiatives, and robust support services including remote infrastructure management. Additionally, Cybage provides specialized solutions such as GCC-as-a-Service for scalable global operations and private equity consulting services that drive growth, optimize performance, and accelerate value creation—ensuring holistic, future-ready business outcomes.

01 Digital product engineering

02 Advanced technology solutions

03 Artificial intelligence

04 Platform & integration services

05 Digital transformation

06 Support & remote infrastructure management

07 GCC-as-a-Service

08 Private equity consulting

A Unified Sustainable Strategy

Cybage adopts a comprehensive sustainability strategy anchored in environmental, social, and economic responsibility. The company strengthens its commitment through globally recognized frameworks and assessments, including EcoVadis evaluation and CDP disclosure, alongside robust GHG emission calculation and inventory verification processes to ensure transparency, accuracy, and accountability in its environmental data and performance.

Environmental Responsibility

Cybage is committed to minimizing its environmental footprint by reducing carbon emissions, optimizing energy and water consumption, managing waste responsibly, and controlling pollution. As part of its circular approach & ISO 14001 certified company, Cybage converts food waste into fertilizers, reinforcing resource efficiency and sustainable waste management. The company has also set a clear target to transition to 100% renewable energy by 2027, further advancing its climate action goals.

Social Responsibility

Cybage fosters a diverse, inclusive, and people-centric workplace that prioritizes employee well-being, growth, and engagement. As an ISO 45001 certified company, Cybage upholds high standards in labour practices, health and safety, environment, and business ethics, while actively contributing to community development and creating meaningful societal impact.

Economic Responsibility

Cybage drives sustainable growth through responsible business practices, innovative solutions, and ethical sourcing. Its social initiatives, including CybageKhushboo and CybageAsha, reflect its commitment to community upliftment focusing on education, healthcare, environmental sustainability, and empowering underprivileged communities while creating long-term value for stakeholders.



02. Sustainability Commitment

Global Disclosures



Greenhouse Gas (GHG) Emissions & Inventory Management

Cybage follows a robust approach to greenhouse gas (GHG) emissions accounting by developing a comprehensive inventory across Scope 1, Scope 2, and relevant Scope 3 categories. The company ensures accuracy and transparency through third-party assurance of its GHG inventory, validating emissions data and strengthening stakeholder confidence in its climate disclosures and sustainability performance.

Third-party assured

Inventory boundary

Scope 1 | Scope 2 | Scope 3



Science Based Targets initiative (SBTi)

Cybage is committed to aligning its climate action with globally recognized science-based targets. The company has established near-term goals, committing to reduce absolute Scope 1 and Scope 2 GHG emissions by 58.8% by 2034 from a 2024 base year, along with a 35% reduction in absolute Scope 3 emissions within the same timeframe. These targets reinforce Cybage's dedication to meaningful emissions reduction and long-term climate resilience.

Near-term targets · 2024 base year

58.8% Absolute Scope 1 & 2 reduction by 2034

35% Absolute Scope 3 reduction by 2034

Global Disclosures

Carbon Disclosure Project (CDP) and EcoVadis

Carbon Disclosure Project (CDP)

Cybage maintains transparency in environmental performance through its disclosures to the Carbon Disclosure Project (CDP). The company has been recognized with a B rating in Climate Change and a B- rating in Water Security, reflecting its structured approach toward environmental management. Looking ahead, Cybage plans to expand its disclosures by including the Forests section in upcoming CDP assessments, further enhancing transparency and accountability.

CDP scores

B
Climate Change

B-
Water Security

Next: Forests section

EcoVadis Assessment

Cybage participates in the EcoVadis sustainability assessment to benchmark and strengthen its environmental, social, and governance (ESG) practices. The company has been awarded the Commitment Badge, recognizing its ongoing efforts toward responsible business conduct. Moving forward, Cybage aims to achieve a higher rating and secure a medal by enhancing disclosures, strengthening sustainability practices, and building greater trust with customers and stakeholders through continuous improvement.

EcoVadis status

Committed
Commitment Badge

Next: higher rating and a medal

ISO Certifications

Internationally recognised management systems underpin how we protect information, manage environmental impacts and keep our people safe.



ISO 27001:2022 · Information Security Management

Cybage is certified under ISO 27001, demonstrating its commitment to maintaining the highest standards of information security management. This certification ensures robust processes for safeguarding data confidentiality, integrity, and availability, reinforcing stakeholder trust and supporting secure and reliable sustainability and business operations.



ISO 14001:2015 · Environmental Management System

Cybage adheres to ISO 14001 standards, reflecting its commitment to effective environmental management practices. This framework enables the company to systematically manage environmental impacts, improve resource efficiency, ensure regulatory compliance, and drive continuous improvement in its sustainability performance.



ISO 45001:2018 · Occupational Health & Safety Management

Cybage is aligned with ISO 45001 standards to ensure a safe and healthy workplace for its employees and stakeholders. The company emphasizes proactive risk management, injury prevention, and continuous improvement in occupational health and safety practices, fostering a secure and resilient work environment.

CERTIFIED MANAGEMENT SYSTEMS

ISO 27001:2022 Information Security Management

ISO 14001:2015 Environmental Management System

ISO 45001:2018 Occupational Health and Safety

Information security · Environment · Health & safety

03. Sustainable Development Goals

Our Commitment to the UN SDGs

United Nations Sustainable Development Goals (SDGs) are integral to Cybage's sustainability strategy. As a global technology organization, Cybage aligns its business practices, digital solutions, and social initiatives with the SDGs to drive responsible growth, foster innovation, and create a positive and lasting impact on society and the environment.

As an IT and digital engineering company, Cybage has identified key SDGs that closely align with its operations, services, and community initiatives. These include:

Cybage's Priority SDGs



Through this focused approach, Cybage integrates sustainability into its core business strategy leveraging technology, innovation, and responsible practices to contribute meaningfully toward global sustainable development.



How We Contribute to Each Priority Goal

SDG	Goal	Our contribution	GRI
4	**Quality Education**	Supporting education and skill development through initiatives such as CybageAsha, enabling access to quality learning opportunities for underprivileged communities and fostering digital literacy.	GRI 413-1, 404-2
5	**Gender Equality**	Promoting diversity, equity, and inclusion across the organization by empowering women, ensuring equal opportunities, and fostering an inclusive workplace culture.	GRI 405-1, 405-2
6	**Clean Water & Sanitation**	Driving responsible water consumption through conservation initiatives, efficient usage practices, and sustainable water management across facilities.	GRI 303
7	**Affordable & Clean Energy**	Advancing toward 100% renewable energy adoption by 2027 and improving energy efficiency to reduce environmental impact.	GRI 302
8	**Decent Work & Economic Growth**	Creating meaningful employment opportunities while fostering a people-centric, ethical, and safe work environment that supports employee well-being and growth.	GRI 202-1, 403-1, 404-1
9	**Industry, Innovation & Infrastructure**	Delivering advanced digital engineering, AI-driven solutions, and scalable technology services that enable innovation and resilient infrastructure for clients.	GRI 203-1, 301-2
10	**Reduced Inequalities**	Building an inclusive workplace and promoting equal opportunities across all levels, while supporting equitable growth within communities.	GRI 405-1, 404-3
11	**Sustainable Cities & Communities**	Contributing to sustainable urban development through responsible operations, digital solutions, and community engagement initiatives.	GRI 413-1
12	**Responsible Consumption & Production**	Implementing sustainable practices such as efficient resource utilization, waste management, and converting food waste into fertilizers to promote circularity.	GRI 301, 306-2
13	**Climate Action**	Reducing carbon footprint through GHG emissions management, science-based targets, renewable energy transition, and climate-focused initiatives.	GRI 305
15	**Life on Land**	Supporting biodiversity conservation and environmental protection through responsible practices, awareness programs, and sustainable resource use.	GRI 304-2, 413-1

About this Report

This is Cybage's Sustainability Report 2025. It describes how the company manages its environmental, social and governance impacts, and the progress made during the reporting period.

Reporting organisation

Cybage Software Private Limited
Private limited company headquartered at Cybage Towers, Survey No. 13A/1,2,3/1, Wadgaon Sheri, Pune 411014, Maharashtra, India. Delivery centres in Pune, Hyderabad and Gandhinagar; clients served across five global regions.

Reporting period and cycle

1 January – 31 December 2025
Energy and emissions data follow the calendar year. Selected people, learning and CSR data follow the financial year (April–March) and are labelled as such. The report is published annually.

Reporting boundary

Covers the operations of Cybage Software Private Limited in India under its operational control: Pune (Cybage Towers, headquarters), Hyderabad and Gujarat (GIFT City and Info City, Gandhinagar). Community programmes are delivered through CybageAsha and CybageKhushboo.

Frameworks and statement of use

Prepared **with reference to the GRI Standards 2021** (GRI 1: Foundation 2021). Emissions are quantified under the GHG Protocol and ISO 14064-1; contributions are mapped to the UN Sustainable Development Goals. The GRI Content Index starts on page 87.

External assurance

The Scope 1, 2 and 3 GHG inventory for CY2024 and CY2025 was independently verified by **PDCA International** under ISO 14064-3 at a limited level of assurance (page 32). Water data is verified through ISO 14001 external audits. Other data in this report has not been externally assured.

Restatements and boundary notes

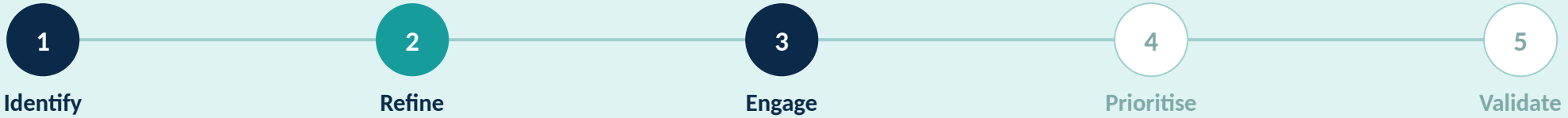
No restatements of previously published information. CY2024 GHG verification covered Pune, Gandhinagar and Hyderabad; for CY2025, Pune was verified on site, Hyderabad and Gujarat virtually. Developments after 31 Dec 2025 (e.g. the Latur solar plant) are labelled post-reporting-period.

CONTACT POINT **Mr. Samuel Ovhal, Associate Manager** · admin_compliance@cybage.com

04. About the Report

Materiality Assessment Process

Cybage follows a structured and stakeholder-driven materiality assessment process to identify, evaluate, and prioritize the environmental, social, and governance (ESG) topics that are most relevant to its business and stakeholders. This process ensures alignment with global sustainability frameworks and supports informed decision-making and transparent reporting.



STEP 01

Identify

The materiality assessment begins with the identification of a comprehensive list of potential ESG topics based on industry standards such as GRI, peer benchmarking, regulatory requirements, and internal business priorities.

STEP 02

Refine

These topics are then refined through internal consultations with leadership and key functional teams to ensure alignment with Cybage's strategic objectives.

STEP 03

Engage

In the next phase, Cybage engages with a diverse group of stakeholders including:

- **Employees**
- **Clients**
- **Partners**
- **Management**
- **Vendors**
- **Through surveys and interactions**

Materiality Assessment Process *(continued)*

1 Identify — 2 Refine — 3 Engage — 4 **Prioritise** — 5 **Validate**

STEP 04

Prioritise

Stakeholder inputs are combined with internal evaluations to analyse the impact of each topic on business performance and its importance to stakeholders.

The identified topics are then prioritized using a materiality matrix, mapping their significance across two dimensions: business impact and stakeholder importance. This enables Cybage to categorize key material topics that require focused action, monitoring, and disclosure.

Business impact | **Stakeholder importance**

STEP 05

Validate

Finally, the results are reviewed and validated by senior leadership to ensure accuracy, relevance, and alignment with the organization's long-term strategy. The material topics identified through this process guide Cybage's sustainability initiatives, performance tracking, and ESG disclosures, ensuring continuous improvement and value creation for all stakeholders.

Outcome The prioritised topics are presented on the following pages as Cybage's Material Topics and Materiality Matrix.

Material Topics

Based on Cybage's business model, stakeholder expectations, and alignment with global ESG frameworks, the following material topics have been identified as most significant:

Environmental Topics

- Energy Management and Renewable Energy Transition
- Greenhouse Gas (GHG) Emissions and Climate Action
- Water Management and Conservation
- Waste Management and Circular Economy
- Sustainable Procurement and Resource Efficiency

Social Topics

- Employee Well-being, Health, and Safety
- Diversity, Equity, and Inclusion
- Talent Development, Learning, and Skill Enhancement
- Employee Engagement and Retention
- Data Privacy and Information Security
- Community Development and Social Impact

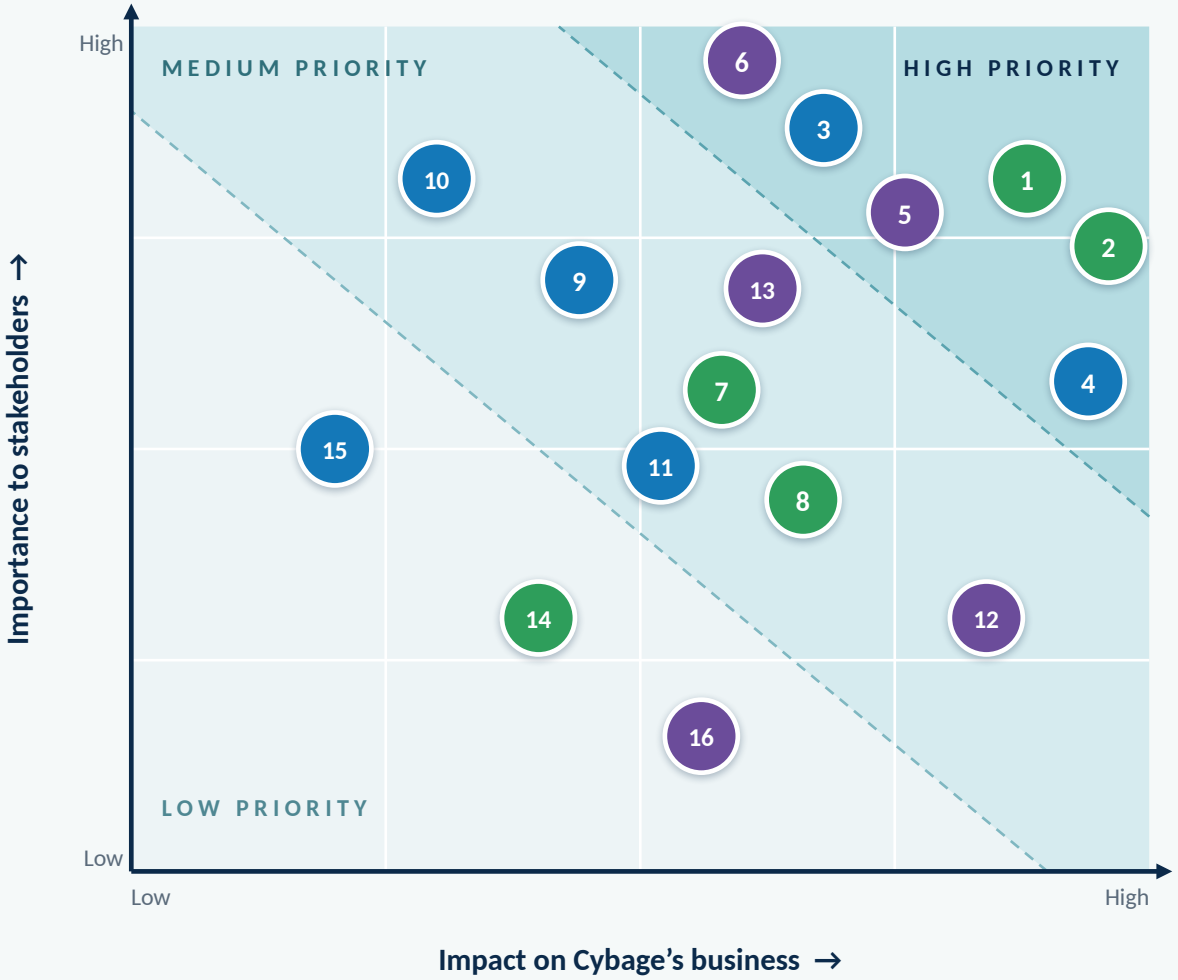
Governance Topics

- Business Ethics and Corporate Governance
- Regulatory Compliance and Risk Management
- Responsible Supply Chain Management
- Customer Satisfaction and Delivery Excellence
- Innovation, Digital Transformation, and Responsible AI

These material topics guide Cybage's sustainability strategy, helping the organization focus on areas that drive maximum impact for stakeholders while ensuring long-term business resilience and responsible growth.

