



Re(AI)maging™ a Sustainable Future

From **Vision** to **Value**



ENVIRONMENT SOCIAL GOVERNANCE
(ESG) REPORT FY 2025-26

REPORT THEME

Re(AI)maging™

a Sustainable Future —
From Vision to Value

Where technology meets
responsibility — and intent
meets impact.



Building on last year's call to Re(AI)magine a Sustainable Future, this year's narrative continues with the same strategic direction, with deeper operational integration and measurable outcomes. The journey continues from possibility to practice, from ideas that inspired us to outcomes that endure. This year's theme reflects this evolution: from exploring what is possible to demonstrating sustained and tangible outcomes. What began as a vision—bold, forward-looking and aspirational—now translates into measurable value: measurable progress, everyday decisions made smarter and impact that can be felt beyond the page. Because sustainability is an ongoing commitment supported by measurable outcomes.

EXECUTIVE SUMMARY

Progress measured. Accountability kept. Future accelerated

Persistent Systems continues to advance its sustainability agenda through a disciplined focus on integration, performance and accountability. ESG considerations are embedded within core business strategy, enabling the Company to manage risk, drive operational efficiency and support long-term value creation.

During FY 2025–26, The Company strengthened its approach to climate action, resource efficiency and emissions management, maintaining alignment with its SBTi-validated and approved net-zero ambition. Sustainability initiatives are increasingly supported by digital and AI-led capabilities, improving decision-making and performance tracking.

The Company remains committed to investing in human capital, inclusive workplace practices and employee well-being, recognising talent as central to sustained business performance. Structured capability development and engagement frameworks support productivity, retention and organisational resilience.

Governance remains a key enabler, with continued focus on risk management, ethical conduct and regulatory alignment. ESG is integrated into enterprise risk processes, ensuring systematic identification and mitigation of material risks and opportunities.

Persistent Systems applies a double materiality lens to prioritise ESG topics, aligning financial outcomes with environmental and social impact while supporting focused execution and transparent disclosures.

As stakeholder expectations evolve, the Company remains focused on strengthening data integrity, disclosure quality and performance management frameworks and reinforcing sustainability as a core driver of resilience and long-term value creation.

Table of contents



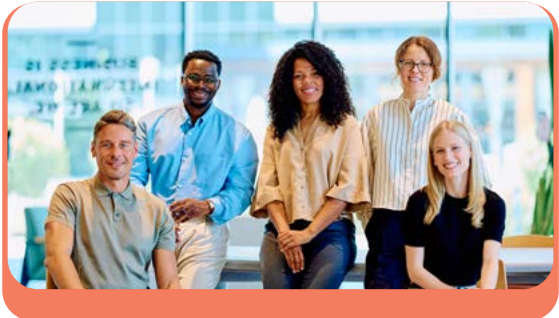
CORPORATE

Report Theme	2
FY 2025-26 Financial Highlights	6
Message from the Chairman	8
Message from the CEO	10
Message from the CFO	12
Message from the Head of ESG	14
Message from the Chairperson – Persistent Foundation	16
ESG Goals and Targets	18
ESG Performance	24
Awards and Recognitions	30
About the Report	36
About Persistent	38
ESG Strategy	41
Value Creation Model	44
Stakeholder Engagement	46
Double Materiality Assessment	56
Key Material Topics	61



ENVIRONMENT

Environment - Key Performance Indicators	94
Environmental Policy and Management Systems	96
Climate Strategy and Decarbonisation	100
Carbon Neutrality	105
Net-zero Commitment and Transition Plan	108
Energy Management	113
Air Emissions Management	121
Water Management	122
Waste Management	127
Biodiversity Management	132
Low-carbon Products and Services	135
Internal Carbon Pricing	136
Climate Risk Assessment & TCFD Disclosure	139



SOCIAL

Social- Key Performance Indicators	154
Human Capital Management	157
Strategic Workforce planning and People Analytics	161
Career Development and Performance Management	166
Diversity, Equity, Inclusion & Belonging	168
Employee Well-being and Engagement	175
Employee Satisfaction	180
Occupational Health and Safety	182
Training, Learning & Development	188
Human Rights and Labour Practices	202
Sustainable Value Chain Management	215
Corporate Citizenship and Social Responsibility	222



GOVERNANCE

Governance- Key Performance Indicators	235
Governance structure – Overview of the Board	236
ESG Governance and Oversight	249
Ethics and Compliance	252
Enterprise Risk Management	262
Corporate Tax Strategy	282
Information Security and Data Privacy	284
Responsible and Secure Use of Artificial Intelligence	297
Customer Centricity	300
Persistent Codes and Policies	307

ANNEXURE

ESG Factsheet FY 2025-26	312
SDG Material Topics	332
UNGC Principles Material Topics	334
GRI Index	335
SASB Reporting	346
IFRS S1 & S2 Index	347
Methodology of Computing Data for ESG Report	352
Glossary	356
Independent Assurance Statements	359

Scan QR code for ESG report

Scan QR code for BRSR report

FY2026 Performance Highlights

\$436.0M

FY26 Q4 Revenue +16.2% YoY

\$1,654.4M

FY26 Revenue +17.4% YoY

\$445.1M

FY26 Q4 Annual Contract

Value (ACV) Booking

\$1,780.1M

FY26 Annual Contract

Value (ACV)

₹5.29B

FY26 Q4 PAT +33.7% YoY

₹18.65B

FY26 PAT +33.2% YoY

\$8.1B

Market Capitalisation

27,502

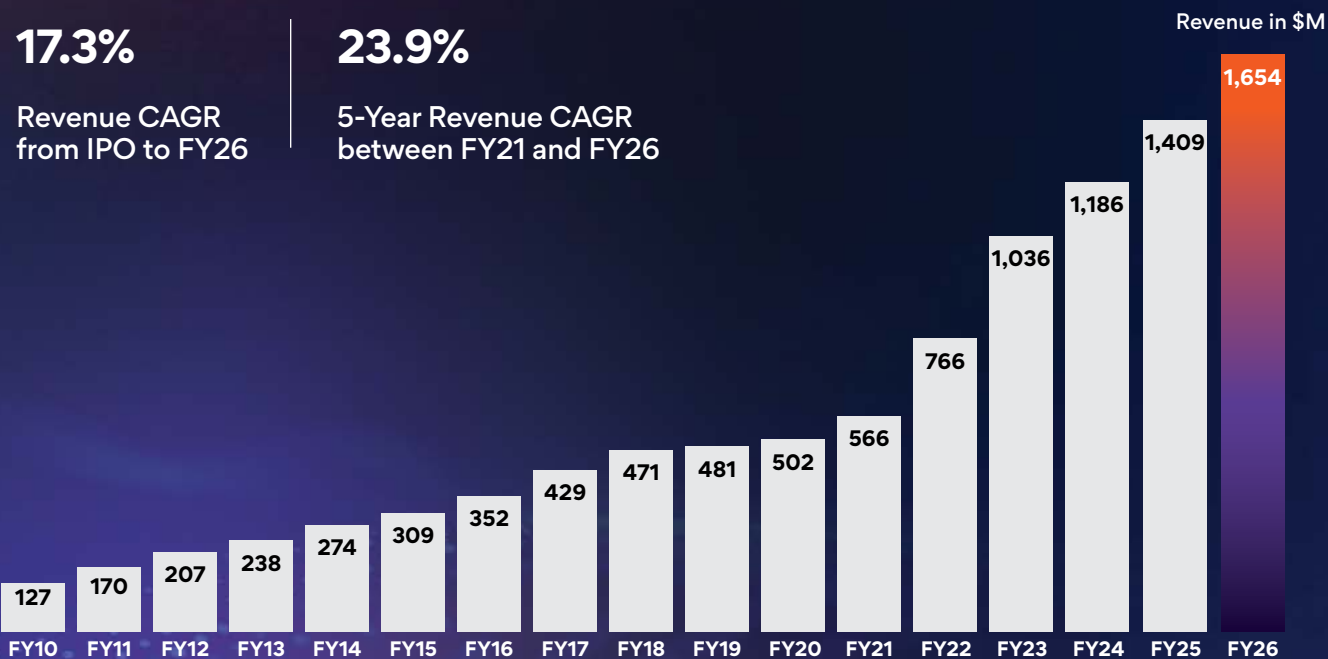
Employees

17.3%

Revenue CAGR from IPO to FY26

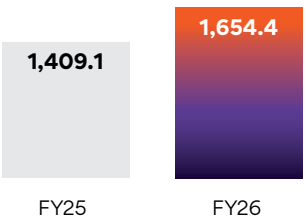
23.9%

5-Year Revenue CAGR between FY21 and FY26



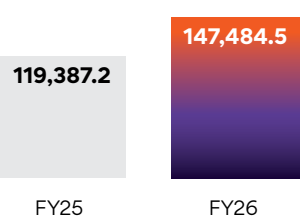
Revenue (\$ Million)

↑ 17.4%



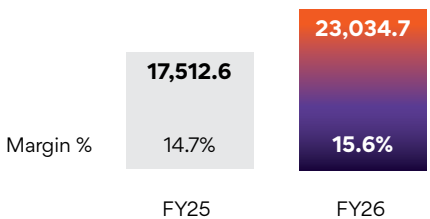
Revenue (₹ Million)

↑ 23.5%



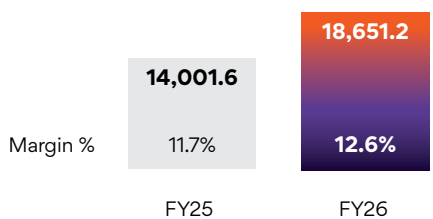
EBIT (₹ Million)

↑ 31.5%

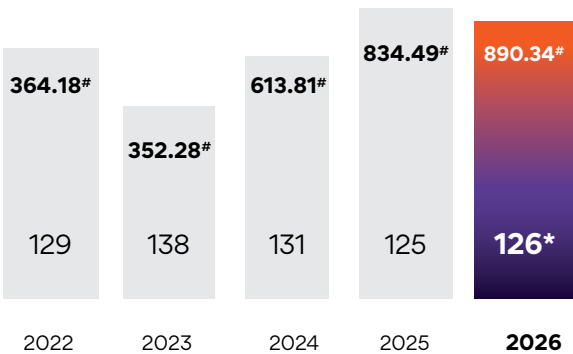


PAT (₹ Million)

↑ 33.2%



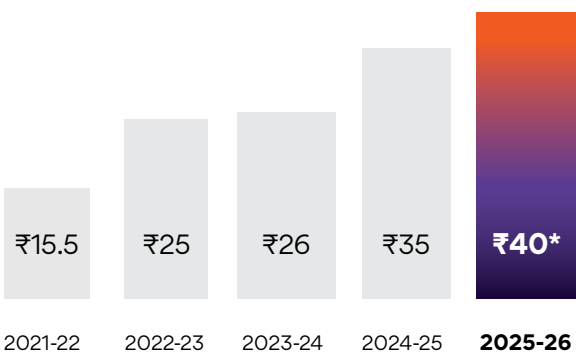
Ranking Based on Market Capitalisation



*As on December 31, 2025

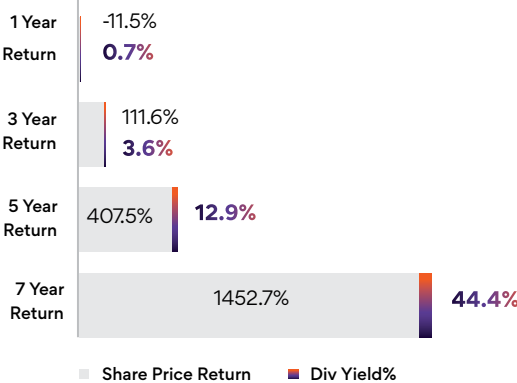
#Market Cap in ₹ Billion

Dividend per Share

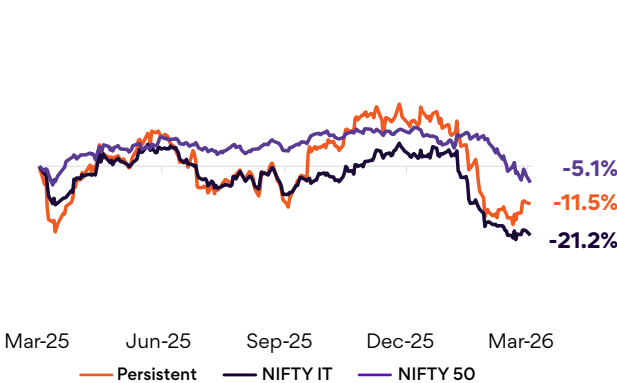


*Subject to Members' approval

Persistent Total Shareholder Return



Persistent 1-Year Stock Performance*



*Stock performance till Mar 31, 2026

LEADERSHIP MESSAGES

Message from the Chairman



Dear Stakeholders,

I am delighted to share Persistent Systems’ annual ESG Report with you.

At Persistent, we have always believed that businesses have responsibilities that extend beyond financial performance. While creating value for customers and shareholders remains fundamental, we also recognise our responsibility to our employees, vendors, communities, environment and society at large. Long-term success is possible only when it is achieved responsibly and sustainably.

To me, ESG is fundamentally about stewardship. We are temporary custodians of resources, institutions and opportunities that we must preserve and strengthen for future generations. We have inherited a planet and a society from those who came before us. It is our responsibility to leave both in a better condition than we found them.

This philosophy shapes the way we think about sustainability at Persistent. Our ESG initiatives are not designed to achieve short-term targets or earn recognition alone. They reflect a long-term commitment to responsible citizenship and sustainable value creation. Sustainability is embedded into our business strategy, decision-making processes and risk management framework and is regularly reviewed by the Board.

As a technology company, we recognise our responsibility to contribute positively to environmental sustainability. Over the years,

we have invested in renewable energy, water conservation, sewage treatment facilities, afforestation programmes and biodiversity-related initiatives. We continue to seek opportunities to reduce our environmental impact and operate more efficiently.

Technology itself can also be a force for good. Artificial Intelligence and digital technologies are helping us improve operational efficiency, optimise resource utilisation and make better decisions. At the same time, we continue to explore ways our technological capabilities can be applied to address broader societal challenges. Through hackathons, volunteer initiatives and employee-led programmes, our teams have demonstrated how innovation can create meaningful social impact.

Our commitment to ESG extends beyond the environment. We have always believed that our people are our greatest asset. Creating opportunities for learning, growth, inclusion, wellbeing and professional development remains central to our culture. In a world being transformed by technology and AI, helping people continuously learn and adapt is both a business imperative and a social responsibility.

Community engagement remains an important pillar of our ESG journey. Through the Persistent Foundation, we continue to support initiatives in education, healthcare, community development and social impact. During the year, we expanded this commitment by establishing the Persistent Foundation in the United States, reflecting our desire to contribute meaningfully to the

communities where we operate.

I am pleased that our efforts have been recognised globally. Persistent was included in the Dow Jones Best-in-Class World Index and ranked among the top 10% of global IT services in the S&P Global Sustainability Yearbook 2026, with a Corporate Sustainability Assessment score of 86 out of 100. These recognitions validate our progress and encourage us to continue raising our standards.

As we look ahead, our commitment remains unchanged. ESG is not a programme that runs alongside our business; it is integral to how we build Persistent. It shapes how we make decisions, manage risks, develop our people, engage with communities and create long-term value.

The challenges facing the world are significant, but so are the opportunities. We believe responsible businesses have an important role to play in shaping a better future. At Persistent, we remain committed to creating sustainable growth, contributing positively to society and building an institution that future generations can be proud of.

With gratitude and resolve,

Dr. Anand Deshpande

Founder, Chairman and Managing Director

“ ESG is not a programme that runs alongside our business; it is integral to how we build Persistent. ”

LEADERSHIP MESSAGES

Message from the CEO and Executive Director



“Sustainability is not a separate agenda at Persistent—it is embedded into how we operate, innovate, and grow.”

Dear Stakeholders,

Every era of technological transformation creates new opportunities and new responsibilities. Today, Artificial Intelligence is moving rapidly from experimentation to enterprise-wide adoption, reshaping industries, redefining business models and accelerating the pace of change. At the same time, expectations around sustainability, trust and responsible business practices continue to rise.

At Persistent, we believe these forces are not competing priorities. Together, they are redefining how organizations create enduring value. Our conviction is simple: long-term success is created when innovation, stewardship and business performance advance together.

This philosophy guides how we serve our clients, invest in our people, strengthen communities and create value for all stakeholders. Sustainability is not a separate agenda at Persistent—it is embedded into how we operate, innovate and grow.

FY 2025-26 was another year of strong execution. Supported by trusted client relationships, differentiated engineering capabilities and our AI-led, Platform-driven Services strategy, Persistent delivered annual revenue of USD 1.654 billion and achieved its 24th consecutive quarter of growth. These results reflect the resilience of our business model, the strength of our execution and the trust our stakeholders continue to place in us.

As AI adoption accelerates, technology and sustainability are becoming increasingly interconnected. Intelligent technologies are helping organizations improve productivity, optimize resources and unlock new opportunities for growth. Through our AI-led, Platform-driven approach, including innovations such as SASVA™, iAURA™ and the Persistent GenAI Hub, we are helping clients transform how products are engineered, how data is leveraged and how operations are managed. We are equally focused on ensuring that innovation is accompanied by strong governance, accountability and human oversight.

Our ESG journey continues to strengthen the foundations of our business and enhance our ability

to create long-term value. We increasingly view sustainability as a competitive advantage—one that strengthens resilience, supports innovation, deepens client relationships, attracts exceptional talent and reinforces stakeholder trust.

During the year, we were recognized among the top 10% of companies in the S&P Global Sustainability Yearbook 2026, achieving a Corporate Sustainability Assessment score of 86 out of 100. We also improved our CDP Climate Change rating from B to A, placing Persistent among the leading organizations globally in climate disclosure and performance. These recognitions reflect the discipline with which we approach environmental, social and governance priorities.

Environmental stewardship remains central to our long-term vision. Through increased renewable energy adoption, enhanced energy efficiency initiatives and alignment with global climate frameworks, we maintained carbon neutrality across Scope 1 and Scope 2 emissions. We remain committed to reducing our environmental footprint while supporting sustainable growth.

People remain the foundation of our success. As technology transforms the workplace, our responsibility is not only to help our employees build new skills but also to create an environment where they can thrive. Through AI-focused learning pathways, leadership development programs and continuous capability-building initiatives, we are preparing our workforce for an increasingly AI-enabled future. Recognition through the Udemy Learning Excellence Award 2025 reflects our commitment to building a culture of learning, adaptability and resilience.

We are equally committed to fostering a workplace where every individual feels valued, respected and empowered to succeed. Recognition through the ET Edge Best Organisation for Women 2026 and honors at the ET HR Awards reflects the progress we continue to make in advancing diversity, equity, inclusion and belonging.

As AI becomes more deeply embedded in business and society, trust will become an even greater differentiator. Throughout my career, I have

learned that enduring businesses are built on trust. Technology evolves, markets change and business cycles come and go, but trust remains the foundation of lasting relationships. This belief continues to shape how we engage with our clients, employees, partners, investors and communities.

Accordingly, we continue to strengthen our frameworks for ethics, compliance, privacy, cybersecurity and responsible AI governance. We believe the true measure of technology is not its sophistication, but the outcomes it enables and the trust it earns.

Beyond our business, we remain committed to expanding opportunity and strengthening communities through the work of Persistent Foundation and Persistent Foundation US. Through initiatives spanning education, healthcare, community development and social inclusion, we continue to support meaningful societal impact.

None of our achievements would be possible without the trust of our clients, the dedication of our employees, the partnership of our ecosystem collaborators and the confidence of our shareholders. I remain deeply grateful for the role each of you plays in shaping Persistent's success and future.

Looking ahead, I believe AI will be one of the most powerful enablers of sustainable value creation in our lifetime. The organizations that lead in the years ahead will be those that combine innovation with accountability, growth with stewardship and ambition with disciplined execution.

Our ambition is not simply to build a larger company. It is to build a more resilient, responsible and enduring one—demonstrating how technology, AI and sustainability can work together to create long-term value for all stakeholders.

With purpose and momentum,

Sandeep Kalra

CEO and Executive Director

LEADERSHIP MESSAGES

Message from the Chief Financial Officer



Dear Stakeholders,

Every year, we make critical decisions about capital allocation, investments and risk management to drive sustainable growth and create long-term value. Increasingly, Environmental, Social and Governance (ESG) considerations inform these decisions, enhancing resilience, strengthening competitiveness and supporting sustainable shareholder returns.

In FY 2025–26, Persistent delivered a strong financial performance. EBIT reached ₹23,034.7 million, with a margin of 15.6%, representing a year-on-year improvement of 90 basis points. Operating cash flow to PAT improved significantly to 93.6% (FY2025: 82.6%), reflecting the strength of our earnings quality and cash conversion. We closed the year with cash and investments of ₹27,622.1 million, providing substantial financial flexibility to pursue growth opportunities. The Board has recommended a dividend of ₹40 per share—the highest in the Company’s history. Our medium-term margin aspiration remains in the 16–17% range, supported by continued investments in capabilities, talent, innovation and strategic growth initiatives.

As stakeholder expectations continue to evolve, ESG considerations increasingly influence client decisions, investor preferences and enterprise risk management practices. At Persistent, sustainability is not a separate agenda—it is integrated into the way we operate, innovate and create value. Strong governance, responsible innovation and sustainability-focused capabilities contribute

to higher-quality revenue streams, enhanced operational resilience and long-term financial performance.

We continue to embed ESG considerations into our Enterprise Risk Management framework and business planning processes. Climate-related risks, supply chain resilience and evolving regulatory expectations are evaluated as part of our capital deployment and business continuity strategies. ESG criteria are incorporated into supplier assessments and reinforced through ongoing engagement across our value chain, helping strengthen operational continuity and risk preparedness.

Strong governance and transparent disclosures remain central to maintaining investor confidence. ESG risks are systematically identified, monitored and escalated through established governance mechanisms. Furthermore, ESG data is subject to the same rigor and oversight as financial information, ensuring reliability, consistency and decision-useful reporting. This disciplined approach supports informed decision-making while reinforcing accountability across the organization.

Our commitment to responsible business practices continues to be recognized externally. During the year, Persistent was acknowledged among Dun & Bradstreet’s India’s Leading ESG Entities and maintained strong performance across SEBI-accredited ESG Rating Providers, achieving scores of 81.7 from SES ESG Research and 77 from NSE ESG Ratings. Independent assessments by Institutional Investor Advisory Services (IIAS) and Extel further validate the strength of our

governance framework, transparency standards and disclosure practices.

Looking ahead, we remain focused on maintaining financial discipline while deepening the integration of sustainability into planning, execution and decision-making. We believe that strong governance, prudent capital allocation, effective risk management and disciplined growth are essential to delivering sustainable shareholder value. These principles will continue to guide how we deploy resources, evaluate opportunities and create enduring value for all our stakeholders.

With discipline and transparency,

Vinit Teredesai
Chief Financial Officer

“
Strong governance, prudent capital allocation, effective risk management and disciplined growth are essential to delivering sustainable shareholder value.”

LEADERSHIP MESSAGES

Message from the Global Head – Sustainability & ESG



“

ESG delivers its greatest impact when it is embedded in how an organization operates, makes decisions and manages risk. ”

Dear Stakeholders,

There is a distinct difference between an ESG programme that is well designed and one that is well evidenced. Frameworks, policies and targets establish intent. Credibility is built through execution, measurable outcomes and transparency. In FY 2025-26, our focus remained on translating commitments into measurable outcomes.

ESG delivers its greatest impact when it is embedded in how an organization operates, makes decisions and manages risk. As Persistent continues to advance its Re(AI)maging™ vision for sustainable value creation, our priority has been to integrate sustainability more deeply across governance structures, operational processes and long-term planning, helping strengthen decision-making and risk management across the enterprise.

One of the clearest indicators of progress this year has been the sustained achievement of carbon neutrality across Scope 1 and Scope 2 emissions for three consecutive years. This reflects more than a climate commitment. It demonstrates the consistency of execution required to translate strategy into outcomes through emissions management, renewable energy adoption and strong governance practices.

During the year, we refreshed our materiality assessment through structured engagement with internal and external stakeholders. Applying a double materiality lens helped us better understand the ESG factors most likely to influence business performance, resilience and stakeholder expectations. Climate, information security, data privacy, human capital, business ethics and governance remain among the issues most material

to our stakeholders and the most significant drivers of risk and opportunity for the business. These priorities continue to inform strategic decision-making across the enterprise and are integrated into our Enterprise Risk Management framework, strengthening the connection between sustainability priorities, risk oversight and business performance.

Our reporting continues to align with globally recognized frameworks including the GRI Standards, IFRS Sustainability Disclosure Standards, SEBI BRSR requirements and the UN Global Compact Principles. Combined with independent assurance of key disclosures, these frameworks strengthen the quality, transparency, comparability and reliability of our reporting.

Beyond direct operations, we expanded emissions coverage, advanced Scope 3 readiness and embedded ESG considerations more deeply into procurement and supplier engagement processes. These efforts are establishing a stronger foundation for value chain accountability and sustainability performance while improving visibility into emerging regulatory, operational and supply-chain risks.

Resource efficiency continues to show measurable progress. During the year, we achieved Zero Waste to Landfill status across selected owned facilities through strengthened waste segregation, traceability and recovery practices. This supports our focus on circularity, responsible resource use and reducing environmental impact across operations.

Our social priorities continue to center on people and communities. Investments in learning, well-being, inclusion and employee engagement are

helping enhance workforce capability, adaptability and competitiveness. Across our communities, CSR initiatives and employee volunteering programmes continue to deliver measurable outcomes while expanding access to opportunity.

As AI adoption accelerates, governance of emerging technologies is becoming a growing priority. Transparency, accountability, privacy and human oversight remain essential to ensuring innovation is deployed responsibly and aligned with stakeholder expectations. We view responsible innovation as an important contributor to sustainability and enterprise resilience. Effective governance of emerging technologies is also an important component of operational, regulatory and reputational risk management. We believe the true measure of technology is not its sophistication, but the outcomes it enables and the trust it earns.

Looking ahead, our focus is not simply to expand ESG activities, but to deepen outcomes. We will continue improving data quality, refining targets, enhancing measurement capabilities and embedding sustainability more comprehensively across business functions. The next phase of our work is about improving resilience, enhancing accountability and demonstrating measurable outcomes across the areas that matter most to our stakeholders and our business.

