

SUSTAINABLE OUTCOME →
INFINITE IMPACT → **DRIVEN BY PURPOSE**

About Mphasis

Mphasis' purpose is to be the “Driver in the Driverless Car” for Global Enterprises by applying next-generation design, architecture and engineering services, to deliver scalable and sustainable software and technology solutions. Customer centricity is foundational to Mphasis, and is reflected in the Mphasis' Front2Back™ Transformation approach. Front2Back™ uses the exponential power of cloud and cognitive to provide hyper-personalized ($C = X2C_{TM}^2 = 1$) digital experience to clients and their end customers. Mphasis' Service Transformation approach helps 'shrink the core' through the application of digital technologies across legacy environments within an enterprise, enabling businesses to stay ahead in a changing world. Mphasis' core reference architectures and tools, speed and innovation with domain expertise and specialization, combined with an integrated sustainability and purpose-led approach across its operations and solutions are key to building strong relationships with marquee clients.

[Click here](#) to know more. (BSE: 526299; NSE: MPHASIS)

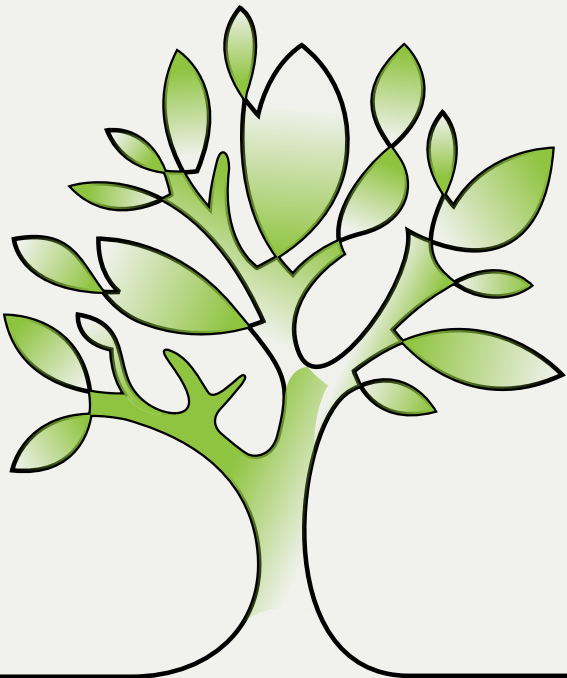
ESG

REPORT 2025 — 2026

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About the Report

Report Overview

We are pleased to present our sixth Annual Environmental, Social, and Governance (ESG) report, marking another year of transparent communication on our progress and commitments. This report highlights the advancements made throughout FY 2026 in our ESG initiatives and company-wide efforts, offering a detailed overview of our commitment to being a responsible and resilient organization. Guided by the principle of materiality, we have concentrated on the most significant and impactful dimensions of our operations, ensuring this report delivers meaningful insights to both our organization and stakeholders.



Reporting Boundaries and Scope

The Mphasis ESG Report 2026 has been prepared with reference to GRI Universal Standards, 2021 edition. Throughout the preparation process, we have referred to the guidelines provided by the GRI Universal Standards and incorporated the requirements highlighted in S&P's Corporate Sustainability Assessment. The report covers both financial and non-financial information, complementing data published in our **Annual Report** and **Business Responsibility and Sustainability Report (BRSR)**. This approach aims to uphold the credibility of our ESG disclosures, promote accountability, enable comparisons, and address stakeholder expectations.

Statement of Use: Mphasis Limited has reported information per the GRI content index for the period from **April 01 to March 31, 2026**, with reference to Global Reporting Initiative (GRI) Standards.

By adopting the GRI Standards, we transparently communicate our key impacts on the economy, environment, and society, while including considerations around human rights and how we manage these impacts. This disclosure practice enhances transparency regarding our business impacts and reinforces accountability. Since ESG reporting began, we have maintained a GRI Content Index, accessible alongside previous reports on [our website](#).

Our report outlines Mphasis' ESG strategy, policies, goals, key performance indicators (KPIs), targets, and performance data covering operations across our seven (07) Indian and twenty-six (26) international locations. We have ensured that all activities consolidated for financial reporting, including company-specific environmental, social, and governance indicators, are comprehensively represented. The ESG data reflects information from all business units, based on data availability. However, for select ESG parameters, data for Indian operations (including environment performance) is limited; such instances are clearly indicated within the report and the ESG Databook for FY2025-26.

Our verification process includes detailed data reviews conducted by our internal data owners and external consultants.

The publication date for our ESG Report for FY2025-26 is 30.09.2026.

External Assurance

Bureau Veritas (India) Private Limited, an independent assurance provider, conducted external assurance of selected non-financial information disclosed in this ESG Report. The verification provided limited assurance on whether the information was prepared with reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021. The Independent Assurance Statement, including the scope, methodology, conclusions, and limitations of the engagement, is provided on page 230.

Feedback and Queries

We welcome your valuable feedback, insights, and questions regarding our ESG Report. Your contributions help us improve future reporting efforts. Please feel free to share your suggestions and queries via the form available at <https://www.mphasis.com/home/corporate/contactus.html>.

Cautionary Statement: This report contains forward-looking statements identifiable by terms such as "plans," "expects," "will," "anticipates," "intends," "projects," "estimates," or similar expressions. These statements reflect our current expectations, assumptions, and projections regarding future events, including Mphasis Limited's strategy, market position, expenditures, and financial results. However, actual outcomes may differ, and Mphasis Limited does not guarantee the accuracy or realization of these forward-looking statements.



Our efforts to build a responsible and resilient business.



THEME 2025 — 2026

SUSTAINABLE INTELLIGENCE. INFINITE IMPACT.
DRIVEN BY PURPOSE.

At Mphasis, we believe meaningful progress is defined by the outcomes we create for businesses, people, communities, and the planet. Our theme, **“Sustainable Outcome, Infinite Impact,”** reflects our commitment to translating responsible innovation into measurable, lasting value.

Technology, data, human ingenuity, and artificial intelligence can help address complex business and societal challenges. Their true value, however, lies in how responsibly they are applied and the difference they create. By integrating environmental stewardship, social responsibility, and sound governance into our strategy and operations, we seek to strengthen resilience, expand opportunity, and support sustainable growth.

For Mphasis, sustainable outcomes are created through purposeful decisions and accountable action. Infinite impact is our aspiration to extend those outcomes beyond immediate business results, contributing to a more inclusive, resilient, and sustainable future.





At Mphasis, we believe every sustainable outcome has the power to create an infinite impact. When innovation is guided by purpose and responsibility, it not only drives business success but also contributes to a more resilient, inclusive, and sustainable future.

Nitin Rakesh

CEO & Managing Director

Dear Stakeholders,

At Mphasis, we believe that the most meaningful innovation is rooted in purpose. As technology continues to transform industries, economies, and societies, our responsibility extends beyond delivering business outcomes. We must ensure that progress creates lasting value for people, communities, and the planet.

This belief is reflected in our Environmental, Social and Governance (ESG) theme for FY 2025-26: **"Sustainable Outcome, Infinite Impact. Driven by Purpose."** Through responsible innovation, environmental stewardship, sound governance, and inclusive growth, we are embedding sustainability into the way we create long-term value for all stakeholders.

Environmental Stewardship

We continue to strengthen our climate strategy and advance our long-term environmental commitments.

- Submitted our emissions reduction targets to the **Science Based Targets initiative (SBTi)** for validation.
- Commissioned our first **Climate Risk Assessment** and **Double Materiality Assessment**, strengthening our understanding of sustainability-related risks and opportunities.
- Improved our **CDP Score from C to B**, reflecting stronger climate governance, transparency, and disclosure practices.
- Continued investments in renewable energy, energy-efficient infrastructure, green building initiatives, and resource conservation programs in support of our **Net Zero ambition**.

Governance & Responsible Innovation

As a technology-led organization, we recognize both the opportunity and responsibility that come with innovation..

- Leveraging AI-powered solutions to help clients modernize operations, improve productivity, and unlock new growth opportunities.
- Advancing the responsible and ethical deployment of Artificial Intelligence through strong governance and accountability.
- Further integrating sustainability considerations into strategy, decision-making, and enterprise risk management processes.
- Maintaining a strong focus on transparency, integrity, and stakeholder trust across our business.

ESG Performance Highlights

Our progress continues to be recognized through leading sustainability assessments.

- **EcoVadis Score improved from 55 to 75**, earning Mphasis a **Silver Medal**.
- Retained **MSCI ESG Rating A**.
Improved **CRISIL ESG Score to 64**.
- Achieved **National Stock Exchange of India (NSE) ESG Rating of 73**.
- Recognized in the **S&P Global Sustainability Yearbook 2026** and maintained strong performance in the **S&P Global Corporate Sustainability Assessment**.

These milestones reflect our commitment to translating sustainability into measurable outcomes that strengthen resilience, support climate action, and create long-term stakeholder value.

The Journey Ahead

As we look ahead, we remain focused on advancing responsible innovation, accelerating climate action, strengthening governance, and expanding opportunities for our people and communities.

The challenges facing our world are complex, but they also present an opportunity to lead with purpose. At Mphasis, we believe sustainability is not a parallel agenda; it is fundamental to how we create long-term value. Every decision we make, every innovation we deliver, and every action we take has the potential to create outcomes that extend far beyond our organization.

Together, we will continue to transform sustainable ambitions into measurable outcomes, building a future that is more resilient, inclusive, and sustainable for generations to come.

Sincerely,

Nitin Rakesh

Chief Executive Officer & Managing Director
Mphasis



Sustainability Overview

ESG Strategy & Pillars

Our Vision

To lead by example by embedding environmental stewardship, social responsibility, and strong governance into every aspect of our operations, thus driving sustainable value and meaningful, lasting impact for all stakeholders.

Our Vision

Our mission is to uphold the highest standards of Environmental, Social, and Governance (ESG) practices. We are committed to minimizing our environmental footprint through innovation and responsible resource management, fostering diversity, equity, and inclusion across our workforce and communities, and upholding the highest ethical standards in all our actions. Through transparency, accountability, and continuous improvement, we aim to build a more sustainable and equitable future for generations to come.

In a world shaped by evolving geopolitical, economic, technological, and societal forces, we remain unwavering in our commitment to our clients, investors, partners, employees, and communities. As a responsible and future-focused organization, we believe that sustainable progress is driven by intelligence applied with purpose and guided by strong values.

At Mphasis, sustainability is embedded into the way we think, innovate, and operate. We strive to demonstrate what it means to lead with purpose by integrating environmental stewardship, social responsibility, and robust governance practices across every facet of our business. Through this commitment, we not only address today's challenges but also help shape a more resilient and inclusive future.

We take pride in being an environmentally conscious and socially responsible global enterprise, leveraging sustainable intelligence to create meaningful outcomes and lasting value for all stakeholders. By combining innovation, accountability, and purposeful action, we seek to generate an impact that extends beyond immediate business results, creating positive change for people, communities, and the planet.



Our ESG strategy is anchored in four core pillars that guide our journey toward sustainable growth, responsible leadership, and infinite impact.

Applying Good Governance

We believe that sustainable outcomes begin with trust. By upholding the highest standards of ethics, transparency, accountability, and compliance, we ensure that innovation is deployed responsibly and creates long-term value. Our governance framework strengthens resilience across our operations, supply chain, and stakeholder ecosystem, enabling us to lead with integrity while navigating an increasingly dynamic business landscape.

Engineering Climate Sustainability

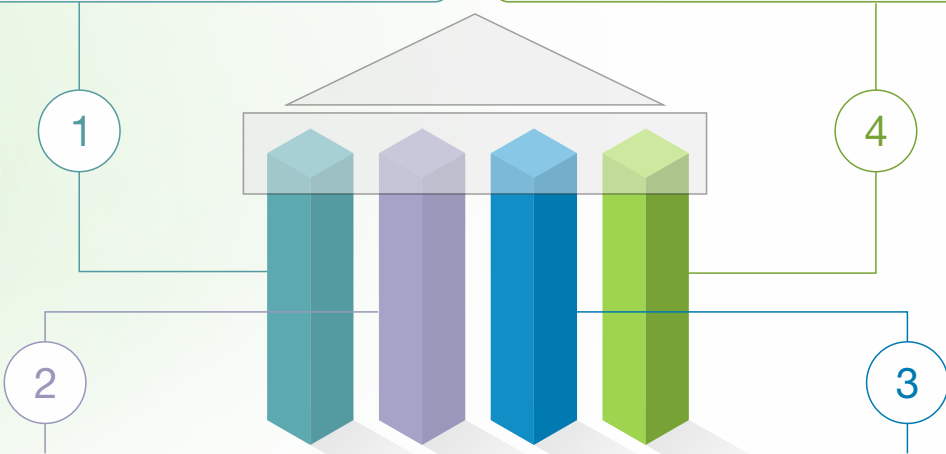
We recognize that environmental stewardship is integral to sustainable progress. By embedding climate-conscious decision-making into our operations, technology solutions, and business practices, we are working to reduce our environmental footprint and support the transition to a low-carbon future. Through responsible resource management, energy efficiency, and science-based action, we aim to create enduring value for the planet and future generations

Architecting Stakeholder Value

We harness the power of human ingenuity, data, and emerging technologies to create transformative outcomes for our clients and communities. Through our Tech4Good initiatives and purpose-driven innovation strategy, we apply intelligence to solve complex business and societal challenges, accelerate sustainable growth, advance digital inclusion, and unlock opportunities that generate lasting impact across industries and ecosystems

Incorporating Inclusion

We are committed to building a workplace where diverse perspectives fuel innovation and every individual has the opportunity to thrive. By fostering equity, inclusion, well-being, and continuous learning, we empower our people to realize their potential while creating positive change in the communities we serve. We believe sustainable impact stems from enabling individuals and societies to grow together.



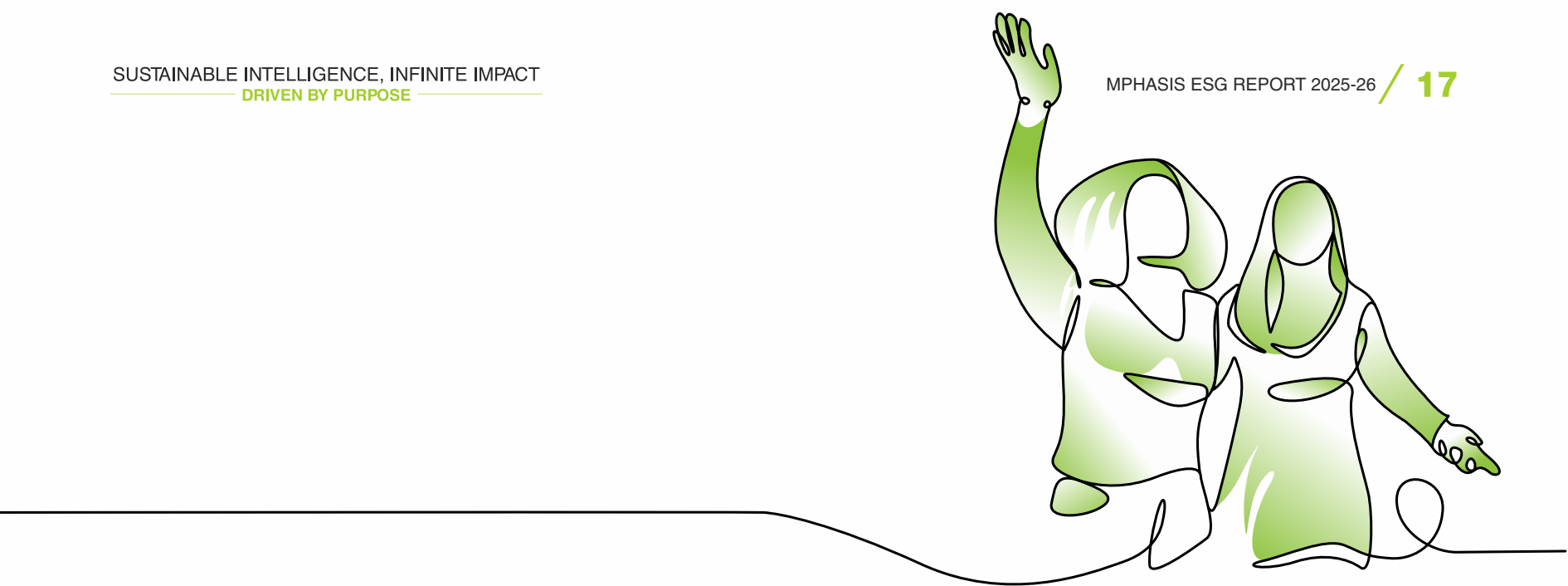
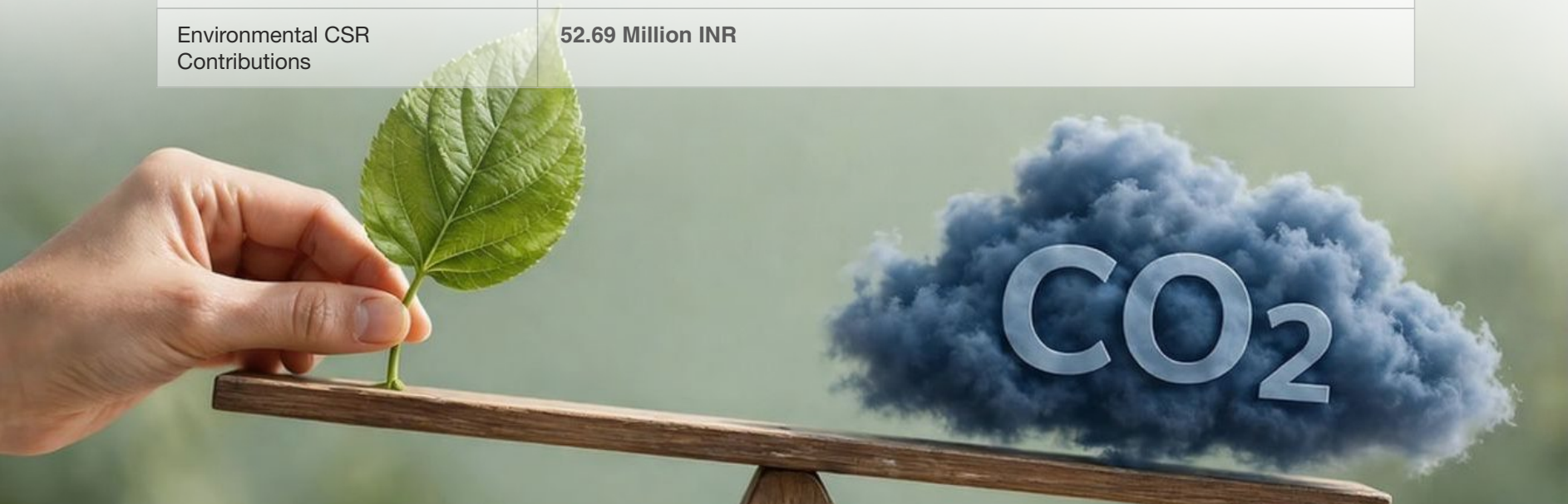
Sustainability Performance

Environmental Performance

Key performance indicator	Performance for FY 26
Climate Action	We have submitted our near-term and net-zero greenhouse gas emissions-reduction targets to the Science Based Targets initiative for validation. Using FY 2024-25 as the base year, our proposed targets are to: Near-Term Targets FY 2035 46.2% reduction in absolute Scope 1 emissions 68.75% reduction in absolute Scope 2 emissions 66.3% reduction in Scope 3 emissions per unit of value added Net-Zero Targets FY 2050 90% reduction in absolute Scope 1 and Scope 2 emissions 97% reduction in Scope 3 emissions per unit of value added
Renewable Energy	57.82% of total energy needs are fulfilled by renewable sources
Energy Intensity	Energy intensity has been well below target of 1.75 kWh/sq.ft. office area for the past three years
Water Recycled	100% of wastewater is being recycled across all our campuses
LEED Certified Facilities	28% of offices are LEED certified
Environmental CSR Contributions	52.69 Million INR

Social Performance

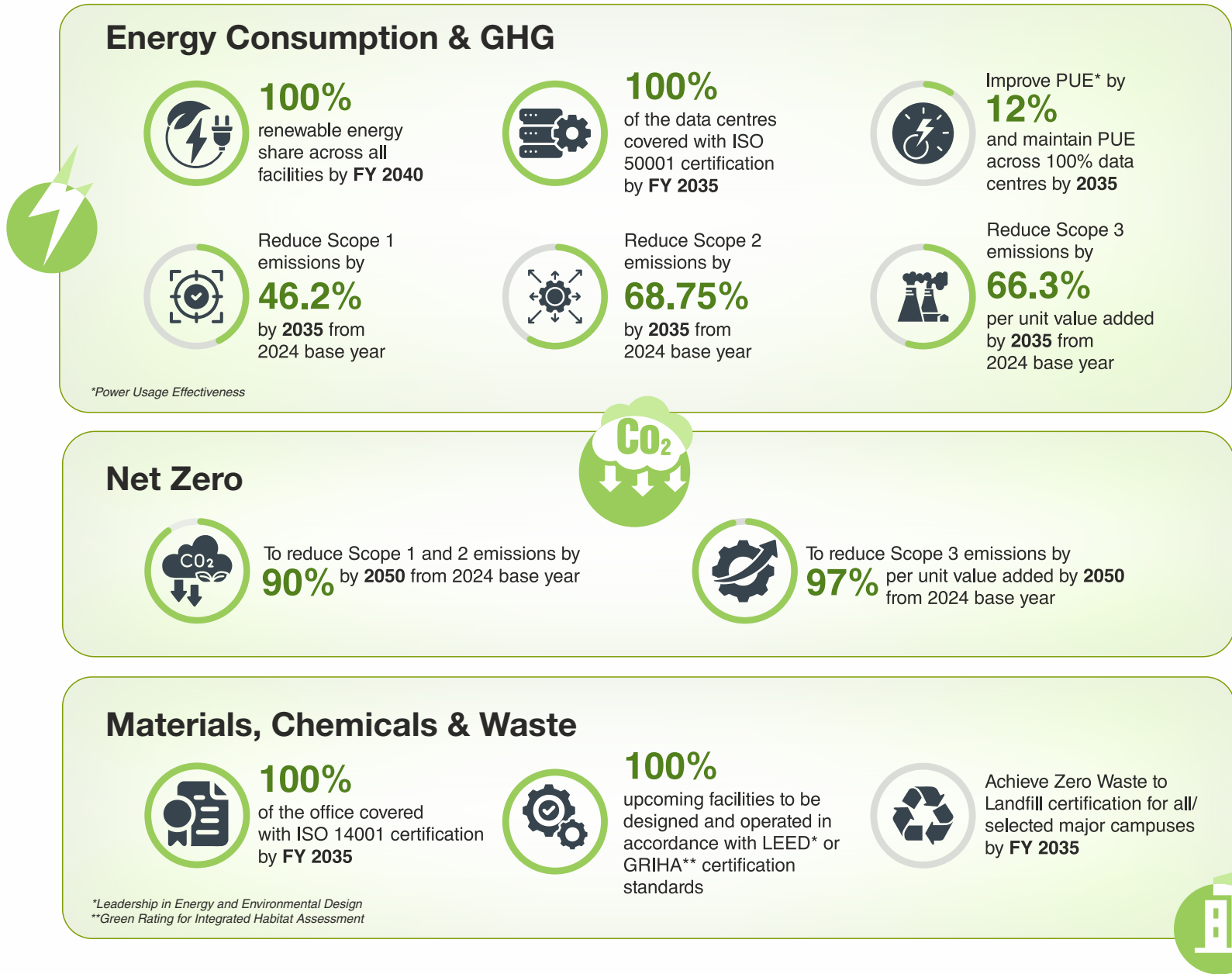
Key performance indicator	Performance for FY 26
Gender Diversity	34.89% share of women in total workforce 13.79% share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions 16.08% share of women in management positions in revenue generating functions 34.82% share of women in STEM-related positions
CSAT Score	Received a CSAT score of 4.6/5 showcasing our dedicated commitment to customer centricity
Employee Net Promotion Score	7.49
Community Investments	2% of our total CSR spend, equating to INR 8.26 million was spent on community-based initiatives
Supplier Assessments	100% of our new suppliers are compliant with relevant environmental and social criteria.
Employee Training	• We manage a database of 2,197 active vendors. • We have recorded an average of 58.27 hours per FTE of training and development.



Governance Performance

Key performance indicator	Performance for FY 26
Revenue Performance Total income incl others	INR 162,055.37 million
Profit for the Year	INR 18,626.02 million
CSR Contribution	INR 420.27 million
Incidents of Conflict of Interest, Corruption/Bribery, Money Laundering & Anti-Competitive Practices	0
Information Security Breaches	0
Other Highlights	- Received the EcoVadis Silver Medal - Upgraded our ESG rating from 5/100 to 75/100, on the Morgan Stanley Capital International (MSCI) scored “A” and ESG rating Sustainalytics stands at 15.53 and CRISIL at 67.

Our Targets
Environment



Social



Discrimination & Harassment



Maintain **100%** of the employee training on PoSH



Target an annual increase of **0.25%** points in completion rates of Human Rights training from **FY 2027** onwards, supported by regular progress **monitoring and review**



15% of people managers trained on mental-health sensitization by **FY 2027**



100% of employees covered under professional mental-health counselling programs by **FY 2027**



DEI



Increase women in top management to **14%** by **FY 2027**



Increase women representation in the organization to **35%** by **FY 2027**



OHS



100% of offices or assets covered by ISO certification 45001 by **FY 2029**



Maintain zero fatality across our office and data center every year



Governance



Responsible Information Management



Maintain **100%** of the assets covered with ISO 27001 Certification



Anti-Corruption



Maintain **100%** training coverage on code of conduct covering **ABAC, Fraud, Ethics**

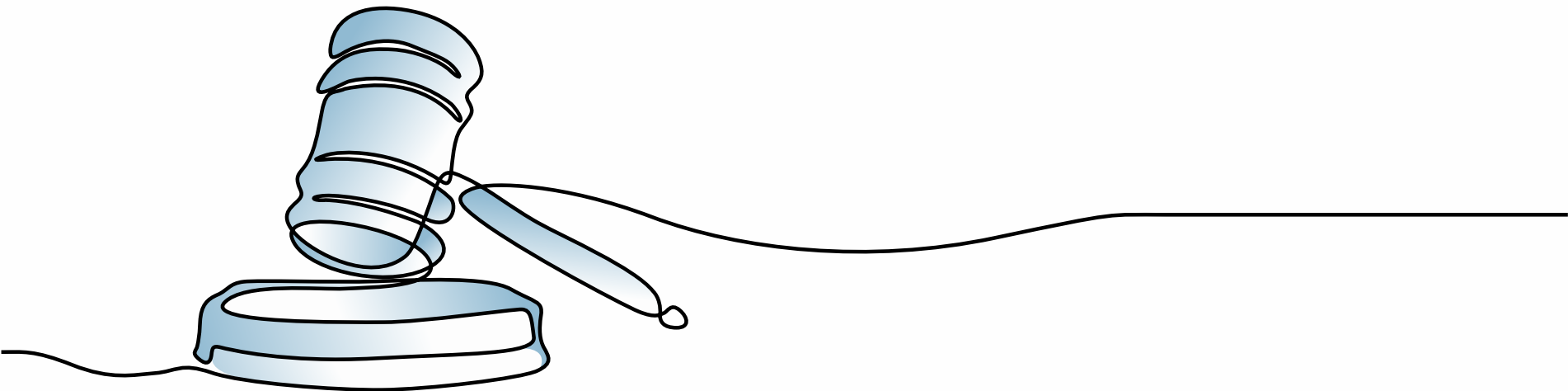
Net Zero



Conduct **Supplier Assessment** (due diligence) of critical suppliers by **FY 2030** and include mandatory compliance to ESG parameters in supplier selection and onboarding.



Maintain **100%** of critical suppliers trained on Mphasis ESG requirements by **FY 2030**



Awards and Recognition

Indian Social Impact Awards 2025

During FY 2025-26, we were recognized with the Best 3 Integrated CSR Initiative of the Year Award at the Indian Social Impact Awards 2025. The recognition acknowledged the collective impact of Mphasis F1 Foundation's climate-focused initiatives implemented in partnership with United Way Bengaluru, including lake restoration, groundwater recharge, afforestation, and mangrove restoration programs. These initiatives have contributed to water conservation, biodiversity enhancement, carbon sequestration, ecosystem restoration, and livelihood generation, demonstrating how community-centered environmental action can deliver measurable and lasting outcomes.

Recognition for Social Innovation

We were honored with the CSR Innovation Award at the ImpactRoots India CSR Summit & Awards Series 2026, recognizing our commitment to designing and implementing impactful social responsibility initiatives. The award acknowledges our efforts in leveraging collaborative partnerships, technology, and community engagement to create scalable and sustainable solutions that address societal challenges. This recognition reinforces our commitment to delivering measurable outcomes that contribute to long-term community development and inclusive growth.

Lotus Award for Corporate Leadership and Philanthropy

Nitin Rakesh, CEO & Managing Director, was honored with the prestigious Lotus Award at the Children's Hope India Annual Gala in New York. The award recognizes leadership in corporate philanthropy and innovation and acknowledges contributions toward technology-enabled social impact. The recognition reflects our continued commitment to leveraging innovation, inclusion, education, livelihood development, and environmental sustainability to create meaningful and lasting societal outcomes.

SheBuildsAI Initiative:
Advancing Women's Leadership in AI

Through the Mphasis F1 Foundation, the DS Brar Center for Girls & Women in STEM (GWIST) launched SheBuildsAI, an initiative focused on increasing women's participation and leadership in artificial intelligence and technology. The program brought together leaders from industry, academia, government, and the startup ecosystem to foster dialogue on responsible innovation, leadership, and career pathways in AI. By encouraging greater representation of women in emerging technologies, the initiative contributes to building a more inclusive and diverse innovation ecosystem while creating opportunities for future technology leaders.

Recognized as **'Best AI-Powered Product or Service'** and **'AI Company of the Year'** at the 23rd Annual International Business Awards® 2026, presented by the Stevie Awards.

We won the **Silver Award** at the ETHR Future Skills Awards for the People Manager Certification (PMC) program.

We have been honored with the prestigious **ACCA DEI Trailblazer Award** at the ACCA India Awards 2025.

We have won **Gold Award for Diversity, Equity & Inclusion (DEI)** at Brandon Hall Excellence Awards 2025

We won **TIWISS 2026** special recognition for Corporate Excellence in Women's Safety and Inclusion

We were recognised as the **Industry Leader in POSH Award** at the 4th National Prevention of Sexual Harassment Conclave & Excellence Awards.

We are a **Great Place to Work®** Certified organization.

Our Approach to ESG Materiality

Double Materiality Assessment

At Mphasis, we recognize that understanding and prioritizing sustainability-related matters is fundamental to creating long-term value for our stakeholders and strengthening business resilience. Mphasis conducted a single materiality assessment in 2021 and periodically reviewed its findings to reflect evolving business and sustainability considerations. In FY 2025-26, we conducted our first Double Materiality Assessment, expanding the scope to consider both impact and financial materiality. Going forward, we intend to review the assessment at least once every three years, with interim reviews where significant changes occur in our business model, operating environment, value chain, stakeholder expectations, or regulatory landscape.

The assessment considered both dimensions of materiality. It evaluated the impacts of our operations, services, and business activities on the environment and society, while also assessing the financial risks and opportunities arising from sustainability-related issues that could influence our business performance, financial value creation, strategy, and long-term financial growth.

A key element of the assessment was the consideration of diverse stakeholder perspectives, including those of clients, employees, investors, suppliers, industry peers and communities. Our DMA was informed by insights generated through the external stakeholder consultations conducted as part of our 2021 single materiality assessment, which we reviewed periodically to reflect evolving business and sustainability considerations. These insights were supplemented by internal stakeholder consultations,

peer benchmarking, industry research, reviews of relevant sustainability frameworks and assessments, and inputs from external advisers. Together, these inputs helped us identify and assess evolving stakeholder expectations, emerging sustainability priorities, and areas where we can create meaningful value. The insights generated through the DMA support informed decision-making, guide resource allocation, strengthen risk management and advance our sustainability commitments.

Our DMA methodology was developed in reference to the Corporate Sustainability Reporting Directive (CSRD), the European Sustainability Reporting Standards (ESRS 1) and the implementation guidance provided by the European Financial Reporting Advisory Group (EFRAG) through its Materiality Assessment Implementation Guidance (IG 1). This framework was tailored to reflect our business model, operational footprint, value chain and strategic priorities.

The assessment was conducted through a structured, multi-stage process involving stakeholder engagement, sustainability impact and financial materiality analysis, prioritization, and management validation. This rigorous approach helped ensure that the outcomes are comprehensive, evidence-based, and reflective of the perspectives and expectations of our key stakeholder groups.

The Double Materiality Assessment forms part of Mphasis' ESG Report for FY 2025-26. The ESG Report is subject to independent third-party assurance.

Our approach to the Double Materiality Assessment is outlined below.

Understanding the Context

Our longstanding commitment to sustainable and responsible business practices provided a strong foundation for developing a comprehensive understanding of the sustainability context across our operations and value chain. Prior to identifying Impacts, Risks, and Opportunities (IROs), we conducted a detailed contextual assessment in reference to EFRAG IG 1 guidance. This process involved gaining a thorough understanding of our business model, technology solutions and services portfolio, global delivery footprint, stakeholder ecosystem, value chain relationships, and strategic business priorities. By considering these factors, we ensured that the assessment was firmly grounded in our operational realities and growth ambitions, enabling a more informed evaluation of sustainability-related impacts, risks, and opportunities across our business and the broader ecosystem in which we operate.

Identifying the Universe of Material Issues

We conducted extensive desk-based research to identify the universe of sustainability issues relevant to us. This included peer benchmarking against eight industry peers, as well as a review of industry-specific material topics highlighted under leading frameworks and standards such as S&P Global Corporate Sustainability Assessment (CSA), Morgan Stanley Capital International (MSCI), Sustainability Accounting Standards Board (SASB), European Sustainability Reporting Standards (ESRS).

Through this structured process, we identified 48 sustainability topics that formed the initial universe of potentially material issues for further evaluation.

Identification of Key Material Issues

Building on the contextual assessment, an initial universe of sustainability topics was identified based on relevant reporting frameworks, industry-specific sustainability considerations, regulatory developments, and our business context. These topics were subsequently reviewed through consultations with key internal subject matter experts, including representatives from Sustainability and Enterprise Risk Management.

The review process focused on evaluating the relevance of each topic to our operations, strategy, value chain, stakeholder expectations, and risk landscape. Through this exercise, overlapping topics were consolidated, less relevant topics were deprioritised, and the topic universe was refined to establish a focused set of sustainability matters most pertinent to Mphasis.

As a result, the initial list of identified topics was rationalised into 16 priority sustainability topics, which formed the basis for the subsequent identification and assessment of Impacts, and Financial Risks and Opportunities (IROs). The results of the Double Materiality Assessment, including the identified impacts, risks, opportunities, and 16 priority material topics, were reviewed and validated by Executive Management including the Chief Executive Officer and Managing Director. This review supported alignment between the assessment outcomes, Mphasis' business strategy, enterprise risk management approach, and sustainability priorities.

Identification and Assessment of Impacts, Risks and Opportunities (IROs)

The shortlisted material topics were further assessed to identify and evaluate the associated impacts, risks,

and opportunities (IROs) through a structured and evidence-based assessment process. The topics covered environmental, social, and governance (ESG) dimensions and are detailed below.

The assessment was informed through consultations with internal subject matter experts and business leaders, including representatives from Sustainability and Enterprise Risk Management, complemented by a review of internal policies, risk registers, business objectives, regulatory developments, industry benchmarks, and relevant sustainability frameworks. This process enabled us to identify both actual and potential impacts on people and the environment, as well as sustainability-related risks and opportunities that may influence business performance, resilience, and long-term value creation.

In line with the principles of the European Sustainability Reporting Standards (ESRS), the assessment considered both impact materiality and financial materiality. Interdependencies between topics were also evaluated to ensure a holistic understanding of sustainability-related matters. For example, linkages between cyber-security, data privacy and responsible AI practices, as well as connections between climate action, resource efficiency, supply chain resilience, and emerging regulations, were considered during the assessment process.

A structured IRO assessment framework was applied across all identified material topics. The identified impacts, risks, and opportunities were evaluated using predefined assessment criteria aligned with ESRS guidance, enabling a consistent, transparent, and traceable prioritisation process. The results of the assessment were subsequently reviewed and validated by management to ensure alignment with our business strategy, enterprise risk management framework, sustainability priorities, and stakeholder expectations.

Assessment Parameters

Impact Materiality

Each material topic was assessed for its actual and potential impacts on the environment, people, and society. Positive and negative impacts were evaluated based on their scale, scope, likelihood, and, in the case of negative impacts, irreversibility. The assessment also considered the time horizon over which impacts may occur and the extent to which they may affect stakeholders across the value chain.

Financial Materiality

Each material topic was assessed to identify sustainability-related risks and opportunities that could influence our financial performance, operational effectiveness, strategic objectives, and long-term resilience. The assessment considered factors such as likelihood, magnitude of impact, and time horizon. The analysis also evaluated where identified risks and opportunities may arise across our value chain, including within our own operations, suppliers, business partners, clients, and broader ecosystem.

Alignment with the Enterprise Risk Management Framework

We engaged our Enterprise Risk Management Team to align sustainability-related financial risks and opportunities identified through the DMA with the enterprise risk management framework. The identified sustainability-related risks were reviewed against the internal risk register and existing risk ratings. Where differences were identified, the underlying assumptions, likelihood, magnitude, time horizon, and business implications were discussed and recalibrated, as appropriate.

This process supports the integration of material sustainability-related risks into established risk governance, ownership, monitoring, mitigation, and escalation processes. It also helps connect the outcomes of the DMA with strategic planning, resource allocation, and business decision-making.

Our priority material issues have been depicted below:



No.	Material Topic
01	Climate Action
02	Resource Management
03	Opportunities in Clean Tech and Sustainable Revenue (MSCI and DJSI)
04	Data Privacy & Protection
05	Human & Labour Rights
06	Human Capital Management
07	Responsible Supply Chain
08	Social Impact & Community Welfare
09	Corporate Governance, Ethics & Risk Management
10	IT System Security and Cybersecurity
11	Innovation and R&D and Intellectual Property
12	Transparency, Accountability and Reporting
13	Responsible Tech and AI Ethics
14	Responsible Tax Policy and Strategy (DJSI)
15	Business Continuity Planning and Resilience
16	Emerging Geopolitical Landscape and Regulations

The materiality assessment identified 16 priority material topics across environmental, social, and governance dimensions. The placement of topics in the assessment reflects their respective impact and financial materiality scores and should not be interpreted as a sequential ranking. All 16 topics are considered priorities and are addressed through Mphasis' sustainability strategy, governance processes, risk management framework, and performance management approach.

Our Approach to Impact Measurement

For each priority material topic, we seek to identify the stakeholders affected, the part of the value chain in which the impact occurs, and the indicators used to monitor our actions and their effects. Output metrics measure the immediate results of our activities, such as programme coverage, participation, assessments completed, resources used, or services delivered. Impact and outcome metrics assess the resulting change for people, the environment, clients, or other stakeholders. Where a quantified impact or outcome is not currently available, we disclose the most relevant output or management metric and continue to strengthen our measurement approach. Targets are presented where formally established and supported by an identified baseline, target year, or monitoring process.

Material Impacts, Risks and Opportunities

The following tables present the results of the Double Materiality Assessment we conducted in the reporting year. It describes the material impacts, risks and opportunities we have identified and where in the value chain they originate from for our top 16 material issues.

Our value chain has been defined as:

Location	Definition
Own Operations	Owned or directly controlled operations
Upstream	Upstream Business relationships, not limited to contractual agreements, including suppliers, and external workforce in the supply chain
Downstream	Downstream business relationships, not limited to contractual agreements, including customers, distributors, end users and local communities

Climate Action (Energy and Emissions)

At Mphasis, we recognize that climate change presents significant environmental, economic, and societal challenges that require collective action. As a technology services organization, our climate impact primarily arises from energy consumption across offices, data centres, digital infrastructure, employee commuting, and business travel. Through our sustainability strategy, we are committed to reducing greenhouse gas emissions, improving energy efficiency, and supporting the transition to a low-carbon economy.

We continuously work to optimize energy consumption across our operations through responsible facility management, adoption of energy-efficient technologies, and increased use of renewable energy sources wherever feasible. Beyond our own operations, we leverage digital technologies, cloud transformation, automation, and data-driven solutions to help clients improve operational efficiency and meet their sustainability objectives. By integrating climate considerations into our business practices and decision-making processes, we aim to strengthen organizational resilience while contributing positively to global climate action efforts.

Sustainability Issue: Climate Action

Impacts	GHG emissions from own operations (Scope 1 and 2): Contribution to climate change through GHG emissions from energy consumption in data centers and offices (Scope 2) and fugitive emissions from HVAC systems (Scope 1). The increasing adoption of AI and other compute-intensive technologies may further increase energy demand in data centers, potentially contributing to higher operational emissions.
	Scope 3: Potential contribution to climate change through Mphasis' dependency on third-party cloud and colocation providers whose energy sourcing, emissions intensity, and environmental strategies are outside Mphasis's direct control creating inherited Scope 3 emissions that contribute to ongoing GHG accumulation regardless of Mphasis's own mitigation actions



	Enabling client emissions reduction: Contribution to global emissions reduction through deployment of energy-efficient IT, green cloud, automation, and digital optimization solutions that enable clients across BFSI, healthcare, and logistics sectors to reduce their operational and value-chain emissions
Financial Risks	Climate Transition Cost Scope 1&2: Mphasis is taking SBTi aligned net zero targets (by 2050). It will require rising renewable energy mandates, refrigerant transition requirements, and green building standards, which may result in increasing operating and capital costs over time. As AI-driven energy demand grows, the need for more renewable energy also rises, further increasing procurement costs despite falling unit prices. An increase in electricity tariffs driven by carbon pricing and fossil fuel volatility directly raises electricity procurement costs for IT operations.
	Climate Transition Cost Scope 3: Mphasis incurs higher costs for outsourced IT infrastructure, cloud services, and third-party data processing, where energy is a key underlying cost component embedded in vendor pricing. Failure by Mphasis' key suppliers particularly services providers (Scope 3 Category 1), IT hardware vendors, and transport and logistics partners to measure, report, and reduce their own GHG emissions creates compliance and reputational risk as CSRD, BRSR Core, and client SBTi supplier engagement requirements increasingly demand value chain emissions transparency. Rising energy and carbon costs increase operating expenses for energy-intensive vendors such as cloud providers, data center operators, and IT infrastructure suppliers, who then pass these costs into pricing. Suppliers expose Mphasis to Scope 3 data gaps, inaccurate emissions reporting, client dissatisfaction, and potential regulatory non-conformance.
	Physical Climate: Acute risks, Damage and loss: Acute hazards (floods, cyclones, heatwaves) may disrupt delivery centres and third-party infrastructure, causing downtime, productivity loss, SLA penalties, and recovery costs. Direct damage to building infrastructure due to flood, cyclone, wildfire.
	Physical Climate: Chronic, Additional opex: Temp rise and Water stress will directly create financial impact in the form of increased cooling cost due to temp rise and rising cost of water.
	Physical Climate: Productivity impact: Sustained heat stress in Mphasis' key operating cities particularly Bangalore, Chennai, Hyderabad, and Pune, impairs employee commute conditions during extreme heat events, and reduces cognitive productivity and attendance during prolonged heatwave periods. Extreme heat events may necessitate work-from-home directives, disrupt in-person collaboration, increase health-related absenteeism, and reduce operational efficiency during peak summer periods
	Chronic Climate Degradation of Assets and Rising Insurance: Chronic climate degradation of assets and rising insurance costs. Sustained heat stress, rising humidity, and acute events accelerate degradation of IT hardware, cooling systems, and building infrastructure, while hardening insurance markets increase premiums and constrain coverage.

Financial Opportunities	Climate Transition Cost Scope 3: Proactive decarbonization across the value chain through sustainable sourcing, low-carbon travel, EV transport, and green facilities reduces costs and compliance risk while strengthening competitiveness and ESG performance in client procurement.
	Energy Efficiency and Renewable Procurement OPEX Reduction: Improving energy efficiency across offices, using greener facilities, and optimizing data center performance can lower energy costs and protect margins as demand rises. Expanding renewable energy use can further drive cost savings while cutting overall emissions.
External Stakeholder Impact Our greenhouse gas emissions affect the environment, communities and future generations through their contribution to climate change. We also create potential positive downstream impacts by using energy-efficient IT, green cloud, automation and digital optimisation solutions to support clients' emissions-reduction efforts.	
Output and Outcome Metrics In FY 2025-26, we consumed 24,906.73 MWh of energy, including 14,401.81 MWh from renewable sources. We reported Scope 1 emissions of 1,427.04 tCO2e, market-based Scope 2 emissions of 7,316.02 tCO2e and Scope 3 emissions of 54,268.21 tCO2e. Our average PUE was 1.76.	
Targets And Progress We submitted proposed near-term and net-zero targets to SBTi for validation. Our proposed FY 2035 targets include reductions of 46.2% in Scope 1, 68.75% in Scope 2 and 66.3% in Scope 3 emissions per unit of value added. These targets remain subject to validation.	

Resource Management

Mphasis is committed to the responsible use of natural resources and embedding resource efficiency across its operations. While our environmental footprint differs from that of manufacturing-intensive industries, responsible consumption of electricity, water, office materials, and information technology assets remains an important aspect of our sustainability journey.

We seek to reduce resource intensity through efficient workplace operations, responsible procurement practices, digitalization initiatives, and effective management of end-of-life IT equipment. Our approach focuses on minimizing waste generation, promoting reuse and recycling, and improving resource productivity throughout the asset lifecycle. Through continuous improvement and employee engagement, we aim to support circular economy principles while reducing operational costs and environmental impacts.

Sustainability Issue: Resource Management

Impacts	Hardware e-waste harm: Potential environmental contamination and community health harm from accelerated electronic waste generation driven by rapid AI hardware obsolescence including servers, GPUs, chips, and specialized data center equipment containing hazardous materials (heavy metals, flame retardants, rare earth elements)
	Water Stress: Potential reduction in freshwater availability for local communities and ecosystems from office/data center water use around facilities located in water stressed region contribute to ongoing GHG accumulation regardless of Mphasis's own mitigation actions
Financial Risks	E-Waste Regulatory Non-Compliance: Non-compliance with waste, e-waste, and hazardous waste regulations including India's E-Waste Management Rules, EPR requirements, and EU WEEE obligations particularly where disposal relies on third-party vendors whose compliance Mphasis cannot fully control.
Financial Opportunities	Circular Procurement and Resource Efficiency: Extending hardware lifecycles, certified recycling, and reduced replacement frequency lowers total cost of ownership and reduces exposure to component supply volatility
External Stakeholder Impact	Our water use and waste generation may affect local communities, ecosystems and waste workers, particularly where water resources are stressed or waste and e-waste are not handled through authorized channels. Through conservation, segregation, reuse and recycling, we seek to reduce these impacts.
Output and Outcome Metrics	In FY 2025-26, we reported water withdrawal of 96,775 kL, estimated water consumption of 19,355 kL and total waste generation of 199.52 tonnes. Of the total waste generated, 133.18

Targets and Progress	We monitor performance against a 5% year-on-year water-consumption reduction objective and reported waste disposal of 66.33 tonnes against an FY 2025-26 threshold of 90 tonnes. The underlying water and waste figures remain subject to final reconciliation.
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Opportunities in Clean Tech and Sustainable Revenue

Innovation and technology have a critical role to play in accelerating the global transition toward a more sustainable economy. At Mphasis, we see significant opportunities to create positive environmental and social outcomes through the solutions and services we deliver to clients.

By leveraging cloud transformation, artificial intelligence, automation, advanced analytics, and digital engineering capabilities, we help clients enhance resource efficiency, reduce emissions, optimize operations, and strengthen sustainability performance. As demand for sustainable products, services, and business models continues to grow, we are well positioned to support customers in achieving their sustainability ambitions while creating new avenues for long-term business growth and value creation.

Sustainability Issue: Opportunities in Clean Tech and Sustainable Revenue

Financial Risks	Failure to Develop Sustainability-Enabling Offerings: Inability to credibly evidence clean-tech/sustainability-enabling service offerings or systematically track and report sustainable revenue may result in competitive disadvantages, ESG index exclusion, and reduced enterprise value
Financial Opportunities	Revenue from Sustainability-Aligned Services: Revenue growth from sustainability-aligned services. Expanding portfolio of green IT, energy-efficient cloud transformation, FinOps/GreenOps, carbon/ESG analytics, and circularity solutions captures growing ESG-weighted procurement spending
External Stakeholder Impact	Our sustainability-aligned services can create positive downstream impacts by helping clients improve resource efficiency, manage ESG information and reduce emissions. The scale of these outcomes depends on client adoption and the methodology used to attribute impacts to our services.

Human Capital Management

Our people are at the heart of Mphasis' success. As a knowledge-driven organization, our ability to innovate, deliver value to clients, and maintain competitiveness depends on attracting, developing, and retaining a highly skilled and engaged workforce.

We invest in learning and development, leadership capability building, employee wellbeing, diversity and inclusion, and performance excellence. As technological disruption continues to reshape the workforce, we are focused on equipping employees with future-ready capabilities in areas such as cloud, data, artificial intelligence, cybersecurity, and digital engineering. By fostering a culture of continuous learning, collaboration, and innovation, we aim to create meaningful career opportunities while strengthening organizational resilience and long-term growth.

Sustainability Issue: Human Capital Management

Impacts	Burnout & psychosocial hazards: Physical burnout and psychological harm to employees including ergonomic strain, excessive workloads, burnout, and psychosocial hazards endemic to IT sector work patterns
	AI-driven job displacement: Potential job displacement and economic vulnerability from rapid AI/automation adoption without adequate reskilling or transition support disproportionately affecting lower-skilled employee segments (testing, support, basic coding)
	Diversity and Inclusion: Potential harm arising from systemic underrepresentation, pay inequity, and exclusionary workplace cultures in Mphasis’ technology workforce particularly affecting women, persons with disabilities, LGBTQ+ employees, and other marginalized groups. Structural barriers such as biased hiring algorithms, gendered performance evaluations, inadequate disability accommodations, and informal exclusionary norms can restrict access, advancement, and retention.
	Employee reskilling outcomes: Investment in continuous learning, reskilling, and career development programmes enhancing employees' long-term employability, technological skills, and economic resilience in a rapidly changing job market.
Financial Risks	Talent Attraction and Retention Failure: Inability to attract, develop, and retain talent in high-demand digital skills including AI/ML engineering, cloud architecture, cybersecurity, and data engineering weakens Mphasis's service delivery capabilities, erodes client confidence in staffing commitments, and constrains revenue growth in high-margin technology domains.
	Reskilling Gap and Workforce Obsolescence: Insufficient investment in reskilling for AI/automation transition could result in high bench costs for non-deployable employees, inability to staff new-technology engagements, and loss of competitive positioning.

	Labour / Human Rights Compliance Penalties: Non-compliance with labour laws, statutory benefits, workplace safety, or human rights standards across operating jurisdictions could trigger fines, litigation, regulatory sanctions, and remediation costs, compounded by evolving regulations such as EU due diligence regulations
	Workforce Productivity Decline from Well-Being Failures: Inadequate well-being support, burnout, and psychosocial hazards reduce productivity, increase absenteeism, and drive disengagement directly impacting service delivery margins in a human-capital-intensive business
	DEI-related legal and reputational risk: Discrimination claims, workplace culture controversies, or failure to meet diversity commitments could generate legal liabilities and negative publicity.
	Data center Health &Safety risk: Expanding data center footprint introduces specialized safety risks (electrical, fire, hazardous materials) distinct from typical office environments.
Financial Opportunities	Talent attraction: Differentiated employee value proposition (fair compensation, well-being, career development, DEI, reskilling) reduces attrition and recruitment costs estimated 5-10% lower voluntary attrition translating to significant savings across 30,000+ workforce.
	Proactive reskilling investment enables higher-margin engagements, improved delivery efficiency, and workforce repositioning for next-generation service delivery.
External Stakeholder Impact	Our learning, wellbeing, safety, inclusion and career-development practices affect our employees’ skills, employability, health and economic resilience. Inadequate support may contribute to burnout, skills obsolescence, unequal opportunity or displacement risk during technology transitions.
Output and Outcome Metrics	In FY 2025-26, we reported an average of 58.27 training hours per FTE, an employee engagement score of 7.49, an absentee rate of 0.13% and 56% of open positions filled by internal candidates.
Targets and Progress	Our 2027 diversity targets include 36% women in the total workforce, 18% women in all management positions, 14% women in top management and 35% women in STEM roles. FY 2025-26 performance was 34.89%, 17.89%, 13.79% and 34.82%, respectively.

Human & Labour Rights

Respect for human rights is fundamental to our values and approach to responsible business. Mphasis is committed to fostering a workplace where employees are treated with dignity, respect, fairness, and equal opportunity. We strive to uphold internationally recognized human rights principles throughout our operations and business relationships.