Materiality Matrix

Material topics mapped by impact on Cybage's business and importance to stakeholders



Environmental **Social** **Governance**

HIGH PRIORITY

1. Energy Management and Renewable Energy Transition
2. GHG Emissions and Climate Action
3. Employee Well-being, Health and Safety
4. Data Privacy and Information Security
5. Customer Satisfaction and Delivery Excellence
6. Innovation, Digital Transformation and Responsible AI

MEDIUM PRIORITY

7. Water Management and Conservation
8. Waste Management and Circular Economy
9. Diversity, Equity and Inclusion
10. Talent Development, Learning and Skill Enhancement
11. Employee Engagement and Retention
12. Regulatory Compliance and Risk Management
13. Business Ethics and Corporate Governance

LOW PRIORITY

14. Sustainable Procurement and Resource Efficiency
15. Community Development and Social Impact
16. Responsible Supply Chain Management

Topics are positioned within their assessed priority tier (High / Medium / Low).

05.
Environment



Environmental Sustainability

At Cybage, we recognize the critical importance of environmental sustainability in shaping a responsible and resilient digital future. As a global technology and product engineering organization, we understand that our operations, infrastructure, and service delivery have an environmental footprint, and we are committed to minimizing this impact through responsible and sustainable practices.

Science-based strategies

To achieve this, Cybage has implemented science-based strategies aligned with global standards and frameworks. We follow structured approaches for greenhouse gas (GHG) emissions management, aligned with the Science Based Targets initiative (SBTi), and ensure transparency through disclosures to platforms such as the Carbon Disclosure Project (CDP). Our robust GHG inventory and third-party verification processes ensure that our climate data is accurate, measurable, and aligned with global sustainability goals.

Across our operations

We integrate sustainability into all aspects of our operations by optimizing energy usage, transitioning toward renewable energy, and promoting resource efficiency across our facilities. Our commitment includes reducing waste through responsible management practices, including converting food waste into fertilizers, and implementing water conservation initiatives to minimize resource consumption. These efforts reflect our goal to achieve 100% renewable energy adoption by 2027 and drive continuous environmental improvement.

Across the value chain

Beyond our operations, Cybage extends its sustainability efforts across its value chain by collaborating with partners and stakeholders to promote environmentally responsible practices. We align our initiatives with the United Nations Sustainable Development Goals (SDGs), contributing to climate action, resource conservation, and sustainable development.

Continuous improvement

While we have made meaningful progress, we remain committed to continuously improving our environmental performance. Through innovation, responsible decision-making, and stakeholder engagement, Cybage aims to contribute to a greener, more sustainable future while ensuring long-term business resilience.



Environment Policy

OUR COMMITMENT

Cybage has established a comprehensive Environmental Policy that guides its sustainability initiatives and reinforces its commitment to minimizing environmental impact. The policy focuses on:

9 policy focus areas

01
Compliance with environmental regulations and standards

02
Resource conservation and efficient utilization

03
Reduction of hazardous substances and environmental risks

04
Energy efficiency and transition to renewable energy

05
Water conservation and sustainable usage

06
Waste management aligned with reduce, reuse, and recycle (3R) principles

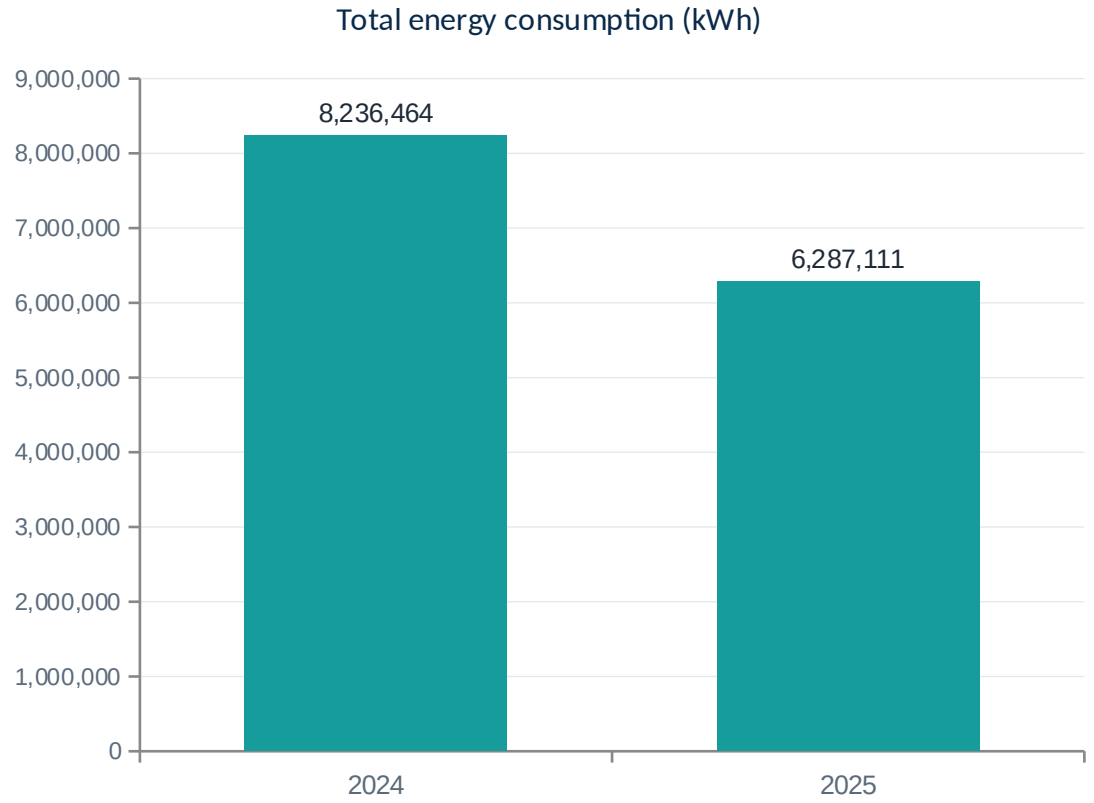
07
Adoption of sustainable design and technology solutions

08
Setting measurable environmental targets and continuous improvement

09
Stakeholder awareness, engagement, and responsible practices

Energy Management

Cybage is committed to addressing climate change by prioritizing energy efficiency and accelerating its transition toward renewable energy. As a responsible technology organization, Cybage recognizes the critical role energy management plays in reducing greenhouse gas emissions and contributing to a sustainable future. The company focuses on optimizing energy consumption across its operations while integrating green energy solutions to drive meaningful and measurable impact.



23.67%

reduction in electricity consumption, from 8.24 million kWh (2024) to 6.29 million kWh (2025)

Energy Management

Energy efficiency remains a cornerstone of Cybage's sustainability strategy. Through focused initiatives and continuous optimization efforts, Cybage has achieved a 23.67% reduction in energy consumption, decreasing from 8,236,464.15 kWh in 2024 to 6,287,110.96 kWh in 2025. This significant improvement reflects the organization's commitment to operational excellence and environmental responsibility.

Energy-Saving Initiatives

HOW WE SAVE ENERGY

To further enhance efficiency, Cybage has implemented multiple energy-saving initiatives across its facilities. These include the adoption of energy-efficient infrastructure such as LED lighting systems, optimization of HVAC operations, and intelligent energy monitoring practices. The company has also introduced operational measures such as scheduled shutdowns during non-operational hours and employee awareness programs to promote energy conservation.

Additionally, Cybage leverages passive strategies like maximizing natural lighting and improving ventilation to reduce dependence on energy-intensive systems. These combined efforts demonstrate a holistic approach to energy management—aligning business growth with sustainability goals while continuously improving environmental performance.



Office workspace with energy-efficient LED lighting



Electric vehicle charging station

Energy-efficient LED lighting

2,000 conventional fittings replaced

HVAC optimisation

Improved operation of cooling systems

Intelligent energy monitoring

Data-led tracking of consumption

Scheduled shutdowns

During non-operational hours

Employee awareness

Programmes promoting conservation

Passive design

Natural light and improved ventilation

Renewable Energy — Solar Power



3.0 MW (AC) solar plant · Latur, Maharashtra

POST-REPORTING PERIOD · Generating since 13 July 2026

3.0 MW (AC) grid-connected solar power project

Village Malhipparga, Taluka Jalkot, District Latur, Maharashtra

A ground-mounted, grid-connected solar PV plant developed on a turnkey basis, feeding directly into the MSEDCL grid via the 33 kV Jalkot substation. It started generating on 13 July 2026, after the reporting period, so it does not affect CY2025 figures; it is Cybage's primary lever for Scope 2 reduction and its transition toward 100% renewable energy by 2027.

3.0 MW	4.77 MWp	8 acres & 3R	25 years
AC (inverter) capacity	DC: 8,085 modules × 590 Wp	Project land	Estimated project life

≥4,500

tCO_2e per year (estimate)

projected annual Scope 2 reduction once in full operation, roughly equal to Cybage's 2025 grid-electricity footprint (4,501.57 tCO_2e), with 25 years of generation extending past the 2034 target year.

Projection based on rated capacity and site irradiance (5.23–6 kWh/m²/day); it will be replaced by metered generation and the applicable grid emission factor. Power is exported to the MSEDCL grid; under the GHG Protocol, Scope 2 reductions can be claimed only for generation whose renewable attributes Cybage retains and does not sell separately (for example as carbon credits).

Solar Power Initiatives

Cybage continues to strengthen its commitment to renewable energy through both on-site and off-site solar power initiatives. In addition to rooftop solar installations at its facilities, Cybage is investing in large-scale solar infrastructure to accelerate its transition toward clean energy.



On-campus rooftop solar

408
Rooftop solar panels

125 kW
Total output

OFF-SITE · LATUR, MAHARASHTRA · POST-REPORTING PERIOD

3.0 MW (AC) ground-mounted solar PV project

Cybage has undertaken a 3.0 MW (AC) / 4.77 MWp (DC) grid-connected solar power project at Malhipparga, Taluka Jalkot, District Latur, Maharashtra. This ground-mounted solar PV project is designed using advanced photovoltaic technology to efficiently harness solar energy and generate clean electricity. The project is expected to operate over an estimated lifecycle of 25 years, contributing significantly to long-term renewable energy generation and sustainability goals. The plant began generating on 13 July 2026, after the reporting period, and is therefore not reflected in CY2025 data.

The solar plant leverages mono-crystalline PV modules and high-efficiency inverters to optimize energy generation. With favorable climatic conditions approximately 300 sunny days annually and strong solar irradiation levels the site is well-suited for consistent and efficient solar power production.

Electricity generated from this project will be supplied to the state electricity grid, supporting the broader renewable energy ecosystem while reducing dependence on conventional fossil fuels. Additionally, the project contributes to lowering greenhouse gas (GHG) emissions and supports carbon reduction efforts through mechanisms such as carbon credits.

Through these initiatives, Cybage is not only enhancing its renewable energy portfolio but also reinforcing its commitment to climate action, energy efficiency, and sustainable business operations.

Water Stewardship

At Cybage, water stewardship is an integral part of our sustainability strategy. We are committed to responsible water management by optimizing consumption, improving efficiency, and implementing sustainable infrastructure across our operations. Our approach focuses on minimizing water usage while ensuring long-term resource conservation.

Water Management

Cybage has implemented advanced water management practices through a state-of-the-art sewage treatment plant (STP) with a treatment capacity of over 1.4 lakh litres a day at approximately 90% efficiency. Treated water is reused within the premises, enabling the company to recycle up to 98% of its wastewater, significantly reducing dependence on freshwater sources and eliminating the need for conventional drainage systems. Through these initiatives, Cybage minimizes environmental impact while preserving this critical natural resource.

Commitment to Sustainability

Our water management efforts extend beyond operational efficiency to include infrastructure enhancements such as rainwater harvesting and effective effluent treatment systems. We actively promote employee awareness and engagement to encourage responsible water usage across facilities. These initiatives reflect Cybage's commitment to sustainable water practices, fostering a culture of conservation and continuous improvement while contributing positively to the environment and the communities we serve.

Achievements and Future Goals

Cybage continues to strengthen its water stewardship through measurable outcomes and forward-looking goals. We are focused on continuously optimizing water use, enhancing recycling capabilities, and increasing the reuse of treated water for domestic and operational purposes. These efforts aim to further reduce reliance on external water sources and reinforce our commitment to sustainable and responsible water management.



Sewage Treatment Plant (STP)



In-house drinking water bottling unit

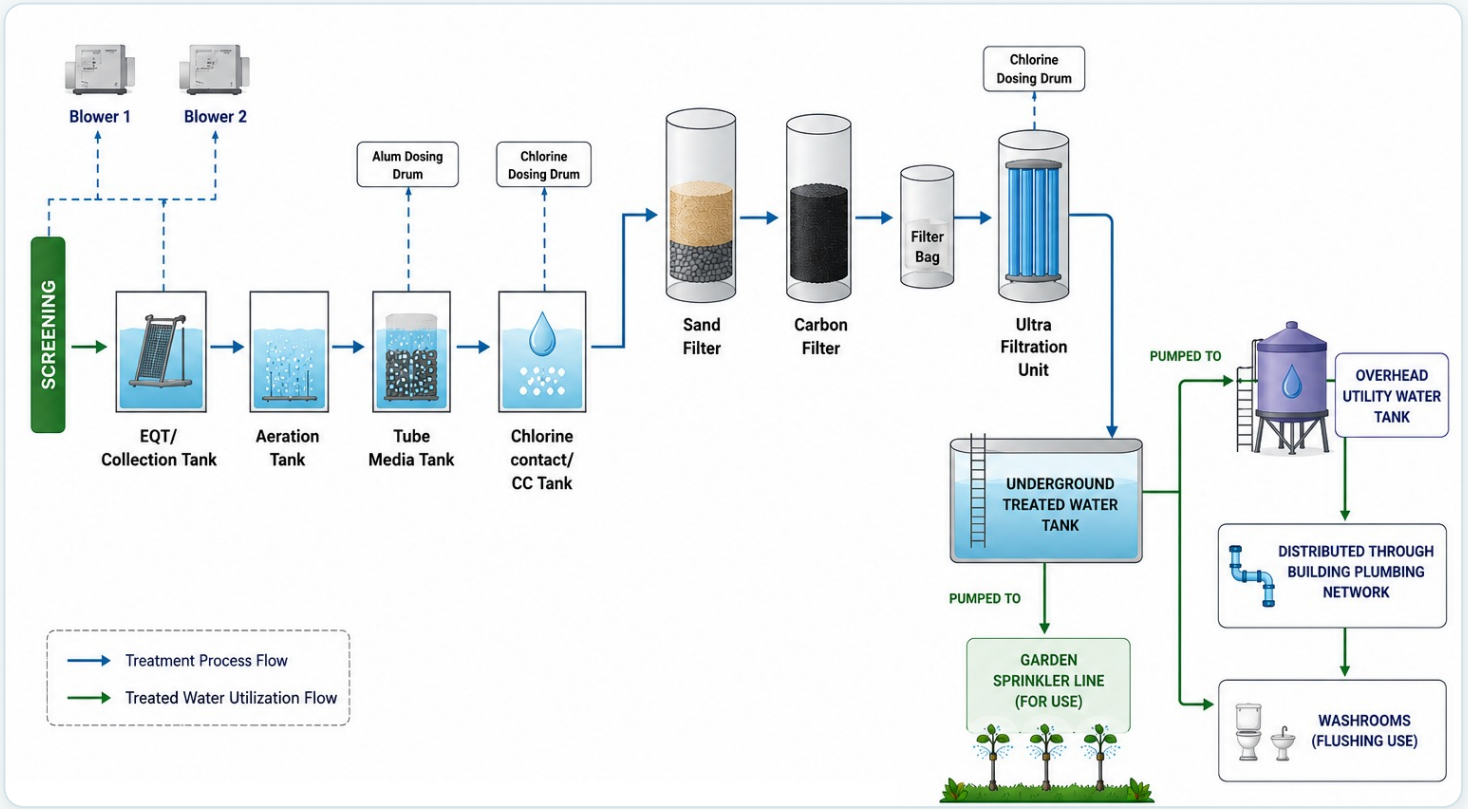
Water Treatment & Supply Systems

Dedicated systems deliver safe drinking water with a fire-safety reserve, and treat wastewater for non-potable reuse across our campus.



SEWAGE TREATMENT PLANT (STP)

Multi-stage treatment and reuse of treated water



1.4 lakh L
STP capacity per day

~90%
STP treatment efficiency

98%
wastewater recycled

Reuse
flushing, utility & gardening

Water Performance

Water figures for CY2025 as disclosed in Cybage's CDP Water Security response; withdrawals are measured daily at all sites. Consumption equals withdrawal because no water is discharged outside the sites: wastewater is treated in on-site STPs and reused for gardening, landscaping and other non-potable uses. The 1.4 lakh litres a day on page 28 is STP treatment capacity, not water withdrawn, and reused water is not counted again as withdrawal.