With rigour and conviction,

Chitra Byregowda

Global Head – Sustainability & ESG

LEADERSHIP MESSAGES

Message from the Chairperson – Persistent Foundation



The greatest privilege is not what we achieve for ourselves, but the opportunity to help others discover what is possible for them. ”

As Joey Tribbiani of the famous show Friends says, “A selfless good deed does not exist,” because doing good makes you feel good. Psychologists and philosophers have believed that every action, however altruistic, is always motivated by the desire to feel happy. I endorse this theory through lived experience. The emotions of gratification, joy, contentment and humility that I feel at the beginning and end of each year add to my repertoire of life’s memories of serving the society.

The Persistent Foundation, now 17 years old, has spent nearly two decades creating measurable social impact across diverse communities, including students, women, farmers, senior citizens and the specially abled. Its interventions span education, healthcare, rural development and environmental conservation, covering initiatives such as scholarships, medical programmes, afforestation, water infrastructure, livestock support and wildlife conservation.

In health, we continued to deliver life-changing interventions, including cleft lip and palate surgeries, paediatric cardiac procedures, cataract surgeries and cochlear implants. A key milestone was a successful cardiac surgery on an 8-day-old infant. Our programmes span beneficiaries aged 85 and younger. Our cleft programme remains the largest, supporting 1,000 surgeries and over 2,000 children with speech and language therapy. We also restored hearing for 67 children through cochlear implants and sight for 2,000 senior citizens. Additionally, 1,400 children received nutritional supplements, showing measurable physical improvements. During the year, we expanded into mental health with a comprehensive programme covering awareness, treatment, counselling and rehabilitation for 700 individuals.

In education, our signature Kiran programme supports high-potential young women in

technology, enabling them to transition confidently into corporate careers; 600 girls have benefited. We also reached over 19,000 children with academic support and learning aids, improving performance and outcomes. WASH initiatives promoted hygiene among schoolchildren. Ninety students completed nursing training and are now employed in healthcare. We supported 25 specially abled athletes and 10 hearing-impaired coaches with equipment, contributing to medal wins at domestic and international events. Additionally, 200 specially abled individuals received skill-based training and employment support, enabling sustainable livelihoods.

The Foundation implemented key community development initiatives focused on agriculture and livelihoods, including improved farming practices, quality inputs, AI-based training, efficient irrigation and water conservation through dams, bunds and desalting of water bodies. We planted over 40,000 trees across seven locations, supporting afforestation. Additionally, 350 domestic biogas plants were installed across more than 100 villages, with strong community participation. Efforts to enhance water access and farm productivity included well construction, solar pumps and reservoirs, enabling an additional crop cycle and improved incomes. Overall, these interventions strengthened agricultural productivity and sustainable livelihoods.

Heritage and wildlife conservation is a growing focus area, with efforts to preserve ecosystems and biodiversity. During the year, we supported an aviary treating ~700 birds, with over 500 released back into the wild. We enabled technology-driven conservation through drone-based communication systems for tiger census operations in Tadoba and Pench and installed ~40 AI-enabled camera traps to monitor wildlife and detect risks. Our initiatives

also include protecting white-bellied sea eagle nesting sites, contributing to a steady increase in their population. In parallel, we supported cultural preservation by aiding local museums and promoting tribal languages through educational materials for schoolchildren.

Our CSR initiatives in the USA continued to expand, addressing homelessness and hunger in urban communities. In partnership with organisations such as the World Food Movement, Elijah’s Promise and Sai Ashraya, we provided meals to underprivileged individuals, including students, homeless adults and veterans. The Shakti campaign supported destitute women in achieving financial independence, while school and hygiene kits were distributed to local schools and veteran groups. Operations now span seven locations, with active employee engagement in Dallas and Seattle supporting community initiatives. A key highlight was participation in the Veterans Day Parade in New York, where 15 employees from the Bridgewater office represented the organisation in this historic event.

The Persistent Foundation is driven by a strong belief in being Agents of Change, supported by the dedication of our teams and the continued trust of our Board members and Trustees. Colleagues, shareholders, and partners have been instrumental through their contributions, support, and engagement. Our NGO partners remain central to our impact. We extend our sincere gratitude to all stakeholders for their unwavering support and commitment.

With all the gratitude and humility,

Sonali Deshpande

Chairperson, Persistent Foundation

ESG Goals and Targets Annual Review and Future Priorities

GRI 3.3

ESG goals and targets are reviewed annually as part of the Company’s management approach. Targets achieved during FY2026 have been incorporated into ongoing year-on-year commitments to support sustained performance and continuous improvement. In parallel, new targets for FY2027 have been established, reflecting evolving business priorities, regulatory developments and emerging disclosure requirements.

All ESG targets are reviewed by the Stakeholders’ Relationship and ESG Committee (SR & ESG) of the Board and are formally approved, ensuring appropriate oversight, accountability and alignment with the Company’s long-term sustainability objectives.

Target Setting Approach

ESG targets are defined annually at the beginning of each financial year through a structured target-setting process. This involves a comprehensive review of FY 2025-26 performance, evaluating achievements, ongoing initiatives and areas requiring recalibration to ensure continued alignment with strategic priorities and evolving stakeholder expectations.

Based on this assessment, targets for FY 2026-27 comprise

- Carry-forward commitments
- Year-on-year performance targets
- Completed goals transitioned into business-as-usual practices and
- Newly introduced priorities aligned with evolving regulatory expectations and disclosure requirements.

This structured approach ensures that ESG targets remain relevant, measurable and aligned with the Company’s evolving strategic priorities.

Integrated ESG Strategy

Persistent Systems integrates sustainability into its core business strategy to enable responsible growth and long-term value creation. ESG commitments are structured across key focus areas, including environmental stewardship, people-centric practices, ethical governance and the responsible use of artificial intelligence. This integrated approach enhances organisational resilience, strengthens stakeholder confidence and supports measurable outcomes across global operations.



ESG Goals and Targets

ENVIRONMENT Environment Goals and Targets

ESG Goals and Target	FY2026	FY2027
Climate Strategy	Maintain carbon neutrality across Scope 1 and Scope 2 emissions annually	Maintain carbon neutrality across Scope 1 and Scope 2 emissions annually
	To source 100% of electricity from renewable energy for all owned facilities by FY2026	Short-term Target: To source 100% of electricity from renewable energy for all India owned facilities by FY2027
		Long-term Target: To increase renewable energy sourcing to 80% for all locations in India by FY2034
	Reduce absolute Scope 1, 2 & 3 emissions by 54.6% by FY2034 from a FY2024 base year (as per SBTi approved targets)	Near-term Target: Reduce absolute Scope 1, 2 & 3 emissions by 54.6% by FY2034 from FY2024 base year (as per SBTi validated and approved targets)
	Achieve Net-zero greenhouse gas emissions across the value chain by FY2050	Long-term Target: Achieve Net-zero greenhouse gas emissions across value chain by FY2050 (as per SBTi validated and approved targets)
Water Management	Reduce 5% freshwater consumption and achieve 100% wastewater recycling in owned campuses Year-on-Year (Y-o-Y)	Short-term Target: Reduce freshwater consumption by 5% Year-on-Year (Y-o-Y) across all owned campuses in India
		Long-term target: Achieve and maintain 100% recycling of wastewater across all owned facilities in India by FY2030
Waste Management	Reduce waste sent to landfill at owned campuses and achieve a 90% recycling Year-on-Year (Y-o-Y)	Zero Waste to Landfill (ZWL) Certification for 100% owned facilities by FY2027

SOCIAL Social Goals and Targets



ESG Goals and Target	FY2026	FY2027
Inclusive Workforce	Aim for 35% gender diversity by FY2030	Aim to improve gender diversity by at least 0.5% year-on-year (Y-o-Y) and achieve 35% by FY2040
	Include people of all genders, ethnicities, sexual preferences, religions and persons with disabilities in our diverse workplaces	Include people of all genders, ethnicities, sexual preferences, religions and persons with disabilities in our diverse workplaces
Employee Health & Safety	Maintain zero workplace accidents Y-o-Y	Maintain zero workplace accidents Y-o-Y
	Ensure work-life harmony to achieve professional and personal goals	Ensure work-life harmony to achieve professional and personal goals
	Implement holistic well-being initiatives focusing on physical, social, financial and emotional health	Implement holistic well-being initiatives focusing on physical, social, financial and emotional health

GOVERNANCE

Governance Goals and Targets



ESG Goals and Target

	FY2026	FY2027
Business Ethics and Compliance	100% Training in Code of Conduct	100% Training in Code of Conduct
	Zero tolerance for unethical and non-compliant Behaviour	Zero tolerance for unethical and non-compliant Behaviour
Information Security Cybersecurity and Data Privacy	To be recognized as industry leader in information security and cloud practices	To be recognized as industry leader in information security and cloud practices
	Use information governance to effectively manage data privacy and security-related risks	Use information governance to effectively manage data privacy and security-related risks

Value Chain Sustainability

Value chain disclosure for partners constituting 2% or more of purchases and sales (up to a total of 75%) by FY2026

Value chain disclosure for partners constituting 2% or more of purchases and sales (up to a total of 75%) by FY2027

Sustainable Livelihood

Touch 55,000 plus lives to deliver high-impact programmes in Education, Health care, Community Development and Heritage and Wildlife conservation by FY2026

Touch 60,000 plus lives to deliver high-impact programmes in Education, Health care, Community Development, Heritage and Wildlife conservation by FY2027

Attract and Nurture Talent

Achieve learning coverage of 92%

Achieve learning coverage of 92%

Nurture long-term employees to get them ready for senior management roles

Nurture long-term employees to get them ready for senior management roles

Ensure a healthy mix of internal and external talent

Ensure a healthy mix of internal and external talent

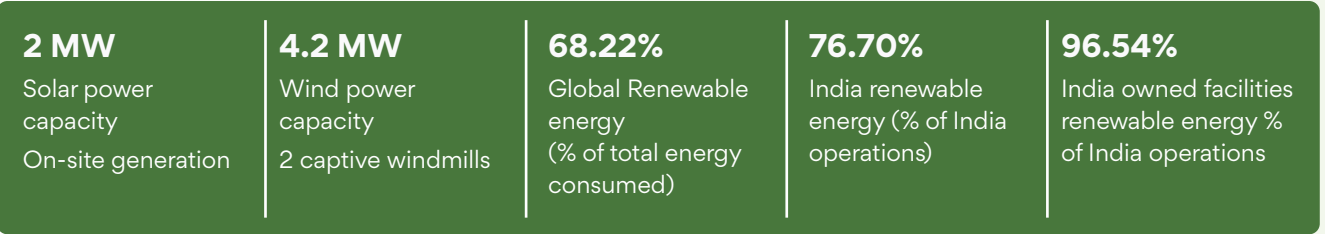
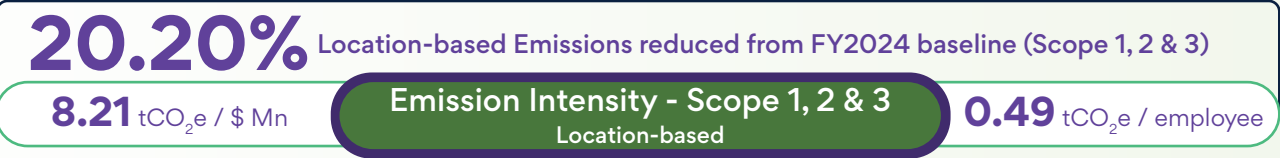
Human Rights

Protect Human rights of all employees across all locations Practice “One Persistent, One Family”

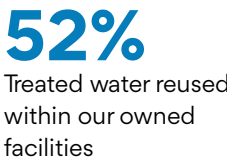
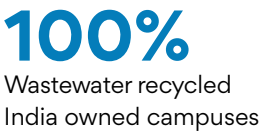
Protect Human rights of 100% of employees across all locations in line with Human Rights Policy, guided by our “One Persistent, One Family” principle

Environmental Performance FY2026

Carbon and Energy



Water & Waste



Biodiversity



Social Performance FY2026

OHS Certification

100% of locations in India are certified to ISO 45001: 2018 covering 93% of the global facility area.

Diversity and Inclusion

27,502

Total headcount

64

Nationalities

29.63%

Women in workforce

12.51%

Women in leadership

0.21%

Persons with disabilities

2

Women Non-Executive Independent Directors

Employee Health and Safety

8.3 / 10

Employee Satisfaction Score (eNPS)

13.01%

Voluntary Turnover Rate

106,535

Participants took part in Well-being initiatives

Zero

Lost time injury frequency rate (LTIFR)

Zero

Accidents

577

Events around fitness, health, women in tech and work-life balance

Learning & Development and Human Rights

98%

FTE trained

106.8 hours

Average learning hours / FTE

13

Average learning days / FTE

63%

Positions filled internally

15.91%

Leadership positions filled internally

99.43%

Employees Trained on Human Rights & Environmental Health and Safety (EHS)

Sustainable Livelihood and CSR

INR 237.71 Mn

CSR spends

68,097

Lives impacted via CSR Direct beneficiaries

12

Locations in India

11,683

CSR/ISR Volunteering Hours

10,296

Total Volunteers

Persistent Foundation USA

Established in FY2025

Value Chain Sustainability

Value chain reporting

Process established in accordance with SEBI BRSR requirements

75%

Suppliers trained (by value of business done with such partners)

2%

Value chain partners assessed for environmental impacts (by value of business done with such partners)

Governance Performance FY2026

Dow Jones Best in Class World Index

Persistent Systems is included in the Dow Jones Best in Class World Index and ranks in the top 10% of global IT companies in the S&P Global Sustainability Yearbook.

Board Diversity

10

Board of Directors

7 / 10

Non-Executive Independent Directors

2 / 10

Non-Executive Independent Women Directors

100%

Board meeting attendance

Information Security Cybersecurity and Data Privacy

A (9.9)

Risk Recon

790 (Advanced)

Bitsight

A (100)

Security Scorecard

Certified Management Systems – 100% Global locations

ISO 27001:2022

Information security Management System

ISO 27701:2019

Privacy Information Management System

ISO 42001:2023

Artificial Intelligence Management System

ISO 22301:2019

Business continuity

SOC 2 Type II

System Organisation Controls

ISO 27017:2015

Cloud Data Security

Ethics, Compliance and Risk

99.43%

Employees and Contractors trained on Annual Policy Compliance - Code of Conduct

Zero

Regulatory fines

Zero

Political donations

Customer Satisfaction Score

72

Annual Customer Satisfaction (CSAT)
Net Promoter Score (NPS)
87% engagement

92

Project Level Customer Satisfaction (PSAT)
92% engagement

Awards and Recognitions

Persistent Systems continued to strengthen its market position during FY 2025–26, earning multiple recognitions from leading analyst firms, ESG Rating agencies, industry bodies and media platforms. These accolades reflect our execution excellence, strong client outcomes, brand momentum and commitment to sustainability and governance.

ESG Ratings

S&P Corporate Sustainability Assessment (CSA)



Constituent of **Dow Jones Best-in-Class Index World**
Top 10% of IT services globally in the S&P Global Sustainability Yearbook 2026

Carbon Disclosure Project (CDP)



Climate Change: A
Supply Chain: A
Among the top 4% of companies globally assessed by CDP



79/100



81.7 Score

Awards

Independent ESG systems and certifications validated by DNV Business Assurance India Private Limited, a third-party assurance provider



WHEN TRUST MATTERS

ESG Recognition

A management system compliant with international best-practice standards supports a company in delivering on specific ESG (Environmental, Social and Governance) goals and ambitions.

Our ref: 85

First issued date: 2026-02-09

DNV confirms that

Persistent Systems Limited
Aryabhata-Pingala 9A/12, Pune
Maharashtra, 411004, India

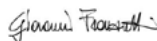
operates the following certified management systems (MS) to support its commitment to ESG performance:

E Environmental ISO 14001 Environmental MS	S Social ISO 45001 Occupational health and safety MS	G Governance ISO 9001 Quality MS ISO/IEC 42001 Artificial intelligence MS ISO/IEC 27701 Privacy information MS ISO 22301 Business continuity MS ISO/IEC 27001 Information security MS
 This ESG Recognition remains valid in line with the certificates listed above. The validity and details of the company's certificates and this ESG recognition can be verified by scanning the QR code.		

Place and issue date
Høvik, 09 February 2026

Mgmt. Representative
On behalf of DNV




Giovanni Francescutti
Global Technical Manager
Business Assurance at DNV

DNV Business Assurance, Veritasveien 1, Høvik, 1363, Norway
dnv.com/assurance



Green Building Certification:
Ramanujan: IGBC Platinum & LEED Gold
Bhageerath: IGBC Platinum



Confederation of Indian Industry

Best Employer – Emerging Inclusive Companies (Large Company) for building inclusive and accessible workplace for persons with disabilities 2025

BW Businessworld's IMSC 2024 – 25 ranked:

- 3rd overall
- 2nd in Information Technology & Digital Services sector



Best Organizations for Women by ET Edge

America's Greatest Workplaces in Tech 2025 by Newsweek and Plant A Group



13th in the Perpetual Capital-Hurun India Impact 50 (2026)

- #1- Among Companies Targets to Achieve Carbon Neutrality by 2030
- #2 - Among Top 5 Companies focusing on SDG 3: Good Health and Well-Being
- #2- Among Top 5 Companies with the Highest Waste-Recycling Ratio
- #2 (shared) - Among Top 5 Companies focusing on SDG 13: Climate Action



Received Gold for Excellence in Competency Management in Architect Competence Development Program at the 2025 Brandon Hall Group HCM Excellence Awards™

Honoured with the
“Climate Action”
Award in the Service
Industry category by the
Bangalore Chamber of
Industry and Commerce
(BCIC)



dun&bradstreet

Recognised among
India's Leading ESG
Entities

Environmental Impact
Reduction: Winner-
Platinum Award

Facility Upgrade (AR-PG,
Pune Location) - Gold
Award



Ranked Among
Asia-Pacific's Top 10
Professional Services
Companies in TIME
2026 List

Brand Finance®

Recognized as the Fastest Growing IT
Services Brand Globally in the 2026
Brand Finance IT Services 25 Report

Dr. Anand Deshpande,
Founder & Chairman
conferred with Lifetime
Achievement Award at the
SEAP Star Awards 2026



Sandeep Kalra, CEO
and Executive Director,
recognized as one of
the Business Icons of
Asia

Sandeep Kalra, CEO and
Executive Director, recognised
at the ET Edge – The Times
Group India's Impactful CEO
Awards 2025 in the Impactful
Large Enterprise CEO
category



ET Human Capital Awards 2025

- Excellence in HR Business Partnership Function
- Excellence in Performance Management
- Excellence in Employee Retention Strategy
- Excellence in Recruitment and Hiring – Freshers Campus Hire
- Excellence in HR Digital Transformation
- Jury Special Mention for Talent Forecasting

Dr. Anand Deshpande, Founder, Chairman and Managing Director, won Lifetime Achievement Award at CNBC-TV18's India Business Leader Awards 2025



FORTUNE
INDIA

Dr. Anand Deshpande, Founder, Chairman and Managing Director and Sandeep Kalra, CEO and Executive Director, recognized as Fortune India's "India's Best CEOs 2025" under the IT Services (mid-cap) category



Acknowledged as "Most Honored Company" in the 2025 Asia (ex-Mainland China) Executive Team survey by Extel. Combined (buy-side and sell-side) analyst rankings:

- 1st – Best CEO (Sandeep Kalra)
- 1st – Company Board of Directors
- 1st – Overall ESG
- 2nd – Best Investor Relations Programme
- 3rd – Best Investor Relations Team



Won two Gold awards for Tech-Enhanced Workforce Planning and Talent Acquisition Team of the Year and Silver award for HCM Innovation, recognising innovation, agility and leadership in talent management



Ranked #1 in APAC in the C&E Candidate Experience Benchmark & Research Program, recognized in 3 categories: Top Technology Employer, Top Large Employer and Top B2B Employer



Six prestigious honors at the TISS LeapVault CLO Awards 2025—including Gold for Best Corporate University and L&D Team of the Year, & four Silver awards spanning leadership, employee engagement, wellness and game-based learning



Ranked #65 globally in Training Magazine's Training MVP Awards (Apex), among the Top 91 organisations worldwide, reflecting continued progress in employee training, leadership readiness and organisational performance

Winner of the Udemy Business Learning Excellence Award 2025 for its innovative use of AI to upskill and reskill employees



Named a Leader in 2025 ISG Provider Lens® Generative AI Services

Named a Leader in ISG Provider Lens™ 2025 for Cybersecurity Services



Everest Group Talent Readiness for Next generation Cloud Services PEAK Matrix® Assessment 2025



Recognised at the 16th edition of the CII Inter-Industry Kaizen Competition 2026, securing 5 wins, 7 First Runner-up and 2 Second Runner-up awards

Secured two awards at the CII National Awards 2025 for Most Innovative Practice for Best Industry Application — for our breakthrough Asslst Framework and Best AI Solution Showcase/Technology



About The Report

Transparent by design. Accountable by choice.

This report outlines how Persistent Systems Limited integrates environmental, social and governance (ESG) considerations into its strategy, operations and decision-making. It provides stakeholders with a clear, consistent and decision-useful view of the Company's ESG approach, priorities and performance. Throughout this report, the terms Persistent Systems Limited, Persistent Systems and the Company is used interchangeably. The Stakeholders' Relationship and ESG Committee (SR and ESG) of the Board has reviewed the content, material topics and key disclosures presented in this Sustainability and ESG Report. The final report has been approved by the Board of Directors prior to publication.

Sustainability Reporting Scope and Boundaries

GRI 2-2, 2-3

The sustainability disclosures presented in this report cover all entities and all activities fully consolidated for financial reporting purposes, including all wholly owned and step-down subsidiaries, representing 100% of consolidated revenue, unless otherwise stated. Accordingly, ESG Reporting encompasses all entities within Persistent Systems Limited, with specific global subsidiaries excluded as detailed in the [Global Presence section](#).

The reporting scope and boundaries remain consistent with the previous reporting period. All activities under operational control and/or majority-owned are covered. There have been no significant changes in organisational structure, ownership, or value chain that materially impact the comparability of disclosures. While we strive for a consistent reporting scope, some entity-specific variations may exist due to data availability or local regulations; these are noted wherever applicable. Future mergers, acquisitions, or disposals will be assessed for materiality.

Reporting Cycle and Period

This is an annual report, aligned with the Company's financial reporting cycle i.e. April 1, 2025 to March 31, 2026.

Reporting Frameworks, Standards and Guidelines

The ESG Report is prepared 'in accordance with' Global Reporting Initiative (GRI) Standards, 2021 and aligns with Securities and Exchange Board of India's (SEBI) Business Responsibility and Sustainability Report (BRSR) requirements, International Financial Reporting Standards (IFRS) - S1 & S2 principles. In addition, the material topics are aligned with the United Nations Sustainable Development Goals (UN SDGs) and in fulfilment of our Communication on Progress (CoP) requirements under the UN Global Compact (UNGC) to ensure transparency and accountability in the disclosure.

Restatement of Information

GRI 2-4

There have been no material restatements of previously disclosed ESG information. Any methodological refinements are not material to overall performance trends. Scope 2 (location-based) emissions for the previous reporting year have been recalculated and restated following the adoption of the updated India GHG Protocol methodology. This restatement was undertaken to improve alignment with revised guidance. The impact of this change is limited to emission values and does not materially affect overall performance trends; however, prior period figures have been revised to ensure comparability across reporting periods.

External Assurance

GRI 2-5

ESG disclosures undergo a comprehensive internal review by respective business units. Independent third-party assurance of the FY 2025-26 ESG Report has been conducted by DNV Business Assurance India Private Limited (DNV). The assurance engagement was performed in accordance with ISAE 3000 (Revised) or equivalent standards. A reasonable assurance level has been provided for selected key indicators, while limited

assurance has been applied to other disclosures, as applicable. The ESG Report is prepared 'in accordance with' the requirements of Global Reporting Initiative (GRI Standards), 2021. Detailed assurance statement, including scope, 'declaration of independence', methodology and conclusions.



Refer to the

[Assurance Statement](#)

Forward-Looking Statement

This report contains forward-looking statements that outline our future goals and strategies based on current insights and historical data trends. However, these statements are based on reasonable assumptions and are subject to risks and uncertainties, including regulatory developments, market dynamics, technological changes and geopolitical conditions, which may result in actual outcomes differing materially from those expressed or implied. Because these influences are constantly evolving, our original assumptions and statements should be interpreted as forward-looking and subject to change.

Report Details



Persistent Annual Report FY 2025-26

[View report](#)



Reporting Period

April 1, 2025 to March 31, 2026



ESG Factsheet

[FY 2025-26](#)



BRSR Report FY 2025-26

[View report](#)



Previous ESG Reports

[View Report](#)



Reporting Frameworks

GRI Standards 2021, BRSR, TCFD, UN SDGs, SBTi



CSR Report FY 2025-26

[View report](#)



ESG Microsite

[Visit Microsite](#)



Independent Assurance Certificates

[Carbon Neutrality](#)
[GHG verification](#)
[BRSR verification](#)
[ESG report verification](#)
[Zero Waste to Landfill](#)



Persistent Foundation

[Visit Website](#)



Independent Assurance by

DNV Business Assurance India Private Limited



Reporting Cycle Annual

For Enquiries



Sustainability & ESG Contact

Chitra Byregowda, Senior Vice President & Global Head of Sustainability & ESG
chitra_byregowda@persistent.com



Investor Relations

Saurabh Dwivedi, Corporate Vice President, Finance & Strategy
investors@persistent.com

About Persistent

Decades of engineering excellence. A future built on trust

GRI 2-1 | GRI 2-2 | GRI 2-6 | GRI 2-9 | BRSR Section A

We are a trusted Digital Engineering and Enterprise Modernization partner, combining deep technical expertise and industry experience to help our clients anticipate what’s next and answer questions before they’re asked. Our offerings and proven solutions create unique competitive advantage for our clients by giving them the power to see beyond and rise above.