Our policies and practices promote non-discrimination, diversity, inclusion, fair employment, employee wellbeing, and ethical conduct. We also seek to encourage responsible labour practices across our value chain by engaging with suppliers and partners who share our commitment to ethical business practices. Through these efforts, we aim to create a positive and inclusive environment that supports individual growth, wellbeing, and long-term organizational success.

Sustainability Issue: Human & Labour Rights

Impacts	Labour rights non-compliance: Potential harm to workers from labour rights non-compliance including minimum wage violations, denial of statutory benefits, unsafe conditions, excessive hours, or discriminatory practices in own operations.
	Contract worker inequality: Potential harm to Mphasis' contract, fixed-term, and agency-sourced workforce from unequal treatment relative to permanent employees including wage inequality, denial of statutory benefits, excessive working hours, and worker misclassification, particularly among project-based IT delivery staff and support functions where Mphasis is the principal employer.
External Stakeholder Impact	Our human and labour-rights practices affect employees, contractors and supplier workers through working conditions, fair treatment, statutory benefits, non-discrimination and access to grievance mechanisms.
Output and Outcome Metrics	We reported that 100% of our own operations and 100% of contractors and Tier I suppliers were assessed for human-rights risks within the last three years. No risks were identified within the assessed scope(based on the supplier onboarding registration form).
Targets and Progress	We maintain zero tolerance for child labour, forced labour, slavery and human trafficking and seek to maintain full assessment coverage across the defined scope.

Responsible Supply Chain

Mphasis recognizes the importance of responsible and resilient supply chains in supporting sustainable business growth. We engage with suppliers, business partners, and service providers across our value chain and seek to promote responsible environmental, social, and governance practices through our procurement processes.

Our approach includes supplier due diligence, ethical business conduct requirements, sustainability considerations, and risk management practices. By working collaboratively with suppliers, we seek to strengthen transparency, improve resilience, and address sustainability-related risks while supporting shared value creation and long-term business continuity.

Sustainability Issue: Responsible Supply Chain

Impacts	Supply chain labour exploitation: Potential harm to workers in Mphasis' supply chain from exploitative labour conditions including coercive recruitment, excessive hours, discrimination, or unsafe conditions among suppliers and subcontractors, disproportionately affecting vulnerable worker populations.
Financial Risks	Supplier non-compliance under supply chain due diligence regulations: Supply chain regulations are evolving rapidly in all geographical landscapes. Non-compliance with such regulations particularly due to limited sub-tier supplier visibility could trigger fines, market access restrictions, and client procurement disqualification.
	Reputational Damage from Labour/Human Rights Violations: Reputational damage from labour/human rights violations. Violations in supply chain could trigger client contract reviews, ESG-mandated procurement exclusions, and loss of business particularly with regulated sector clients
	Critical Technology Vendor Concentration: Heavy dependence on a limited number of hyperscale cloud providers (e.g., AWS, Azure, GCP) and AI technology vendors may increase exposure to service disruptions, pricing changes, contractual constraints, or technology failures. Such events could result in operational downtime, SLA penalties, remediation costs, and loss of revenue.
Financial Opportunities	Competitive advantage from supply chain governance and social compliance. Resilient, ethically managed supplier base with demonstrated due diligence positions Mphasis favorably in ESG-weighted procurement and regulated sector bids.
External Stakeholder Impact	Our supplier practices may affect workers, communities and the environment through labour conditions, business ethics, emissions, waste, resource use and data protection. Our screening, contractual requirements and engagement processes seek to reduce these impacts.
Output and Outcome Metrics	In FY 2025-26, we managed 2,197 active vendors and reported that 100% of new suppliers were screened using relevant ESG criteria. We directed 99.98% of procurement spend to locally based suppliers, while diverse-supplier spend represented 28.80% of total procurement spend.

Social impact and Community Welfare

At Mphasis, we believe that businesses have an important role to play in creating positive social impact and contributing to inclusive development. Through our community investment and corporate social responsibility initiatives, we seek to improve access to education, digital inclusion, skill development, environmental sustainability, and community wellbeing.

Our programs focus on empowering underserved communities and creating long-term social value through partnerships, employee volunteering, and targeted interventions. By leveraging our technological expertise and innovation capabilities, we strive to create meaningful and measurable outcomes that contribute to sustainable and inclusive growth.

Sustainability Issue: Social impact and Community Welfare	
Impacts	Community education outcomes: Contribution to education, digital literacy, skills development, employability and economic participation among underserved communities through our Foundation programmes across seven key operating locations and selected national-level initiatives.
External Stakeholder Impact	Our community programmes seek to improve education, digital inclusion, employability, accessibility, livelihoods and environmental resilience. Programme design, continuity and outcome measurement influence the extent and distribution of these benefits.
Output and Outcome Metrics	In FY 2025-26, we reported CSR expenditure of INR 420.27 million, participation by approximately 4,800 employee volunteers across 28 initiatives, more than 5,800 volunteering hours and more than 1,300 percolation wells under the One Billion Drops programme.
Targets and Progress	Our Digital Naukri Challenge aims to enable digital-work opportunities for one million women by 2030

Corporate Governance, Ethics & Risk Management

Strong corporate governance is fundamental to maintaining stakeholder trust and delivering sustainable value over the long term. Mphasis is committed to the highest standards of integrity, accountability, transparency, and ethical conduct across all aspects of its operations.

Our governance framework supports effective oversight, responsible decision-making, risk management, regulatory compliance, and stakeholder engagement. Through well-defined policies, internal controls, ethical business practices, and robust governance structures, we seek to strengthen business resilience, safeguard stakeholder interests, and foster a culture of responsibility and accountability throughout the organization.

Sustainability Issue: Corporate Governance, Ethics & Risk Management

Impacts	Corruption and bribery: Potential harm to Mphasis, its customers and business partners from corruption or bribery in operations or value chain including procurement fraud, or corrupt vendor relationships.
	Inadequate grievance mechanisms: Potential harm to employees, contractors, customers and end-users from inadequate grievance mechanisms, lack of transparency during service disruptions, or failure to provide accessible and fair resolution processes, particularly affecting enterprise clients and their end-consumers who depend on Mphasis-enabled digital services in BFSI and healthcare.
Financial Risks	As a listed entity on BSE and NSE, Mphasis is subject to SEBI's Listing Obligations and Disclosure Requirements (LODR), insider trading regulations, related-party transaction disclosure norms, and corporate governance standards for listed companies. Non-compliance — including late or inadequate material disclosures, insider trading violations, or failure to meet board composition requirements — could result in SEBI enforcement actions, fines, trading restrictions, and enhanced regulatory scrutiny. Mphasis' operations in the US expose the company to US regulatory regimes beyond its home jurisdiction — including anti-bribery requirements under the US Foreign Corrupt Practices Act, disclosure obligations that flow through from listed US clients, and sector-specific compliance requirements imposed by financial-services clients. Separately, our relationships with Institutional Investors may bring additional governance and reporting expectations at a contractual level. As a company listed in India and operating globally, differing thresholds, timelines, and expectations between SEBI's Listing Obligations and Disclosure Requirements and overseas regulatory and client regimes create a risk of gaps or inconsistencies in Mphasis' disclosure and governance practices.
	A significant cyber incident (ransomware, data exfiltration, supply-chain compromise) could result in recovery costs, ransom payments, SLA penalties, forensic investigation expenses, customer notification obligations, and business interruption losses
	Reputational damage affecting deal pipeline, renewals, and talent acquisition. A significant governance, security, AI, or compliance failure could damage reputation, reducing win rates, accelerating client attrition, and impairing talent attraction
	Governance incidents or ESG rating downgrades could reduce institutional investor allocation, affect valuation multiples, and limit index inclusion.
External Stakeholder Impact	Our governance and ethics practices affect employees, clients, suppliers, investors and communities by supporting fair conduct, accountability and trusted business relationships. Governance failures may cause financial, legal, operational and reputational harm.
Output and Outcome Metrics	In FY 2025-26, 97.37% of our workforce completed business-ethics training, 100% of operational sites were covered by periodic Anti Bribery & Anti-Corruption risk assessment, and we reported zero confirmed corruption and bribery cases. We received 12 whistleblower reports and all of them were investigated and acted as appropriate.
Targets and Progress	We maintain zero tolerance for corruption and bribery and seek to maintain full operational-site assessment coverage.

Innovation, R&D and Intellectual Property

Innovation is central to Mphasis' growth strategy and ability to create value for clients. We continuously invest in emerging technologies, digital capabilities, intellectual property, and innovation ecosystems that enable us to develop differentiated solutions and address evolving customer needs.

Our focus on innovation supports operational efficiency, enhanced customer experiences, sustainable business growth, and competitive advantage. By fostering a culture of experimentation, collaboration, and continuous improvement, we seek to create technology-driven solutions that help address complex business and societal challenges.

Sustainability Issue: Innovation, R&D and Intellectual Property

Financial Risks	Innovation obsolescence and IP risk. Failure to sustain competitive R&D investment, protect IP, or adapt to rapid technological shifts (e.g., GenAI disruption) could reduce differentiation, compress margins, and result in sunk R&D costs or IP litigation exposure
Financial Opportunities	Improved operational efficiency from innovation and automation. Process automation, proprietary tools and IPs, and internal innovation reduce delivery costs, improve margin performance, and support SLA compliance.
External Stakeholder Impact	Our innovation activities can improve productivity, service quality, employment and access to technology-enabled solutions. Weak oversight or intellectual-property disputes may reduce trust, limit collaboration or create unintended outcomes.

Responsible Tax Policy and Strategy

Mphasis believes that responsible tax practices are an important component of good corporate governance and long-term value creation. We are committed to complying with applicable tax laws and regulations across the jurisdictions in which we operate while maintaining transparency and accountability in our tax approach.

Our tax strategy seeks to support sustainable business growth, manage risks effectively, and contribute responsibly to the economies and communities where we conduct business. Through strong governance and oversight, we aim to maintain stakeholder confidence and support sustainable financial performance.

Sustainability Issue: Responsible Tax Policy and Strategy

Impacts	Potential reduction in public revenue contributions in jurisdictions where Mphasis operates, arising from the inherent complexity of multi-jurisdictional tax structures, transfer pricing arrangements, and varying tax treatment of IT services which may reduce tax contributions relative to economic activity in specific locations.
Financial Risks	Tax disputes and penalties: Aggressive or misaligned tax positions across jurisdictions could trigger regulatory scrutiny, audits, penalties, and reputational damage.
External Stakeholder Impact	Our tax practices aim to contribute responsibly to public revenues in the jurisdictions where we operate, guided by compliance with applicable laws and a commitment to transparency. Aggressive or opaque tax practices — including those arising from unresolved complexity in multi-jurisdictional structures — could weaken trust among regulators, investors and communities
Output and Outcome Metrics	In FY 2025-26, we reported taxes of INR 6,466.63 million, an effective tax rate of 25.77% and payments to government of INR 6,425.90 million.
Targets and Progress	We will comply with applicable tax laws and maintain transparent governance across operating jurisdictions.

Transparency, Accountability and Reporting

Transparency and accountability are essential for maintaining stakeholder confidence and demonstrating responsible business performance. Mphasis is committed to providing accurate, balanced, and meaningful disclosures on sustainability, governance, and business matters.

We continue to strengthen our reporting processes, internal controls, and governance mechanisms to support informed decision-making and enhance stakeholder engagement. Through transparent communication and responsible reporting practices, we seek to build trust, support accountability, and demonstrate our commitment to sustainable value creation.

Sustainability Issue: Transparency, Accountability and Reporting

Impacts	Potential harm to investors, clients, and communities from inaccurate, incomplete, or misleading sustainability disclosures including greenwashing, misclassification of sustainable revenue, or failure to disclose material ESG risks undermining informed decision-making and eroding public trust in corporate accountability
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Financial Risks	ESG rating downgrade and reduced investor confidence: Demonstrated gaps or failures in any ESG dimension — including governance incidents, environmental performance shortfalls, social and labour practice violations, or inadequate ESG disclosure quality — could trigger downgrades by ESG rating agencies (MSCI, Sustainalytics, CDP, DJSI), reducing institutional investor allocation, affecting valuation multiples, and limiting inclusion in ESG-focused indices and sustainability-linked financing structures
	Mandatory and voluntary carbon and ESG reporting obligations including BRSR Core, SEBI ESG frameworks, ESRS (for EU-exposed revenue), CDP, and emerging SEC climate disclosure rules — require continuous and growing investment in GHG accounting systems, Scope 3 data collection infrastructure (particularly Categories 1, 6, and 7), third-party assurance of emissions data, multi-framework reporting alignment, and dedicated ESG personnel. Non-compliance may trigger regulatory penalties, filing delays, and reputational harm. Evolving Scope 3 granularity requirements increase data collection complexity across Mphasis's supply chain and client-facing operations
Financial Opportunities	SG performance as competitive differentiator revenue opportunity: Demonstrating strong ESG performance across climate, supply chain governance, social compliance, and disclosure quality positions Mphasis favourably in ESG-weighted procurement evaluations — enabling higher win rates, premium pricing, and preferred vendor status with BFSI, European, and public sector clients who are embedding ESG criteria into vendor selection.
External Stakeholder Impact	Our disclosures affect the ability of investors, clients, regulators, employees and communities to make informed decisions. Inaccurate, incomplete or misleading reporting may erode trust and distort decision-making.
Output and Outcome Metrics	We prepare our ESG Report in reference to the GRI Universal Standards 2021 and incorporate relevant Corporate Sustainability Assessment requirements. Selected non-financial information is expected to be subject to limited assurance, with the final scope set out in the Independent Assurance Statement.

Responsible Tech and AI Ethics

As artificial intelligence and emerging technologies become increasingly integrated into business and society, responsible technology governance is critical. Mphasis is committed to ensuring that technology solutions are developed and deployed in a manner that is ethical, transparent, secure, and aligned with human values. Our approach focuses on responsible innovation, fairness, explainability, privacy, accountability, and risk mitigation. By embedding ethical considerations into technology design and deployment, we aim to build trust among clients, employees, regulators, and society while maximizing the positive benefits of technological advancement.

Sustainability Issue: Responsible Tech and AI Ethics

Impacts	Ethical and oversight issues in AI output: Potential harm from AI systems developed or deployed by Mphasis without adequate transparency, reliability, or human oversight. Risks include opaque decision-making; unreliable outputs (e.g., hallucinations, data drift, false fraud alerts); and high-stakes automation without meaningful human review.
External Stakeholder Impact	AI systems developed or deployed without adequate fairness, transparency, reliability, privacy and human oversight may affect clients and end-users through biased, inaccurate or harmful outcomes. Responsible governance can strengthen trust and support safer deployment.
Output and Outcome Metrics	We maintain an Artificial Intelligence Management System aligned with ISO/IEC 42001:2023 and externally verified by TÜV SÜD. More than 17,000 employees were trained across over 150 AI skill domains and more than 8,000 associates earned AI certifications.
Targets and Progress	We seek to maintain our ISO/IEC 42001-aligned governance system and develop quantified monitoring for in-scope AI systems.

Emerging Geopolitical Landscape and Regulations

The global operating environment continues to be shaped by evolving geopolitical developments, regulatory changes, economic uncertainty, and technological transformation. These developments can influence markets, supply chains, talent mobility, client requirements, and business operations. Mphasis actively monitors emerging geopolitical and regulatory trends to better understand potential impacts and opportunities. Through proactive risk management, scenario planning, and organizational agility, we seek to strengthen resilience and ensure our ability to respond effectively to a rapidly changing business environment.

Sustainability Issue: Emerging Geopolitical Landscape and Regulations

Financial Risks	Sanctions, data sovereignty requirements, visa restrictions, or political instability could restrict cross-border talent mobility, force delivery model restructuring, or limit market access
External Stakeholder Impact	Geopolitical and regulatory developments may affect employees, clients, suppliers and communities through restrictions on talent mobility, data flows, market access and continuity of services.

Output and Outcome Metrics	We review our organisational risk profile quarterly through the RPMC, half-yearly through the Audit Committee and annually through the Board. Our emerging-risk coverage includes tariffs, geo-economic fragmentation, technological change, outsourcing risk and any other emerging topics.
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Data Privacy and Protection

Trust forms the foundation of Mphasis’ relationships with its clients, employees, investors, and other stakeholders. Operating in a global environment shaped by evolving data privacy regulations, increasing cyber security risks, and rising expectations for responsible information management, we recognize the importance of protecting personal and sensitive data while maintaining the reliability and quality of our services.

As a provider of technology solutions and digital services, we manage sensitive information and support critical business operations across diverse industries and geographies. We are committed to safeguarding privacy rights, maintaining data integrity, and complying with applicable legal and regulatory requirements. Through robust governance frameworks, security controls, privacy-by-design principles, and employee awareness initiatives, we seek to ensure the secure, ethical, and responsible use of information.

We are equally committed to delivering secure, reliable, and innovative solutions that meet evolving customer expectations. By strengthening data governance, maintaining strong cybersecurity practices, fostering transparent engagement, and continuously improving service quality, we aim to enhance customer confidence, reinforce stakeholder trust, and create sustainable value for our customers and society.

Sustainability Issue: Data Privacy and Protection

Impacts	Data Sanitation during IT disposal: Potential harm from inadequate data sanitisation during IT asset disposal, where residual sensitive data on decommissioned devices may be exposed via third-party e-waste processors. Improper disposal of hardware containing BFSI, healthcare, or personal data can enable unauthorised access, identity theft, and financial fraud.
Financial Risks	Non-compliance with GDPR, Indian DPDP Act, or other data protection regulations could result in material fines and enforcement actions.
External Stakeholder Impact	Inadequate privacy controls or data sanitisation may expose personal and sensitive information, causing loss of privacy, identity theft, financial harm or discrimination. Strong privacy governance supports personal dignity and digital trust.

Output and Outcome Metrics	We maintain ISO/IEC 27701:2019 and ISO/IEC 27001:2022 certifications. In FY 2025-26, we reported zero complaints concerning privacy or loss of customer data, zero customer-data use for secondary purposes and zero government or law-enforcement requests for customer information.
Targets and Progress	We seek to maintain mandatory privacy and information-security training coverage.

Business Continuity Planning and Resilience

Operational resilience is fundamental to maintaining business continuity and delivering uninterrupted services to clients. Mphasis operates in a dynamic environment characterized by evolving cyber threats, technology disruptions, climate-related events, geopolitical uncertainty, and other emerging risks.

Our business continuity and resilience framework is designed to help anticipate, prepare for, respond to, and recover from disruptions. Through robust governance, risk management, crisis response planning, and continuous improvement, we seek to protect our people, operations, clients, and stakeholders while ensuring long-term organizational resilience.

Sustainability Issue: Customer Privacy, Relationships and Satisfaction

Financial Risks	Customer Data Privacy Breach: Unauthorized access, disclosure, loss, or misuse of customer data due to cyberattacks, human error, third-party vulnerabilities, or inadequate data protection controls may result in regulatory penalties, litigation costs, remediation expenses, contractual liabilities, and loss of business. Increasing adoption of AI and data-driven services may further heighten data privacy and governance risks.
External Stakeholder Impact	Disruptions to facilities, technology platforms or critical vendors may affect employees, clients and end-users who depend on digital services. Effective continuity planning helps protect people and maintain service delivery.

IT System Security and Cybersecurity

As a technology services company, information security and cybersecurity are critical to protecting our operations, clients, employees, and stakeholders. The evolving threat landscape, increasing digitization, and growing reliance on interconnected systems require strong cyber resilience and proactive risk management.

Mphasis is committed to maintaining robust cybersecurity controls, monitoring emerging threats, and continuously strengthening its security posture. Through investment in technology, governance, employee awareness, and incident response capabilities, we seek to protect critical information assets, ensure service reliability, and maintain client trust in an increasingly digital world.

Sustainability Issue: IT System Security and Cybersecurity

Impacts	Data breach & privacy violation: Potential exposure of personal and sensitive data due to cybersecurity breach or data governance failure, leading to identity theft, financial fraud, discrimination, or loss of privacy for affected individuals. As a processor of sensitive BFSI, healthcare, and insurance data, a breach at Mphasis could simultaneously affect multiple clients' customer bases
Financial Risks	Data sanitisation during assets end of life: Inadequate data sanitisation during IT asset end-of-life disposal where residual confidential data on decommissioned laptops, servers, and storage media may be exposed through failures by third-party e-waste processors could result in data breaches triggering client contractual liability, regulatory fines litigation costs, and reputational damage. The risk is amplified by Mphasis' handling of sensitive BFSI and healthcare client data and by limited visibility into third-party vendor disposal practices and subcontracted processing chains once devices leave Mphasis' premises.
Financial Opportunities	Strong IT governance: Strong governance, security, privacy, and AI ethics track record serves as competitive differentiator when bidding for contracts in BFSI, healthcare, government, and pharmaceutical sectors where vendor governance is a procurement criterion Revenue growth from responsible AI and cybersecurity services: Internal AI governance and cybersecurity capabilities can be leveraged into revenue-generating advisory, managed services, and compliance-by-design offerings as demand for responsible AI consulting and cybersecurity services grows
External Stakeholder Impact	Cybersecurity incidents may expose sensitive information and interrupt critical services, affecting clients, employees, partners and end-users. Strong controls support privacy, service reliability and digital trust.
Output and Outcome Metrics	We reported 100% ISO 27001 coverage for production infrastructure, annual internal and external IT audits, mandatory information-security and privacy training for all employees and zero information-security breaches in FY 2025-26.

Integration with Business Model and Strategy

The results of our Double Materiality Assessment are closely aligned with our business model, strategy and approach to long-term value creation. As a global provider of cloud, cognitive and next-generation technology services, our ability to create sustainable value depends on innovation, digital transformation, trusted client relationships, responsible business practices, operational resilience and the strength of our workforce. The 16 material topics identified through this assessment are not standalone disclosures — they are woven into how we run the business. The trust our clients place in us rests on secure, reliable technology delivery, which

is why data privacy, cybersecurity, responsible AI, business continuity, and governance sit at the core of our risk management. That same foundation of trust and technical capability also drives our growth agenda, as innovation and sustainability-aligned services turn client demand for cleaner, smarter technology into revenue opportunity.

Because we are a people-driven business, our long-term resilience depends equally on the workforce we build and the value chain we operate within — from human capital and labour rights to responsible sourcing, community impact, tax conduct, and transparent reporting — each shaping the trust of employees, partners, and regulators alike. Climate-related and geopolitical shifts add a further layer of complexity to our global delivery model, reinforcing why continuous monitoring and integration with enterprise risk management remain central to how we plan, allocate resources, and prioritize investment.

We have aligned sustainability-related financial risks and opportunities identified through the DMA with our enterprise risk management framework. The identified risks were reviewed against our internal risk register and existing risk ratings, and differences in assumptions, likelihood, magnitude, time horizon and business implications were discussed and recalibrated, where appropriate. Through this process, we seek to connect material sustainability matters with risk ownership, monitoring, mitigation, strategic planning, resource allocation and decision-making.

By integrating the insights generated through the DMA into our strategy, governance, risk management and performance-management processes, we aim to strengthen business resilience, respond proactively to sustainability-related challenges, identify opportunities for innovation and efficiency, and create long-term value for our clients, employees, investors, suppliers, communities and other stakeholders.

Way Forward

We will continue embedding the DMA's 16 priority topics into our sustainability strategy, governance, enterprise risk management, and functional plans — with the intensity of our response varying by topic, stakeholder, and value-chain location. Our focus going forward is on strengthening accountability for material impacts, risks and opportunities; sharpening how we measure and disclose performance against baselines and targets (including our proposed SBTi emissions targets, renewable-energy, water, diversity and procurement goals); and building out new targets where data and methodology are not yet mature. This translates into deepening our commitments across topics: strengthening climate resilience and decarbonisation; investing in our workforce as AI reshapes required skills; embedding responsible practices further into our supply chain and communities; advancing governance of AI and emerging technology; and reinforcing data privacy, cybersecurity and client trust. Transparency remains central — we will continue strengthening our data-management processes, internal controls and disclosures, with assurance scope set out in our accompanying Independent Assurance Statement.

We intend to review this materiality assessment at least once every three years, with interim reviews where significant changes in our business, operating environment, or regulatory landscape warrant it — keeping our strategy and governance responsive to evolving impacts, risks and opportunities.



APPLYING GOOD GOVERNANCE



Corporate governance at Mphasis is guided by the principles of transparency, accountability, and ethical conduct. Our governance framework ensures effective oversight, responsible decision-making, regulatory compliance, and sustainable value creation for stakeholders.

As a responsible corporate citizen, our actions are driven by a clear sense of purpose and a long-standing belief that business must serve a purpose beyond profit, creating sustainable value for all our stakeholders. This enduring commitment to principled conduct forms the bedrock of our corporate behavior and continues to shape our journey of responsible and sustainable-focused growth.

Our Principles:

We nurture growth and promote owner's mentality. Every Mphasian owns their individual growth and the organization's collective progress.

We are team players. We go beyond titles and designations to make things happen.



We always put Mphasis first. Mphasis stakeholders include clients, employees, investors, partners and the community.

We are action oriented. We experiment without fear of failure.

We value our diversity and encourage different opinions but we are united in our shared commitment to the organization's success.

Governance Structure

The Board of Directors and its Committees provide strategic oversight through a governance framework that promotes accountability, ethical conduct, regulatory compliance, and alignment with our purpose, values, mission, and long-term objectives, while fostering stakeholder trust and confidence.

It retains ultimate responsibility for strategic direction, material investments and divestments, capital allocation and structure, as well as oversight of policies, internal controls, and risk management. The Board also plays a key role in shaping organizational culture and promoting ethical conduct.

The Committees support the Board by providing focused oversight of key areas within their respective mandates, strengthening governance, informed decision-making, and risk management across the organization, while fostering stakeholder trust and confidence.

Board Structure and Composition

We have a single-tier Board structure comprising 11 directors, chaired by Girish Paranjpe, an Independent Director. Of the 11 directors, four are Independent Directors, in line with the Securities and Exchange Board of India (SEBI) requirement that at least one-third of the Board comprises of independent directors. All Independent Directors meet the criteria prescribed under Section 149(6) of the Companies Act, 2013 and Regulation 16(1)(b) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The average tenure of directors is 5.7 years, providing continuity and institutional knowledge that strengthens oversight, supports effective governance, and enables consistent long-term decision-making.

NAME	DESIGNATION
Girish Paranjpe	Chairperson & Independent Director
Nitin Rakesh	Chief Executive Officer and Managing Director
Maureen Anne Erasmus	Independent Director
Sunil Kumar Gulati	Independent Director
Punit Sood	Independent Director
Amit Dixit	Non-Executive Director
David Lawrence Johnson	Non-Executive Director
Marshall Lux	Non-Executive Director
Amit Dalmia	Non-Executive Director
Kabir Mathur	Non-Executive Director
Pankaj Sood	Non-Executive Director

Board Diversity

Diversity is an integral part of the Mphasis culture, and we are committed to fostering a workplace that is free from all forms of discrimination, including on the basis of gender, age, race, religion, disability or sexual orientation. Mphasis values and respects the uniqueness of each of its stakeholders and recognizes that diversity contributes to sustainable business success.

With a view to achieving balanced and sustainable growth, and as an essential element in supporting the attainment of its strategic objectives, Mphasis actively promotes diversity at both the Corporate and Board levels. The Company believes that a diverse Board enhances decision-making through a broader range of perspectives and experiences.

In line with the applicable legal and regulatory requirements, the Board has adopted a Board Diversity Policy, which underscores the importance of appropriate representation and inclusion, including the presence of women Director on the Board. The Policy seeks to ensure that diversity of thought, experience, skills, and background is embedded in the Board's composition and functioning. Implementation of the policy is overseen by the Nomination and Remuneration Committee (NRC).

All appointments to the Board are made on the basis of merit, with candidates evaluated against objective and transparent criteria. While merit remains the primary consideration, due regard is given to the benefits of diversity, acknowledging its positive impact on the quality of deliberations, decision-making, and overall governance of the Company.

Our board structure complies with the criteria set out in the Section 149 of the Companies Act, 2013 and Regulation 17 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, including the mandate to have at least 1 woman director.

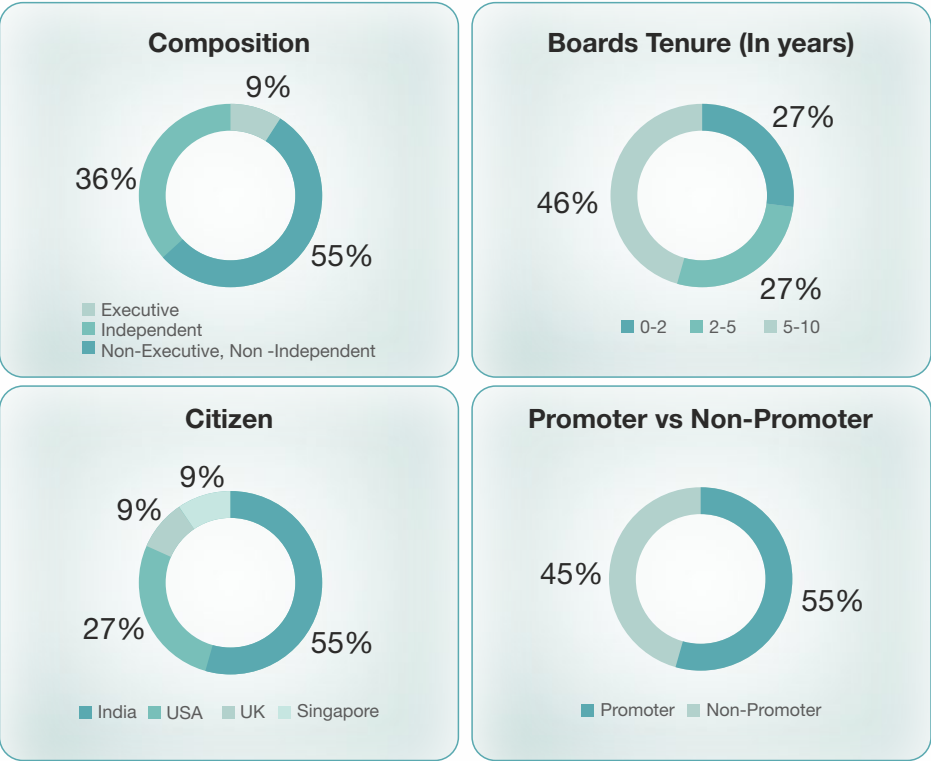
The NRC has laid down parameters inter-alia including balance of skills, experience, independence and knowledge and the diversity representation of the Board, including gender, culture and dynamics and other factors relevant to Board diversity and effectiveness, as part of conducting annual performance evaluation of the Board.

01 female director as on 31 March 2026

For more details, refer to the [Board Diversity Policy](#).



Governance Structure



Average tenure of Directors: 5.7 years
Median age of Directors: 62 years
*Notes:
1. The average tenure and median age have been computed based on the directors who continue to serve on the Board of Mphasis Limited as on date.
2. The median age has been computed based on the ages of the Directors as on 02nd September, 2026.

Board Skill Matrix and the Committees

The Board of Directors comprises individuals with diverse competencies, skills, experience, and knowledge of the Company, enabling the Board to discharge its fiduciary and oversight responsibilities effectively. As the business and regulatory landscape evolves, the Board continues to strengthen its collective capabilities in areas such as cybersecurity, artificial intelligence, enterprise risk management, and ESG. This helps ensure that the Board's composition remains aligned with our strategic priorities and enables effective oversight and informed decision-making. A detailed Board skills matrix, including descriptions of the identified competencies and their mapping to individual Directors, is available in the [Annual Report FY2025-26](#).

Board Diversity

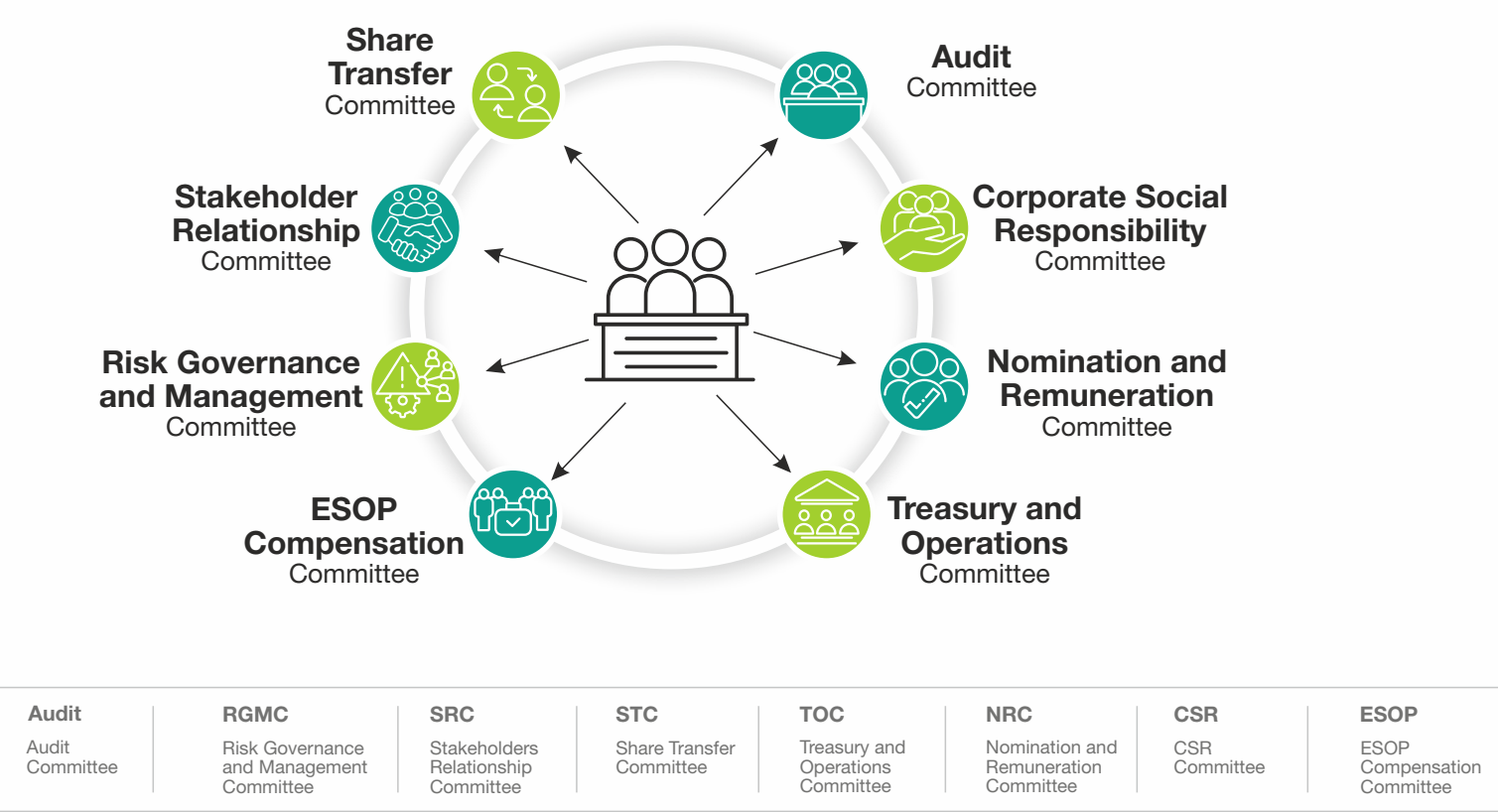
Board Skill-set Matrix	Details of Directors mapped with the skill set				
	Girish Paranjpe Chairperson & Independent Director	Nitin Rakesh Chief Executive Officer and Managing Director	Maureen Anne Erasmus Independent Director	Sunil Kumar Gulati Independent Director	Punit Sood Independent Director
Technology	✓	✓	✗	✗	✓
Global experience/ Domain experience	✓	✓	✓	✗	✓
Strategy	✓	✓	✓	✗	✓
Governance, Risk and Compliance	✓	✓	✓	✗	✓
Leadership, Functional, and Managerial experience	✓	✓	✓	✓	✓
Financial	✓	✓	✓	✓	✓
Diversity and sustainability	✓	✓	✓	✓	✓

Board Skill-set Matrix	Details of Directors mapped with the skill set				
	Amit Dixit Non-Executive Director	David Lawrence Johnson Non-Executive Director	Marshall Lux Non-Executive Director	Kabir Mathur Non-Executive Director	Pankaj Sood Non-Executive Director
Technology	✓	✓	✓	✓	✓
Global experience/ Domain experience	✓	✓	✓	✓	✓
Strategy	✓	✓	✓	✓	✓
Governance, Risk and Compliance	✓	✓	✓	✓	✓
Leadership, Functional, and Managerial experience	✓	✓	✓	✓	✓
Financial	✓	✓	✓	✓	✓
Diversity and sustainability	✓	✓	✓	✓	✓

30% of non-executive directors (NEDs) and independent directors (IDs) have IT-related industry experience, namely Girish Paranjpe, David Lawrence Johnson, and Amit Dixit.

To uphold corporate governance stewardship and regulatory compliance, we have established Board committees in line with the Companies Act, 2013. Each committee operates under a well-defined charter that outlines its roles and responsibilities, ensuring effective oversight and informed decision-making.

As of March 31, 2026, we have eight Committees of the Board of Directors:



05 out of 08 Board Committees are chaired by Independent Directors.
For more details, refer to the [Board of Directors](#), and [Committees of the Board](#)

Annual Board Activities

The Board meets at regular intervals to discuss and decide on our business policy and strategy, as well as other matters. Meetings of various Committees of the Board are also convened, the details of which are provided in Section III of the [Corporate Governance Report for financial year 2025-26](#).

For FY2025-26:

05	100%	13.74 hours
Board meetings held	Average board meeting attendance rate	Total time invested by the board members

Familiarization Program for Independent Directors

We conduct familiarization programmes for Independent Directors in accordance with the Companies Act, 2013, and the SEBI Listing Regulations. The programmes provide insights into the Company's business, operations, strategy, governance framework, policies, key stakeholders, and industry environment, enabling Independent Directors to contribute effectively to Board deliberations and oversight. Details of the programmes attended during FY 2025-26 are presented below.

Sl. No.	Name of Director	Number of programmes*	Fy2026
1.	Mr. Girish Srikrishna Paranjpe	08	20
2.	Ms. Maureen Anne Erasmus		20
3.	Mr. Sunil Gulati		20
4.	Mr. Punit Sood ^{refer note 1}		17
5.	Ms. Jan Kathleen ^{Hier refer note 2}		15

Note:
1. Mr. Punit Sood was appointed as an Independent Director effective 11 December 2025. The hours mentioned include one (1) induction programme attended by him.
2. Ms. Jan Kathleen Hier retired as an Independent Director effective 10 December 2025.

For more details, refer to the [Familiarisation Program for Independent Directors](#)

Shareholder Oversight and Directors Commitment

We have established governance measures to safeguard shareholder rights, support active Board participation, and protect directors and officers in the discharge of their responsibilities. Amendments to our constitutional documents require shareholder approval. During FY 2025-26, Independent and Non-Executive Directors attended all Board meetings they were eligible to attend. We also maintain a Directors' and Officers' (D&O) liability insurance policy for directors and officers of Mphasis group companies, subject to the applicable terms, conditions, and exclusions.

Nomination, Compensation and Succession Planning

The Nomination and Remuneration Committee (NRC) is responsible for identifying and recommending candidates for appointment to the Board, taking into consideration their qualifications, experience, expertise, independence, and diversity of perspectives. The Committee also oversees succession planning for the Board and senior management to ensure continuity of leadership and effective governance. Through these responsibilities, the NRC supports the development of a strong leadership pipeline and a Board composition aligned with our strategic priorities.

Directors' Remuneration

The NRC oversees the implementation of our Directors' Remuneration Policy, which provides the framework for compensating Directors for their roles and responsibilities. The policy seeks to ensure that remuneration is fair, transparent, and aligned with governance requirements, enabling us to attract and retain individuals with the expertise and experience required for effective Board oversight.

Executive Remuneration

Executive remuneration is governed by our [Executive Remuneration Policy](#), which applies to the CEO and Key Executive Members. The policy is designed to attract, retain, and motivate high-performing leaders through competitive and market-aligned compensation. It links remuneration to individual and Company performance, aligning executive rewards with both short-term priorities and long-term value creation. The NRC reviews the policy periodically, and remuneration outcomes are assessed annually or more frequently where required by business or regulatory considerations.

Variable Pay	
Pay for Performance	Outcome based variable pay
Providing compensation commensurate with performance and each individual's contribution towards overall business success.	The compensation package at the leadership level is designed in a way to provide more weightage towards performance-dependent variable incentives to better align the interests of executives with our shareholders.

CEO Succession Planning

Mphasis has a well-defined CEO succession plan to support leadership continuity, organizational resilience, and stakeholder confidence during both planned and unforeseen transitions.

Governance and Oversight

The succession planning process is governed by the NRC which defines role-specific criteria, conducts annual reviews, and ensures alignment with corporate governance standards. The Chief Human Resources Officer (CHRO) is responsible for maintaining the plan with the discretion and confidentiality it demands.

Competency Framework

Selection criterion for the CEO are shaped by our strategic trajectory. These encompass leadership acumen, domain expertise, a proven capacity for innovation, and a strong alignment with our core values and culture.

Talent Assessment and Development

We evaluate internal candidates rigorously through performance appraisals, leadership diagnostics, and structured development programs. Where appropriate, external candidates are benchmarked to ensure a robust and competitive leadership pipeline. High-potential leaders are nurtured through targeted initiatives such as executive education, mentorship, and stretch assignments to prepare them for future responsibilities.

Transition Planning

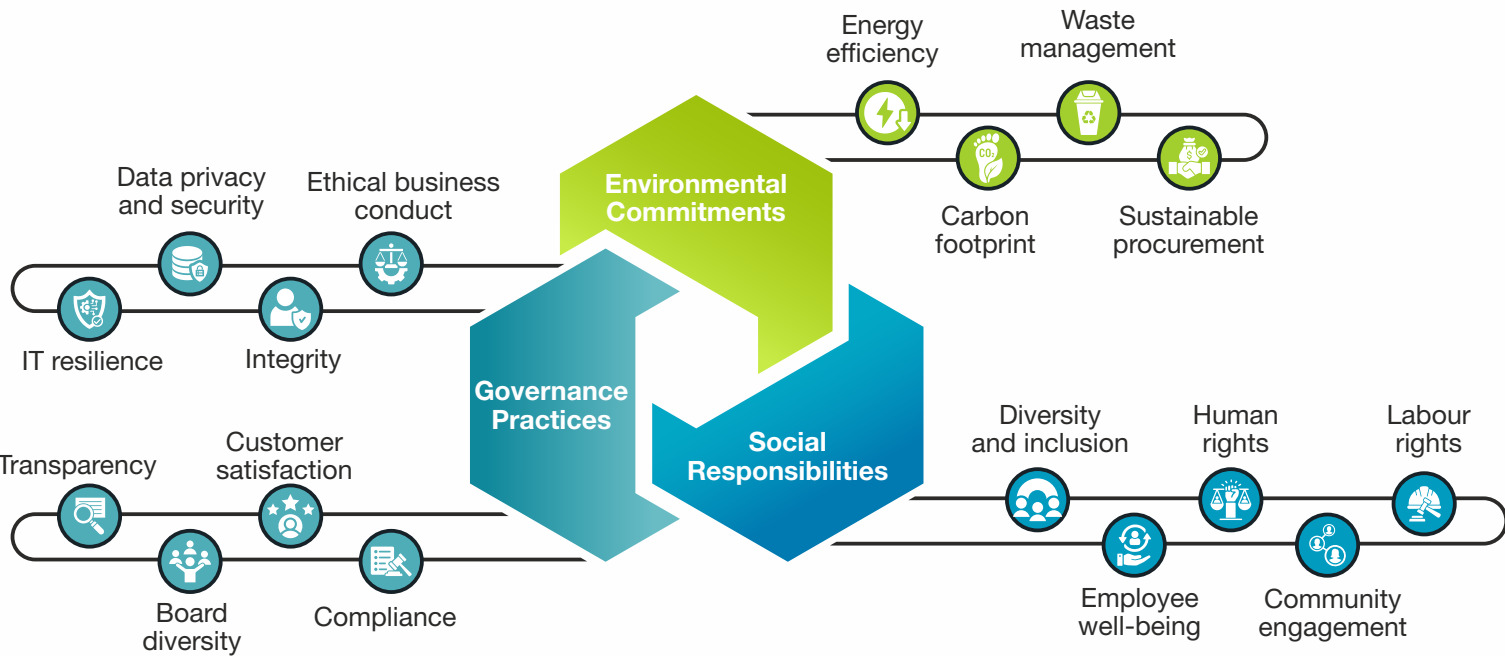
For planned transitions (including retirements), we establish clear timelines and readiness protocols. In parallel, we maintain an emergency succession framework to address unexpected departures, including provisions for interim leadership to support seamless business continuity.

Ongoing Review

Succession planning is a dynamic process, reviewed annually by the NRC and refined to reflect dynamic strategic priorities, market conditions, and emerging leadership talent. This ensures our approach remains agile, future-ready, and aligned with best-in-class governance practices.

ESG Governance

We are committed to integrating sustainability across our operations. Our mission is to uphold the highest standards of encompasses to cover environmental, social, and governance practices. Detailed in our [ESG Policy and Vision Mission statement](#), we have set clear and targeted commitments that drive our efforts as a sustainable company.



At Mphasis, we treat ESG and sustainability issues as a core business risk that requires governance at the highest levels. Our CSR Committee, chaired by our Chairperson and Independent Director is responsible for decision-making on sustainability strategy and climate-related issues. In addition, the RGMC of the Board, which is also chaired by Non-Executive Director, evaluates and assesses ESG, and climate-related risks alongside other enterprise-wide risks, ensuring these considerations are integrated into strategic decision-making and aligned with overall business objectives. The CSR Committee and RGMC review and discuss the sustainability plans, ESG and climate-related risks, and their progress and impacts as part of the Board's agenda annually.

Our ESG governance framework forms the cornerstone of our business strategy and sustainability journey. At the Executive level, the ESG Steering Committee translates the Board's sustainability and climate-related vision into strategic priorities and coordinates action across the business. Chaired by the Executive Vice President, General Counsel and Chief Compliance, Risk & Ethics Officer/Chief Risk Officer, and supported by the Chief Human Resources Officer, the Committee comprises senior executives from key business functions.

The ESG Steering Committee drives the integration of sustainability principles and commitments within operations, monitors progress against targets and ensures alignment with both global standards and stakeholder expectations. This collective leadership helps move sustainability from intention to measurable outcomes. The Chief Risk Officer (CRO) supports the Committees of the Board with timely updates on material ESG topics, helping shape decisions that reflect both business goals and stakeholder expectations.

ESG Governance Organogram at Mphasis



At the operational level, we have functional working groups led by Senior Vice President & Head – ESG and includes the Company Secretary, CSR & ESG team, Finance Team, Chief Information Security Officer (CISO), Procurement and the Real Estate/Leasing Team, which drive our day-to-day sustainability and climate-related agenda such as tracking our performance, ensuring compliance, and turning plans into projects that create measurable change.

Enterprise Ethics: Beyond Compliance to Culture

Driving Business Integrity

At the operational level, we have functional working groups led by Senior Vice President & Head – ESG and includes the Company Secretary, CSR & ESG team, Finance Team, Chief Information Security Officer (CISO), Procurement and the Real Estate/Leasing Team, which drive our day-to-day sustainability and climate-related agenda such as tracking our performance, ensuring compliance, and turning plans into projects that create measurable change.

Our core policies include:

1. Code of Business Conduct (COBC) Policy
2. Code of Conduct for Prevention of Insider Trading
3. Executive Remuneration Policy
4. Board Diversity Policy
5. Anti-Bribery and Anti-Corruption (ABAC) Policy
6. Anti-Discrimination Policy
7. Whistleblower Policy
8. Group Tax Policy
9. Corporate Social Responsibility (CSR) Policy
10. ESG policy and Vision Mission statement

Further information on our policies can be found at:
<https://www.mphasis.com/home/corporate/investors.html>

We uphold strong corporate governance practices, supported by policies and guidelines that establish clear standards for ethical conduct, regulatory compliance, and responsible decision-making across the organization. Our detailed **Code of Business Conduct (COBC) Policy** establishes the principles and standards that guide ethical behaviour, integrity, and compliance across our workforce and contractor ecosystem.



Core elements of the Code of Business Conduct



Making the code work in practice

Clear consequences for breaches to protect integrity

Misconduct is dealt with swiftly, from warnings to termination or legal action if necessary. This protects our workplace, deters misconduct, and signals that fairness and integrity are non-negotiable at Mphasis.

Ethical behavior is tied directly to appraisals and pay

Completion of annual training and adherence to CoBC affect both performance ratings and remuneration. This ensures ethics are not optional but central to career growth, reinforcing a culture of responsibility.



Safe transparent ways to raise concerns

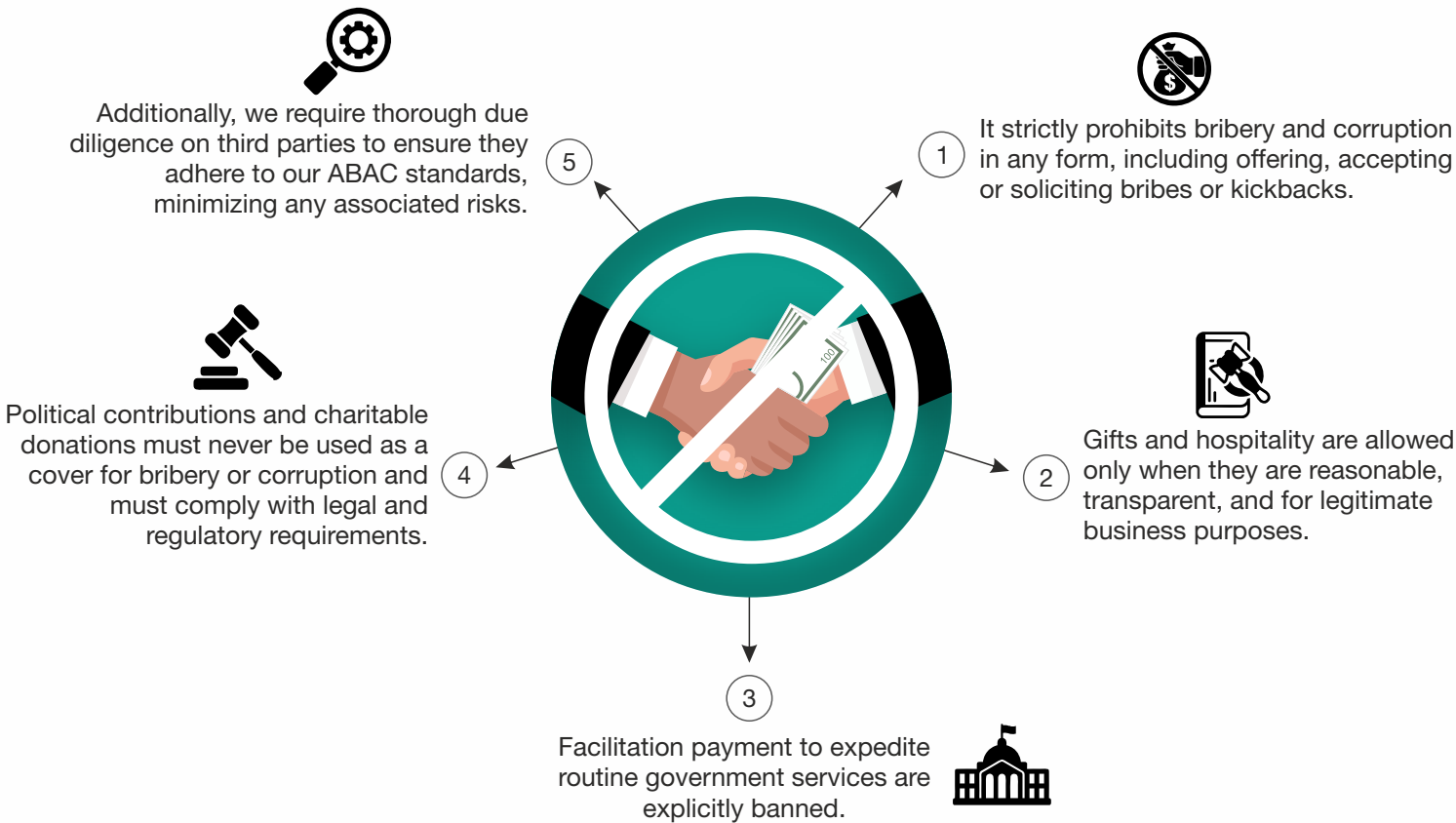
Multiple reporting channels and contact points (Whistleblower, OEC, POSH, Legal, CRO, etc.) ensure issues are heard and acted upon. This is to empower our employees to voice concerns without fear, enabling timely action and safeguarding trust.