18.09 ML
Total water withdrawal

0 ML
Water discharged outside our sites

18.09 ML
Total water consumption

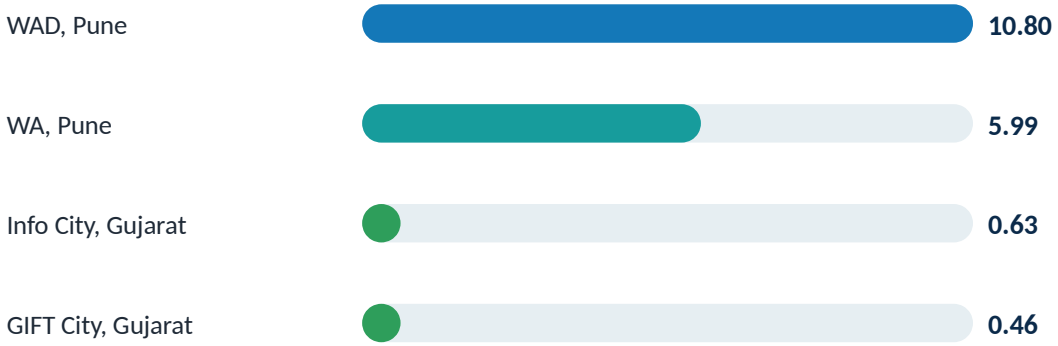
17.89 ML
Withdrawn in water-stressed areas (98.89%)

WITHDRAWAL BY SOURCE (MEGALITRES)

Third-party sources Municipal supply at Pune; externally procured water at other sites	16.89
Rainwater harvested Rainwater-harvesting system at the Pune WAD facility	1.20
Groundwater, surface water, seawater Not withdrawn directly	0.00

Water intensity: 2.84 kL per employee (18.09 ML ÷ 6,377 employees)

WITHDRAWAL AT FACILITIES IN WATER-STRESSED AREAS (ML)



Eight operational facilities were assessed using the WRI Aqueduct Water Risk Atlas; four were identified as having substantive water-related exposure. The four facilities above account for 17.89 ML, or 98.89% of total withdrawal.

Water Management, Discharge and Targets

No external discharge

Cybage does not discharge treated wastewater outside its operational sites. Domestic wastewater is treated in sewage treatment plants and reused within the premises for gardening, landscaping and other non-potable uses.

Monitoring and measurement

Withdrawal and consumption are measured daily at 100% of sites using meter readings, logbooks and supply records. Water quality is checked at least monthly through testing and supplier records.

Water-stress assessment

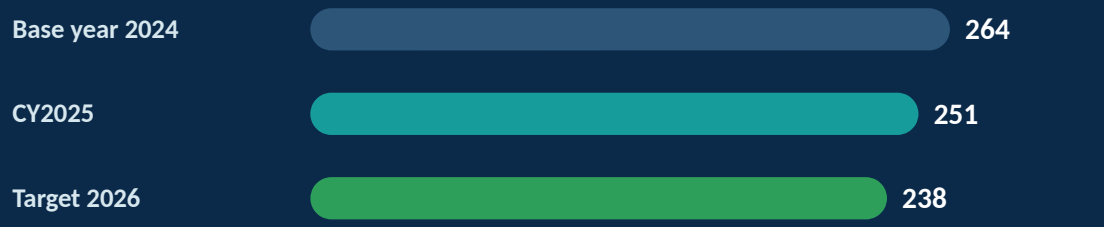
All eight operational facilities were assessed with the WRI Aqueduct Water Risk Atlas and internal risk review. Four facilities, half of direct operations, face substantive exposure to water stress and freshwater availability.

Data verification

Water withdrawal, source and consumption data are verified through external audits under the ISO 14001 environmental management system (76–100% of facility data). No upstream supplier facility was identified as having substantive water risk.

Water-use efficiency target

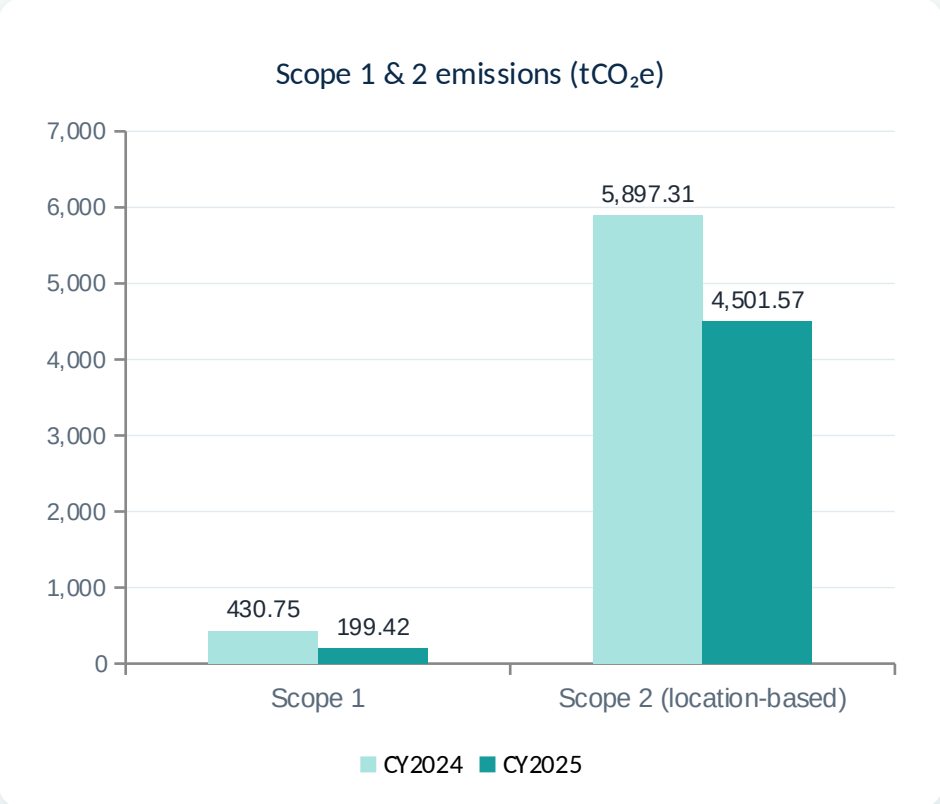
Reduce withdrawals from municipal and other third-party sources by about 9.85% by 2026 against the 2024 base year, through conservation, rainwater harvesting and greater reuse of treated wastewater. The target covers direct operations in Pune, Gujarat and Hyderabad. Cybage also plans to set formal targets for water pollution, water withdrawals and WASH within the next two years.

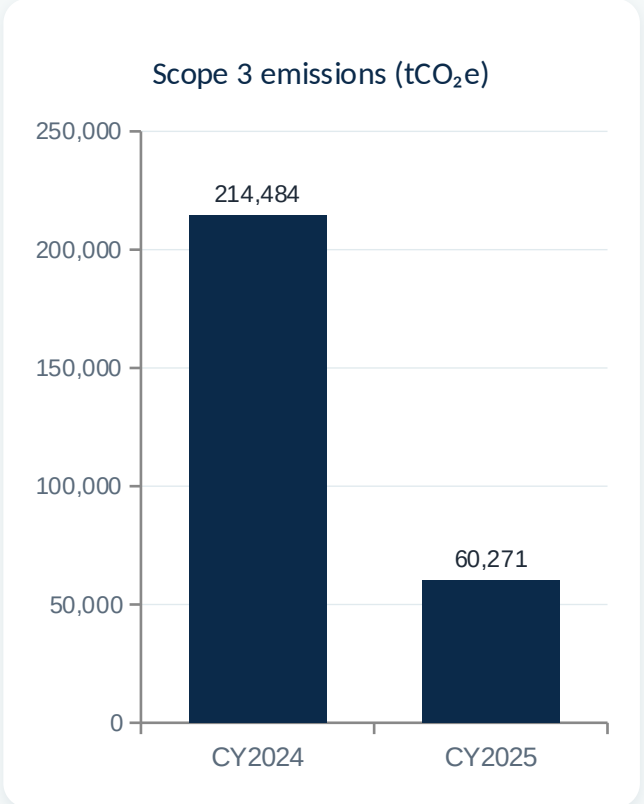


50% of the target achieved in CY2025 · values are the water-use efficiency metric reported under CDP Water target 1

GHG Emissions

At Cybage, managing and reducing greenhouse gas (GHG) emissions is a key sustainability priority. The company follows globally recognized standards such as the GHG Protocol and ISO 14064, ensuring accurate, transparent, and consistent reporting of emissions.





GHG Inventory and Assurance

Cybage maintains a comprehensive GHG inventory covering Scope 1, Scope 2, and Scope 3 emissions. The inventory is independently verified by third-party assurance providers in accordance with ISO 14064-3, ensuring data reliability and credibility.

Verifier: PDCA International
ISO 14064-3 · Limited assurance

ASSURED DATA (tCO_2e)

	CY2024	CY2025
Scope 1	430.75	**199.42**
Scope 2 (location-based)	5,897.31	**4,501.57**
Scope 3	214,484.10	**60,270.76**

Figures as verified in PDCA's assurance statements for CY2024 and CY2025 (ISO 14064-3, limited assurance); total emissions fell from 220,812.16 to 64,971.75 tCO_2e. The Scope 3 decline comes mainly from purchased goods & services (195,772.83 → 49,428.04 tCO_2e, −74.7%), reflecting a smaller IT hardware and services refresh cycle in 2025 and a leaner headcount, and from waste generated in operations (15,035.49 → 7,878.80 tCO_2e). Both years use the same seven-site boundary and Scope 3 categories.

Climate Commitments & Targets

Commitment to GHG Emissions Reduction

Cybage is committed to minimizing its carbon footprint through energy efficiency, renewable energy adoption, and value chain engagement. The organization aligns its climate strategy with global decarbonization goals and has set science-based targets to drive long-term emission reductions.

Scope 3 Emissions and Value Chain Impact

Cybage recognizes that a significant portion of its emissions originates from its value chain. Scope 3 emissions include categories such as purchased goods and services, fuel- and energy-related activities, business travel, employee commuting, and waste management. By strengthening Scope 3 accounting, Cybage aims to identify key emission hotspots and drive reduction initiatives across its supply chain.

Science-Based Targets (SBTi Commitment)

Cybage has committed to near-term science-based targets aligned with a 1.5°C pathway, including:

58.8% — 58.8% reduction in absolute Scope 1 and Scope 2 emissions by 2034 (from a 2024 base year)

35% — 35% reduction in absolute Scope 3 emissions within the same timeframe

Transparency and Climate Action

Cybage ensures transparency through annual disclosures and continuous improvement in emissions tracking. The organization is focused on enhancing data accuracy through third-party verification, improving operational efficiencies, and increasing renewable energy adoption to achieve its climate goals. **Through these initiatives, Cybage continues to strengthen its commitment to responsible climate action and a low-carbon future.**

Energy and Emissions Intensity

Intensity ratios show how energy use and emissions change relative to the size of the organisation. They are calculated from the electricity and assured GHG figures reported in this section, using total employees as the denominator.

Indicator	Unit	CY2024	CY2025	Change
Electricity consumed	kWh	8,236,464	6,287,111	−23.7%
Energy consumed within the organisation (electricity)	GJ	29,651	22,634	−23.7%
Total employees	Number	6,759	6,377	−5.7%
Energy intensity	GJ per employee	4.39	3.55	−19.1%
Scope 1 + 2 emissions	tCO_2e	6,328.06	4,700.99	−25.7%
Scope 1 + 2 emissions intensity	tCO_2e per employee	0.936	0.737	−21.3%
Total emissions (Scope 1 + 2 + 3)	tCO_2e	220,812.16	64,971.75	−70.6%
Total emissions intensity	tCO_2e per employee	32.67	10.19	−68.8%

−19.1%
Energy intensity per employee
CY2025 vs CY2024

−21.3%
Scope 1 + 2 intensity per employee
CY2025 vs CY2024

−68.8%
Total emissions intensity per employee
CY2025 vs CY2024

Method
1 kWh = 0.0036 GJ. Employees as reported in Workforce Composition (page 43). Energy covers purchased electricity; fuel used in Scope 1 sources is not converted to energy units. GHG figures are as assured by PDCA (page 32).

Waste Management

At Cybage, we recognize the environmental impact of waste and are committed to minimizing it across our operations. Our approach focuses on reducing waste generation, promoting responsible disposal, and advancing circular economy practices to lower our overall environmental footprint.

Commitment to Waste Reduction

Cybage actively works toward reducing waste at source and diverting it from landfills through sustainable practices. By prioritizing responsible consumption, efficient resource utilization, and circularity, we aim to minimize environmental impact and enhance long-term sustainability.

Waste Management at Operations

Effective waste management at Cybage begins with structured operational practices. Dedicated waste segregation systems are implemented across facilities to ensure proper handling of different waste streams. Employees are regularly trained on waste segregation and responsible disposal practices, fostering a culture of environmental responsibility. We adhere to all applicable regulatory requirements, ensuring environmentally sound waste management.

Waste Management and Continuous Improvement

To further enhance our waste management practices, Cybage is undertaking continuous assessments to analyze waste generation patterns and identify opportunities for improvement. These efforts support our long-term vision of reducing waste, improving recycling efficiency, and progressing toward a zero-waste-to-landfill approach.

OUR WASTE PATHWAY



Waste Streams & Circularity



Organic Waste Management (OWC)

Cybage operates an Organic Waste Converter (OWC) that processes approximately 300 kgs of food and garden waste daily from its cafeteria. This waste is converted into organic compost, which is used for on-site gardening, effectively closing the loop on organic waste management and promoting a circular economy approach.

~300 kg food & garden waste daily



E-Waste Management

End-of-life computers and peripherals are transferred to a certified e-waste management partner for safe processing. Hazardous materials are handled in accordance with environmental standards, while recoverable components are extracted and reintroduced into the supply chain.



Dry Waste Management

Cybage collaborates with authorized partners such as Swach to ensure responsible handling and recycling of dry waste. This initiative helps reduce landfill dependency while enabling the conversion of waste into reusable or recyclable materials, contributing to a cleaner and more sustainable environment.

Recycling and Reuse Initiatives

Aligned with our sustainability goals, Cybage promotes recycling and reuse across operations. Materials such as paper, plastic, and packaging waste are systematically collected and sent to authorized recyclers. These initiatives help conserve resources, reduce waste generation, and support circularity within our operations.

Waste Diversion and Responsible Disposal

Cybage continuously strives to divert waste from landfills through innovative and responsible practices. Waste generated during operations is systematically managed for recycling or safe disposal, reducing landfill dependency and strengthening our circular waste management approach.

Green Supply Chain and Sustainable Procurement

At Cybage, we are committed to embedding sustainability across our supply chain and procurement practices. Our approach ensures that suppliers align with our environmental, social, and governance (ESG) expectations, enabling responsible sourcing and long-term value creation.

Sustainable Procurement

Our sustainable procurement approach is guided by a formal policy that integrates environmental, social and ethical considerations into sourcing decisions alongside quality, cost, service and reliability. We prioritize responsible supplier relationships, clear expectations, due diligence and ongoing engagement so that sustainability principles are considered throughout the procurement lifecycle.

The procurement framework is supported by supplier screening, self-assessment, contractual expectations, performance reviews and periodic audits. These mechanisms help identify potential sustainability risks, strengthen supplier accountability and encourage continuous improvement across the value chain.

PROCUREMENT FRAMEWORK



Supplier Self-Assessment Checklist

Our procurement framework incorporates structured assessments, including a Supplier Self-Assessment Checklist, which evaluates suppliers across key areas such as human rights, labor practices, health & safety, environmental compliance, ethics, and information security.

- Human rights
- Labor practices
- Health & safety
- Environmental compliance
- Ethics
- Information security

This comprehensive evaluation helps identify potential sustainability risks and ensures that suppliers meet Cybage's standards before onboarding and during ongoing engagement.

Supplier Code of Conduct and Audits

Supplier Screening and Code of Conduct

Cybage conducts detailed screening of suppliers to assess their environmental and social performance. Suppliers are required to comply with our Code of Conduct, which covers:

- **Prohibition of child and forced labor**
- **Health and safety practices**
- **Non-discrimination and equal opportunity**
- **Ethical business conduct and anti-corruption**
- **Environmental compliance and responsible waste management**
- **Data privacy and information security**

These requirements ensure that sustainability expectations are consistently upheld across the supply chain.

Supplier Sustainability Assessments and Audits

To strengthen accountability, Cybage performs periodic supplier audits and evaluations. As per recent Supplier CSR Audit Reports, suppliers demonstrate strong compliance levels, with overall assessment scores exceeding 90%, reflecting high adherence to ESG standards.