Ownership and Governance

Persistent Systems Limited is a public limited Company incorporated in India under the Companies Act, 2013, incorporated in 1990. The Company is listed on both the BSE Limited (formerly Bombay Stock Exchange) and the National Stock Exchange of India (NSE) Limited and is subject to the full suite of SEBI Listing Obligations and Disclosure Requirements (LODR) Regulations, 2015. As on 31 March, 2026 the promoter holds approximately 30.29% of the total paid-up equity share capital, with public institutional shareholders, including domestic mutual funds and foreign institutional investors constituting approximately 52.59% of the shareholding.

Global Presence

Persistent Systems operates in more than 21 countries through a predominantly offshore-led delivery model, with major delivery hubs in India, including Pune, Nagpur, Goa, Hyderabad, Bengaluru and Chennai. This is complemented by a growing onshore presence across key global markets such as North America, Europe and the Asia-Pacific region. India remains the Company’s primary delivery hub, hosting the majority of its workforce.

Refer [Worldwide Locations](#)



North America	Europe	India	Rest of the World
3,114 Employees	304 Employees	23,869 Employees	215 Employees

Corporate Values



Ingenious

We always want to be first to transform new ideas into tangible business results while optimizing our use of resources. We are versatile in action and agile in thought because we believe it’s important to do more with less. For us, ingenious solutions are the ultimate goal.



Responsible

With our clients’ and colleagues’ best interest at heart, we act responsibly and communicate with clarity. Our global practice demands respect and openness towards each other, the communities around us and global society at large. We take seriously the trust placed in us and work hard to earn it every day. We never make a promise that we cannot keep.



Persistent

In the face of complexity and rapid change, we are determined to help our customers and our people around the world succeed. The road to joint success may be long but we’re persistent where our competitors falter. Our optimism is infectious and helps customers trust in our abilities. Together we build momentum towards our shared goals.



Confident

We meet every challenge with respect and confidence. We trust in our abilities and the difference we can make. We also understand the complexities of modern technology well enough to always keep learning. Every accomplishment and customer success adds to our ability and growth. They deserve to be talked about.

Business Model: Digital Engineering and Enterprise AI

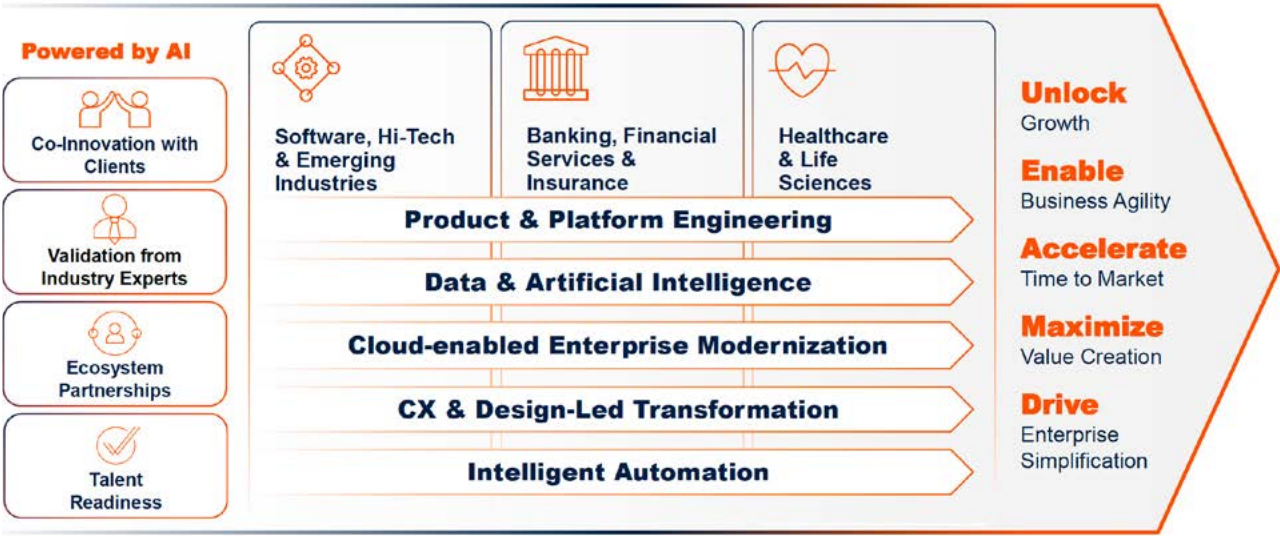
Our business model is founded on three strategic pillars: deep technical expertise in software engineering and digital transformation; a client-intimate engagement model built on long-term partnerships and outcome-based delivery; and a culture of continuous innovation, enabled by our investment in talent, proprietary accelerators and intellectual property and a vibrant partner ecosystem that includes Amazon Web Services (AWS), Microsoft, Google Cloud, Salesforce, ServiceNow, Snowflake, NVIDIA and eighteen other global technology leaders.



For more details, refer to [Company Overview](#).

Key Business Segments and industries

We organize our services into six primary capability areas; each aligned with key digital transformation priorities of our enterprise and software-company clients.



Our ESG Strategy

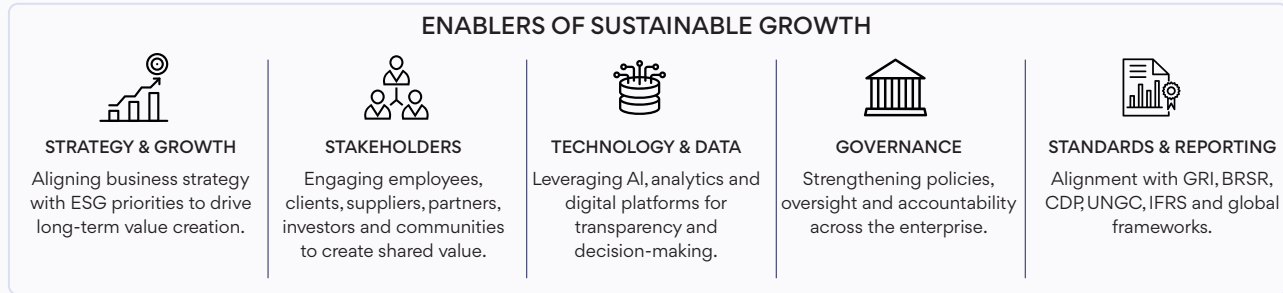
At Persistent Systems, ESG is embedded in how we grow. Our ESG strategy is founded on the principle that how we operate is as important as what we deliver. Anchored in an annual double materiality assessment, the strategy integrates environmental stewardship, human-centred social practices and robust governance across all levels of the organisation — from Board oversight to delivery execution. Progress is measured against recognised global benchmarks and reinforced through independent assurance and time-bound targets. Our theme, Re(AI)magine a Sustainable Future — From Vision to Value, reflects the role of technology not only in advancing our own sustainability performance, but also in enabling measurable impact for our clients, communities and the planet.

OUR ESG STRATEGY

Driving Sustainable Growth and Long-term Value Creation.



Integrating environmental stewardship, social responsibility and robust governance into business operations to support long-term value creation.



Our ESG strategy is the foundation of our purpose and performance. Sustainable today. Stronger tomorrow. Better together.

ESG at Persistent

A commitment woven into every decision



Persistent Systems aims to enable businesses to accelerate innovation and transformation through technology. Its mission centers on delivering high-quality, client-centric digital solutions, while its vision is to be a trusted global partner in driving sustainable, technology-led growth. ESG aligns with this direction by ensuring that growth is responsible, resilient and future-ready—through efficient use of resources, strong governance, ethics and a focus on people and inclusive development. This enables the Company to create long-term value for clients, employees and society while managing evolving risks and expectations.



Our Commitment

- Identifying and capturing even the most unexpected opportunities to optimize our environmental footprint.
- Being responsible in augmenting our in-house capacity and contributing to building resilient communities.
- Pursuing the ideal of “One Persistent One Family” in everything we do.

Value Creation



Statement on Sustainable Development Strategy

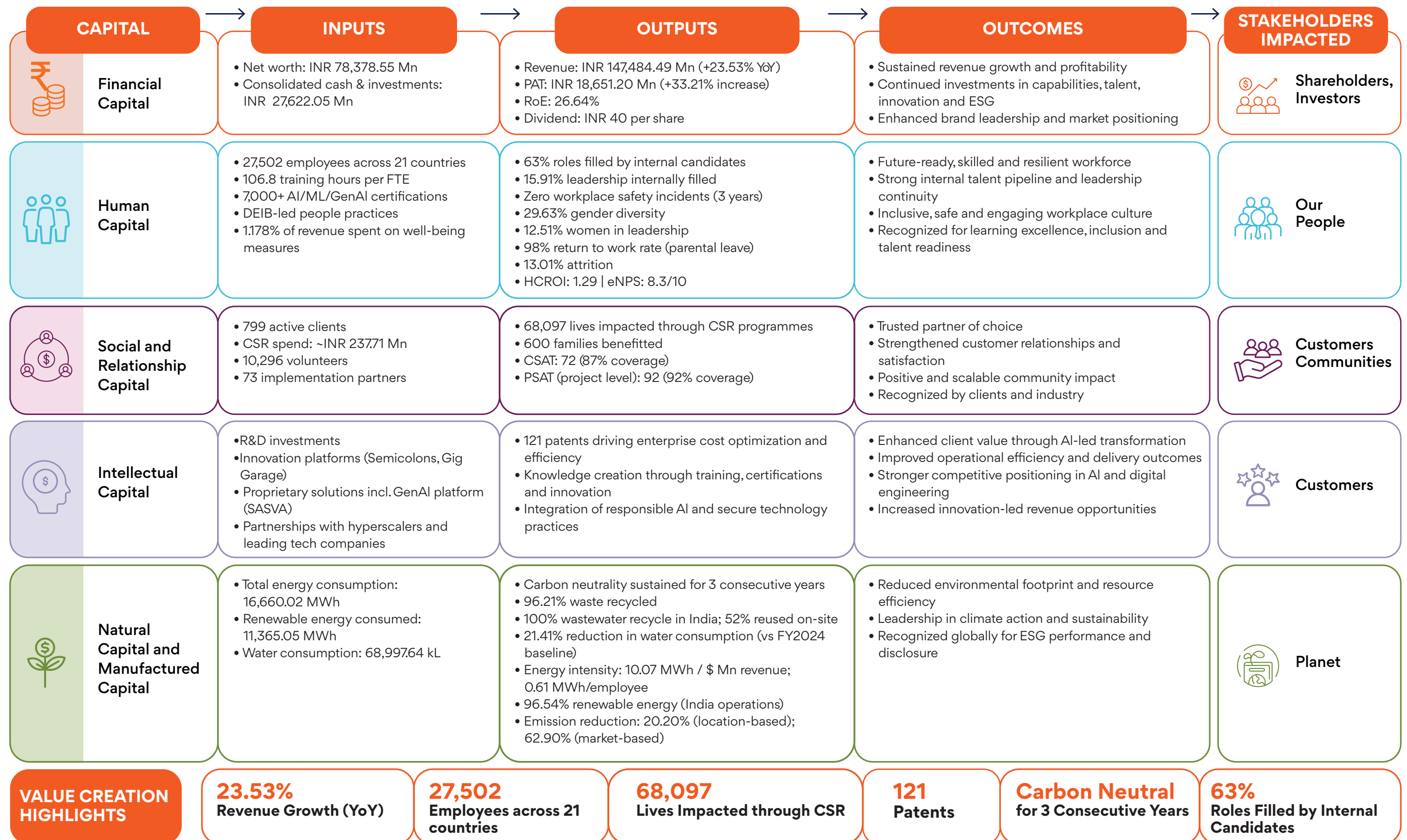
GRI 2-22
Persistent Systems sustainable development strategy is anchored in responsible growth, integrating environmental, social and governance (ESG) considerations across its operations and value chain. As a participant of the United Nations Global Compact (UNGC), the Company aligns its strategy with the Ten Principles covering human rights, labour, environment and anti-corruption and supports the advancement of the UN Sustainable Development Goals (SDGs).

The Company focuses on climate action through its SBTi-approved near-term and net-zero targets, promotes responsible resource use and advances a diverse, inclusive and future-ready workforce through continuous learning and equitable practices. Across its value chain, Persistent embeds ESG principles through responsible sourcing, supplier engagement and risk-based assessments.

Governance mechanisms, including Board oversight, defined policies and performance-linked KPIs, ensure accountability and integration of sustainability into business decision-making. The Company continues to strengthen stakeholders trust by enhancing transparency, managing risks and driving long-term value creation.

OUR VALUE CREATION MODEL

Transforming Capitals into Sustainable Value for Stakeholders



Stakeholder Engagement

Every voice heard.
Every insight acted upon

GRI 2-29 | IFRS S1 | IFRS S2 | BRSR Principle 1 & 4

As a global technology enterprise operating across 21 countries, Persistent Systems engages with a diverse ecosystem where stakeholder engagement is viewed not as a periodic exercise, but as an ongoing, structured intelligence-driven process that informs ESG strategy, shapes our materiality determination, guides our enterprise risk management and business strategy. Stakeholder engagement is continuous process supported by defined governance mechanisms, including oversight by the Board-level committees and senior management.



Approach to Stakeholder Identification

Persistent Systems applies the following criteria to identify and prioritise its stakeholders:

- **Influence on Business Operations:** Stakeholders whose decisions, actions, or expectations have a material bearing on our business model, financial performance, or reputational standing
- **Impact from / Dependence on Persistent Activities:** Groups whose livelihoods, rights, or well-being are directly or indirectly affected by the nature, scale and outcomes of our operations
- **Regulatory or Contractual Relationship:** Stakeholders with whom we have formal legal, regulatory, or contractual obligations, including government bodies, investors and clients
- **Strategic Relevance to ESG Outcomes:** Groups whose engagement is critical to the achievement of our ESG targets, including suppliers across our value chain and civil society organisations involved in our CSR programmes

Based on this framework, we have identified seven primary stakeholder groups that constitute our core engagement universe.

Key Stakeholders includes



Clients and Partners



Shareowners/Investors



Suppliers and Vendors



Society at Large



Employees and their Families



Board of Directors and Senior Management



Government Regulatory Authorities/
Government Bodies/Chamber of
Commerce

Stakeholder Engagement

Stakeholder engagement is conducted through a structured framework supported by defined governance mechanisms, including oversight by the Board-level committee and senior management. By employing a variety of engagement strategies, the committee gains a thorough understanding of key priorities. Findings are reported to the Board bi-annually facilitating a strategic ESG framework that pairs business goals with measurable KPIs to drive continuous improvement and long-term sustainability.

Details of Key Initiatives towards Stakeholders - SR and ESG Committee

Annually, we implement key initiatives and best practices designed to strengthen stakeholder relationships, protect their interests and foster mutual growth. As part of our governance structure, the Stakeholder's Relationship and ESG Committee (SR and ESG) consistently evaluate and updates these initiatives. During each meeting, the committee reviews progress and refines our strategies for continuous improvement. These updates are formally approved by the committee to ensure they are aligned to our broader ESG and business goals. Detailed information on these stakeholder-focused initiatives is available in the Directors' Report forming part of the



Annual Report FY 2025-26

Stakeholder Engagement Framework

The table below provides a comprehensive overview of our key stakeholder groups, their primary concerns and expectations, the modes and frequency of engagement and the specific responses or initiatives we have undertaken to address their priorities during the reporting period.

Key External Stakeholders		Purpose of Engagement	Mode of Engagement	Frequency	Associated Material Issue	Key Metrics/ outcomes
 Customers and Partners	At Persistent Systems, we place strong emphasis on active engagement with our clients and partners, recognising them as critical stakeholders in our growth and innovation journey. Through transparent communication, deep collaboration and shared ESG commitments, we build trust and create long-term, sustainable value. By aligning our solutions with their evolving business and sustainability priorities, we support digital transformation, strengthen resilience and enable responsible, future-ready growth.	• Fostering long-term relationships through structured and ongoing engagement with clients and partners • Understanding stakeholder expectations and aligning partnerships with mutual strategic, business and sustainability priorities • Systematically collecting and analysing client feedback to strengthen project delivery, improve performance and enhance overall stakeholder value	• Weekly status calls • Monthly Business Reviews • Quarterly Business Reviews • CXO-to-CXO leadership connections • CSAT	• Weekly • Monthly • Quarterly • Twice a year • Need-based	• Client Value and Customer Satisfaction • Information Security, Cybersecurity and Data Privacy • Innovation Management • Risk Management and Business Continuity	• Annual Customer Satisfaction (CSAT) Net Promoter Score (NPS): 72 with 87% engagement • Project Level Customer Satisfaction (PSAT): 92 with 92% engagement
 Shareholders/ Investors	At Persistent Systems, we proactively engage with our shareholders and investors through regular, structured dialogue to ensure transparency, accountability and long-term value creation. Our engagement focuses on financial performance, effective risk management and the integration of ESG considerations into business strategy, aligned with investor expectations. Through consistent communication and comprehensive disclosures, we strengthen trust, enhance governance practices and support sustainable, long-term growth.	• Ensuring shareholders are adequately informed of Persistent Systems financial and non-financial performance through regular, structured disclosures • Providing transparent and timely updates on business performance, growth strategy and key sustainability initiatives • Maintaining consistent and proactive communication to strengthen shareholder trust, confidence and long-term engagement	• Stock exchange filings • Shareholders' survey and meetings • Annual General Meeting • Investor relations website • Emails • Quarterly Earnings call • Individual investor meetings (in-person/ virtual) • Investor conferences (in-person/ virtual) • Investor roadshows (in-person/ virtual) • Formal notices • Press/Web releases • Annual Reports and Newspaper	• Quarterly • Annually • Need-based	• Economic Performance • Corporate Governance • Business Ethics and Compliance • Risk Management and Business Continuity	• Revenue Growth: \$1.654 billion • ESG ratings: • S&P Global: CSA 86/100 • CDP - Climate Change: A Supply Chain: A • SES: 81.7 • NSE: 77 • CRISIL ESG: 74 • Sustainalytics: 12.5

Key External Stakeholders		Purpose of Engagement	Mode of Engagement	Frequency	Associated Material Issue	Key Metrics/ outcomes
 Suppliers/ Vendors	Persistent Systems engages proactively with suppliers and vendors across its value chain, recognising them as critical partners in delivering responsible, resilient and high-quality solutions. Our supplier engagement approach is rooted in ethical sourcing, ESG compliance and operational excellence and is reinforced through transparent communication and structured governance mechanisms. By promoting fair business practices, encouraging innovation and integrating sustainability expectations into supplier relationships, we strengthen supply-chain resilience, minimize ESG risks and create shared long-term value.	• Maintaining high service and quality standards through ongoing performance monitoring and continuous improvement processes • Delivering ESG awareness and capability-building programmes to align vendors with sustainability expectations and goals • Implementing robust vendor due-diligence mechanisms to enable responsible sourcing and risk-based partnerships • Embedding ethical business conduct across the supply chain through adherence to a comprehensive Vendor Code of Conduct	• Suppliers meet • Mutual visits • Monthly meetings with leadership • Events	• Monthly • Quarterly • Annually • Need-based	• Supply Chain Management • Business Ethics and Compliance • Stakeholder Relationship	• Supplier Training & Awareness Sessions: Supply chain partners who contribute to 75% of spending were covered under the ESG awareness programmes
 Society at Large / Communities	Persistent Systems engages proactively with local communities and key civil society organisations as part of its commitment to inclusive growth and responsible business conduct. Community engagement is driven through structured partnerships and ongoing dialogue, with a focus on addressing social development and environmental priorities. By implementing targeted social impact programmes and advancing environmental stewardship initiatives, Persistent Systems strengthens trust, fosters mutual respect and creates shared value for community stakeholders. Insights from community engagement inform Programme design and help ensure that initiatives remain relevant, impactful and aligned with community needs.	• Demonstrating commitment to social responsibility through structured and meaningful community engagement initiatives • Integrating social impact considerations into business operations and strategic decision-making through stakeholder inputs • Engaging in targeted programmes that support community development, inclusion and overall, well-being • Aligning corporate actions and investments with broader societal needs, community expectations and sustainable development priorities	• Events • Campaigns • Community engagement initiatives • Employee engagement through • Volunteering	• Periodically • Need-based	• Climate Strategy (Transition & Physical Risks, Emissions & Energy Management) • Water Management • Waste Management • Biodiversity Management • Corporate Citizenship & Individual Social Responsibility • Human Rights, People and Labour Practices	• CSR amount spent - 237.71 Mn INR • Number of lives impacted in Education, Health care, Community Development and heritage and wildlife conservation- 68,097 Lives impacted through CSR programmes • Number of volunteers and volunteering hours – 11,683 Hours of volunteering by 10,296 Volunteers

Key External Stakeholders		Purpose of Engagement	Mode of Engagement	Frequency	Associated Material Issue	Key Metrics/ outcomes
 Government Regulatory Authorities/ Government Bodies/ Chamber of Commerce	Persistent Systems engages constructively with regulatory authorities, government bodies and industry associations to contribute to an enabling and responsible business environment. While ensuring strict compliance with applicable laws, regulations and guidelines, the Company also participates in structured policy dialogues and consultations. Through active membership in industry chambers, strategic alliances and advocacy platforms, Persistent Systems supports the development of policy frameworks that encourage innovation, promote sustainability and enable inclusive economic growth. These engagements help align regulatory developments with emerging business, digital and ESG priorities.	• Ensuring regulatory compliance through timely and accurate disclosure of required information to relevant government authorities • Engaging in structured policy advocacy, research and thought-leadership initiatives to contribute to informed policy development • Collaborating with industry bodies and peers to share insights, address emerging trends and promote best practices that support sustainable and responsible industry growth	• Annual returns and submissions	• Annually • Need-based	• Corporate Governance, • Business Ethics and Compliance • Risk Management and Business Continuity • Responsible AI and AI Governance • Climate Strategy	• 100% compliance with laws of the land, on-time regulatory filings • Number of affiliations with trade and industry Chambers/ associations: 8
 Employees and their Families	Persistent Systems recognizes its employees and their families as core stakeholders and the foundation of long-term organisational success. The Company engages with its workforce through transparent communication channels, continuous feedback mechanisms and inclusive people practices aimed at fostering a positive and supportive workplace culture. Engagement initiatives focus on career development, employee well-being and work-life integration, supported by structured learning, wellness and inclusion programmes. Feedback from employees is actively considered in refining policies, strengthening governance and enhancing the overall employee experience. Through this approach, Persistent Systems seeks to build a motivated, empowered workforce and remain an employer of choice for sustained professional and personal growth.	• Maintaining a structured and accessible grievance redressal mechanism to address employee concerns in a timely and fair manner • Sharing regular organisational updates, including business developments, key achievements and employee recognitions, to promote transparency and engagement • Prioritising employee health, well-being and workplace inclusivity through targeted programmes and supportive policies • Strengthening talent development through continuous learning, training and skill-building initiatives aligned with organisational needs • Fostering a collaborative culture through team-building activities and engagement initiatives that enhance connection and participation	• Annual day Events • Bi-monthly employee engagement survey • Quarterly townhalls • Email Communication • Skill-based training including technical and non-technical programmes • Internal communicator • Performances from teams worldwide • Persistent Run – Annual Health and Fitness activities • Press, web release, newspapers • Annual reports	• Monthly • Quarterly • Annually • Event-based	• Diversity, Equity, Inclusion & Belonging • Employee Engagement, Well-being, Health and Safety • Human Capital Management • Human Rights & Labour Practices • Corporate Citizenship and Individual Social Responsibility • Corporate Governance	• ESAT score 8.3/10, • 106,535 participations in well-being programmes • Average learning hours per FTE – 106.8 Hours • Learning Coverage per FTE - 98% • Number of incidents and accidents, near-misses, unsafe acts/ conditions, health and safety concerns reported – Zero accidents and Zero incidents, Zero Lost Time Injury Frequency Rate (LTIFR)

Key External Stakeholders		Purpose of Engagement	Mode of Engagement	Frequency of Engagement	Associated Material Issue	Key Metrics/ outcomes
 Board of Directors and Senior Management	At Persistent Systems, the Board of Directors, Key Managerial Personnel (KMPs) and Senior Management are actively engaged as key internal stakeholders in driving sustainable growth and long-term value creation. Engagement with leadership is embedded through structured governance forums, strategic reviews and oversight mechanisms that support ESG integration, enterprise risk management and regulatory compliance. Through their strategic guidance and decision-making, leadership ensures alignment of the Company's vision, policies and operations with ethical, responsible and sustainable business practices. This engagement strengthens business resilience, reinforces accountability and enables informed responses to emerging risks and opportunities.	- Regularly apprising the Board and senior leadership of material stakeholder concerns, expectations and emerging issues through structured reporting and reviews - Integrating stakeholder perspectives into strategic planning and decision-making, ensuring that business strategies, risk management and ESG priorities are aligned with stakeholder interests and long-term value creation	- Board Meetings - Executive committee meetings - Shareholders meetings - Formal Notices - Website information - Press/Web releases - E-Mails - Annual Reports - Newspaper	- Quarterly - Half-Yearly - Need-based	- Corporate Governance - Business Ethics and Compliance - Risk Management and Business Continuity - Economic Performance - Human Capital Development - Climate Strategy	Board Meeting attendance -100%



Double Materiality Assessment

From the dual lens of stakeholder impact and financial relevance

GRI 3-1, 3-2, 3-3| IFRS S1

Persistent Systems materiality assessment is primarily grounded in financial materiality, consistent with IFRS S1 and IFRS S2, focusing on sustainability-related risks and opportunities that could reasonably be expected to affect enterprise value over the short, medium and long-term.

The assessment evaluates ESG topics based on their potential impact on:

- Cash flows
- Access to finance
- Cost of capital
- Business model resilience

Impact-based considerations, aligned with GRI Standards, are used as inputs to identify sustainability-related matters that may give rise to financial risks or opportunities. These impacts are assessed for severity and likelihood and subsequently analyzed to determine their implications for financial performance and long-term value creation.

Stakeholder engagement supports the identification and prioritization of ESG topics by providing insight into emerging risks, stakeholder expectations and external dependencies. However, final materiality determination is based on financial relevance, in accordance with IFRS requirements.

The prioritisation and validation of material topics are conducted in close collaboration with the Risk team and integrated into the Enterprise Risk Management (ERM) framework, ensuring that sustainability-related risks and opportunities are evaluated, governed and monitored alongside financial, operational and strategic risks.