Training and Awareness

We provide all employees with training on the COBC Policy , anti-bribery and anti-corruption, anti-money laundering, conflicts of interest, whistleblowing mechanisms, and information security. This training supports awareness of employee responsibilities and promotes ethical conduct and compliance across the organization. Furthermore, we provide regular, mandatory training to all employees, especially those in higher-risk roles, on how to recognize and handle potential bribery or corruption situations. Training is conducted periodically, with refresher sessions to ensure continuous awareness and adherence to our policies and procedures.

Commitment To Anti-Bribery & Anti-Corruption

We uphold the highest ethical standards and enforce a zero-tolerance approach towards corruption, fraud, and unethical business practices. Our operations are guided by principles of honesty, integrity, and accountability, and policy addresses several key areas critical in order to maintain ethical conduct across our global locations. This approach is underpinned by our dedicated **Anti-Bribery and Anti-Corruption Policy**.



We provide all employees with training on the COBC Policy , anti-bribery and anti-corruption, anti-money laundering, conflicts of interest, whistleblowing mechanisms, and information security. This training supports awareness of employee responsibilities and promotes ethical conduct and compliance across the organization. Furthermore, we provide regular, mandatory training to all employees, especially those in higher-risk roles, on how to recognize and handle potential bribery or corruption situations. Training is conducted periodically, with refresher sessions to ensure continuous awareness and adherence to our policies and procedures.

Anti-Fraud Initiatives

We have a Fraud Risk Management (FRM) program, which is designed to minimize fraud risks and uphold ethical business conduct. Governed by policies and aligned with statutory requirements, the program is led by the CRO with support from the Corporate Security Investigations Team, which assesses risks, investigates cases, and recommends remediation. To strengthen awareness, we circulate regular fraud and ethics communication, alongside mandatory training on the Code of Business Conduct, covering fraud prevention, anti-bribery, and business ethics.

Managing Conflicts of Interest

We are committed to maintaining the highest standards of integrity and transparency. To prevent any incidents of conflict of interest, we proactively encourage our directors and employees to avoid any business, relationship, or activity that may compromise our business interests. Our policies and governance framework ensure strict adherence to these principles, reinforcing ethical decision-making across all levels of the organization.

Ensuring A Fair and Transparent Marketplace

We are committed to fostering a fair, transparent, and ethically competitive marketplace, with integrity at the core of our business conduct. We provide our business services, promote our products and services based solely on their merits and refrain from making any misleading or disparaging statements about competitors. We strictly uphold compliance with all applicable national regulations and international standards governing fair competition and anti-trust practices across its operations.

Compliance Tracking and Monitoring

We ensure that critical concerns reach the highest governance body through multiple channels, including periodic board meetings, committee reviews, and direct reporting mechanisms, to escalate significant issues related to business risks, ethics, compliance, cybersecurity, and other stakeholder concerns. Our whistleblower mechanism enables anonymous reporting, while regular risk assessments and audits reinforce accountability and swift action.

In addition, we have implemented a robust compliance program assisted by compliance tools to track and monitor enterprise statutory requirements globally. This tool enables us to ensure adherence to all applicable regulations. In FY 2025-26, there were no major non-compliance or critical concerns.

We remain fully compliant with all relevant laws and regulations during the reporting period, with no instances of non-compliance. Additionally, we were not imposed with fines or settlements in the reporting year, nor have we been subject to any investigations related to anti-trust, anti-competitive, or monopoly practices.

Whistleblower Programme

Our Whistleblower Policy provides for a detailed framework and process to confidentially report any fraudulent activities, unethical behaviour, or suspected violations, various principles enshrined in our COBC.

This Policy covers all group companies, and its affiliates, employees, and third parties such as suppliers, clients and contractors. engaged in rendering the services.

Our management level Whistleblower Committee comprising of senior level personnel govern our Whistleblower Office. An appointed Whistleblower Custodian manages the office and provides detailed reports to the Committee.

Whistleblowers are empowered to report issues anonymously, allowing them to raise concerns without fear of exposure. Strict confidentiality is maintained in all reports submitted. The details of any report, including the identity of the whistleblower, are safeguarded to ensure privacy and prevent unauthorized disclosure. The policy supports confidential and anonymous reporting and prohibits retaliation against individuals who raise concerns in good faith.

To facilitate the reporting of actual or suspected misconduct, we provide accessible whistleblower reporting mechanisms, including a dedicated email channel, a hotline, and written submissions through designated whistleblower drop boxes.

Under the Whistleblower Policy, the Chairperson of the Audit Committee serves as the Ombudsperson (**Ombudsperson@mphasic.com**). The Ombudsperson provides an independent escalation channel for concerns that have not been satisfactorily addressed. In such an instance, the complaint may be referred to an Internal Committee to conduct the inquiry. This ensures impartiality and reinforces the integrity of the investigation process.

Whistleblowing investigation Process

Mphasis has established a robust multi-stage whistleblowing investigation process to ensure that all concerns are addressed fairly, confidentially, and transparently.

- 01

Individuals may report concerns based on a reasonable belief that unethical conduct has occurred. The whistleblower's motivation does not affect the assessment of the allegation's validity.
- 02

Whistleblowers, including those who remain anonymous, are expected to provide all available factual information and supporting evidence necessary to initiate an investigation. Investigations are commenced only when sufficient verifiable information is available. However, whistleblowers should not seek to obtain evidence to which they do not have authorized access. They may also be required to participate in interviews conducted by the Investigation Committee.
- 03

Employees who are interviewed, requested to provide information, or otherwise participate in an investigation are required to cooperate fully with investigators. To maintain the integrity of the process, participants must maintain strict confidentiality and refrain from discussing the investigation, evidence, testimony, or the subject of the investigation with anyone not directly involved, unless expressly authorized by the investigators.
- 04

Requests for confidentiality will be respected to the fullest extent permitted by law and the requirements of the investigation. Mphasis also protects participants from retaliation for reporting concerns or participating in investigations.
- 05

A subject of an investigation refers to an individual or group against whom allegations have been made or regarding whom evidence emerges during the investigation. The decision to initiate an investigation is a neutral fact-finding measure and should not be interpreted as an accusation of wrongdoing.
- 06

The identity of the subject will be kept confidential to the extent possible, while ensuring compliance with legal requirements and principles of fairness.
- 07

Subjects are entitled to be informed of the outcome of the investigation. Any disciplinary or corrective actions resulting from an investigation are implemented in accordance with applicable personnel policies and disciplinary procedures.
- 08

All complaints received by the Ombudsperson are forwarded to the Whistleblower Committee. The Ombudsperson also monitors the status of all complaints, including those that are under investigation, resolved, or pending, and reports these cases to the Mphasis Audit Committee.
- 09

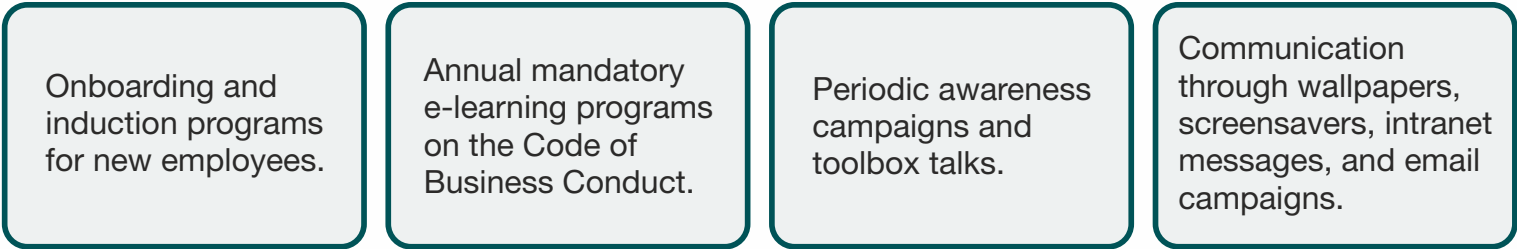
The Whistleblower Committee is responsible for ensuring compliance with the principles outlined in the Mphasis Code of Conduct. It evaluates whether reported concerns constitute compliance violations and determines the appropriate course of action.
- 10

Upon reviewing the findings of the Investigation Committee, the Whistleblower Committee initiates corrective actions where necessary. The Committee is also responsible for ensuring that investigations are conducted in a fair, impartial, and transparent manner, providing all affected parties with a reasonable opportunity to present their views, supporting information, and explanations, including personal hearings where appropriate.



Training and Awareness on Whistleblower Reporting Channels

Mphasis regularly communicates the provisions of its Whistleblower Policy and the available reporting channels to ensure employees can raise concerns without fear of retaliation. Awareness and training initiatives include:



These initiatives help reinforce ethical conduct, promote awareness of reporting mechanisms, and encourage employees to report concerns in a safe and confidential manner.

Ensuring Business Resilience through ERM

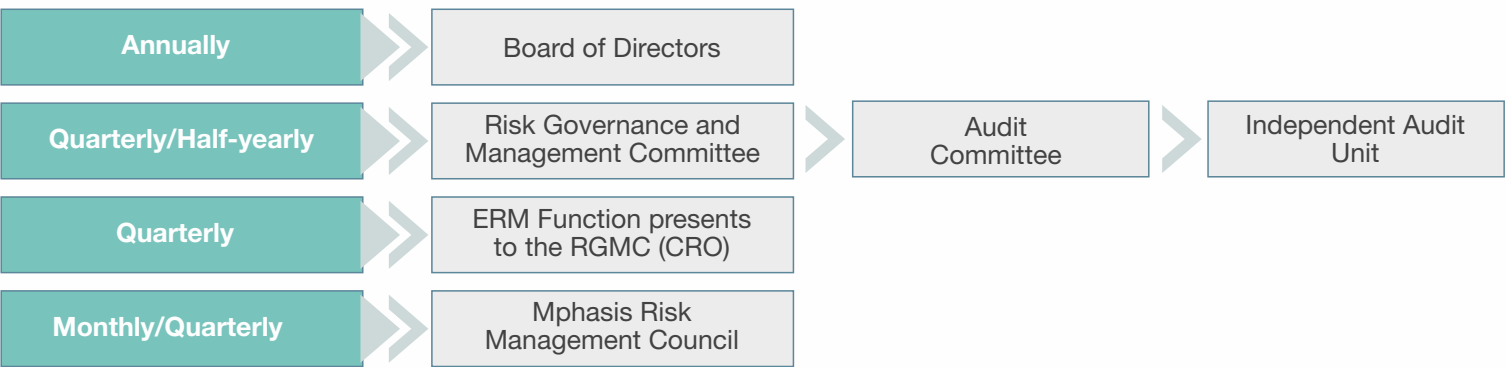
We are advancing our commitment towards a robust risk management culture, ensuring organizational resilience and sustainable growth. We consider risk an inherent aspect of the dynamic business environment, and the opportunities associated with it. Thus, our operations are exposed to both inherent and residual risks, and we broadly define the risks along strategic, operational, financial, and technological aspects.

Risk Governance Architecture

Our structured and robust risk governance framework encompasses policies, processes, mechanisms, and awareness initiatives to strengthen risk oversight and management. We consider active risk management to be a crucial part of our business operations by embedding it in the management process, and we have established a multi-tiered risk governance structure for effective monitoring and reviewing.

Our Risk Governance and Management Committee (RGMC) is a dedicated board-level committee responsible for continuously refining our risk approach, ensuring alignment with our long-term business objectives and strategies. The RGMC is chaired by a Non-Executive Director and comprises three Non-Executive Directors and one Independent Director. Additionally, Senior executives, - the CEO, CFO, General Counsel, and Chief Compliance, Risk & Ethics Officer are part of the RGMC.. The risk profile of the organization is reviewed on a quarterly basis by the RGMC, along with deliberation on key risks and conducting an in-depth session with the management on critical risk themes. Furthermore, the Audit Committee reviews the risk profile on a half-yearly basis, and the full Board of Directors reviews the risk profile annually

Risk Governance Structure @ Mphasis



Operational Risk Ownership (First Line of Defense)	Risk Champions and Owners within every business function or the respective business unit head are directly responsible for identifying, assessing, and mitigating risks within their department/unit. This ensures that risk considerations are integrated into our business processes rather than treated as separate compliance exercises. The effectiveness of this layer lies in its ability to embed accountability at the point of execution, ensuring consistent application of controls and timely escalation where thresholds are breached.
Risk Management and Compliance Oversight (Second Line of Defense)	The Chief Risk Officer (CRO) oversees enterprise-wide risk management, and reports to the RGMC, while also ensuring executive-level strategic oversight at the MRMC. Our CRO is supported by Mphasis Risk Management Council comprising senior executives such as the CFO, CHRO, General Counsel, and President of Global Delivery. Together they form the second line of defense. This includes setting risk policies and control standards, monitoring adherence, and validating alignment with enterprise risk appetite.
Independent Audit Unit (Third Line of Defense)	The third unit of defense ensures transparency and effectiveness. EY (Ernst & Young) serves as our internal auditor and evaluates the design and operating effectiveness of our ERM framework. Reporting directly to the Audit Committee, this function provides impartial assurance to the Board and reinforces trust in the overall governance system. Our ERM Framework undergoes an external audit every three years.

Our Enterprise Risk Management (ERM) Process

We have a robust and ingrained Enterprise Risk Management (ERM) framework that supports proactive identification, assessment, and mitigation of risks across all our regions and business units, encompassing the economic, geopolitical, technological, market, foreign exchange exposure, compliance, and ESG landscapes. We have a cross-functional ERM mechanism in place that engages leadership and respective business heads to facilitate risk identification, assessment, and mitigation, ensuring alignment with our strategic priorities. This enables us to make informed decision-making, minimize uncertainties, and drive business continuity in an evolving risk landscape.

The illustration below presents the key stages of our risk management process, from risk identification and assessment to mitigation, monitoring, reporting, and continuous improvement.

Risks identified through internal and external assessments are analyzed based on their likelihood and potential impact and then prioritized according to their significance. Risk appetite is established by defining the level of risk that Mphasis is prepared to accept in pursuit of its strategic objectives. This is supported by risk-tolerance thresholds for each KRI.



Devising a Risk Culture @ Mphasis

From the Boardroom to the front line, we build risk awareness through consistent practices, clear communication, and shared responsibility. Our approach includes targeted education for leadership and company-wide training to ensure everyone understands their role in managing risk.

Risk Management Education for our Non-executive Directors

Our non-executive directors (NEDs) participate in structured sessions during the annual orientation program that cover our risk landscape, current and emerging risks, and the actions being taken to address them. The sessions are designed to strengthen their understanding of Mphasis' risk management practices and enhance their ability to provide effective oversight on risk matters

Enterprise-wide Risk Training

All employees, including subcontractors, are required to complete annual training on the Mphasis's Code of Business Conduct (CBOC) Policy. This mandatory program reinforces key areas in risk management across the workforce and supports a consistent culture of compliance and accountability. During the year, 100% of our employees and subcontractors completed this training.

Incorporation of risk criteria in the development of products and services

By incorporating data privacy, cybersecurity, and regulatory compliance checks into solution design, we include risk criteria into the product and service development lifecycle. Emerging risk areas being considered include ESG considerations, ethical use, and AI governance. Our “Tribe” model enables cross-functional collaboration to identify solutions in best possible manner and at the same time mitigating some key business risks, such as technology obsolescence, ethical concerns, and client regulatory requirements, with new products such as GenAI-led solutions like Deeplnsights AI before they are implemented.

Some Key Risks

Provided below are a few risks relevant to our business and monitored and reported. This is an indicative and not a comprehensive list. We have disclosed information on our enterprise risk framework and full risk disclosures in our Annual Report.

Category	Risk header	Risk description	Risk impact	Mitigation measures
Economic	Business delivery Likelihood: Low Impact: Medium Residual Impact: Low	Disruptions in service delivery or inefficient processes could affect client satisfaction and reputation.	Inefficient business delivery processes or disruptions in service delivery could lead to client dissatisfaction and reputational damage.	We maintain a robust project governance framework and continuously enhance our delivery capabilities through investments in technology platforms and process improvements.
	Tariff Trade Escalation and Sectoral Spillover Likelihood: High Impact: Medium Residual Impact: High	Trade tensions and tariffs, particularly in major economies such as the United States, may create uncertainty in global supply chains and increase operating costs for client industries such as manufacturing, technology, and retail. These developments may indirectly affect technology spending priorities as enterprises reassess investment timelines and cost structures.	Increasing protectionism and potential country-specific tariffs on digital services, especially in large and advanced economies, may affect cost structures and client behavior. Business Impact • Could increase the cost of delivery and reduce client budgets for discretionary transformation spend. • Indirect impact on BFSI and manufacturing clients, as tariffs affect credit demand and sectoral investment appetite. • May pressure pricing models and margins, requiring renegotiation of client contracts.	We closely monitor evolving trade and tariff developments. Sector-specific account planning, pricing flexibility, and demand sensing have been strengthened to anticipate shifts in client priorities. In addition, we're expanding near-shore and domestic delivery capabilities in North America and increasingly focusing on cost-optimization and efficiency-led transformation engagements, including automation, AI-driven operations, and managed services, to support clients navigating supply chain realignment and cost pressures.
Environmental	Extreme Weather Risks Likelihood: Medium Impact: High Residual Impact: Medium	Floods, heatwaves, or other extreme weather events may impact infrastructure and operational costs.	The impact of extreme weather events (EWEs) can potentially lead to cost associated with business interruption and difficulty in accessing critical facilities.	We are embedding outputs of climate risk assessments and advancing infrastructure resilience planning to mitigate these potential impacts.
	Water stress Likelihood: Low Impact: High Residual Impact: Medium	Water scarcity in operating locations may increase operational costs.	It can lead to enhanced competition for this limited resource, increase in water procurement cost and dependence on third parties.	Water conservation initiatives, diversified water sourcing, and water-saving technologies are being implemented.

Category	Risk header	Risk description	Risk impact	Mitigation measures
Geopolitical	Geopolitical risks Likelihood: High Impact: High Residual Impact: High	Heightened geopolitical tensions, including conflicts in the Middle East and the continuing Russia-Ukraine war, may disrupt global markets, supply chains, and energy prices, indirectly affecting business growth and client spending.	Fragmentation of global markets due to sanctions, supply chain decoupling, and policy-driven barriers (e.g., semiconductors, critical tech exports) could increase operational complexity and raise compliance costs. Business Impact • Could disrupt client operations in BFSI and hi-tech sectors, leading to slower decision-making and deferred transformation budgets. • May necessitate higher compliance and delivery costs due to region-specific operating requirements. • Potential delays in cross-border data flows and access to emerging technologies, affecting speed-to-market.	While we don't operate in these regions, however we closely monitor geopolitical developments and their potential economic impact. Diversified delivery capabilities and prudent operational planning help mitigate indirect impacts.
Societal	Employee Attrition and Talent Retention Likelihood: High Impact: Medium Residual Impact: Medium	The technology services industry is highly talent-intensive and experiences periodic fluctuations in employee attrition levels. Elevated attrition could lead to increased hiring and training costs, potential disruptions in project delivery, and loss of institutional knowledge.	We anticipate the impacts associated with project delivery delays and service disruption; increased hiring, replacement, and training costs; loss of institutional knowledge and client context, etc.	We focus on strengthening employee engagement, career development, and continuous learning opportunities. Competitive compensation, internal mobility programs, and investments in capability development help attract and retain talent while ensuring continuity in service delivery

Category	Risk header	Risk description	Risk impact	Mitigation measures
Technology	Technology Disruption & Obsolescence Likelihood: High Impact: High Residual Impact: Medium	Rapid advancements in technologies such as AI, automation, and cloud computing could reduce the relevance of existing service offerings.	Client expectations shift rapidly, reducing revenue opportunities from legacy offerings. Increased R&D and upskilling investments are required to maintain market leadership. There is a risk of losing wallet share in key accounts to competitors who adopt newer technologies faster.	We continuously invest in technology innovation, R&D, and strategic partnerships. The Tribe model enables us for a cross-functional collaboration to rapidly develop solutions such as Neo Zeta, Neo Crux, Neo SaBa, Neo Rigal and DeepInsights AI powered by Generative AI. We also evaluate selective IP-led acquisitions and strategic partnerships to strengthen our technological capabilities and accelerate the development of differentiated platforms and solutions.
	AI and Emerging Technology Risks Likelihood: High Impact: High Residual Impact: Medium	Adoption of AI technologies may introduce risks related to model reliability, algorithmic bias, regulatory compliance, and ethical considerations.	Reputational Risk: Misuse of AI or ethical lapses can erode client trust and damage brand value. Regulatory & Compliance Costs: Growing global scrutiny (e.g., EU AIAct, ISO 42001) could increase compliance obligations and costs. Operational Risk: Rapid adoption without controls may lead to security breaches, data privacy violations, or unintended client outcomes. Talent Risk: There is a need for accelerated upskilling and reskilling of the workforce to stay relevant; otherwise, there is a risk of delivery gaps. Revenue Risk: Clients may defer or slow down AI programs until regulatory clarity is established, impacting deal pipelines.	We have implemented robust AI governance policies, responsible AI frameworks, and continuous employee upskilling programs to ensure responsible adoption of AI

Emerging Risks

We view emerging risks as early signals of shifts in technology, policy, or market behaviour that have not yet fully materialized but could reshape our operating environment. In a sector characterized by rapid innovation and global interdependencies, anticipating these risks helps us strengthen resilience, adapt our delivery models, and respond to evolving client expectations. The following examples illustrate how we monitor and respond to emerging risks that could affect our competitiveness and long-term value creation.

Risk header	Risk description	Risk impact	Mitigation measures
Tariffs on Services and Trade Policy Risk Likelihood: High Impact: High Residual Impact: High	Increasing protectionism and the possible introduction of country-specific tariffs or other trade restrictions on digital and technology services may affect delivery costs, client spending, and operating models, particularly in major markets.	• Higher service-delivery costs and reduced client budgets for discretionary transformation programmes. • Indirect effects on the Banking and Financial Services and manufacturing sectors, where tariffs may affect credit demand, investment decisions, and client spending. • Pressure on pricing and margins, potentially requiring the review or renegotiation of client contracts. • Changes in delivery-location and workforce-planning requirements.	We monitor developments in global trade policy and evaluates their potential implications for its markets, clients, and delivery operations. Our geographically diversified delivery model, including nearshore and offshore centres, provides flexibility in responding to country-specific developments. We also engage with relevant industry bodies and reviews pricing, contractual, and account-level plans where required.
Geo-economic Fragmentation Likelihood: High Impact: High Residual Impact: High	Fragmentation of global markets resulting from geo-political tensions, sanctions, supply-chain decoupling, and policy-driven restrictions on critical technologies may increase operational complexity and compliance requirements.	• Disruption to client operations, particularly in the Banking & Financial Services and technology sectors. • Delayed decision-making or postponement of transformation programmes. • Higher compliance and delivery costs from jurisdiction-specific requirements • Restrictions on cross-border data flows and access to emerging technologies. • Longer market-entry and programme-implementation timelines.	We use a geographically diversified operating model to reduce dependence on individual markets. Internal risk assessments and resilience-planning processes support the monitoring of developments affecting supply chains, workforce mobility, regulatory compliance, technology access, and service delivery. Delivery and operating arrangements may be reviewed in response to material changes in individual jurisdictions.

Risk header	Risk description	Risk impact	Mitigation measures
Pace of Technological Change and Obsolescence Likelihood: Medium Impact: High Residual Impact: Medium	The rapid development of artificial intelligence and other emerging technologies may affect the relevance of existing solutions, skills, and delivery models. A failure to respond to technological change could result in missed business opportunities, reduced competitiveness, or lower client demand.	- Existing solutions or service offerings may become less relevant as artificial intelligence and related technologies evolve - Clients may seek more advanced or specialized solutions - Skills gaps may affect the Company’s ability to respond to changing client requirements - Delays in adopting new technologies may affect market position, revenue opportunities, and delivery capabilities	We invest in research and development, particularly in artificial intelligence, and continues to develop relevant skills and capabilities across the organization. Strategic partnerships and internal collaboration between technology and business teams support the development of new solutions. Our Tribe model brings together relevant capabilities across functions to support solution development and delivery. We are also developing AI-enabled offerings, including Deeplnsights AI, to support the integration of data-processing and decision-support capabilities into client solutions.
Competition and Outsourcing Risk Likelihood: Medium Impact: Medium Residual Impact: Low	We face the risk that existing and prospective clients may develop technology capabilities through their internal IT functions or Global Innovation and Capability Centres (GICs/ GCCs), reducing their reliance on external technology service providers.	- We may experience a reduction in the volume of technology services outsourced to us, which could affect our revenue and market share. - We may face increased competition from clients’ internal technology functions and capability centres. - Changes in client sourcing models may place pressure on demand and pricing for certain services. - Clients may require more specialized services that complement their internal technology capabilities.	We respond to changes in client outsourcing models by working with clients to support and complement their internal technology capabilities. This includes providing specialized expertise, advisory support, technology solutions, and delivery capacity based on client requirements. We also monitor changes in client sourcing strategies and identify opportunities to support clients in developing and operating their in-house technology capabilities. This approach enables us to adapt our services to evolving client requirements and position Mphasis as a strategic collaborator rather than solely as a service provider.

IT Security and Data Privacy

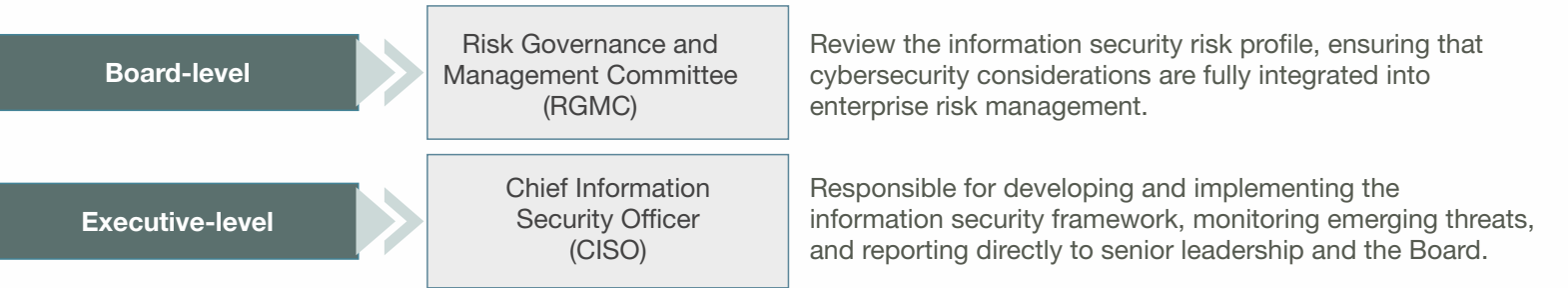
Information security and data privacy are integral to our operations, enabling us to safeguard stakeholder information, maintain regulatory compliance, and support business resilience.

Our IT security framework is built on proactive risk management, continuous monitoring, and regulatory compliance, enabling us to safeguard client information, intellectual property, and internal systems from evolving cyber threats. We embed cybersecurity and data privacy into enterprise-wide governance, investing continuously in advanced technologies, and building awareness at every level of the workforce, we create a security posture that is both preventive and adaptive.

Information Security Governance

We have a multi-tiered governance structure for information security extending from the Board to executive leadership. Information security matters are overseen by the Risk Governance and Management Committee (RGMC) of the Board. The Committee is chaired by Mr. Marshall Lux, a Non-Executive Director with a strong background in IT and cybersecurity. He brings deep expertise in information security and cybersecurity, along with decades of leadership experience at global technology firms, including Dell and IBM, spanning corporate strategy, technology development, and acquisition integration. At the executive management level, the Chief Information Security Officer (CISO) is responsible for information security.

Information Security Governance Structure @ Mphasis



We prioritize information security and data privacy as critical aspects of our business operations and fundamental to maintaining customer trust. Quarterly risk assessments are conducted through the Risk Governance and Management Committee (RGMC) to identify emerging threats and drive proactive mitigation strategies. To strengthen enterprise-wide security and risk management, we target conducting IT security risk assessments across 100% of Mphasis operational sites annually. We target IT security risk assessments for 100% of sites by FY2027 and sustain this coverage annually thereafter.

Information Security Policy

In the backdrop of an ever-evolving cyber threat landscape and stringent and dynamic regulatory environment, our **Information Security Policy** outlines the necessary compliance requirements across all functions, projects, associates, and third-party partners to protect the digital data. The policy is reviewed and updated periodically and is aligned with global standards, including ISO requirements (ISO/IEC 27002, ISO/IEC 27017, ISO/IEC 27018, etc.); built on industry-leading practices; and ensures we meet the compliance requirements of leading data privacy regulations such as the General Data Protection Regulation (GDPR), California Consumer Privacy Act (CCPA), India's Digital Personal Data Protection Act, etc.

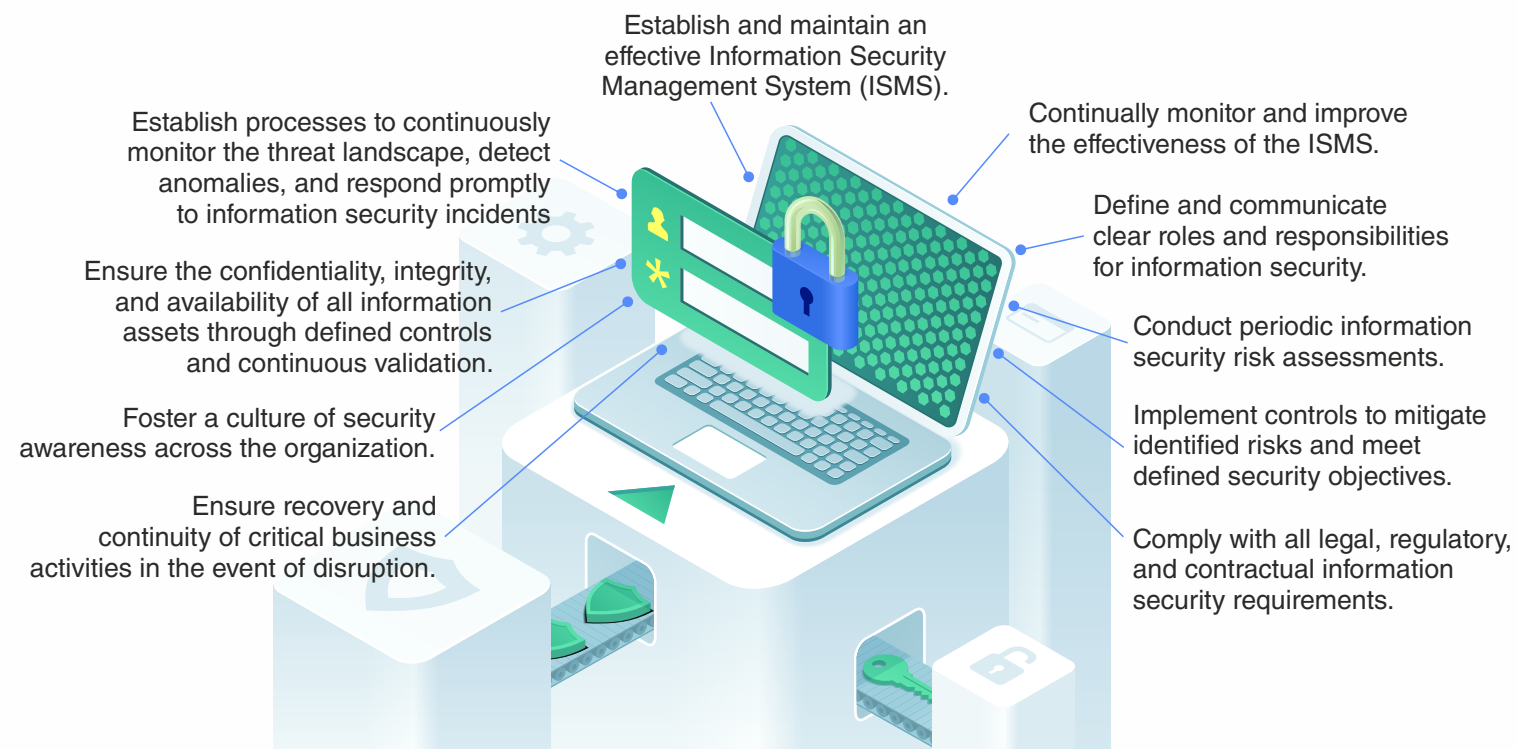
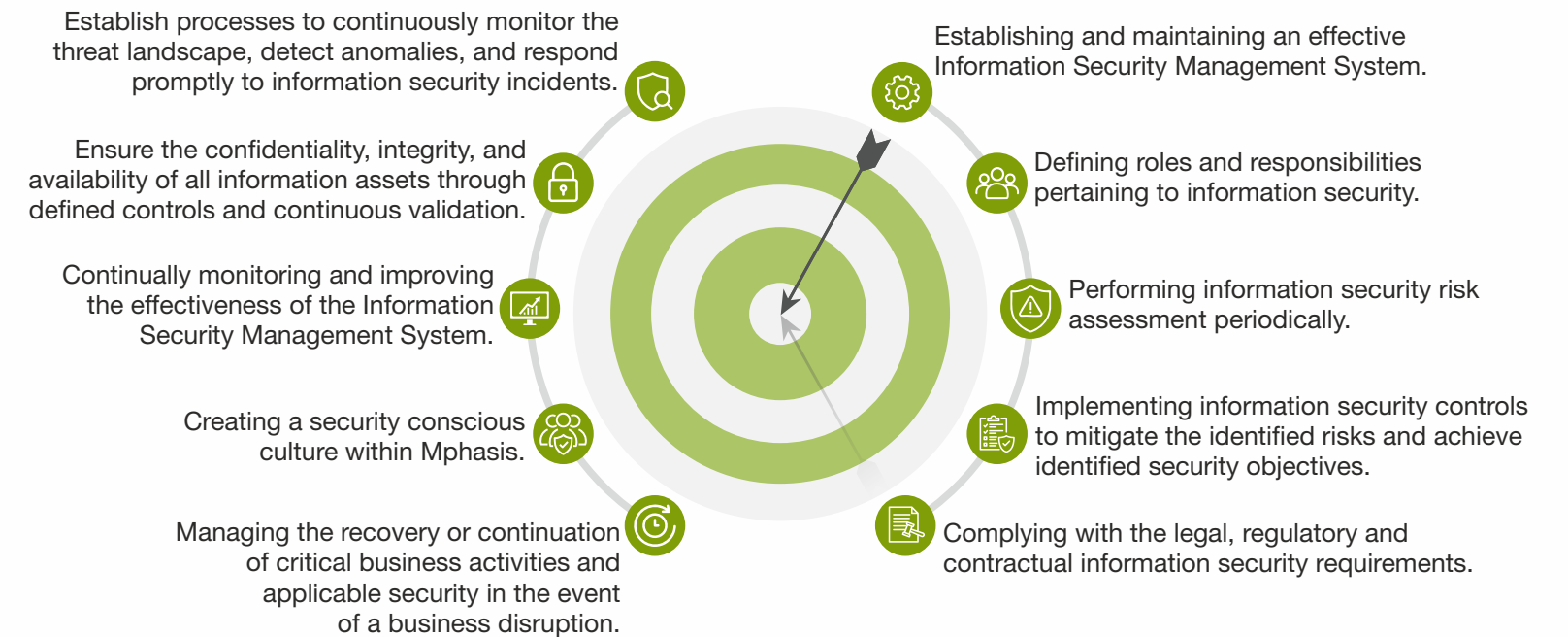


Figure: Measures undertaken to ensure robust information security at Mphasis

Aims and objectives of our Information Security Policy



Information Security Management Programs

We approach information security as a responsibility that extends across our entire organization, focusing on providing an uninterrupted service, regulatory alignment, and protection of sensitive data. In pursuit of these goals, our Information Security Management Program is built on certified standards and aligned with structured continuity planning and independent assurance. Additionally, we upskill our employees through regular training and awareness sessions to recognize the risks and undertake subsequent mitigation steps as needed. By taking this holistic approach, we ensure that our operations remain secure and consistently dependable.

Our Business Continuity Management System (BCMS) provides a structured framework for establishing, implementing, monitoring, and continuously improving business continuity measures across our organizations and all regions. This ensures seamless operations, employee and asset protection, and meeting client expectations and regulatory requirements. We have a two-tier BCMS approach involving incident management plans (IMP), followed by business continuity plans (BCP).

Incident Management Plans (IMP) ➡ Maintained at each facility to manage disruptive events, prioritizing employee safety, asset protection, and site recovery.

Business Continuity Plans (BCP) ➡ Developed for every client service, tailored to contractual and technical requirements, ensuring recovery and continuity of operations.

Business Continuity Options

We can shift services seamlessly across delivery centers and geographies. At Mphasis, business continuity options include:

- Splitting operations across multiple locations.
- Activating alternate sites within the same city or in other cities.
- Enabling work-from-home delivery models where feasible.



This model ensures continuity of client services and rapid recovery from disruptions in line with international standards and industry expectations.

Mechanisms to advance robust IT practices and business continuity @ Mphasis

Independent Testing for Real-world Threats	Audits and Certifications	Strengthening Security Awareness
We conduct third-party vulnerability assessments, simulated penetration tests as part of these vulnerability assessments, and SOC 2 Type 2 reporting that help validate that our defenses work under real-world attack conditions. Our annual ISO certifications (27001, 27701, 22301) extend across IT, privacy, and continuity, assuring clients that our controls are benchmarked against international standards.	We run annual internal and external audits on our networks to assess the effectiveness, security, and compliance of our IT processes against industry standards and regulations. These audits are used to identify improvement areas, mitigate risks, and ensure adherence to best practices in IT governance and cybersecurity. In the reporting year, our IT infrastructure and information security management systems have been audited by external auditors with all production infrastructure 100% certified to ISO 27001. We also hold certifications for ISO 27701: Privacy Information Management System (PIMS) and ISO 22301: Business Continuity Management System (BCMS). Our ISO certificates are publicly available at https://www.mphasis.com/home/esg.html	We provide structured training from the time employees join and reinforce it annually through mandatory programs on Information Security, Business Continuity, Disaster Management, Data Privacy, and GDPR. These sessions extend beyond employees to suppliers, contractors, business associates, and contingent staff, ensuring a consistent standard of awareness across our ecosystem. Participation in information security awareness programs is a compulsory control requirement for all Mphasis personnel, irrespective of role, designation, or location and is monitored by HR with outcomes linked to performance reviews, ensuring accountability is embedded across the organization. Alongside these formal modules, we run targeted awareness programs on handling sensitive customer data, incident reporting, and whistleblower practices, supported by regular communications on emerging risks. During the reporting year, all Mphasis employees have successfully completed the mandated information security and data privacy trainings.

Ensuring responsible information management and escalation

Mphasis has established policies, procedures, and reporting channels that enable employees to promptly report information security incidents, vulnerabilities, and suspicious activities. Such reports are managed through the Information Security Incident Management process and are governed by the Information Security Policy, Incident Management Procedure, Vulnerability Management Procedure, and related corporate governance mechanisms (such as Whistleblower Policy and/or Ethics Reporting Mechanism; where applicable). Reported events are assessed, investigated, escalated as appropriate, and tracked through to resolution.

Data Privacy and Protection

At Mphasis, we are committed to protecting and safeguarding the Personal Information we collect during the course of our business operations. We strive to comply with applicable data security and privacy laws across the regions and countries in which we operate. To achieve this, we have established a comprehensive data privacy governance framework designed to protect the Personal Information and rights of our customers, employees, suppliers, vendors, partners, service providers, contractors, business associates, and other third parties.

Our privacy framework is aligned with ISO/IEC 27701:2019 (Privacy Information Management System (PIMS)), industry-leading practices, and applicable privacy laws and regulations, including the General Data Protection Regulation (GDPR), California Consumer Privacy Act (CCPA), UK GDPR, UK Data Protection Act, and India's Digital Personal Data Protection Act (DPDPA). Breaches of privacy obligations are treated with zero tolerance, and we maintain disciplinary policies, procedures, and measures to enforce accountability and ensure compliance.

For more information on the types of Personal Information we collect, how we use, retain, and protect it, and the rights available to data subjects, please refer to our Privacy Policy.

We have integrated privacy into our operations through a structured Privacy Information Management System aligned with ISO/IEC 27701:2019, which validates our approach to protecting Personal Information. This framework complements our ISO/IEC 27001:2022 Information Security Management System, enabling us to manage data security and privacy in an integrated and consistent manner. In addition, privacy risks are governed through our Enterprise Risk Management (ERM) framework, ensuring a structured approach to risk management, compliance, oversight, and accountability.

Systems and Measures for Data Privacy

We have appointed a Global Data Privacy Officer (GDPO), supported by designated representatives in the European Union and the United Kingdom in accordance with Article 27 of the respective GDPR regulations. The GDPO oversees our global privacy management framework and serves as the primary contact for privacy-related questions, complaints, regulatory inquiries, and data subject requests.

To foster a culture of privacy awareness and accountability, we require all employees, as well as suppliers, vendors, partners, service providers, contractors, and business associates, to complete annual Privacy Information Management System (PIMS) training. This mandatory training program strengthens understanding of data privacy principles, Mphasis Privacy Principles, applicable laws, regulations, standards, and leading practices. It also reinforces individual responsibilities for protecting Personal Information, recognizing privacy risks, handling data securely, and reporting privacy-related concerns.

We require employees to promptly report suspected privacy incidents, personal data breaches, information security vulnerabilities, or any suspicious activities through designated internal reporting channels.

Reported incidents are assessed by our Security Investigation and Data Privacy teams and escalated to the GDPO and other responsible functions based on their nature and severity. Confirmed incidents are investigated, contained, documented, and addressed in accordance with established incident management procedures and applicable legal and regulatory requirements.

Questions, complaints, and data subject requests relating to privacy and Personal Information may be submitted to us through privacy@mphasis.com or GDPR.CRO@mphasis.com.

To ensure our privacy practices remain aligned with evolving regulatory requirements, customer expectations, and industry-leading standards, we regularly conduct privacy audits and assessments. These evaluations include independent third-party certification audits as well as internal reviews of our policies, processes, controls, and compliance obligations. Such reviews help us evaluate the effectiveness of privacy controls, verify adherence to privacy requirements, and continuously strengthen our privacy posture across the organization.

We undergo annual certification audits under the ISO/IEC 27701:2019 standard, which assess our information security and privacy management framework, privacy controls, operational practices, and compliance with applicable laws, regulations, and standards across our business functions and operations.

In addition, our Internal Audit and Assurance team engages specialized audit and assurance firms every two years to conduct independent assessments that evaluate multiple aspects of our operations, including the effectiveness and compliance of our privacy policies, procedures, and practices. We also conduct periodic vulnerability assessments, privacy control testing, awareness initiatives, regular communications, and targeted privacy training programs for employees and other stakeholders.

Through these measures, we ensure that privacy controls are effectively implemented, managed, monitored, and continually improved across our operations, enabling compliance with applicable global privacy laws, regulations, and international standards while maintaining stakeholder trust.

Artificial intelligence Stewardship

We are committed to ethical, responsible and socially beneficial development, deployment and use of Artificial Intelligence (AI) technologies. Our robust policy structure, and artificial intelligence management system (AIMS) outlines the principles, guidelines, and responsibilities for all employees involved in AI-related activities across the organization.

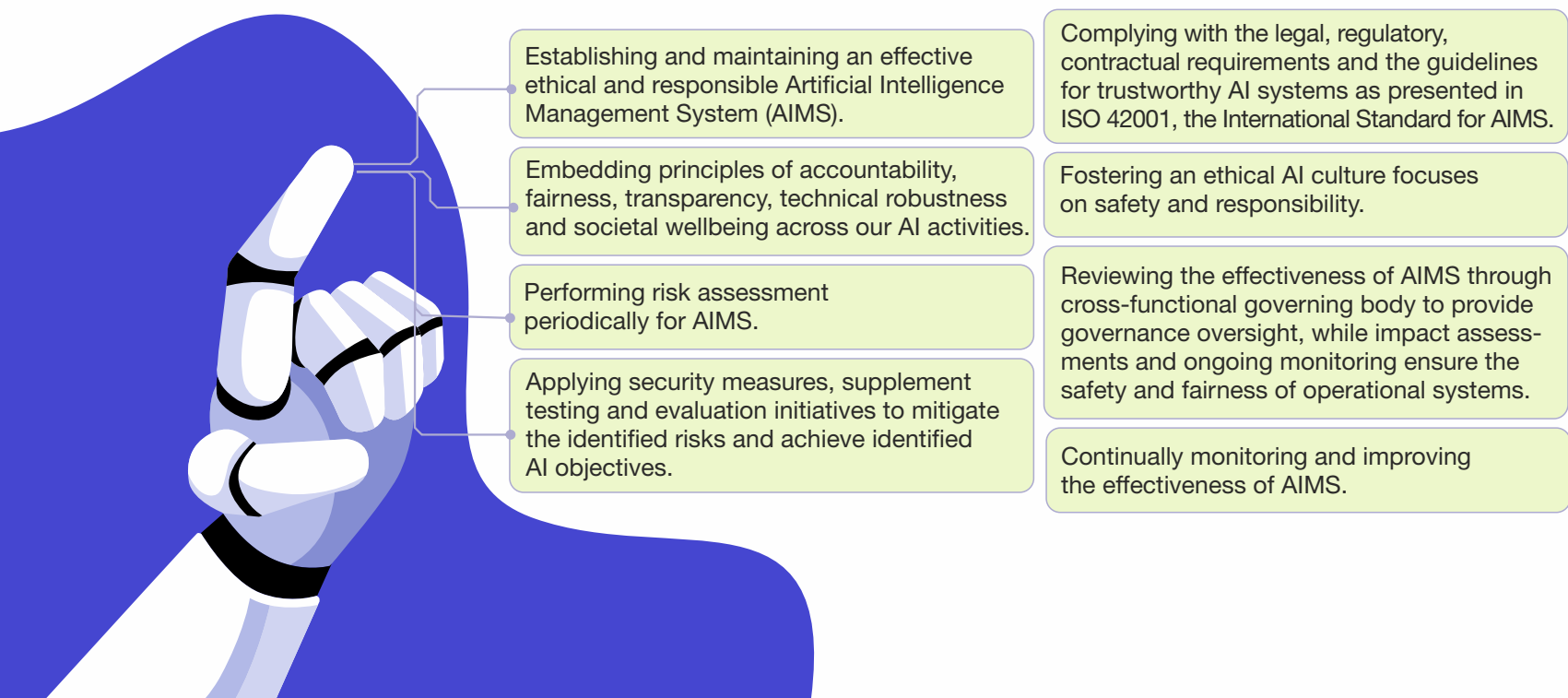
Responsible Artificial Intelligence Policy

We have a comprehensive organization-wide **Artificial Intelligence (AI) policy** which is endorsed by the executive management and outlines the guiding principles and governance framework for developing, deploying, and governance AI systems.

The policy is intended to ensure that all AI systems operate in a transparent, accountable, and lawful manner while protecting the rights of individuals and promoting fairness, inclusivity, and innovation and our business operates smoothly and without interruption for the benefit of its customers, shareholders and other stakeholders.

Through the ambit of policy, we are committed to comply with all applicable laws and regulations related to AI, including EU AI Act, data protection, intellectual property, and anti-discrimination laws and continually monitor changes in AI ethics regulations across jurisdictions where we operate and update internal policies for alignment.

Policy tenets



Responsible Artificial Intelligence Program

To support responsible AI adoption, we have established a Responsible AI Programme that is integrated into our mandatory ISMS training. The programme includes awareness on the Artificial Intelligence Management System (AIMS) and is accessible to all employees through the Flex portal.

Our AIMS encompasses all activities related to the development, provision, and usage of AI systems, ensuring ethical AI development, maintaining transparency in AI provision, and promoting responsible AI usage for client delivery services and support functions. Additionally, the AIMS is externally verified by TÜV SÜD in accordance with the International Standard for Artificial Intelligence Management System, ISO/IEC 42001:2023, which defines the requirements for an AIMS based on internationally recognized best practice.

Constituents of Responsible AI program

Constituents	Coverage
Limiting access to sensitive AI capabilities (e.g. facial recognition, surveillance).	The program includes AI security, responsible AI use, human oversight, and secure AI implementation practices.
Distinct labeling of AI-generated content and outcomes of AI-driven decisions.	The program emphasizes transparency and explainability of AI systems also Security Guidelines for AI Coding decisions.
Mechanisms to detect and correct drift or degradation of AI models over time.	The program refers to ongoing monitoring, reviewing effectiveness of AIMS, impact assessments, and maintaining AI system stability and performance
Regular assessments of deployed AI models for fairness/bias.	The program identifies fairness and bias mitigation as a core AI principle, including the need to detect and correct bias regularly to support ethical and equitable outcomes.
Initiatives (own/with suppliers) to lower the ecological footprint of AI data centres / models.	In the program, sustainability is included as a core AI principle under "Robustness, Sustainability & Resiliency," with emphasis on responsible resource utilization and environmental sustainability
Appeals process for users/affected third parties to contest an AI decision or outcome.	The program establishes human oversight, accountability, review of AI decisions, intervention mechanisms, and responsible governance
Quantification of the impact of AI initiatives/tools on sustainability outcomes	In the program, sustainability is recognized as a priciple, but the program does not specify measurement or quantification of sustainability outcomes as of now.
Training of employees on the ethical use and/or security of AI.	The program provides awareness and training on responsible AI, ethical AI principles, AI security, deepfake risks, AI-assisted coding security, acceptable use of AI, and employee responsibilities when using AI technologies.



ARCHITECTING STAKEHOLDER VALUE



Designing Value for Stakeholders

We are committed to leveraging the transformative capabilities of technology to foster inclusive and sustainable advancement. Digital transformation is central to our strategy, empowering us to generate concrete benefits for clients, communities, and the environment. With a core philosophy rooted in "**Engineering is in our DNA**," we embrace complexity through innovation, agility, and empathy to resolve real-world challenges. Our dual emphasis on "**Technology for Good Business**" and "**Technology for Good Society**" guarantees that our solutions are not only innovative and scalable but also responsible and forward-thinking. As we look ahead, we remain focused on delivering value to our stakeholders, supporting business growth, and contributing to positive societal outcomes. These priorities reinforce our commitment to sustainable, long-term value creation.

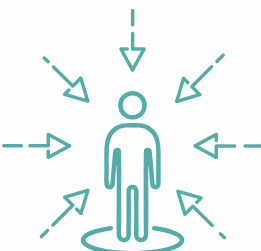
Tech for Good Business

Delivering Sustainable Solutions

Some examples of our initiatives and deliverables via:

Achieving Sustainability Through Data-Driven Route Optimization

Driving Efficiency and Sustainability in IT via cloud migrations



Built on principles of customer centricity and satisfaction

Tech for Good Society

Innovating for Social Impact

Some examples of our initiatives and deliverables via:

Partnering for Age of AI & Data Analytics with Ashoka University

Collaborating on Quantum Innovations with IIT Madras & F1 Foundation



Built on principles of enhancing community wellbeing

Our efforts prioritize improving operational efficiency while reducing carbon footprints. We aim to drive social change by enabling communities through education and technology, cultivating a future where business and society thrive symbiotically. By embedding sustainability at our core, every initiative is designed to support a fairer and more sustainable world.

Customer-Centric Service Alignment

Our dedication to customer-centricity shapes how we craft and deliver technology-focused sustainability solutions. By aiding customers in achieving their environmental and operational objectives efficiently and transparently, we generate measurable, enduring value. Expanding into advanced data management, green banking solutions, and enterprise risk adjustment has enhanced client trust and engagement. These efforts have not only deepened strategic partnerships but fostered long-term loyalty, as reflected by our notable Customer Satisfaction (CSAT) scores. High ratings demonstrate the impact of our innovative, integrated solutions and reinforce our commitment to responsible, customer-oriented transformation.

Customer Satisfaction Survey

Customer satisfaction is a vital performance metric and central to our pursuit of excellence. We employ a structured, proactive approach to assess satisfaction across multiple facets, including ongoing project quality, account growth, and innovative, cost-efficient solutions. Surveys are conducted biannually with key operational and strategic stakeholders. CSAT scores range from 1 to 5; scores below 4.5 (operational) or 4.0 (strategic) prompt a collaboratively agreed-upon improvement plan which is tracked to completion. Our Board regularly reviews CSAT results, while customer feedback management is reflected in 85% of clients expressing satisfaction based on reviews from over 571 customers.

Target for FY 26: 85%

CASE STUDY 1: Customer Satisfaction

The case study highlights how our sustainability service offerings have helped achieve a favorable client experience and maintain a high CSAT score.

Customer	Context	Mphasis Solution	Client Feedback
Global Industrial Technology Partner	The customer sought to reduce operating costs and improve service quality by outsourcing the maintenance and support of its critical legacy applications to us.	We provided application maintenance and support services for the customer's critical legacy systems.	"The Mphasis team consistently delivers work of a high standard. The team has demonstrated progress in achieving goals, strengthening technical expertise, and proactively taking ownership and accountability to ensure high-quality delivery."

CASE STUDY 2: Customer Satisfaction

The case study demonstrates how a customer-centric approach combined with innovation and proactive engagement drives sustained satisfaction and business value.