Key observations from supplier assessments include:

Up to 100%	Strong compliance with labor practices and human rights (up to 100%)
Above 90%	High performance in ethics, information security, and governance (above 90%)
~90%+	Robust environmental compliance (around 90%+), including waste management and regulatory adherence
Ongoing	Continuous monitoring and improvement through audits, training, and corrective actions

These assessments provide valuable insights into supplier performance and support continuous improvement across the value chain.

Building a Responsible Supply Chain

Driving Positive Change Across the Supply Chain

Cybage actively collaborates with suppliers to promote sustainable practices and reduce environmental impact. Through ongoing engagement, communication, and evaluation:

- Sustainability initiatives are extended across the supplier base
- Suppliers are encouraged to adopt environmental policies and management systems
- Risks related to environmental and social impacts are proactively identified and mitigated

Our approach ensures that sustainability is not limited to internal operations but extends across the entire value chain.

Continuous Improvement and Responsible Sourcing

Cybage remains committed to strengthening its green supply chain through:

- Enhanced supplier assessments and periodic audits
- Increased focus on responsible sourcing and circular economy practices
- Integration of sustainability criteria into procurement decisions
- Continuous engagement and capacity building of suppliers

By aligning procurement strategies with sustainability goals, Cybage is building a resilient, transparent, and responsible supply chain that contributes to long-term environmental and social impact.



06 Social

Our Approach to People

People are central to Cybage's ability to create sustainable value. Our social approach is organized around five interconnected priorities: people and culture; human rights; career development and employee wellbeing; occupational health and safety; and an ethical culture supported by employee voice and accountability. Together, these priorities are intended to create a workplace in which employees are respected, included, supported to grow, protected from harm and encouraged to participate with confidence.

FIVE INTERCONNECTED PRIORITIES

01
People and culture

02
Human rights

03
Career development and employee wellbeing

04
Occupational health and safety

05
Ethical culture supported by employee voice and accountability

Policies and Operating Processes

Our people practices are supported by formal policies and operating processes covering equal opportunity, human dignity, anti-harassment, health and safety, leave and maternity support, hybrid work, learning and development, grievance redressal, whistleblower protection, and fair disciplinary procedures. Together, these mechanisms translate our values into day-to-day expectations and create a consistent framework for employee experience across the organization.





People and Culture

Cybage describes its culture as people-first, collaborative and performance-oriented, with a strong emphasis on learning, integrity and work-life harmony. We seek to create a workplace where individuals from different backgrounds can participate fully, share ideas, build careers and contribute to a common purpose. This is reinforced through leadership communication, team-based ways of working, learning opportunities, employee engagement activities and mechanisms for two-way dialogue.

Capability and well-being

Our culture is built on the premise that sustainable performance depends on both capability and well-being. Employees are therefore encouraged to take ownership of their work, continuously upgrade skills, collaborate across teams and use formal channels to seek support or raise concerns. The organization complements performance expectations with structured leave, flexible work arrangements for eligible roles, maternity and return-to-work support, health and safety systems, and employee development programs.

Respect in everyday behaviour

The social framework also recognizes that respect must be embedded in everyday behavior. Policies on human dignity and harassment establish clear expectations for professional conduct, while grievance and whistleblower mechanisms provide multiple routes for employees to report concerns. Formal disciplinary processes are designed to follow principles of fairness, proportionality and natural justice.



Diversity, Equity and Inclusion

Diversity and inclusion are integral to Cybage's approach to talent. We aim to provide equal opportunity in recruitment, development, performance evaluation and career progression, while fostering an environment where employees are treated with respect irrespective of personal background or identity. The organization's public diversity commitments emphasize gender inclusion, bias-free hiring, equal opportunity, accessibility, and respect for individual identity and choice.

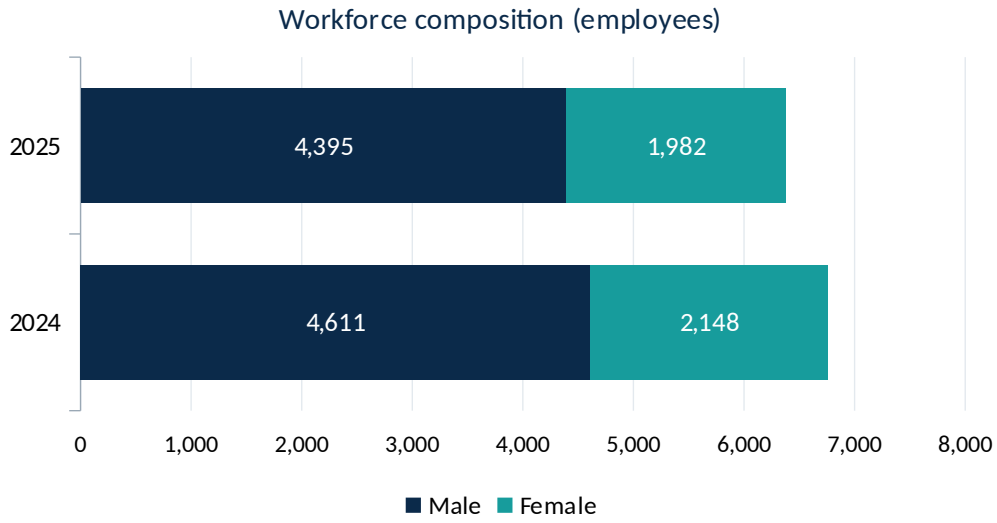
In 2025, women made up 31.1% of employees (31.8% in 2024) and held three top-management roles (four in 2024), while total headcount fell 5.7%. The practices below are how Cybage aims to strengthen representation. Hiring and attrition figures are not disclosed under internal confidentiality policy.

Hiring, Growth and Life-stage Support

Recruitment practices are supported by gender-neutral job descriptions, balanced interview panels and sensitization of recruiters and hiring managers. Once employees join, learning programs, mentoring and performance processes are intended to support capability-based growth. The organization also uses employee policies and facilities to address different life-stage needs, including maternity support, nursing rooms and flexible return-to-work options for new mothers.

Workforce Composition

The workforce profile provides a baseline for continued focus on inclusion. Beyond representation, our approach emphasizes equal access to opportunities, respectful treatment, performance-based development and support systems that help employees remain engaged through different stages of their careers.



Indicator	2024	2025
Male employees	4,611	**4,395**
Female employees	2,148	**1,982**
Total employees	6,759	**6,377**
Female representation	31.8%	**31.1%**
Women in top management	4	**3**

Human Rights

Cybage's Human Dignity framework establishes a clear expectation that the workplace remain free from discrimination, harassment, intimidation and harsh treatment. Our human-rights approach extends beyond respectful conduct to fair working conditions, employee welfare and family-support provisions that help employees manage important life stages while maintaining career continuity. These principles apply to employees and contract employees and are supported by related policies covering harassment, grievance resolution, employee welfare, leave, maternity support and disciplinary action.

What the framework prohibits

The framework prohibits discrimination in employment decisions such as hiring, compensation, access to training, promotion, termination and retirement on protected grounds. It also prohibits physical abuse, threats, sexual or other harassment, verbal abuse and other forms of intimidation. Employees have access to grievance channels and may seek support from managers, HR and designated reporting mechanisms.

Safeguards and awareness

Human-rights safeguards are complemented by commitments relating to freely chosen employment, prohibition of child labor, transparent remuneration practices and employee welfare support. Awareness and communication are important parts of implementation, because policies are effective only when employees understand both their rights and their responsibilities.

Respectful Workplace Commitments

Equal opportunity	Employment decisions are expected to be free from discrimination and based on legitimate role, performance and business considerations.
Dignity at work	Physical abuse, threats, harassment, verbal abuse and intimidation are prohibited.
Child and forced labor	The organization does not engage child labor and employment is intended to be freely chosen.
Grievance resolution	Employees can use management, HR and dedicated grievance channels to raise concerns and seek fair resolution.
Awareness	Annual dignity, anti-discrimination and respectful-workplace awareness is targeted for the workforce.

Fair Working Conditions and Family Support

Working conditions are supported through a structured leave framework intended to give employees planned time away from work, flexibility for unplanned needs, and dedicated support during maternity and related life events. The leave policy applies across the employee population and sets out entitlements, application procedures and approval requirements so that employee needs can be balanced with continuity of business operations.

LEAVE PROVISIONS

Planned leave

13 days per calendar year on a pro-rata basis, credited semi-annually at 6.5 days.

Unplanned leave

8 days per calendar year on a pro-rata basis, credited semi-annually at 4 days.

Floating holidays

2 floating holidays per calendar year for existing employees, in addition to the standard holiday calendar.

Miscarriage / medical termination

Up to 6 weeks (42 calendar days) of paid leave, subject to required medical documentation.

POLICY COMMUNICATION

Policy communication is treated as an implementation priority. The leave framework includes targets for quarterly communication of revised leave provisions to all employees and for full compliance with planned-leave documentation and approval procedures.

Support for New Mothers

For new mothers, the framework goes beyond statutory maternity leave by including options for extended maternity leave, voluntary work from home during maternity or extended maternity leave, nursing-room facilities and reduced working hours on return, subject to the applicable conditions. These provisions are intended to help employees transition back to work in a safe and manageable manner while continuing their careers.

LEAVE AND FAMILY-SUPPORT PROVISIONS

Maternity leave

182 calendar days (26 weeks) for eligible employees, with maternity benefit at 100% of gross salary under the policy.

26 weeks

Adopting / commissioning mother

12 weeks of maternity leave and benefit from the date the child is handed over, subject to policy eligibility.

12 weeks

Extended maternity leave

Up to 3 additional months after the 182-day maternity period; applicable leave balances are adjusted first and the remaining period is treated as leave without pay.

+3 months

Work from home during maternity / EML

Eligible employees may request full-time (8 hours) or part-time (4 or 6 hours) work from home, subject to medical fitness and approval.

8 / 6 / 4 hrs

Return-to-work flexibility

Following maternity / extended maternity leave, eligible employees may request reduced 6-hour or 4-hour workdays with proportionate salary for the approved period.

6 / 4 hrs

Nursing rooms

Nursing-room facilities are provided at Cybage locations to support new mothers returning to work.









Career Development & Learning

Career development at Cybage is supported through a structured learning and development lifecycle rather than a collection of isolated training events. Training needs are identified from business objectives, project requirements, performance appraisals, skills gaps, management mandates, new technologies, statutory requirements and resource-pool needs. These inputs are translated into strategic, tactical, planned and ad-hoc programs that support both current delivery needs and long-term employee capability building.

The training lifecycle

The training lifecycle includes identification and analysis of needs, preparation of training plans, design and review of content, selection of internal or external faculty, participant and batch planning, logistics, execution, feedback and post-training verification. Mandatory learning - including role-based and statutory training - is managed alongside technical, soft-skills, leadership, process, domain and project-oriented learning.

Connecting individual and organizational development

This systematic approach helps connect individual development with organizational priorities. Appraisal inputs allow employee-specific development needs to enter the training pipeline, while technology and project inputs help teams remain current with emerging requirements. Coaching, mentoring and knowledge-sharing complement formal programs to create multiple pathways for learning.

FY 2025-26 LEARNING AND DEVELOPMENT SNAPSHOT

3,452
Training programs conducted

8,509.75 hours
Total training duration

90%
Employees participating

21 hours per person
Average learning time

12% increase
Change in total training duration vs. FY 2024-25

104
employees completed 41 certification programs

Training mix — 78% scheduled / 22% on-demand



Learning data follow Cybage's financial year (April–March). Total training duration is the combined length of programmes conducted, not aggregate employee learning hours. FY 2025-26 figures (this page) and FY 2024-25 KPIs (page 48) cover different years and are not a like-for-like trend.

Training Participation & Capability Building

LEARNING AND DEVELOPMENT KPIs · FY 2023-24 VS FY 2024-25

43.5 h — Target 40 h · met
Average training hours per employee
FY 2023-24: **27.7 h**

52.4%
Workforce trained (monthly average)
FY 2023-24: **44.6%**

40%
Workforce attending skill-based training
FY 2023-24: **34–36%**

4,503
Soft-skills learning participations
FY24-25 · 8.22 h avg. per participant

5,052
Technical learning participations
FY24-25 · 16.44 h avg. per participant

Technology focus areas

Programs included DevOps, front-end technologies, databases, Java, QA, .NET, cloud, LAMP and GenAI.

DevOps · Front-end technologies · Databases · Java · QA · .NET · Cloud · LAMP · GenAI

Leadership and capability programs

Programs included manager development, first-time-manager development, design thinking and Gen Z workplace skills.

Manager development · First-time-manager development · Design thinking · Gen Z workplace skills

GOING FORWARD

Going forward, capability building is expected to continue emphasizing upskilling and reskilling, AI and cloud capability, cross-skilling, talent mobility, leadership development, e-learning and training effectiveness. This focus supports employee employability while strengthening organizational resilience in a fast-changing technology environment.



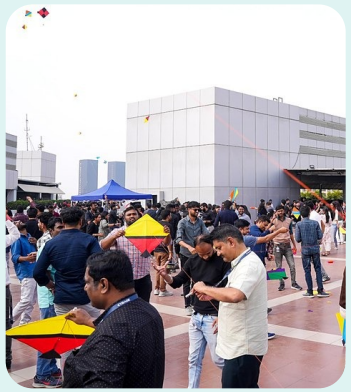




Employee Wellbeing and Flexible Work













Employee wellbeing is approached through a combination of work practices, benefits, flexibility, learning, health support and opportunities for connection. Cybage's public people philosophy emphasizes work-life harmony and a culture in which professional growth and personal wellbeing are expected to reinforce one another rather than compete.

Hybrid work: the 3:2 model

Mon	Tue	Wed	Thu	Fri
Office	Office	Office	Remote	Remote

For eligible roles, the hybrid work framework allows employees to combine office and remote work, while maintaining defined productivity, responsiveness, security and collaboration expectations. The policy currently provides for a 3:2 model, under which eligible employees may work remotely for up to two days or 16 hours in a working week, subject to line-management approval and role feasibility.

- **Recreational & personal-development activities**
- **Counselling & development programmes**
- **Medical support mechanisms**
- **Structured leave arrangements**

The wider employee-welfare framework also includes recreational and personal-development activities, counseling and development programs, medical support mechanisms and leave arrangements. Together, these practices aim to support sustainable performance, reduce unnecessary strain and make it easier for employees to remain connected to their teams during changing personal circumstances.

Occupational Health & Safety

Cybage is committed to maintaining safe and healthy workplaces for employees, contract employees and other personnel present at its facilities. The Environment, Health and Safety framework emphasizes safe working conditions, risk control, employee consultation, safe equipment, information and instruction, training, accident prevention and periodic review.



Shared responsibility

Health and safety responsibilities are shared. The organization provides policies, resources, infrastructure, training and emergency arrangements, while employees are expected to follow procedures, use equipment correctly and report accidents, incidents, pain, illness or unsafe conditions promptly. Medical-aid kits, sick-room arrangements, emergency medical response procedures and trained response teams strengthen preparedness for workplace emergencies.

Emergency Preparedness

Emergency planning defines responsibilities for firefighting, rescue, evacuation, first aid and coordination with external medical or emergency services. Response roles are intended to support orderly evacuation, headcounts, safe access for emergency teams and restoration of normal operations after an incident.





Health and Safety Management Targets

New-joiner health and safety training	Mandatory health and safety training for all new joiners within their first month.
Workplace incidents and injuries	Target a 10% annual reduction in workplace incidents and injuries.
Emergency preparedness	Maintain trained emergency response capability and defined medical / evacuation procedures.
Policy implementation	Administration and Human Resources monitor implementation and compliance with the health and safety framework.

Ethical Culture, Employee Voice & Accountability

An ethical culture depends on employees being able to raise concerns safely, understand the standards expected of them and trust that concerns will be handled fairly. Cybage provides multiple channels for employee voice, including managers, department heads, HR, grievance channels and the whistleblower mechanism. Employees may escalate concerns where direct discussion is not comfortable, and the whistleblower framework is designed to protect good-faith reporters from unfair treatment or retaliation.

Anti-harassment framework

The anti-harassment framework is intended to prevent harassment, encourage early reporting and provide an established complaint and investigation process. Employees may report concerns to designated reporting authorities or the grievance channel. Complaints are screened, investigated and addressed through defined steps, with the aim of maintaining confidentiality, fairness and timely resolution.

Awareness and reporting

These mechanisms are complemented by awareness initiatives on dignity, anti-discrimination, respectful behavior and whistleblower protection. Clear reporting routes and response expectations help translate a zero-tolerance stance into operational practice.

EMPLOYEE PROTECTION AND RESPONSE COMMITMENTS

100%

Human dignity awareness

Annual awareness on dignity, anti-discrimination and respectful workplace for 100% of employees.

Zero

Discrimination and harassment

Aim to sustain zero confirmed workplace discrimination and harassment cases annually.