Double Materiality Assessment — Key Highlights

★

Double Materiality Principle

The Annual Materiality Assessment is grounded in the principle of Double Materiality, aligned with IFRS S1, GRI Standards and BRSR requirements — evaluating both financial materiality and impact materiality in an integrated manner.

★

Inclusive Stakeholder Engagement

Both internal and external stakeholders are actively engaged in the identification and prioritization of material ESG issues, ensuring that diverse perspectives — from employees and investors to communities and regulators — inform the assessment.

★

Impact on Environment & Society

The Company’s impacts on the environment and society are evaluated through a structured assessment of severity and likelihood, reflecting a rigorous impact materiality lens consistent with GRI Standards and stakeholder expectations.

★

ESG Factors & Business Performance

ESG factors are assessed for their potential effect on business performance and long-term value creation through a comprehensive risk and opportunity lens, ensuring alignment with the Enterprise Risk Management (ERM) framework.

★

Evolving Material Topics

The material topic universe has been refined from the prior year, with Responsible AI introduced as a new topic, reflecting the Company’s evolving business strategy, technology leadership and the growing expectations of stakeholders on AI governance.

★

Third-Party Assurance

The Materiality Assessment process has been independently verified by DNV Business Assurance India Private Limited, a third-party assurance provider. This external validation reinforces the credibility, objectivity and rigor of the Company’s materiality determination.

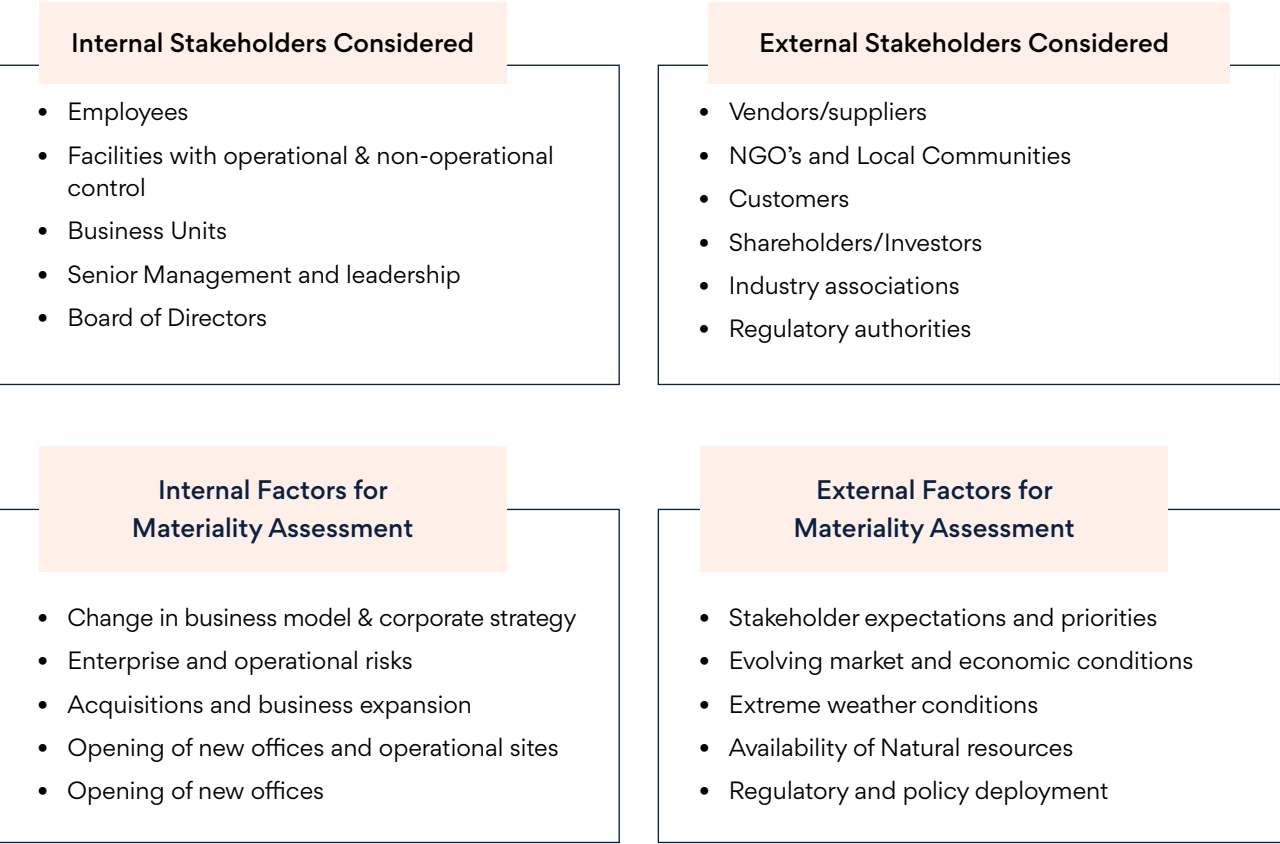
The process is supported by structured stakeholder engagement and internal assessments, with validation and oversight from senior management and the Board, ensuring alignment with strategic priorities. The outcomes of the assessment inform the structure and content of this report, guide the development of measurable targets and key performance indicators (KPIs) and support transparent disclosure of performance across material areas. We drive our commitments and priorities through actionable Key Performance Indicators (KPIs), measurable targets and clear ambitious, focusing our resources on high-impact areas to strengthen organisational resilience and benefit our stakeholders and the environment.

Integration of Stakeholders with Materiality Assessment and Risk Management

GRI 3-1, 3-2, 3-3

During FY2026, Persistent Systems conducted its annual materiality assessment by systematically integrating inputs and feedback from both internal and external stakeholders. The assessment considered stakeholder expectations alongside business priorities, risk considerations and external operating conditions to identify and prioritise material ESG topics. The outcomes of this process inform enterprise risk management, strategic planning and ESG governance.

ESG topics/issues critical to long-term value creation and business strategy, translating them into actionable Key Performance Indicators (KPIs) to guide strategic decision-making and maximize impact.

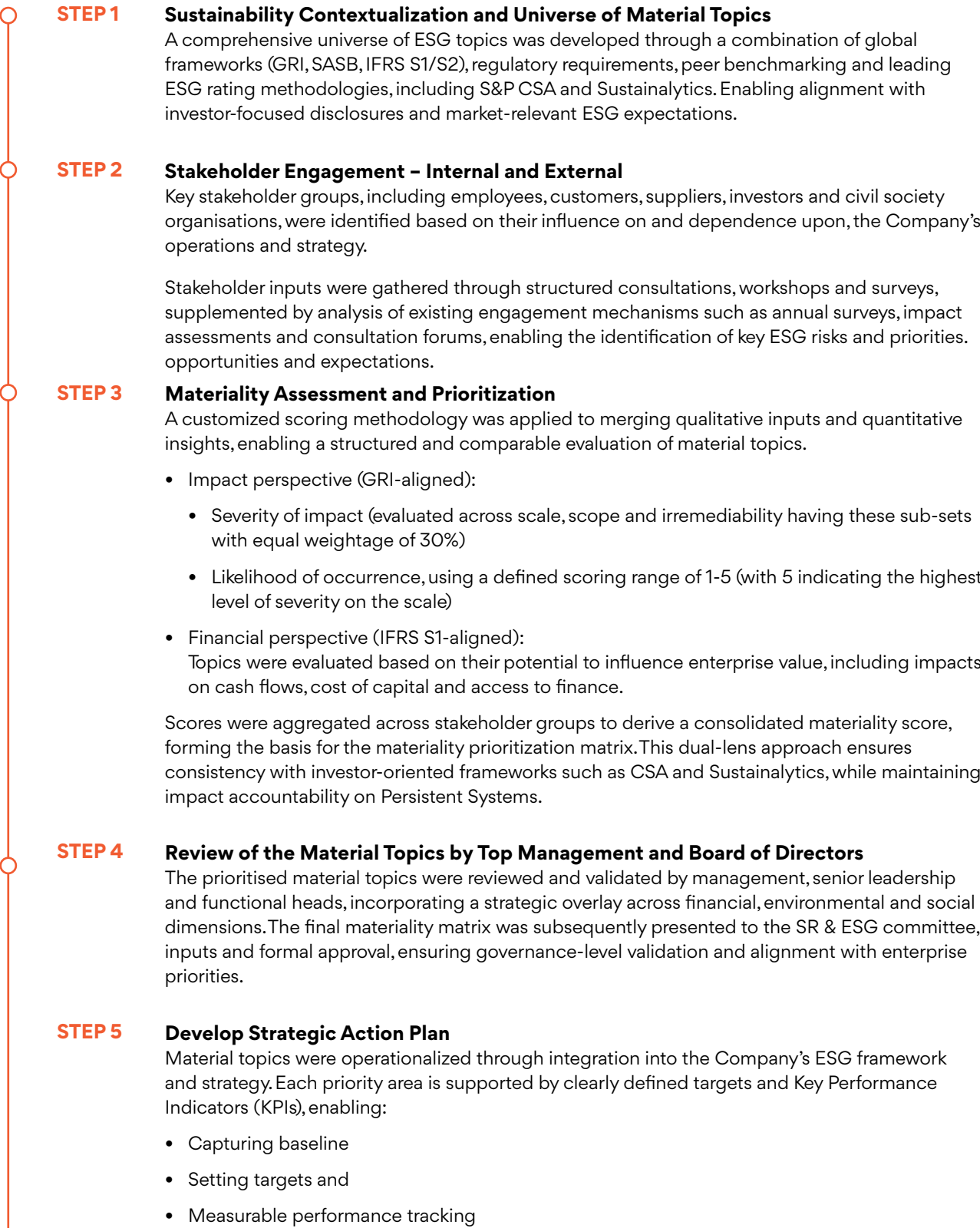


Materiality Assessment Process - Annual

Persistent Systems follows a structured, multi-stage materiality assessment process that integrates internal analysis with stakeholder inputs. The approach reflects a double materiality assessment (DMA) perspective, incorporating both:

- Impact materiality, aligned with GRI Standards (2021)
- Financial materiality, aligned with IFRS S1 and BRSR requirements

This approach integrates a balanced evaluation of ESG topics from both stakeholder impact and enterprise value lenses.



ESG Risk Integration with Enterprise Risk Management (ERM)

Our Enterprise Risk Management (ERM) framework governed by the Risk Management Committee of the Board provides the structural backbone for the identification, assessment, prioritization and mitigation of all material risks facing the Company, including ESG-related risks. In FY 2025-26, we formalized the integration of ESG risk categories into our ERM taxonomy, ensuring that sustainability-related risks are assessed with the same assessment framework and governance oversight as financial, operational and strategic risks.

The key features of our ESG integrated ERM framework include:

ESG Risk Register A dedicated ESG risk register, maintained by the ESG & Sustainability team and reviewed quarterly by Risk Management Committee (RMC), captures all identified ESG risks alongside their likelihood, impact ratings and mitigation measures.	Board Oversight The Risk Management Committee oversee ESG risk management, ensuring that material ESG risks are escalated to the Board of Directors for strategic consideration.
Cross-functional Risk Ownership Each ESG risk category is assigned a designated risk owner at the senior leadership level, ensuring clear accountability for risk mitigation and disclosure.	Alignment with IFRS S1 Risk Management Disclosure (Paragraph 22-27) Our ERM process for ESG risks including the criteria used to determine materiality, the escalation pathways and the integration with enterprise-wide risk appetite is disclosed in alignment with the IFRS S1 risk management disclosure requirements.
BRSR Principle 4 Alignment Our risk management framework, including its coverage of ESG risks, is disclosed in accordance with BRSR Principle 4 (Responsive towards all Stakeholders), which requires entities to demonstrate that they have processes for identifying, assessing and mitigating risks to stakeholders.	

The prioritisation and final validation of material ESG topics were carried out using a double materiality approach, in close collaboration with the Risk team and aligned to the Enterprise Risk Management (ERM) framework, methodology and governance processes. This approach evaluated ESG topics from both an impact perspective (the organisation's impacts on the economy, environment and society) and a financial risk and opportunity perspective (ESG related risks and opportunities affecting business performance and long-term value). The integration of ESG considerations into the ERM framework enables the systematic identification, assessment and management of material ESG risks and opportunities, ensuring their effective incorporation into strategic decision making and risk oversight.

Key Material Topics

Material Topic 1: Climate Strategy (Transition & Physical Risks and Emission & Energy management)					
Type: Risk & Opportunity	Time Horizon	Value chain relevance	Impact Materiality	Financial Materiality	Linkage with Key ERM Risks
	Short Medium Long	Own operations Upstream	High	High	Energy Demand and Carbon Intensity Risk
UN SDG, GRI & IFRS Linkage	7 AFFORDABLE AND CLEAN ENERGY 9 INDUSTRY INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION GRI 3-1, 103-1, 103-4, 102, 201-1, 201-2, 307 IFRS S2.5, S2.6, S2.9, S2.10, S2.11, S2.12, S2.14, S2.21, S2.29, S2.33				
Rationale for identifying the risk/ opportunity	Risk: Climate change presents material risks to the Company through physical impacts, including disruption to data centres and office operations from extreme weather events, increased energy costs and supply-chain interruptions. In addition, regulatory and transition risks—such as evolving climate regulations, carbon pricing mechanisms and client sustainability mandates—may increase compliance costs, expose the Company to financial penalties and affect operational continuity and competitiveness. Together, physical and transition risks have the potential to influence costs, service delivery and long-term business resilience. Opportunity: A proactive climate strategy focused on decarbonizing operations, improving energy efficiency and investing in low-carbon technologies presents a significant growth and resilience opportunity. Advancing climate action can reduce operating costs, mitigate regulatory and energy-price risks and strengthen the Company's competitive positioning. In parallel, it enables the development of green IT and digital sustainability solutions, supports compliance with client climate expectations and attracts sustainability-driven customers, thereby creating long-term value and market differentiation.				
Management Approach (Risk Mitigation / Opportunity Realisation)	Strong commitment and action oriented short, medium and long-term plan to reducing our carbon footprint through renewable energy adoption and energy efficiency measures and accounting of GHG emissions across Scope 1, 2 and 3. In line with these commitments, we achieved carbon neutrality for Scope 1 and 2 emissions for three consecutive years starting FY2024. We commit to reach net-zero greenhouse gas emissions across the value chain by FY2050. Our net-zero strategy drives innovation in clean technologies and energy efficiency, ensuring long-term climate resilience. » For more details refer Climate Strategy and Decarbonisation section				

Material Topic 1: Climate Strategy (Transition & Physical Risks and Emission & Energy management)

Financial implications of the risk or opportunity (Indicate positive or negative implications)	Positive: - Lower energy and operating costs - Revenue opportunities from low-carbon offerings - Improved access to capital and financing	Negative: - Higher compliance and transition-related costs - Increased capital expenditure for Decarbonisation - Risk of operational disruption and asset impairment
--	--	---

Material Topic 2: Waste Management

Type: Risk & Opportunity	Time Horizon	Value chain relevance	Impact Materiality	Financial Materiality	Linkage with Key ERM Risks
	Short Medium	Own operations Upstream	Medium	Low	ESG Compliance and Regulatory Reporting Risk
UN SDG, GRI & IFRS Linkage	11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION GRI 306, 102 IFRS S1.26, S1.27, S1.28, S1.29, S1.54, S1.55, S1.45				
Rationale for identifying the risk/opportunity	Risk: Ineffective waste management can negatively impact the Company’s operations by increasing disposal and compliance costs, exposing the Company to regulatory penalties and adversely affecting brand reputation. Poor waste handling practices may also heighten environmental and compliance risks, leading to operational inefficiencies and increased scrutiny from regulators and stakeholders. Opportunity: Adopting scientific waste segregation and disposal practices, aligned with the Reduce, Reuse and Recycle (3R) principle, presents an opportunity to enhance resource recovery and support a circular economy. Effective waste management can lower operational and disposal costs, improve regulatory compliance and strengthen the Company’s transition towards sustainable and responsible business practices, contributing to long-term environmental and economic value.				

Material Topic 2: Waste Management

Management Approach (Risk Mitigation / Opportunity Realisation)

Our waste management strategy is anchored in a circular economy approach, aimed at minimizing environmental impact through responsible waste reduction, reuse, recycling and compliant disposal practices.

Key risk mitigation measures include:

- Engagement with certified and authorized recyclers for the handling and disposal of all waste streams, including hazardous and non-hazardous waste
- A robust e-waste management policy that promotes safe handling, tracking and environmentally sound recycling of electronic waste in line with applicable regulatory requirements
- Systematic segregation of waste at source to enhance recycling efficiency and reduce landfill dependency
- Regular monitoring and documentation of waste generation and disposal to ensure compliance and enable continuous improvement

Through these measures, we mitigate regulatory, environmental and reputational risks associated with waste management while supporting resource efficiency and responsible consumption.

»» For more details refer [Waste Management section](#)

Financial implications of the risk or opportunity (Indicate positive or negative implications)

- | | |
|--|--|
| Positive: <ul style="list-style-type: none">Lower waste handling and disposal costsValue recovery from recycled materialsOperational efficiency gains | Negative: <ul style="list-style-type: none">Higher waste disposal and compliance costsRegulatory penalties and liabilitiesRisk of contamination-related remediation costs |
|--|--|



Material Topic 3: Water Management

Type : Risk & Opportunity	Time Horizon	Value chain relevance	Impact Materiality	Financial Materiality	Linkage with Key ERM Risks
	Short Medium Long	Own operations Upstream	Medium	Medium	Risk of Water Scarcity in Water Stress Areas
UN SDG, GRI & IFRS Linkage	 GRI 303-1, 303-2, 303-4, 303-5, 306-1, 306-2, 306-3 IFRS S1.26, S1.28, S1.29, S1.54, S1.45				
Rationale for identifying the risk/opportunity	Risk: Water scarcity and inefficient wastewater management pose risks to business continuity by increasing reliance on depleting groundwater resources, escalating regulatory and compliance obligations and driving higher operating costs. These risks may disrupt operations, particularly in water-stressed regions and expose the Company to heightened scrutiny from regulators and stakeholders. Opportunity: Adopting efficient and scientifically managed wastewater treatment practices, including zero liquid discharge (ZLD) and recycling and reuse of treated water, presents a significant opportunity to reduce freshwater dependency and operating costs. Strengthening water stewardship enhances operational efficiency, supports regulatory compliance and improves long-term resilience, while supporting sustainable water management and responsible resource use.				
Management Approach (Risk Mitigation / Opportunity Realisation)	We prioritise water stewardship through efficient water use practices, rainwater harvesting and wastewater recycling, supported by strong monitoring and conservation mechanisms across our operations. These measures help mitigate operational, regulatory and resource-availability risks associated with water stress. » For more details refer water management section				
Financial implications of the risk or opportunity (Indicate positive or negative implications)	Positive: - Lower water procurement and treatment costs - Improved operational resilience in water-stressed regions - Strengthened license to operate and stakeholder trust		Negative: - Higher water sourcing and treatment costs - Risk of operational shutdowns due to water scarcity - Regulatory fines and compliance-related penalties		

Material Topic 4: Diversity, Equity, Inclusion, & Belonging (DEIB)

Type: Opportunity	Time Horizon	Value chain relevance	Impact Materiality	Financial Materiality	Linkage with Key ERM Risks
	Short Medium Long	Own operations Upstream	High	Medium	Talent Attrition Risk, Candidates Screening Risk, & Resource Management Risk
UN SDG, GRI & IFRS Linkage	 GRI 405-1, 406-1, 404-2, 404-3 IFRS S1.26, S1.28, S1.54, S1.45				
Rationale for identifying the risk/opportunity	A well-defined and effectively implemented DEIB strategy creates opportunities to enhance innovation, productivity and workplace creativity by fostering diverse perspectives and inclusive practices. Strong DEIB practices support the attraction, engagement and retention of diverse talent, strengthen employee morale and enable the delivery of high-quality, inclusive services to customers, contributing to sustainable growth and long-term value creation.				
Management Approach (Risk Mitigation / Opportunity Realisation)	- Unbiased hiring and equitable people practice mitigating discrimination, attrition and talent availability risks - Leadership diversity initiatives to strengthen decision-making quality and organisational resilience - Equal access to learning and career progression to enhance workforce productivity and retention - Board and leadership oversight supported by DEI policies and training on inclusive behaviours and equal opportunity » For more details refer Diversity, Equity, Inclusion & Belonging section				
Financial implications of the risk or opportunity (Indicate positive or negative implications)	Positive: - Improved employee retention, reducing recruitment and replacement costs - Higher workforce productivity - and innovation, supporting revenue growth and margin improvement - Stronger talent pipeline, enhancing long-term organisational resilience and competitiveness		Negative: - Increased employee turnover - leading to higher hiring, onboarding and training costs - Potential litigation and compliance costs arising from inequitable practices - Damage to employer brand, affecting talent attraction and long-term business performance		

Material Topic 5: Human Capital Development

Type: Risk & Opportunity	Time Horizon	Value chain relevance	Impact Materiality	Financial Materiality	Linkage with Key ERM Risks
	Short Medium Long	Own operations Downstream	High	High	Talent Attrition Risk, Candidates Screening Risk, & Resource Management Risk
UN SDG, GRI & IFRS Linkage	 GRI 404-1, 404-2, 404-3 IFRS S1.26, S1.28, S1.54, S1.45				
Rationale for identifying the risk/ opportunity	Risk: Inadequate people management and lagging technology integration may result in talent inefficiencies, heightened attrition, sub-optimal workforce planning and erosion of competitive advantage in fast-evolving digital markets. Opportunity: Strong human capital management presents a significant growth opportunity by optimizing talent performance, fostering engagement and innovation and strengthening leadership continuity. Integrated talent and succession planning reduces attrition risks, enhances workforce efficiency and supports sustained competitiveness.				
Management Approach (Risk Mitigation / Opportunity Realisation)	- Structured learning and development framework aligned with organisational and business priorities - Continuous upskilling and reskilling programmes to build future-ready capabilities - Technology academies to strengthen digital and domain expertise - Leadership development initiatives to build a strong leadership pipeline - Clearly defined career progression and succession pathways - Robust performance management systems linked to capability development - Integration of learning objectives with business strategy to support talent retention, productivity and long-term growth  For more details refer Human Capital Management section				

Material Topic 5: Human Capital Development

Financial implications of the risk or opportunity (Indicate positive or negative implications)	Positive: - Improved operational efficiency and productivity, positively impacting operating margins - Enhanced innovation capability supporting revenue growth and service differentiation - Greater internal mobility reducing external hiring costs and time-to-productivity - Strengthened future-readiness of the workforce, supporting long-term enterprise value and business resilience	Negative: - Reduced workforce productivity leading to inefficiencies long-term business performance and higher operating costs - Increased employee attrition resulting in higher recruitment, onboarding and replacement expenses - Loss of critical skills and institutional knowledge impacting service delivery, growth potential and competitiveness
---	---	---

Material Topic 6: Employee Well-being, Engagement, Health and Safety

Type: Risk & Opportunity	Time Horizon	Value chain relevance	Impact Materiality	Financial Materiality	Linkage with Key ERM Risks
	Short Medium Long	Own operations	High	Medium	Talent Attrition Risk, Candidates Screening Risk, & Resource Management Risk
UN SDG, GRI & IFRS Linkage	 GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9, 403-10 IFRS S1.26, S1.28, S1.54, S1.55, S1.45				
Rationale for identifying the risk/ opportunity	Risk: Inadequate health and safety conditions, including poor ergonomic design and insufficient support for mental and emotional well-being, may lead to increased absenteeism, reduced employee engagement and lower productivity. These factors can elevate operational risk, disrupt service delivery and expose the Company to regulatory penalties and compliance-related costs, ultimately impacting growth and business performance. Opportunity: Strengthening employee health, safety and well-being is a critical opportunity in a high-intensity technology environment. A safe, inclusive and supportive workplace enhances employee engagement, fosters innovation and improves productivity, contributing to sustained performance, talent retention and long-term organisational resilience.				