Customer	Context	Activities by Mphasis	Client Feedback
Leading Data Analytics and Cloud Platform Provider	Our customers sought to strengthen operational accountability, enhance proactive risk management, and increase innovation-driven automation across their enterprise data integration platform operations.	Development, Quality Assurance & Continuous Improvement	<i>“Mphasis has demonstrated exceptional ownership and accountability across the team. Their proactive approach to risk management and innovation has significantly improved our service experience. The automation solutions they developed have exceeded our expectations and are being implemented across the project.”</i>

CASE STUDY 3: Customer Satisfaction

The case study illustrates how building strategic technical capabilities and maintaining consistent excellence drives long-term customer trust and high satisfaction.

Customer	Context	Activities by Mphasis	Client Feedback
Major Global Transportation & Logistics Corporation	Our customer required enterprise-level software architecture guidance to standardize architecture practices across multiple business and technology functions, supporting their strategic digital transformation roadmap across 17 operational regions.	Enterprise Software Architecture as a Service	<i>“Mphasis' architecture team demonstrates exceptional technical expertise and strategic thinking. Their proactive engagement and consistent delivery excellence have been instrumental in supporting our digital transformation. We have complete confidence in their ability to support our evolving business needs.”</i>

Customer Relationship Management

We are committed to maintaining open communication channels with our customers. We provide multiple digital and technology-enabled ways for customers to reach us, including a 'Contact Us' form on our website, phone, email, web chat, and other channels tailored to each client's needs. These channels enable customers to submit feedback, requests, and queries easily. We have also established a formal process for handling customer complaints and requests.

All feedback submitted through our contact and grievance channels is managed through our documented grievance-management process. We acknowledge customer inquiries promptly and provide timely responses through the relevant service process. Additionally, we are committed to serving all customers, including persons with disabilities and senior citizens. We support accessibility and inclusion through universal design principles, accessible technology platforms, and inclusive infrastructure. Our website, signage, and technology systems are designed to be accessible to everyone, ensuring that all customers can access our services with ease and dignity. Furthermore, we actively collect customer feedback at regular intervals, including half-yearly feedback collection cycles. We use this feedback to understand what customers expect from us and to identify opportunities for improving our services and overall customer experience. Within our service-delivery environment, we combine customer feedback with data analytics and technology-enabled tools to identify service gaps and improvement opportunities.

Sustainable Technology Solutions



Our commitment to innovation, excellence, and partnership is deeply tied to sustainability. Recognizing the importance of integrating sustainability within our service offerings helps build enduring relationships and ensures customer satisfaction. We have developed a portfolio of solutions spanning multiple technology domains including Data Operations, AI, Blockchain, and Experience, which support partner product implementations. By delivering comprehensive sustainability-centric solutions, we actively empower customers in their sustainability journeys through four key focus areas:

1



Green Finance and Credit Risk Analysis:
Development of forecasting models and impact analysis for investment decisions considering ESG factors, including data enhancement for ESG portfolio risk assessment and green financing portfolio management.

2



Data Management and Reporting:
Solutions in CO2 accounting, IT and data center sustainability, stakeholder reporting, and ESG performance management, enabling clients to monitor environmental impact, meet regulatory requirements, and achieve sustainability goals with precision.

3



Enterprise Risk Adjustment:
Assistance in evaluating and managing credit, liquidity, market, and operational risks, navigating sustainability-related uncertainties, and aligning risk strategies with long-term sustainability aims.

4



Sustainable Banking Solutions:
Leveraging green underwriting, lifecycle monitoring, AI/ML capabilities, and scenario analysis to help financial institutions embed sustainability into operations, reduce carbon footprints, and enhance financial resilience.

Through these targeted offerings, we advance our clients' sustainability progress, support their environmental and social objectives, and reinforce our position as a trusted partner in sustainable growth.

Mphasis Sustainability Service Offerings


ESG IS AMONGST OUR TOP PRIORITIES


AUDIT AGENCIES


DATA PROVIDERS


BANKS


WEALTH AND CAPITAL MARKETS


INSURERS

We Focus on Other Verticals


TRANSPORTATION


LOGISTICS


HEALTHCARE


CORPORATES

We Offer these services

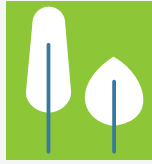

TECHNOLOGY CONSULTING


DATA MGT AND ANALYTICS


REGULATORY COMPLIANCE


SUSTAINABILITY OPS SUPPORT


GRI & SASB / IIRC (VRF) REPORTING



Tech For Good Business

Our dedication to responsible business practices is deeply rooted in our “Tech for Good – Business” initiatives. These initiatives **harness the power of technology to boost stakeholder value and support our clients' sustainability ambitions**. Through our specialized Sustainability Services, we deliver comprehensive ESG solutions covering strategy, analytics, operations, and ESG governance designed to guide organizations toward more sustainable and efficient business models.

Transforming Logistics with Data-Driven Route Optimization

A major global logistics provider is advancing toward its goal of carbon neutrality by 2040 by employing our data management expertise, dashboard visualizations, risk adjustment frameworks, and AI/ML analytical tools. Our engagement is deeply embedded in their sustainability vision, helping them meet their targets through industry collaborations on sustainable technologies and the issuance of sustainability-linked bonds. As part of this engagement, we supported the client across data management and tracking, enterprise risk adjustment, and AI/ML-based scenario analysis. The table below summarizes our approach and the resulting outcomes.

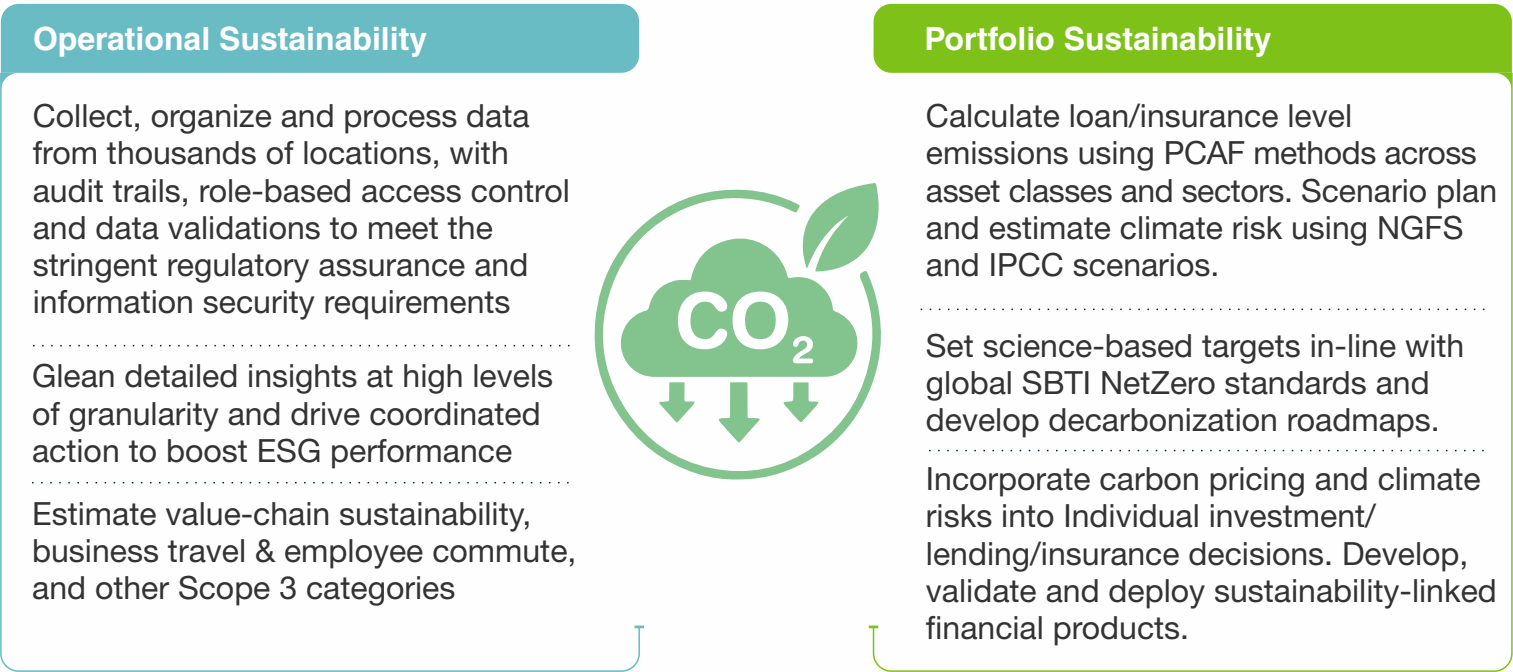
Services Provided	Key Strategies & Results
 Data Management & Tracking	We oversee ESG data and attributes, tailor lending solutions to support ESG goals, and track financed emissions (Scope 3) as well as client environmental impacts. This has improved ESG metric accuracy, streamlined compliance, opened access to green capital via sustainability bonds, focused decarbonization efforts, and strengthened trust among customers.
 Enterprise Risk Adjustment	Our assessment enabled comprehensive visibility into end-to-end risk, supporting faster evidence-based decision-making and scenario analysis. This platform facilitated system customization and testing, validated controls, boosted operational reliability, supported quicker rollouts, and enhanced overall operational resilience.
 AI/ML Scenario Analysis	Leveraging IT-driven forecasting for Environment, Social, and Governance parameters, the client prioritized investments, optimized fund deployment, and measured ESG return on investment. Insights from scenario analysis improved risk-related decisions, accelerated milestone achievements, and enhanced transparency and stakeholder confidence.

We supported the client in strengthening its ESG approach by providing dedicated resources and tools for its sustainability initiatives. The engagement also supported the integration of environmental, social, and health risks into the client's Enterprise Risk Management process, improvements in warehouse energy efficiency, and the inclusion of lower-carbon vendors within its supplier base.

An Integrated Solution for Operational and Financed Emissions

We focus on calculating financed emissions by collecting and structuring data in accordance with established global standards. Our platform offers clients a unified dashboard to monitor sustainability metrics at fine detail levels. This granular insight allows businesses to refine ESG strategies for particular operations, maximizing impact.

Consequently, clients can make well-informed capital allocation decisions, accurately target high-emission sources, and transparently showcase progress to investors and regulators. The goal is a measurable decline in carbon footprint alongside enhanced competitive advantage.



Tech For Good Society

We apply technology, research, and partnerships to support education, employability, accessibility, and economic participation among underserved communities. Our initiatives are implemented in collaboration with academic institutions and social-sector organizations, including IIT Madras, Ashoka University, The/Nudge Institute, the Akanksha Foundation, and the National Centre for Promotion of Employment for Disabled People.

Tech-Enabled Social Mobility

Our Tech-Enabled Social Mobility portfolio uses digital technologies, research, and partnerships to address barriers to education, employment, accessibility, and economic participation. The portfolio includes technology-enabled learning, digital-skills development, livelihood initiatives, assistive technologies, and support for inclusive innovation.

Expanding Access to Education, Skills and Employability

Through investments in **technology-enabled learning, digital classrooms, teacher development, and skills programmes**, we support students and professionals in developing skills relevant to the digital economy. These initiatives focus on improving access to education, digital literacy, and employment opportunities for underserved communities, including women and persons with disabilities.



Through our partnership with the Akanksha Foundation, we support school-based education programmes for children from underserved communities. Our partnership with The/Nudge Institute focuses on livelihood development, entrepreneurship, and digital employment opportunities.

The Digital Naukri Challenge aims to enable digital-work opportunities for one million women by 2030 through scalable, technology-enabled, and work-from-home models. The initiative seeks to address barriers such as limited mobility, time constraints, and access to appropriate employment opportunities.



Driving Innovation, Accessibility and Inclusive Leadership

We collaborate with academic institutions, including IIT Madras, Ashoka University, IIT Bombay, IISc Bengaluru, and Plaksha University, on research and innovation in areas such as artificial intelligence, quantum computing, cybersecurity, sustainability, and accessibility.

Our partnerships with NCPEDP, TEACH, and the NCPEDP-Mphasis Assistive Technology Hub support education, employment, assistive technologies, and independent-living solutions for persons with disabilities. The Assistive Technology Hub also supports disability-focused start-ups through seed funding, mentoring, and capacity-building programmes. Through our partnership with Olympic Gold Quest, Mphasis supports training and development opportunities for para-athletes. These initiatives span research, education, entrepreneurship, accessibility, and livelihood development, using technology to expand participation and opportunity.

Empowering Women through Digital Work Opportunities

We supported a client organization in expanding access to technology roles through Project She#. The initiative focused on onboarding women technologists and supporting gender diversity within the client's technology workforce. Mphasis also supported initiatives intended to improve access and advancement opportunities for Black, African American, Hispanic, and Latino professionals in technology.



ACTIONS FOR IMPACT: BUILDING A MORE CONNECTED WORLD

At Mphasis, we believe the true measure of innovation lies in its ability to create lasting impact. Through the Mphasis F1 Foundation, we invest in education, research, inclusion, women in STEM, accessibility, climate action, and ecosystem restoration to expand opportunities, strengthen communities, and build a more sustainable future. Guided by our pillars of Tech-Enabled Social Mobility and Environmental Sustainability, we remain committed to creating meaningful and enduring value for people, communities, and the planet.”

Deepa Nagraj,
Senior Vice President & Global Head - ESG,
Sparkle Innovation Ecosystem, and Communications, Mphasis



In FY 2025-26, we advanced
our commitment to sustainable and inclusive growth
by championing environmental stewardship, fostering economic inclusion,
advancing critical STEM education, and investing in innovation.

Vision and Philosophy	Mission	Agent of driving change
Our CSR framework aligns technology innovation with environmental stewardship, creating measurable impact across communities while supporting UN Sustainable Development Goals (SDGs). This strategic approach balances long-term transformation with responsive community needs.	Investing in Impact Through Strategic Focus	Mphasis F1 Foundation reflects our belief that technology excellence and purposeful innovation can drive positive societal change. Our CSR framework aligns technology-led innovation with environmental stewardship to deliver measurable impact while supporting the UN Sustainable Development Goals (SDGs).

Tenets of Corporate Social Responsibility (CSR) policy, and initiatives

- Focus on core pillars and drive excellence in them
- Maximize impact with deployed resources
- Drive innovative solutions in the social space in line with our motto
- Strive to solve new problems in the social context
- Customize existing solutions based on need.

Corporate Social Responsibility (CSR) Governance Architecture



We have multi-tiered governance framework to oversee our CSR activities encompassing statutory governance, non-statutory governance and operational governance. The CSR Committee reviews and monitors CSR programmes semi-annually.

Our Board-endorsed Corporate Social Responsibility (CSR) policy provides the framework for the programmes and activities in line with Schedule VII of Section 135 of the Companies Act, 2013, and the Companies (Corporate Social Responsibility Policy) Rules, 2014.

Our CSR governance framework is designed to ensure that efforts are strategic, impactful, and transparent, enabling smooth coordination and clear accountability from leadership to on-the-ground execution.

Statutory Governance

	Board of Directors	Apex governing body responsible for overall CSR governance, regulatory compliance, policy approval, and oversight of CSR performance and disclosures.
	CSR Committee of the Board	Constituted as per Section 135 of the Companies Act, 2013; responsible for recommending CSR strategy, annual action plans, budgets, project approvals, monitoring implementation, and reporting to the Board.

Non-Statutory Governance

	CSR Advisory Committee	Provides strategic guidance, sector expertise, thematic prioritization, partner identification, and independent perspectives to strengthen CSR impact and alignment with organizational objectives.
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Operational Governance

	CSR Head & CSR Team	Responsible for end-to-end CSR program design, partner due diligence, project implementation, monitoring & evaluation, stakeholder engagement, impact reporting, compliance management, and execution of Board and CSR Committee directives.
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We ensure transparency and accountability in CSR spending through a robust governance framework involving the Board, CSR Committee, Chief Financial Officer (CFO), Company Secretary, Internal Audit, and CSR team. All expenditures are subject to approved budgets, partner due diligence, utilization certificates, financial reviews, periodic monitoring, statutory disclosures, and independent audits, as applicable.



Strategic CSR Governance: Aligning Project Selection, Risk Management, Business Purpose, and ESG Commitments

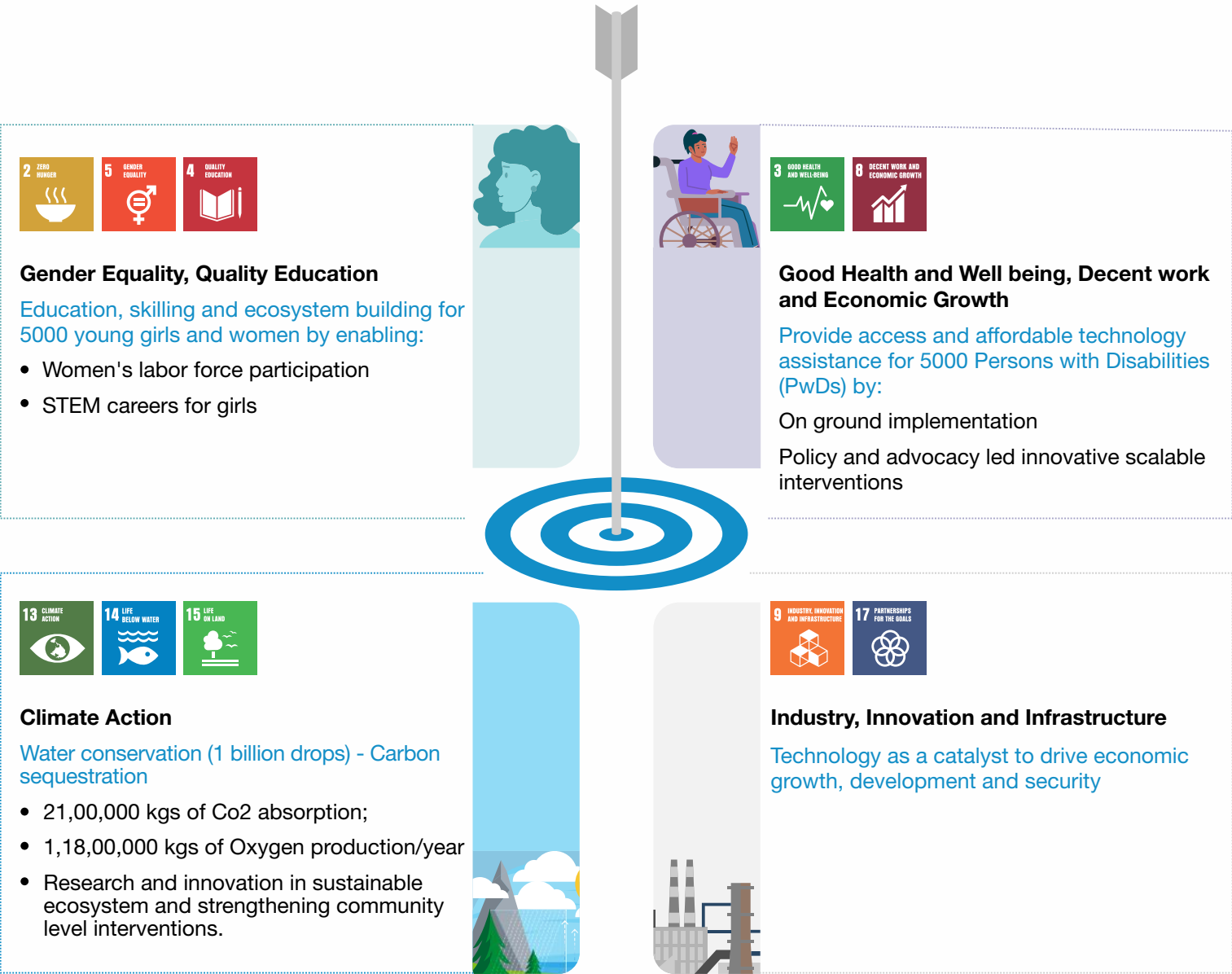
CSR projects are identified through a structured portfolio approach aligned to the CSR Policy and strategic priorities. Project selection is guided by the CSR Advisory Committee and CSR Committee, while due diligence is undertaken with support from Vendor Management, Legal, Compliance, and Company Secretary teams. The CSR team manages end-to-end portfolio oversight, monitoring, and risk management through a cross-functional governance framework.	Our portfolio strategy balances transformative long-term programs with responsive community interventions, ensuring both ecosystem-level impact and flexibility for emerging needs.	At Mphasis, CSR is at the heart of our identity, transforming societal challenges into opportunities for innovation. We collaborate with non-profits, research institutions, corporations, and individuals to co-create scalable solutions that drive lasting community impact. Our CSR efforts focus on four pillars: Education & Livelihood, Inclusion, Conservation, and Technology for Good.

Investing landscape, Progressing social stewardship

CSR spend for FY2025-26	Beneficiaries from vulnerable and marginalized groups
INR 420.27 million	100%

Our 2030 CSR Program goals

In FY2025-26, we have advanced our 2030 CSR Program goals which are aligned to serve the purposes and objectives of 2030 UN Sustainable Development Goals (SDGs), and the 2015 Paris Agreement.



CSR Focus Areas

We have two core focus areas for our CSR activities: Tech-Enabled Social Mobility and Environmental Sustainability:

Tech-Enabled Social Mobility		Environmental Sustainability	
Description	SDG Alignment	Description	SDG Alignment
Technology-led interventions that drive social mobility for underserved and underrepresented communities by improving access to education, skills, employment pathways, inclusion, and opportunity.	Goal 4 – Quality Education Goal 5 – Gender Equality Goal 8 – Decent work and economic growth Goal 9 – Industry, Innovation and Infrastructure Goal 10 – Reduced Inequalities	Community-centered and research-backed initiatives aimed at enhancing environmental resilience, conserving natural ecosystems, and accelerating climate action.	Goal 6 – Clean water and Sanitation Goal 11 – Sustainable Cities and Communities Goal 13 – Climate Action Goal 14 – Life Below Water Goal 15 – Life on Land
1.a. Social Advancement through Technology	Enabling education, skills development, employability, and inclusion for women, youth, and Persons with Disabilities by bridging digital divides and expanding access to opportunities.	2.a. Water Security & Ecosystem Restoration	Enhancing the resilience of water systems and natural habitats through protection, regeneration, and sustainable management of shared community resources.

Description		SDG Alignment	Description		SDG Alignment
1.b. Innovation, Entrepreneurship & Leadership Pathways	Strengthening innovation-oriented thinking, creativity, problem-solving, and leadership. Supporting entrepreneurial pathways, solution development, and deep-tech capability building through university-led and community innovation ecosystems.		2.b. Climate Resilience & Ecological Stewardship	Supporting biodiversity, carbon sequestration, land restoration, and ecosystem-based climate solutions that benefit vulnerable populations and urban-rural communities.	
1.c. Applied Research & Knowledge Development	Supporting research-led solutions that use deep-tech, AI, data, and interdisciplinary methods to tackle social, developmental, and accessibility challenges at scale.		2.c. Green Innovation & Environmental Research	Advancing scientific inquiry, climate technologies, and data-driven environmental solutions to support India's sustainability goals and global climate commitments.	

CSR initiatives

Flagship CSR programmes undertaken	Scope of the CSR initiatives	Notable initiative	Modus Operandi
Key flagship programmes included TrackShift 1.0, the Digital Naukri Challenge, Girls & Women in STEM (GWiST), the Assistive Technology Hub, advanced research and skilling initiatives with leading academic institutions, and environmental sustainability programmes such as One Billion Drops and afforestation initiatives.	Our efforts primarily focused on communities in and around our key operating locations, including Bengaluru, Mumbai, Pune, Mangaluru, Chennai, Hyderabad, and Noida, while also supporting select national-level initiatives. Priority was given to underserved youth, women, persons with disabilities, and communities facing barriers to education, livelihoods, and social mobility.	A notable new initiative was the Cybersecurity Centre of Excellence with IIT Bombay, aimed at strengthening cybersecurity research, innovation, talent development, and industry-academia collaboration. We also expanded our focus on advanced technology-led skilling and applied research initiatives.	Implemented through Mphasis F1 Foundation (strategic implementation partner), The/Nudge Institute (Digital Naukri Challenge), Plaksha University (GWiST and TrackShift 1.0), IIT Bombay (Cybersecurity Centre of Excellence), IIT Madras (Quantum Computing Research), IISc Bengaluru (Mphasis Lab for Sustainable Innovations), ISB (AI Hub), Ashoka University (Digital Makerspace), NCPEDP (Assistive Technology Hub and Universal Design Awards), United Way Bengaluru (One Billion Drops), Akanksha Foundation, VigyanShaala, Teach For India, CHI, and other credible NGOs, academic institutions, government agencies, and social enterprises aligned with our CSR priorities.

Employee-centric volunteering initiatives

We promote a culture of purpose-driven engagement through structured volunteering programmes, skills-based volunteering, leadership participation, awareness campaigns, and employee-led social impact initiatives. To further institutionalize volunteering on a scale, we are onboarding an enterprise-wide Employee Volunteering Platform integrated with internal systems to provide employees with seamless access to volunteering opportunities across locations and causes.





Scope of volunteering initiatives

Employees participated in a diverse range of opportunities including STEM mentoring, career guidance, mock interviews, digital literacy, environmental conservation activities, disability inclusion initiatives, community engagement programmes, virtual volunteering, and skills-based volunteering leveraging professional expertise.



Volunteering landscape

In FY2025-26, approximately 4,800 employees participated across 28 volunteering initiatives, contributing over 5,800 volunteering hours. Participation spanned both in-person and virtual formats, reflecting strong employee commitment to social impact and community engagement.

Case studies



Digital Naukri Challenge (The/Nudge Institute & Mphasis F1 Foundation):

A first-of-its-kind innovation challenge aimed at unlocking large-scale digital livelihood opportunities for women. The program identified and supported innovative solutions with the potential to create over **30,000 digital livelihood opportunities**, making it a compelling story of technology-enabled social mobility, women's economic empowerment, and ecosystem collaboration.



TrackShift 1.0 (Plaksha University & Mphasis F1 Foundation):

A flagship innovation platform bringing together students, innovators, academia, and social sector leaders to solve pressing societal challenges through technology. The program showcases how young innovators can become changemakers and highlights the Company's commitment to fostering future-ready leadership and innovation.



Assistive Technology Hub (NCPEDP & Mphasis F1 Foundation):

Stories of persons with disabilities gaining greater independence and access through innovative assistive technologies can provide powerful narratives around inclusion, accessibility, and technology for social good.



One Billion Drops (United Way Bengaluru & Mphasis F1 Foundation):

A compelling environmental sustainability story demonstrating community-level impact through groundwater recharge, water conservation, and climate resilience, benefiting thousands of citizens across water-stressed regions.



Girls & Women in STEM (Plaksha University):

Inspiring stories of young women entering STEM pathways, building confidence, and pursuing careers in technology and innovation can effectively demonstrate long-term social mobility outcomes.

Joy of Giving Initiative:

Enabling Community Connections through Employee Volunteering



As part of its employee volunteering efforts, we organized the Joy of Giving initiative, bringing employees together to support children and vulnerable communities through engagement with multiple non-governmental organizations across India. Employees contributed essential items and participated in community interactions designed to create meaningful experiences for beneficiaries. The initiative reflects our commitment to fostering a culture of empathy, volunteerism, and collective social responsibility while strengthening connections between employees and communities.

CSR Impact

1. Successful launch of **TrackShift 1.0**, creating a platform for technology-driven social innovation.
2. **Digital Naukri Challenge** advanced solutions with the potential to enable over **30,000 digital livelihood opportunities for women**.
3. Expansion of STEM and advanced skilling initiatives through partnerships with premier institutions such as IITs, IISc, ISB, and Plaksha University.
4. Continued growth of the **Assistive Technology Hub**, promoting inclusion and accessibility for persons with disabilities.
5. **One Billion Drops** programme created significant groundwater recharge potential through over **1,300 percolation wells**, benefiting communities across multiple locations.
6. Strong employee engagement with approximately **4,800 volunteers contributing over 5,800 volunteering hours**.



Future outlook

Our CSR strategy is evolving from traditional grant-making towards a more focused, outcomes-driven approach anchored in two strategic pillars: **Tech-Enabled Social Mobility and Environmental Sustainability**. We continue to impart a greater emphasis on innovation, research, technology-led solutions, ecosystem partnerships, and measurable long-term impact.

Over the course of coming years our priority focus for CSR include advanced skilling and future-ready livelihoods, STEM education, AI and emerging technologies, research and innovation, inclusion and assistive technologies for persons with disabilities, entrepreneurship, environmental sustainability, water stewardship, biodiversity conservation, and climate resilience.

Thus, going ahead we intend to deepen successful initiatives such as the **Digital Naukri Challenge, TrackShift, Assistive Technology Hub**, academic research collaborations, and environmental sustainability programmes. The focus will be on scaling proven models, expanding geographic reach where appropriate, and building stronger ecosystem partnerships to increase impact.





RESPONSIBLE SUPPLY CHAIN MANAGEMENT



Supply chain sustainability is an important part of our approach to responsible growth. By integrating environmental, social and governance considerations into our procurement processes and decision-making, we seek to manage value-chain risks, strengthen resilience and support long-term value creation.

Our responsible sourcing approach combines policy commitments, supplier onboarding and screening, structured supplier assessment, supplier engagement, performance monitoring, internal capability building and inclusive procurement practices. During FY 2025-26, we strengthened the integration of sustainability considerations into procurement decisions and improved visibility into local, MSME and diverse procurement.



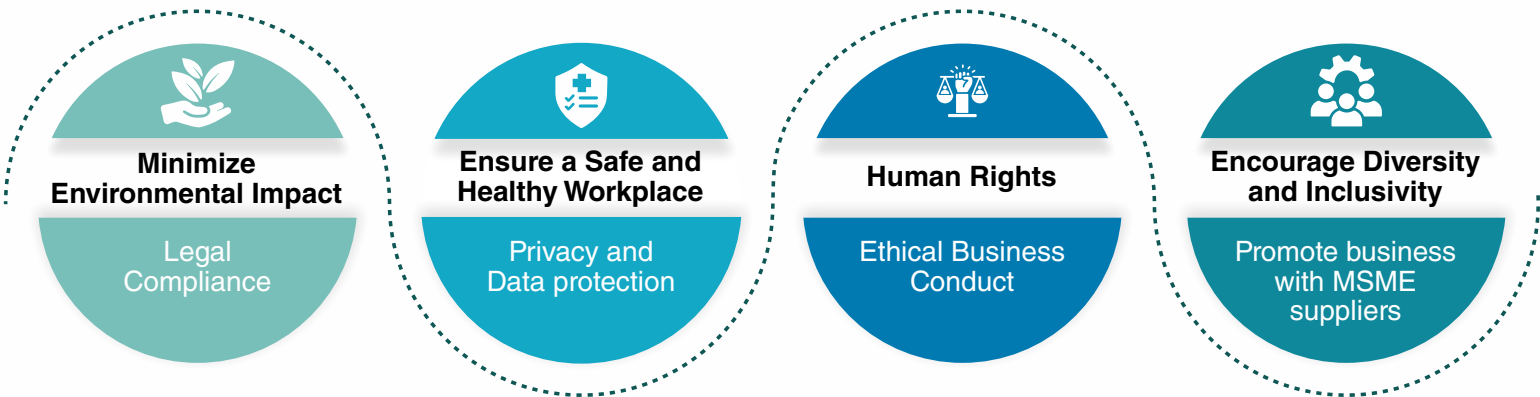
Principles and Governance of Responsible Sourcing

Policy Framework and Supplier Principles

Our responsible supply chain approach is anchored in the **Sustainable Supply Chain Management Policy** and the **Supplier Code of Conduct**. Together, these documents define the principles and standards that suppliers are expected to uphold throughout their relationship with us. The Sustainable Supply Chain Management Policy applies to domestic and international suppliers providing goods, services and manpower. We also expect suppliers to promote comparable responsible business practices across their own supply chains.

Our supplier expectations cover compliance with applicable laws and regulations, ethical business conduct, respect for human rights, fair employment practices, workplace health and safety, environmental responsibility, diversity and inclusion, privacy, data protection, confidentiality and intellectual property. Suppliers are expected to prohibit child labour, forced labour, human trafficking, harassment and abusive treatment, maintain safe and healthy workplaces, prevent bribery and conflicts of interest, protect confidential and proprietary information, and manage their environmental impacts responsibly.

Key Supply Chain Aspects Covered Under the Sustainable Supply Chain Management (SSCM) Policy



Reflecting our **ISO 14001:2015 certified Environmental Management System**, we encourage suppliers to adopt responsible environmental management practices, use resources efficiently, manage waste appropriately and improve transparency regarding environmental performance.

Our policy framework also promotes engagement with local, MSME, minority-owned, women-owned and other diverse businesses while discouraging discriminatory practices across the supply chain.

The Sustainable Supply Chain Management Policy establishes targets relating to supply chain emissions reduction, energy-efficient procurement, supplier diversity, responsible waste disposal and the integration of sustainability criteria into outsourced-service contracts.

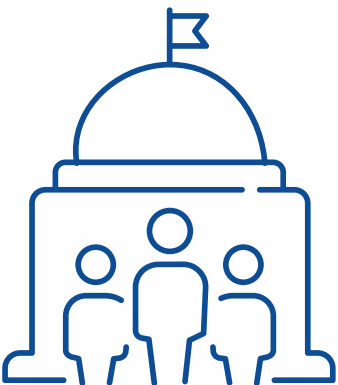
During FY 2025-26, **no confirmed instances of child labour, forced labour or other human-rights violations were identified in our supply chain.**

Governance Oversight and Responsibilities

Defined internal roles and responsibilities support the implementation and oversight of our responsible supply chain approach. Our Procurement Team works closely with the ESG Team to integrate sustainability considerations into supplier data management, onboarding, screening, assessment, contracting, performance monitoring and broader procurement processes.

Management is responsible for maintaining supplier information and providing relevant supplier and vendor data for audit purposes. The ESG Team function facilitates supplier assessments and audits and coordinates supplier responses. Process-improvement responsibilities include integrating sustainable supply chain management into relevant business and sustainability strategies, assigning accountability across sourcing processes, and providing training and engagement for employees involved in procurement.

This allocation of responsibilities supports consistency in sourcing decisions and strengthens visibility into supplier-related ESG risks and opportunities. **We periodically review the Sustainable Supply Chain Management Policy and Supplier Code of Conduct to incorporate relevant stakeholder feedback and support continuous improvement.**



Material ESG Risks in the Supplier Lifecycle

We consider environmental, social and governance risks throughout the supplier lifecycle. These include potential non-compliance with labour and human-rights requirements, occupational health and safety concerns, unethical conduct, bribery and conflicts of interest, privacy, cybersecurity and data-protection risks, environmental non-compliance, inefficient energy and resource use, inadequate waste management, greenhouse gas emissions, and risks associated with geographic or supplier concentration.

We consider these risks through supplier onboarding and due diligence, contractual provisions, ESG screening, supplier disclosures, structured assessments, performance monitoring and escalation mechanisms. Relevant procurement and sustainability stakeholders coordinate follow-up based on the nature, severity and persistence of identified concerns.

Our supplier-selection and monitoring processes consider conventional commercial parameters, including quality, cost and service delivery, together with applicable environmental, social, ethical, governance and risk-management considerations.



Supplier Onboarding and Screening

Establishing Responsible Supplier Relationships

Our supplier onboarding process communicates responsible business expectations before a commercial relationship begins. We evaluate prospective suppliers through policy commitments, contractual provisions and due diligence mechanisms covering relevant financial and non-financial considerations. This enables us to address ESG and responsible business considerations at the beginning of the supplier lifecycle.

We integrate compliance with the Supplier Code of Conduct into relevant procurement and contracting processes. **During FY 2025-26, 100% of targeted suppliers signed the Sustainable Procurement Charter and Supplier Code of Conduct.**

We require prospective suppliers to provide information relating to environmental practices, labour and human rights, business ethics and legal compliance. Our supplier selection process considers quality, cost and service delivery, together with sustainability, innovation and risk-management considerations.

We screen new suppliers through a digital platform against ESG-related criteria, including environmental management systems, diversity policies, anti-harassment measures, human-rights practices and business ethics. **As of March 31, 2026, we had screened 100% of new suppliers against relevant environmental, social and governance criteria.**

Supplier screening is distinct from a detailed sustainability assessment. Screening forms part of onboarding and due diligence, while a detailed sustainability assessment involves a more extensive review of a targeted supplier's environmental, social and governance practices.



Supplier Assessment

Strengthening Visibility into Supplier Performance



We periodically evaluate a selected group of high-value suppliers to assess the reliability and quality of the goods and services they provide. Our internal responsibilities cover the maintenance of supplier data, facilitation of supplier assessments and audits, and coordination of supplier responses.

Our sustainability-assessment methodology for larger and key suppliers considers relevant elements of BRSR Core, GRI Standards, EcoVadis, the United Nations Global Compact Principles, International Labour Organization Conventions and the OECD Guidelines for Multinational Enterprises.

The methodology covers supplier practices relating to:



This structured approach supports consistent evaluation of supplier ESG practices and strengthens visibility into potential sustainability risks across our value chain.

Supplier Engagement and Decarbonisation

Strengthening Supplier Awareness and Climate Action

Our supplier engagement follows a risk- and relevance-based approach. We communicate responsible sourcing expectations through the Supplier Code of Conduct, contractual provisions, onboarding disclosures, screening mechanisms and periodic interactions.

Our Climate-Related Supplier Engagement

We work collaboratively with our suppliers to reduce emissions across our value chain and build a more sustainable future.

Communicating emissions-related expectations We clearly communicate our climate expectations and the importance of collective action.	Requesting suppliers to measure and disclose greenhouse gas emissions We encourage suppliers to measure and disclose their greenhouse gas emissions transparently.	Encouraging suppliers to establish science-aligned emissions-reduction targets We support suppliers in setting ambitious targets aligned with climate science.
Encouraging renewable-energy adoption We promote the use of renewable energy and cleaner solutions across our value chain.	Improving the availability and quality of primary supplier emissions data We work with suppliers to improve the accuracy, completeness and availability of emissions data.	Monitoring progress through periodic engagement We regularly engage with suppliers to track progress and drive continuous improvement.

Together, we are building a low-carbon, resilient and responsible supply chain.



Where additional information is required, we ask suppliers to clarify their responses and provide relevant supporting evidence. This engagement strengthens supplier awareness of our requirements and improves the availability of information needed to understand supplier practices and value-chain risks.

We are also integrating supplier climate engagement into our management of upstream Scope 3 emissions. We prioritise suppliers based on procurement spend, emissions relevance and operational criticality.

Through this approach, we strengthen supplier awareness of climate-related expectations, improve the quality of value-chain emissions data and support progress towards our broader climate objectives.

Remediation and Grievance Mechanisms

Addressing Potential Non-compliance



Our Sustainable Supply Chain Management Policy establishes processes for supplier performance monitoring, escalation and follow-up. Where screening, due diligence, performance evaluation or subsequent reviews identify a potential concern, we request additional information, seek supporting evidence or require the supplier to implement improvement measures within an agreed period.

We determine the appropriate response based on the nature, severity and persistence of the issue. Suppliers that do not meet applicable requirements are given an opportunity to improve their performance. Continued or material non-compliance affects future sourcing decisions and can result in delisting or termination of the business relationship in accordance with the Sustainable Supply Chain Management Policy, Supplier Code of Conduct and applicable contractual provisions.



During FY 2025-26, supplier screening did not identify any suppliers as having significant adverse ESG impacts. Accordingly, no improvement actions or supplier-relationship terminations arose from identified significant adverse ESG impacts during the year.

Suppliers can contact designated procurement representatives regarding purchase orders and operational engagements. We also maintain whistleblower reporting channels, including a dedicated email address and hotline, through which suppliers and other stakeholders can confidentially report unethical conduct or misconduct involving Mphasis personnel.



Sustainable and Inclusive Procurement

Supporting Local Economies and Supplier Diversity

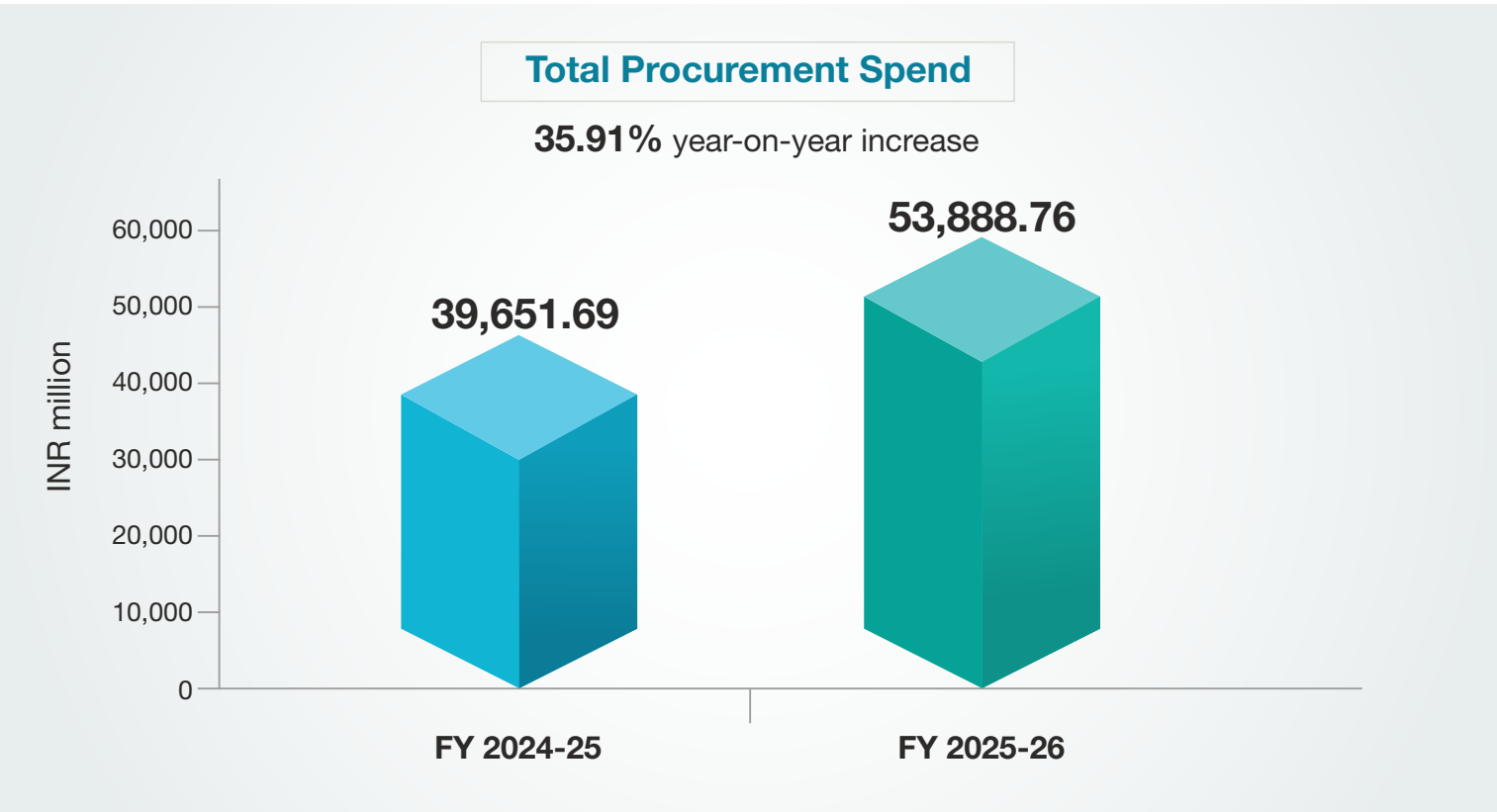
We promote engagement with locally based suppliers, Micro, Small and Medium Enterprises, or MSMEs, and diverse businesses to support economic participation and develop a more inclusive and resilient supplier base.



Our total procurement spend increased by **35.91%**

from **INR 39,651.69 million** in FY 2024-25

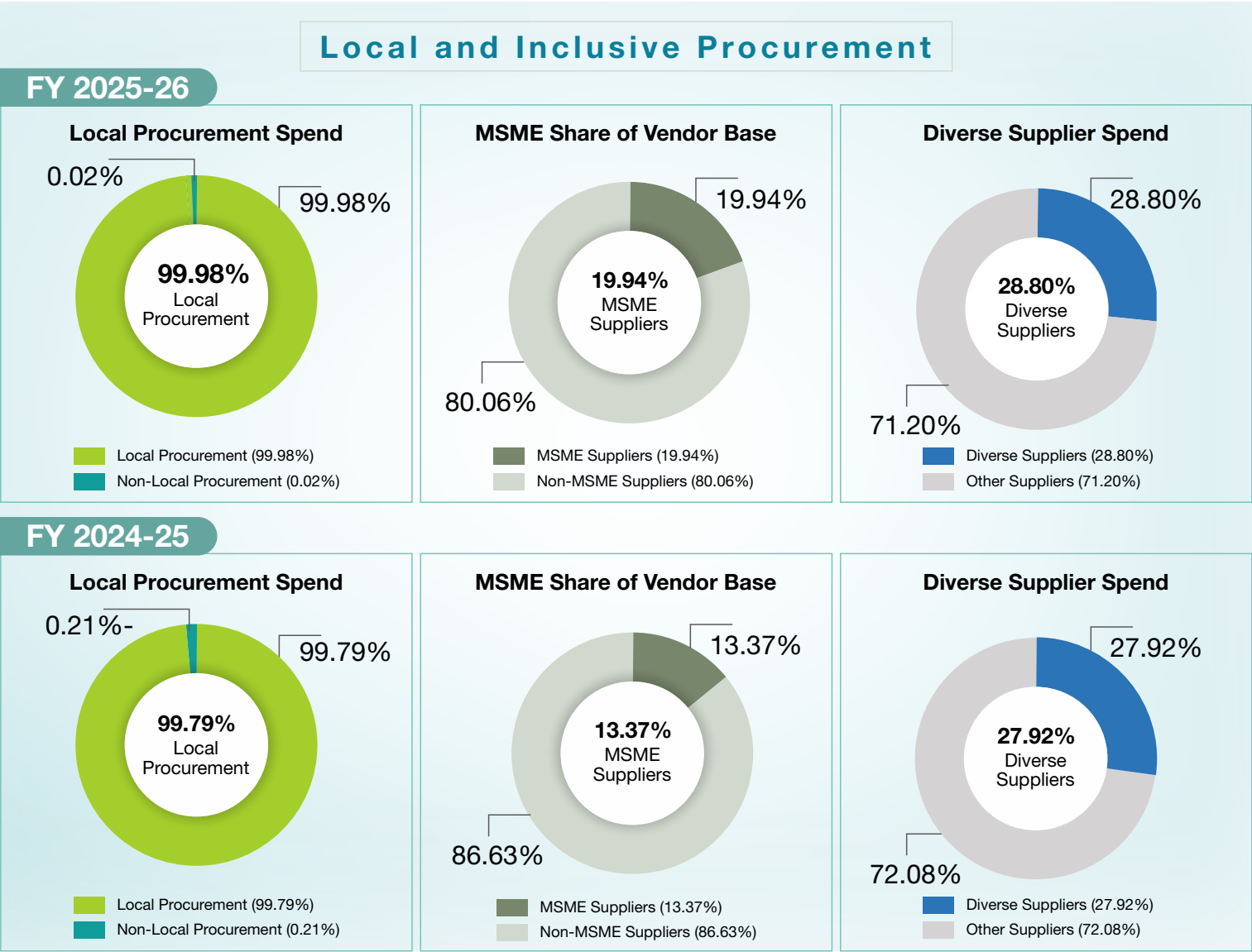
INR 53,888.76 million in FY 2025-26.



Spend with diverse suppliers increased by **40.18%**

from **INR 11,071.18 million** in FY 2024-25

INR 15,519.70 million in FY 2025-26.



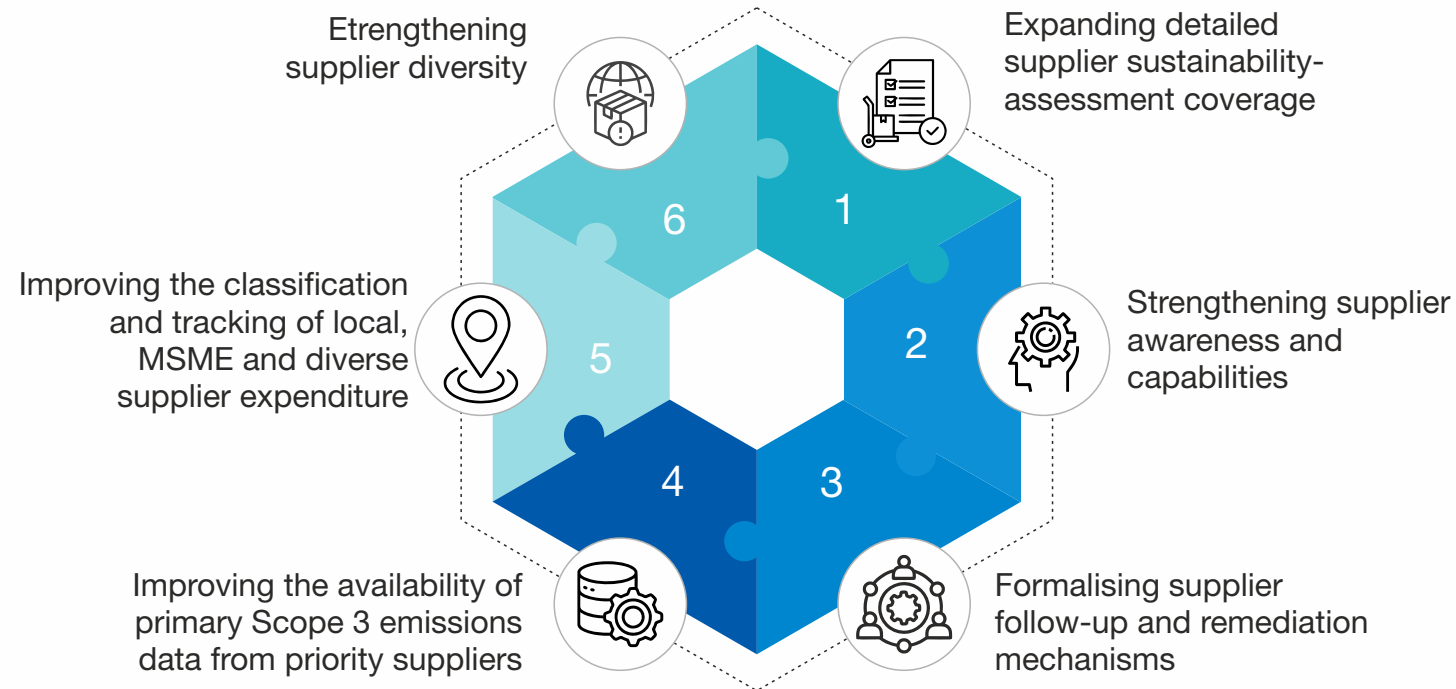
Internal capability building supports the implementation of our sustainable and inclusive procurement approach. **During FY 2025-26, 100% of applicable managers and buyers within our Procurement Team across locations received training in sustainable procurement practices.** This training supports the integration of environmental, social and inclusion-related considerations into procurement activities.

Through these actions, we use our procurement processes to support responsible business practices, local economic participation, supplier diversity and supply chain resilience.

Strengthening Our Approach

We continue to strengthen responsible supply chain management through deeper ESG integration, targeted supplier engagement, internal capability building and alignment with evolving regulatory and reporting expectations.

Our priority areas include:



We monitor progress through defined ownership, periodic reviews and year-on-year disclosure of supplier-screening and assessment coverage, improvement measures and outcomes. These efforts support transparent and consistent reporting aligned with BRSR Core and GRI requirements.





INCORPORATING INCLUSION



In an industry driven by innovation, we recognize that our people are our greatest strength. Attracting and retaining skilled talent is essential to delivering quality work, while a positive workplace culture enables our employees to succeed and grow. Our approach goes beyond meeting requirements, we invest in creating a workplace where people can build long-term careers, develop their skills, and make a meaningful contribution. This chapter highlights how we attract, support, retain, and empower our workforce while upholding standards of human rights, inclusion, health, and safety across our operations.



Inclusion and Diversity

Message from CHRO



At Mphasis, Diversity, Equity, and Inclusion are core to how we build our culture; guided by our philosophy to Invest, Inspire, and Involve every employee. We are committed to creating a workplace that is fair, respectful, and inclusive, where opportunities are accessible to all and differences are valued. Through inclusive policies, programs, and continuous learning, we strive to remove barriers and enable employees to thrive. Our approach focuses on fostering a culture of belonging where every individual feels valued and empowered to contribute.



Ayaskant Sarangi
CHRO, Mphasis

We appreciate that diversity is a business imperative that strengthens decision-making, enhances innovation, and broadens our market reach. Our DEI Council, comprising four cross-functional leaders and employee representatives, translates organizational commitments into operational reality through quarterly strategy reviews and annual impact assessments.

Our DEI Council

The Council plays a key role in fostering a more inclusive and equitable workplace by regularly reviewing and strengthening policies related to recruitment, diversity, and whistleblower protection. Beyond policy development, it leads initiatives such as establishing gender-neutral job description guidelines, promoting diversity-focused hiring, and organizing job fairs and campus recruitment programs. The Council also conducts regular pay equity assessments to ensure fair and unbiased compensation practices. Through ongoing monitoring and evaluation of these efforts, it helps build a workplace culture founded on fairness, inclusion, and equal opportunity for all.