5 / 30 days

Harassment complaint handling

Target acknowledgement of 100% of harassment complaints within 5 days and resolution within 30 days.

100%

Whistleblower awareness

Promote awareness of the whistleblower mechanism to 100% of employees through quarterly HR communication.

Zero

Non-retaliation

Target zero cases of retaliation against whistleblowers annually.

Fair Discipline and Accountability

Cybage's disciplinary process is intended to provide a uniform, fair and legally aligned method for addressing proven misconduct or indiscipline. The framework explicitly incorporates principles of natural justice: decision-makers should not judge their own cause, the employee should have a reasonable opportunity to explain his or her position, and an employee is treated as not guilty until the misconduct is established through the process.

PRINCIPLES OF NATURAL JUSTICE

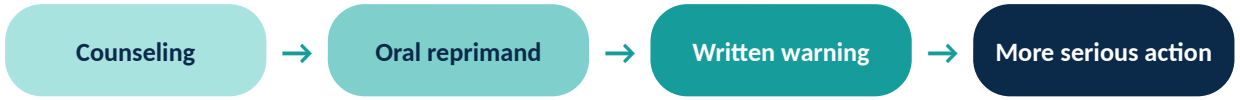
Decision-makers should not judge their own cause

The employee should have a reasonable opportunity to explain his or her position

An employee is treated as not guilty until the misconduct is established through the process

Investigation and proportionate action

Reported cases are subject to preliminary investigation and classification based on the nature and severity of the issue. Depending on the circumstances, the process may involve counseling, an oral reprimand, a written warning or more serious action. Verification steps are intended to ensure that evidence has been considered, the employee has been heard and any action taken is proportionate to the misconduct.



Prevention and consistency

The process also supports prevention through awareness and consistent application. Cybage targets full compliance with the internal disciplinary procedure for reported cases within 30 days and aims to reduce repeat violations of similar misconduct by 20% year on year through proactive awareness.

30 days
full procedural compliance for reported cases

20%
year-on-year reduction targeted in repeat violations

07

Corporate Social Responsibility

DELIVERED THROUGH

Cybage Asha
Spreading smiles across miles

Cybage Khushboo
Spreading the fragrance of literacy





Corporate Social Responsibility at Cybage

Corporate Social Responsibility at Cybage is rooted in the belief that business success carries a responsibility to contribute to the social and economic development of the communities around us. The organization's CSR philosophy is therefore designed to go beyond one-time philanthropy and focus on sustainable, participatory interventions that strengthen opportunity, dignity, livelihoods, education, health and environmental stewardship.

Cybage's community initiatives are delivered primarily through CybageAsha and CybageKhushboo.



Cybage Asha
Spreading smiles across miles

Since 2005

Rural upliftment, community development, social welfare and environmental initiatives



Cybage khushboo
Spreading the fragrance of literacy

Since 2009

Education, scholarships, mentoring, skill development and employability

Employee Participation

Employee volunteering and leadership participation are important parts of both platforms, helping connect corporate resources with community needs and on-the-ground implementation.

A strong feature of Cybage's CSR model is employee participation. Cybagians contribute time and professional skills through volunteering, mentoring, student interviews, school activities, donation drives, tree plantation, cleanliness initiatives and other community programs. This participation strengthens ownership and helps CSR become part of organizational culture rather than an activity managed only by a specialist team.

CSR Philosophy and Governance

The CSR framework is guided by the Companies Act, 2013 and the Companies (Corporate Social Responsibility Policy) Rules, together with the activities specified in Schedule VII. Projects are considered and monitored through the CSR governance structure, with defined responsibilities for project selection, budgeting, implementation, monitoring and reporting.

DEFINED RESPONSIBILITIES ACROSS THE PROJECT CYCLE

Project selection → Budgeting → Implementation → Monitoring → Reporting

CSR Focus Areas and Implementation

Cybage's CSR policy identifies focus areas that include promotion of education, rural development, livelihood enhancement, environmental sustainability, social business and other eligible activities that may be identified in the future. CSR activities may be implemented directly or through eligible implementing agencies, including the organization's registered trusts CybageAsha and CybageKhushboo, and may involve collaboration with Gram Panchayats, civic bodies, municipalities, NGOs and other community institutions.

- Promotion of education
- Rural development
- Livelihood enhancement
- Environmental sustainability
- Social business

Budgets, Milestones and Review

2% of the average net profits of the preceding three financial years

The governance model emphasizes project-based budgets, milestones, monitoring and periodic review. The statutory CSR budget is linked to 2% of the average net profits of the preceding three financial years, in accordance with applicable law. Any surplus arising from CSR activities is not treated as business profit and is managed in accordance with the CSR policy and statutory requirements.

CybageAsha — Rural Upliftment

A grassroots model: villages and needs are identified with communities and Gram Panchayats, then infrastructure and livelihood interventions are delivered with local participation.

CUMULATIVE IMPACT TO 2025

111 Villages impacted

11,790 Farmer beneficiaries	**39,740** Trees planted
101 Watershed projects	**54** Schools refurbished in 32 villages
1,819 Vegetable cultivation plots	**896** Vermicompost farmer beneficiaries
744 Paddy farmer beneficiaries	**342** Women empowered
26 Self-help groups	**167** Families with biogas plants
5,944 m Internal roads in 22 villages	**10,459 m** Underground drainage in 27 villages



CybageAsha – Rural Upliftment and Sustainable Livelihoods

CybageAsha was initiated in 2005 to support underprivileged communities and bridge disparities through sustainable community development. Its flagship rural-upliftment work follows a grassroots model: villages and local needs are identified, communities and Gram Panchayats are engaged, socio-economic conditions are assessed, priorities are agreed, and interventions are implemented with local participation.

Infrastructure with livelihood creation

Rural upliftment combines infrastructure with livelihood creation. Infrastructure projects include internal roads, underground drainage, sanitation facilities, drinking-water systems, water tanks, irrigation pipelines, watershed structures, school refurbishment and other facilities that improve everyday quality of life. Livelihood programs promote modern paddy cultivation, vegetable farming, fruit-tree plantation (Wadi), vermicomposting, irrigation efficiency and training in improved agricultural techniques.

An integrated approach

This integrated approach is important because rural livelihoods are influenced by multiple interdependent factors. Access to water affects agriculture; road connectivity affects market access; sanitation and health affect productivity; school infrastructure supports education; and modern agricultural skills can improve both yield and income. By working across these dimensions, CybageAsha seeks to create durable improvements rather than isolated outputs.

- Water → Agriculture
- Roads → Market access
- Sanitation & health → Productivity
- Schools → Education







Village infrastructure and school support initiatives

Rural Upliftment — Year-on-Year

Selected Rural-Upliftment Activity - Year-on-Year View

Activity	FY 2024-25	FY 2025-26
Internal CC roads	10 projects; 1,530 m; 9,120 beneficiaries	**17 projects; 2,175 m; 11,310 beneficiaries**
Underground drainage	14 projects; 2,860 m; 10,802 beneficiaries	**5 projects; 1,610 m; 4,536 beneficiaries**
School refurbishment	27 projects; 5,968 beneficiaries	**4 projects; 3,050 beneficiaries**
Lift irrigation	2 projects; 160 beneficiaries	**4 projects; 255 beneficiaries**
Tree plantation / farmer support	10,490 trees; 30 acres	**25,435 trees; 97 acres**
Paddy Cup	548 farmer participants	**960 farmer participants**
Vegetable-plot support	427 plots; 895 beneficiaries	**642 plots; 2,720 beneficiaries**

Women Empowerment, Social Welfare and Community Health







Cybage Sampada — women's livelihoods

Women's economic participation is an important part of community resilience. Through the Cybage Sampada initiative, CybageAsha provides rural women with practical skill-building and livelihood-generation opportunities. Training includes areas such as food processing, tailoring, gift-making and handicrafts, while Self-Help Groups and product-display opportunities help participants build confidence, financial literacy, entrepreneurship and market access. The 2025 program brochure notes that Cybage Sampada was active in 15 villages and involved more than 300 women.

Social welfare and community health

Social welfare initiatives extend to healthcare access, school support, public hygiene and assistance to vulnerable groups. CybageAsha organizes health and eye-check-up camps, blood-donation drives, cleanliness activities and school-kit distribution, and supports partner institutions and hospitals where community needs are identified. In March 2025, the program donated eight dialysis machines to Deenanath Mangeshkar Hospital in Pune to strengthen treatment capacity for underprivileged kidney patients.

Volunteer-led community engagement

Volunteer-led activities broaden the reach of these programs. Employees participate in tree nurturing, school painting, cleanliness drives, health activities, blood donation, school-kit distribution and other community engagements. This combination of financial support, program management and hands-on volunteering gives employees a direct role in community impact.

Community and Social-Welfare Highlights

Selected 2025 Community and Social-Welfare Highlights

Cybage Sampada

15
villages

300+
women

Skill building, entrepreneurship and livelihood support for rural women; active in 15 villages with 300+ women in the 2025 program snapshot.

Dialysis-machine donation

Eight dialysis machines donated to Deenanath Mangeshkar Hospital, Pune, in March 2025 to strengthen access to treatment for underprivileged patients.

Health camps

General health and eye-check-up camps provide free consultation, screening and basic treatment in rural communities.

Blood donation

Regular employee-supported blood donation drives are organized with hospitals to support emergency healthcare requirements.

Cleanliness and hygiene

Community-led cleanliness activities promote hygiene, public health and environmental responsibility.

Education and School Infrastructure

Education is supported through both infrastructure and direct student assistance. CybageAsha refurbishes and paints rural schools, supports drinking-water and sanitation facilities, and distributes school kits containing bags, notebooks and stationery. These interventions aim to improve the physical learning environment and help children attend school with greater dignity and motivation.











Community education

Community education also includes adult literacy, digital literacy and awareness initiatives in urban and rural communities. By combining educational infrastructure with direct student support and community participation, Cybage seeks to address practical barriers that can affect learning continuity and social mobility.

Education-related outcomes

Impact analysis of rural interventions has also identified education-related outcomes. In the surveyed communities, almost 97% of beneficiary households reported zero school dropouts over the five-year period assessed, and 19 villages gained access to primary schools and Aanganwadis following the wider development interventions. These findings reinforce the importance of integrated infrastructure, livelihood and education programs.

~97% households: zero school dropouts

19 villages gained access to primary schools and Aanganwadis

CybageKhushboo – Scholarships, Mentoring and Higher Education

Established in 2009, CybageKhushboo is the education-focused philanthropic arm of Cybage. Its flagship scholarship program supports academically promising students from economically constrained backgrounds who aspire to pursue professional higher education. Supported disciplines include engineering and diploma programs, architecture, management and medical or allied-health courses such as pharmacy, dentistry, homeopathy, nursing and physiotherapy.



Beyond financial aid

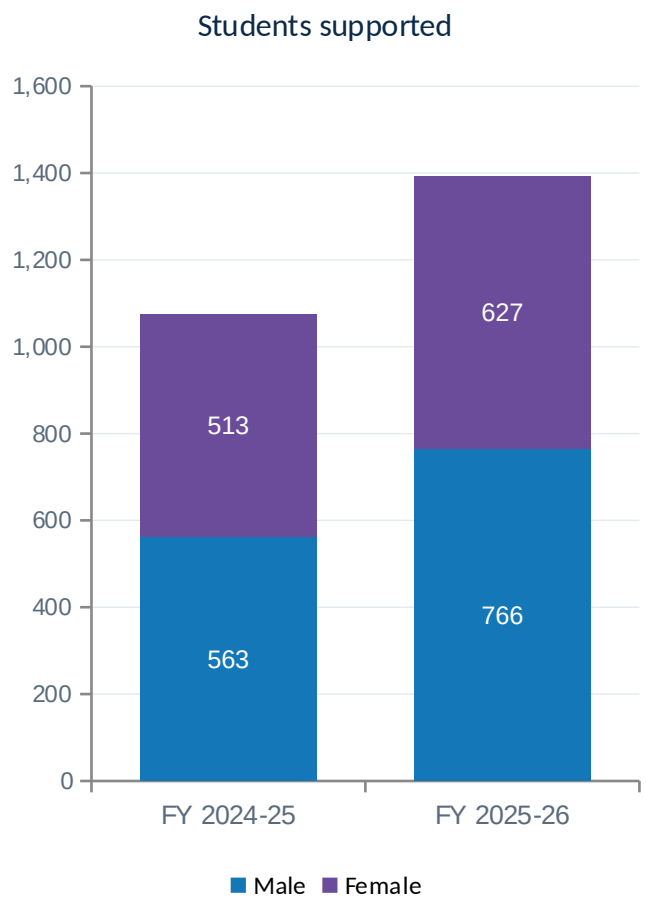
The scholarship model extends beyond financial aid. Students receive holistic support through soft-skills sessions, mentoring, career guidance, interview preparation, workplace-readiness inputs and the Buddy Program, in which Cybage employees and alumni support scholars during their academic journey. This combination of financial assistance and developmental support is intended to improve confidence, employability and long-term self-reliance.

Partnerships that expand reach

Partnerships with educational institutions help expand access and program reach. The 2025 brochure identifies 19 college tie-ups and a wide network of institutions across Maharashtra, Gujarat and Telangana. CybageKhushboo also works with training partners and foundations to provide employment-oriented skills for young people who require pathways outside or alongside formal higher education.

CybageKhushboo – Student Reach and Scholar Development

CYBAGEKHUSHBOO - STUDENT REACH



SCHOLAR DEVELOPMENT INDICATORS – 2025

6,373
Scholarships (cumulative)

19
College tie-ups

80%
Job-placement indicator

65
Soft-skills sessions (2024-25)

8,641
Students in soft-skills sessions

1,393
Students reached FY 2025-26

Student reach	FY 2024-25	FY 2025-26
Male students	563	**766**
Female students	513	**627**
Total students	**1,076**	**1,393**



Skill Development and Employability

CybageKhushboo's skill-development initiatives aim to bridge the gap between education and employment for underprivileged youth. Programs are delivered with specialist partners and focus on practical, job-ready capabilities. Training areas have included IT and IT-enabled services, auto-service technician roles, nursing assistants, multi-skill technician programs, data entry and other demand-led vocational skills.

SKILL-DEVELOPMENT PROGRAM SNAPSHOT

Yuva Parivartan 2024	**604** enrolled / certified	**476** placed or self-employed
Yuva Parivartan 2025 - ongoing	**687** enrolled; 366 certified at reporting point	— Placement tracking ongoing
NASSCOM Foundation - Pune, Gandhinagar and Hyderabad 2025	**415** enrolled; 401 certified	**265** placed or self-employed

Employability support includes technical training, communication skills, interview preparation, personality development, goal setting and workplace-readiness sessions. Training partners, Cybage mentors and industry experts contribute to the learning experience, while placement tracking helps assess whether training translates into livelihood opportunities.



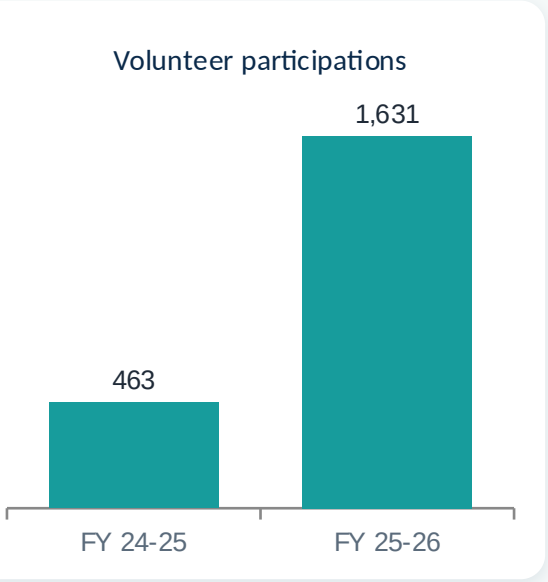
Employee Volunteering and Participatory CSR

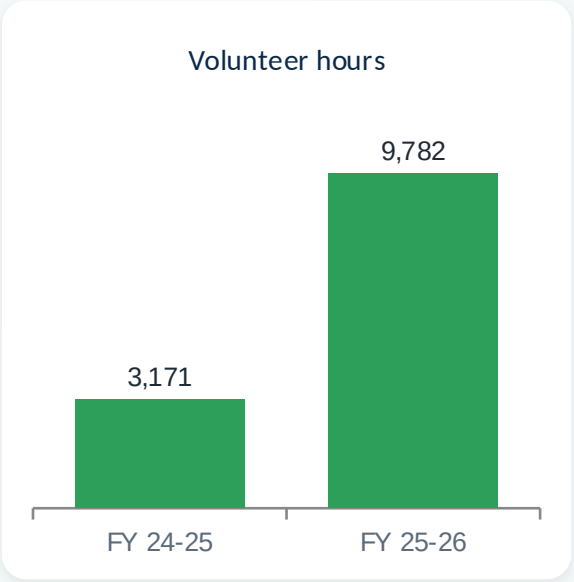
Employee volunteering is a defining element of Cybage's CSR approach. Cybagians participate in activities that range from outdoor community work - tree plantation, Shramdan, paddy cultivation, school painting and cleanliness drives - to indoor and professional volunteering such as scholarship interviews, mentoring, renewal sessions and career guidance.