Material Topic 6: Employee Well-being, Engagement, Health and Safety

Management Approach (Risk Mitigation / Opportunity Realisation)	- Continuous feedback mechanisms and professional development programmes to strengthen employee engagement, retention and productivity - Well-being initiatives designed to support a positive, motivating and high-performance work environment - Occupational Health and Safety (OHS) management system to safeguard employee safety and workplace conditions - Ergonomically designed workplaces to reduce health risks and improve comfort - Mental health support programmes to address stress and emotional well-being - Comprehensive well-being initiatives covering physical, social, financial and psychological well-being » For more details refer Employee Well-being section	
Financial implications of the risk or opportunity (Indicate positive or negative implications)	Positive: - Lower absenteeism and improved workforce availability - Higher productivity and operational efficiency - Reduced health, safety and insurance claims	Negative: - Costs arising from workplace incidents and injuries - Adverse impact on insurance premiums - Operational downtime and productivity loss - Legal, regulatory and liability exposure



Material Topic 7: Human Rights & Labour Practices

Type: Risk	Time Horizon	Value chain relevance	Impact Materiality	Financial Materiality	Linkage with Key ERM Risks
	Medium Long	Own Operations Downstream Upstream	High	Medium	Talent Attrition Risk, Candidates Screening Risk & Resource Management Risk
UN SDG, GRI & IFRS Linkage	GRI 408-1, 409-1, 410-1, 411-1, 412-1, 412-2, 412-3 IFRS S1.26, S1.28, S1.54, S1.45				
Rationale for identifying the risk/opportunity	Risk: - Discriminatory practices, unethical labour actions, or misuse of employee or personal information can result in regulatory penalties, jurisdictional exposure and non-compliance costs - Such incidents may lead to operational inefficiencies, legal liabilities and erosion of brand reputation, adversely impacting business continuity and stakeholder trust				
Management Approach (Risk Mitigation / Opportunity Realisation)	- Robust labour and human rights policies, supported by a formal Human Rights Commitment Statement - Effective grievance redressal mechanisms to address concerns and ensure accountability - Regular awareness and training programmes to embed ethical practices - Supplier assessments to promote respect for human rights across the value chain » For more details refer Human Rights and Labour Practices section				
Financial implications of the risk or opportunity (Indicate positive or negative implications)	Positive: - Improved supply continuity and operational stability - Sustained market access and stronger investor confidence		Negative: - Regulatory fines and remediation costs - Contract losses due to non-compliance - Brand and reputation damage impacting long-term value		

Material Topic 8: Corporate Citizenship & Individual Social Responsibility

Type: Opportunity	Time Horizon	Value chain relevance	Impact Materiality	Financial Materiality	Linkage with Key ERM Risks
	Medium Long	Own Operations Upstream	High	Medium	Not a Risk
UN SDG, GRI & IFRS Linkage	 GRI 203-1, 203-2, 201 IFRS S1.26, S1.28, S1.54, S1.45				
Rationale for identifying the risk/opportunity	Opportunity: Our strong commitment to social development and corporate responsibility builds societal trust, employee acceptance and regulatory alignment. By integrating business growth with inclusive economic and social development, the Company enhances community welfare and well-being while supporting sustainable, long-term value creation.				
Management Approach (Risk Mitigation / Opportunity Realisation)	Through our CSR initiatives, we focus: - On initiatives in education, skill development, healthcare and community welfare, heritage and wildlife conservation - Support for underserved and marginalized communities through targeted programmes » For more details refer Corporate Citizenship and Social Responsibility section				
Financial implications of the risk or opportunity (Indicate positive or negative implications)	Positive: - Stronger community support - Smoother operational execution and project continuity - Enhanced brand value and stakeholder trust		Negative: - Risk of community protests and stakeholder opposition - Project delays affecting timelines and costs - Reputational harm impacting long-term business value		

Material Topic 9: Risk Management and Business Continuity

Type: Risk	Time Horizon	Value chain relevance	Impact Materiality	Financial Materiality	Linkage with Key ERM Risks
	Short Medium Long	Own Operation Upstream Downstream	High	High	Crisis Management & Resilience Risk, Regulatory Compliance Risk & Business Regulations Compliance Risk
UN SDG, GRI & IFRS Linkage	 GRI-201, 418-1 IFRS S1.26, S1.28, S1.50, S1.54, S1.55				
Rationale for identifying the risk/opportunity	Risk: In a rapidly evolving technology environment,insufficiently integrated risk identification and oversight may result in emerging ESG,cyber,data privacy and technology risks being inadequately assessed or managed,potentially affecting operational resilience,regulatory compliance and enterprise value over the short,medium and long term.				
Management Approach (Risk Mitigation / Opportunity Realisation)	We integrate ESG risks into our Enterprise Risk Management (ERM) framework to assess climate risks,regulatory challenges and cybersecurity threats,ensuring business resilience and continuity. Enhancing detection systems,protocols,tools and processes - maintain uninterrupted business operations,in case of any disruptions or outages. » For more details refer Enterprise Risk Management section				
Financial implications of the risk or opportunity (Indicate positive or negative implications)	Positive: - Reduced disruption-related losses - Enhanced operational resilience and business continuity - Increased investor confidence and trust		Negative: - Operational downtime affecting service delivery - Revenue losses due to system or process disruptions - Increased recovery,remediation and incident response costs		

Material Topic 10: Corporate Governance

Type: Risk	Time Horizon	Value chain relevance	Impact Materiality	Financial Materiality	Linkage with Key ERM Risks
	Short Medium Long	Own Operation	High	High	Not a Key Risk
UN SDG, GRI & IFRS Linkage	 GRI 102, 103, 2-9, 2-10, 2-11, 2-14, 2-18, 2-19, 405-1, IFRS S1.26, S1.27, S1.28				
Rationale for identifying the risk/opportunity	Risk: Weak governance may lead to inadequate oversight, conflicts of interest and poor decision-making, increasing operational, compliance and value-erosion risks.				
Management Approach (Risk Mitigation / Opportunity Realisation)	A strong and effective board or leadership oversight aligning with Company’s vision, mission and business goals boosts investor confidence, lowers capital costs and promotes transparency in business operations and disclosures. Good governance strengthens Company’s position in the external environment, while poor governance results in compliance costs and administrative burdens, leading to stiffness in business growth. » For more details refer Corporate Governance section				
Financial implications of the risk or opportunity (Indicate positive or negative implications)	Positive: - Improved access to capital and financing - Enhanced stakeholder and investor trust		Negative: - Regulatory actions and compliance penalties - Strategic decision failures impacting long-term value		

Material Topic 11: Business Ethics and Compliance

Type: Risk	Time Horizon	Value chain relevance	Impact Materiality	Financial Materiality	Linkage with Key ERM Risks
	Short Medium Long	Own Operations Upstream Downstream	High	High	Business Regulations Compliance Risk and Regulatory Compliance Risk
UN SDG, GRI & IFRS Linkage	 GRI 205, 206, 307, 419, 2-23, 2-24, 2-29 IFRS S1.26, S1.28, S1.54				
Rationale for identifying the risk/opportunity	Risk: Ethical misconduct, bribery, or regulatory non-compliance may result in financial penalties, legal exposure, loss of stakeholder trust and reputational damage, adversely affecting business continuity and long-term value.				
Management Approach (Risk Mitigation / Opportunity Realisation)	Zero-tolerance ethics and anti-corruption framework, supported by a comprehensive Code of Conduct, to ensure ethical behaviour and regulatory compliance Strong governance and compliance oversight to prevent misconduct, mitigate legal and reputational risks and strengthen stakeholder trust Effective compliance controls to reduce exposure to fines, litigation, contract losses and value erosion, thereby protecting long-term enterprise value » For more details refer Ethics and Compliance section				
Financial implications of the risk or opportunity (Indicate positive or negative implications)	Positive: - Reduced compliance-related losses and risk exposure - Stronger credibility with regulators, customers and investors - Lower ongoing compliance and control costs		Negative: - Regulatory fines and legal costs - Reputational damage affecting long-term enterprise value		

Material Topic 12: Innovation Management

Type: Opportunity	Time Horizon	Value chain relevance	Impact Materiality	Financial Materiality	Linkage with Key ERM Risks
	Medium Long	Own Operation Downstream	High	High	Not a Risk
UN SDG, GRI & IFRS Linkage	 GRI 203, 102, 103-4, 102-5, 418-1 IFRS S1.26, S1.28, S1.29, S1.54				
Rationale for identifying the risk/ opportunity	Opportunity: Innovation enables new products, process efficiency and market expansion - In the current fast-paced evolving environment, being at the competitive edge encourages companies to accelerate product/ service development and develop new service lines. Being agile in innovating and automating digital transformation optimizes costs and drives customer satisfaction. However, innovation has its own risks of failure and unproven tech disruptions, therefore, it is essential to invest meaningfully in R&D and innovation management.				
Management Approach (Risk Mitigation / Opportunity Realisation)	We integrate cutting-edge technologies such as AI, automation, and digital transformation to enhance operational efficiency, sustainability and customer experience. Our focus on continuous innovation strengthens our market leadership. »» For more details refer Customer Centricity section				
Financial implications of the risk or opportunity (Indicate positive or negative implications)	Positive: • New revenue streams and market expansion • Operational efficiency and productivity gains • Competitive differentiation and long-term growth		Negative: • Obsolescence risk impacting product relevance and revenue potential • Foregone market opportunities leading to reduced growth and market share		

Material Topic 13: Client Value and Customer Satisfaction

Type: Risk & Opportunity	Time Horizon	Value chain relevance	Impact Materiality	Financial Materiality	Linkage with Key ERM Risks
	Short Medium Long	Own Operations Downstream	High	High	Customer Default Risk
UN SDG, GRI & IFRS Linkage	 GRI 416, 417-1, 417-2, 418-1 IFRS S1.26, S1.28, S1.45				
Rationale for identifying the risk/ opportunity	Opportunity: Consistent value creation for clients and high customer satisfaction support revenue stability, repeat business, client retention, cross-selling opportunities and long-term enterprise value. Risk: Declining customer satisfaction may increase service remediation costs, weaken client trust and loyalty and lead to customer attrition or revenue concentration risks, adversely affecting revenue predictability, growth and long-term financial performance.				
Management Approach (Risk Mitigation / Opportunity Realisation)	We focus on delivering consistent customer value and satisfaction through strong service quality standards, customer-centric delivery models and continuous engagement mechanisms. Risks relating to customer satisfaction are mitigated through structured customer feedback and grievance redressal mechanisms, regular service reviews and corrective action processes to address issues in a timely manner. Strong governance, data protection practices and adherence to contractual and regulatory requirements further support trust, service reliability and long-term customer relationships. »» For more details refer Customer Engagement Satisfaction section				
Financial implications of the risk or opportunity (Indicate positive or negative implications)	Positive: • Repeat sales and long-term revenue stability • Ability to command price premiums • Strong customer loyalty and retention		Negative: • Higher warranty and service remediation costs • Loss of contracts and reduced market position		

Material Topic 14: Information Security, Cybersecurity and Data Privacy

Type: Risk	Time Horizon	Value chain relevance	Impact Materiality	Financial Materiality	Linkage with Key ERM Risks
	Medium Long	Own Operations Upstream Downstream	High	High	Data Privacy Risk and IT Security & Cyber Risk
UN SDG, GRI & IFRS Linkage	  GRI 418-1, IFRS S1.26, S1.28, S1.54, S1.55, S1.45				
Rationale for identifying the risk/opportunity	Risk: Cyber incidents, data breaches, or privacy failures can disrupt operations, expose the Company to regulatory penalties and legal liabilities, increase compliance and remediation costs and erode customer trust and brand reputation, negatively impacting operational efficiency and growth.				
Management Approach (Risk Mitigation / Opportunity Realisation)	- Protection of information assets, digital systems and customer data through a robust information security and cybersecurity framework, supported by defined policies, controls and governance mechanism - Deployment of advanced cybersecurity tools, including AI-driven threat detection and compliance with applicable global and local data-protection regulations - Continuous risk mitigation measures, including real-time monitoring, secure access management, periodic risk assessments and secure data-handling practices - Ongoing employee training and awareness programmes to strengthen cyber hygiene and data-privacy compliance - Strong oversight mechanisms, including periodic audits and incident-response protocols, to safeguard data confidentiality, integrity and availability and reduce the risk of cyber incidents, data breaches and regulatory non-compliance »» For more details refer Information Technology, Data Privacy & Cybersecurity section				
Financial implications of the risk or opportunity (Indicate positive or negative implications)	Positive: - Reduced loss exposure from cyber and data incidents - Strengthened client trust and confidence - Improved business continuity and service reliability		Negative: - Breach response, remediation and recovery costs - Regulatory penalties and litigation exposure - Operational downtime and productivity losses		

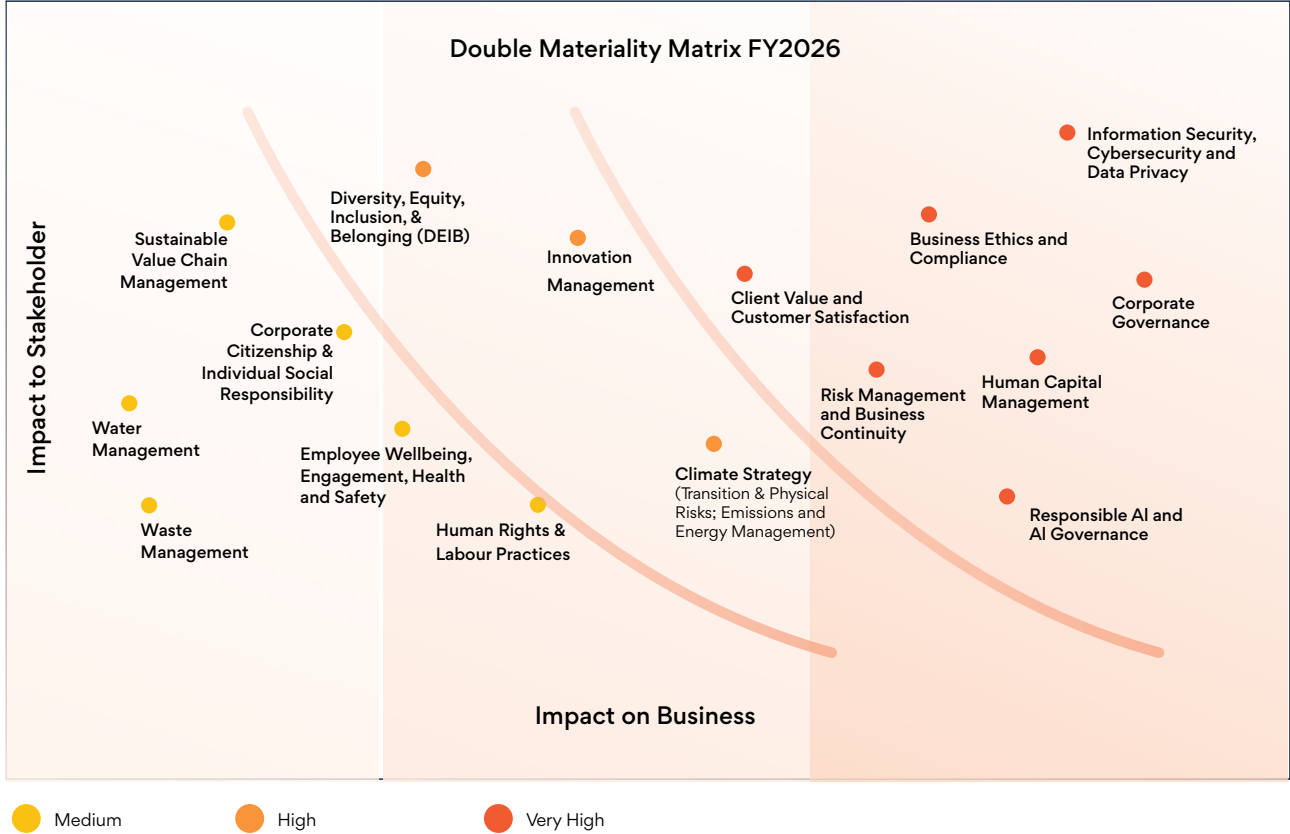
Material Topic 15: Sustainable Value Chain Management

Type: Risk & Opportunity	Time Horizon	Value chain relevance	Impact Materiality	Financial Materiality	Linkage with Key ERM Risks
	Short Medium Long	Own Operations Upstream	Medium	Medium	Critical Suppliers (Cyber and Privacy) Risk
UN SDG, GRI & IFRS Linkage	    GRI 309, 414, 204-1, 308-1, 308-2, 414-1: 414-2 IFRS S1.26, S1.28, S1.29, S1.54, S1.45				
Rationale for identifying the risk/opportunity	Risk: Environmental, labour, or ethical lapses within the supplier base may create indirect operational, compliance, reputational and continuity risks across the value chain. Opportunity: Responsible sourcing and supplier ESG integration strengthen supply-chain resilience, transparency, traceability and long-term value creation.				
Management Approach (Risk Mitigation / Opportunity Realisation)	We implement sustainable and responsible value chain management practices through strengthened compliance mechanisms, supply chain audits, green procurement and responsible business relationships. Our approach promotes responsible sourcing, ethical supplier practices and ESG compliance across the supply chain. Through sustainable procurement practices, regular supplier audits and structured supplier engagement programmes, we enhance resource efficiency and optimize the use of resources across the value chain in a responsible and sustainable manner, driving accountability and long-term value. »» For more details refer Sustainable Supply Chain section				
Financial implications of the risk or opportunity (Indicate positive or negative implications)	Positive: - More resilient and reliable supply base - Lower exposure to ESG, compliance and continuity risks - Preferred customer status with responsible suppliers		Negative: - Supply disruptions affecting operations and delivery - Higher compliance and supplier management costs - Reputational risks arising from supplier ESG failures		

Material Topic 16: Responsible AI and AI Governance					
Type: Opportunity	Time Horizon	Value chain relevance	Impact Materiality	Financial Materiality	Linkage with Key ERM Risks
	Short Medium Long	Own Operations	High	High	Emerging Technologies (AI) Risk
UN SDG, GRI & IFRS Linkage	   GRI 418, 419 IFRS S1.26, S1.28, S1.29, S1.54, S1.55, S1.45				
Rationale for identifying the risk/ opportunity	Opportunity: Strong AI governance and responsible AI deployment enhance productivity, decision-making and service quality while mitigating technology, compliance and reputational risks, thereby protecting enterprise value and enabling sustainable growth amid evolving AI regulations.				
Management Approach (Risk Mitigation / Opportunity Realisation)	We have established Responsible AI principles supported by a structured AI governance framework, ethical guidelines and defined accountability mechanisms. AI-related risks are managed through model risk assessments, data privacy and security controls and cross-functional oversight to ensure responsible development and deployment of AI systems. Ongoing employee training on ethical AI, together with alignment to emerging global AI regulations and client expectations, helps mitigate regulatory, ethical and reputational risks while promoting transparency, fairness and responsible use of AI technologies. » For more details refer Responsible AI section				
Financial implications of the risk or opportunity (Indicate positive or negative implications)	Positive: - Productivity gains and operational efficiency - Improved decision-making and innovation capability		Negative: - Increased compliance and governance costs - Errors, reputational damage and legal or regulatory exposure		

Materiality Matrix

The materiality matrix below highlights the key environmental, social and governance material topics as per ‘very high’, ‘high’ and ‘medium’ category.



Material Issues and Materiality Metrics for Enterprise Value Creation

Management of Material Issues

Through its annual materiality assessment, Persistent Systems Limited identified the most critical economic, environmental and social issues that have the greatest impact on the Company’s business and long-term value creation. The assessment considered internal business risks as well as external societal and environmental factors, ensuring that priority issues inform strategic decision-making, risk management and sustainability initiatives. In FY2026, the Company identified three key material issues that significantly influence external stakeholders.

Material Issue 1

Climate Strategy (Transition & Physical Risks; Emissions and Energy Management)

Material Issue 2

Information Security, Cybersecurity and Data Privacy

Material Issue 3

Human Capital Management

Material Issue 1:

Climate Strategy (Transition & Physical Risks; Emissions and Energy Management)

Category: Climate Transition & Physical Risks

Material Issue: Climate change, including transition and physical risks and the management of greenhouse gas emissions and energy consumption across operations and the value chain. This material issue reflects the potential impact of climate-related disruptions, evolving regulatory requirements, carbon pricing and changing stakeholder expectations on business continuity, cost structure and long-term resilience, as well as the Company’s focus on decarbonisation, energy efficiency and low-carbon solutions.

Business Case

The growing frequency and severity of extreme weather events, including heatwaves, cold waves, cyclones, floods and disease outbreaks, present substantial risks to both human safety and business operations. These climate-related challenges highlight the need to strengthen operational resilience, protect our workforce and ensure continuity of services. Effectively addressing these risks is essential for maintaining stability, mitigating disruptions and upholding our commitment to sustainable business practices.



Business Impact Risk

Type of Impact	Target/ Metrics	Target Year	Progress
Risk and Opportunity	Maintain carbon neutrality across Scope 1 and Scope 2 emissions annually.	FY 2026-27	Achieved carbon neutrality for three consecutive years since FY2024 across Scope 1 & Scope 2 emissions.
	Short Term Target: To source 100% of electricity from renewable energy for all India owned facilities by FY2027.	FY 2026-27	100% renewable electricity sourced for owned facilities in India, with 96.54% sourced from solar, wind and green tariffs and 3.46% through REC's.
	Long Term Target: To increase renewable energy sourcing to 80% for all locations in India by FY2034.	FY 2033-34	68.22% Renewable energy consumed across Global location.
	Reduce absolute Scope 1 and 2, 3 emissions by 54.6% by FY2034 from a FY 2024-25 base year (as per SBTi validated and approved targets).	FY 2033-34	20.20% reduction in Scope 1, 2 and 3 (location-based) emissions from the FY2024 baseline
	Achieve net-zero greenhouse gas emissions across value chain by FY2050 (as per SBTi validated and approved targets).	FY 2049-50	62.90% reduction in Scope 1, 2 and 3 (market-based) emissions from the FY2024 baseline 42,360 trees were planted; cumulative total of 199,190 trees

Business Strategy

At Persistent Systems, we demonstrate our commitment to environmental responsibility through ISO 14001:2015-certified facilities across India and by achieving carbon neutrality for Scope 1 and Scope 2 emissions. Our distributed operations, supported by remote work capabilities and an agile delivery model, enhance operational flexibility, while our resilient infrastructure is designed to withstand extreme weather events. The Company has made significant progress in renewable energy adoption and resource management by improving energy efficiency through targeted investments in renewable energy and the development of energy-efficient infrastructure, certified by the Indian Green Building Council (IGBC) and Leadership in Energy and Environmental Design (LEED).

Our Decarbonisation roadmap aligns with Science Based Targets initiative (SBTi) guidelines, enabling structured emission reductions. All owned campuses are equipped with rooftop solar installations, supplemented by wind energy sourced through open access, as well as renewable power procured via green tariff arrangements with DISCOMs. We maintain a continuous improvement approach to monitor and evaluate environmental performance, identify opportunities for enhancement and implement corrective actions. Additionally, our green procurement policy empowers buyers to assess suppliers based on emissions associated with purchased goods and services.

Target/Metric Linked to Executive Compensation

Executive compensation integrates ESG performance metrics for key leadership personnel with direct accountability for sustainability outcomes. ESG KPIs are integrated into the performance management framework and are linked to variable remuneration, including performance-based incentives such as bonuses, financial rewards and recognition programmes.

For key leadership roles—Chief Financial Officer (CFO), Chief People Officer (CPO), Chief Information Officer (CIO), Chief Risk Officer (CRO), Company Secretary, Global Head of Sustainability and ESG, Head of Administration and Head of Procurement—ESG responsibilities are formally embedded within individual performance objectives and People KRAs. Performance against these ESG objectives directly influences annual performance assessments and variable compensation outcomes.

Climate-related ESG KPIs covering transition and physical risks, emissions and energy management are embedded within executive performance objectives and linked to variable remuneration. Performance against these KPIs is reviewed periodically and directly influences executive incentive outcomes. Variable remuneration reflects a balanced assessment of short-term and long-term performance, integrating financial metrics related to value creation and capital efficiency with ESG-linked KPIs aligned to strategic priorities. This approach reinforces a pay-for-performance culture and supports long-term sustainable value creation.

- Decarbonisation Performance
 - Achievement of Scope 1 and Scope 2 emissions reduction targets
 - Progress towards net-zero and carbon neutrality commitments
 - Renewable Energy Transition
 - Reduction in energy intensity (e.g., per employee or per unit of revenue)
- Integration of climate-related risks into the enterprise risk management framework
 - Climate Governance and Disclosures
 - Deployment of low-carbon technologies and green infrastructure
 - Progress on climate resilience measures across owned and operated facilities

Linkage to UN SDG



Material Issue 2:
Information Security, Cybersecurity and Data Privacy
Category: Information Security

Material Issue: Cyber incidents, data breaches, or privacy failures can disrupt operations, expose the Company to regulatory penalties and legal liabilities, increase compliance and remediation costs and erode customer trust and brand reputation, negatively impacting operational efficiency and growth.

Business Case

Persistent Systems, we acknowledge that cybersecurity risks including external attacks, malware, compromised credentials and phishing pose significant threats such as data breaches, financial losses and reputational harm. To address these risks, we are committed to collecting and retaining only the minimum personal data necessary for business operations, ensuring that all data processing is supported by a valid legal basis and complies with applicable data privacy regulations. Protecting sensitive information and preventing cyber threats remain key priorities. By strengthening our cybersecurity and data privacy framework, we effectively mitigate risks, ensure regulatory compliance and reinforce stakeholder trust. Our continued focus on robust security measures enhances cyber resilience, safeguards confidential information and supports business continuity in an increasingly digital environment.

Business Impact Risk

Type of Impact	Target/ Metrics	Target Year	Progress
Risk	To be recognized as industry leader in information security and cloud practices.	FY 2026-27	Persistent Systems maintains strong external cyber risk and security posture ratings from leading independent platforms:
	Use information governance to effectively manage data privacy and security-related risks.		• RiskRecon: A rating of A (9.9/10), reflecting a mature and resilient cybersecurity posture • BitSight: A score of 790 (Advanced), indicating a high level of security performance relative to peers • Security Scorecard: A rating of A (100/100), demonstrating strong security controls and low exposure to cyber risk
	Zero data breaches Year-on-Year (Y-o-Y).		Persistent Systems maintains internationally recognised certifications to ensure robust information security, privacy, business continuity and emerging technology governance practices: • ISO 27001 – Information Security Management System (ISMS) • ISO 27701 – Privacy Information Management System (PIMS) • ISO 22301 – Business Continuity Management System (BCMS) • ISO 42001 – Artificial Intelligence Management System (AIMS) • SOC 2 Type II – Independent assurance on controls related to security, availability, processing integrity, confidentiality and privacy

Business Strategy

We are committed to ensuring data privacy and information security through a robust Information Security Management System (ISMS), multi-layered governance and globally recognized certifications, including ISO 27001, ISO 27017, ISO 27018, ISO 27701 and SOC 2 Type II. Our approach includes investments in advanced security technologies such as Zero Trust architecture, endpoint protection and stringent access controls to prevent unauthorized access.

We further strengthen our cybersecurity posture through comprehensive employee awareness and training programmes, complemented by the implementation of data protection measures such as data loss prevention (DLP) and encryption. Continuous threat monitoring through our Security Operations Centre (SOC), along with periodic security audits, enables proactive risk mitigation and safeguards our critical information assets.

Target/Metric Linked to Executive Compensation

Executive compensation incorporates ESG performance metrics related to information security, cybersecurity and data privacy for key leadership personnel with direct accountability for these areas. ESG KPIs are embedded within the performance management framework and are directly linked to variable remuneration, including performance-based incentives such as bonuses, financial rewards and recognition programmes.

For key leadership roles—Chief Financial Officer (CFO), Chief People Officer (CPO), Chief Information Officer (CIO), Chief Information Security Officer (CISO), Chief Risk Officer (CRO), Company Secretary, Global Head of Sustainability and ESG, Head of Administration and Head of Procurement—ESG responsibilities are formally embedded within individual performance objectives and People KRAs. Performance against these ESG objectives directly influences annual performance evaluations and variable compensation outcomes.