Ayaskant Sarangi
Chief Human Resource Officer



Eric Winston
EVP, General Counsel
and Chief Compliance,
Risk & Ethics Officer



Ravi Vasantraj
Global Delivery Head

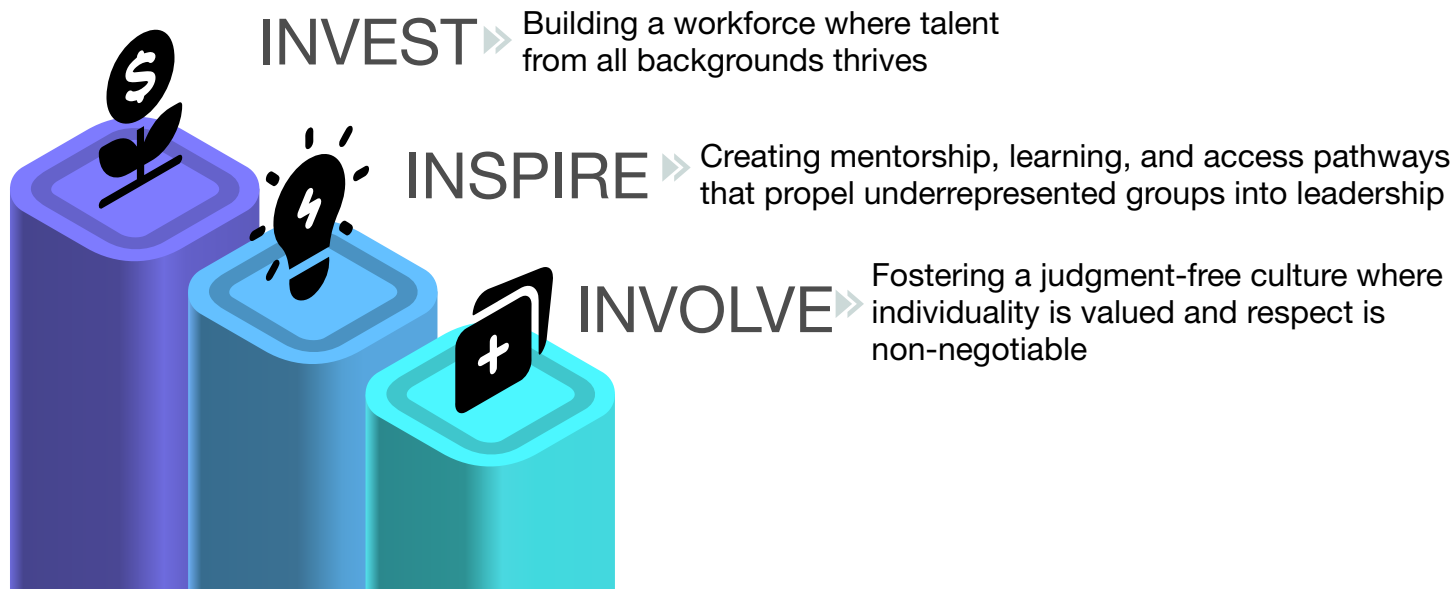


Dnyan Shah
SVP & Global Head - NextOps,
Corporate Support, Emp
Exp & Engagement, DEI

Our Diversity Targets

We are committed to fostering a more gender-diverse workforce and have established measurable goals to enhance female representation across all levels of the organisation, including leadership positions and critical technical functions.

Diversity Target	Target by 2027
Share of women in total workforce	36%
Share of women in all management positions	18%
Share of women in junior management positions	19%
Share of women in top management positions	14%
Share of women in management positions in revenue-generating functions	16%
Share of women in STEM-related positions	35%



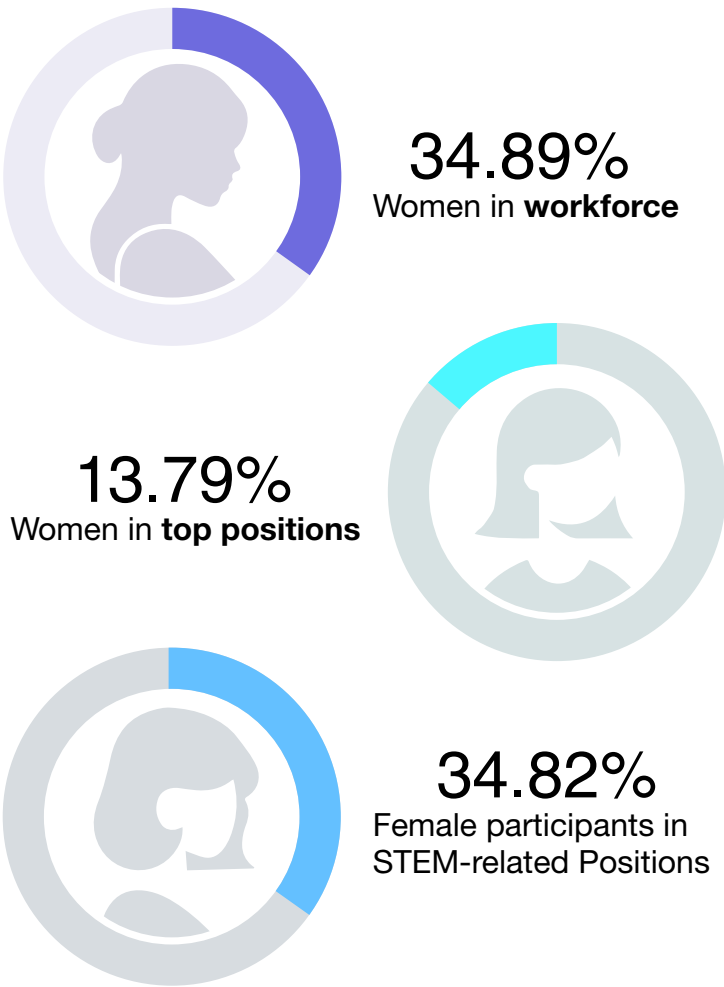
Equity at Workplace

At Mphasis, fostering an equitable workplace is central to who we are and how we succeed.

To support this commitment, we focus on eliminating barriers through inclusive recruitment practices, regular pay equity assessments, and ongoing reviews of workplace policies. We also promote awareness and continuous learning, enabling employees to understand and embed equitable practices in their everyday work.

Our goal is to create an environment where every individual feels respected, valued, and empowered to reach their full potential. Through targeted programs that support diverse employee groups, we strive to embed fairness and equal opportunity throughout the employee experience. By strengthening accountability across the organization, we aim seek to ensure that equity is integrated into every aspect of how we operate, collaborate, and make decisions.

In FY 2025–26, we strengthened our focus on equity through a combination of policy enhancements, inclusive infrastructure, and targeted employee programs. The key initiatives included policy updates such as inclusive domestic travel guidelines addressing the needs of transgender employees, partnerships with crèche like Jumpstart and Klay to support our working parents. We also advanced accessibility by conducting PwD accessibility audits across offices and expanded inclusion through sign language learning programs for our employees and DEI orientation sessions for our new hires.



Employee Resource Group

In FY 2025-26, we significantly strengthened and expanded the reach of our existing Employee Resource Groups (ERGs) across our operations to drive wider participation and impact. Our ERGs, including forums such as Working Mothers and Allyship, focused on enhancing engagement, knowledge-sharing, and community building through structured programs and ongoing initiatives.

Additionally, during Diversity Month, a dedicated ERG-led initiative was introduced to encourage employees across locations to share and celebrate local Women’s Day activities, which saw strong participation and momentum, further strengthening cross-location inclusivity.

Working Mothers Forum:
Provides a collaborative space where working parents exchange insights, access parenting guidance, and receive nutritional and wellness support tailored to their evolving needs.

Indian Sign Language Community:
Promotes basic sign language proficiency across the workforce, improving everyday accessibility and communication for colleagues with hearing impairments.

Allyship Program:
Builds active advocacy and support across gender lines, LGBTQ+ inclusion, and disability awareness, fostering psychological safety and cross-functional understanding

iRefer Campaign:
Drives diverse talent acquisition through employee referrals, with targeted focus on increasing women's representation in technical and BPS functions.

Diversity Programs and Initiatives

Our DEI efforts are delivered through a set of dedicated programs, each addressing a distinct dimension of inclusion.

Strengthening Policy and Infrastructure

Inclusive Domestic Travel Guidelines

Updated travel policies explicitly addressing the safety, comfort, and dignity of transgender employees during work-related travel.



Crèche Partnerships

Forged partnerships with childcare providers Jumpstart and Klay, offering subsidized access to quality childcare and enabling working parents to balance caregiving and career with confidence.



Building Belonging Through Community and Engagement

Diversity Month Celebration

Conducted as a month-long global program, featuring webinars, leadership talks, quizzes, surveys, and on-ground celebrations aligned to Women's Day, driving strong participation and engagement across locations.



Pride Month Initiatives

Celebrated as a month-long initiative, including awareness sessions, employee torytelling, and allyship-focused content to promote inclusion and belonging for LGBTQ+ employees.



DEI Orientation for New Hires

Structured onboarding sessions introducing every new employee to our DEI values, inclusive policies, behavioral expectations, and organizational commitment to belonging from day one.



Cultivating Inclusive Capability Through Training and Awareness



Creating Inclusive Work Culture

Organization-wide training sessions build awareness of unconscious bias, inclusive communication strategies, and psychological safety principles.

Advancing Women in Leadership

Targeted programs and leadership-led conversations exploring barriers to women's advancement, actionable strategies for equitable progression, and mentorship pathways.

Gender Equity Leadership Conversations

Senior leader-facilitated dialogues addressing systemic gender issues, sharing personal experiences, and modeling inclusive leadership.

Menopause Awareness and Support

Dedicated webinars normalize conversations around menopause, providing health and wellness guidance, and ensuring supportive workplace practices for employees navigating this life transition.

LGBTQ+ Inclusion and Allyship

Multiple Pride Month awareness sessions focused on building active allyship, celebrating LGBTQIA+ identities, and creating psychologically safe spaces for all employees.



DEI Awards

Our commitment to building an inclusive, equitable workplace has earned recognition from leading national and international bodies. These awards validate our integrated approach to diversity and inclusion and reflect the dedication of our teams across all levels of the organisation to creating a culture where every associate can thrive.



DEI Initiatives in Recruitment

At Mphasis, we have undertaken a comprehensive effort to advance diversity, equity, and inclusion throughout our talent acquisition processes. A critical initiative has involved **eliminating gendered terminology and pronouns from our job descriptions**, thereby ensuring that role postings remain neutral and do not discourage qualified candidates based on gender identity or assumptions about gender requirements for particular positions.

We have also taken targeted steps to **remove age-restrictive language from our recruitment materials**, discontinuing phrases such as "extensive experience," "cutting-edge technology proficiency," and "digital fluency" that research indicates may unintentionally deter applicants from younger or older demographic segments. By adopting more age-inclusive language, **we create recruitment communications that appeal to candidates across the entire spectrum of professional experience and life stages.**

To systematically address unconscious bias in our hiring processes, we have **deployed comprehensive sensitization training and structured mentorship initiatives** targeting our recruitment specialists and interview evaluation teams. These programs equip hiring professionals with awareness of common biases and practical strategies for conducting equitable recruitment and fair candidate assessment.

Additionally, we have established strategic partnerships with organizations **specializing in diversity and inclusion recruitment, including myAvtar, to organize accelerated job fairs and recruitment events specifically designed to reach and support candidates from under represented populations, including individuals with disabilities and LGBTQ+ community members.** These collaborative recruitment activities ensure that talented individuals from diverse backgrounds can participate in our hiring processes with confidence, knowing their capabilities will be recognized and valued.

We have also launched a **Women Referral Drive during Diversity Month** across Bengaluru, Hyderabad, Chennai, and Pune to strengthen gender diversity in our hiring pipeline. The campaign leveraged multiple channels, including the iRefer platform, Mphasis Careers Site, LinkedIn, and social media, to reach women professionals. Engagement was further enhanced through **video messages from senior women leaders sharing their career journeys** and promoting opportunities at Mphasis. The **initiative generated 2,000+ applications from women professionals**, strengthening our diverse talent pipeline. By integrating employee advocacy, leadership engagement, and multi-channel outreach, the campaign improved visibility, boosted candidate engagement, and reinforced Mphasis' commitment to an inclusive workforce.



Leveraging Employee Networks through iRefer

Recognizing employees as valuable talent scouts, we have invested in iRefer, a specialized referral management platform developed collaboratively with RippleHire.com. This digital ecosystem empowers employees to contribute actively to recruitment by nominating candidates from their networks, engaging in referral challenges, monitoring application progress, and learning about current organizational openings. The platform incorporates recognition and reward structures incentivizing referral contributions, with particular emphasis on filling specialized positions and acknowledging employees who consistently identify talent.



Evidence demonstrates that referral-sourced candidates represent exceptionally valuable hiring outcomes. Employees recommended by current team members demonstrate higher retention longevity, stronger performance trajectories, and greater cultural alignment compared to candidates from alternative sourcing channels. This superior performance profile, combined with the recruitment cost advantages of referral-based hiring, establishes employee referrals as a strategically optimal talent acquisition method. The iRefer platform has facilitated this strategic advantage, with 17% of FY 2025-26 hires originating from platform-enabled employee referrals, demonstrating the substantial scale and effectiveness of this recruitment channel.

Fair Pay Practices

At Mphasis, we believe that fair remuneration is the foundation of a trustworthy workplace. Compensation equity, ensuring that pay reflects the value of work rather than the identity of the person performing it is woven into our talent management strategy and remains a cornerstone of our organizational values.

We routinely monitor the gender pay gap to achieve equal remuneration for men and women Current aspects relating to pay transparency are compiled as per statutory requirements. We currently employ an internal review of the gender related KPIs, overseen by the DEI team. In FY 2025–26, our analysis shows a mean gender pay gap of 10.93% and a median gender pay gap of 9.03%, representing continued movement toward parity.

We recognize that achieving pay equity requires a sustained and systemic approach. Accordingly, we embed equity considerations into our compensation governance framework, supported by regular pay reviews, inclusive talent management practices, equitable career development opportunities, and a workplace culture that promotes fairness and inclusion across our operations.



Talent Attraction & Retention

Building a High-Performing Workforce

At Mphasis, our recruitment process is fundamentally reimagined around a "candidate-first" philosophy, integrating three critical pillars: **Hi-Tech** (innovation and efficiency), **Hi-Touch** (personalized, human-centered engagement), and **Hi-Trust** (transparency and integrity). This approach ensures prospective employees experience a seamless, engaging, and authentic journey that reflects our organizational culture from their first interaction. We are committed to **merit-based, inclusive hiring** that seeks individuals who embody creativity, intellectual curiosity, risk-taking mindset, and passion for pushing organizational boundaries.

Our Hiring Strategy

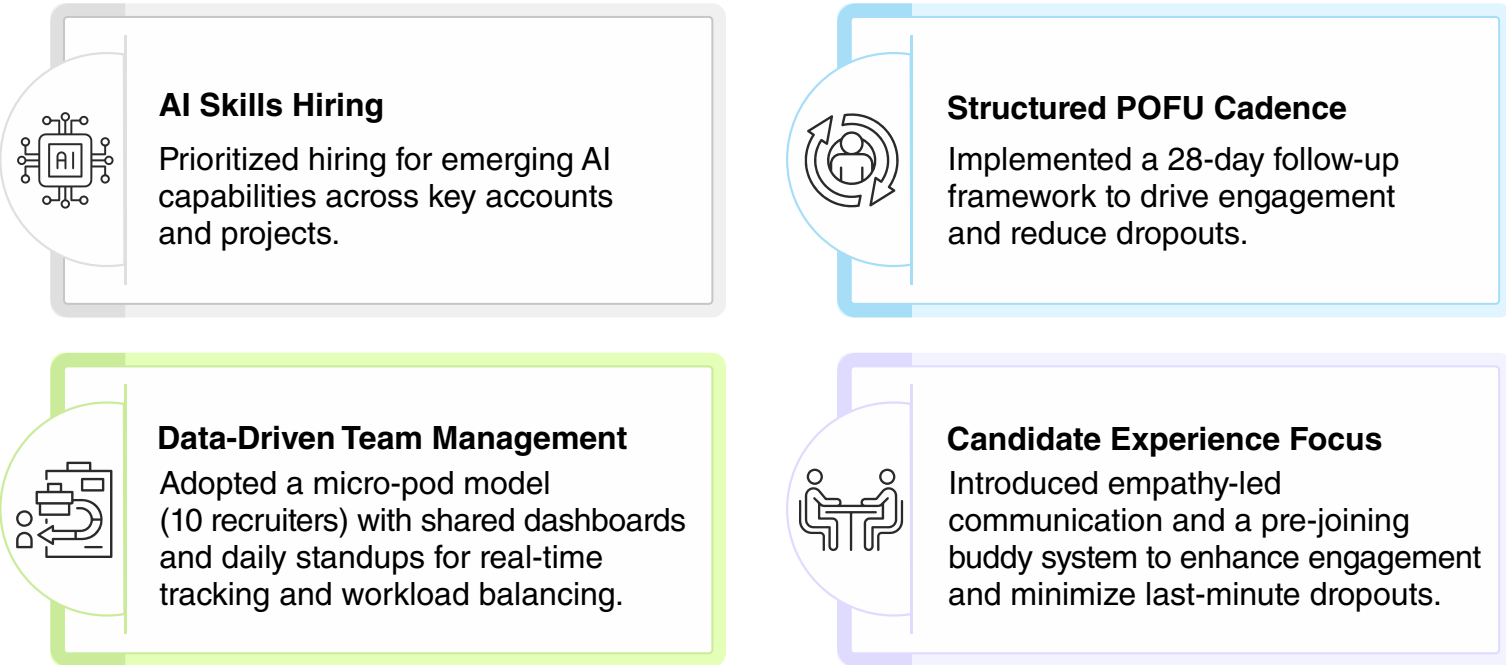
This year, our hiring strategy evolved from a volume-driven approach to an agile, structured model to manage a surge in demand. We introduced the SWAT (Skilled Workforce Agile Team) model to deploy talent across multiple AI-driven projects, enabling rapid time-to-productivity.

Targeted Regional Recruitment	We customize job postings and job fairs for specific regions to appeal to local talent
Showcasing Company Culture	We use a range of platforms to communicate our employee value proposition, workplace culture, and growth opportunities, helping attract talent that aligns with our values and purpose.
Video Job Descriptions	Short videos feature our leaders, managers, and employees offer candidates valuable insights into the Mphasis culture, workplace, and career experience.
Inclusive Language	We use gender-neutral language in job descriptions to encourage applications from all candidates.
Efficient Screening	We use assessment platforms such as HackerRank to evaluate candidates consistently and efficiently.



Recognizing that exceptional talent exists across diverse geographies, backgrounds, and talent markets, we **employ a balanced, multi-channel recruitment approach**. We utilize LinkedIn, Instagram, Facebook, and X to reach and engage prospective talent from varied backgrounds, sharing insights into our workplace culture, employee experience, and the opportunities available across the Company.

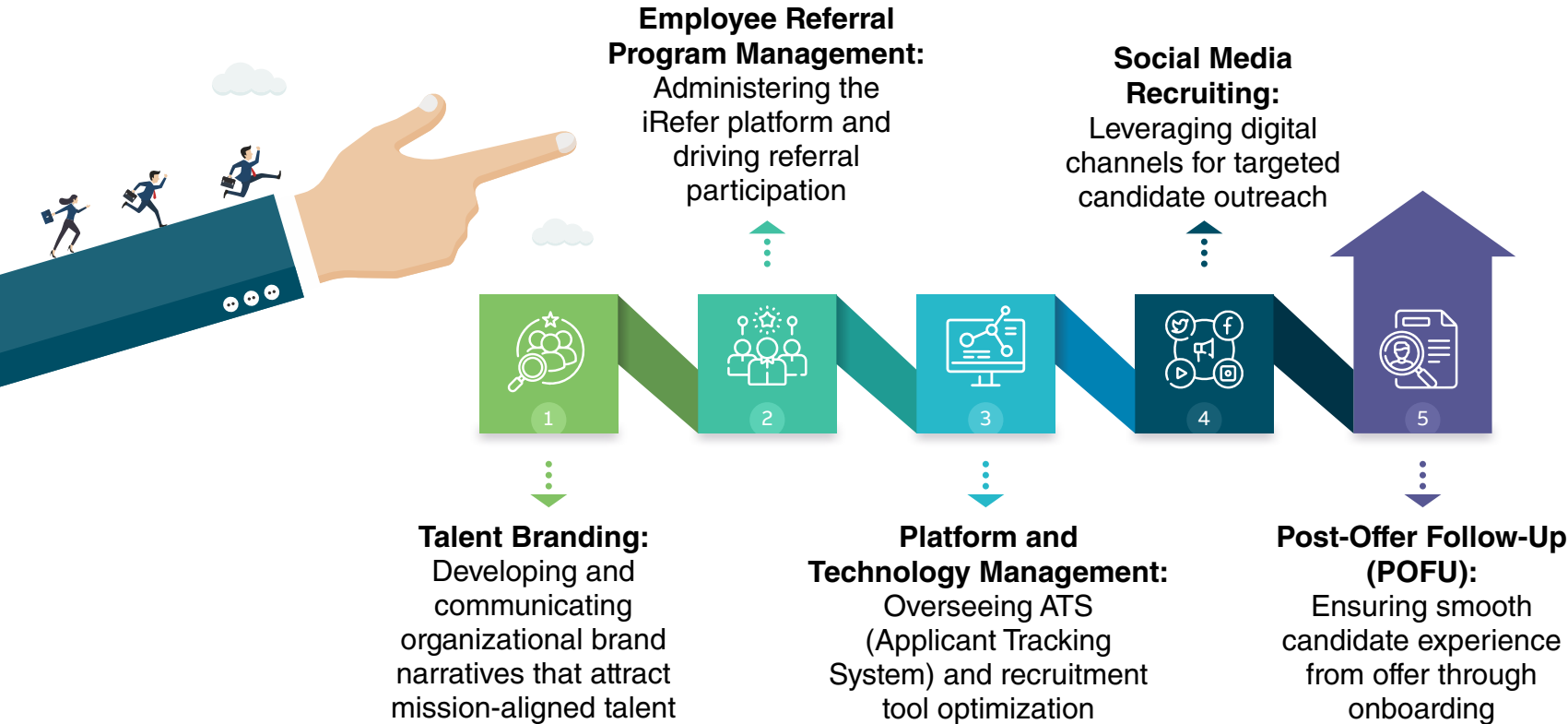
We complement digital efforts with **career fairs, campus recruitment drives, targeted hiring events, and job board listings to ensure we reach all candidate segments across tier-1, tier-2, and tier-3 cities**. Our iRefer platform, developed in partnership with RippleHire.com, streamlines and incentivizes employee referrals, enabling team members to identify qualified candidates from their networks. The platform includes referral contests, progress tracking, and targeted incentives for hard-to-recruit specialized roles.



We partner with specialized RPO firms to extend recruitment reach across geographies where our direct presence is limited, strengthening our talent pipeline in emerging markets. **In FY 2026, a total of 10,762 new employees were hired.**



Our Talent Acquisition Centre of Excellence unites critical functions to ensure cohesive, high-quality recruitment execution:



Additionally, our New Hire Onboarding Program has been **honored with the Gold Award for Talent Acquisition at the Brandon Hall Group HCM Excellence Awards 2025**. This recognition reflects our commitment to collaboration and innovation in delivering exceptional onboarding experiences. Our goal has been to create a seamless, engaging journey that empowers new hires with confidence, skills, and support to succeed from the start. Through initiatives like the MetaGeeks Program and targeted campus engagement activities, we've effectively bridged the gap between campus and corporate life for Gen Z talent, driving stronger engagement, readiness, and business impact.



Cultivating Talent from Academia to Industry:
Our Campus Development Strategy

	Solution Architect Group For Enterprise (SAGE)	SAGE constitutes our annual campus-to-industry initiative targeting final-year Computer Science and Information Science students from tier-3 institutions. Program participants gain practical software development experience by designing solutions for actual Mphasis operational needs, thereby accumulating industry exposure, understanding enterprise technical complexity, and contributing directly to organizational innovation while developing marketable professional capabilities.
	NeXT Labs: Emerging Technology Preparation	NeXT Labs extends internship opportunities to students from leading academic institutions, emphasizing emerging technology domains: quantum computing, artificial intelligence, cloud computing, and cognitive technologies. Internship assignments involve practical, commercially meaningful technical challenges, enabling participants to develop specialized expertise in future-defining technology areas while comprehending industry application contexts and technology evolution patterns.
	Mphasis Learning Academy & MetaGeeks Program: Accelerating Industry Readiness	The Mphasis Learning Academy identifies high-potential engineering talent nationwide through structured institutional categorization: Alpha (premier IITs), Binaries (emerging IITs and NITs), and Phoenix (major private universities), ensuring academic rigor alongside institutional diversity. The MetaGeeks Program operationalizes academic-to-professional transition through a 3-month apprenticeship: one month of comprehensive development training followed by two months of active delivery engagement across our locations, enabling effective industry transition while maintaining academic alignment.
	Business School Talent Development	Mphasis recruits business talent through targeted tier-1 business school recruitment. The Emerging Leaders Program merges Account Leadership Program (ALP) & Future Leadership Program (FLP), targeting tier-1 business school graduates for Delivery Program Management, Sales and Solution Architecture, Presales, and Strategic Program Management positions. This integrated approach ensures candidate capabilities align with business-critical role requirements and organizational growth drivers.
	Mphasis Learning Academy and MetaGeeka Program: Accelerating Industry Readiness	In FY'27, we further strengthened our talent readiness journey by introducing a structured pre-internship training initiative under the MetaGeeks Program. Selected candidates participated in a comprehensive virtual learning experience spanning 2 to 6 weeks, designed to enhance their technical capabilities and workplace readiness. The program provided valuable exposure to advanced technologies, industry-relevant skills, and real-world project scenarios, enabling students to build practical expertise and transition seamlessly from campus to corporate life.
	Using Hackathons as a Strategic Initiative for External Hiring	Hackathons provide a dynamic, hands-on platform to engage with potential candidates while simultaneously assessing their technical and problem-solving capabilities in real time. Overview of Hackathon-Based Hiring • 100+ Candidates participated in the event and 30+ candidates were shortlisted Benefits of Hackathons in External Hiring • Real-Time Skill Assessment • Employer Branding Faster Hiring Cycle • Engagement and Candidate Experience

Learning and Development

Empowering Continuous Professional Growth

At Mphasis, we recognize that organizational resilience and competitive advantage are fundamentally rooted in our people's ability to evolve, adapt, and acquire future-ready competencies. Our Learning and Development strategy is designed to create pathways for every employee, regardless of tenure, function, or location, to unlock their potential, build expertise across emerging domains, and progress meaningfully throughout their careers with purpose and impact. Our commitment extends beyond traditional training to encompass a comprehensive ecosystem that integrates self-directed learning, mentorship, peer collaboration, and structured capability-building across technical, leadership, and behavioral domains. In FY 26, the average hours of training per employee were 58.27 hours.

Centralized Learning Ecosystem

TalentNext Platform

The foundation of our learning infrastructure is Talent Next, our unified, enterprise-wide learning platform that democratizes access to quality development resources. This centralized digital academy currently houses 1,982 distinct training modules, spanning diverse competency areas, technical stacks, and professional disciplines. Talent Next offers flexibility, with 87% of its content available on demand, enabling employees to learn at their own pace and align their learning with individual career objectives.



Our platform architecture comprises:

- 1,982 curated skills and competencies across technical and functional
- 370 interactive cloud labs providing hands-on, immersive learning environments
- 547 industry-recognized certifications enabling validated credential acquisition
- 72 structured learning pathways designed around role-specific and organizational competency requirements
- 90% digital, self-paced delivery ensuring maximum accessibility across geographies and time zones

This breadth of resource availability ensures that whether an employee seeks foundational knowledge in emerging technologies or advanced specialization in niche domains, the learning support infrastructure is readily available.



Targeted Upskilling Through BeSpoke Talent Initiative

Recognizing that different business clusters have distinct capability needs, we launched the BeSpoke Talent Initiative, a portfolio of demand-driven, specialized upskilling programs developed in partnership with business units to address specific capability gaps and market opportunities.

Key programs within this initiative include:



BFSI Sprint:
An intensive artificial intelligence enablement program targeting the Banking, Financial Services, and Insurance (BFSI) cluster, engaging 2,685+ professionals in practical AI skill development aligned with client modernization initiatives.



Bench Sprints:
Cross-skilling and reskilling programs serving approximately 1,400 bench-assigned employees, ensuring rapid capability alignment with emerging demand and reducing capability-to-delivery gaps.



Insurance & P&C Primer 101:
A domain-specific foundation programme that strengthened insurance knowledge across Life, Health, and Property & Casualty lines. 1,641 associates were assigned in industry-specific business models, regulatory frameworks, and product landscapes.



Data Engineering with Databricks:
A certification-aligned technical programme that enabled 1,458 professionals to develop advanced data engineering competencies using relevant tools and frameworks, supporting readiness for data-intensive client engagements.



Software Architecture Sprint:
An enterprise-level architecture and design programme that supported 330 professionals involved in modernization and cloud-migration initiatives for major BFSI clients.



AI Enablement for MetaGeeks:
A specialized programme for campus hires, engaging 150 participants in structured AI and machine learning foundation training to build a pipeline of AI-ready professionals.



BNY Bench Ramp-Up and Train & Deploy BFSI Bench Ramp-Up:
Targeted technical training in Java, cloud technologies, and testing frameworks to support deployment readiness for account-specific engagements.

Freshers training for Campus Hires



The Mphasis Learning Academy runs a comprehensive Delivery Readiness Program designed to prepare campus hires for technical roles. During the year, **the Mphasis Learning Academy (MLA) trained 1,776 campus hires, comprising 367 FTEs and 1,409 MetaGeeks.** This included 150 participants trained in the AI/ML track, strengthening our delivery-ready talent pipeline.

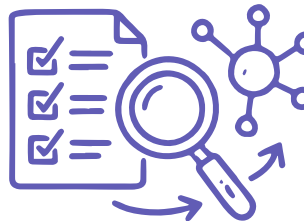
The MetaGeeks program adopted a shift-left training model that combines pre-internship self-paced learning, classroom training, and a two-month delivery internship, enabling campus hires to transition into delivery roles after onboarding. **Leader Connect sessions and Mphasis NeoIP Platforms sessions** delivered by the Mphasis.ai team provided participants with business, technology, and innovation context. Feedback from the MetaGeeks 2025 fresher training survey indicated largely positive responses regarding the overall quality of training and trainer support.

Tech Talk Series

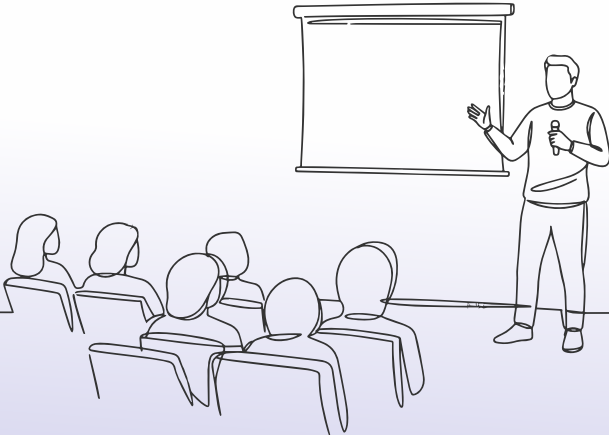
Our Tech Talk Series brings experienced professionals to share knowledge about emerging technologies and industry trends. **Across 13 sessions, more than 2,272 employees learned about emerging technologies** directly from industry experts.



GitHub Copilot



We launched GitHub Copilot training to help developers leverage AI in software development. The program equips teams with skills to use AI-powered coding tools effectively, increasing productivity, improving code quality, and enabling faster delivery of solutions to clients.



Artificial Intelligence Enablement

We have launched a comprehensive AI/ML Enablement Program, a strategic organizational initiative aimed at embedding AI literacy and practical competency across our entire workforce. The scope and impact of our AI initiative is substantial:

5,600+ associates have earned formal AI certifications, validating practical proficiency
14,200+ employees trained across 200+ distinct AI skill domains, from foundational concepts to advanced specializations

These initiatives empower employees with:

- Deep expertise in AI/ML tools, frameworks, algorithms, and practical applications
- Hands-on experience with real-world use cases directly applicable to client challenges
- Comprehensive understanding of responsible AI principles, ethical frameworks, and governance considerations
- Readiness to drive AI-powered innovation across service delivery, internal operations, and client solutions

Key Business Benefits

- **AI expertise in-house:** Our employees develop strong AI skills, giving us competitive advantage in the market
- **Scalable AI solutions:** Teams can implement AI across different projects and client work
- **Responsible AI:** We ensure AI is used ethically and follows industry standards
- **More innovation:** AI-trained employees create new solutions that add business value



Adoption of AI Skills

Top 5 AI Skills Trained



To strengthen AI readiness and build future-focused capabilities, we continue to invest in AI upskilling initiatives across the organisation. The following were the top five AI training programmes based on employee participation during the reporting year.

GitHub Copilot Essentials	6,806
AI-100 for Beginners	6,031
GitHub Copilot - VSCode	3,168
Generative AI Overview	2,979
Mphasis NeoIP Platforms	1,930

GitHub Copilot Essentials



GitHub Copilot Essentials introduces AI-powered coding assistance that helps developers write code faster, improve productivity, and reduce repetitive programming tasks. It covers key features, best practices, and responsible use of AI-assisted development. Participants from different technical backgrounds learn how to leverage Copilot effectively throughout the software development lifecycle.

GitHub Copilot – VS Code



GitHub Copilot for VS Code functions as an autonomous peer programmer and demonstrates how AI-powered code suggestions like inline completions, interactive chat assistance, and multi-step agent modes can be integrated directly into the Visual Studio Code development environment. Learners gain hands-on experience in code generation, debugging, documentation, and code optimization. The training enhances developer efficiency and accelerates software delivery.

Generative AI Overview



Generative AI Overview introduces the fundamentals of generative models, including Large Language Models (LLMs), text generation, image creation, and AI-powered automation. It explores business use cases, opportunities, and ethical considerations associated with Generative AI technologies. Participants gain insights into how GenAI is transforming industries and driving innovation.

Mphasis NeoIP Platforms



Mphasis NeoIP Platforms are proprietary innovation-driven solutions designed to accelerate digital transformation, automation, and business value creation. These platforms leverage advanced technologies such as AI, cloud, data analytics, and intelligent automation to enhance customer experience and operational efficiency. NeoIP enables scalable, sustainable, and future-ready business solutions across industries.

AI-100 for Beginners

This programme provides a foundational understanding of Artificial Intelligence, Machine Learning, and Generative AI concepts. The course covers core AI principles, real-world applications, and emerging trends in the AI ecosystem. It enables learners to build a strong base for further AI-related learning and innovation.



Leadership Development Framework

We recognize that leadership development is a continuous process requiring focused investment at every career stage. At Mphasis, leadership development is supported by a scalable, AI-enabled ecosystem designed to develop future-ready leaders, strengthen the leadership pipeline, and support sustained business performance.

Talent Next

Our flagship leadership development suite comprises 45 uniquely designed courses spanning strategic leadership, execution excellence, emotional intelligence, stakeholder management, change leadership, and behavioral mastery. These modules are structured to support development from foundational leadership awareness through senior executive levels, ensuring employees at every tier can access relevant, role-appropriate content.



People Manager Certification (PMC) Programs

Recognizing the important role managers play in team performance and engagement, we offer two specialized certification pathways:



EVOLVE – Empowering Front-Line Managers: A structured development program for emerging managers and first-line supervisors, focusing on essential managerial competencies including goal-setting, performance feedback, conflict resolution, team motivation, accountability frameworks, and translating organizational objectives into team actions. EVOLVE equips front-line leaders with tools to create high-performing teams and foster psychological safety.



APEX – Accelerating Mid-Level Leadership: An advanced program targeting mid-tier managers transitioning into senior leadership roles. APEX sharpens strategic thinking, enhances complex problem-solving, develops enterprise-wide perspective, and equips leaders to navigate organizational complexity while driving business growth and stakeholder value.

Since its launch in late 2024, our PMC program has strengthened leadership across the organization, helping managers lead with greater confidence and empathy. The program has improved manager effectiveness and team performance, delivering measurable business results.

In FY 2025-26, **680+ managers were covered with a participant satisfaction score of 4.6/5 across certification pathways.** The program also contributed to improvements in manager effectiveness and team outcomes. This commitment to leadership development was recognized with a Silver Award at the ET HR World Future Skills Awards 2026 for building future-ready leaders.

Emerging Leaders Program (ELP)



The Emerging Leaders Program develops high-potential talent through a structured journey of business immersion, mentorship, and leadership exposure, building a strong pipeline of future leaders. The program has seen **100% participation in Action Learning Projects (2025 cohort)**, strategic role transitions into key units and ~96% retention across program cohorts.

LeadHer PRO – Advancing Women in Leadership



Our flagship women’s leadership development initiative, launched in June 2024, addresses the challenges and aspirations of mid-level women leaders. The initiative is designed to strengthen leadership capabilities, build confidence, and accelerate readiness for senior roles through a blend of learning, coaching, and peer engagement. The inaugural cohort comprised 23 participants, and the program continues to expand. LeadHer PRO integrates

Individual leadership assessments and 360-degree feedback

- One-on-one executive mentoring from senior organizational leaders
- Peer cohort learning and collaborative problem-solving
- Executive coaching focused on leadership presence and strategic impact
- Executive education modules covering strategic business acumen, financial literacy, board dynamics, and stakeholder influence

The initiative has delivered substantial, measurable benefits to our workforce through strategic support for career advancement and employee retention. This program has seen a 4.6/5 application confidence score post learning and an 80%+ certification/completion across participants.

Alumni from program cohorts have demonstrated continued progression through internal mobility and promotions, providing evidence of the initiative's sustained, long-term impact on women's career development. Most significantly, LeadHER PRO has achieved an exceptional 80% retention rate among program graduates, demonstrating the program's effectiveness in supporting, developing, & retaining female talent within our organization.

Role Mastery programs

These involve key programs and learning initiatives rolled out for identified delivery, leadership and sales roles with a focus on improved client engagement and business outcomes

Professional Development Through Mentorship and Peer Networks

- **Prevention of Sexual Harassment (POSH) Framework:** As a compliance requirement, all employees participate in comprehensive POSH training programs designed to establish clear standards of conduct, communicate employee rights and organizational safeguards, and reinforce shared responsibility for maintaining a workplace free from harassment and discrimination.
- **LGBTQ+ Workplace Inclusion Initiative:** We promote workplace inclusion through structured training and awareness campaigns that address LGBTQ+ experiences, encourage allyship, and foster respect for sexual orientation and gender identity.
- **ESG Awareness Training program.** This initiative provides employees with an understanding of environmental, social, and governance material issues and their practical application:
 - **Social Issues:** Equal opportunity, human rights, occupational health and safety, freedom of association, and customer responsibility.
 - **Governance Issues:** Ethical business conduct, compliance frameworks, Board independence, executive compensation transparency, and shareholder protection.
 - **Environmental Issues:** Climate change mitigation, biodiversity conservation, water and energy efficiency, emissions reduction, and environmental management systems.



Employee Health & Safety

Policy Framework and Supplier Principles

We prioritize the health, safety, and well-being of all employees, contractors, and workers through an Environment, Health, and Safety (EHS) framework. Guided by a Board-approved EHS Policy, our approach is aligned with ISO 45001 and is continuously improved through employee feedback and consultation. Our health and safety program focuses on identifying and managing workplace risks, maintaining safety procedures and documentation, complying with applicable regulations, engaging with stakeholders, and providing regular employee training and awareness programs. We also maintain emergency preparedness and response procedures to support the effective and safe management of incidents.

Additionally, we have established a structured employee engagement mechanism to monitor and improve working conditions through various HSE teams and workplace safety initiatives. Collectively, these mechanisms facilitate employee consultation and participation, enable monitoring of workplace conditions, and support the identification and resolution of health and safety risks.

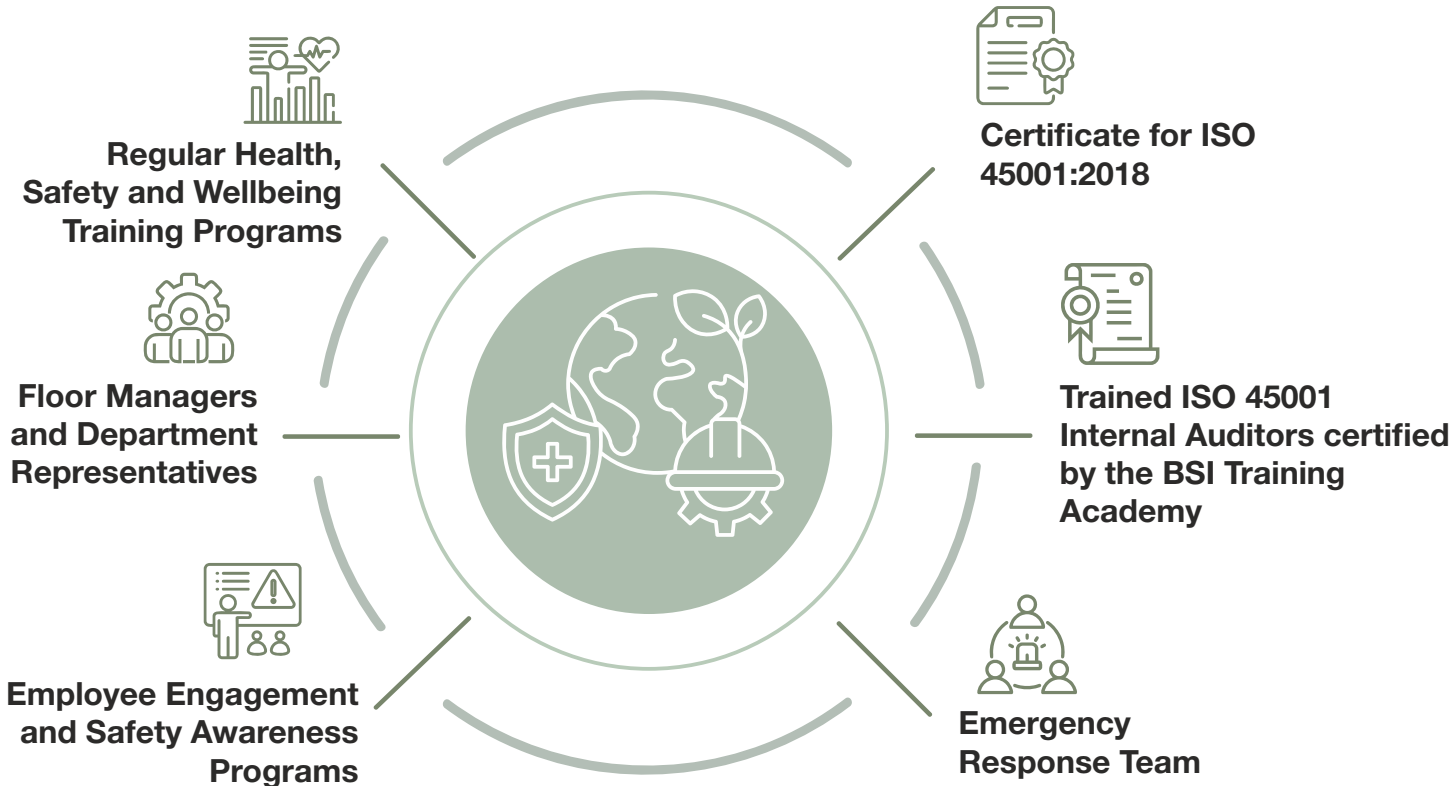
In addition, we maintain a certified Occupational Health and Safety Management System in accordance with ISO 45001:2018, certified by BSI. We also conduct periodic internal audits, management reviews, emergency preparedness drills, safety awareness campaigns, and employee training programs to ensure active participation and consultation of employees at all levels.

To promote safe and fair working conditions, our suppliers are expected to provide healthy and safe workplaces in compliance with applicable laws and regulations. They are required to take appropriate measures to address workplace hazards, comply with statutory requirements relating to wages and working hours, and address substance abuse within their operations and supply chains.



Risk Management & Monitoring

We maintain a comprehensive Risk Register to identify, track, and manage existing and emerging risks related to workplace health and safety. Our three-tier governance framework, comprising monthly safety reviews led by zone owners, unit heads, and business unit leaders, ensures systematic oversight and management of identified risks. For each identified risk, our EHS team implements appropriate control measures and mitigation plans, with actions regularly monitored and reviewed to ensure effective risk management. Our OHS systems cover 100% of our employees, workers, and contractors, maintaining a structured approach that helps sustain a safe, healthy, and secure work environment across all operational levels.



Emergency Preparedness & Incident Response

We have established an integrated Business Continuity and Resiliency Program designed to maintain service continuity during disruptions. This program operates through a structured Business Continuity Management System (BCMS) developed in accordance with ISO 22301:2019 standards addressing Security and Resilience. The Incident Management Plan (IMP), a core component of our BCMS, applies to all our employees, subsidiary staff, and on-site contract personnel. The IMP provides comprehensive guidance including emergency service contact details, Business Continuity Leadership Group (BCLG) accessibility information, response protocols for different incident scenarios, damage assessment procedures, disaster classification criteria, and media communication guidelines. The plan establishes standardized incident reporting procedures and formal escalation pathways, enabling rapid and coordinated response to emergencies.

Additionally, we conduct systematic training and awareness initiatives to build a safety-conscious organizational culture. These programs address EHS policies and operational practices, biomedical waste management procedures, occupational health and safety requirements, hygiene and sanitation standards, security policies and protocols, and workplace signage awareness. All personnel receive specialized training in first aid response, fire safety protocols, and chemical safety handling appropriate to their work environment. Fire evacuation drills and structured safety refresher sessions are at all operational facilities to ensure preparedness and knowledge retention. EHS-related information, updates, and training resources are distributed to employees through regular email communications and mandatory participation in training programs, maintaining consistent awareness across the organization.



Total participation in
trainings for health
7,268
and safety conducted
in **FY 25-26**

Occupational Health and Safety Commitments

Our Occupational Health and Safety strategy is built on the foundation of proactive hazard prevention, rigorous risk management, and continuous improvement. We have established and maintained a robust Emergency Action Plan (EAP) that includes fire safety protocols, evacuation procedures, medical emergency response, and communication channels, supported by regular drills and scenario-based simulations to ensure preparedness and minimize response time. We are dedicated to preventing occupational hazards, injuries, and illnesses through effective control measures, engineering solutions, and administrative safeguards, underpinned by proactive identification of workplace risks and prompt implementation of corrective actions.

We also conduct periodic workplace risk assessments to evaluate existing controls and identify additional measures needed to protect health and safety, with all assessments documented and reviewed for continuous improvement. Recognizing the importance of holistic well-being, we encourage employees and vendor staff to adopt healthy lifestyles through wellness campaigns, ergonomic support, and mental health resources, while increasing awareness of occupational risks and preventive practices.

Compliance with applicable OHS laws, regulations, and international standards is maintained through a robust management framework, supported by continual improvement initiatives, regular audits, feedback loops, and performance reviews. We foster a participatory culture by seeking input from senior management, associates, consultants, and support staff, whose insights guide prioritization of action plans and enhance the effectiveness of our OHS initiatives. Underpinning all these efforts is our zero-fatality target across all operations, reinforced by stringent safety protocols, continuous monitoring, and proactive elimination of high-risk conditions.

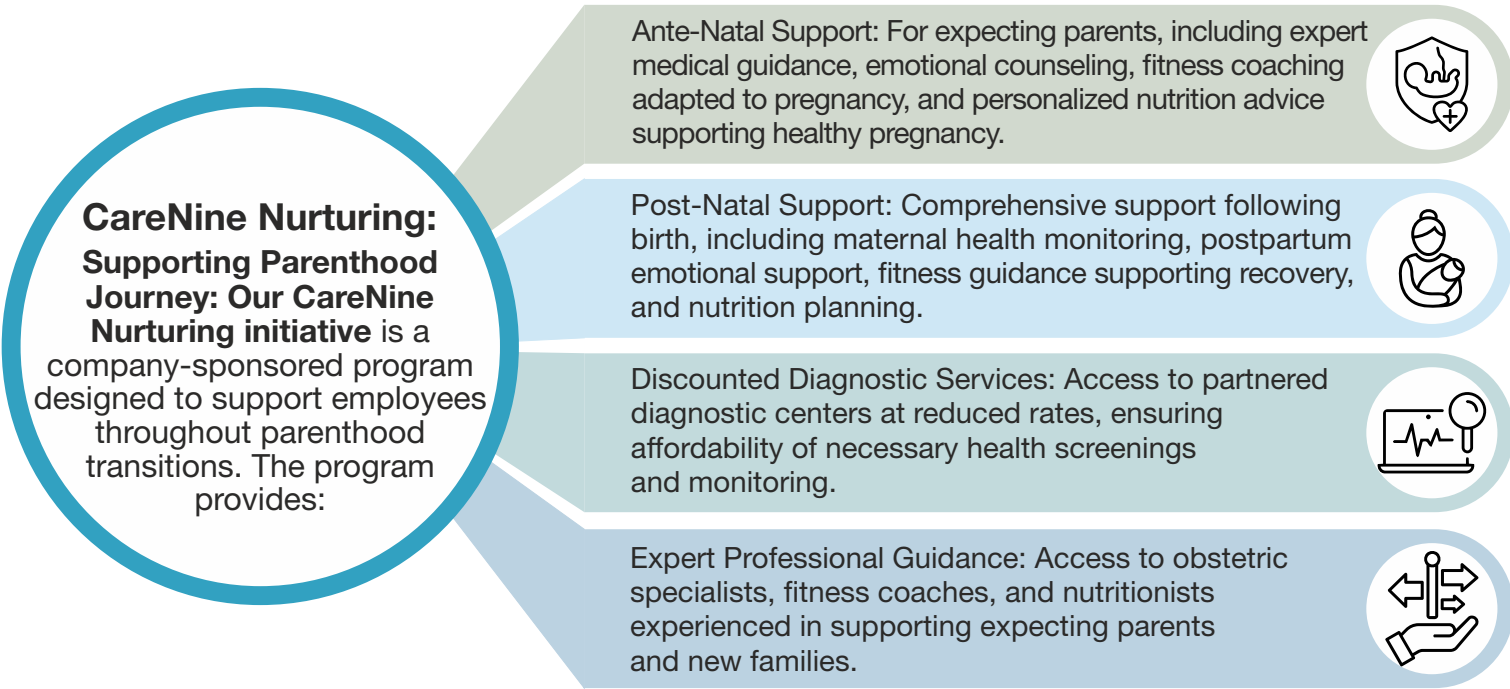
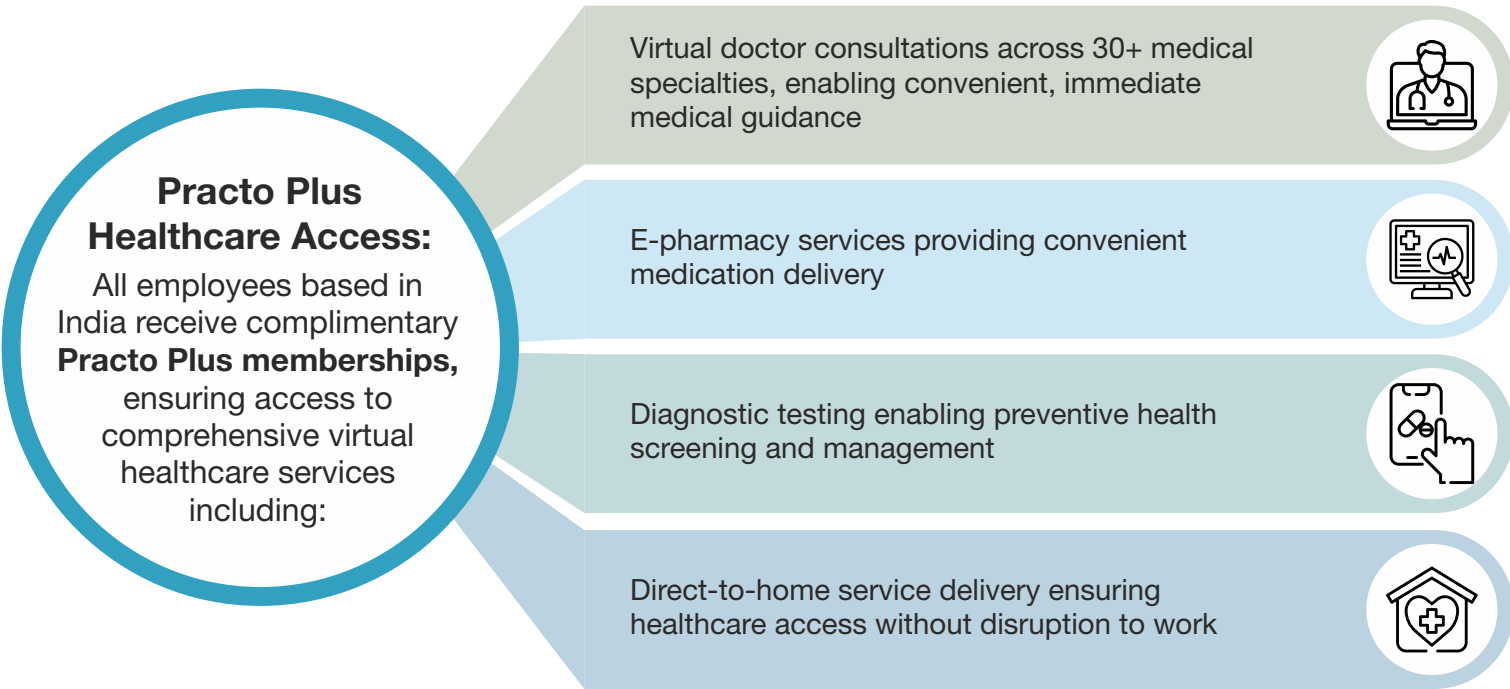
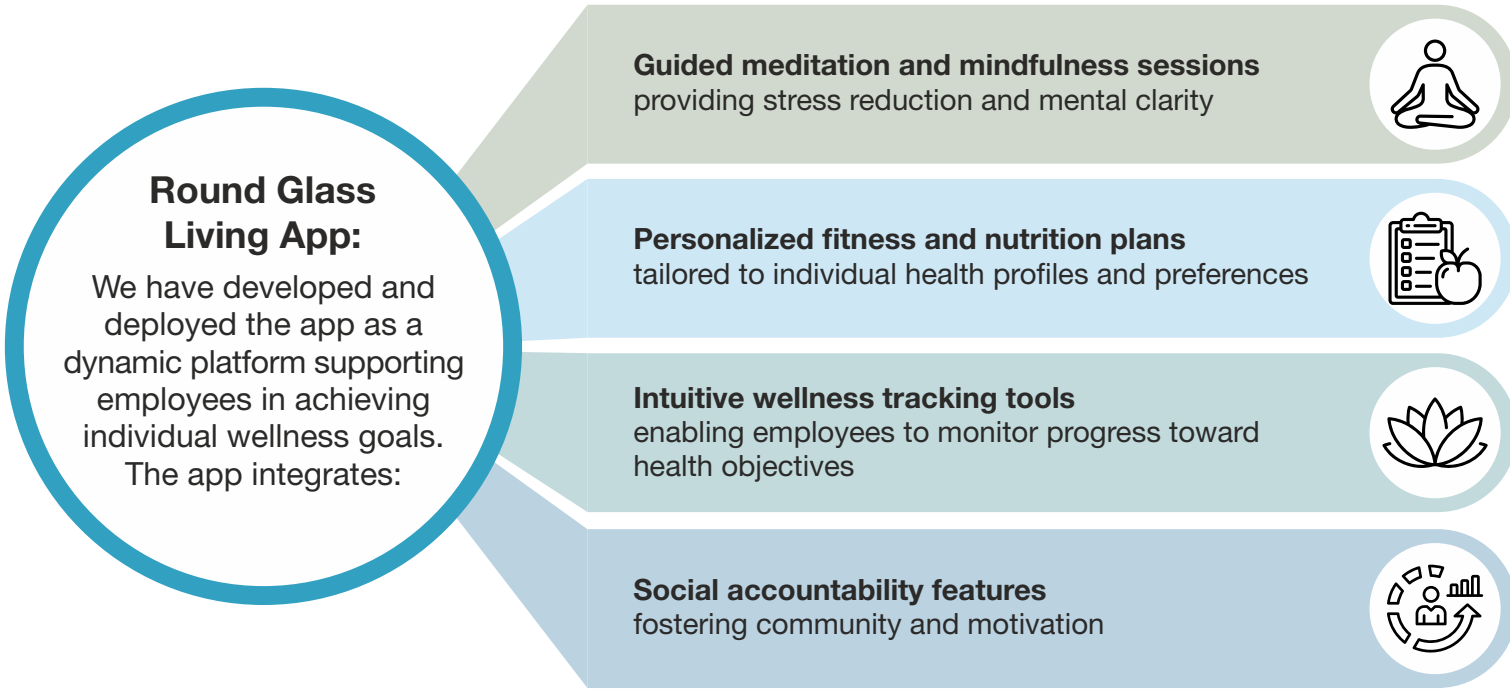


Employee Well-being

We recognize that employee well-being includes several important aspects of life. Our wellness approach focuses on three key areas: physical health, mental well-being, and financial security. By supporting employees in these areas, we help create a healthy, engaged, and productive workforce. In FY 2025–26, we continued to embed wellness as a core organizational priority, focusing on the holistic well-being of its employees. We rolled out a comprehensive suite of initiatives spanning physical, mental, and emotional health, including doctor-on-call services, health check programs, wellness webinars, on-site health camps, vaccination drives, and Employee Assistance Programs (EAP). These initiatives were complemented by personalized health interventions such as Health Risk Assessments, wellness app access, and preventive care programs, alongside employee-centric benefits like childcare support and pharmacy services. Supported by a people-first and empathy-led approach, these efforts have strengthened employee engagement, resilience, and overall well-being, fostering a healthier and more inclusive workplace culture.