Volunteering deepens the connection between employees and beneficiaries. It allows employees to contribute time, knowledge and empathy, while helping the CSR team extend program reach. It also reinforces internal culture by giving employees structured opportunities to participate in social impact beyond their regular roles.

Impact Measurement, Outcomes and Continuous Improvement

Cybage's CSR approach increasingly emphasizes outcomes in addition to activity counts. Program design includes community interaction, socio-economic assessment, beneficiary feedback, monitoring and impact analysis. This helps the CSR team understand what is changing in beneficiaries' lives, identify areas that require redesign and improve the effectiveness of future interventions.





CybageAsha – third-party impact analysis

A third-party impact analysis of CybageAsha's agricultural and livelihood interventions in 19 villages examined changes in productivity, income, migration, water access and other quality-of-life indicators. The findings showed substantial improvements in agricultural performance and beneficiary income. These results illustrate why the organization combines infrastructure, training and livelihood interventions rather than treating each in isolation.

CybageKhushboo – scholarship impact evaluation

CybageKhushboo has also used structured impact-evaluation methods to understand scholarship outcomes, including course completion, employability, mentoring and student experience. The broader objective is to use evidence to improve the scholarship lifecycle and ensure that financial assistance is accompanied by the developmental support students need to complete education and transition into meaningful careers.

Selected Outcomes from CybageAsha Impact Analysis

Outcome indicator	Before intervention	After intervention	Change / observation
Paddy productivity	839.7 kg/acre	→ **1,102.2 kg/acre**	31.3% increase in the cited cost/profit analysis
Paddy net profit per acre	Rs. 19,989.50	→ **Rs. 29,947.40**	49.8% increase
Average beneficiary net income	Rs. 17,831	→ **Rs. 27,732**	55.5% increase
Beneficiaries reporting increased income	-	→ **86.8%**	Majority of surveyed beneficiaries reported an increase
Migration observed among beneficiary households	126 members before intervention	→ **10 members after intervention**	Marked reduction in the surveyed sample
Access to drinking water	229 families	→ **240 families**	Improved access in surveyed communities
Tap-water access	185 farmers	→ **210 farmers**	13.5% increase

CSR Activities Aligned with the UN Sustainable Development Goals

Cybage's CSR programs contribute to several United Nations Sustainable Development Goals through a combination of rural infrastructure, livelihood creation, education, health, women's empowerment, skills, environmental action and community partnerships. The mapping below is intended to show how specific community activities contribute to the intent of relevant SDGs; it does not imply that a single project alone achieves an SDG in full.

GOALS OUR CSR PROGRAMS CONTRIBUTE TO



The alignment is particularly visible in CybageAsha's integrated rural-development model and CybageKhushboo's education and employability programs. Many projects create benefits across more than one goal. For example, irrigation and modern farming can improve income, food security and climate resilience, while women's skill development can support gender equality, decent work and reduced inequalities at the same time.

This goal-by-goal mapping makes the connection between community programs and sustainable-development outcomes more visible. It also supports better program design by encouraging teams to consider how infrastructure, livelihoods, health, education, gender inclusion and environmental resilience interact within the same community.

How Cybage CSR Contributes to Each Goal



SDG 1

No Poverty

CybageAsha supports income generation through modern agriculture, vegetable cultivation, Wadi development, irrigation support, vermicomposting and livelihood training. Women-focused livelihood initiatives such as Cybage Sampada build skills, entrepreneurship and self-reliance. Impact analysis has recorded meaningful increases in beneficiary income following agricultural interventions.

Illustrative activity: Livelihood and agriculture support



SDG 2

Zero Hunger

Training in paddy cultivation, vegetable farming, fruit plantations and sustainable agricultural practices helps improve farm productivity, diversify crops and strengthen food and livelihood security. Farmer support includes inputs, training, water-saving practices and irrigation infrastructure.

Illustrative activity: Community agriculture and environmental action



SDG 3

Good Health and Well-being

CybageAsha organizes general health and eye-check-up camps, blood-donation drives and medical-support initiatives. The 2025 program included donation of eight dialysis machines to Deenanath Mangeshkar Hospital, strengthening access to essential treatment for underprivileged patients.

Illustrative activity: Rural health camp



SDG 4

Quality Education

CybageAsha refurbishes and paints schools, improves school infrastructure and distributes school kits. CybageKhushboo provides scholarships for professional education, mentoring, soft-skills support and career guidance so financially constrained students can continue their education and improve employability.

Illustrative activity: Scholarship and student support



SDG 5

Gender Equality

Cybage Sampada supports rural women through skills in food processing, tailoring, gift-making and handicrafts, Self-Help Groups and livelihood opportunities. At the corporate level, Cybage also supports women employees through maternity, flexible-work and return-to-work arrangements.

Illustrative activity: Cybage Sampada - women empowerment



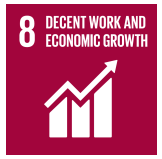
SDG 6

Clean Water and Sanitation

Rural-development projects include drinking-water systems, water tanks, community wells, irrigation pipelines, watershed structures, underground drainage, lavatories and sanitation improvements. These interventions strengthen water access, hygiene and community resilience.

Illustrative activity: Community infrastructure and school support

How Cybage CSR Contributes to Each Goal



SDG 8

Decent Work and Economic Growth

Skill-development centers and partner programs equip young people with practical, job-ready capabilities across IT-enabled services, healthcare support, technical trades and other vocational areas. Placement support and entrepreneurship-oriented rural programs help translate skills into income opportunities.

Illustrative activity: Skill development and employability



SDG 10

Reduced Inequalities

Scholarships, community-development projects, rural infrastructure, skill programs and social-welfare activities are designed to expand opportunity for people from economically weaker and underserved communities. The approach focuses on access to education, livelihoods, healthcare and dignified community infrastructure.

Illustrative activity: School-kit and education support



SDG 11

Sustainable Cities and Communities

Community infrastructure projects - roads, drainage, sanitation, water systems, school upgrades and cleanliness drives - improve the safety, accessibility and quality of shared spaces. Urban social-welfare programs also support low-income communities through health, literacy, skills and civic initiatives.

Illustrative activity: School and community improvement



SDG 12

Responsible Consumption and Production

CSR environmental activities promote tree nurturing, cleanliness, vermicomposting, sustainable agriculture and community awareness. Agricultural training encourages more efficient use of resources and locally appropriate practices, while volunteering strengthens environmental responsibility.

Illustrative activity: Tree nurturing and environmental stewardship



SDG 13

Climate Action

Tree plantation and nurturing, watershed interventions, water conservation, sustainable farming and environmental awareness contribute to local climate resilience. Improved irrigation and resource management can help rural communities adapt to water stress and changing agricultural conditions.

Illustrative activity: Tree plantation and nurturing



SDG 15

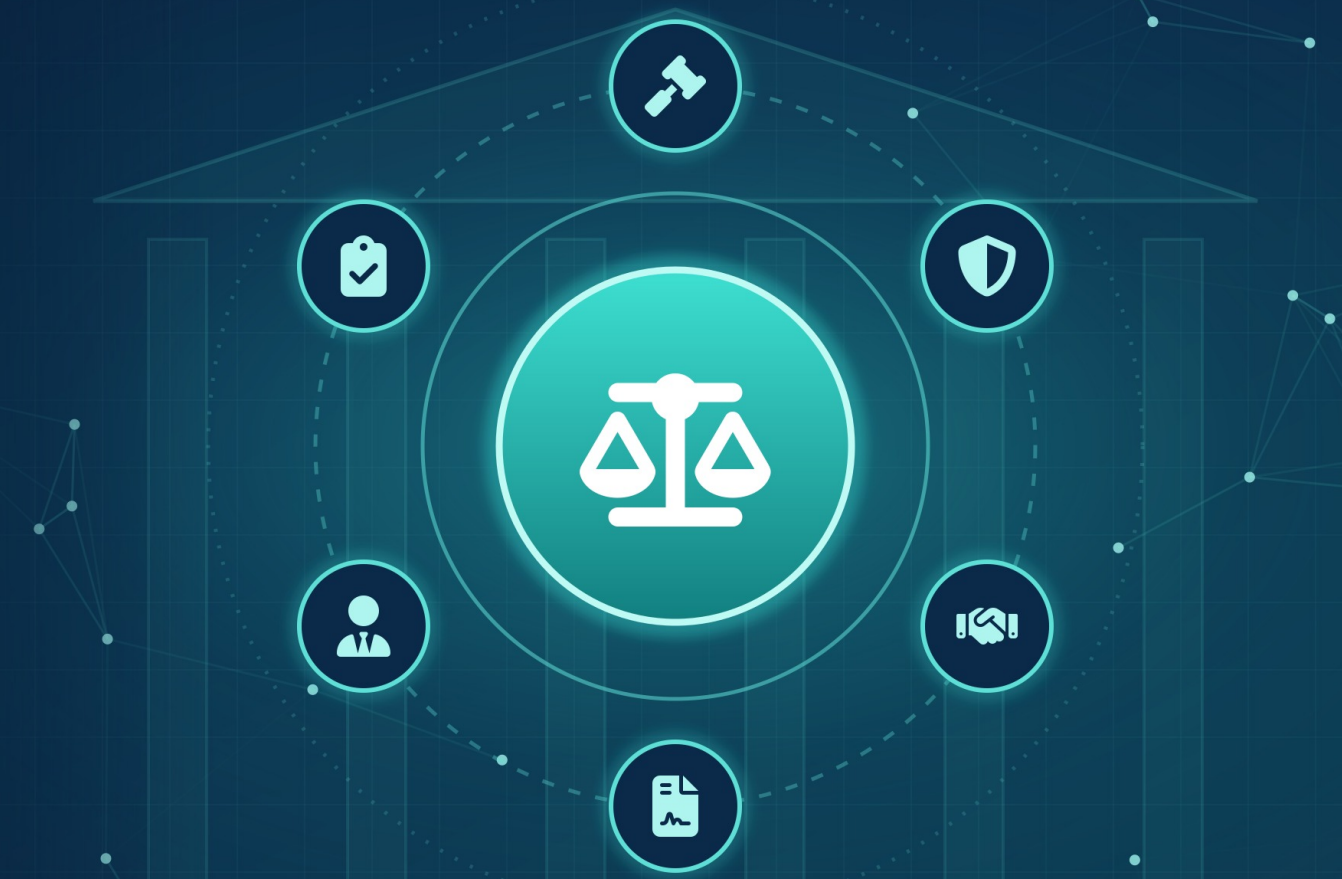
Life on Land

Tree plantation, Wadi development, soil and water conservation, watershed projects and sustainable agriculture support land restoration and greener rural landscapes. Community participation in nurturing trees is important for ensuring survival beyond the plantation event.

Illustrative activity: Community tree plantation

08

Governance



A Message from Our Leadership

Sustainability is a choice we made deliberately, well before it became a compliance. Because, in the end, what defines an organization is not what it is required to do, but what it chooses to do.

We believe the future will belong to those who learn to do more with less. Less energy. Less waste. Less excess. Not as a constraint, but as a discipline that drives better thinking and stronger outcomes. Technology supports this shift. It helps us simplify systems, reduce inefficiencies, and build operations that are more mindful of their impact.

At the same time, technology alone does not create change. People do. Culture does. The everyday decisions, often small and unnoticed, shape the kind of organization we become over time.

Our ESG journey is grounded in consistency. It is about doing things better today than we did yesterday and carrying that forward with focus and intent.

Jaikrishnan K
Senior Vice President – Operations, Cybage

DOING MORE WITH LESS

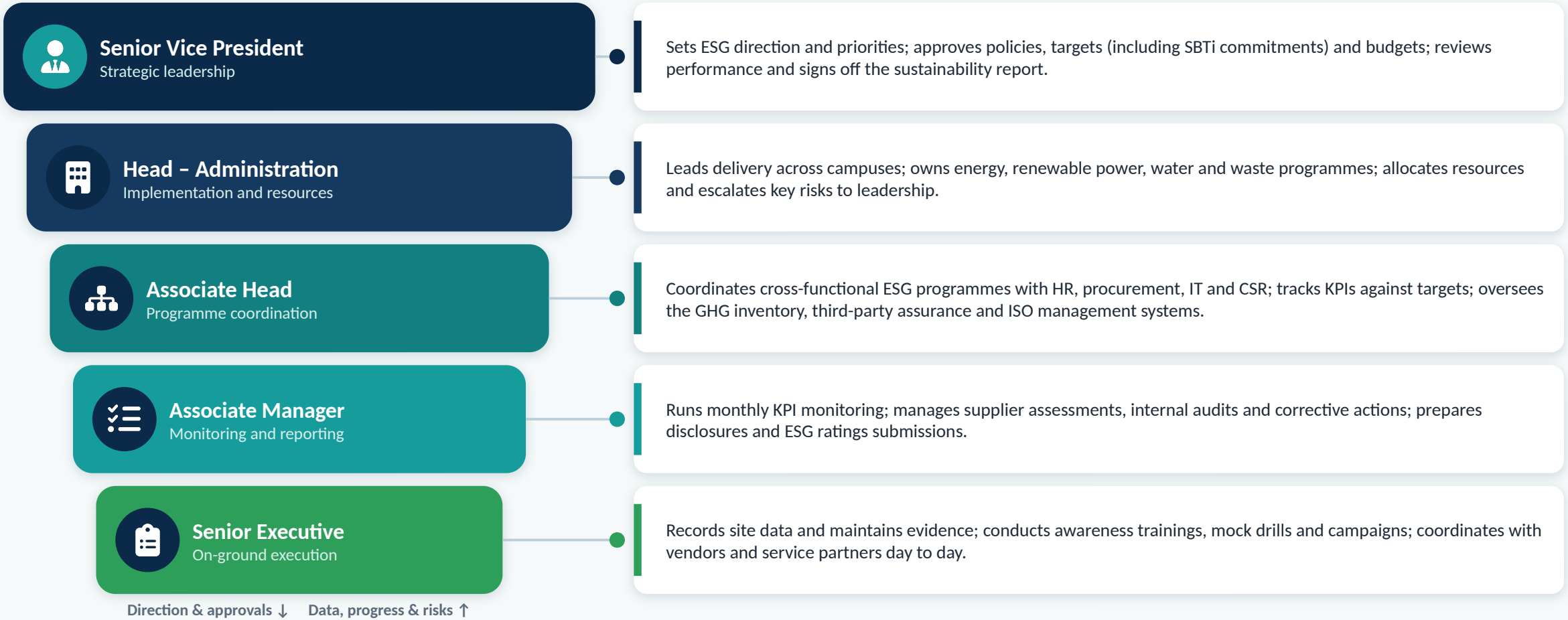
- **Less energy**
- **Less waste**
- **Less excess**

People and culture

Sustainability at Cybage is led from the top and carried through a dedicated team, from the Senior Vice President to executives on the ground. The structure on the next page shows how responsibilities are shared.

Sustainability Leadership and Responsibilities

Cybage's sustainability programme is led by a five-level team. Direction and approvals flow from the top; data, progress and risks are reported upwards, so every commitment has a clear owner.



Governance Structure and Leadership Oversight

Strong governance provides the structure through which Cybage converts commitments into accountable action. Governance at Cybage is supported by leadership oversight, defined policies, risk-management processes, information-security controls, whistleblower protection, internal monitoring and responsible-supply-chain expectations. The objective is to enable ethical, transparent and resilient decision-making while protecting employees, clients, partners, communities and information assets.