Incentivised KPIs			
Cybersecurity and Information Security Performance - Implementation and continuous enhancement of cybersecurity frameworks and controls, aligned with recognised standards and certifications - Strengthening of enterprise-wide security posture through risk mitigation, vulnerability management and control effectiveness		Incident Prevention and Response - Consistent achievement of zero material data breaches, measured through incident tracking, internal monitoring and independent security assessments - Timely identification, response and resolution of security incidents, with continuous improvement of incident management processes	
Data Privacy and Protection - Implementation and monitoring of privacy governance frameworks, including data protection controls and regulatory compliance mechanisms - Strengthening of privacy safeguards across systems, processes and third-party engagements		Assurance and Audit Performance - Positive outcomes from internal and external security audits, certification reviews and independent assessments - Maintenance of relevant certifications and adherence to established information security and data privacy standards	

Performance against these KPIs is reviewed periodically and directly influences executive incentive outcomes. Variable remuneration reflects a balanced assessment of short-term and long-term performance, integrating financial metrics related to value creation and capital efficiency with ESG-linked KPIs aligned to strategic priorities. This approach reinforces a pay-for-performance culture and supports long-term sustainable value creation.

Material Issue 3: Human Capital Management

Category: Human Capital Management

Human capital management, including talent acquisition, retention, workforce planning, leadership development and integration of digital capabilities. This material issue reflects the potential impact of ineffective people management and lagging technology adoption on workforce productivity, attrition and competitiveness in rapidly evolving digital markets. It also encompasses opportunities to strengthen organisational resilience and performance through integrated talent strategies, succession planning, continuous learning and technology-enabled workforce optimisation, thereby supporting long-term value creation, innovation and sustainable growth.

Business Case

The evolving post-pandemic talent landscape presents a mix of opportunities and challenges. Ongoing market uncertainties and shifting workforce dynamics may influence voluntary attrition rates. While demand has stabilized, the limited availability of skilled talent in emerging technologies continues to impact retention. Furthermore, the increasing preference for hybrid work models introduces additional complexities in workforce management. These factors necessitate a proactive and strategic approach to talent acquisition, development and retention to support sustained business growth and organisational resilience.

Business Impact Risk

Type of Impact	Target/ Metrics	Target Year	Progress
Risk and Opportunity	Achieve learning coverage of 92%	FY 2026-27	96.8% Learning Coverage (FTE & Contractors) 106.8 hours - Average learning hours per FTE
	Aim to improve gender diversity by at least 0.5% year-on-year (Y-o-Y) and achieve 35% by FY2040	FY 2039-40	13 Average learning days / FTE 29.63% of Women in workforce 12.51% women in leadership positions

Business Strategy

We foster a positive and productive work environment through a multi-dimensional approach that emphasizes employee well-being, engagement and performance.

- Talent and Skill Management: Persistent University promotes continuous learning, upskilling and career advancement through structured technical training programmes and industry-recognized certifications
- Well-being Focus: We support holistic employee well-being encompassing physical, financial, social and mental health—through regular feedback surveys and continuous enhancement of our well-being programmes

- Strong Employer Brand: Our sustained growth, expanding global footprint and impactful initiatives strengthen our employer brand and reinforce our positioning in the market
- Inclusive Workplace: We promote diversity, inclusion and a positive work culture to foster innovation, enhance employee engagement and drive organisational success
- This integrated approach enables us to empower our employees, strengthen our employer brand and cultivate a dynamic and high-performing workplace

Target/Metric Linked to Executive Compensation

At Persistent Systems, ESG-related performance metrics are embedded within the Balanced Scorecard, performance evaluation and compensation framework for key executives, including the **Chief Operating Officer (COO)**, Chief People Officer (CPO), Head of ESG, Head of Learning & Development, Head of Talent Acquisition and Talent Management and Business Unit leadership. These KPIs are formally linked to annual performance assessments and directly influence variable compensation elements, including performance bonuses, financial incentives and long-term rewards (e.g., ESOPs), ensuring accountability for delivery against ESG priorities.

The following KPIs are linked to executive compensation:

- Skill development programmes - Measured by the implementation and reach of training initiatives, no. of certifications etc.
- Employee Annual Policy Compliance - Code of Conduct, Human Rights, Safe Workplace, Environmental Health and Safety - Tracked through participation rate, completion rate, programme's effectiveness & impact
- Leadership development programmes - Evaluated based on the effectiveness and participation levels, movement into next level of career
- Promoting diversity through events that recognize different cultures, traditions and perspectives. Ensuring digital and physical accessibility for all employees, including those with disabilities, educating employees on unconscious biases and fostering an inclusive mindset

Performance against these KPIs is reviewed periodically and has a direct influence executive incentive outcome. Variable remuneration reflects a balanced assessment of short-term and long-term performance, integrating financial metrics related to value creation and capital efficiency with ESG-linked KPIs aligned to strategic priorities. This approach reinforces a pay-for-performance culture and helps drive long-term sustainable value creation.



Material Issues and Materiality Metrics for external stakeholders

We have performed a thorough materiality assessment to determine the positive and negative effects our operations, products and value chain have on the environment, society and the economy. This evaluation allows us to identify and focus on the most significant areas where we can generate a meaningful impact for our external stakeholders.

Material Issue 1: Climate Strategy (Transition & Physical Risk, Emission and Energy Management)

Description	Effective management of greenhouse gas emissions and energy consumption is critical for minimizing environmental impact and addressing climate change, which directly affects external stakeholders such as communities, customers and investors. By reducing carbon emissions, enhancing energy efficiency and transitioning to renewable energy, we contribute to global sustainability goals, improve air quality and support energy security. These efforts align with stakeholder expectations for responsible environmental stewardship and help mitigate risks associated with regulatory changes and climate-related disruptions.	
Cause of Impact	The impact arises from energy use in offices and emissions from service delivery, forming the basis of core operations across locations and service lines and affecting more than 50% of the business.	
External Stakeholder(s)/ Impact Area(s) Evaluated	Environment and society are impacted through the Company's operations, particularly via emissions, energy consumption and climate-related risks that influence environmental quality, resource use and community well-being.	
Topic relevance to external stakeholders - Rationale for Identifying the Issue	Climate change is intensifying extreme weather, including heat waves, cyclones and floods, while increasing the prevalence of seasonal and pandemic diseases. These events threaten human safety and corporate stability, potentially causing infrastructure damage and supply chain disruptions. Proactively addressing these risks is vital for building organisational resilience, ensuring business continuity and protecting the well-being of our communities. At the same time, the transition to a low-carbon economy presents opportunities to enhance operational efficiency, drive innovation and access new markets and sustainable financing avenues.	
Type of Impact	Positive: • Lower energy and operating costs • Revenue opportunities from low-carbon offerings • Improved access to capital and financing	Negative: • Higher compliance and transition related costs • Increased capital expenditure for Decarbonisation • Risk of operational disruption and asset impairment

Material Issue 1: Climate Strategy (Transition & Physical Risk, Emission and Energy Management)

Impact Valuation	Environmental value lost/ gained - Adopted an internal carbon price of USD 15 per tonne of Co2e (approximately INR 1,418.14/tCO₂e) applied to Scope 1 and Scope 2 emissions under operational control - HVAC retrofit in Pune site resulted in annual cost savings of INR 11.35 Lakhs Description of the impact Assessed: - Carbon Neutrality achieved 53.4% emission reduction (SBTi aligned)
Impact Metric	8,160.11 tCO₂e emissions avoided annually through renewable energy adoption and energy efficiency measures 62.90% market-based Scope 1, 2 & 3 emissions reduction from FY 2023-24 baseline 20.20% location-based Scope 1, 2 & 3 emissions reduction from FY 2023-24 baseline - Enhanced ESG awareness and capability across supply chain partners through structured training and capacity-building programme



Material Issue 2: Information Management, Cybersecurity and Data Privacy

Description	Effective management of information security, cybersecurity and data privacy is critical for safeguarding sensitive data and ensuring the resilience of digital operations, which directly affects external stakeholders such as consumers/end-users, suppliers and external employees. By implementing robust security controls, protecting personal and business data and preventing cyber threats, the Company strengthens stakeholder trust, ensures service reliability and maintains business continuity. These efforts align with stakeholder expectations for secure and responsible data management while mitigating risks related to regulatory non-compliance, data breaches and operational disruptions.	
Cause of Impact	The impact arises from the collection, processing, storage and transmission of sensitive data embedded within Products/ Services and Operations , which are integral to service delivery across geographies and business lines. As these activities form a core part of digital operations, they affect more than 50% of business activity.	
External Stakeholder(s)/ Impact Area(s) Evaluated -	Consumers/end-users, Suppliers and External employees such as contactors and vendor employees are impacted through the Company's Products/ Services and Operations , particularly through the handling, protection and responsible use of sensitive data, cybersecurity practices and privacy safeguards that influence data security, service reliability and overall stakeholder trust.	
Topic relevance to external stakeholders - Rationale for Identifying the Issue	Cyberattacks and hacking risks pose a threat to IT services, impacting businesses that rely on technology for key operations. A security breach could disrupt services, compromise sensitive data and erode stakeholder trust. Ensuring robust cybersecurity measures is essential for protecting business operations, maintaining client confidence and mitigating risks arising from cyber threats, employee errors and other vulnerabilities.	
Type of Impact	Positive: - Reduced loss exposure from cyber and data incidents - Strengthening client trust and confidence - Improved business continuity and service reliability	Negative: - Breach response, remediation and recovery costs - Regulatory penalties and litigation exposure - Operational downtime and productivity losses
Output Metric	- Industry leader in information security and cloud practices - Use information governance to effectively manage data privacy and security-related risks - Implementation of robust ISMS, multi-layered governance and adherence to ISO 27001, ISO 27017, ISO 27018, ISO 27701 and SOC 2 Type II	
Impact Valuation	Access to product/service with positive impact provided 100% sites certified for ISO 27001, ISO 27017, ISO 27018, ISO 27701 and SOC 2 Type II Description of the impact Assessed: Ensure Zero data breach	
Impact Metric	- Number of instances of data breaches: Nil in the Company environment. 1 (One) at the third-party service provider of the Company - Percentage of data breaches involving personally identifiable information of customers: Nil	

Material Issue 3: Corporate Citizenship and Individual Social Responsibility (Society & community relations)

Description	Effective implementation of CSR initiatives and community development programmes is critical for contributing to societal well-being and fostering inclusive growth, which directly affects external stakeholders such as local communities, beneficiaries, NGOs and institutional partners. By investing in education, healthcare, livelihood enhancement and environmental sustainability, the Company supports long-term community resilience and social inclusion. These efforts align with stakeholder expectations for responsible corporate citizenship while mitigating risks related to social inequality, community disengagement and long-term sustainability challenges.	
Cause of Impact	The impact arises from the Company's CSR initiatives and community investment programmes embedded within its overall Operations, including activities across locations and project areas. As these initiatives are integrated into business operations and aimed at long-term value creation, they contribute to community development and societal well-being, affecting more than 50% of business activity.	
External Stakeholder(s)/ Impact Area(s) Evaluated	Environment and society at large, local communities, beneficiaries, NGOs and institutional partners are impacted through the Company's Operations, particularly via social development initiatives focused on education, healthcare, livelihood enhancement and environmental sustainability, which influence community resilience, social inclusion and overall societal well-being.	
Topic relevance to external stakeholders - Rationale for Identifying the Issue	Persistent Systems is dedicated to generating enduring value for our stakeholders and society. Our CSR strategy is built upon the UN Sustainable Development Goals, which serve as our roadmap for a more equitable and resilient future. As a technology leader, we leverage our unique position to tackle global challenges, specifically focusing on Quality Education (SDG 4), Clean Water and Sanitation (SDG 6) and Reduced Inequalities (SDG 10). By deploying tech-enabled interventions that empower people and conserve resources, we contribute to the global development agenda while strengthening stakeholder trust and embedding purpose into our core business.	
Type of Impact	Positive: - Stronger community support - Smoother operational execution and project continuity - Enhanced brand value and stakeholder trust	Negative: - Risk of community protests and stakeholder opposition - Project delays affecting timelines and costs - Reputational harm impacting long-term business value
Output Metric	- CSR amount spent – INR 237.71 Mn 10,296 Volunteers participated in CSR activities 11,683 Hours of volunteering in CSR activities	

Material Issue 3: Corporate Citizenship and Individual Social Responsibility (Society & community relations)

Impact Valuation	Social return on Investments - By providing seeds, fertilizers, grafts, drip irrigation sets, farm plots and farm fencing, we have helped farmers increase agricultural output by 10 to 20% resulting in a 15 to 20% rise in average farmer income 32 scholars successfully completed the Kiran Girls Scholarship and Mentoring programme, with 22 securing job placements, with highest package of INR 22 lakhs - We conduct regular and comprehensive social impact assessments to verify that our initiatives tangibly enhance the quality of life within the communities we serve. These evaluations track improvements in community cohesion, access to essential services and the holistic well-being, physical, mental and social of our beneficiaries. Our goal is to uplift the socioeconomic status of vulnerable households and foster inclusive economic growth at the local level. Our initiatives have impacted on the community in the following ways: - CSR Spend INR 237.71 Mn – 100% spent - Number of lives touched: 68,097 - No. of CSR projects in Education, Health, Community Development, Heritage and Wildlife conservation – 65 projects 10,296 volunteers spent 11,683 hours of volunteering in CSR activities Description of the impact Assessed: Touch 60,000 plus lives and 600 families
Impact Metric	- Touch 60,000 plus lives and 600 families to deliver high-impact programmes in Education, Health care, Community development and heritage and wildlife conservation by FY2027 100% utilization of CSR funds



Environmental Stewardship

Persistent Systems adopts a performance-driven and future oriented approach to environmental management. Sustainability considerations are embedded into operational planning and decision-making, with a focus on enhancing climate resilience, improving energy efficiency, conserving water resources and reducing greenhouse gas emissions.

As a technology services organisation, our environmental footprint primarily arises from electricity consumption, fuel usage, water withdrawal at facilities, waste generated from operations and procurement decisions and supplier practices across the value chain. Using clean, low-impact technologies and data-led practices, we systematically reduce our environmental footprint and improve resource efficiency across our operations. These efforts are guided by clearly defined targets approved and validated by the Science Based Targets initiative (SBTi), ensuring accountability and measurable progress toward long-term sustainability outcomes.

Environment Vision

Reduce GHG emissions using technology solutions



Environment - Key Performance Indicators

Climate Action

Goals	FY2026	FY2025
Maintain carbon neutrality across Scope 1 and Scope 2 emissions annually	Carbon neutrality (Scope 1, 2 & 3) achieved for the third consecutive year in line with ISO 14068-1:2023	Carbon neutrality (Scope 1, 2 & 3) achieved for the second consecutive year in line with ISO 14068-1:2023
To source 100% of electricity from renewable energy for all owned facilities by FY 2025-26	Renewable energy India owned locations - 96.54% All India locations - 76.70% Global locations - 68.22%	Renewable energy India owned locations - 64.81% All India locations - 62.79% Global locations - 56.83%
Reduce absolute Scope 1 and 2, 3 emissions by 54.6% by FY2034 from FY 2024-25 base year (as per SBTi validated & approved targets) Achieve net-zero greenhouse gas emissions across the value chain by FY2050	62.90% reduction Absolute Scope 1, 2 & 3 (market-based) emissions from FY2024 baseline 20.20% reduction Absolute Scope 1, 2 & 3 (location-based) emissions from FY2024 baseline	53.40% of Scope 1, 2 & 3 emissions reduced from FY2024 baseline

Water Stewardship

Goals	FY2026	FY2025
Reduce 5% freshwater consumption and achieve 100% wastewater recycling in owned campuses Y-o-Y	21.41% of freshwater consumption reduced from FY2024 baseline 11.01% freshwater consumption reduced in FY2026 100% Wastewater recycling in owned campuses (India locations) 52% of treated wastewater in owned campuses is used within our facilities	11.69% of freshwater consumption reduced from FY2024 baseline 100% Wastewater recycling in owned campuses (India locations) 35% of the wastewater treated in owned campuses is used within our facilities

Waste Management

Goals	FY2026	FY2025
Reduce waste sent to landfill at owned campuses and achieve a 90% recycling Y-o-Y	96.21% waste recycling “ Zero Waste to Landfill (ZWL) ” certification across India owned locations “Leadership Level”	99% waste recycling Zero waste to landfill



Environmental Policy and Management Systems

Environmental Policy and Governance
GRI 2-23, 2-24, 2-27

Environmental Policy, Governance and Oversight

Persistent Systems maintains a comprehensive, Board-approved Environmental Policy framework, articulated through its ESG Policy and Environment, Health and Safety (EHS) Policy, which applies across global operations, including owned and leased locations, as well as suppliers and business partners, where applicable. The framework is reviewed annually to reflect regulatory developments, risk assessments and stakeholder expectations.



- [Refer ESG Policy](#)
- [Refer EHS Policy](#)

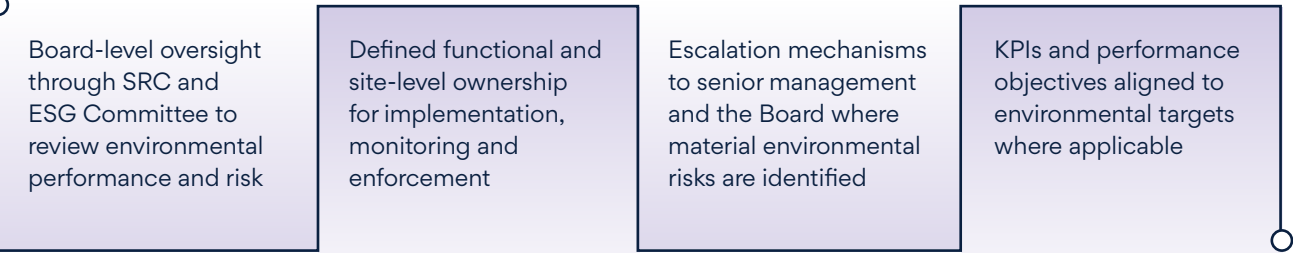
Governance and Accountability

Board-level oversight and management accountability

The Board of Directors provides oversight of environmental strategy, performance and risk management through designated Board-level committees, including the Stakeholders Relationship and ESG Committee (SR & ESG), ensuring alignment with enterprise risk management and long-term value creation objectives. Clear roles, responsibilities and accountability mechanisms are established at management and operational levels to support effective implementation, monitoring and enforcement of environmental policies. Environmental governance is integrated into business operations to ensure decisions on investments, operations and risk controls align with and support environmental performance outcomes.



Accountability Mechanisms



Environment Compliance and Risk Management

The environmental policy framework mandates full compliance with all applicable environmental laws, regulations and permit conditions across jurisdictions of operation. Environmental risks and impacts are systematically identified, assessed, monitored and managed through structured processes integrated into the Company's Environmental Management System (EMS) and broader EHS governance framework. The Company utilises an EY compliance management tool which hosts all compliance requirements across geographies.

These compliances are assigned to relevant compliance POCs across multiple functions to ensure timely action and continuous adherence. Escalation mechanisms are in place to inform senior management and the Board where material environmental risks are identified. Environmental risk management is embedded within the Enterprise Risk Management (ERM) process, with defined escalation to senior management and the Board where risks are material.

Environmental Incidents GRI 306-3, 306-5

Persistent Systems maintained zero instances of environmental non-compliance and no environmental fines, penalties, or show-cause notices were received. The Company remained compliant with all applicable environmental laws and regulations in India, including the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act and Environment (Protection) Act, along with associated rules and guidelines.

ZERO
instances of environmental non-compliance or regulatory breaches, fines and penalties in FY2026

Significant Spills and Water-related Impacts

No significant spills were recorded during the reporting period, including incidents involving water, wastewater from sewage treatment plants (STPs), or hazardous waste. Additionally, no water bodies were affected by discharges and/or runoff from the Company's operations.

Continuous Improvement and Performance Targets

Persistent Systems commits to continual improvement of environmental performance through quantified targets and objectives relating to:



Progress against targets is tracked through internal reviews, audits and management oversight, enabling timely corrective actions and ongoing performance optimization.

Stakeholder Engagement and Awareness

The policy framework emphasizes stakeholder consultation, including seeking input from relevant internal and external stakeholders for the development, review and implementation of the environmental policy and related initiatives. Persistent Systems promotes awareness of environmental responsibilities among employees, business partners and other stakeholders through structured communication and engagement mechanisms.

Training and Capacity Building

We provide annual Environmental Health Safety (EHS) training for 100% of our employees covering key topics such as energy conservation, greenhouse gas emissions reduction, waste management and water efficiency. By promoting awareness, skill development and sustainable practices, we cultivate a culture dedicated to a greener, safer future.

Environmental training topics (employees and contractors)



Occupational health and safety training topics (employees and contractors)

We provide annual Occupational Health and Safety (OHS) training to 100% of our employees and contractors. Training is delivered through online training modules and job-specific offline training is provided and effectiveness is assessed after the completion of these training courses. The results from these assessments are used to inform continuous improvement of training programmes.

- Fire safety and emergency preparedness (including mock drills)
- Workplace safety, hazard awareness and incident prevention
- Workplace risk and hazard identification and assessment
- Near-miss and incident reporting and response procedures
- Mental and physical well-being (stress management, ergonomics and preventive health awareness)
- Use of personal protective equipment (PPE) and safe work practices
- Reporting obligations and escalation mechanisms for health, safety and environmental incidents

99.43% of employees and contractors completed annual Environment, Health and Safety (EHS) training during FY2026

Environmental Health and Safety Management System (EHS) Certifications

EHS Management System certification, audit, verification & coverage

The Company’s EHS management system applies to all Persistent Systems locations with material environmental, health and safety risks, covering business operations, facilities management, waste management, vendor partnerships and contractor activities.

Persistent Systems has implemented an integrated Environmental Management System (EMS) aligned with ISO 14001:2015 and Occupational Health and Safety (OHS) aligned with ISO 45001:2018. The EMS and OHS are externally certified and audited by a DNV Business Assurance India Private Limited, an accredited certification body.

Certification and Audit Coverage Summary

Audit / Certification Mechanism	Coverage (%)	Remarks
External EMS and OHS Certification (ISO 14001 & ISO 45001)	93%	All owned locations in India are 100% certified under ISO 14001:2015 and ISO 45001:2018. Globally, 93% of total facility area is covered through third-party external certification.
Internal EHS Audits	7%	Remaining 7% of global facility area follows structured internal EHS programmes aligned with local requirements; Zero Waste to Landfill (ZWL) Certification Achieved across 100% of owned facilities, one year ahead of target. Internal EHS audits conducted annually.
Total Coverage	100%	Environmental and EHS oversight is ensured through a combination of independent third-party certifications and periodic internal EHS audits, providing full coverage across operations.
Certifying body	DNV Business Assurance India Private Limited (internationally accredited)	
Certificate validity	ISO 14001:2015 – 10 March 2028 ISO 45001:2018 – 08 March 2028	

Through a combination of external third-party certification and structured internal EHS audits, Persistent Systems ensures comprehensive oversight, regulatory compliance and continual improvement across all global operations.

EMS and OHS internal controls and assurance

The EMS and OHS are validated through surveillance and recertification audits, supported by Integrated Management System (IMS) audits and management reviews. In FY2026, India-owned locations maintained ISO 14001:2015 and ISO 45001:2018 certifications with zero major and zero minor non-conformities demonstrating effective risk identification and mitigation, strong compliance discipline and continual improvement practices.

Internal controls and data assurance

Persistent Systems maintains a structured internal control process for the collection, validation and reporting of environmental data to ensure accuracy, consistency and completeness across reporting boundaries.

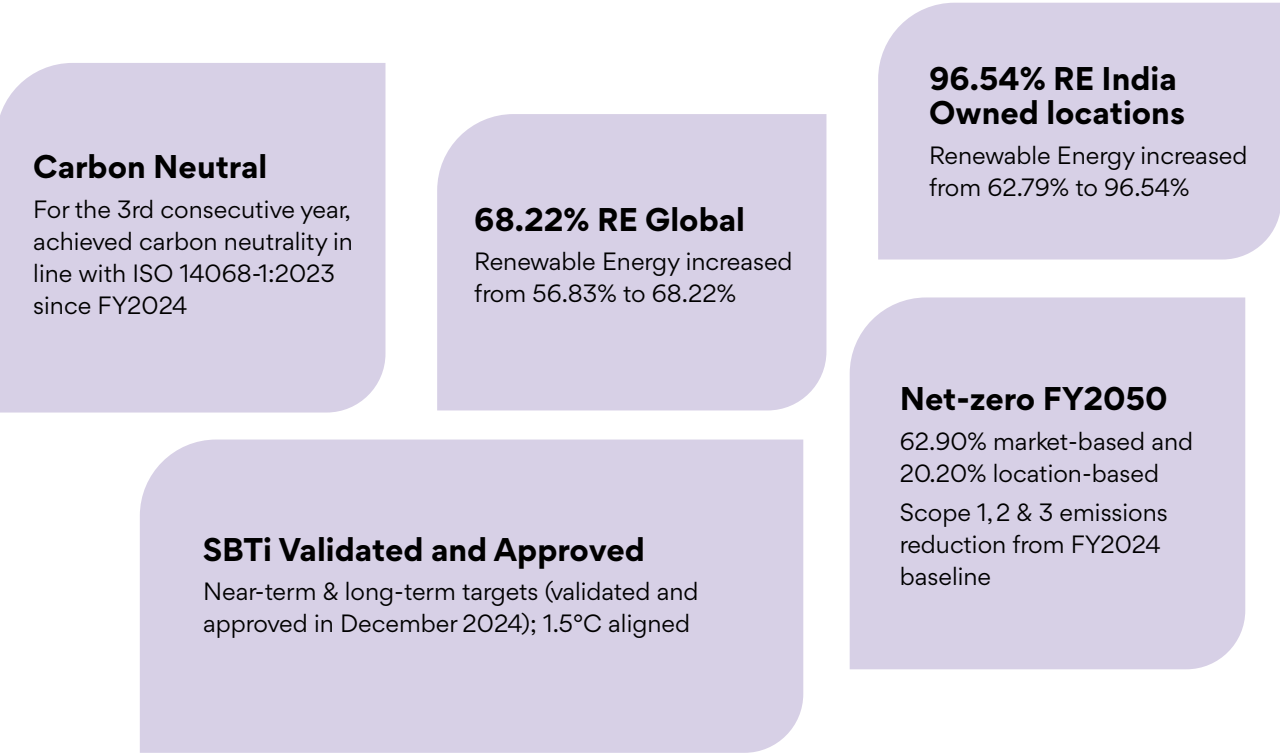
Independent assurance

Environmental data including GHG emissions is subject to independent third-party assurance to support the integrity of disclosures. In FY2026, assurance was conducted by DNV Business Assurance India Private Limited in accordance with ISAE 3000 and the reporting framework requirements

Refer GHG Verification Statement

Climate Strategy and Decarbonisation

Towards Net-zero Digital Infrastructure and Operations
GRI 102-5,102-6,102-7,102-8,102-10,103-1,201-2 | SASB TC-SI-130a.1 | IFRS S2



Persistent Systems climate transition strategy is anchored in Science Based Targets initiative (SBTi) validated targets aligned with the SBTi Corporate net-zero Standard. In December 2024, our near-term and long-term greenhouse gas emissions reduction targets covering Scope 1, Scope 2 and Scope 3 were validated as consistent with a 1.5°C pathway.