Physical Well-being: Supporting Healthy, Energized Teams

At Mphasis, physical wellness is integrated into daily workplace culture through accessible programs, supportive infrastructure, and organizational commitment to health-promoting practices.



Work-Life Integration

We recognize that employees have multifaceted lives extending beyond work. We support healthy integration between professional responsibilities and personal, family, and health priorities through flexible work arrangements. Our Work from Home Policy enables employees to work remotely with flexibility regarding location and schedule. Employees maintain access to hot desks in city offices for occasional in-person collaboration, enabling virtual-first work while preserving collaborative spaces for team connection and mentorship. Our Part-Time Policy enables employees to reduce work schedules to 4.5 hours per day (including 30-minute break) for employees pursuing higher education or professional certifications, expecting or new mothers, and individuals with medical conditions or health challenges.

Leave Policy Supporting Rest and Personal Priorities

Our comprehensive leave policy acknowledges employees need for rest, family time, and personal well-being. We provide annual earned leaves, 26 weeks paid leave for primary caregivers and 6 days paid leave for non-primary caregivers, paid family or caregiver leave supporting employees managing significant family responsibilities, elder care, or other major life events. Our leave policy also supports life transitions for employees such as marriage, childbirth, education, health challenges, and elder care.

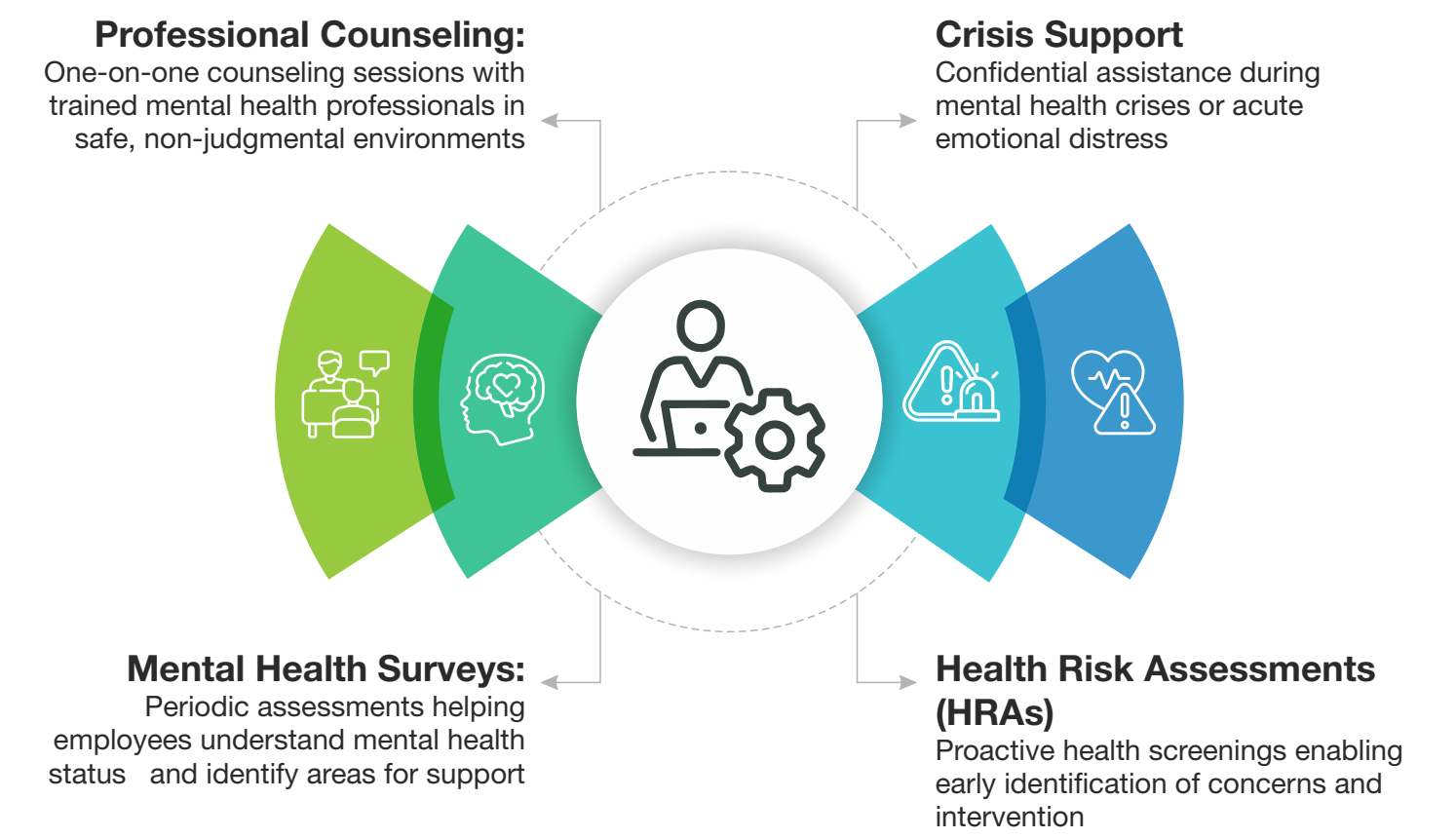


Mental Well-being: Destigmatizing Mental Health and Building Resilience

Mental well-being is integral to overall employee health and reflects an individual's ability to manage stress, build resilience, and contribute effectively in the workplace. Our approach to mental well-being focuses on creating a supportive and inclusive environment, underpinned by access to professional resources, awareness initiatives, and employee support programs.

Reach Us Employee Assistance Program

The cornerstone of our mental health support is Reach Us, our confidential, company-sponsored Employee Assistance Program available to all Mphasis employees globally, regardless of location or employment status. This free service provides:



Mental Health Awareness and Destigmatization Initiatives

We actively work to destigmatize mental illness and normalize conversations about mental health through initiatives like Mental Health Awareness Week, World Mental Health Day Observance, mindfulness sessions, expert webinars and forums, and discussion forums.

We have also developed comprehensive guidelines for mental health applicable to both new employees and existing team members, emphasizing early identification and intervention, empathetic manager engagement, psychological safety culture, and open communication.

Financial Wellness: Empowering Economic Security and Confidence

We recognize that financial stress significantly impacts mental health, well-being, and work performance. Our comprehensive financial wellness program empowers employees with knowledge, tools, and resources to manage money confidently.

Monthly Financial Literacy Webinars:

Monthly expert-led financial wellness webinars provide our employees with critical information on savings strategies, investment fundamentals, education planning, retirement preparation, tax optimization, insurance planning, debt management, amongst others. These sessions feature industry experts presenting complex financial concepts in accessible, actionable formats. Webinars have significantly enhanced employee financial literacy, demystified complex concepts, and equipped employees with practical skills for managing money effectively.

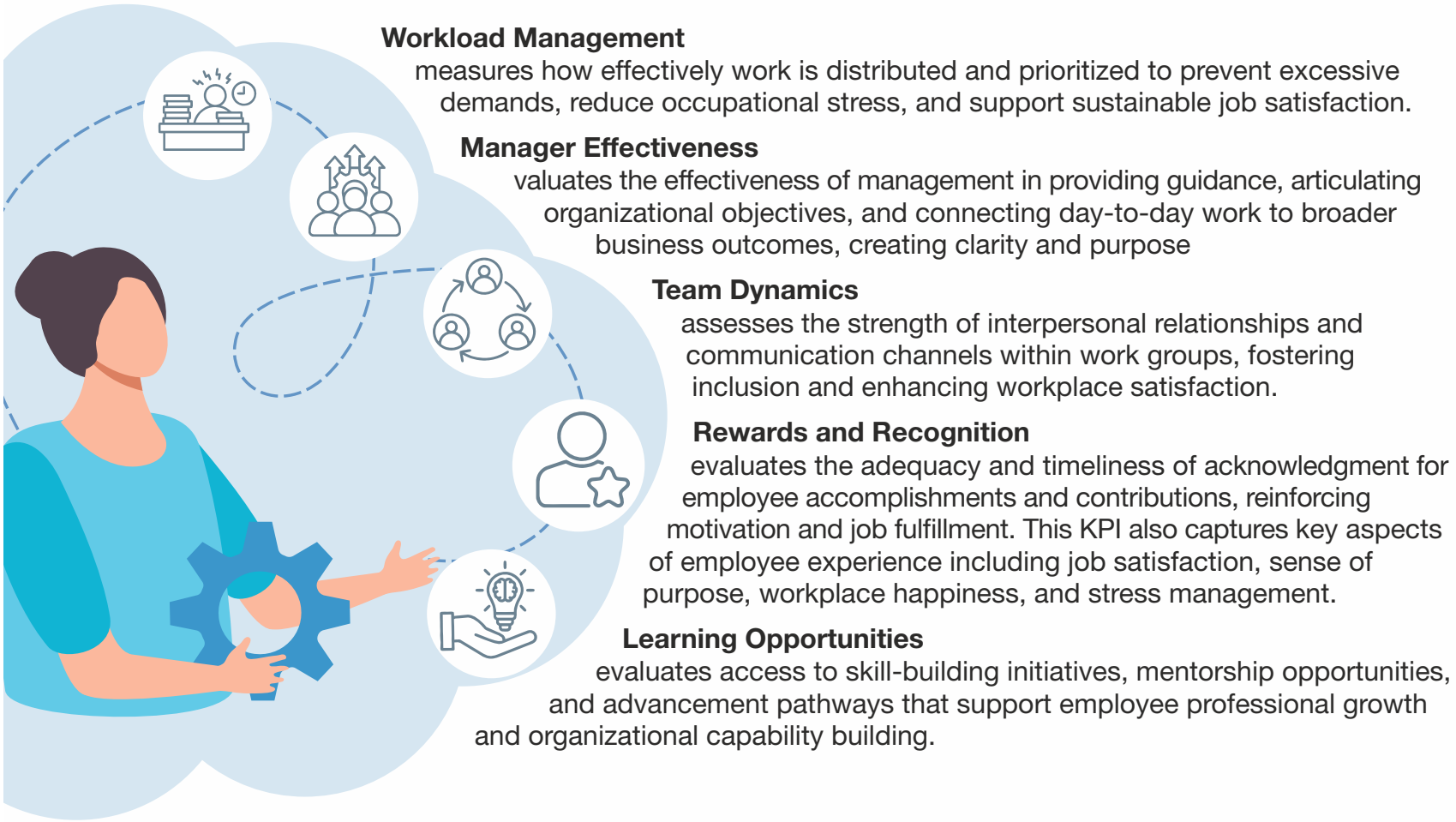
Employee Insurance Coverage:

We provide comprehensive insurance plans meeting diverse employee and family needs through Group Medical Insurance, Personal Accident Insurance, and Flexible Plan Options.



Employee Engagement (eSAT/eNPS)

We conduct the Employee Pulse Survey (eSAT) on a biannual basis to assess employee satisfaction, organizational commitment, and workplace experience. This structured assessment provides actionable data across multiple facets of the employee journey, enabling the organization to identify improvement opportunities and strengthen workplace culture. Employees who have served a minimum of six months with the organization are eligible to participate in the survey. The assessment focuses on five interconnected dimensions that directly impact organizational performance and employee well-being:

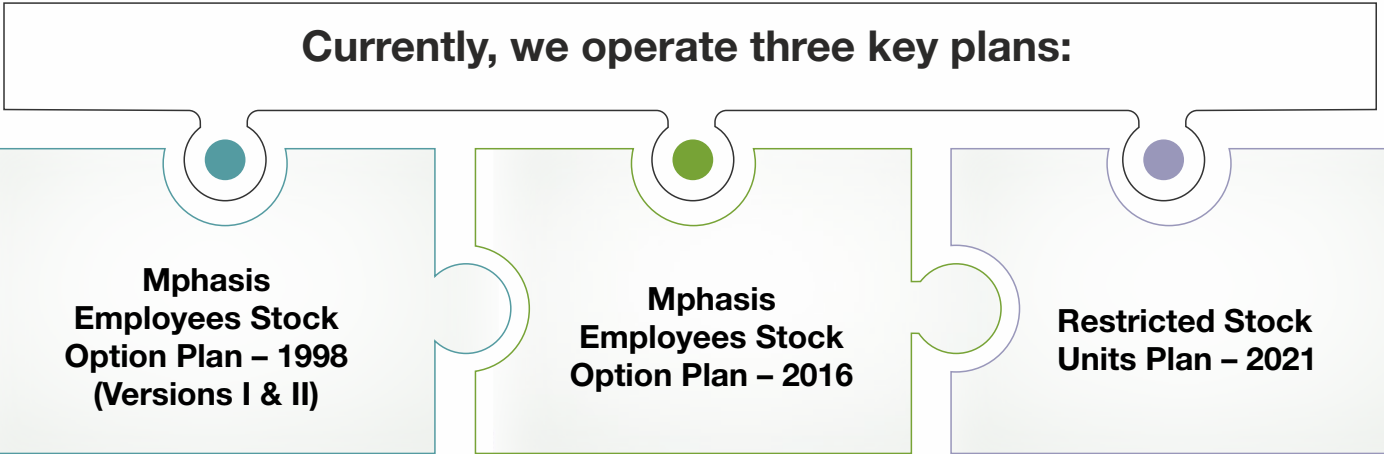


This year, we received an overall score of 7.5 in the eSAT survey. The survey continued to assess key dimensions such as employee engagement, leadership effectiveness, growth & development, work environment, and overall satisfaction, aligned with the standard KPIs tracked in previous cycles to ensure consistency and comparability of insights.

Employee Recognition & Incentives

Recognizing and Incentivizing Outstanding Performance

At Mphasis, we believe that how we recognize and reward excellence shapes organizational culture, drives performance, and demonstrates our commitment to fairness and meritocracy. Our comprehensive rewards and recognition framework integrates long-term equity participation, performance-based incentives, individual recognition programs, and transparent, equitable compensation practices.



During the financial year ended 31 March 2026, the Company allotted 742,729 equity shares pursuant to the exercise of stock options and restricted stock units. Further, during the financial year ended 31 March 2026, the ESOP Compensation Committee granted 56,000 stock options and 7,500 restricted stock units to the eligible employees. Please refer to page 32 of our Annual Report FY 2026

Performance Recognition

Recognition and appreciation of employee contributions are essential to building engaged, supportive workplaces where team members feel valued and motivated. Our Rewards and Recognition (R&R) platform, 'Accolade', systematizes recognition practices, making appreciation accessible and meaningful across the organization.

Our recognition architecture integrates multiple recognition modalities, each addressing specific achievement contexts and organizational populations.



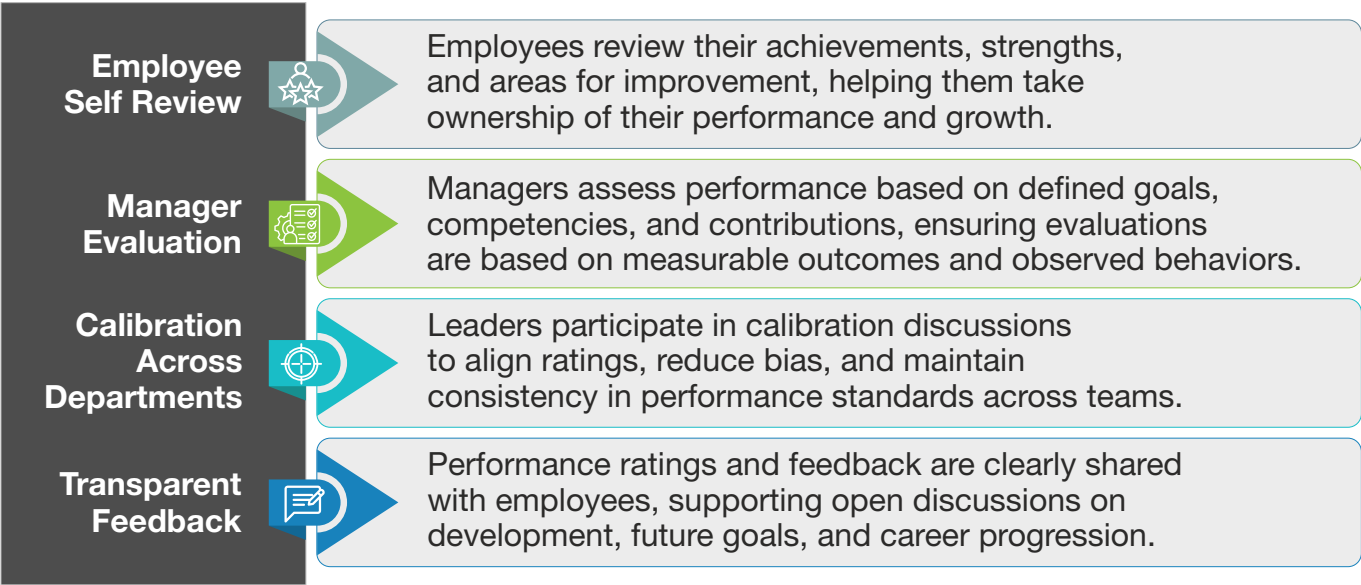
In FY 2025–26, we facilitated over 25,000+ monetary recognitions, complemented by 13,000 peer-to-peer (non-monetary) recognitions, fostering a strong culture of appreciation and inclusivity.

Performance Management

Our approach to performance management recognizes the interdependence of individual growth and organizational success. Through ac structured goal-setting excerices, regular feedback sessions, and transparent evaluation processes, employees are provided with regular opportunities to discuss their performance, understand the impact of their contributions, and gain clarity on their career growth and development paths.

All full-time employees across our global operations participate in formal performance reviews conducted annually, with many functions incorporating more frequent feedback touchpoints throughout the year. Our process is designed to be multi-phased, bringing together multiple perspectives and safeguards to ensure fairness and reduce bias. In line with company policy and global HR standards, 100% of full-time employees across all global locations receive regular performance and career development reviews

The performance review cycle unfolds in four distinct stages



The performance review cycle unfolds in four distinct stages

We use the **Management by Objectives (MBO)** framework to manage performance and align individual goals with business priorities. Throughout the year, employees and managers hold regular performance discussions to review progress, address challenges, and adjust goals when needed. This continuous feedback approach complements the annual appraisal process and keeps performance management relevant and effective.

At the start of each fiscal year, goals are defined at the organizational, team, role, and individual levels. Employees and managers also identify development priorities across technical, behavioral, and professional skills. This structured process provides clear expectations, supports alignment with business objectives, and creates regular opportunities for feedback and growth.

Performance evaluations are further strengthened through a **360-degree feedback process**, which gathers input from managers, peers, and senior leaders. This multi-source approach offers a more balanced view of employee performance, helps reduce bias, and provides valuable insights into individual contributions.

For teams working in agile environments, performance management is supported through regular **agile conversations** that encourage continuous feedback and real-time visibility into performance. These conversations vary in format and frequency depending on project structure and team configuration but typically include the following components:

Daily Stand-Ups
Team members communicate daily accomplishments, current work priorities, and identified blockers requiring management attention.

Cross-Functional Collaboration
Agile conversations facilitate cross-departmental and cross-role collaboration, enabling shared ownership of outcomes, enhanced transparency, and accelerated problem resolution.



Sprint Retrospectives
Teams assess sprint execution effectiveness, identify process improvements, and establish corrective actions for subsequent cycles.

This integrated performance management framework aligns individual objectives with strategic business direction, establishes transparent accountability mechanisms, and creates systematic development pathways across all organizational levels.



Fostering Human Rights

Human Rights are central to our commitment to responsible business conduct. Our approach is guided by internationally recognized standards and frameworks, including the Universal Declaration of Human Rights, the International Labour Organization Conventions, the UN Guiding Principles on Business and Human Rights, and the principles of the UN Global Compact, which inform our policies, practices, and decision-making across the organization.

Labor Rights

Our Statement on Living Wage

Mphasis is committed to ensuring fair and equitable living wages across its global operations. The company adheres to all statutory wage requirements and strives to provide remuneration that supports a decent standard of living for its employees. Mphasis regularly reviews its compensation framework to align with inflationary trends to support employees' financial wellbeing. It also encourages its suppliers and service partners to uphold fair living wage practices in line with its ethical sourcing and sustainability commitments.

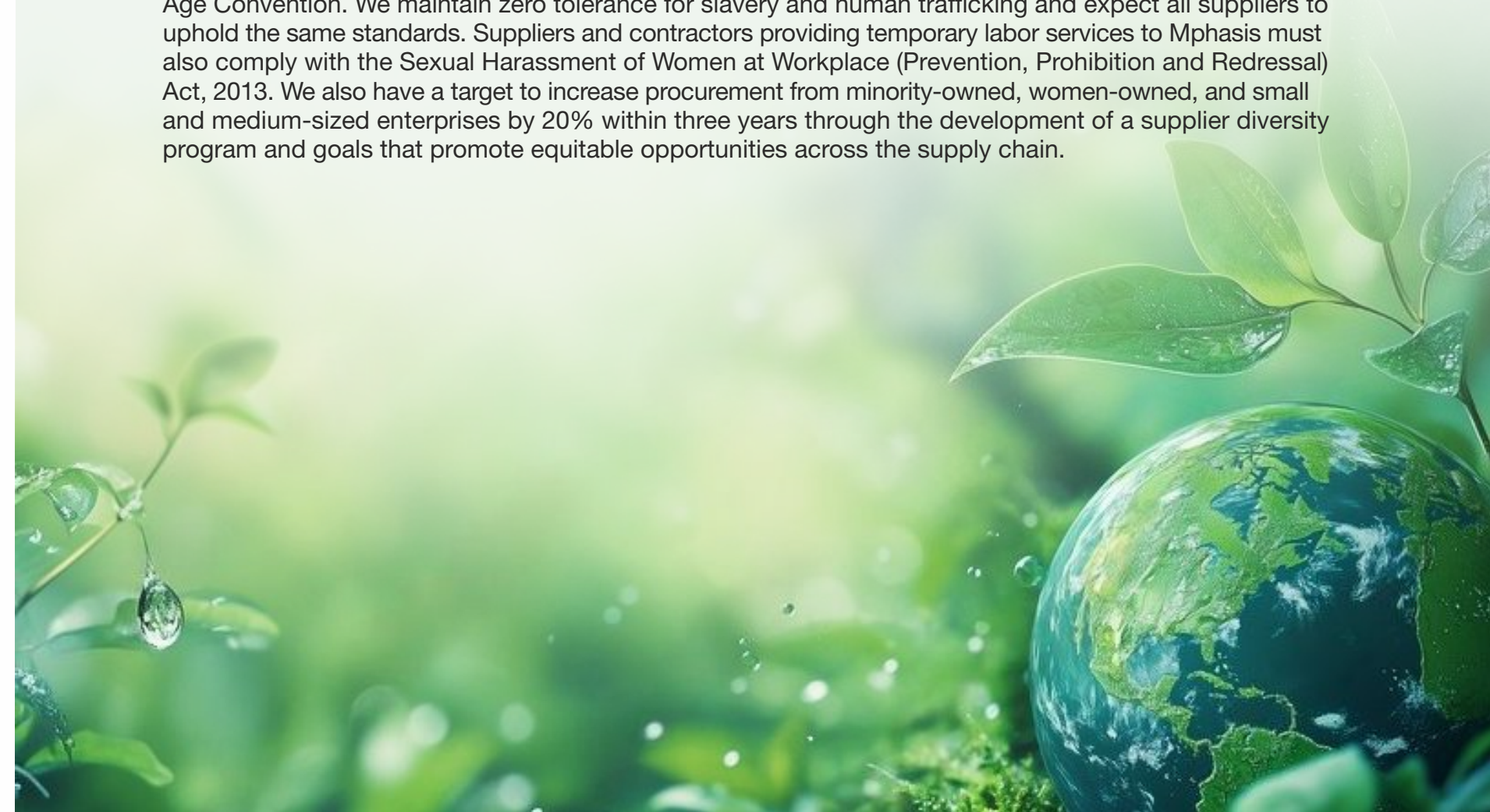
We maintain workplace practices aligned with applicable labour standards. Standard working arrangements comprise a five-day work week, eight working hours per day, and a one-hour daily break. Shift timings vary based on business unit and client requirements. Eligible employees receive compensatory time off for work performed on scheduled days off or public holidays and overtime compensation at 2.5 times standard wages. Mandatory furlough periods may also require employees to use earned leave at designated times during the year. We provide leave and flexible-working benefits to support employees' personal, family, and health-related needs. Employees are entitled to 24 working days of annual leave, comprising earned, casual, and sick leave. Eligible employees may also receive up to 10 days of paternity leave and 26 weeks of maternity leave. Female employees are eligible for up to 42 days of leave in the event of miscarriage or medical termination of pregnancy, including weekends and public holidays.

Adoption-related benefits include up to 12 weeks of work-from-home flexibility for male employees and up to 12 weeks of maternity leave for female employees who adopt a child below three months of age or become commissioning mothers through surrogacy. Additional provisions include up to 14 days of fertility-treatment leave and up to 30 days of gender-reassignment leave.

We provide training and reskilling programmes to prepare employees for technological, industry, and climate-related changes. These programmes cover environmental conservation, greenhouse gas emissions reduction, responsible resource use, occupational health and safety, and AI and machine learning capabilities. Relevant training also addresses the ethical, transparent, and responsible use of emerging technologies.

We are committed to equal remuneration for employees performing work of equal value, irrespective of gender. Our compensation practices are based on role requirements, experience, performance, and other relevant criteria, with the objective of supporting fairness and non-discrimination. We adhere strictly to the Industrial Dispute Act, 1947, and applicable labor law requirements in all employment termination matters. We maintain rigorous compliance with minimum consultation periods and notice requirements before implementing mass terminations, ensuring fair, transparent treatment and meaningful engagement with affected employees throughout workforce transitions.

Additionally, our commitment to labor rights extends beyond our direct workforce to contractors and suppliers. Contractors include organizations or individuals engaged to perform specific services or work under a contract. We require suppliers to prohibit child labor, forced labor, modern slavery, physical punishment, verbal harassment, and any other form of harassment in their operations and supply chains. Suppliers and contractors are also expected to operate in a manner consistent with internationally recognized labor rights principles, including those reflected in the Convention on the Rights of the Child and the ILO Minimum Age Convention. We maintain zero tolerance for slavery and human trafficking and expect all suppliers to uphold the same standards. Suppliers and contractors providing temporary labor services to Mphasis must also comply with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. We also have a target to increase procurement from minority-owned, women-owned, and small and medium-sized enterprises by 20% within three years through the development of a supplier diversity program and goals that promote equitable opportunities across the supply chain.



Human Rights Due Diligence

We have integrated Human Rights Due Diligence (HRDD) into our governance and risk-management processes. Periodic risk-mapping reviews cover our operations and value chain and help identify, prevent, mitigate, and monitor actual and potential human rights impacts associated with our activities, products, and services.

In FY 2024-25, we conducted an HRDD assessment with reference to the UN Guiding Principles on Business and Human Rights, International Labour Organization conventions, and the OECD Guidelines for Multinational Enterprises. The assessment considered labour rights, privacy, freedom of association, non-discrimination, equal remuneration, health, child labour, forced labour, and human trafficking across Mphasis’ operations and value chain. The assessment covered our locations in India and 26 international markets. In India, the assessment included Bengaluru, Chennai, Hyderabad, Mangaluru, Mumbai, Noida, and Pune. Internationally, it covered 26 countries: Australia, Argentina, Belgium, Canada, China, Costa Rica, France, Germany, Hungary, Ireland, Japan, Jordan, the Kingdom of Saudi Arabia, Malaysia, Mauritius, Mexico, New Zealand, the Netherlands, the Philippines, Poland, Singapore, Sweden, Switzerland, Taiwan, the United Kingdom, and the United States of America.

The assessment involved employees, management, and representatives from Human Resources, Legal, IT Security, Data Privacy, Diversity, Equity and Inclusion, Supply Chain Management, Environment, Risk Management, and Engineering. The methodology included structured interviews, surveys, focus-group discussions, and reviews of grievance-redress mechanisms. The assessment did not identify major human rights risks or significant violations within the assessed scope.

In FY 2025-26, we also conducted an internal assessment with reference to the SA8000 Social Accountability Standard. The assessment considered child labour, forced labour, occupational health and safety, freedom of association and collective bargaining, discrimination, disciplinary practices, working hours, remuneration, and management systems. The assessment also involved a systematic review of our policy portfolio, revising policies where necessary to reflect current human rights standards and regulatory requirements. Updated policies include our Code of Conduct, Human Rights Policy, Equal Employment Opportunity framework, Anti-Discrimination guidelines, Compensation Policy, Performance Management procedures, Appraisal protocols, Grievance Redressal mechanisms, Occupational Health and Safety standards, Employee Welfare Policy (covering insurance and parental leave provisions), Anti-Sexual Harassment Policy, and Childcare Support Policy.



Human Rights Risk Mitigation & Remediation

We integrate human rights considerations into our day-to-day operations through a proactive, prevention-focused approach. 100% of our facilities maintain documented risk management frameworks employing a "prevention-first" strategy designed to address potential harm to human dignity at their source. This approach enables early identification of emerging risks and implementation of timely corrective measures across our organization. Our efforts are guided by key policies, including the Human Rights Policy, Code of Conduct, and Supplier Code of Conduct, which set clear expectations for ethical behavior across our business and supply chain. We also provide formal channels for employees and stakeholders to report concerns through our Whistle-blower Policy and grievance redressal mechanisms. These processes ensure concerns can be raised confidentially and without fear of retaliation. Together, these measures promote transparency, accountability, and respect for human rights across our organization.

Our Position on Freedom of Association

While Mphasis does not currently have a unionized workforce, we firmly uphold the principles of the Industrial Disputes Act of 1947 and respect employees' fundamental right to freedom of association. Our workplace culture actively encourages open dialogue and direct communication, enabling employees to express their views, concerns, and ideas freely without restriction or fear of consequence. We maintain no policies that restrict employees' ability to form associations, join employee groups, or engage in collective discussions. Our commitment to employee voice is further reflected in our support for employee-led social initiatives through the F1 Foundation, including the Mphasis Collective, employee trusts established by and run by employees to drive social welfare initiatives and community development projects that align with employee values and aspirations.





ENGINEERING CLIMATE SUSTAINABILITY



Our Climate Ambition & Roadmap

At Mphasis, environmental stewardship is central to the way we pursue sustainable growth. Our Environmental, Health, and Safety (EHS) Policy acts as a guiding framework for responsible operations, helping us embed sustainability, safety, and accountability into our everyday business practices.

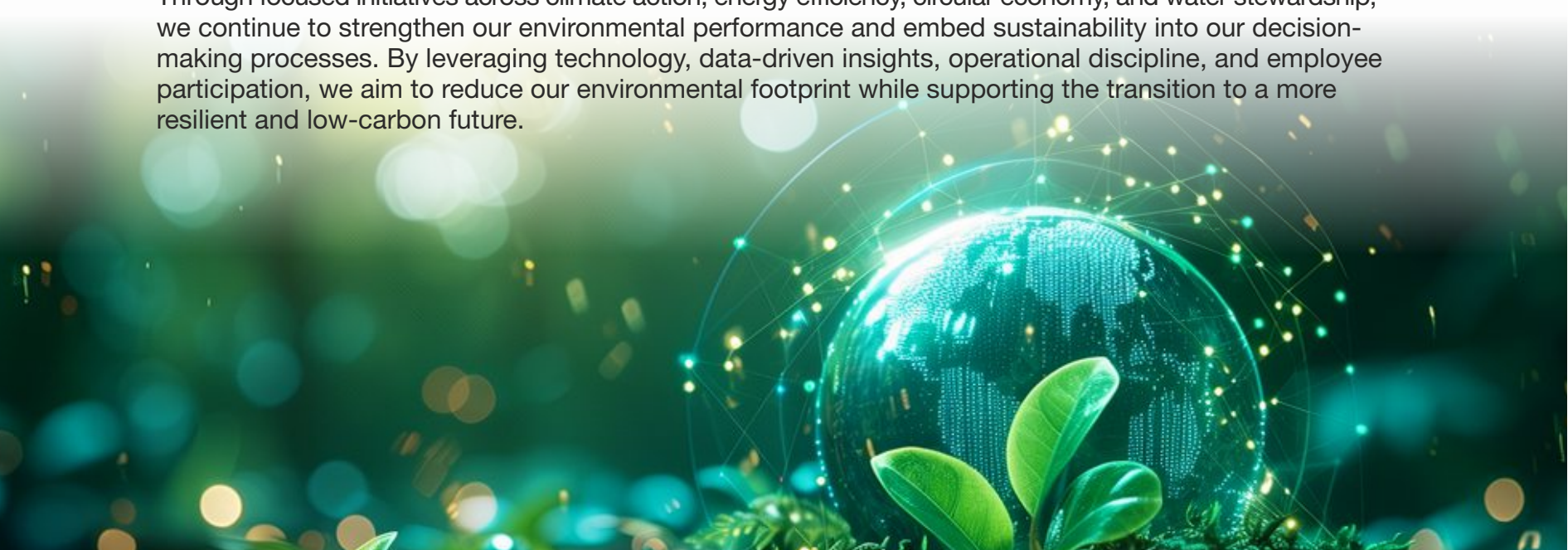
As we advance our journey under the theme “**Sustainable Outcome, Infinite Impact. Driven by Purpose,**” we are focused on applying intelligence not only to business transformation, but also to the way we manage our impact on the planet. Through structured environmental management systems, resource-conscious operations, and a culture of shared responsibility, we aim to make sustainability an integral part of decision-making across the organization.

Our ISO 14001:2015 certified facilities reflect this commitment to disciplined environmental governance. 69% of our facilities are certified, demonstrating the strength of our systems and processes. Building on this foundation, we continue to enhance our environmental practices and pursue initiatives that support resilient operations, responsible growth, and lasting stakeholder value.

Environmental Stewardship: Advancing Sustainable Outcomes for Lasting Impact

In a world where climate risks, resource constraints, and ecological challenges are reshaping the expectations of businesses, we recognize the need to act with urgency, responsibility, and purpose. Our approach is guided by the belief that intelligent action, when grounded in sustainability, can create impact that extends beyond our operations and contributes meaningfully to the planet and society.

Through focused initiatives across climate action, energy efficiency, circular economy, and water stewardship, we continue to strengthen our environmental performance and embed sustainability into our decision-making processes. By leveraging technology, data-driven insights, operational discipline, and employee participation, we aim to reduce our environmental footprint while supporting the transition to a more resilient and low-carbon future.



Climate Action

We integrate climate considerations into business planning, risk management, and operational decision-making. Our approach focuses on managing greenhouse gas emissions, strengthening climate resilience, and supporting the transition to lower-carbon operations.

Energy Management

We focus on improving energy efficiency through operational measures, technology-enabled monitoring, infrastructure upgrades, and increased use of renewable energy.



Waste Management and Circularity

Our approach focuses on reducing waste at source, improving segregation, promoting reuse and recycling, and managing regulated waste streams through authorized channels.

Water Stewardship

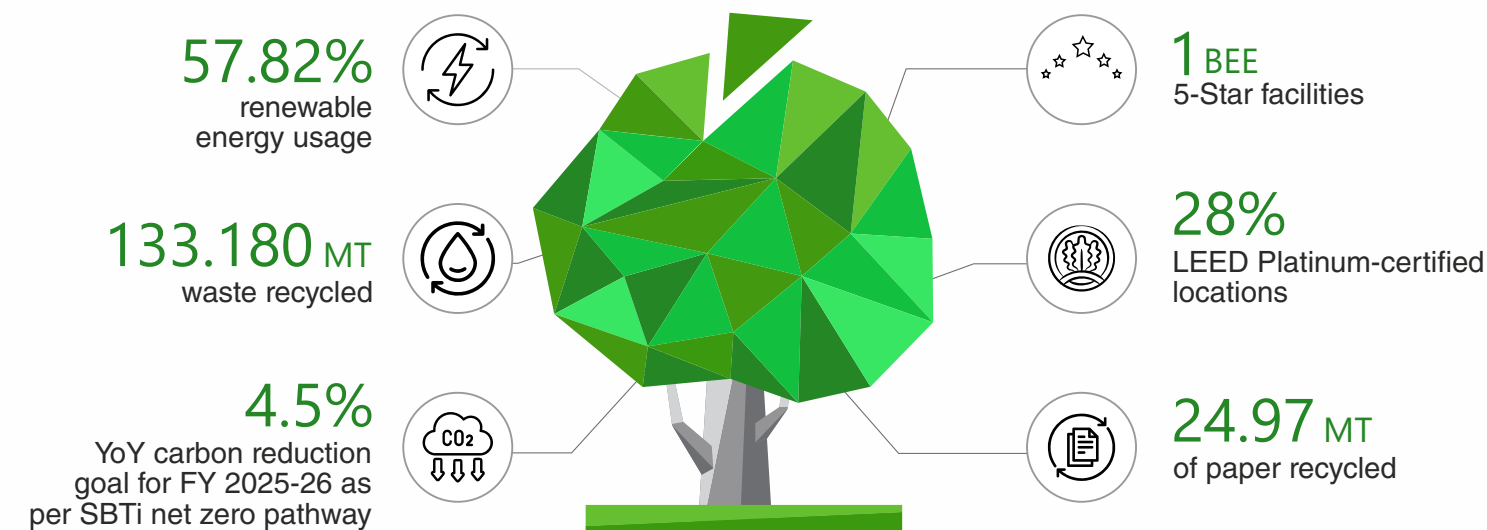
We promote efficient water use, the reuse of treated water where feasible, and employee awareness to support responsible water management across our operations.



Together, these initiatives reflect our purpose-led commitment to environmental responsibility. By combining sustainable intelligence with decisive action, we aim to create an infinite impact, reducing our footprint, strengthening resilience, and contributing to a healthier planet for future generations.

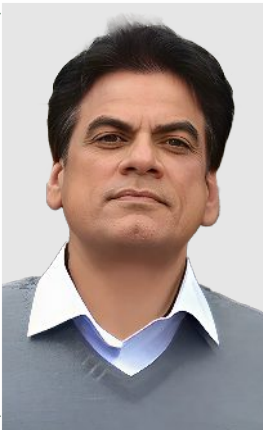


Key Environmental Metrics – FY 2025–26



At Mphasis, our environmental journey is guided by purpose, strengthened by intelligence, and driven by measurable action. This year, we have taken important steps to deepen our climate commitment, including submitting our targets for validation by the Science Based Targets initiative, undertaking a double materiality assessment, conducting a climate risk assessment, and strengthening our net zero ambition. These actions reflect our intent to embed climate resilience, responsible resource management, and data-led decision-making into the way we operate. As we move forward, our focus remains on building low-carbon, future-ready operations that create long-term value for our stakeholders while contributing to a healthier and more sustainable planet.

Ajit Kumar
Senior Vice President,
CPO and Head, Business Operations



Climate Governance

Climate change presents significant and evolving risks to global ecosystems, communities, and economic systems. At Mphasis, we recognize that addressing climate-related risks and opportunities requires a structured, organization-wide approach anchored in strong governance and clear accountability.

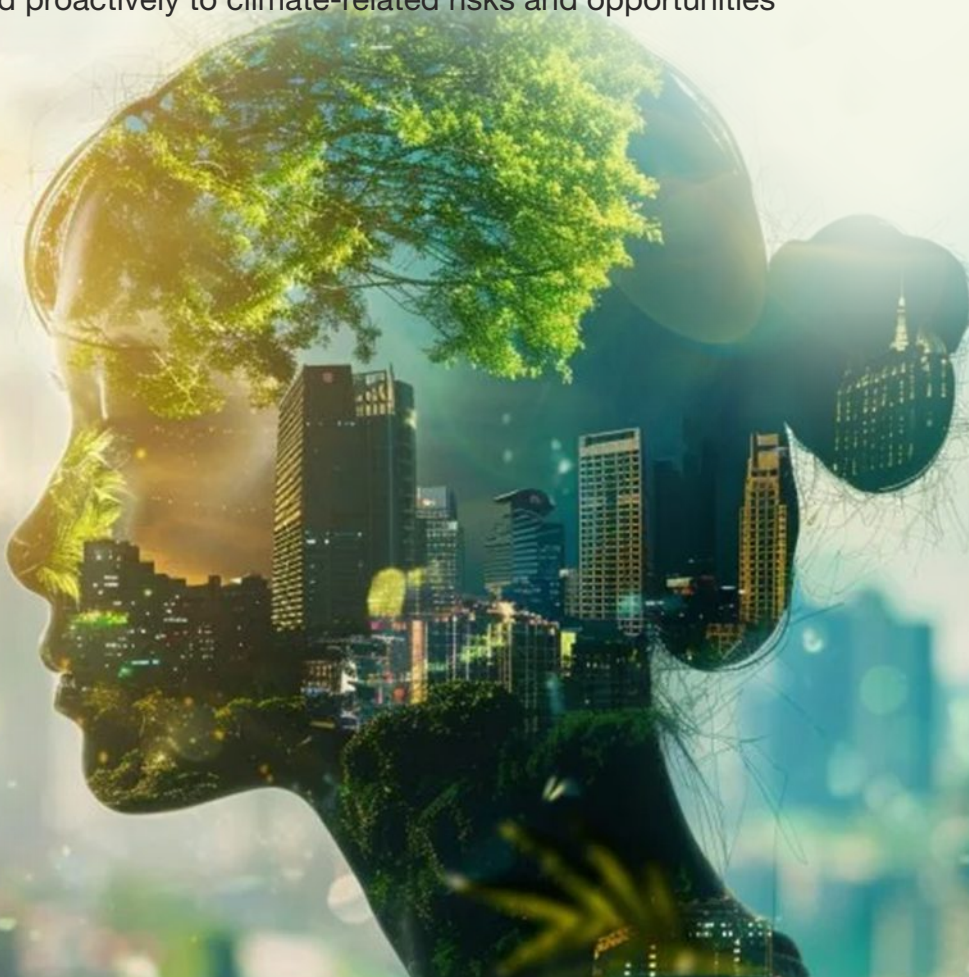
Our climate governance framework is led by the Board Level Risk Governance and Management Committee, which holds oversight responsibility for climate-related matters. Climate issues are discussed at the Board level at least annually, ensuring that environmental considerations are integrated into the Company’s long-term strategy, enterprise risk management framework, and decision-making processes.

At the management level, the ESG Steering Committee is responsible for driving the execution of Mphasis’ ESG strategy, including climate-related priorities. The Committee oversees the implementation of key environmental initiatives, monitors progress against sustainability goals and supports alignment with relevant global practices and disclosure expectations.

Together, these governance structures enable Mphasis to strengthen accountability, integrate climate considerations across the organization, and respond proactively to climate-related risks and opportunities while supporting long-term stakeholder value.

Commitment to Growth in Sustainable Revenues

We are committed to increasing the share of sustainable revenue through innovation in cloud, AI, digital inclusion, ESG-aligned services, and sustainability-focused partnerships. We are also in the process of improving our revenue classification system to better track and report sustainable business contributions in future years.



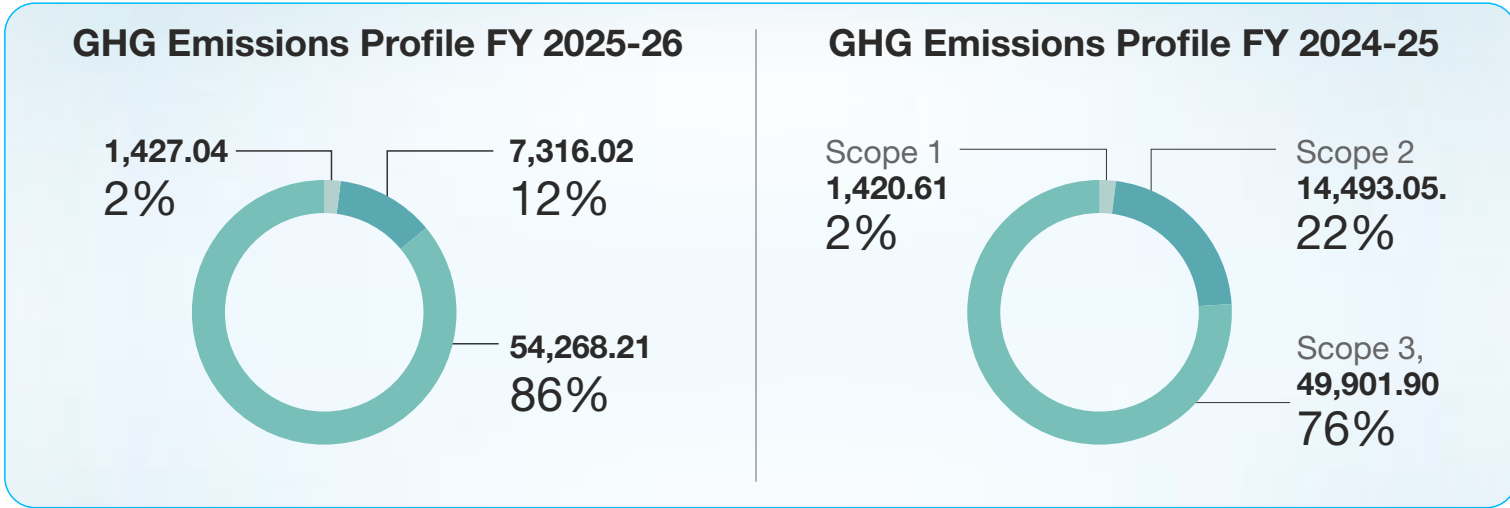
Climate Strategy and Action

Climate change remains one of the defining challenges for businesses, communities, and economies globally. At Mphasis, we recognize that meaningful climate action requires more than ambition; it requires a structured, science-aligned, and data-led approach to reducing emissions, strengthening operational efficiency, and supporting the transition to a low-carbon economy.

During the year, we further strengthened our climate strategy by developing a comprehensive greenhouse gas emissions inventory and establishing FY 2024-25 as the base year for Scope 1, Scope 2, and Scope 3 emissions. The GHG inventory has been prepared in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, using the operational control approach. This provides a robust foundation for emissions accounting, target-setting, performance monitoring, and long-term decarbonization planning.

For FY 2024-25, Mphasis’ total GHG emissions stood at 65,815.56 tCO2e, comprising 1,420.61 tCO2e from Scope 1, 14,493.05 tCO2e from Scope 2, and 49,901.90 tCO2e from Scope 3 emissions. Scope 3 emissions accounted for the largest share of the footprint, highlighting the importance of value chain engagement, supplier collaboration, employee mobility initiatives, and responsible procurement in our decarbonization journey.

For FY 2025-26, our Scope 1 emissions stand at **1,427.04 tCO2eq**, Scope 2 market-based emissions of **7,316.02 tCO2eq**, Scope 2 location-based of 17,541.31 and Scope 3 at 54, 268.2 **tCO2eq**. We will continue to strengthen emissions accounting and disclosure as its broader decarbonisation roadmap matures

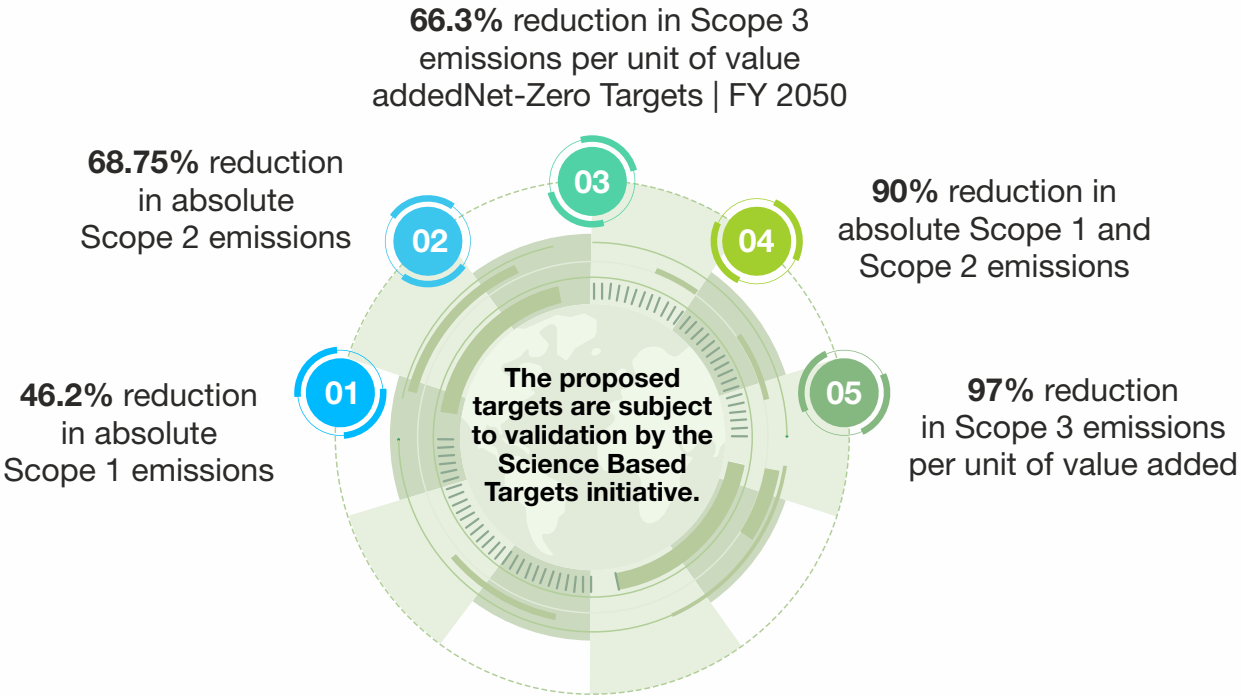


As part of our commitment to science-aligned climate action, Mphasis has submitted its emissions reduction targets for validation by the Science Based Targets initiative (SBTi).