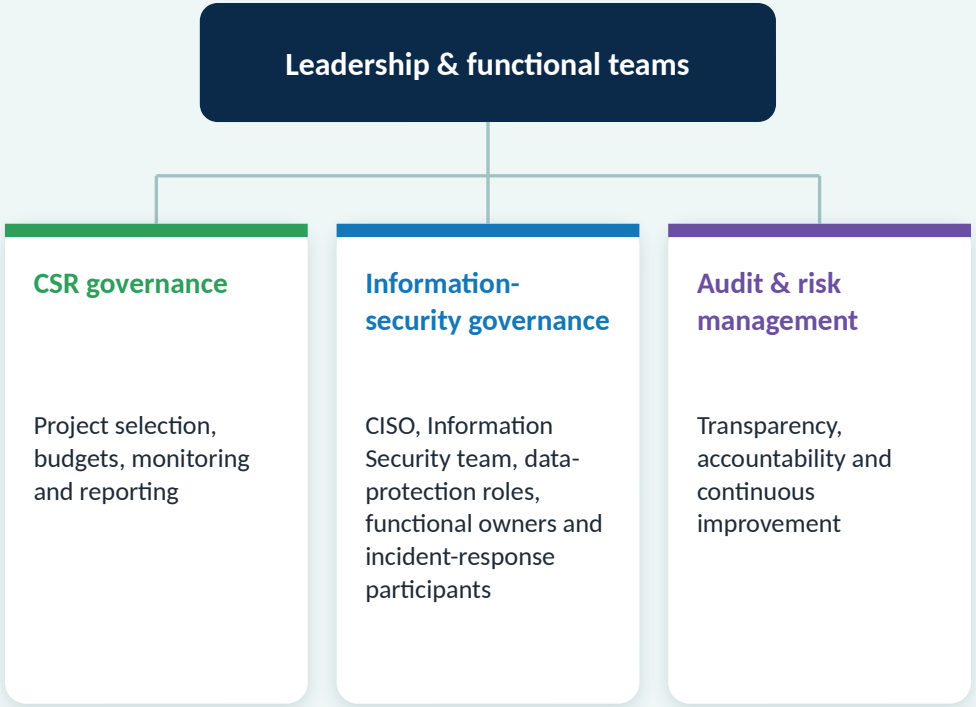
Clearly defined responsibilities

Cybage's governance approach is built around clearly defined responsibilities, policy ownership and oversight mechanisms. Leadership and functional teams are responsible for translating legal and regulatory obligations into operating processes, reviewing key risks, monitoring controls and ensuring that issues are escalated to the appropriate level. Audit and risk-management mechanisms support transparency, accountability and continuous improvement.

Distributed ownership

The CSR governance structure similarly assigns responsibilities for project selection, budgets, monitoring and reporting, while information-security governance assigns defined roles to the CISO, Information Security team, data-protection roles, functional owners and incident-response participants. This distributed ownership helps ensure that governance is embedded in operations rather than centralized in a single function.

HOW OVERSIGHT IS ORGANIZED



Ethics, Integrity and Speak-Up Mechanisms

Ethics, Integrity and Responsible Conduct

Cybage expects business to be conducted with honesty, fairness, professionalism and respect for law. Ethical conduct is reinforced through policies on anti-bribery, conflicts of interest, disciplinary action, supplier integrity, whistleblowing and responsible information use. Employees and third parties are expected to avoid conduct that could compromise trust, create conflicts, misuse company resources or harm stakeholders.

- Anti-bribery
- Conflicts of interest
- Fair disciplinary action
- Supplier integrity
- Whistleblowing
- Responsible information use

The disciplinary framework provides a consistent process for addressing confirmed misconduct while respecting natural justice. At the supply-chain level, the Integrity Policy for Suppliers extends expectations on business ethics, fair competition, confidentiality, intellectual property, data privacy, information security, human rights, working conditions, health and safety and environmental compliance.

Whistleblower and Speak-Up Mechanisms

Cybage's whistleblower mechanism enables employees to report suspected unethical, illegal, dishonest or fraudulent activity in good faith. Concerns may be raised through management, department heads, HR or the designated whistleblower channel. The framework emphasizes confidentiality and protection from retaliation, victimization or unfair treatment for individuals who raise legitimate concerns.

ESCALATION ROUTE

1. Management / department head
2. Human Resources
3. Designated whistleblower channel
4. Senior management (where required)

A clear escalation route is important for maintaining trust. Where an employee is uncomfortable raising a concern through the immediate reporting line, the matter may be taken directly to HR and, where required, senior management. The mechanism is supported by awareness targets and a stated objective of zero retaliation against whistleblowers.

Enterprise Risk Management and Internal Controls

Risk management is a continuous process used to identify, assess, treat and reassess risks to information assets and business operations. Cybage's Risk Management Procedure covers asset categories including hardware, software, infrastructure, central services, information in paper or electronic form and people. The process considers threats, vulnerabilities, likelihood, impact and existing controls before determining the level of risk.



Rating and treatment

Risks are evaluated using a structured rating model based on confidentiality, integrity and availability impact, vulnerability and likelihood. Treatment options include mitigation, avoidance, transfer and acceptance. Where controls are implemented, risks are reassessed and residual risk is reviewed to determine whether the remaining exposure is acceptable. Cost-benefit analysis supports decisions on the most appropriate controls.

Annual review and feedback loop

Formal risk assessment is expected at least annually and also considers organizational changes, technology, business objectives, emerging threats, control effectiveness, legal requirements, compliance requirements and incident analysis. This creates a feedback loop in which events and control performance inform future risk decisions.

Risk-Management Targets

100%	**Information-asset risk mapping** 100% of information assets mapped to risk categories covering hardware, software, infrastructure, central services, information and people.
24 hours	**Escalation of new risks** New risks identified through control-measurement reviews escalated to the CISO within 24 hours.
Annually	**Periodic review** Risk assessment conducted at least annually to identify new risks, review existing risks and evaluate control effectiveness.

Data Privacy, Information Security and Incident Management

Information is a critical business asset. Cybage's IT and Security Policy is designed to protect confidentiality, integrity and availability across the use of email, internet, networks, software, hardware, remote connectivity, user accounts, customer resources, data and source code. The policy applies to permanent and contract employees and other authorized users and establishes expectations for secure use of corporate and customer systems.



Security controls and objectives

Security is reinforced through access controls, password and account requirements, secure channels for sensitive information, restrictions on transferring customer data to personal accounts or unauthorized storage, and requirements for secure handling of source code. Critical security vulnerabilities are expected to be closed within defined timelines, and the policy sets an annual objective of zero data-breach incidents and zero unauthorized system-access cases.

Incident Management Procedure

The Incident Management Procedure provides a consistent approach for detection, reporting, classification, investigation, communication, response, resolution and post-incident learning. Incident-response participants include Information Security, HR, Administration, the CISO and Data Protection Officer roles as applicable. The process includes confidentiality during investigations, root-cause analysis, corrective action, evidence handling and legal or regulatory notification where required.

Information-Security and Incident-Response Commitments

INCIDENT MANAGEMENT LIFECYCLE



100% in 30 days

Critical vulnerabilities

100% closure of critical vulnerabilities reported during IT security audits within 30 days.

Zero

Data breach / unauthorized access

Maintain zero data-breach incidents and zero cases of unauthorized system access annually.

≤ 30 minutes

Incident initial response

Initial response to logged incidents should not exceed 30 minutes.

4 hours

P1 incident resolution

Target resolution within 4 hours after qualification.

2 days

P2 incident resolution

Target resolution within 2 days after qualification.

Every incident

Post-incident improvement

Root cause, corrective action, lessons learned and control improvements recorded after incidents.

Stakeholder Engagement and Accountability

Stakeholder engagement supports both sustainability strategy and operational governance. Employees, clients, partners, management, vendors, communities and other stakeholders provide perspectives that help identify material issues, emerging risks and improvement opportunities. Engagement takes place through surveys, interactions, business reviews, employee channels, community consultations and supplier processes.



Employees



Clients



Partners



Management



Vendors



Communities



Community engagement and value-chain accountability

Community engagement is particularly important in CSR project design. CybageAsha works with villagers and Gram Panchayats to understand needs, prioritize interventions and encourage local ownership. In procurement, supplier evaluation, audits and ongoing engagement support accountability across the value chain. These mechanisms help the organization understand impacts beyond its immediate operations.

Sustainable Procurement and Supplier Human Rights

Cybage's Sustainable Procurement Policy is intended to integrate social, environmental and governance considerations into sourcing decisions alongside quality, cost and reliability. The objective is to strengthen responsible sourcing relationships and manage impacts across the supply chain by setting expectations, assessing suppliers and building internal procurement capability.

Supplier expectations

Supplier expectations cover fair labor practices, voluntary employment, child-labor prohibition, humane treatment, non-discrimination, freedom of association, harassment prevention, workplace health and safety, environmental compliance, resource conservation, waste reduction, pollution prevention, quality, traceability, data privacy and information security. Monitoring may include questionnaires, off-site assessments, on-site audits and review of supplier information.

Fair labour	Voluntary employment	No child labour
Humane treatment	Non-discrimination	Freedom of association
Harassment prevention	Health & safety	Environmental compliance
Resource conservation	Waste & pollution prevention	Quality & traceability
Data privacy	Information security	

Responsible Procurement Targets

≥ 25%	**Tier-1 supplier sustainability assessment** Assess at least 25% of Tier-1 suppliers annually.
100%	**Procurement-team capability** 100% of procurement staff to receive sustainable-procurement training every year.
Ongoing	**Supplier monitoring** Use appropriate assessment, audit, questionnaire and information-review mechanisms to evaluate compliance.

Supplier Diversity and Policy Governance

Supplier Diversity and Inclusive Procurement

Supplier diversity extends the principle of inclusion into procurement. Cybage's Supplier Diversity Plan is designed to increase visibility and opportunity for diverse and small businesses, including businesses owned by groups that have historically been underrepresented in supply chains. Vendor-facing departments are expected to consider qualified diverse and small businesses in sourcing opportunities where applicable.

Implementation includes identifying qualified suppliers, capturing diversity and small-business status during registration, encouraging appropriate certification, matching suppliers with future opportunities, providing procurement-team education, conducting outreach and monitoring progress. The program also emphasizes collaboration with internal and external stakeholders and record keeping to support measurement and accountability.

SUPPLIER-DIVERSITY TARGETS

+10%	**Diverse-supplier spend:** Increase procurement spend with diverse suppliers by at least 10% annually.
100%	**Supplier classification:** Maintain 100% supplier classification tracking and reporting for the diversity program.
Ongoing	**Education and awareness:** Provide ongoing supplier-diversity and small-business education to procurement personnel and vendor-facing teams.

Policy Governance and Continuous Improvement

Policies and procedures are reviewed periodically or when processes, laws, technology or business requirements change. Revision histories, defined ownership, approval and review cycles help ensure that governance documents remain current. Targets introduced in multiple policies create measurable expectations for implementation, while audits, risk assessments, incident reviews and management oversight provide feedback on effectiveness.

Continuous improvement depends on closing the loop between policy and evidence. Training completion, incident data, grievance handling, supplier assessments, risk registers, audit findings and CSR outcomes provide different forms of information that can be used to identify gaps, prioritize resources and improve controls. This helps governance evolve alongside the business and the expectations of stakeholders.

EVIDENCE THAT INFORMS IMPROVEMENT

- Training completion
- Incident data
- Grievance handling
- Supplier assessments
- Risk registers
- Audit findings
- CSR outcomes

Key Policies Supporting Social & Governance Performance

Human Dignity Policy
Equal opportunity, non-discrimination and employee welfare

Anti-Harassment Policy
Prevention, reporting and resolution

Whistleblower Policy
Good-faith reporting and non-retaliation

Leave Policy
Leave, maternity and return-to-work support

Hybrid Work from Home Policy
Flexible work with security expectations

Training & Development Process
Structured learning lifecycle

Environment, Health & Safety Policy
Safe conditions and emergency preparedness

Disciplinary Action Process
Fair handling based on natural justice

Risk Management Procedure
Identify, assess, treat and reassess risks

IT & Security Policy
Protection of data, systems and source code

Incident Management Procedure
Detection, response and lessons learned

Sustainable Procurement Policy
ESG considerations in sourcing

Integrity Policy for Suppliers
Ethics, labour, safety, privacy expectations

Supplier Diversity Plan
Inclusive sourcing opportunities

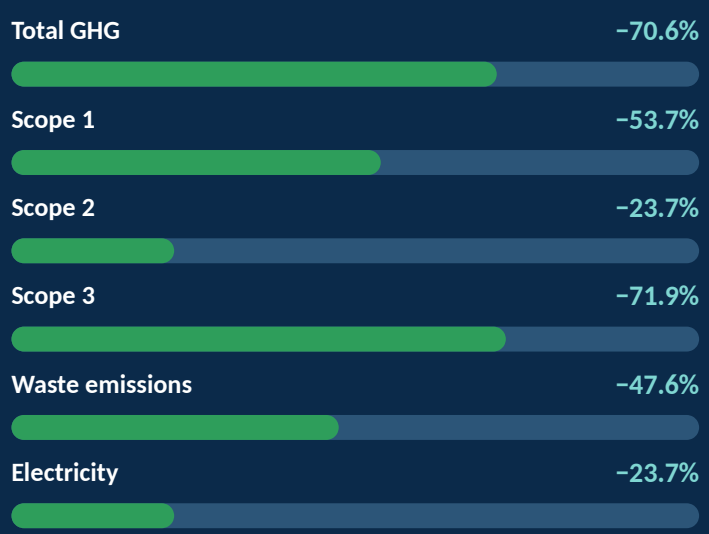
CSR Policy
Governance and reporting of community programmes

ESG KPIs: Environment & Climate

CY 2024 CY 2025

Year-on-year reduction

CY 2025 vs CY 2024 base year



CY2025 emissions are below the 2034 SBTi target levels, but much of the drop reflects one-time factors (a smaller IT hardware refresh and leaner headcount); sustained reductions are needed to hold this progress.

Total waste disposed rose 12.4% to 46.08 MT, all non-hazardous; hazardous waste disposed fell from 15 MT to zero and 42 MT was recovered through reuse and recycling.

Indicator	Unit	CY 2024	CY 2025	Change
CLIMATE AND ENERGY				
Total GHG emissions (Scope 1 + 2 + 3)	tCO_2e	220,812	64,972	▼ 70.6%
Scope 1 emissions	tCO_2e	430.75	199.42	▼ 53.7%
Scope 2 emissions (location-based)	tCO_2e	5,897.31	4,501.57	▼ 23.7%
Scope 3 emissions	tCO_2e	214,484	60,271	▼ 71.9%
Scope 3 – waste generated in operations	tCO_2e	15,035	7,878.80	▼ 47.6%
Total electricity consumed	kWh	8,236,464	6,287,111	▼ 23.7%
RESOURCES, TRAINING AND CUSTOMER SAFETY				
Renewable energy generated on-site	kWh	964,497	137,200	▼ 85.8%
Waste recovered (reused / recycled)	MT	41	42	▲ 2.4%
Non-hazardous waste disposed	MT	26	46.08	▲ 77.2%
Hazardous waste disposed	MT	15	0	▼ 100%
Total waste disposed	MT	41	46.08	▲ 12.4%
Environment trainings delivered (target 5)	Nos	5	8	▲ 60.0%
Customer health and safety incidents (target 0)	Nos	0	0	— No change

ESG KPIs: Health, Safety & Workplace Rights

FY 2023-24 FY 2024-25

Occupational Health & Safety

Indicator	Target	FY 2023-24	FY 2024-25
Fatal accidents	0	0	0
Near misses	0	0	0
First-aid and medical-emergency cases	0	0	0
Fire, operational and property-damage incidents	0	0	0
Restricted-workday cases	0	0	0
Lost Time Injury rate / incident rate	0	0 / 0	0 / 0
Mock drills conducted	4	4	4
Safety awareness trainings	5	5	5
Safety meetings	4	4	4
Sites with employee H&S risk assessment	100%	100%	100%
Sites certified to ISO 45001	100%	100%	100%

Human Rights & Wellbeing

Indicator	Target	FY 2023-24	FY 2024-25
Employees trained on health and safety	100%	100%	100%
Employees covered by healthcare training	100%	100%	100%
Employees with personal development plans	100%	100%	100%
Skills trainings provided	100%	100%	100%
Trained on discrimination and harassment	100%	100%	100%
Trained on Child & Forced Labour Policy	100%	100%	100%
Child or forced labour incidents	0	0	0
Whistleblower cases of discrimination / harassment	0	0	0
Physiological / psychological incidents	0	0	0
Internal recruitment cases	0	0	0

FY = financial year (April–March). Percentages are shares of all employees (people indicators) or of all Cybage operating sites in India (site indicators). Incident indicators are recorded cases monitored by Administration and Human Resources.

ESG KPIs: Fair Pay, Learning & Community

FY 2023-24 FY 2024-25

Fair Pay & Representation

Indicator	Target	FY 2023-24	FY 2024-25
Women on the organisation's Board	—	50%	50%
Average unadjusted gender pay gap	—	0%	0%
Employees and contract workers covered by living-wage benchmarking	100%	100%	100%
Employees and contract workers paid below the living wage	0%	0%	0%
Average wage gap vs living-wage benchmark	0%	0%	0%
Employees covered by elected representatives / collective agreements	10%	10%	10%

Learning & Development

Indicator	Target	FY 2023-24	FY 2024-25
Average training hours per employee	40 h	27.7 h	43.5 h
Workforce trained (monthly average)	—	44.6%	52.4%
Workforce attending skill-based training (by location)	—	34–36%	40%
Soft-skills learning participations (avg. hours)	—	*Not tracked*	4,503 (8.22 h)
Technical learning participations (avg. hours)	—	*Not tracked*	5,052 (16.44 h)

COMMUNITY · FY 2024-25 ACTUALS

463 Employee volunteer participations

3,171 Volunteer hours contributed

1,076 Students reached by CybageKhushboo

10,490 Trees planted with farmer support

27 School refurbishment projects

548 Farmers in the Paddy Cup

FY = financial year (April–March). Pay and living-wage indicators are as reported by Human Resources; community figures are annual activity for FY 2024-25, not cumulative totals.