We achieved carbon neutrality for Scope 1 and Scope 2 emissions for

the third consecutive year. Scope 2 market-based emissions remained at zero, enabled through renewable energy sourcing, including on-site solar installations, captive wind power generation, green power tariffs and the purchase of International Renewable Energy Certificates (I-RECs). Together, these actions enhance resilience to transition risks and support a low-carbon, resource-efficient operating model.

These emissions reduction initiatives enhance resilience to transition risks and support a low-carbon, resource-efficient operating model. The Company aims to reduce GHG emissions by scaling renewable energy, deploying low-carbon technologies, working with value chain partners and promoting ESG principles within the workforce through sustainability initiatives.

Direct Greenhouse Gas Emissions (Scope 1)

Scope 1 emissions measured annually cover emissions from India operations under operational control. Outside India, we do not have operational control. The major contributors include CO₂ and HFCs (R22, R410A and R407C), classified as GHGs. Scope 1 emissions are reduced through retrofits of end-of-life HVAC equipment and transition of R22 equipment with energy efficient low-GWP refrigerant HVAC units.

Diesel Generator (DG) sets are operated only during power outages and while testing Business Continuity Plan (BCP) scenarios. In FY2026, Retrofitted Emission Control Devices (RECD) were installed across all Persistent Systems six owned campuses in Pune, Nagpur and Goa in compliance with Central Pollution Control Board (CPCB) pollution control norms, reducing particulate and gaseous emissions by approximately 51.19%.

Scope 1 Emissions Trend

Year	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Scope 1 (tCO ₂ e)	950.10	314.08	1,025.51	274.51	83.85
Y-o-Y Change (%)	-	-	226.51% ↑	73.23% ↓	69.45% ↓
Drivers & Initiatives	1st year of GHG inventory	Enhancement of measurement processes Reduction of Fugitive emissions	SBTi approved - Baseline year Emissions increased due to ageing asset breakdown & refrigerant release Increased frequency of DG testing	HVAC retrofits, emission control device rollout & EV adoption	HVAC retrofits replacing legacy R410A and transitioning from R22 systems reduced fugitive emissions Optimised and synchronised DG set operations further lowered Scope 1 emissions by improving diesel efficiency

Scope 1 Reduction Trajectory: 69.45% (FY2026), 91.82% from baseline year FY2024 driven by sustained reductions in fugitive emissions and optimized diesel consumption through DG set synchronization across owned locations.

Boundary- Scope 1 emissions are reported for India-based locations under the Company’s operational control. The Company does not have operational control over Scope 1 emissions for locations outside India. No material exclusions exist from the Scope 1 reporting boundary.

Direct Greenhouse Gas Emissions (Scope 2)

Scope 2 emissions measured annually arise primarily from purchased electricity for offices and IT operations. Persistent Systems sources renewable electricity through a diversified procurement mix comprising on-site solar, open-access wind, green tariff and residual I-REC purchases, rather than relying on a single instrument. This supports supply resilience and reduces exposure to policy or market volatility.

Scope 2 Location-Based Emissions Trend

Year	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Scope 2 Location-based (tCO ₂ e)	6,597.50	8,047.60	6,492.66	9,988.44 ¹	9,671.57
Y-o-Y Change (%)		21.98% ↑	19.32% ↓	53.84% ↑	3.17% ↓
RE Share (%)	-	-	39%	56.83%	68.22%
Drivers & Initiatives	1st year of GHG inventory	RE procurement initiated	SBTi approved - Baseline year	Solar capacity increase; initiated green energy procurement through green tariff; I-REC procurement, openings of new office &, employees returning back to offices	96.54% RE sourcing across owned India locations; renewable energy share increased

Scope 2 Market-Based Emissions Trend

Year	FY 2023-24	FY 2024-25	FY 2025-26
Scope 2 Market based (tCO ₂ e)	0	0	0
Drivers & Initiatives	On-site solar, wind, I-RECs	Green tariff, Global RE coverage 56.83%	Green tariff, Global RE coverage 68.22%

Market-based Scope 2 emissions are zero with 100% renewable electricity and I-RECs

¹ FY 2024-25 Scope 2 emissions have been restated in accordance with the India GHG Protocol to reflect updates in calculation methodology, revised emission factors and improved data accuracy, ensuring consistency and comparability of reported emissions over time.
No material exclusions exist from the Scope 2 reporting boundary.

Indirect Greenhouse Gas Emissions (Scope 3)

Scope 3 emissions measured annually arise from supplier activities, business travel, employee commuting and waste generated from operations, alongside a cloud-first approach that reduces reliance on on-premises infrastructure where applicable.

Scope 3 Emissions Trend

Year	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Scope 3 (tCO ₂ e)	4,337.34	9,492.41	3,105.59	3,818.69
Y-o-Y Change (%)	-	118.85% ↑	67.28% ↓	22.96% ↑
Drivers & Initiatives	1 st year of GHG inventory partial reporting of business travel	SBTi approved - Baseline year Employees returning to office, spent based emissions increased	Virtual meetings adoption, travel policy enforcement, supply chain optimization	Continuous supply chain engagement, cloud-first workload reduction Client-enabled emissions from cloud migrations tracked qualitatively as a positive opportunity

Scope 3 emissions increased in FY2026 primarily due to refurbishment activities in one of our owned campus and increased supplier spend.

Boundary — Scope 3 emissions across global operations include Categories 1-7: purchased goods and services, capital goods, business travel, fuel- and energy-related activities, waste generated in operations and upstream transportation and distribution.

Emissions for Purchased Goods & Services (Category 1) and Capital Goods (Category 2) are estimated using a combination of supplier-specific emission intensities sourced from publicly available data and a spend-based approach.

Scope 3 (Other Indirect) GHG emissions are calculated in accordance with recognised methodologies, including DEFRA Greenhouse Gas Reporting: Conversion Factors 2025, US EPA Supply Chain Emission Factors, the India GHG Program and the International Energy Agency (IEA).

For India operations, transmission and distribution (T&D) loss emissions are estimated based on total electricity consumption.

Scope 3 Exclusions

No material exclusions have been identified within the reported Scope 3 boundary.

- Categories 8-13 are excluded as they are not relevant to Persistent’s business operations.
- Category 14 is not reported, as Persistent does not operate franchises.
- Category 15 is excluded as Persistent does not hold investment properties beyond those used for its own operations.



For detailed breakdown of Scope 3 emissions by category refer to

ESG fact sheet page 313

Green House Gases (GHG) Emissions Trend

Metric	UoM	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Scope 1 (direct)	tCO ₂ e	314.08	1,025.51	274.51	83.85
Scope 2 (location-based)	tCO ₂ e	8,047.60	6,492.66	9,988.44 ²	9,671.57
Scope 2 (market-based)	tCO ₂ e	5,890.23	0	0	0
Scope 1+2 (location-based)	tCO ₂ e	8,361.68	7,518.17	10,262.95	9,755.42
Scope 1+2 (market-based)	tCO ₂ e	6,204.31	1,025.51	274.51	83.85
Scope 3	tCO ₂ e	4,337.34	9,492.41	3,105.59	3,818.69
Total Scope 1+2+3 (location-based)	tCO ₂ e	12,698.02	17,010.59	13,368.54	13,574.11
Total Scope 1+2+3 (market-based)	tCO ₂ e	10,541.65	10,517.92	3,380.10	3,902.54

Emissions Intensity Trend – Scope 1 & 2 (Location based)²

Metric	Unit	FY 2024-25	FY 2025-26	Y-o-Y Change
Per Mn USD Revenue	tCO ₂ e	7.28 ↓	5.90 ↓	19.03% ↓
Per Employee	tCO ₂ e	0.42 ↓	0.35 ↓	15.00% ↓

Emissions Intensity Trend – Scope 1 & 2 (Market based)

Metric	Unit	FY 2024-25	FY 2025-26	Y-o-Y Change
Per Mn USD Revenue	tCO ₂ e	0.19 ↓	0.05 ↓	73.98% ↓
Per Employee	tCO ₂ e	0.01 ↓	0.003 ↓	72.68% ↓

² FY 2024-25 Scope 2 emissions have been restated in accordance with the India GHG Protocol to reflect updates in calculation methodology, revised emission factors and improved data accuracy, ensuring consistency and comparability of reported emissions over time.

Carbon Neutrality

Persistent Systems has achieved carbon neutrality for Scope 1, Scope 2 and Scope 3 emissions for the third consecutive year since FY2024. Carbon neutrality has been independently certified by DNV Business Assurance India Private Limited in accordance with ISO 14068-1:2023 (Carbon Neutrality Standard). This achievement represents a key milestone aligned with the Company’s decarbonisation pathway.

INR 406.13 Mn

Climate-related Capex investment

INR 13.50 Mn

Climate-related Opex investment

Carbon Neutrality Achievement

Year	Carbon Neutrality Status	Third party Assurance	Standard	Scope Covered	Supporting documents
FY 2023-24 Carbon neutral — first year	Achieved	DNV Business Assurance India Private Limited	PAS 2060:2014	Scope 1, 2 & 3	Carbon Neutrality Statement
FY 2024-25 Carbon neutral — second consecutive year	Achieved	DNV Business Assurance India Private Limited	ISO 14068-1:2023	Scope 1, 2 & 3	Refer ESG Factsheet for Emission reduction and offset mechanisms
FY 2025-26 Carbon neutral — third consecutive year	Achieved	DNV Business Assurance India Private Limited	ISO 14068-1:2023	Scope 1, 2 & 3	

Boundary and Scope

Carbon neutrality has been achieved for Scope 1, 2 and 3 emissions within the organisation’s operational control boundary. Scope 1 emissions comprise direct emissions from fuel combustion in diesel generator sets, HVAC systems and refrigerant leakage, while Scope 2 emissions consist of location-based emissions from purchased electricity. Scope 3 emissions are sourced from supplier engagement, travel and mobility activities and waste generated from operations. The organisational boundary is defined in accordance with the operational control approach, consistent with the GHG Protocol Corporate Standard.

‘All Scope 1, 2 and 3 emission sources within Persistent Systems’ operational control boundary are included. No material exclusions. Scope 1 and 2 cover India operations (operational control boundary). Scope 2 includes all global locations. Scope 3 covers all seven applicable upstream categories.’

Methodology and Standard

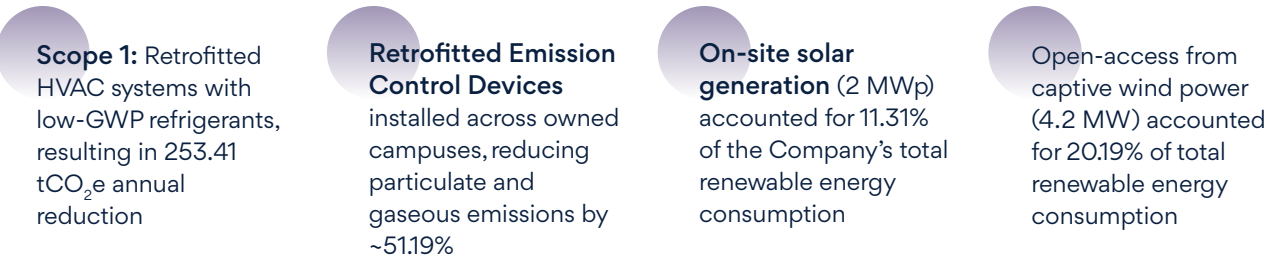
Our carbon neutrality is in accordance with ISO 14068-1:2023, which provides principles, requirements and guidance for quantifying, reporting and validating carbon neutrality at the organisational level. The standard requires:

- Quantification of organisational greenhouse gas emissions using GHG Protocol methodologies
- Implementation of emissions reduction measures to minimize residual emissions; and
- Offsetting of residual emissions through high-quality carbon credits and renewable energy instruments (International Renewable Energy Certificates and Renewable Energy Certificates) that meet internationally recognized standards

Approach to Carbon Neutrality

Our pathway to carbon neutrality reflects a three-tier hierarchy

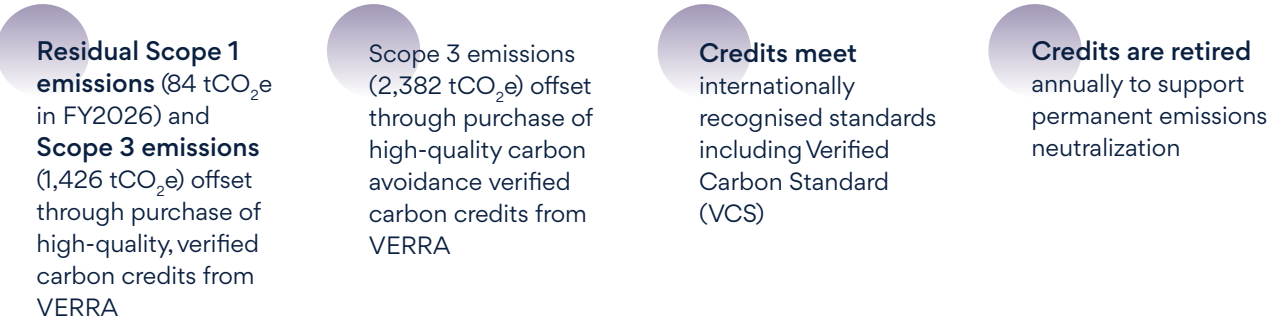
Direct Emissions Avoidance & Reduction (Scope 1 & 2)



Renewable Energy & Market-Based Instruments (Scope 2)



Carbon Offsetting for Residual Emissions



Governance and Accountability

Carbon neutrality governance is integrated into our environmental and climate management framework

Management Accountability

The Global Head of ESG and Global Head of Administration are accountable for execution of carbon neutrality initiatives, supported by the ESG Council.

Verification and Assurance

Our carbon neutrality achievement is validated by DNV Business Assurance India Private Limited through independent third-party audits. The audit process includes:

- Verification of GHG emissions quantification against GHG Protocol methodologies
- Audit of renewable energy procurement instruments (I-RECs, carbon credits) for authenticity and no-double-counting

Transparency, Limitations and Credibility

Carbon neutrality has been achieved through a combination of direct emissions reductions and the limited use of market-based instruments. The Company recognises that long-term climate credibility is anchored in sustained reductions in absolute emissions rather than dependence on offsets. Accordingly, the net-zero commitment for 2050 prioritises near-term, science-based decarbonisation, including a targeted 54.60% absolute reduction in emissions by 2034.

Carbon neutrality is treated as an interim milestone within the transition pathway and is subject to defined boundary conditions, methodological assumptions and the quality and eligibility of carbon credits used; it should not be interpreted as the elimination of all emissions or as a substitute for ongoing structural emissions abatement. The use of carbon credits is applied conservatively and in line with established criteria.

Scope 3 emissions—particularly those related to business travel and the value chain—remain areas of ongoing focus, with continued efforts towards measurement improvement, supplier engagement and progressive reduction. The Company acknowledges existing data and methodological limitations in Scope 3 accounting and is committed to enhancing data accuracy, boundary definition and transparency over time.

Net-zero Roadmap and Transition Plan

Persistent Systems has a defined transition plan to align with global net-zero GHG emission goals and the Paris Agreement 1.5°C pathway. The Company is committed to achieving net-zero greenhouse gas (GHG) emissions across its value chain by FY2050, with a near-term target of 54.60% reduction in absolute Scope 1, Scope 2 and Scope 3 emissions by FY 2033–34, relative to the FY 2023–24 base year. These targets have been validated and approved by the Science Based Targets initiative (SBTi) in December 2024.

The Company’s transition approach is structured around three key levers:

Avoid and Reduce

Driving energy efficiency, demand reduction and operational optimisation across facilities and processes

Replace

Increasing the share of renewable electricity through on-site and off-site sourcing and transitioning to low-carbon alternatives

Neutralise residual emissions

Increasing the share of renewable electricity through on-site and off-site sourcing and transitioning to low-carbon alternatives

Key decarbonisation levers include:

Scope 1

Energy efficiency measures, reduction in fossil fuel use and optimisation of backup power systems

Scope 2

Accelerated adoption of renewable electricity (including PPAs, green tariffs and on-site solar), supported by energy management systems aligned with ISO 50001 principles

Scope 3

Supplier engagement on GHG measurement and reporting, integration of ESG criteria into procurement, reduction in business travel emissions and circularity initiatives including waste and resource efficiency.

The transition plan is supported by targeted investments in renewable energy, energy efficient infrastructure and digital monitoring systems, along with circular economy initiatives such as waste-to resource solutions.

Quantified target for Net-zero Climate Investments

Ongoing capital investments in renewable energy sourcing (on-site and off-site PPAs) and energy-efficient infrastructure.

Investments in green buildings, energy management systems (aligned with ISO 50001 principles) and digital monitoring tools.

Targeted investments to support circular economy initiatives (e.g. waste-to-resource projects such as bio-gas plant).

Persistent Systems actively engages stakeholders to support implementation

Value chain

Supplier capacity-building on emissions accounting, data reporting and ESG practices

Sustainability frameworks and industry platforms

Participation in global frameworks such as SBTi, UNGC and CDP

Government and civil society

Alignment with national climate priorities and regulatory frameworks

Assessment of social implications of the transition plan and corresponding actions: The Company also considers social implications of the transition, including employee reskilling and green skills development, support to MSME partners through capacity-building and investments and community initiatives focused on environmental sustainability and climate resilience.

Governance oversight is ensured through Board-level SR and ESG committee and ESG leadership structures, with periodic monitoring of climate KPIs and progress against targets.

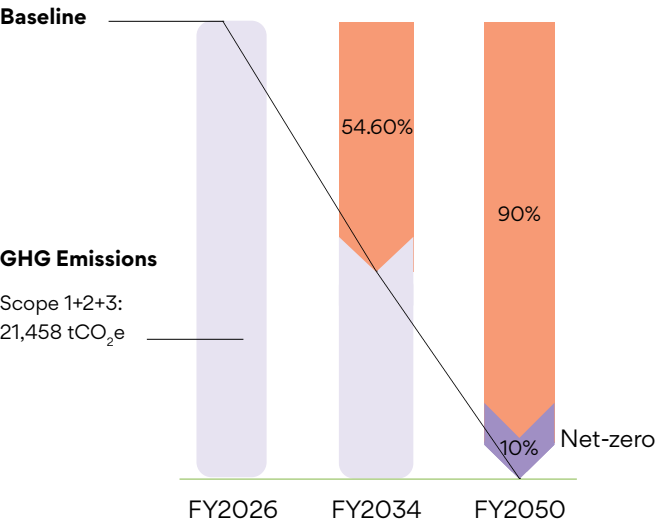
Process Efficiency and Fuel Transition
Adoption of low-energy technologies, Optimization of HVAC and lighting systems, Reduced business travel, transition from fossil fuel-powered vehicles to electric vehicles, Sustainable procurement, lesser waste to landfill

Renewable Energy
RE procurement from windmill, solar rooftop, Green Tariff & IRECs

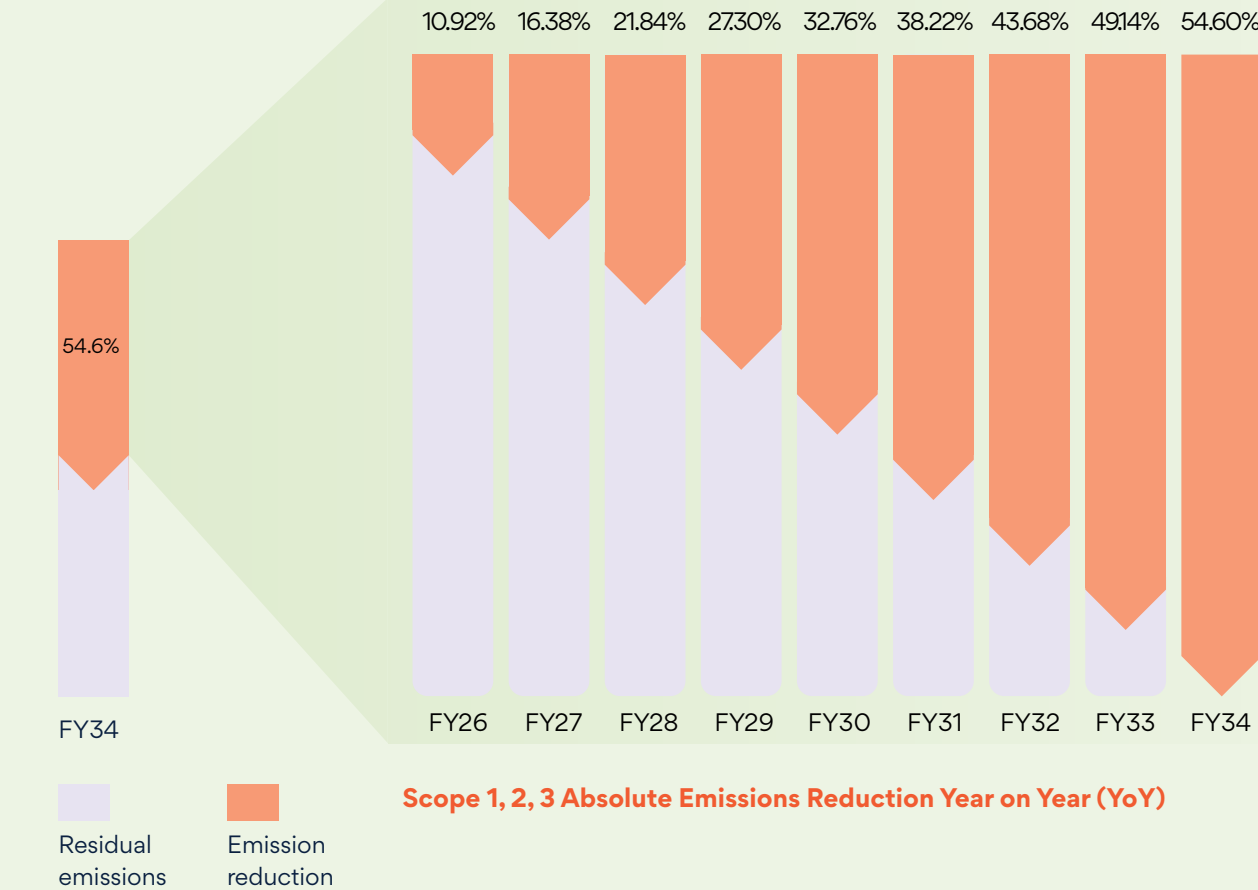
Carbon Offset
Carbon sequestration and carbon sink initiatives through afforestation, Procurement of carbon credits via verified offset projects

GHG Emissions

Net-zero Roadmap



Near-Term Emissions Reduction Roadmap



Key Decarbonisation Levers – Net-zero Pathway

Net-zero Target FY2050 To reach net-zero GHG emissions across the value chain by FY2050	Near-Term Target 54.6% Reduction of absolute Scope 1,2,3 GHG emissions by FY2034 from a FY2024 base year	Long-Term Target 90% Reduction of absolute Scope 1,2,3 GHG emissions by FY2050 from a FY2024 base year
--	---	---

Refer SBTi validated and approved targets

Key Levers

HVAC/VRV upgrades, high-efficiency VRV systems, IoT/BMS controls, on-site renewable generation, EV fleet, LEDs & controls, BMS/IoT, EV shift, renewables + I-RECs, supplier GHG accounting, travel reduction, SAF in setting where applicable	Supplier SBT adoption, low-carbon procurement, deep efficiency, circularity	Neutralize residual (~10%) through verified carbon removals (if planned)
---	---	--

Persistent Systems transition strategy is driven by specific, quantified mitigation technologies and initiatives, each contributing measurably to closing the emissions gap over next 5 years (FY2027 to FY2031).

1. Energy Efficiency & Optimization

High-Efficiency HVAC Systems - Retrofitted Variable Refrigerant Volume (VRV) units with low-Global Warming Potential (GWP) refrigerants (R-32/R-410A) at Vedas, Goa and Bhageerath locations, yielding 255.56 MWh kWh/year energy savings and 253.41 tCO ₂ e annual emissions reduction.	Building Management System (BMS) & IoT Controls - IoT-based facility management integrating occupancy-based controls, demand-side management and real-time energy monitoring across all campuses, reducing energy waste by ~15-20%.	Lighting Optimization- 100% LED transition across all indoor, outdoor and common areas with smart sensors, timers and occupancy detectors, conserving lighting energy consumption of 212.74 MWh during FY 2025-26.
---	---	--

2. Adoption of Renewable Energy

On-site Solar Generation - 2 MWp photovoltaic installations across Pune, Goa and Nagpur campuses, generating 1,883.53 MWh annually and reducing grid electricity demand by 11.31%.	Captive Wind Energy - Open-access wind power arrangement with 2 windmills, combined 4.2 MW capacity, providing stable renewable electricity supply and generating 3,363.34 MWh annually and reducing grid electricity demand by 20.19%.
Renewable Energy Procurement - Green tariff from DISCOMs and RECs offset ensure 96.54% renewable electricity for owned India locations.	Emission reduction - 100% Scope 2 location-based emissions offset through renewable sources resulting in 11,610.36 tCO ₂ e annual avoidance (relative to grid baseline).