Our Emissions-Reduction Targets

We have submitted our near-term and net-zero greenhouse gas emissions-reduction targets to the Science Based Targets initiative for validation.

Base year: FY 2024-25 | Near-Term Targets: FY 2035



The proposed pathway applies the absolute contraction approach for Scope 1 and Scope 2 emissions, while Scope 3 is addressed through an economic intensity, reflecting the nature of our business and the significance of indirect emissions in our overall footprint.

Mphasis’ decarbonization strategy is anchored in reducing emissions from our own operations while progressively strengthening our influence across the value chain. Given that electricity-related emissions form the majority of our Scope 1 and Scope 2 footprint, Scope 2 decarbonization remains central to our climate strategy. Our approach focuses on improving energy efficiency, increasing the share of renewable electricity, optimizing infrastructure, and adopting lower-emission technologies across offices and data centres.

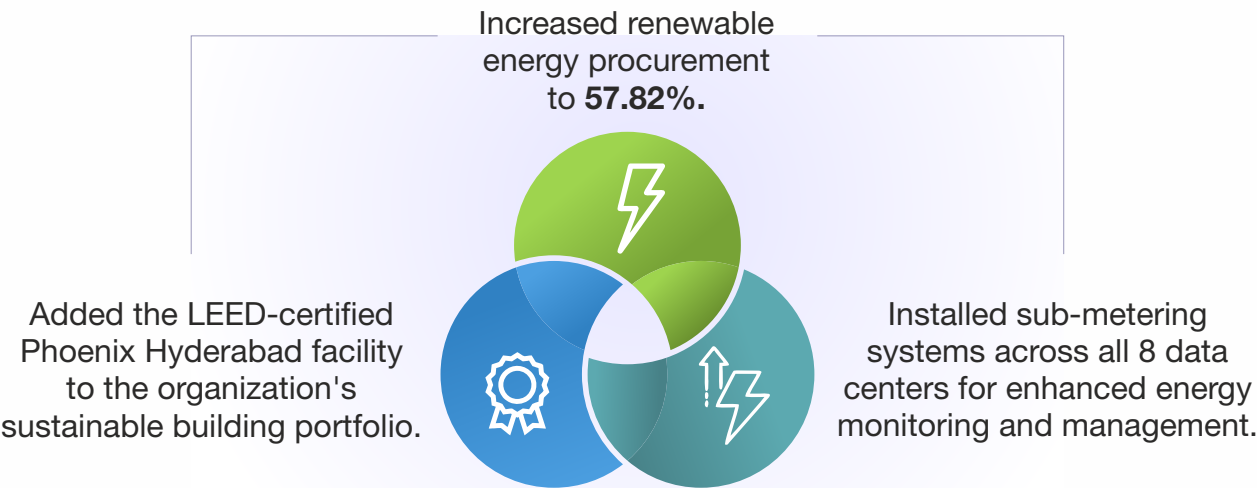
Renewable Energy and Sustainable Infrastructure Enhancements

During the reporting period, the organization significantly strengthened its commitment to sustainability and energy management by increasing the procurement of renewable energy to 57.82% of its total energy consumption. This transition towards cleaner energy sources has contributed to reducing the organization's carbon footprint and advancing its decarbonization objectives.

To further enhance energy monitoring and operational efficiency, sub-meters were installed across all eight data centers nationwide. The deployment of these submeters enables more accurate tracking of energy consumption, identification of optimization opportunities, and improved energy performance management across critical facilities.

In addition, the organization expanded its green building portfolio with the inclusion of the LEED-certified Phoenix Hyderabad facility. This achievement reflects the organization's continued focus on sustainable infrastructure, resource efficiency, and environmentally responsible workplace practices, while supporting employee well-being and long-term environmental stewardship.

Key Highlights



Mphasis also continues to pursue its commitment to become carbon neutral for facilities and operations by 2030. For the purpose of the carbon neutral strategy, this commitment is interpreted as covering Scope 1 and Scope 2 emissions. The decarbonization levers identified include energy efficiency improvements, phased renewable electricity adoption through mechanisms such as iRECs and green tariffs, refrigerant transition, transition of fire extinguisher systems to lower-emission alternatives, electric vehicle transition for company-owned vehicles, and the use of carbon credits for residual emissions.

Scope 3 decarbonization is an important area of focus for Mphasis' long-term net zero journey. The emissions inventory indicates that Scope 3 emissions are largely driven by purchased goods and services, employee commute, fuel and energy-related activities, business travel, and upstream leased assets. Purchased goods and services and employee commute together represent a significant portion of Scope 3 emissions, underscoring the need for focused supplier engagement, improved emissions data, sustainable procurement, employee mobility initiatives, and collaboration with partners across the value chain.

As part of the next phase of our transition roadmap, Mphasis aims to further strengthen value chain engagement through supplier-focused decarbonization initiatives. This includes improving data quality, encouraging suppliers to measure and disclose emissions, building awareness on climate-related expectations, and integrating sustainability considerations into procurement practices. Engagement with suppliers, partners, industry peers, and relevant sustainability initiatives will be important to support progress against our climate goals and advancing collective action across the ecosystem.

Green Mobility Initiatives:

Mphasis is committed to advancing sustainable mobility and reducing transportation-related greenhouse gas (GHG) emissions through the adoption of cleaner fuel alternatives. As part of this commitment, our India transportation fleet currently comprises **2.3% Electric Vehicles (EVs) and 91.3% Compressed Natural Gas (CNG) vehicles**, significantly reducing dependence on conventional fossil-fuel-powered transportation.

To further strengthen our low-carbon transportation strategy, Mphasis has set a target to increase the share of EVs in its fleet to **10% by 2027**. This transition is expected to reduce carbon emissions, improve energy efficiency, and support our broader climate action goals. To accelerate EV adoption, we actively encourage our fleet partners and transportation vendors through incentive-based programs and collaborative initiatives aimed at increasing the number of EVs deployed across our operations.

In addition, we continue to optimize transportation routes and promote sustainable commuting practices. Through these initiatives, Mphasis is supporting India's transition to cleaner mobility while contributing to its long-term sustainability and decarbonization commitments

We also recognize that a credible climate transition must consider the broader implications of decarbonization actions. As our transition roadmap matures, we will continue to evaluate opportunities to integrate social considerations, including implications for employees, suppliers, and communities, into our climate planning and implementation approach.

Looking ahead, Mphasis will continue to strengthen its decarbonization roadmap through disciplined emissions monitoring, energy efficiency measures, renewable energy procurement, supplier engagement, and integration of climate considerations into business planning. Guided by purpose and powered by sustainable intelligence, our climate strategy is designed to reduce our environmental footprint, enhance operational resilience, and create long-term value for our stakeholders and the planet.

Climate Risk Assessment: Physical and Transition Risks

Decarbonization and climate risk management are closely interconnected elements of Mphasis' climate strategy. While decarbonization helps reduce exposure to transition risks such as evolving carbon regulations, rising energy costs, stakeholder expectations, and changing client preferences, climate risk assessment enables the Company to better understand the physical and operational implications of a changing climate. These areas are mutually reinforcing: insights from transition and physical risk assessments help inform decarbonization priorities, while emissions reduction, renewable energy adoption, energy efficiency, and value chain engagement strengthen long-term resilience. During the year, Mphasis strengthened its approach by undertaking dedicated assessments to identify and evaluate transition and physical climate risks relevant to its operations, value chain, infrastructure, and long-term strategy. By connecting climate action with risk management, Mphasis is better positioned to address shared challenges, identify opportunities for innovation and efficiency, and build a more future-ready, low-carbon operating model. For more information, please refer to our [TCFD Report](#).

Transition Climate Risks

Transition risks arise from the global shift toward a low-carbon economy, including changes in policy, regulation, technology, markets, customer expectations, and reputation-linked considerations. Mphasis' transition risk assessment identified key areas of exposure across policy and legal risks, market risks, technology risks, and reputational risks. The key transition risk indicators assessed included tightening carbon regulations, transition in customer demand toward sustainable solutions, rising AI-led energy demand, and failure to meet ESG or net-zero commitments.

Policy and legal risks are particularly relevant as carbon regulations; carbon taxes, emissions trading systems, carbon markets, and climate disclosure requirements continue to evolve across jurisdictions. For Mphasis, direct transition risk exposure is linked primarily to purchased electricity across offices and data centers, where carbon-linked electricity pricing and fossil fuel volatility may affect operating costs.

Indirect transition risks are also material given the significance of Scope 3 greenhouse gas (GHG) emissions in Mphasis' total footprint. The assessment highlights that Scope 3 GHG emissions are largely driven by purchased goods and services, including software and cloud subscriptions, subcontracting, and other technology-enabled services. As carbon-related costs increase for vendors such as hyperscalers, data center operators, and IT infrastructure suppliers, these costs may be passed through to Mphasis through higher service costs or contract pricing.

The transition risk assessment also identifies multi-jurisdictional climate disclosure as an emerging policy and legal risk. Increasing requirements around emissions reporting, climate-related data management, assurance, certification, ESG assessments, and supplier disclosures may lead to higher compliance-related costs and increased internal coordination across functions. This is especially relevant given the complexity of Scope 3 GHG data, which depends on suppliers, travel providers, employee mobility patterns, and other value chain sources.

Technology-related transition risks are also becoming increasingly important. The assessment identifies rising AI-led energy demand as a key risk area, noting that compute-heavy AI and machine learning workloads can increase electricity consumption and cloud-related footprints. For Mphasis, data center electricity is a major component of Scope 2 GHG emissions, making energy efficiency, data center optimization, renewable energy adoption, and low-carbon infrastructure planning important mitigation priorities.

Market and reputational risks are closely linked to client expectations, ESG performance, and the credibility of climate commitments. Customers are increasingly seeking low-carbon, sustainable, and clean technology solutions, and sustainability credentials may influence procurement decisions, RFP scoring, and long-term vendor selection. At the same time, public ESG and net-zero commitments increase expectations for transparent progress, strong governance, and measurable action. Failure to meet such expectations may affect stakeholder trust, investor confidence, ESG ratings, and competitive positioning.

Overall, the transition risk assessment enables Mphasis to better understand how the low-carbon transition may affect operating costs, supplier relationships, infrastructure planning, customer expectations, climate disclosure, and long-term business resilience. These insights will support continued refinement of decarbonization levers, renewable energy strategy, value chain engagement, and climate-related disclosures.



Physical Climate Risks

Physical climate risks refer to the direct impacts of climate change on natural and built environments, including impacts on operations, assets, supply chains, and communities. These risks may arise from acute events such as floods, cyclones, hurricanes, typhoons, heatwaves, wildfires, and storm surges, as well as chronic changes such as rising average temperatures, sea-level rise, and increased water scarcity. During the year, Mphasis undertook a Physical Climate Risk Assessment to evaluate climate risk exposure across its asset base. The assessment covered 25 assets and/or office locations, consisting of 13 domestic locations and 12 international locations. The assessment considered both critical and non-critical assets, including offices and data centers

Illustration on domestic delivery and data centers



Illustration on global delivery and data centers



For the Physical Climate Risk Assessment, we adopted the **Shared Socioeconomic Pathways (SSPs)** used by the Intergovernmental Panel on Climate Change (IPCC) for climate scenario modelling. The assessment considered **SSP1-2.6**, a low-emissions sustainability scenario; **SSP2-4.5**, an intermediate-emissions scenario; and **SSP5-8.5**, a very high-emissions, fossil fuel-intensive development scenario. Physical climate risks were assessed across short-term (**2030**), medium-term (**2040**), and long-term (**2050**) time horizons. Physical risks considered in the assessment include acute and chronic hazards that may affect infrastructure, business continuity, operating costs, and asset resilience. Acute physical risks may lead to facility damage, temporary shutdowns, transport and logistics disruption, power outages, and inventory loss. Chronic physical risks may lead to increased cooling and water costs, reduced asset lifespan, and the need for long-term infrastructure re-design or adaptation. The output of the Physical Climate Risk Assessment will help Mphasis to strengthen resilience planning across its operations. By understanding asset-level exposure to physical risks such as extreme heat, flooding, wind or cyclonic-related events, heatwaves, and water stress, Mphasis can better integrate climate considerations into business continuity planning, infrastructure management, facility operations, and future adaptation measures.

Financial Risks of Climate Change

Through the comprehensive climate risk assessment, we have identified key risks that have a substantive financial impact across our operations, requiring planned mitigation measures through technological interventions, investments, and changes in the risk management framework.

Transition risks: Risks driven by changes in regulation

Description of Risk and its Mitigation Measures	Climate disclosure is becoming mandatory across jurisdictions, requiring Mphasis to report emissions, risks, and governance matters under multiple frameworks simultaneously. Differences in scope, metrics, and assurance standards across India, the European Union (EU), and the United States (U.S.) create complexity and require integrated data systems, consistent reporting, and alignment of climate disclosures with financial and risk management processes. Mphasis faces increasing disclosure expectations across stakeholders, including assurance ready data and Scope 3 transparency. Key cost drivers include data management tools, new environmental, social, and governance (ESG) assessments, certification, assurance, and reporting. Estimated financial implication of risks driven by changes in regulation (multi-jurisdictional climate disclosures): We expect to face financial implications related to adherence to multi-jurisdictional climate disclosures approximately INR 1-5 crores annually in short-to medium-term (~1 to 5 years). This cost is consistent irrespective of the climate scenario. Mitigation measures: Going ahead, we will be actively pursuing a stronger alignment of our ESG reporting and disclosures with global frameworks such as Taskforce on Climate-related Financial Disclosure (TCFD), IFRS S2 (Climate-related disclosures), Business Responsibility and Sustainability Reporting (BRSR), integrated reporting, etc. to reduce incremental compliance effort and duplication over time. Estimated costs of these actions We expect to face financial implications related to adherence to multi-jurisdictional climate disclosures approximately INR 1-2 crores annually in short-to medium-term (~1 to 5 years). This cost is consistent irrespective of the climate scenario.
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Physical risks: Risks driven by change in physical climate parameters or other climate-change related developments

Description of Risk and its Mitigation Measures	We have commissioned physical climate risk assessment to examine the impact of acute (heatwaves, cold waves, flood, winds/cyclonic-related events, and wildfires) as well as chronic (extreme heat, extreme cold, and water stress) physical climate risks across our 25 operational locations comprising critical and non-critical facilities across the globe. The physical climate risk, which will predominantly affect our domestic assets, is extreme heat. For international assets, we observe flood and water stress to be predominant climate risks.
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	- For our critical assets in India, we observe a greater degree of exposure to predominant climate risks-floods, extreme heat, water stress, and wind/cyclones. - For our critical assets across our globe (in Canada, USA, and UK), we observe a greater degree of exposure to predominant climate risks–water stress and occurrence of heat waves. Estimated financial implication of physical climate risks: For acute risks (floods, winds and cyclonic-related events; and wildfires): The estimated financial effect ranges are INR 1.43 lakhs (by 2030) to INR 7.18 lakhs (by 2050). For water stress: The estimated financial effect ranges are INR 4.56 crores (by 2030) to INR 4.72 crores (by 2050). For extreme heat: The estimated financial effect ranges are INR 50.15 lakhs (by 2030) to INR 1.95 crores (by 2050). Mitigation measures: Our mitigation measures and initiatives pertaining to physical climate risks involve improvement in maintenance of infrastructure across delivery centers and data centers. Additionally, response measures include periodic risk assessments, strengthening structural resilience, protection of critical infrastructure, emergency preparedness, and integration of severe weather scenarios into business continuity planning.
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Integrating Climate Risk into Resilience Planning

Together, the transition and physical climate risk assessments provide Mphasis with a more comprehensive view of climate-related exposure and opportunity. Transition risk analysis helps the Company understand the implications of evolving climate regulation, energy markets, customer expectations, AI-led energy demand, disclosure requirements, and stakeholder scrutiny. Physical risk analysis helps the Company assess how climate and weather-related hazards may affect specific assets, infrastructure, and operational continuity. These assessments strengthen Mphasis’ ability to manage climate risks proactively and embed resilience into decision-making. Going forward, insights from the assessments will support climate strategy, decarbonization planning, energy efficiency initiatives, renewable energy adoption, supplier engagement, infrastructure resilience, business continuity, and climate-related disclosures. This approach enables Mphasis to move beyond risk identification toward more informed, data-led climate action and long-term value creation.

Strengthening Climate Resilience

Mphasis has undertaken dedicated transition and physical climate risk assessments to better understand climate-related exposure across its business, operations, value chain, and assets. The transition risk assessment evaluated policy, legal, market, technology, and reputational risks, while the physical climate risk assessment covered 25 domestic and international assets and considered acute and chronic climate hazards. These insights will support more resilient operations, stronger climate planning, and informed decarbonization decisions.

Energy Efficiency

Energy efficiency is an important component of Mphasis’ environmental strategy and decarbonization roadmap. As a technology-led organization with office facilities, data centres, and distributed operations, we recognize that effective energy management is essential to reducing greenhouse gas emissions, improving operational efficiency, and supporting the transition to low-carbon operations.

In FY 2025-26, Mphasis’ total energy consumption stood at 24,906.73 MWh, of which 14,401.81 MWh came from renewable energy purchased or generated and 10,408.17 MWh came from non-renewable sources (including diesel and petrol for owned vehicles and diesel for DG sets), contributing to ~57.82% renewable energy usage across operations. Captive diesel generator power consumption stood at 96.75 MWh, against 215 MWh in FY 2024-25.

The FY 2025-26 comprehensive emissions assessment identified electricity-related emissions as the largest contributor to Mphasis’ Scope 1 and Scope 2 footprint. Electricity from grid and diesel generator sources accounted for 83.68 of total Scope 1 and Scope 2 emissions, making energy efficiency and renewable electricity adoption central to our operational decarbonization efforts. Data centers were also identified as a key focus area, contributing approximately 26.1% of total electricity consumption and 40.28% of total Scope 1 and Scope 2 emissions.

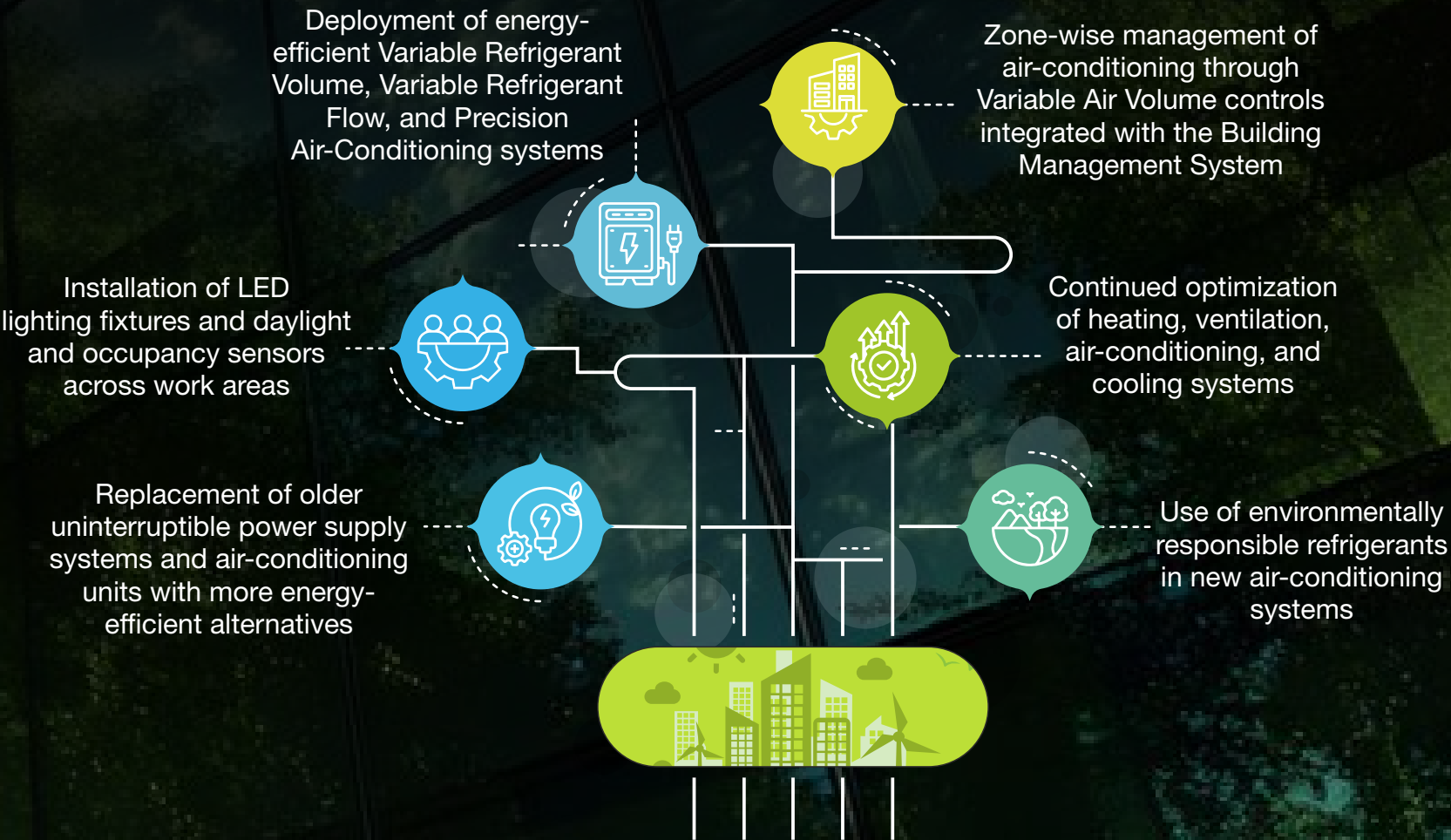
Energy Management, Monitoring and Internal Audits

Mphasis manages energy performance across its facilities through regular monitoring, internal energy audits, equipment upgrades, operational optimization, and technology-enabled controls. Our Energy Management System supports daily monitoring of energy use, analysis of consumption across operational parameters, identification of energy-saving opportunities, and alerts when performance deviates from defined Building Management System limits.

Mphasis also conducts internal energy audits across its facilities to assess consumption patterns and review energy-intensive equipment, building systems, and operational practices. Findings from these audits and monitoring processes inform energy conservation measures, including equipment replacement, optimization of cooling and lighting systems, operational improvements, and the deployment of technology-enabled controls. Together, these measures support informed decision-making and continuous improvement in energy performance across facilities.

Energy Conservation Initiatives

During FY 2025-26, Mphasis continued to implement energy conservation measures across its facilities through equipment upgrades, automated controls, energy-efficient building systems, and operational improvements. Key initiatives included:



The integration of Variable Air Volume controls with the Building Management System enables zone-wise monitoring and management of air distribution, supporting more efficient cooling based on operational requirements. The use of energy-efficient air-conditioning systems and environmentally responsible refrigerants also supports reductions in electricity consumption and the environmental impact associated with facility operations.

One initiative implemented during the year involved replacing older 8TR × 2 Precision Air-Conditioning units with newer units of the same capacity. The initiative is estimated to deliver annual Scope 2 emissions savings of 10.27 metric tonnes of CO₂e and annual monetary savings of ₹144,000. The initiative involved an investment of ₹1.00 million and has an estimated operational life of 10 years.

During FY 2025-26, we made a total capital investment of ₹5.37 million in energy conservation equipment, supporting the deployment of more energy-efficient infrastructure and technologies across its operations. Please refer to Page 63 of our Annual Report for more information.

Energy and Emissions Reduction Targets

We have established year-on-year targets to guide improvements in energy and carbon performance across its operations. We aim to maintain electricity consumption intensity at **1.75 kWh per sq. ft. of occupied area**. Energy consumption and associated emissions are monitored through Mphasis’ internally developed Energy Management System applications, enabling the Company to track performance, identify deviations, and evaluate progress against its targets.

Renewable Electricity Adoption

We continue to increase the use of renewable electricity across our operations through direct procurement, onsite solar generation, and arrangements with building owners and electricity suppliers. In FY 2025-26, renewable energy accounted for 57.82% of total energy consumption, as compared to 47.53% in FY 2024.25, which indicates that we have exceeded the set target of 49% renewable energy share by FY 2026. At certain leased facilities, building owners procure renewable electricity through wheeling arrangements and supply it to tenants. At the Mumbai Infinity facility, where the electricity connection is registered directly in Mphasis’ name, 100% solar electricity is supplied by Adani Electricity. Mphasis has also installed a 10 kW solar power system at its Mangaluru facility, supporting onsite renewable electricity generation. These measures complement the Company’s energy efficiency initiatives by reducing reliance on electricity generated from conventional sources. Mphasis will continue to evaluate opportunities to increase renewable electricity procurement and onsite generation as part of its broader decarbonization strategy.

Sustainable Buildings

In FY 2025-26, **28% of Mphasis facilities were LEED-certified**, reflecting the Company’s focus on sustainable building practices and resource-efficient infrastructure. The World Technology Centre and GTP Tower facilities in Bengaluru, along with the Phoenix facility in Hyderabad, have achieved **LEED Platinum certification**. These facilities incorporate building systems and operational measures that support energy efficiency, water conservation, responsible waste management, and reduced resource consumption. Key facilities in Pune have also received **BEE 5-Star** ratings, a nationally recognized benchmark for building-level energy performance in India. In addition, Mphasis facilities in Bengaluru, Pune, and Chennai are certified to **ISO 14001:2015**, demonstrating the implementation of environmental management systems across these locations.

Data Centre Energy Efficiency

Data centre efficiency remained an important priority during FY 2025-26. Mphasis reported an average Power Usage Effectiveness of **1.76**, compared with **1.80** in FY 2024-25. Total energy used in data centres stood at **3,743 MWh**, of which **54.89%** was derived from renewable sources. Mphasis’ approach to data centre energy efficiency includes monitoring energy consumption, optimizing cooling systems, modernizing ageing infrastructure, improving workload placement, and adopting more efficient operating models, including cloud-enabled and cloud-native architectures. Data Centre Infrastructure Management systems provide visibility into energy consumption patterns and help identify opportunities for continued efficiency improvements. Given the increasing relevance of digital infrastructure and compute-intensive workloads, including artificial intelligence and cloud-enabled services, improving data centre energy performance remains an important component of Mphasis’ energy management approach.



Energy Efficiency in the Decarbonization Roadmap

Energy efficiency is an important component of Mphasis’ carbon-neutrality and net zero pathway for facilities and operations. Our approach combines energy-efficiency improvements with renewable-energy adoption, refrigerant transition, the transition of company-owned vehicles to electric alternatives, and the management of residual emissions.

We have established a target to achieve a 100% renewable energy share across all facilities by FY 2040. We also aim to improve Power Usage Effectiveness by 12% and maintain PUE monitoring across 100% of our data centres by FY 2035. These targets complement our proposed emissions-reduction targets submitted to the Science Based Targets initiative for validation.

Improving energy efficiency can reduce electricity demand and support the transition to renewable and lower-carbon energy sources. We therefore continue to focus on energy monitoring, infrastructure optimization, technology upgrades, cooling efficiency, renewable-energy integration, and energy-conscious operating practices.



Case Study

Technology-led Client Decarbonization Through Data Centre Optimization

Mphasis applies technology-led transformation capabilities to help clients improve operational efficiency and reduce the environmental impact of digital infrastructure. As part of a client engagement, Mphasis supported the consolidation and modernization of legacy data centre capacity, enabling workloads to transition from higher-capacity legacy infrastructure to more efficient modern environments.

Through the initiative, approximately 3.94 MW of legacy data centre capacity across decommissioned FSB locations was consolidated into approximately 0.25 MW of modernized infrastructure across reference data centre locations. The transition optimized workload placement and infrastructure utilization while reducing power and cooling requirements associated with the migrated workloads.

Based on indicative assumptions of a legacy Power Usage Effectiveness of approximately 2.0 and modern infrastructure Power Usage Effectiveness of approximately 1.3, the migration is estimated to reduce total facility energy consumption, including IT load and cooling requirements, by approximately 35% to 40%.

On an annualized basis, assuming approximately 60% average IT load utilization across legacy sites, the initiative is estimated to deliver approximately 6,500 to 7,500 MWh of energy savings per year. Using a grid emission factor of approximately 0.39 tCO₂e per MWh, the estimated savings correspond to approximately 2,500 to 2,900 metric tonnes of CO₂e avoided annually.

Through data centre consolidation, improved Power Usage Effectiveness, and workload optimization, the initiative demonstrates how technology infrastructure modernization can support lower power consumption, reduced cooling demand, and lower greenhouse gas emissions associated with client operations.

Energy Efficiency as a Decarbonization Lever

Electricity-related emissions represent the majority of Mphasis' Scope 1 and Scope 2 footprint, making energy efficiency a priority area for climate action. Through internal energy audits, energy monitoring, equipment upgrades, automated controls, sustainable buildings, data centre efficiency improvements, and renewable electricity adoption, Mphasis is working to reduce energy-related emissions and improve the resource efficiency of its operations.

Waste Management

At Mphasis, waste management is guided by the principles of circularity, responsible consumption, regulatory compliance, and resource efficiency. We recognize that reducing waste and improving material recovery are important to minimizing our environmental footprint and supporting more sustainable operations across our facilities.

Our approach focuses on reducing waste at source, improving segregation, promoting reuse and recycling, and ensuring that all regulated waste streams are managed through authorized channels. Across our facilities, waste is segregated into categories such as food waste, paper waste, hazardous waste, e-waste, and battery waste. This enables more efficient handling, responsible disposal, and improved recovery of materials wherever feasible.

In FY 2025-26, Mphasis generated **199.52 tonnes of waste**. Of the total waste generated, **133.18 tonnes, or 66.75%**, were recycled, reused, or sold, while **66.33 tonnes, or 30.15%**, were directed to disposal. Non-hazardous waste accounted for **152.75 tonnes, or 76.56%**, while hazardous waste accounted for **46.76 tonnes, or 23.44%**.

In line with our circular economy approach, we continue to work with authorized recyclers and waste management partners to ensure that waste is processed in accordance with applicable environmental regulations. E-waste, batteries, and other hazardous waste streams are disposed of through State Pollution Control Board-authorized recyclers and vendors, helping ensure safe and compliant end-of-life management. Construction debris, wherever generated, is also disposed of through authorized channels in accordance with applicable regulatory requirements.

Recovery operations in FY 2025-26 included **38.76 tonnes** of hazardous waste (preparation for reuse) and **94.42 tonnes** of non-hazardous waste recycled offsite. Waste directed to disposal included 1.87 tonnes of hazardous waste through incineration without energy recovery and **57.11 tonnes** of non-hazardous waste through landfilling.

Paper waste remains an important focus area within our resource efficiency efforts. We continue to encourage responsible paper use, recycling, and reuse across our offices. Through partnerships with recycling agencies, paper waste, including shredded paper and cardboard, is sent for recycling and converted into usable stationery products, supporting a more circular flow of materials within our operations.

As part of our plastic reduction efforts, Mphasis continues to promote alternatives to single-use plastics across its facilities. Under our “Say No to Plastic” approach, we have taken steps to eliminate single-use plastics from office operations and encourage adoption of more sustainable alternatives. We also use biodegradable garbage bags for waste collection across facilities, reinforcing our commitment to reducing plastic-related environmental impact.

Food waste generated across facilities is managed through appropriate composting and disposal mechanisms, where available. In facilities where composting systems are managed in-house or through building-level arrangements, food waste is processed for conversion into manure and used for landscaping or related applications. These practices help reduce landfill burden while promoting responsible organic waste management.

During the year, Mphasis also continued to focus on responsible IT asset lifecycle management. By extending the useful life of IT assets through refurbishment, reuse, and responsible disposal, we aim to reduce e-waste and maximize the value of technology resources. End-of-life hardware is handled in accordance with established disposal procedures, with usable assets refurbished where feasible and non-usable assets routed through authorized recyclers or disposal partners. This approach supports both environmental responsibility and efficient resource utilization.

Waste-related emissions form part of Mphasis’ Scope 3 emissions inventory. In FY 2025-26, waste management accounted for 30.84tCO₂e as compared to 26.74 tCO₂e last year within Scope 3 emissions, representing a relatively small share of total Scope 3 emissions, but an important area for continued operational improvement and circularity.

To strengthen awareness and accountability, we regularly conduct employee engagement and awareness sessions on waste segregation, recycling, responsible disposal, and reduction of single-use plastics. These initiatives help employees make informed choices at work and beyond, supporting a culture of environmental responsibility across the organization.

Looking ahead, Mphasis will continue to strengthen its waste management practices by improving segregation at source, enhancing recycling partnerships, reducing single-use materials, responsibly managing e-waste and hazardous waste, and promoting circular economy principles across operations. Through these efforts, we aim to minimize waste generation, improve resource recovery, and contribute to a more sustainable operating model.

Waste Audits for Continuous Improvement

Mphasis periodically reviews waste generation, segregation, recycling, and disposal practices across its facilities to identify opportunities for improvement. These assessments help evaluate waste streams, identify areas for enhanced material recovery, improve segregation efficiency, and support the development of targeted waste reduction initiatives. Insights from these reviews are used to strengthen operational practices, improve resource efficiency, and advance the Company's circular economy objectives.

Innovation and Resource Efficiency Initiatives

Mphasis continues to explore opportunities to reduce waste generation through process improvements, digitalization, and resource-efficient practices. By adopting technology-enabled solutions, promoting paperless operations, optimizing procurement and material use, and extending the useful life of assets through refurbishment and reuse, the Company seeks to minimize waste generation across its operations. These efforts support a more circular approach to resource management while enhancing operational efficiency and reducing environmental impacts.



Mphasis continues to collaborate with responsible recycling partners to strengthen waste recovery and reduce landfill diversion. Through structured recycling initiatives, dry waste such as paper, cardboard, and other recyclable office waste is collected, segregated, and routed to appropriate recycling channels. These partnerships help ensure that recyclable materials are recovered and reused productively, while also creating awareness among employees on responsible waste practices.

Such initiatives have enabled Mphasis to improve internal waste segregation, strengthen recycling discipline, and support a circular approach to resource management. By integrating waste recovery into everyday operations, we continue to promote environmentally responsible behavior and strengthen our broader sustainability agenda.

Advancing Circularity Through Waste Recycling

Mphasis continued to strengthen its commitment to responsible waste management and circular economy principles through participation in ITC's WOW (Wellbeing Out of Waste) programme, a nationwide recycling initiative that promotes waste segregation and recycling. During FY 2025-26, Mphasis facilities across Bengaluru, Chennai, and Hyderabad collectively contributed 17,440.15 kg of dry recyclable waste for recycling and were recognized with Certificates of Appreciation under the programme.

The recognition reflects the Company's ongoing efforts to embed sustainable waste management practices across its operations through responsible waste segregation, employee participation, and collaboration with recycling partners. By diverting recyclable materials from landfill and facilitating resource recovery, Mphasis continues to support environmental stewardship and advance its circularity objectives while contributing to the broader goal of creating cleaner and greener communities.

Water Stewardship

Water is a critical shared resource, and responsible water management is an important part of Mphasis' environmental stewardship approach. As climate change intensifies water-related challenges such as water stress, changing precipitation patterns, and resource availability, we continue to focus on efficient water use, recycling, conservation, and awareness-building across our operations.

Mphasis' water stewardship approach focuses on improving water-use efficiency, reducing freshwater dependency, reusing treated water where feasible, and promoting responsible consumption across facilities. As we operate primarily from leased premises, water is generally supplied by building management teams based on occupancy and operational requirements. Within this context, we implement practical conservation measures, promote employee awareness, and integrate water-related considerations into facility management and climate resilience planning. In FY 2025-26, Mphasis reported total water withdrawal of 96,775 KL from third-party sources, of which 77,420 KL was discharged with 100% data coverage for both indicators. Total water consumption during the year was 19,355 KL, representing 20% of total water withdrawal.

Across facilities, Mphasis has installed water aerators at restroom locations to reduce water flow without affecting user experience. We also promote the use of recycled and treated water wherever feasible. Treated water from in-house effluent treatment plants and building-level treatment systems is used for non-potable applications such as flushing, gardening, and landscape maintenance, thereby reducing reliance on freshwater sources.

This year, our broader climate resilience approach was strengthened through a Physical Climate Risk Assessment, helping Mphasis better understand location-level exposure to climate-related risks, including water stress.

In line with these insights, we continue to view water stewardship not only as an operational efficiency priority, but also as an important component of long-term resilience planning. By monitoring water-related risks, promoting efficient consumption, and encouraging reuse, we aim to strengthen our ability to respond to evolving resource constraints and support sustainable operations.

Employee awareness remains an important part of our water conservation efforts. As part of our ESG awareness and engagement initiatives, we continue to communicate the importance of responsible water use through internal campaigns and observances such as World Water Day and World Ocean Day. Water-saving posters and awareness messages across facilities further encourage mindful consumption and reinforce sustainable workplace practices.

Mphasis adopts a proactive approach to water stewardship by conducting periodic water use assessments to identify efficiency opportunities and inform conservation initiatives. Insights from these assessments support the implementation of measures to optimize water consumption across operations.

As part of its commitment to responsible resource management, the Company has established an internal target to achieve a 5% year-on-year reduction in water consumption. Performance against this target is tracked through regular monitoring and supported by initiatives focused on improving water efficiency, promoting conservation, and enhancing sustainable water management practices across facilities.

Looking ahead, Mphasis will continue to strengthen its water management approach through efficient fixtures, recycled water use, awareness-building, and integration of water-related considerations into facility-level planning and climate resilience efforts. Through these initiatives, we aim to minimize our water footprint, promote responsible resource use, and contribute to long-term environmental sustainability.

Building Environmental Awareness and Accountability

At Mphasis, we believe that meaningful environmental progress is enabled not only through policies and systems, but also through an informed and engaged workforce. Building a culture of environmental responsibility is central to our sustainability journey, as employees play an important role in translating our ESG commitments into everyday actions across offices, facilities, and business operations.

Our approach to environmental awareness focuses on equipping employees with the knowledge, tools, and behavioral practices required to support responsible resource use, energy efficiency, waste reduction, water conservation, and compliance with environmental management systems. Through structured training, internal communications, awareness campaigns, and workplace initiatives, we continue to embed sustainability into the way our people think, work, and make decisions.

During the year, Mphasis continued to conduct awareness and training initiatives on key environmental topics, including environmental management systems, ISO 14001:2015 requirements, energy conservation, waste segregation, responsible disposal, water conservation, and sustainable workplace practices. These initiatives are designed to help employees understand the environmental impact of daily operations and the role they can play in reducing the Company’s overall footprint.

In support of our ISO 14001:2015 certification and environmental management approach, employees across relevant functions are sensitized on operational controls, compliance requirements, resource efficiency, and emergency preparedness. These sessions help reinforce accountability at the facility level and support consistent implementation of environmental practices across locations.

Mphasis also continues to use internal campaigns and communications to encourage environmentally responsible behavior. Observances such as World Environment Day, World Water Day, World Ocean Day, World Nature Conservation Day, and International Plastic Bag Free Day provide opportunities to engage employees on priority themes such as climate action, biodiversity, water stewardship, plastic reduction, waste management, and responsible consumption.

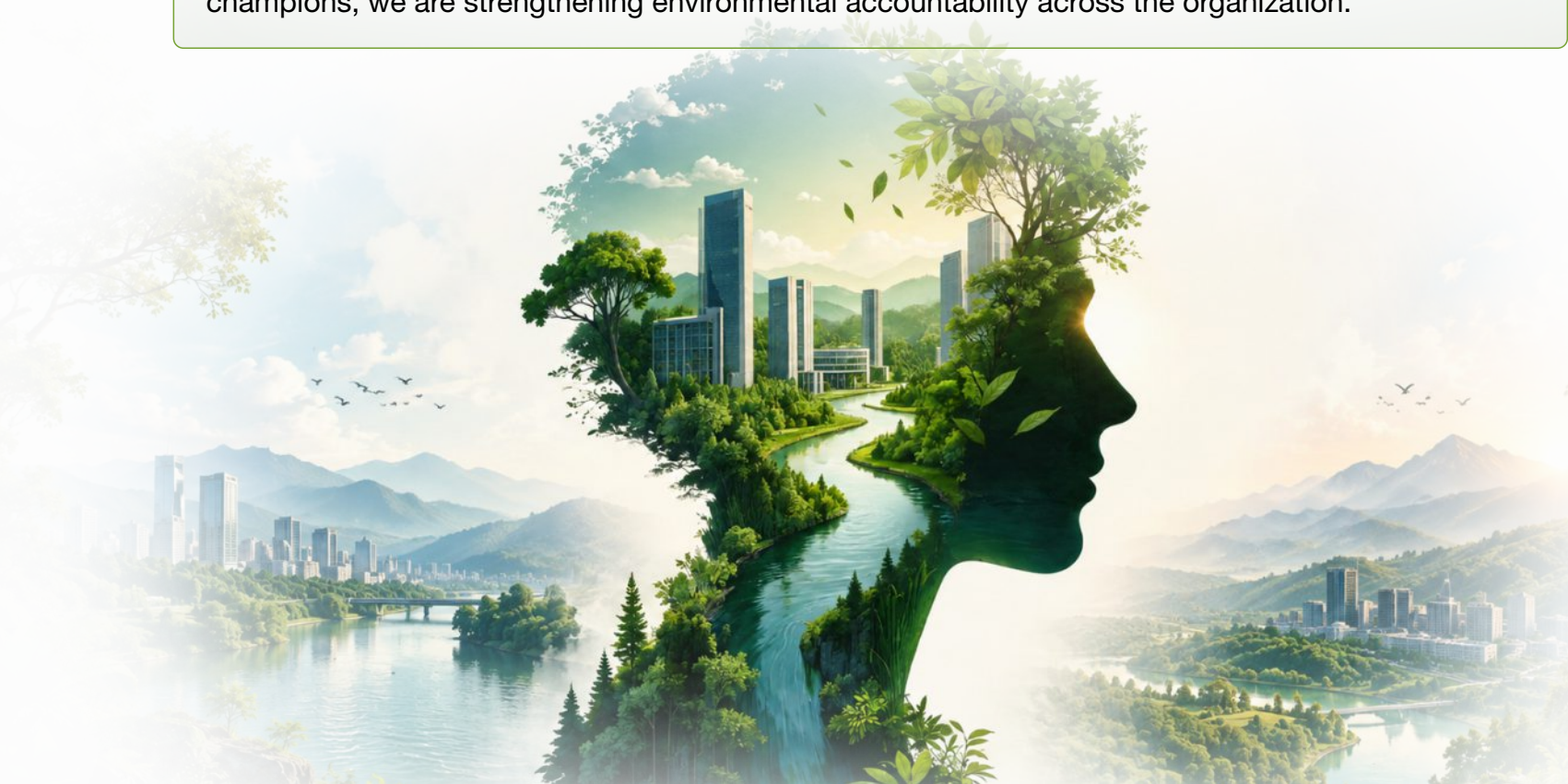
Our awareness initiatives also support focused environmental campaigns such as reducing single-use plastics, improving waste segregation, conserving energy, and promoting mindful water use. Through posters, mailers, training sessions, and facility-level engagement, we aim to make sustainability visible and actionable for employees in their everyday workplace environment.

As part of our broader ESG awareness efforts, we continue to strengthen employee understanding of sustainability priorities and their connection to Mphasis’ long-term business strategy. The training approach emphasizes practical, scenario-based learning to bridge policy and practice, enabling employees to integrate ESG principles into their daily roles and decisions.

By fostering environmental awareness and accountability across the organization, Mphasis seeks to build a workforce that is conscious, responsible, and empowered to contribute to sustainable outcomes. These efforts strengthen our ESG culture and support our broader commitment to sustainable intelligence, responsible operations, and lasting impact for all stakeholders.

Embedding Sustainability into Everyday Action

Mphasis promotes environmental awareness through structured training, internal campaigns, and employee engagement initiatives focused on energy conservation, waste segregation, water stewardship, plastic reduction, and responsible workplace practices. By empowering employees to act as sustainability champions, we are strengthening environmental accountability across the organization.



SUSTAINABLE OUTCOME →
INFINITE IMPACT → DRIVEN BY PURPOSE

Mphasis
ESG
DATABOOK 2025 — 2026

We provide an accurate and transparent account of our Company’s sustainability data that are material to our business through this Environmental, Social and Governance (ESG) Databook 2025-26. The ESG Databook contains the key performance indicators of Mphasis (Global) across material business categories and reflects our commitment to disclose the impacts of our business responsibly. In this ESG Data Book, we disclose relevant financial and non-financial information (including historical figures in some cases) that we consider to be of material significance to our stakeholders.

The reported data reflects the ESG priorities of the organization and are aligned with the Global Reporting Initiative (GRI) and Dow Jones Sustainability Index (DJSI). All reported data is as of and for the fiscal year ended March 31, 2026.



Economic & Governance Performance



Economic Value

Category	Unit	2025-26	2024-25
Economic value generated			
Total revenue from operations	Million INR	158,796.47	1,42,299.87
Earnings before tax	Million INR	25,092.65	22,601.43
Taxes reported	Million INR	6,466.63	5,580.04
Effective tax rate	%	25.77	24.69
Economic value distributed and retained			
Total other operating costs	Million INR	39,775.50	34,383.48
Total employee-related expenses (salaries and benefits)	Million INR	89,187.10	81,446.59
Payments to providers of capital	Million INR	2,040.58	1,655.01
Payment to government	Million INR	6,425.90	5,535.16
Community investments	Million INR	420.27	389.49
Economic value retained	Million INR	2,040.58	1,655.01

Philanthropic and other contributions

Category	Unit	2025-26
Corporate Social Responsibility (CSR) expense	Million INR	420.38
Community investments	% of total CSR spend	2%
Political contributions	Million INR	Nil

Business Ethics

Category	Unit	2025-26	2024-25	2023-24	2022-21
Fines or settlements related to anti-competitive practices	Million INR	0	0	0	0
Fines as % of total revenue	%	0	0	0	0
Contributions to and spending for political campaigns, political organizations, lobbying, trade associations, tax-exempt entities	Million INR	0	0	0	0
Confirmed cases of corruption and bribery	No.	0	0	0	0

Category	Unit	2025-26
Ongoing investigations related to anti-competitive practices	No.	0
Current involvement in any ongoing corruption and bribery cases	No.	0
No. of incidents of discrimination and harassment	No.	0
No. of incidents of conflicts of interest	No.	0
Number of reports related to whistleblower procedure	No.	12
No. of incidents of money laundering or insider trading	No.	0
Total no. of information security breaches	No.	0
Complaints concerning breaches of customer privacy and losses of customer data	No.	0
Amount of fines related to corruption and bribery cases	INR	0
Amount of convictions related to corruption and bribery	No.	0

Category	Unit	2025-26
Percentage of total workforce trained (e.g. through e-learning) on business ethics issues	%	97.37
Percentage of all operational sites for which an internal audit/risk assessment concerning business ethics issues has been conducted	%	100
Percentage of risky trading partners covered by a due diligence process on corruption or information security	%	0
Percentage of all sites with an ethics certification, such as ISO 27001 or ISO 37001	%	100

CEO-to-Employee Pay Ratio

Indicator	2025-26
The total annual compensation of the Chief Executive Officer	160.78 million*
The median annual compensation of all employees, except the Chief Executive Officer	USD 1,10,000
The median annual compensation of all employees, except the Chief Executive Officer	USD 1,10,000
The ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual);*	17:1
The ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	1:1.88
Note: *Represents remuneration (salary, bonus, benefits and perquisites) paid to Mr. Nitin Rakesh from Mphasis Corporation, wholly owned Foreign Subsidiary of the Company, pursuant to his secondment to Mphasis Corporation. There is no provident fund contributed for Mr. Rakesh. The remuneration paid to Mr. Rakesh excludes the perquisite amount of Rs. 887.43 Mn (calculated in accordance with Income tax Act, 1961) arising from exercise of vested stock options during the financial year.	