ESG KPIs: Ethics, Governance & Procurement

FY 2023-24 FY 2024-25

Ethics, Integrity & Governance

Indicator	Target	FY 2023-24	FY 2024-25
Workforce trained on business ethics	100%	**100%**	**100%**
Ethics violations reported via whistleblower	0	**0**	**0**
Confirmed corruption incidents	0	**0**	**0**
Confirmed information security incidents	0	**0**	**0**
Sites with ethics internal audit / risk assessment	100%	**100%**	**100%**
Sites with ISMS certified to ISO 27001	100%	**100%**	**100%**
Sites covered by the anti-corruption management system	100%	**0%**	**100%**
Highest-paid to median employee compensation ratio	—	**28.57 : 1**	**29.5 : 1**

Sustainable Procurement

Indicator	Target	FY 2023-24	FY 2024-25
Targeted suppliers that signed the Supplier Code of Conduct	100%	**95%**	**100%**
Targeted suppliers with ESG / labour / human-rights contract clauses	100%	**90%**	**100%**
Targeted suppliers covered by a CSR assessment	100%	**100%**	**100%**
Targeted suppliers covered by a CSR on-site audit	100%	**85%**	**100%**
Buyers trained on sustainable procurement	100%	**100%**	**100%**

Supplier CSR audit results

Recent Supplier CSR Audit Reports show overall assessment scores exceeding 90%, with strong performance on labour practices, human rights, ethics, information security and environmental compliance.

FY = financial year (April–March). Supplier percentages are shares of targeted suppliers identified through Cybage's supplier assessment process. Cybage does not hold a third-party anti-corruption certification; site coverage means the site operates under Cybage's anti-bribery policy and ethics framework.

GRI Content Index

Statement of use: Cybage Software Private Limited has reported the information cited in this GRI content index for the period 1 January – 31 December 2025 with reference to the GRI Standards.
GRI 1 used: GRI 1: Foundation 2021

75 Covered | 1 Omitted

Sr. No.	GRI Standard	Disclosure	Page No. in report	Topic Heading/Details	Coverage/Remarks
GRI 1: FOUNDATION 2021 AND GRI 2: GENERAL DISCLOSURES 2021					
1	**GRI 1**	Statement of use	**87**	GRI Content Index	**Covered** – Reported with reference to the GRI Standards for 1 Jan – 31 Dec 2025
2	**GRI 2**	2-1 Organizational details	**3, 6, 16**	About Cybage; Global Presence; About this Report	**Covered** – Legal name, ownership, HQ and countries of operation
3	**GRI 2**	2-2 Entities included in reporting	**16**	About this Report	**Covered** – Cybage Software Private Limited, India operations
4	**GRI 2**	2-3 Reporting period, frequency and contact point	**16**	About this Report	**Covered** – CY2025; annual; Mr. Samuel Ovhal, admin_compliance@cybage.com
5	**GRI 2**	2-4 Restatements of information	**16**	About this Report	**Covered** – No restatements; GHG boundary note given
6	**GRI 2**	2-5 External assurance	**16, 32**	About this Report; GHG Emissions	**Covered** – GHG inventory assured by PDCA (ISO 14064-3, limited)
7	**GRI 2**	2-6 Activities, value chain and other business relationships	**3, 4, 9, 37–39**	About Cybage; Driving Purpose; Supply Chain	**Covered** – Services, client regions and supply-chain relationships
8	**GRI 2**	2-7 Employees	**43**	Diversity, Equity and Inclusion	**Covered** – Employees by gender, CY2024 and CY2025
9	**GRI 2**	2-9 Governance structure and composition	**73, 74, 85**	Governance Structure; Leadership	**Covered** – Sustainability leadership structure and governance oversight; women on Board 50%
10	**GRI 2**	2-12 Role of the highest governance body in overseeing the management of impacts	**73, 74**	Sustainability Leadership; Governance Structure	**Covered** – Leadership oversight of ESG impacts

GRI Content Index (continued)

Sr. No.	GRI Standard	Disclosure	Page No. in report	Topic Heading/Details	Coverage/Remarks
11	**GRI 2**	2-13 Delegation of responsibility for managing impacts	**73**	Sustainability Leadership and Responsibilities	**Covered** – Five-level ESG team with defined responsibilities
12	**GRI 2**	2-14 Role of the highest governance body in sustainability reporting	**73**	Sustainability Leadership and Responsibilities	**Covered** – Senior Vice President signs off the report
13	**GRI 2**	2-15 Conflicts of interest	**75**	Ethics, Integrity and Speak-Up	**Covered** – Conflicts-of-interest policy
14	**GRI 2**	2-16 Communication of critical concerns	**51, 75**	Ethical Culture; Escalation route	**Covered** – Escalation routes and whistleblower channel
15	**GRI 2**	2-20 Process to determine remuneration	**44**	Human Rights	**Covered** – Transparent remuneration practices
16	**GRI 2**	2-21 Annual total compensation ratio	**86**	ESG KPIs: Ethics, Governance	**Covered** – Ratio 28.57 : 1 (FY 2023-24) and 29.5 : 1 (FY 2024-25)
17	**GRI 2**	2-22 Statement on sustainable development strategy	**7, 72**	Message from the CEO & MD; Leadership Message	**Covered**
18	**GRI 2**	2-23 Policy commitments	**23, 44, 82**	Environment Policy; Human Rights; Key Policies	**Covered**
19	**GRI 2**	2-24 Embedding policy commitments	**73, 81, 82**	Leadership; Policy Governance; Key Policies	**Covered**
20	**GRI 2**	2-25 Processes to remediate negative impacts	**51, 52, 77**	Employee Voice; Fair Discipline; Incident Management	**Covered** – Grievance, disciplinary and incident-management processes
21	**GRI 2**	2-26 Mechanisms for seeking advice and raising concerns	**51, 75**	Ethical Culture; Whistleblower Mechanisms	**Covered**
22	**GRI 2**	2-29 Approach to stakeholder engagement	**17, 79**	Materiality Assessment; Stakeholder Engagement	**Covered**
23	**GRI 2**	2-30 Collective bargaining agreements	**85**	ESG KPIs: Fair Pay	**Covered** – 10% of employees covered

GRI Content Index (continued)

Sr. No.	GRI Standard	Disclosure	Page No. in report	Topic Heading/Details	Coverage/Remarks
GRI 3: MATERIAL TOPICS 2021					
24	**GRI 3**	3-1 Process to determine material topics	**17, 18**	Materiality Assessment Process	**Covered**
25	**GRI 3**	3-2 List of material topics	**19, 20**	Material Topics; Materiality Matrix	**Covered**
26	**GRI 3**	3-3 Management of material topics	**Per topic below**	Topic pages and Key Policies (82)	**Covered** – Approach and policies described for each material topic
ECONOMIC					
27	**GRI 201**	201-1 Direct economic value generated and distributed	**55**	CSR Philosophy and Governance	**Covered** – CSR budget linked to 2% of average net profits of the preceding three financial years
28	**GRI 203**	203-1 Infrastructure investments and services supported	**56–61**	CybageAsha; Education and School Infrastructure	**Covered** – Rural infrastructure, schools and services supported; beneficiaries reported
29	**GRI 203**	203-2 Significant indirect economic impacts	**66, 67**	Impact Measurement; CybageAsha Impact Analysis	**Covered** – Third-party impact analysis of 19 villages
30	**GRI 205**	205-2 Communication and training about anti-corruption	**75, 86**	Ethics; ESG KPIs: Ethics	**Covered** – 100% of workforce trained on business ethics
31	**GRI 205**	205-3 Confirmed incidents of corruption	**86**	ESG KPIs: Ethics, Governance	**Covered** – Zero confirmed incidents
ENVIRONMENTAL					
32	**GRI 302**	302-1 Energy consumption within the organization	**24, 34**	Energy Management; Energy and Emissions Intensity	**Covered** – Electricity in kWh and GJ; renewable generation on page 83
33	**GRI 302**	302-3 Energy intensity	**34**	Energy and Emissions Intensity	**Covered** – GJ per employee
34	**GRI 302**	302-4 Reduction of energy consumption	**24, 25**	Energy Management; Energy-Saving Initiatives	**Covered** – 23.67% reduction CY2025 vs CY2024
35	**GRI 303**	303-1 Interactions with water as a shared resource	**28, 31**	Water Stewardship; Water Management	**Covered** – WRI Aqueduct assessment; 4 of 8 facilities with substantive exposure

GRI Content Index (continued)

Sr. No.	GRI Standard	Disclosure	Page No. in report	Topic Heading/Details	Coverage/Remarks
36	**GRI 303**	303-2 Management of water discharge-related impacts	**29, 31**	Water Treatment; Water Management	**Covered** – STP treatment; no external discharge; internal reuse
37	**GRI 303**	303-3 Water withdrawal	**30**	Water Performance	**Covered** – 18.09 ML (CY2025); 17.89 ML from water-stressed areas; by source
38	**GRI 303**	303-4 Water discharge	**30, 31**	Water Performance; Water Management	**Covered** – Zero external discharge
39	**GRI 303**	303-5 Water consumption	**30**	Water Performance	**Covered** – 18.09 ML (CY2025)
40	**GRI 305**	305-1 Direct (Scope 1) GHG emissions	**32, 83**	GHG Emissions; ESG KPIs: Environment	**Covered** – Assured: 430.75 (CY2024), 199.42 (CY2025) tCO_2e
41	**GRI 305**	305-2 Energy indirect (Scope 2) GHG emissions	**32, 83**	GHG Emissions; ESG KPIs: Environment	**Covered** – Location-based, assured
42	**GRI 305**	305-3 Other indirect (Scope 3) GHG emissions	**32, 33, 83**	GHG Emissions; Climate Commitments	**Covered** – Assured; categories listed
43	**GRI 305**	305-4 GHG emissions intensity	**34**	Energy and Emissions Intensity	**Covered** – tCO_2e per employee
44	**GRI 305**	305-5 Reduction of GHG emissions	**32, 33, 83**	GHG Emissions; Climate Commitments & Targets	**Covered** – SBTi near-term targets; year-on-year reduction
45	**GRI 306**	306-1 Waste generation and significant waste-related impacts	**35**	Waste Management	**Covered**
46	**GRI 306**	306-2 Management of significant waste-related impacts	**35, 36**	Waste Management; Waste Streams & Circularity	**Covered**
47	**GRI 306**	306-3 Waste generated	**83**	ESG KPIs: Environment & Climate	**Covered** – CY2024: 41 MT disposed, 41 MT recovered; CY2025: 46.08 MT disposed (all non-hazardous), 42 MT recovered
48	**GRI 306**	306-4 Waste diverted from disposal	**83**	ESG KPIs: Environment & Climate	**Covered** – 42 MT recovered (CY2025); 41 MT (CY2024)
49	**GRI 306**	306-5 Waste directed to disposal	**83**	ESG KPIs: Environment & Climate	**Covered** – Total disposal 41 MT (CY2024) and 46.08 MT (CY2025); hazardous 0 MT in CY2025
50	**GRI 308**	308-1 New suppliers screened using environmental criteria	**38, 39, 86**	Supplier Code of Conduct and Audits; ESG KPIs	**Covered** – Supplier code of conduct and CSR assessment of targeted suppliers

GRI Content Index (continued)

Sr. No.	GRI Standard	Disclosure	Page No. in report	Topic Heading/Details	Coverage/Remarks
51	**GRI 308**	308-2 Negative environmental impacts in the supply chain	**38**	Supplier Code of Conduct and Audits	**Covered** – Supplier audit observations
SOCIAL					
52	**GRI 401**	401-1 New employee hires and employee turnover	**–**	–	**Omitted** – Confidentiality constraints – not disclosed as per internal policy
53	**GRI 401**	401-2 Benefits provided to full-time employees	**45, 46, 49**	Fair Working Conditions; New Mothers; Wellbeing	**Covered**
54	**GRI 401**	401-3 Parental leave	**46**	Support for New Mothers	**Covered** – Maternity, adoption and extended-leave entitlements; uptake and return rates not disclosed (confidentiality constraints)
55	**GRI 403**	403-1 Occupational health and safety management system	**13, 50**	ISO Certifications; Occupational Health & Safety	**Covered** – ISO 45001 certified
56	**GRI 403**	403-2 Hazard identification, risk assessment and incident investigation	**50, 84**	Occupational Health & Safety; ESG KPIs	**Covered** – 100% of sites risk-assessed
57	**GRI 403**	403-3 Occupational health services	**49, 50**	Wellbeing; Occupational Health & Safety	**Covered** – Medical support and health services
58	**GRI 403**	403-4 Worker participation and communication on OHS	**84**	ESG KPIs: Health & Safety	**Covered** – Safety meetings and worker communication
59	**GRI 403**	403-5 Worker training on occupational health and safety	**50, 84**	Occupational Health & Safety; ESG KPIs	**Covered** – 100% trained; 5 awareness trainings
60	**GRI 403**	403-6 Promotion of worker health	**49**	Employee Wellbeing and Flexible Work	**Covered**
61	**GRI 403**	403-7 Prevention of OHS impacts linked by business relationships	**38**	Supplier Code of Conduct	**Covered** – Supplier health and safety expectations
62	**GRI 403**	403-8 Workers covered by an OHS management system	**84**	ESG KPIs: Health & Safety	**Covered** – 100% of sites ISO 45001 certified
63	**GRI 403**	403-9 Work-related injuries	**84**	ESG KPIs: Health & Safety	**Covered** – Zero fatalities; LTI and incident rate zero
64	**GRI 403**	403-10 Work-related ill health	**84**	ESG KPIs: Health & Safety	**Covered** – Zero cases

GRI Content Index (continued)

Sr. No.	GRI Standard	Disclosure	Page No. in report	Topic Heading/Details	Coverage/Remarks
65	**GRI 404**	404-1 Average hours of training per year per employee	**47, 85**	Career Development; ESG KPIs: Learning	**Covered** – 27.7 h (FY23-24); 43.5 h (FY24-25)
66	**GRI 404**	404-2 Programs for upgrading employee skills	**47, 48**	Career Development; Training Participation	**Covered**
67	**GRI 404**	404-3 Employees receiving regular performance reviews	**47, 84**	Career Development; ESG KPIs	**Covered** – 100% with personal development plans
68	**GRI 405**	405-1 Diversity of governance bodies and employees	**43, 85**	Diversity, Equity and Inclusion; ESG KPIs	**Covered** – Workforce and Board diversity by gender
69	**GRI 405**	405-2 Ratio of basic salary and remuneration of women to men	**85**	ESG KPIs: Fair Pay	**Covered** – Unadjusted gender pay gap 0%
70	**GRI 406**	406-1 Incidents of discrimination and corrective actions taken	**84**	ESG KPIs: Workplace Rights	**Covered** – Zero cases
71	**GRI 408**	408-1 Operations and suppliers at significant risk for child labor	**38, 44, 84**	Supplier Code; Human Rights; ESG KPIs	**Covered** – Zero incidents
72	**GRI 409**	409-1 Operations and suppliers at significant risk for forced labor	**38, 44, 84**	Supplier Code; Human Rights; ESG KPIs	**Covered** – Zero incidents
73	**GRI 413**	413-1 Operations with local community engagement, impact assessments and development programs	**54–69**	Corporate Social Responsibility	**Covered** – CybageAsha, CybageKhushboo, volunteering and impact analysis
74	**GRI 414**	414-1 New suppliers screened using social criteria	**38, 80, 86**	Supplier Code; Sustainable Procurement; ESG KPIs	**Covered** – Supplier code of conduct and CSR assessments
75	**GRI 414**	414-2 Negative social impacts in the supply chain	**38**	Supplier Code of Conduct and Audits	**Covered** – Supplier audit observations
76	**GRI 418**	418-1 Substantiated complaints concerning breaches of customer privacy	**77, 78, 86**	Data Privacy; ESG KPIs: Ethics	**Covered** – Zero information-security incidents; data-privacy controls

CYBAGE
Delivering Value, Scientifically.

SUSTAINABILITY REPORT 2025

Together toward a Sustainable Tomorrow

Engineering a Responsible Digital Future

We welcome feedback on this report from all our stakeholders.



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