Management Ownership Requirements

Name	Designation	Build-up share ownership (times the base salary)
Nitin Rakesh	Chief Executive Officer (CEO)	16
Veda Iyer, Rohit Jayachandran, Srikumar Ramanathan	Other members of the executive council/ committee besides the CEO	4.15

Management Ownership (Share ownership of CEO and other executives)

Position	Name	Multiple of base salary ¹ in FY 2025-26	Multiple of base salary in FY 2024-25
CEO and Managing Director	Mr. Nitin Rakesh	16	38.43
Executive committee members	Average of 3 ex.co members ²	4.15	6.61

Membership Associations

Parameter	2025-26	2024-25
List of industry associations, other membership associations, and national or international advocacy organizations in which the Company participates in a significant role.	NASSCOM (National Association of Software and Service Companies)	The National Association of Software and Service Companies (NASSCOM)
	AMCHAM (American Chambers of Commerce)	American Chamber of Commerce (AMCHAM)
	CII (Confederation of Indian Industry)	Confederation of Indian Industry (CII)
	USISPF (US - India Strategic Partnership Forum)	US-India Strategic Partnership Forum (USISPF)
	Calgary Chamber of Commerce	Calgary Chamber of Commerce
	Canada-India Business Council	Canada-India Business Council
	The Indo Canadian Business Chamber	Calgary Economic Development (CED)
		The Indo Canadian Business Chamber

¹ (Shareholding/Base Salary)

² Includes 3 members: Veda Sivamakrishnan Iyer, Ramanathan Srikumar, Rohit Jayachandran

Policy Influence: Contributions and Other Spending

Category	Currency	2025-26	2024-25	2023-24	2022-23
Lobbying, interest representation or similar	INR	Nil	Nil	Nil	Nil
Local, regional or national political campaigns / organizations / candidates	INR	Nil	Nil	Nil	Nil
Trade associations or tax-exempt groups (e.g. think tanks)	INR	19,80,000	94,50,313	1,07,64,749	75,30,000
Total contributions and other spending	INR	19,80,000	94,50,313	1,07,64,749	75,30,000

Largest Contributions & Expenditures

Name of organization	Type of organization	Currency	Total amount paid in 2025-26	Total amount paid in 2024-25
NASSCOM (National Association of Software and Service Companies)	Trade association	INR	40,00,000	40,00,000
AMCHAM (American Chambers of Commerce)	Trade association	INR	2,42,000	2,42,000
CII (Confederation of Indian Industry)	Trade association	INR	3,79,500	3,33,500
USISPF (US - India Strategic Partnership Forum)	Trade association	INR	17,38,000	13,95,904
Calgary Chamber of Commerce	Trade association	INR	7,64,520	6,34,464
Canada-India Business Council	Trade association	INR	6,42,039.97	7,60,360
The Indo Canadian Business Chamber	Trade association	INR	8,00,000	5,00,000

Customer Relationship Management

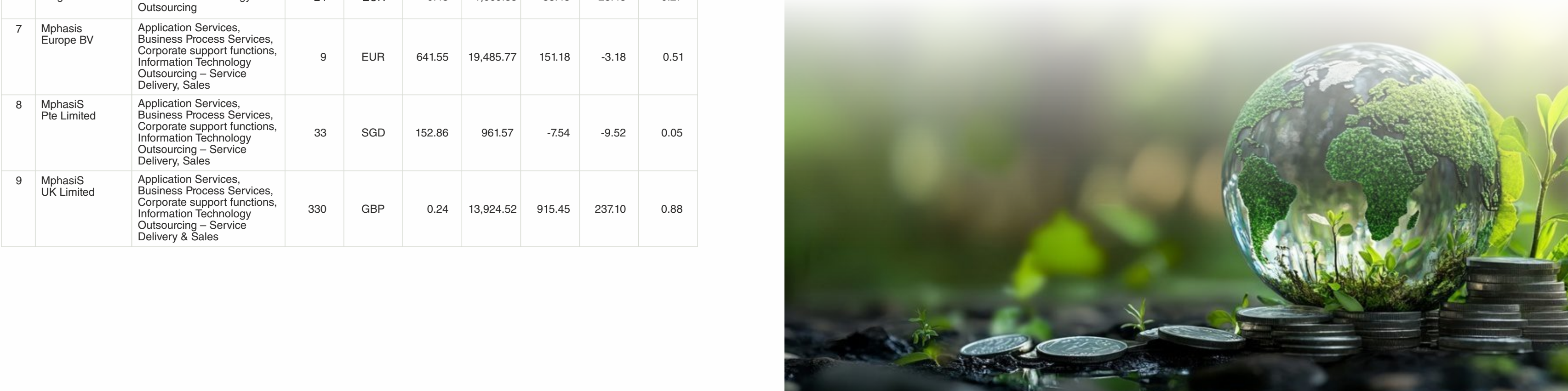
Category	Unit	2025-26	2024-25	2023-24	2022-23
Customers using the online services solutions/sales platform	%	Not applicable			
% of revenues generated online (e.g., through direct sales, advertising, etc.)	%				
Respondents satisfied by Customer Satisfaction Survey	% of satisfied customers	85	81	87	80
Data coverage: % of customers/consumers surveyed out of the total number of customers	%	52	43	46	45
Target for FY26	85%				

Tax reporting

S. No.	Company name	Description of operations	Number of employees	Reporting Currency	Total Share Capital (million)	Reserves & Surplus (million)	Profit before tax (million)	Income tax accrued (million)	Income tax paid (million)
1	Msource (India) Private Limited	Application Services, Business Process Services, Corporate Support Functions, Emerging market and Sales	343	INR	66.85	12,165.00	842.09	160.93	171.81
2	Sonnick CRM Solutions LLP	Application Services	62	INR	0.01	122.49	44.19	14.33	13.11
3	Mrald Services Private Limited	Business Process Services	166	INR	0.10	209.57	132.29	34.45	32.20
4	Mphasis Corporation	Application Services, Business Process Services, Corporate support functions, Digital risk, Information Technology Outsourcing	4,169	USD	-	12,570.52	4,052.45	903.60	9.76
5	Mphasis Australia Pty. Limited	Application Services, Business Process Services & Sales	25	AUD	0.05	-0.67	19.81	92.32	0.17
6	Mphasis Belgium BV	Application Services & Information Technology Outsourcing	24	EUR	0.43	1,669.35	-88.45	28.48	0.27
7	Mphasis Europe BV	Application Services, Business Process Services, Corporate support functions, Information Technology Outsourcing – Service Delivery, Sales	9	EUR	641.55	19,485.77	151.18	-3.18	0.51
8	MphasiS Pte Limited	Application Services, Business Process Services, Corporate support functions, Information Technology Outsourcing – Service Delivery, Sales	33	SGD	152.86	961.57	-7.54	-9.52	0.05
9	MphasiS UK Limited	Application Services, Business Process Services, Corporate support functions, Information Technology Outsourcing – Service Delivery & Sales	330	GBP	0.24	13,924.52	915.45	237.10	0.88

10	Mphasis Poland s.p.z.o.o.	Application Services, Business Process Services, Corporate support functions, Information Technology Outsourcing – Service Delivery, Sales & Mphasis Wyde	64	PLN	1.99	-10.97	36.20	14.60	0.51
11	Mphasis Wyde Inc.	Corporate Support Functions & Mphasis Wyde	54	USD	0.00	7,348.90	119.60	20.28	0.66
12	Wyde Corporation Inc.	Application Services & Mphasis Wyde	14	USD	3.11	-1,624.65	-148.75	-16.45	0.00
13	Stelligent Systems, LLC	Application Services & Sales	11	USD	-	-397.55	-127.40	-33.28	0.03
14	Blink Interactive, Inc	Application Services, Corporate Support Functions	178	USD	183.23	1,279.98	423.30	106.48	1.46
15	eBecs Limited	Application Services, Corporate Support Functions & sales	66	GBP	0.98	590.09	0.22	4.87	0.01
16	Sonnick Partners LLC	Application Services	74	USD	11,323.13	-10,012.49	329.76	11.92	0.28

Disclaimer: We are disclosing the information provide in the above table for the selected companies and subsidiaries of Mphasis Limited across the globe.



Social Performance

Workforce

Category	Employees	Unit	2025-26	2024-25
Board of directors	Male	No	10	9
	Female	No	1	3
	<30	No	0	0
	30-50	No	3	3
	>50	No	8	9
Senior management	Male	No	69	69
	Female	No	13	11
	<30	No	-	-
	30-50	No	34	38
	>50	No	48	42
Middle management	Male	No	665	605
	Female	No	113	92
	<30	No	-	-
	30-50	No	453	461
	>50	No	325	237
Junior management	Male	No	1,862	1,830
	Female	No	448	401
	Others	No	1	1
	<30	No	8	10
	30-50	No	1,819	1,804
	>50	No	484	418
Other employees	Male	No	18,845	18,329
	Female	No	10,931	10,726
	Others	No	5	9
	<30	No	12,542	12,989
	30-50	No	16,060	15,039
	>50	No	1,179	1,036
Share of women in total workforce	as % of total workforce	%	34.89	35.03
Target for share of women in total workforce in 2027	36%			
Share of women in all management positions, including junior, middle, and top management	as % of total management positions	%	17.89	16.80
Target for share of women in all management positions in 2027	18%			

Share of women in junior management positions, i.e. first level of management	as % of total junior management positions	%	19.1	17.73
Target for share of women in junior management positions in 2027	19%			
Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions	as % of total top management positions	%	13.79	13.18
Target for share of women in top management positions in 2027	14%			
Share of women in management positions in revenue-generating functions (e.g. sales)	as a % of all such managers	%	16.08	15.54
Target for share of women in management positions in revenue-generating functions in 2027	16%			
Share of women in STEM-related positions	as a % of total STEM positions	%	34.82	35.06
Target for share of women in STEM-related positions in 2027	35%			
People with disabilities	as a % of the total workforce	%	0.34	0.39
Target for 2027	0.35%			
LGBTQI+	as a % of the total workforce	%	0.02	0.04
Contractual workers	Total	No	2,472	1,946
Workforce Global	Male	No	21,451	20,833
	Female	No	11,506	11,242
	Others	No	6	10
	<30	No	12,550	11,959
	30-50	No	18,369	18,098
	>50	No	2,044	2,026

Workforce Breakdown: Nationality

Nationality	Share in total workforce (as % of total workforce)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
Indian	85.67	81.17
American	3.52	5.61
Chinese	0.66	0.06
Costa Rican	0.45	0.98
Mexican	0.12	0.03
British	0.12	0.28
Taiwanese	0.12	0.06
Canadian	0.11	0.50
French	0.07	0.09
Malaysian	0.07	0.09

New Employee Hires

Category	Employees	Unit	2025-26	2024-25
Senior management	Male	No	11	13
	Female	No	1	1
	<30	No	0	0
	30-50	No	7	8
	>50	No	5	6
Middle management	Male	No	129	83
	Female	No	15	15
	<30	No	0	0
	30-50	No	96	69
	>50	No	48	29
Junior management	Male*	No	321	235
	Female*	No	102	61
	<30	No	4	3
	30-50	No	365	245
	>50	No	54	39
Other employees	Male	No	5,418	4,550
	Female	No	3,375	2,997
	Others	No	2	1
	<30	No	5,288	4,356
	30-50	No	3,364	3,034
	>50	No	143	158
New employee hires	Male*	No	6,843	5,644
	Female*	No	3,919	3,338
	Others	No	2	2
	<30	No	5,692	4,663
	30-50	No	4,667	3,985
	>50	No	405	336

*The junior management and new employee recruits involve non-binary team members who prefer not to be categorized as strictly male or female. Their representation is appropriately accounted for within the age-wise breakdown.

Category	Unit	2025-26	2024-25	2023-24	2022-23
Percentage of open positions filled by internal candidates (internal hires)	%	56	49	42.78	43.26
Average hiring cost/FTE	INR	75,824	80,609	70,999	81,838
New employee hires	No.	8,014	9,916	11,264	14,484

Gender-pay Indicators

Employee level	Unit	2025-26		2024-25	
		Average Female Salary	Average Male Salary	Average Female Salary	Average Male Salary
Executive level (base salary only)	INR	6,69,533	7,58,760	6,16,381	6,98,772
Executive level (base salary + other cash incentives)	INR	17,13,563	19,45,231	15,10,626	17,19,904
Management level (base salary only)	INR	11,74,101	13,15,982	11,19,827	12,37,280
Management level (base salary + other cash incentives)	INR	31,21,046	35,38,291	29,39,606	32,29,299
Non-management level	INR	1,52,182	1,66,650	1,61,968	1,75,896
Mean gender pay gap	%	10.93		11.5	
Median gender pay gap	%	9.03		9.5	
Mean bonus gap	%	15.65		14.8	
Median bonus gap	%	11.66		12.8	

Freedom of Association

Indicator	2025-26
% of employees represented by an independent trade union or covered by collective bargaining agreements:	0

Employee Turnover Rate

Category	Employees	Unit	2025-26		2024-25	
			Voluntary	Total	Voluntary	Total
Senior management	Male	%	13.04	13.04	11.9	17.1
	Female	%	0	0	7.7	7.7
	<30	%	0	0	0	0
	30-50	%	11.76	11.76	12.2	15.2
	>50	%	10.42	10.42	10.8	16.2
Middle management	Male	%	13.68	16.99	10.3	14.2
	Female	%	10.62	14.16	11.2	13.2
	<30	%	0	0	0	0
	30-50	%	13.25	14.13	12.4	13.8
	>50	%	13.23	20	8.3	16
Junior management	Male	%	13.48	17.45	16.3	21.8
	Female	%	11.60	15.63	17.4	33.4
	<30	%	12.5	12.5	35	35
	30-50	%	13.96	17.21	14.8	19
	>50	%	9.92	16.53	12.4	18.7
Other employees (non-executive)	Male	%	28.01	39.26	27.2	37.1
	Female	%	30.74	41.34	29.7	41.7
	<30	%	37.39	47.58	35	47.6
	30-50	%	23.31	34.05	23.3	31.7
	>50	%	17.98	41.22	14.6	35.2

Category	Unit	2025-26	2024-25	2023-24	2022-23
Voluntary turnover rate	%	27.87	26.6	23.9	31.15
Total employee turnover rate	%	38.33	36.7	34.5	43.78
Data coverage (as % of all FTEs globally)	%	100	100	100	100

Training Man Hours

Category	Unit	2025-26		2024-25	
		Male	Female	Male	Female
Senior Management	Avg. hours of training	16.63	39.50	3.56	1.50
Middle management	Avg. hours of training	19.81	16.19	15.69	16.09
Junior management	Avg. hours of training	33.12	25.88	28.12	23.97
Other employees (non-executive)	Avg. hours of training	60.53	63.33	53.00	61.10

Category	Unit	2025-26	2024-25
Average hours per FTE of training and development	Avg. hours of training	58.26	52.40
Total amount spent per FTE on training and development	INR	7,43,69,728	5,10,55,925
Average amount spent per FTE on training and development	INR	2,256.15	1,590.4
Total number of trainings for health and safety conducted in FY 25-26	No.	1	1
Total participation in health and safety trainings	No.	7,268	3,920

Absentee Rate

Absentee rate	Unit	2025-26	2024-25	2023-24	2022-23
Employees	% of total days scheduled	0.59	0.50	0.58	0.47
Data coverage	% of employees	100	100	100	100

Disclaimer: For the absentee rate calculation, we have considered only India employee data, as leave policies and working calendars practices vary significantly across countries.

Parental Leave (Permanent Employees)

Category	Unit	2025-26			2024-25	
		Male	Female	Others	Male	Female
Employees entitled to parental leave	No.	19,722	10,797	7	15,901	8,810
Employees that took parental leave	No.	637	513	0	640	555
Employees that returned to work in the reporting period after parental leave ended	No.	568	472	0	546	485
Employees that returned to work after parental leave ended that were still employed 12 months after their return to work	No.	451	356	0	440	300
Rate of return to work that took parental leaves	%	89.17	92.00	0	98.13	93.51
Retention rate of employees that took parental leave	%	70.47	64.14	0	62.68	56.07

Benefits Provided to Permanent and Temporary Employees

Category/types of benefits provided	Unit	2025-26	
		Permanent employees	Temporary employees
Life insurance	Yes/No	Yes	No
Health care	Yes/No	Yes	No
Disability	Yes/No	Yes	No
Parental leave (maternity leave or paternity leave)	Yes/No	Yes	No
Marriage leave (additional to normal leaves allotted)	Yes/No	No	No
Bereavement leave (additional to normal leaves allotted)	Yes/No	No	No
Leave for Haj (additional to normal leaves allotted)	Yes/No	No	No
Leave for baptism (additional to normal leaves allotted)	Yes/No	No	No
Leave for cc ceremony (additional to normal leaves allotted)	Yes/No	No	No
Retirement provision	Yes/No	Yes	No
Stock ownership	Yes/No	Yes	No
Transportation	Yes/No	Yes	Yes
Housing	Yes/No	No	No
Food allowance	Yes/No	Yes	No
Extra paid holidays	Yes/No	No	No
Citizenship leave	Yes/No	No	No
Car lease	Yes/No	Yes	No
Sabbatical	Yes/No	Yes	No
Gender reassignment leave	Yes/No	Yes	No
Family treatment leave	Yes/No	No	No
Fertility treatment leave	Yes/No	Yes	No
Learn while you Earn	Yes/No	Yes	No

Employee Engagement

Indicator	Unit	2025-26	2024-25	2023-24	2022-23
Employee Net Promoter Score (eNPS)	% of employees with top level of engagement, satisfaction, wellbeing, or employee net promoter score (eNPS)	7.49	7.21	7.40	7.87
Target for FY26	7.5				
Data coverage	% of employees who responded to the survey	71	79	68	59.3

Human Capital Return On Investment

Indicator	Unit	2025-26	2024-25	2023-24	2022-23
a) Total Revenue	INR Million	162,055.37	1,44,849.88	1,34,963.19	1,39,600.96
b) Total Operating Expenses	INR Million	39,775.50	34,383.48	29,313.04	32,887.59
c) Total employee-related expenses (salaries + benefits)	INR Million	89,187.10	81,446.59	79,253.27	80,757.80
Resulting HC ROI (a - (b-c)) / c	-	2.371	2.356	2.3331	2.3214
Total employees	No.	32,726	32,103	31,230	34,392

Privacy Protection

Indicator	Unit	2025-26	2024-25
Percentage of customers whose data is used for secondary purposes	%	0	0
Number of requests for customer information received from government or law enforcement agencies	No.	0	0
Of the requests, percentage of requests that resulted in disclosure	%	0	0

Human Rights Assessment

Category	Unit	% of total assessed in last three years	% of total assessed where risks have been identified	% of risk with mitigation actions taken
Own Operations (including joint ventures where the company has management control)	%	100	0	0
Contractors and Tier I Suppliers (as a % of contractors or Tier I Suppliers)	%	100	0	0
Joint ventures (including stakes above 10%) (as a % of joint ventures)	%	0	0	0

Human Rights Mitigation & Remediation

The number of sites with mitigation plans	Nil
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Responsible Supply Chain

Indicator	Unit	FY 2025-26	FY 2024-25
Total suppliers	No.	3,800	5,416
Total active vendors in supplier database	No.	2,197	3,568
Total procurement spend	Million INR	53,888.76	39,651.69
Procurement spend on locally based suppliers	%	99.98	99.79
MSME suppliers as a share of the total vendor base	%	19.94	13.37
Spend with MSME suppliers	Million INR	1,589.75	1,237.76
Spend with diverse suppliers ³	Million INR	15,519.70	11,071.18
Spend with diverse suppliers ⁴	% of total procurement spend	28.80	27.92
New suppliers screened using Environment, Social and Governance criteria	%	100	100
Suppliers assessed for Environmental, Social & Governance parameters	% of applicable suppliers	100	100
Suppliers identified as having significant actual or potential negative Environment, Social and Governance impacts	%	0	0
Suppliers identified as having significant negative Environment, Social and Governance impacts for which improvement actions were agreed	%	0	0
Suppliers identified as having significant negative Environment, Social and Governance impacts whose business relationships were terminated	%	0	0

^{3,4} Diverse suppliers include: Minority-owned Enterprises, Women-owned Enterprises and Other Enterprises.

Sustainable Procurement Performance Indicators

Indicator	Unit	FY 2025-26	FY 2024-25
Targeted suppliers that signed the Sustainable Procurement Charter or Supplier Code of Conduct	% of targeted suppliers	100	100
Targeted suppliers with contracts that include environmental, labour, and human-rights requirements	% of targeted suppliers	100	100
Targeted suppliers that underwent a sustainability assessment	% of targeted suppliers	100	100
Buyers or procurement personnel who received training on sustainable procurement across all locations	% of applicable buyers or procurement personnel	100	100
Suppliers assessed for adverse sustainability impacts	% of applicable suppliers	100	100

Environmental Performance

Energy Consumption

Category	Unit	2025-26	2024-25	2023-24	2022-23
Energy consumed (from non-renewable sources)	GJ	37,469.41	11,119.93	12,168	11,405
Non-renewable energy consumption (Target for FY26)	GJ	11,500			
Captive DG power	GJ	348.3	215	218	228
Total renewable energy purchased or generated	GJ	51,846.52	14,179.71	11,868	11,088
Total cost of energy consumption	INR	29,15,43,235	29,15,43,235	29,54,86,600	25,44,13,266
Data coverage	%	100	100	100	100
Total energy consumption	GJ	89,664.23	25,514.69	24,254	22,721
Energy intensity	Total Energy consumption/ Revenue in Million INR	0.157	0.179	0.182	0.163

For FY 2025–26, the values are reported in GJ, while the values for all other financial years may be considered and reported in MWh.

Emissions

Category	Unit	2025-26	2024-25	2023-24	2022-23
GHG emissions					
Scope 1: Direct emissions	tCO2eq	1,427.04	162.82	164.09	172.45
Data coverage	%	100	100	100	100
Target for FY26	Tonnes	1,500			
Scope 2: Indirect emissions Location-based	tCO2eq	17,541.31	18,047.77	17,146.84	16,045.69
Data coverage	%	100	100	100	100
Target for FY26	Tonnes	17,600			
Scope 2: Indirect emissions Market-based	tCO2eq	7,316.02	7,932.52	8,680.36	8,136.05
Data coverage	%	100	100	100	100
Target for FY26	Tonnes	13,587.24			
Scope 3: Indirect emissions	tCO2eq	54,268.21	2,996.76	3,416.94	2,864
Target for FY26	tCO2eq	56,000			

*Until FY 2025, Scope 3 emissions were only estimated for Employee Commute and Business Travel. From FY 2026, we have expanded our boundaries and are now calculating all eight relevant Scope 3 categories to Mphasis. Due to this, our Scope 3 emissions have increased. Hence, this number should not be compared with previous years.

Emission Category		Unit	2025-26
Category 1	Purchased goods and services	tCO2eq	24,095.13
Category 2	Capital goods	tCO2eq	2,674.56
Category 3	Fuel and energy related activities	tCO2eq	3,632.95
Category 4	Upstream transportation and distribution	tCO2eq	130.63
Category 5	Waste management	tCO2eq	30.84
Category 6	Business travel	tCO2eq	7,996.61
Category 7	Employee commute to office	tCO2eq	12,364.30
Category 8	Upstream leased assets	tCO2eq	3,343.20
Total Scope 3		tCO2eq	54,268.21

Category	Unit	2025-26	2024-25	2023-24	2022-23
Total GHG emissions (Scope 1+ Scope 2 Market-based +Scope 3)	tCO2eq	63,011.27	11,092.10	12,261.39	11,172.5
GHG emission intensity (includes Scope 1 + Scope 2 market based + Scope 3)	tCO2eq / Revenue in Million INR	0.396	0.078	0.092	0.06
Total GHG emissions (Scope 1+ Scope 2 Market-based)	tCO2eq	8,743.06	8,095.34	8,844.45	8,308.5
GHG emission intensity (includes Scope 1 + Scope 2 market based)	tCO2eq / Revenue in Million INR	0.055	0.057	0.066	0.06
Total Scope 3 GHG emissions	tCO2eq	54,268.21	2,996.76	3,416.94	2,864
Scope 3 GHG emission intensity	tCO2eq/ Revenue in Million INR	0.34	0.021	0.026	0.021

*Until FY 2025, Scope 3 emissions were only estimated for Employee Commute and Business Travel. From FY 2026, we have expanded our boundaries and are now calculating all eight relevant Scope 3 categories to Mphasis. Due to this, our Scope 3 emissions have increased. Hence, this number should not be compared with previous years.

Category	Unit	2025-26	2024-25
HCFC-22 or R-22	Tonnes	0.223	0.162
CFC-12 or R-12	Tonnes	0	0
CFC-11 or R-11	Tonnes	0	0
HFC-134a or R-134a	Tonnes	0	0
R404A	Tonnes	0	0
R123	Tonnes	0	0
R417A	Tonnes	0	0
R410A	Tonnes	0.322	0.307
R407C	Tonnes	0.072	0.038
R32	Tonnes	0	0

*** Emissions of ozone-depleting substances (ODS)**
Heating, ventilation and air conditioning (HVAC) systems that are used at our facilities utilise refrigerants like R22 and R410A. The Ozone Depleting Potential (ODP) of each of these substances are different but a group-wide decision has been made to find minimum ODP and Global Warming Potential alternatives to replace all R22 refrigerants.

Air pollutant management
The main emissions from our support activities are Nitrogen Oxide (NOx), Sulfur Oxide (SOx). These are emitted primarily through the use of Diesel Generators sets at Mphasis campuses. An external agency is hired to conduct air quality testing once in 6 months within our work area after which the results are studied and verified by the EHS team. However, we do not monitor or measure air emissions other than GHG emissions.

Water Withdrawal*

Category	Unit	2025-26	2024-25
Water withdrawal (excluding saltwater)	ML	99.87 (Third party)	99.7
Data coverage (Percentage of Operations)	%	100	100

*The calculations have been made considering that 80% of the water supplied is recycled by the builder and subsequently reused for flush systems and landscaping purposes

Water Discharge

Category	Unit	2025-26	2024-25
Water discharge (excluding saltwater)	ML	77.42 (Third party)	59.7 (Third party)
Data coverage (Percentage of Operations)	%	100	100

Water Consumption

Water consumption: Water is consumed within the organization only for drinking, cooking and lavatory operation. Water consumption is part of the maintenance charges of the company as all facilities are leased. Since our operations are not water-intensive, we do not actively track our water consumption. However, there are efforts made to ensure that water is consumed judiciously within all Mphasis facilities through the use of water aerators and sewage treatment plants. We also encourage our employees to minimize the impacts of their water consumption by raising awareness through collaboration with NGOs and internal awareness programs. The total water consumption for 2025-26 Mphasis facilities was estimated to be 19,355 kL

Category	Unit	2025-26	2024-25
Total net freshwater consumption	ML	19.35	40.0
Data coverage (Percentage of Operations)	%	100%	100%

Our total net freshwater consumption target for FY 2025-26 was 38 ML

Waste Management

Category	Unit	2025-26			
Waste generated					
Non-Hazardous Waste	Tonnes	152.75			
Hazardous Waste	Tonnes	46.76			
Total waste generated	Tonnes	199.52			
Waste disposed	Unit	2025-26	2024-25	2023-24	2022-23
A) Total waste generated	Tonnes	199.52	198.43	160.940	122.883
B) Total waste recycled/reused/sold	Tonnes	133.18	144.27	108.55	70.61
Total waste disposed	Tonnes	59.01	51.32	36.690	52.273
Target for FY26	Tonnes	90			
Data coverage	%	100	100	100	100

Waste Diverted from Disposal by Recovery Operation, in Metric Tons (t)

Waste recovered	Unit	Onsite	Offsite	Total
A) Hazardous waste				
Preparation for reuse	Tonnes	0	0	0
Recycling	Tonnes	0	38.76	38.76
Other recovery operations	Tonnes	0	0	0
Total	Tonnes	0	38.76	38.76
B) Non-hazardous waste				
Preparation for reuse	Tonnes	0	0	0
Recycling	Tonnes	0	94.42	94.42
Other disposal operations	Tonnes	0	0	0
Total	Tonnes	0	94.42	94.42

Waste Directed to Disposal - By Disposal Operation in Metric Tons (t)

Waste disposed	Unit	2025-26
A) Hazardous waste		
Incineration (with energy recovery)	Tonnes	0
Incineration (without energy recovery)	Tonnes	1.87
Landfilling	Tonnes	0
Other disposal operations	Tonnes	0
Total	Tonnes	1.87
B) Non-hazardous waste		
Incineration (with energy recovery)	Tonnes	0
Incineration (without energy recovery)	Tonnes	0
Landfilling	Tonnes	57.11
Other disposal operations	Tonnes	0
Total	Tonnes	57.11

Data Center Efficiency

Average PUE	Unit	2025-26	2024-25	2023-24	2022-23
Average PUE	-	1.76	1.80	2.37	2.31
Target for FY26	To sustain below 2.3				
Coverage (% of total ICT population)	%	71	71	71	71
Total energy used in data centers	MWh	4,024	8,620	7,630	7,002.3
% of renewable energy (of total energy)	%	57.82	47.53	39.48	46.07
Renewable energy target for FY26	49%				

Ecovadis Requirements

	FY 2026
% of all operational sites for which an environmental risk assessment has been conducted	69%
% of all operational sites with an environmental certification, such as ISO 14001, EMAS, ISO 50001	69%

ANNEXURE 1 - GRI INDEX



General Disclosures

Statement of Use		Mphasis has reported the information cited in this GRI content index for the period [reporting period starts from 1 April 2025 and ends 31 March 2026] with reference to the GRI Standards.			
Sl. No	GRI Standard Number	Disclosure Number	Description	Section/ Subsection Title	Reference & Page No./Explanation
GRI 1: Foundation (GRI 1 does not include any disclosure)					
	GRI 2- General disclosures	The organization and its reporting practices			
1		2-1	Organization details		Annual Report 2026, Page 116
2		2-2	Entities included in the organization's sustainability reporting	About The Report, Reporting Boundaries & Scope	ESG Report 2026, Page 06
3		2-3	Reporting period, frequency and contact point	About The Report: Feedback and Queries	ESG Report 2026, Page 4,6
4		2-4	Restatements of Information		No restatements of information
5		2-5	External assurance		230
		Activities and workers			
6		2-6	Activities, value chain and other business relationships	Supplier Assessment; Sustainable and Inclusive Procurement	ESG Report 2026, Page 116
7		2-7	Employees		BRSR 2026 Page 4; ESG Databook, Page 205-206
8		2-8	Workers who are not employees		BRSR 2026 Page 4; ESG Databook, Page 206
		Governance			
9		2-9	Governance structure and composition	Applying Good Governance: Governance Structure, and Board Structure and Composition	ESG Report 2026, Page 50
10		2-10	Nomination and selection of highest governance body	Applying Good Governance: Nomination, Compensation and Succession Planning	ESG Report 2026, Page 56
11		2-11	Chair of the highest governance body	Applying Good Governance: Board Structure and Composition	ESG Report 2026, Page 50

12		2-12	Role of the highest governance body in overseeing the management of impacts	Applying Good Governance: Ensuring Business Resilience through ERM; Risk Governance Architecture	ESG Report 2026, Page 66
13		2-13	Delegation of responsibility for managing impacts	Applying Good Governance: Ensuring Business Resilience through ERM; Risk Governance Structure @ Mphasis; Our Enterprise Risk Management (ERM) Process	ESG Report 2026, Pages 67, 68
14		2-14	Role of the highest governance body in sustainability reporting	Applying Good Governance: ESG Governance	ESG Report 2026, Page 58
15		2-15	Conflicts of interest	Applying Good Governance: Enterprise Ethics: Beyond Compliance to Culture; Managing Conflicts of Interest	ESG Databook, Page 199
16		2-16	Communication of critical concerns	Applying Good Governance: Whistleblower Programme	ESG Report 2026, Page 64-66
17		2-17	Collective knowledge of the highest governance body	Applying Good Governance: Board Skill Matrix and the Committees	ESG Report Page 52-53
18		2-18	Evaluation of the performance of the highest governance body	Applying Good Governance: Nomination, Compensation and Succession Planning	ESG Report 2026, Pages 56
19		2-19	Remuneration policies	Applying Good Governance: Directors' Remuneration; Executive Remuneration	ESG Report 2026, Page 56-57
20		2-20	Process to determine remuneration	Applying Good Governance: Directors' Remuneration; Executive Remuneration	ESG Report 2026, Page 56, 57
21		2-21	Annual total compensation ratio	Economic & Governance Performance; CEO-to-Employee Pay Ratio	ESG Databook, Page 200
		Strategy, policies and practices			
22		2-22	Statement on sustainable development strategy	Message from our CEO	ESG Report 2026, Page 10-13
23		2-23	Policy commitments		BRSR 2026, Pages 15-16
24		2-24	Embedding policy commitments		BRSR 2025, Pages 15-16

25		2-25	Processes to remediate negative impacts	Applying Good Governance: Enterprise Risk Management; Our Risk Management Process; Risk Mitigation Strategies	ESG Report 2026, Page 68-69
26		2-26	Mechanisms for seeking advice and raising concerns	Applying Good Governance: Enterprise Risk Management; Our Risk Management Process; Monitoring and Reporting Remediation and Grievance Mechanisms: Addressing Potential Non-compliance	ESG Report 2026, Page 68-69
27		2-27	Compliance with laws and regulations		ESG Databook, Pages 199
28		2-28	Membership associations		ESG Databook, Page 200
		Stakeholder engagement			
29		2-29	Approach to stakeholder engagement	Our Approach to ESG Materiality	ESG Report 2026, Page 24-47
30		2-30	Collective bargaining agreements	Mphasis Position on Freedom of Association	ESG Report 2026, Page 24-47
31		3-1	Process to determine material topics	Our Approach to ESG Materiality	ESG Report 2026, Page 24-47
32		3-2	List of material topics	Our Approach to ESG Materiality	ESG Report 2026, Page 24-47
33		3-3	Management of material topics	Our Approach to ESG Materiality Responsible Supply Chain Management	ESG Report 2026, Page 24-47



Economic Disclosures

Sl. No	GRI Standard Number	Disclosure Number	Description	Section/ Subsection Title	Reference & Page No./Explanation
34	GRI 201 - Economic performance	201-1	Direct economic value generated and distributed		ESG Databook, Page 198
35		201-2	Financial implications and other risks and opportunities due to climate change	Engineering Climate Sustainability: Climate Strategy	ESG Report Page 176-181
36		201-3	Defined benefit plan obligations and other retirement plans		BRSR 2026, Page 23
37	GRI 202 - Market presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage		BRSR 2026, Page 30, ESG Report; Labour Rights, Page 162
38	GRI 203 - Indirect economic impacts	203-1	Infrastructure investments and services supported		Covered in respective sections throughout the report
40		203-2	Significant indirect economic impacts	Action for Impact: Building, a More Connected World; CSR initiatives, Case studies, Joy of Giving initiative, CSR impact.	ESG Report 2026, Pages 101-104
41	GRI 204 - Procurement practices	204-1	Proportion of spending on local suppliers	Sustainable and Inclusive Procurement: Supporting Local Economies and Supplier Diversity	ESG Databook, Page 116
42	GRI 205 - Anti-corruption	205-1	Operations assessed for risks related to corruption		
43		205-2	Communication and training about anti-corruption policies and procedures	Applying Good Governance; Commitment To Anti-Bribery & Anti-Corruption	ESG Report 2026, Page 62
44		205-3	Confirmed incidents of corruption and actions taken		ESG Databook Page 199
45	GRI 206 - Anti-competitive behavior	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices		ESG Databook, Pages 199
46	GRI 207 - Tax	207-1	Approach to tax		https://www.mphasis.com/home/esg/group-tax-policy.html ,
47		207-2	Tax governance, control, and risk management		https://www.mphasis.com/home/esg/group-tax-policy.html ,
48		207-4	Country-by-country reporting		BRSR 2026, Page 6

Environmental Disclosures

Sl. No	GRI Standard Number	Disclosure Number	Description	Section/ Subsection Title	Reference & Page No./Explanation
49	GRI 302 - Energy	302-1	Energy consumption within the organization		ESG Databook, Page 215
50		302-2	Energy consumption outside of the organization		ESG Databook, Page 215
51		302-3	Energy intensity		ESG Databook, Page 215
52		302-4	Reduction of energy consumption	Engineering Climate Sustainability: Energy Management	ESG Report 2026, Pages 182-187
53		302-5	Reductions in energy requirements of products and services	Engineering Climate Sustainability: Energy Management	ESG Report 2026, Pages 182-187
54	GRI 303 - Water and effluents	303-1	Interactions with water as a shared resource	Engineering Climate Sustainability; Water Stewardship	ESG Report 2026, Pages 191-192
55		303-2	Management of water discharge-related impacts	Engineering Climate Sustainability; Water Stewardship	ESG Report 2026, Pages 191-192
56		303-3	Water withdrawal		ESG Databook, Page 217
57		303-4	Water discharge		ESG Databook, Page 217
58		303-5	Water consumption		ESG Databook, Page 217
59	GRI 305 - Emissions	305-1	Direct (Scope 1) GHG emissions		ESG Databook, Page 215
60		305-2	Energy indirect (Scope 2) GHG emissions		ESG Databook, Page 215
61		305-3	Other indirect (Scope 3) emissions		ESG Databook, Page 215-216
62		305-4	GHG emissions intensity		ESG Databook, Page 216
63		305-5	Reduction of GHG emissions	Engineering Climate Sustainability: Energy Management	ESG Report 2025, Pages 174-175; 182-187

64		305-6	Emissions of ozone-depleting substances (ODS)		ESG Databook, Page 216-217
65		305-7	Nitrogen Oxides (NOX), Sulphur Oxides (SOX), and other significant air emissions		ESG Databook, Page 216-217
66	GRI 306 -Waste	306-1	Waste generation and significant waste-related impacts		ESG Databook, Page 218-219
67		306-2	Management of significant waste-related impacts	Engineering Climate Sustainability: Waste Management	
68		306-3	Waste generated		ESG Databook, Page 218-219
69		306-4	Waste diverted from disposal		ESG Databook, Page 218-219
70		306-5	Waste directed to disposal		ESG Databook, Page 218-219
71	GRI 307 - Environmental compliance	307-1	Non-compliance with environmental laws and regulations		No cases of non-compliance
72	GRI 308 - Supplier environmental assessment	308-1	New suppliers that were screened using environmental criteria		ESG Report 2026, Pages 111
73		308-2	Negative environmental impacts in the supply chain and actions taken	Material ESG Risks in the Supplier Lifecycle; Remediation and Grievance Mechanisms	ESG Report 2026, Pages 110

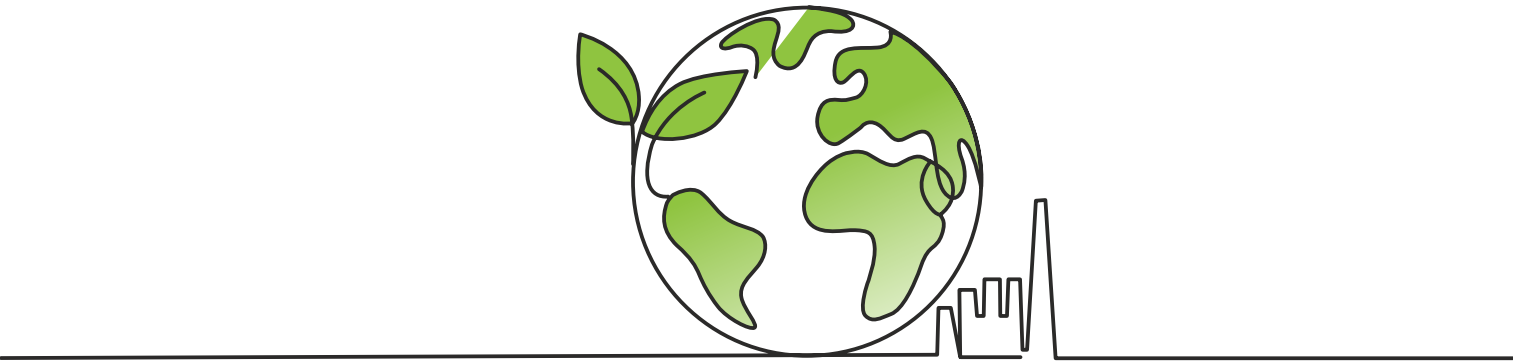


Social Disclosures

Sl. No	GRI Standard Number	Disclosure Number	Description	Section/Subsection Title	Reference & Page No./Explanation
74	GRI 401 - Employment	401-1	New employee hires and employee turnover		ESG Databook, Pages 207-209
75		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		ESG Databook, Page 211
76		401-3	Parental leave	Incorporating Inclusion: Employee wellbeing	ESG Report 2026, Page 152 ESG Databook, Page 211
77	GRI 402 - Labour/management relations	402-1	Minimum notice periods regarding operational changes	Incorporating Inclusion: Labor Rights	ESG Report 2026, Page 162
78	GRI 403 - Occupational health and safety	403-1	Occupational health and safety management system	Incorporating Inclusion: Employee Health and Safety	ESG Report 2026, Page 148; Occupational health and safety management is governed by the Company's EHS Policy .
79		403-2	Hazard identification, risk assessment, and incident investigation	Incorporating Inclusion: Employee Health and Safety	ESG Report 2026, Page 148; BRSR 2026, Page 27
80		403-3	Occupational health services		This is described in the Company's EHS Policy .
81		403-4	Worker participation, consultation, and communication on occupational health and safety	Incorporating Inclusion: Employee Health and Safety	ESG Report 2026, Page 148; BRSR 2026, Page 25, 26
82		403-5	Worker training on occupational health and safety	Incorporating Inclusion: Employee Health and Safety	ESG Report 2026, Page 148; BRSR 2025 Page 26
83		403-6	Promotion of worker health	Incorporating Inclusion: Employee Health and Safety	ESG Report 2026, Page 148
84		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Incorporating Inclusion: Employee Health and Safety	ESG Report 2026, Page 148
85		403-8	Workers covered by an occupational health and safety management system		BRSR 2026, Pages 25, 26

86		403-9	Work-related injuries		BRSR 2026, Page 26
87		403-10	Work-related health		BRSR 2026, Page 26
88	GRI 404- Training and education	404-1	Average hour of training per year per employee		ESG Databook, Page 210
89		404-2	Programs for upgrading employee skills and transition assistance programs	Incorporating Inclusion: Learning & Development	ESG Report 2026, Page 137
90		404-3	Percentage of employees receiving regular performance and career development reviews	Incorporating Inclusion: Performance Management	ESG Report 2026, Page 159
91	GRI 405 - Diversity and equal opportunity	405-1	Diversity of governance bodies and employees		ESG Databook, Page 205
92		405-2	Ratio of basic salaries and remuneration of women to men		ESG Databook, Page 208
93	GRI 406 -Non-discrimination	406-1	Incidents of discrimination and corrective actions taken		ESG Databook, Page 199
94	GRI 407 - Freedom of association and collective bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		No operations with risk to collective bargaining
95	GRI 408 - Child labour	408-1	Operations and suppliers at significant risk for incidents of child labour	Incorporating Inclusion: Fostering Human Rights. Principles and Governance of Responsible Sourcing: Policy Framework and Supplier Principles	ESG Report 2026, Page 162, 108-109 for supply chain Zero cases of child labor and forced labor in all their forms and other human rights violations.
96	GRI 409 - Forced or compulsory labour	409-1	Operations and suppliers at significant risk for incidents of compulsory labour	Incorporating Inclusion: Fostering Human Rights at Mphasis Principles and Governance of Responsible Sourcing: Policy Framework and Supplier Principles	
97	GRI 411 - Rights of indigenous peoples	411-1	Incidents of violations involving right of indigenous peoples		There have been no violations involving rights of indigenous people during the reporting period.
98	GRI 413 - Local communities	413-1	Operations with local community engagement, impact assessments, and development programs	Action for Impact: Building a More Connected World	ESG Report 206, Pages 98-103

99		413-2	Operations with significant actual and potential negative impacts on local communities		No operations with significant negative impacts on local communities
100	GRI 414- Supplier social assessment	414-1	New suppliers that were screened using social criteria	Supplier Onboarding and Screening: Establishing Responsible Supplier Relationships	ESG Report 2026, Page 111
101		414-2	Negative social impacts in the supply chain and actions taken	Material ESG Risks in the Supplier Lifecycle; Remediation and Grievance Mechanisms	Page 111
102	GRI 415 - Public policy	415-1	Political contributions		No political contributions
103	GRI 416 - Customer health and safety	416-1	Assessment of the health and safety impacts of product and service categories		N.A.
104		416-2	Incidents of non-compliance concerning market communications		No incidents of non-compliance
105	GRI 417 - Marketing and labeling	417-1	Requirements for product and service information and labeling		N.A.
106		417-2	Incidents of non-compliance concerning product and service information and labeling		No incidents of non-compliance
107		417-3	Incidents of non-compliance concerning marketing communications		No incidents of non-compliance
108	GRI 418 - Customer privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		ESG Databook, Page 212



INDEPENDENT ASSURANCE STATEMENT



To
The Management of Mphasis Limited
Introduction and objectives of work

The Management of **Mphasis Limited** (hereafter stated as “Mphasis” or the “Company”) have engaged us to undertake an Independent Assurance of the company’s Sustainability report for the financial year ended **31st March 2026 (i.e., Mphasis Limited-Sustainability Report (FY 2025-26))** and provide **Limited Assurance** Statement on the aforesaid report.

Mphasis Limited has prepared the Sustainability Report with reference to Global Reporting Initiative (GRI) Standards, 2021 with stated parameters (**Annexure 1**) for the reporting period (FY 2025-26), based on which this overall assessment has been carried out. This Assurance Statement applies to the related information included within the scope of work described below.

Intended User

The intended user of this assurance statement is Mphasis Limited. We disclaim any liability or responsibility to a third party for decisions, whether investment or otherwise, based on this assurance Statement. Bureau Veritas planned and performed the work to obtain the evidence, considered necessary to provide a basis for our assurance opinion.

The assurance engagement considers an uncertainty of ±5% based on materiality threshold for estimation / measurement errors and omissions. We did not engage with any external stakeholders as part of this assurance engagement.

Scope of Work

We have performed the **Limited Assurance** engagement for Sustainability report prepared with reference to GRI Reporting Standards 2021, verification engagement in accordance with ISAE 3000 methodology and in line with the requirements of Bureau Veritas's standard procedures and guidelines for External Assurance of Sustainability Reports, based on current best practice in independent assurance for the reporting period 1st April 2025 to 31st March 2026. The selected GRI disclosures referred to in Appendix – 1 for this statement.

As part of its Independent Limited Assurance, we assessed the appropriateness and robustness of underlying reporting systems and processes, used to collect, analyse and review the information reported. In this process, we undertook the following activities:



The assessment was carried out through physical site visits at:.

SI.No.	Location	Address
1	Pune	Mphasis Limited, Upper Ground Floor to Level 1, 3, 4th, 'A' wing, 5, Tower IV, Cyber City, Magarpatta, Hadapsar, PUNE-411013, Maharashtra
2	Mumbai	Mphasis Limited, Unit 102, Infinity IT Park, 1st Floor, Building No.4, #239, General A.K. Vaidya Marg, Dindoshi, Malad (East), MUMBAI-400097, Maharashtra
3	Chennai	Mphasis Limited, DLF IT/ITES SEZ, 4th & 8th to 10 th floors, Block 8, 1/124, Shivaji Garden, Moonlight Stop, Nandambakkam Post, CHENNAI-600089, Tamil Nadu
4	Bengaluru	Bagmane World Technology Center, WTC 3, 1st Floor, Wing A, KR Puram, Marathahalli Outer Ring Road, Mahadevapura, Bengaluru - 560 048, India.

Bureau Veritas interviewed personnel of Company including HR & Admin, ESG, Maintenance, DEI, Finance & Accounts, Information Technology and other relevant departments and review of Company’s data & information systems for collection, aggregation, analysis and review.

Data on various GRI disclosures were assessed for the above locations that were visited and for remaining locations the assessment was carried out virtually.

Management Responsibility

The Selection of reporting criteria, reporting period, reporting boundary, monitoring and measurement of data, preparation, and presentation of information in the Sustainability report are the sole responsibility of the Company and its management. We are not involved in drafting or preparation of Sustainability Report. Our sole responsibility is to provide Independent Assurance on the Sustainability report for the financial year ended 31st March 2026.

Our findings

On the basis of our methodology and the activities described above,

- Nothing has come to our attention to indicate that the GRI disclosures are inaccurate or that the information included therein is not fairly stated.
- It is our opinion that Company has established appropriate systems for the collection, aggregation, and analysis of data on Sustainability/Non-Financial performance disclosures with reference to GRI.
- The Sustainability Report provides a fair representation of the Company’s activities as included therein.
- The information is presented in a clear, understandable, and accessible manner, and allows readers to form a balanced opinion over the Company and status during the reporting period.



Limitations and Exclusions

Excluded from the scope of our work is any assurance of information relating to:

- Activities outside the defined assurance period.
- Positional statements (expressions of opinion, belief, aim or future intention by the Company and statements of future commitment).
- Competitive claims in the report claiming, “first company in India,” “first time in India,” “first of its kind,” etc.

Our assurance does not extend to the activities and operations of the Company outside of the scope and geographical boundaries as well as the operations undertaken by any subsidiaries or joint ventures of the Company.

Our assurance on economic and financial performance data or information of the Company is based only on the annual audited statement of accounts of the Company for the Financial Year 2025-26 and our conclusions rest solely upon that audited report.

This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist within the Report.

Conclusion

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the sustainability disclosures in the Mphasis Limited’s Sustainability Report for the year ended 31-03-2026, prepared with reference to the GRI Standards 2021, are not fairly presented, in all material respects.

Statement of Independence, Integrity, and Competence

Bureau Veritas is an independent professional services company that specialises in quality, environmental, health, safety, and social accountability with over 198 years history. Its assurance team has extensive experience in conducting assessment over environmental, social, ethical and health and safety information, systems and processes.

Bureau Veritas operates a certified Quality Management System which complies with the requirements of ISO 9001:2015, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the International Federation of Inspections Agencies (IFIA), across the business to ensure that its employees maintain integrity, objectivity, professional competence and due care, confidentiality, professional behaviour, and high ethical standards in their day-to-day business activities.

The assurance team for this work does not have any involvement in any other Bureau Veritas projects with Mphasis Limited.



Competence

The assurance team has extensive experience in conducting assurance over environmental, social, ethical, and health & safety information, systems and processes an excellent understanding of Bureau Veritas standard methodology for the Assurance of Sustainability Reports.

Restriction on use of Our Report

Our Limited Assurance report for Sustainability Report have been prepared and addressed to the Management of Mphasis Limited at the request of the company solely to assist the company in reporting on the Company’s Sustainability performance and activities. Accordingly, we accept no liability to anyone, other than the Company. Our deliverables should not be used for any other purpose or by any person other than the addressees of our deliverables. The Firm neither accepts nor assumes any duty of care or liability for any other purpose or to any other party to whom our Deliverables are shown or into whose hands it may come without our prior consent in writing.

Nagabhushan B B
Lead Assuror
Bureau Veritas (India) Private Limited
Hubballi, India
Dt: 30.09.2026

Munji Rama Mohan Rao
Technical Reviewer
Bureau Veritas (India) Private Limited
Mumbai, India
Dt: 30.09.2026



Appendix-1

GRI Standard Number	Disclosure Number	Description
GRI 2: General Disclosures 2021	2-1	Organization details
	2-2	Entities included in the organization's sustainability reporting
	2-3	Reporting period, frequency and contact point
	2-4	Restatements of Information
	2-5	External assurance
	2-6	Activities, value chain and other business relationships
	2-7	Employees
	2-8	Workers who are not employees
	2-9	Governance structure and composition
	2-10	Nomination and selection of highest governance body
	2-11	Chair of the highest governance body
	2-12	Role of the highest governance body in overseeing the management of impacts
	2-13	Delegation of responsibility for managing impacts
	2-14	Role of the highest governance body in sustainability reporting
	2-15	Conflicts of interest
	2-16	Communication of critical concerns
	2-17	Collective knowledge of the highest governance body
	2-18	Evaluation of the performance of the highest governance body
	2-19	Remuneration policies
	2-20	Process to determine remuneration
	2-21	Annual total compensation ratio
	2-22	Statement on sustainable development strategy
	2-23	Policy commitments
	2-24	Embedding policy commitments
	2-25	Processes to remediate negative impacts
	2-26	Mechanisms for seeking advice and raising concerns
	2-27	Compliance with laws and regulations
	2-28	Membership associations
	2-29	Approach to stakeholder engagement

	2-30	Collective bargaining agreements
	3-1	Process to determine material topics
	3-2	List of material topics
	3-3	Management of material topics
GRI 201 - Economic performance	201-1	Direct economic value generated and distributed
	201-2	Financial implications and other risks and opportunities due to climate change
	201-3	Defined benefit plan obligations and other retirement plans
GRI 202 - Market presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage
GRI 203 - Indirect economic impacts	203-1	Infrastructure investments and services supported
	203-2	Significant indirect economic impacts
GRI 204 - Procurement practices	204-1	Proportion of spending on local suppliers
GRI 205 - Anti-corruption	205-1	Operations assessed for risks related to corruption
	205-2	Communication and training about anti-corruption policies and procedures
	205-3	Confirmed incidents of corruption and actions taken
GRI 206 - Anticompetitive behavior	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices
GRI 207 - Tax	207-1	Approach to tax
	207-2	Tax governance, control, and risk management
	207-4	Country-by-country reporting
GRI 302 - Energy	302-1	Energy consumption within the organization
	302-2	Energy consumption outside of the organization
	302-3	Energy intensity
	302-4	Reduction of energy consumption
	302-5	Reductions in energy requirements of products and services
GRI 303 - Water and effluents	303-1	Interactions with water as a shared resource
	303-2	Management of water discharge-related impacts
	303-3	Water withdrawal
	303-4	Water discharge
	303-5	Water consumption



GRI 305 - Emissions	305-1	Direct (Scope 1) GHG emissions
	305-2	Energy indirect (Scope 2) GHG emissions
	305-3	Other indirect (Scope 3) emissions
	305-4	GHG emissions intensity
	305-5	Reduction of GHG emissions
	305-6	Emissions of ozone-depleting substances (ODS)
	305-7	Nitrogen Oxides (NOX), Sulphur Oxides (SOX), and other significant air emissions
GRI 306 - Waste	306-1	Waste generation and significant waste-related impacts
	306-2	Management of significant waste-related impacts
	306-3	Waste generated
	306-4	Waste diverted from disposal
	306-5	Waste directed to disposal
GRI 307 - Environmental compliance	307-1	Non-compliance with environmental laws and regulations
GRI 308 - Supplier environmental assessment	308-1	New suppliers that were screened using environmental criteria
	308-2	Negative environmental impacts in the supply chain and actions taken
GRI 401 Employment	401-1	New employee hires and employee turnover
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees
	401-3	Parental leave
GRI 402 – Labour /management relations	402-1	Minimum notice periods regarding operational changes
GRI 403 - Occupational health and safety	403-1	Occupational health and safety management system
	403-2	Hazard identification, risk assessment, and incident investigation
	403-3	Occupational health services
	403-4	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
	403-5	Workers covered by an occupational health and safety management system
	403-6	Work-related injuries
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

	403-8	Workers covered by an occupational health and safety management system
	403-9	Work-related injuries
	403-10	Work-related health
GRI 404- Training and education	404-1	Average hour of training per year per employee
	404-2	Programs for upgrading employee skills and transition assistance programs
	404-3	Percentage of employees receiving regular performance and career development reviews
GRI 405-Diversity & equal opportunity	405-1	Diversity of governance bodies and employees
	405-2	Ratio of basic salaries and remuneration of women to men
GRI 406 - Non-discrimination	406-1	Incidents of discrimination and corrective actions taken
GRI 407 - Freedom of association and collective bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk
GRI 408 - Child labour	408-1	Operations and suppliers at significant risk for incidents of child labour
GRI 409-Forced or compulsory labour	409-1	Operations and suppliers at significant risk for incidents of compulsory labour
GRI 411-Rights of indigenous peoples	411-1	Incidents of violations involving right of indigenous peoples
GRI 413- Local communities	413-1	Operations with local community engagement, impact assessments, and development programs
	413-2	Operations with significant actual and potential negative impacts on local communities
GRI 414- Supplier social assessment	414-1	New suppliers that were screened using social criteria
	414-2	Negative social impacts in the supply chain and actions taken
GRI 415 - Public policy	415-1	Political contributions
GRI 416 - Customer health and safety	416-1	Assessment of the health and safety impacts of product and service categories
	416-2	Incidents of non-compliance concerning market communications
GRI 417 - Marketing and labeling	417-1	Requirements for product and service information and labelling
	417-2	Incidents of non-compliance concerning product and service information & labelling
	417-3	Incidents of non-compliance concerning marketing communications
GRI 418- Customer privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data