3. Electric Vehicle (EV) Transition & Mobility Optimization

EV Fleet for Employee Commuting & Last-Mile Transport - Progressive adoption of electric vehicles for employee commuting and last-mile transport across Pune, Nagpur and Goa campuses. 1 7.8 tCO ₂ e emissions avoidance through EV transition.	Business Travel Optimization - Virtual meetings policy and selective business travel reduction initiatives, with Sustainable Aviation Fuel (SAF) insetting explored for unavoidable air travel.	Alternative fuel vehicles - 85% of the transport fleet (business travel and associate commute) operates on CNG.
--	---	---

4. Supply Chain Engagement & Supplier GHG Accounting

Supplier ESG Screening & GHG Accounting - Engagement programme covering key vendors (75% of procurement spend) to establish baseline emissions data, identify reduction opportunities and support Science-Based Targets adoption among suppliers.	Green Procurement Policy - Procurement guidelines incorporate environmental criteria (emissions, energy efficiency, waste management) into supplier evaluation and contract terms, incentivizing lower-carbon alternatives.
---	---

5. Data Centre & Cloud Infrastructure Optimization

Cloud-First Strategy -

Progressive migration of workloads from on-premises infrastructure to hyperscale cloud providers (AWS, Azure, Google Cloud),leveraging advanced energy management practices and cloud providers’ renewable energy commitments.The company does not own or operate any on-premises data centres across its locations.

6. Residual Emissions Neutralization

Carbon Offset Strategy -

Residual Scope 1 emissions after direct reduction initiatives are neutralized through purchase of high-quality,verified carbon credits.Credits meet internationally recognized standards and are retired annually.

Scope 2 Market-Based Neutrality -

Achieved through 100% renewable electricity sourcing (on-site solar, wind, green tariff, I-RECs), resulting in zero market-based Scope 2 emissions (maintained for 3 consecutive years: FY2024 to FY2026).

Governance & Monitoring

The Net-zero Transition Plan is governed through:

Executive Ownership -

CFO, Global Head ESG and Global Head Administration own specific Decarbonisation workstreams and report progress to the SR and ESG Committee bi-annually.

Dependency Management -

Transition initiatives are sequenced to account for capital availability, technology maturity and operational constraints (e.g., renewable energy grid expansion, EV supply chain maturity).

Target Tracking -

Annual progress against SBTi pathway monitored using GHG inventory; variance analysis conducted to identify corrective actions.

External Validation -

SBTi approved and validated targets and DNV Business Assurance India Private Limited annual assurance of GHG emissions provide independent oversight and credibility.

Input Materials and Recycled Materials

Materials used by weight or volume - Not Applicable,Persistent Systems primarily utilises indirect materials,including office supplies and IT equipment. Material consumption is monitored, where applicable,to support resource efficiency and responsible procurement.

Recycled input materials used - The Company remains committed to minimising waste generate from It’s operations and promotes the use of recycled and environmentally preferable materials,including paper and packaging, to reduce reliance on virgin resources. During the reporting year,a facility in Pune underwent refurbishment, with approximately 85% of furniture procured being eco-certified, reflecting a high adoption of sustainable materials.The Company continues to collaborate with suppliers to increase eco-certified sourcing.

Reclaimed products and their packaging materials - Not Applicable,Persistent Systems adopts responsible IT asset management practices,focusing on refurbishment, reuse and authorised recycling of end-of-life equipment to optimise material recovery and reduce waste. The Company has implemented a robust waste management framework encompassing collection, segregation, storage and disposal.All waste generated across facilities is managed through authorised vendors,ensuring compliance with applicable legal and regulatory requirements.

Energy Management

Becoming Efficient by Design

GRI 103-1,103-2,103-3,103-4,103-5 | SASB TC-SI-130a.1

FY2026 Energy Consumption within the organisation

16,660.02 MWh	68.22% Global RE	76.70% India RE	96.54% RE India Owned locations	INR 1.82%	10.07 MWh / \$ Mn	0.61 MWh/ Employee
Total energy	RE share (up from 56.83%)	RE share (up from 62.79%)	Close to achieving the target	Of total revenue Climate-related investment	Energy intensity / Revenue	Energy Intensity / employee

Note: There is no energy consumption outside the organisation.

FY2026 Energy Reduction in GJ

GRI 103-5

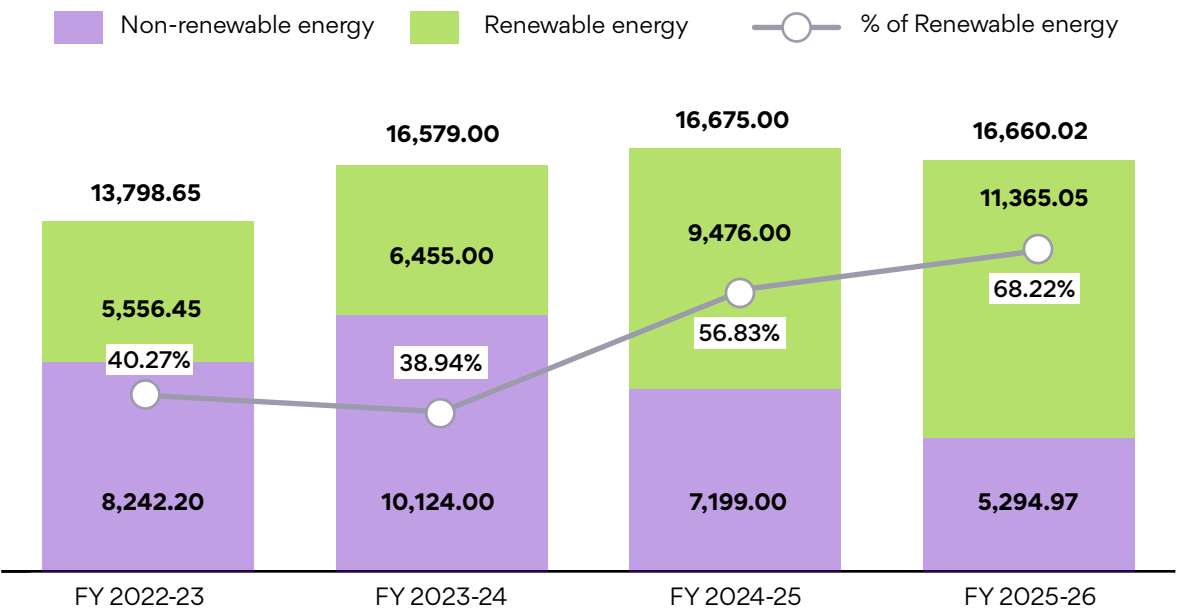
Energy Consumption in GJ	FY 2023-24	FY 2024-25	FY 2025-26	Y-o-Y Energy Reduction
Total Energy consumption	59,686.43	60,034.82	59,976.08	0.10%

Persistent Systems enhances energy performance through a structured energy management approach,embedding the principles of ISO 50001 within business operations and decision-making processes.Energy management is implemented through defined programmes that integrate performance improvement into day-to-day operations, supported by a continual improvement cycle of planning, implementation, monitoring and corrective actions.These programmes are designed to systematically reduce energy intensity and associated greenhouse gas emissions, directly supporting our climate mitigation objectives and transition strategy.

Energy efficiency and renewable energy investments are prioritised through established governance mechanisms and leadership oversight,reinforcing accountability and long-term commitment to our climate goals.Continuous improvement is enabled through organisation-wide employee awareness,performance tracking and targeted deployment of energy-efficient technologies,strengthening operational resilience, cost efficiency and sustained energy performance outcomes in a low-carbon transition.Through systematic monitoring of energy performance, identification of efficiency opportunities and implementation of targeted interventions,the Company drives continuous improvement in energy intensity.

Key initiatives include optimisation of HVAC systems,deployment of energy-efficient infrastructure,LED retrofits, operational energy efficiency measures,monitoring monthly energy consumption trend and increased sourcing of renewable energy. In FY 2025–26,renewable energy accounted for 76.70% of total energy consumption across India operations and 68.22% at the global level,contributing meaningfully to the reduction of the Company’s carbon footprint and supporting its climate transition strategy.

Energy Consumption and Renewable Energy Sourcing



Renewable Energy Strategy

Our global energy target is to source 100% renewable energy across owned locations, with a 5% year-on-year increase in renewable energy and a 5% year-on-year decrease in non-renewable energy.

Our renewable energy share reached 68.22% of total energy consumption in FY2026, up from 56.83% in FY2025. Renewable energy is sourced through: on-site solar generation (2 MWp across Pune, Goa and Nagpur), open-access wind energy (2 captive windmills, combined 4.2 MW capacity) and green tariff from DISCOMs.

During the reporting year, 96.54% of electricity at all owned locations in India is sourced through renewable energy. Persistent Systems employs a diversified procurement strategy comprising on-site solar, open-access wind, green tariff and I-REC purchases rather than relying on a single instrument. This diversification strengthens supply resilience and mitigates risks related to market volatility and policy changes.



Targets and Performance Management

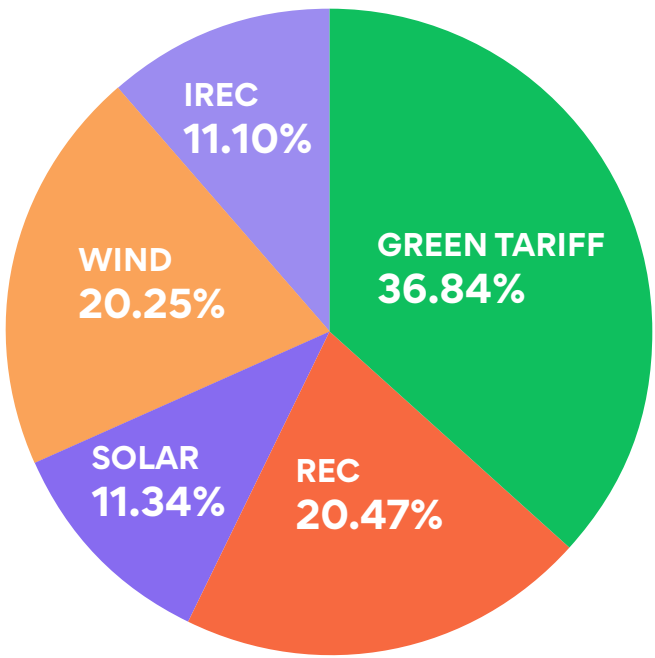
Energy consumption targets and performance analysis

Energy category	Unit	FY 2024-25 Baseline	FY 2025-26 Target	FY 2025-26 Performance	FY 2026-27 Target
Non-renewable energy	MWh	7,199.00	6,839.81	5,294.97	5,030.22
Renewable energy	MWh	9,476.00	9,950.37	11,365.05	11,933.31
RE %	%	56.83%	59.26%	68.22%	100% (India Owned)

Target Rationale: Energy consumption targets are designed to reduce absolute **Non-renewable energy by 5% year-on-year** while increasing **Renewable energy by 5% year-on-year**. This dual approach supports continuous reduction in energy intensity and carbon footprint, aligned with the SBTi-validated net-zero pathway and transition strategy.

Renewable Energy Mix (FY2026)

- REC
- IREC
- WIND
- SOLAR
- GREEN TARIFF



96.54%
India Owned Locations
RE Consumption

76.70%
India RE Consumption

68.22%
Global RE Consumption

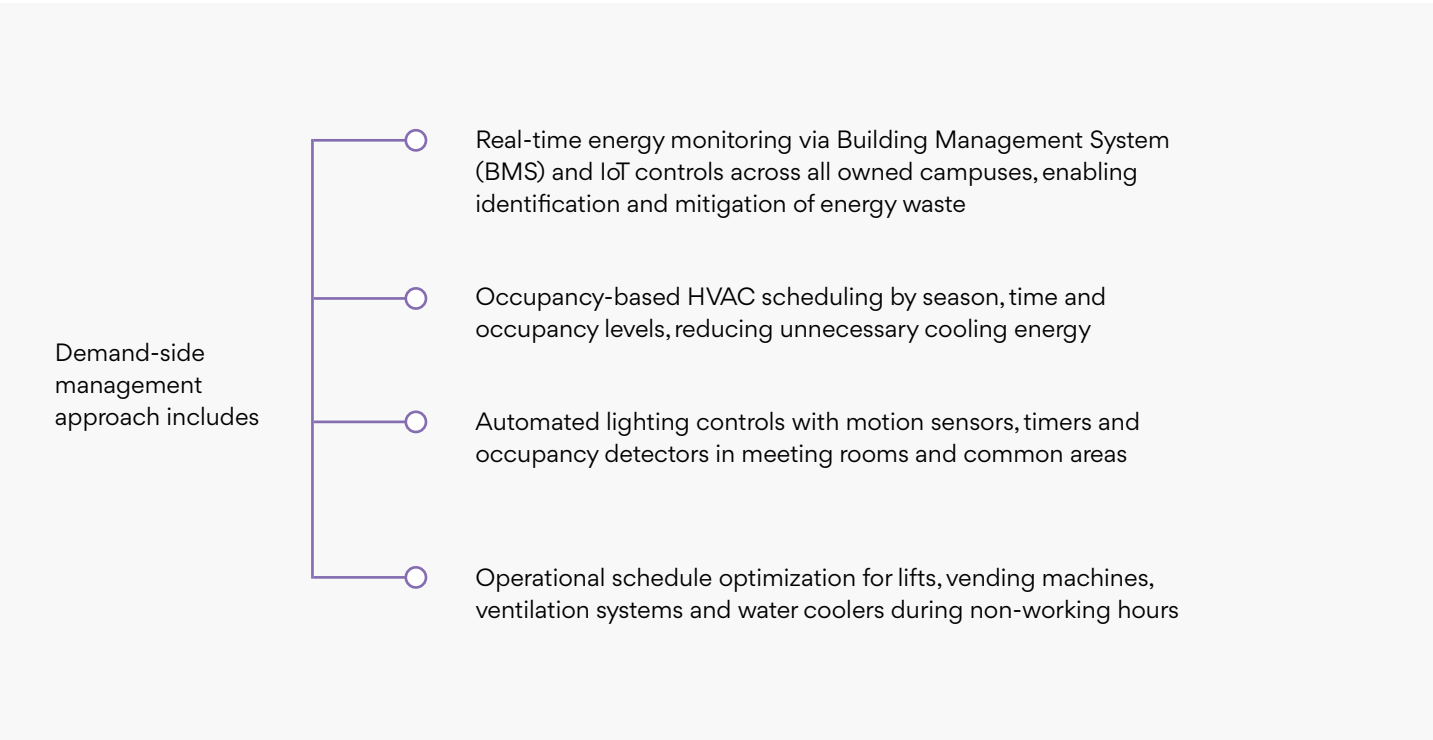
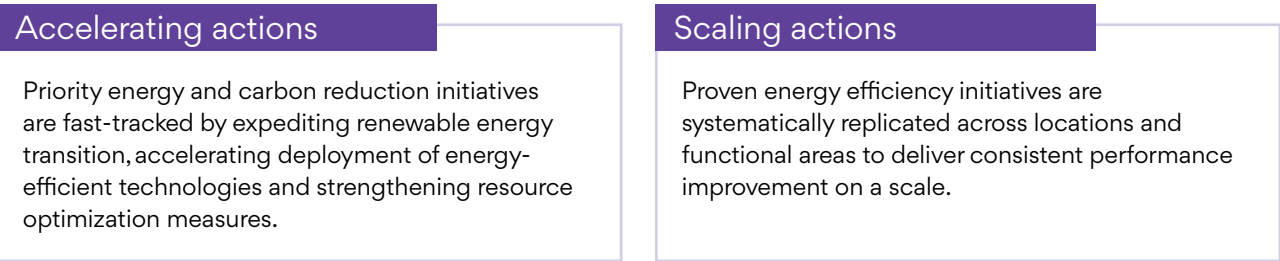
Reduction in Energy Consumption and Energy Requirements

GRI Disclosure 103-4,103-5

Persistent Systems is committed to reducing energy intensity through a structured energy management approach integrated into business planning and execution. Energy performance improvement is driven through efficient infrastructure, increased adoption of renewable energy and disciplined energy management programmes implemented across campuses.

Energy management programmes and demand-side management

Opportunities identified through energy audits and performance reviews are translated into actions through a phased execution:



Governance, Monitoring and Assurance

Energy performance is evaluated through external and internal assurance mechanisms. Progress is reviewed through third-party ESG assessments and ISO 14001 audits, while structured internal EHS audits are conducted twice a year to verify implementation effectiveness and support continuous improvement.

Energy management governance is embedded within the organisational structure with clear accountability. Head of Administration and Infrastructure is responsible for execution of energy efficiency initiatives and renewable energy procurement strategy

Targets and Energy Performance



Quantified energy reduction targets, including an Energy Performance Index (EPI), are defined and monitored across campuses. Performance is periodically reviewed by management and informs corrective actions, capital investments and continuous improvement initiatives in energy efficiency and energy consumption control.

Persistent Systems assesses the interconnections between environmental dependencies, impacts, risks and opportunities through an integrated ERM process, recognising that climate, water and biodiversity risks are interdependent.

Investments and Operational Controls

Targeted investments are made in energy-efficient technologies, innovation, Research and Development and use of clean or renewable energy to reduce absolute energy consumption and improve operational efficiency. Capital investments in FY2026 **totalled 406.13 INR Mn CAPEX Spent totalled 1.82% revenue**, directed toward energy-efficient technologies and controls to reduce absolute energy consumption and improve operational efficiency.

Project	Site	Capex (INR)	Energy saved per year (MWh)	tCO ₂ e avoided per year
HVAC retrofit (860 HP VRV)	Vedas, Pune	25,000,000	98.70	253.41
EC motor exhaust fans	Vedas, Pune	4,000,000	6.17	4.43
Chiller Plant Manager (CPM)	Bhageerath, Pune	2,500,000	-	27.10
Total		31,500,000	104.87	284.94

Measures include automation systems and occupancy-based sensors in meeting rooms and common areas to optimize energy use and minimize wastage.

Energy Audits and Performance Reviews

Annual energy audits are conducted across facilities by qualified subject matter experts to identify energy leakages and opportunities for efficiency improvements. Audits map end-to-end energy consumption, identify high-energy-use areas and recommend targeted conservation measures. Findings inform capital planning and operational interventions, reducing operating costs and supporting sustainability objectives.

Energy efficiency initiatives

Efficiency initiatives by category



7 HVAC upgrades



100% LED



Power quality across all campuses



100% laptop policy



Green building design



BMS + smart controls

Category	Key actions	Outcome
HVAC and cooling	Replaced 860 HPVRV at Vedas (R-22 to R-32/R-410A); replaced 84 TR auditorium AC and 220 HPVRV at Goa; installed Chiller Plant Manager for 170 TR chillers at Bhageerath; cold aisle containment in Data Hub Room; demand control ventilation; EC motor exhaust fans at Vedas	98,700 kWh saved annually; 253.41 tCO ₂ e avoided; 4.43 tCO ₂ e exhaust energy reduction
Lighting	100% LED transition; smart sensors, timers, occupancy detectors	All indoors, outdoor and common areas converted; estimated 212.74 MWh reduction in lighting energy consumption
Power quality	APFC units, ASVG and Active Harmonic Filter panels across all owned campuses; near-unity power factor; harmonics below 5%	Reduced electrical losses, overheating risks, unplanned shutdowns; improved equipment lifespan
IT efficiency	100% laptop policy; operational schedule optimization for lifts, vending, ventilation, water coolers	Lower per-device consumption; zero standby waste during non-working hours
Building design	Double-wall construction, low-e glass, double-glazed windows, underdeck insulation, natural lighting	Passive energy reduction across all owned campuses; 62% of regularly occupied areas receive 300+ lux natural daylight, reducing artificial lighting dependence
Smart controls	BMS monitoring; AC scheduling by occupancy, season and time; AC discipline (leakage elimination)	Real-time optimization; reduced cooling waste; estimated 2711 tCO ₂ e chiller efficiency gain (as per OEM specifications) reduction in HVAC energy through automated controls

Case study:
HVAC retrofit at Vedas complex, Pune

In FY2026, Persistent Systems completed a major HVAC retrofit at Tower A and Tower B of the Vedas complex in Hinjawadi, Pune. The ageing Variable Refrigerant Volume (VRV system, comprising 860 HP of capacity, had higher breakdown frequency and lower efficiency, with increasing risk of R-22 refrigerant leakage contributing to fugitive emissions and Scope 1 GHG emissions.

The system was replaced with an all-inverter, energy-efficient VRV system, transitioning from R-22 to environmentally friendly refrigerants (R-32 and R-410A). The retrofit improved reliability and efficiency, reduced breakdowns and service disruptions, eliminated the risk of R-22 refrigerant leakage and improved occupant comfort through better temperature control and faster response.

Parameter	Value
System replaced	860 HP ageing VRV, Tower A and B, Vedas complex
New system	All-inverter energy-efficient VRV
Energy saved annually	98,700 kWh
Annual cost savings	INR 11.35 Lakhs
Capex	INR 2.50 Crore
CO ₂ e avoided annually	253.41 tCO ₂ e
Energy consumption reduction	8-10% compared to previous year HVAC consumption (as per OEM specifications)

Green Building Certification and Design

Persistent Systems operates facilities aligned with recognised green building standards, supporting operational sustainability objectives and contributing to long-term climate resilience through energy-efficient design and reduced resource consumption.

Our green building strategy is structured across nine pillars: green infrastructure, renewable energy transition, energy efficiency, water stewardship, waste management, carbon offsetting, green procurement, biodiversity and travel reduction.

Persistent Systems has six owned locations, of which two are certified to green building standards. These include:



Ramanujan (Pune): IGBC Platinum and LEED Gold certified



Bhageerath (Pune): IGBC Platinum and BEE 2-Star rated

Additionally, the Aryabhata–Pingala facility holds a BEE 1-Star rating.

IGBC certifications are obtained under the Green Interiors category, reinforcing our focus on resource-efficient design and operational performance.

Eco-friendly construction methods include

- Double-wall brickwork for improved thermal insulation and reduced AC load
- Use of crushed sand and fly ash bricks instead of traditional river sand and clay bricks
- Double-glass units with low e glass for improved insulation and enhanced energy efficiency
- 62% of regularly occupied areas receive 300+ lux natural daylight, reducing artificial lighting dependence
- Low-VOC paints, CRI Green Label-certified carpets and green plywood for improved indoor air quality

Energy Conservation Awareness Programmes

Energy conservation awareness is embedded within Environmental, Health and Safety (EHS) training. The programme influences day-to-day operational behaviour, reinforcing practices such as switching off equipment when not in use and responsible energy consumption across facilities.

During FY2026, approximately **99.43% of employees including contractors** completed EHS training covering energy efficiency and conservation. Relevant contractors are also trained as part of site-specific EHS requirements.

Integration with Climate Strategy and Long-term Resilience

Energy management is a cornerstone of our climate transition strategy outlined in the Climate Strategy and Decarbonisation section. Energy reduction targets and renewable energy commitment directly support the SBTi-validated pathway to reduce Scope 1 and 2 emissions by **54.60% by FY 2033-34** and achieve net-zero across the value chain by **FY2050**. Integration of digital technologies, including IoT, artificial intelligence and cloud-first infrastructure, strengthens operational excellence and climate resilience.

R&D investments

The Company allocates a defined portion of its R&D towards the design, development and enhancement of solutions that improve the environmental and social performance of client products and processes. These investments focus on improving system efficiency, optimising operations, enhancing yield, reducing resource intensity and enabling more sustainable and responsible outcomes across client value chains. Sustainability considerations, including ESG objectives, are increasingly embedded into the Company’s innovation roadmap and future technology offerings.



Air Emissions Management

At Persistent Systems, we recognize the significance of constraining SOx and NOx emissions to safeguard environmental integrity and community health. Through deployment of advanced technologies and renewable energy strategies, we systematically curtail atmospheric pollutants, fostering a secure and wholesome operational environment.

Key Achievements

FY 2025-26 represents a pivotal year for our air quality initiatives, marking substantial reductions across all monitored atmospheric pollutants. Our strategic focus on renewable energy integration and HVAC system modernization has yielded significant improvements.

Pollutant	FY 2024-25	FY 2025-26	Change
SOx	27.95 Kg	9.73 Kg	↓ 65.2%
NOx	31.95 Kg	7.98 Kg	↓ 75.0%
PM2.5	26.88 Kg	13.12 Kg	↓ 51.2%
PM10	45.71 Kg	14.51 Kg	↓ 68.3%

Strategic Initiatives

HVAC System Modernization & Refrigerant Transition

All R-22 refrigerant systems were replaced with R-32 inverter-based units during FY 2025-26. This shift eliminated CFC-22 emissions (27 kg → 0 kg) and reduced HVAC electricity consumption by 30-40%, lowering indirect Scope 2 emissions proportionally.

Renewable Energy & Power Transition

Renewable energy sources now supply 56.83% of global electricity consumption (solar, wind, I-RECs). Reduced reliance on backup diesel generators directly lowers NOx and SOx emissions from facility operations. Corporate fleet electrification initiatives continue to phase out combustion-based vehicles.

Air Quality Control Systems

Persistent Systems deployed ozone control systems, cold aisle containment and high-efficiency particulate filtration in facility HVAC infrastructure. These measures reduce PM2.5 and PM10 emissions at source and improve indoor air quality standards.

Regulatory Compliance

All facilities maintain ISO 14001:2015 certification and comply with local air quality standards. CFC/ HCFC refrigerant phase-out is complete, achieving 100% Montreal Protocol compliance. Zero environmental violations recorded in FY 2025-26 related to atmospheric emissions.

Water Management

Every Drop Counts

GRI 303-1, 303-2, 303-3, 303-4, 303-5

86,607.64 kL	68,997.64 kL	100%	11.01%
Water withdrawal	Water consumption	Wastewater recycled in India owned campus	Reduction of freshwater consumption
52%	Zero effluent discharge	41.72 kL/USD Mn	2.89 kL/employee
of treated wastewater in owned campuses is re-used within our facilities	India owned campuses	Water consumption Intensity/Revenue	Water consumption Intensity/Employee

Water is a critical resource for business continuity and community well-being. Persistent Systems recognizes increasing risks associated with water scarcity, particularly at facilities located in high water-stress regions across India. The Company manages water through a structured approach focused on efficiency, conservation and reuse across its owned facilities in India.

Water withdrawal, discharge, consumption and wastewater treatment data is reported for Persistent Systems owned locations in India, where the Company has operational control over water sourcing, treatment and discharge. International leased facilities in India and overseas are managed by third-party building or property management operators. Responsibility for water management at these locations rests with the respective facility owners or lessors. Water management data coverage represents approximately 93% of Persistent Systems total global facility area.

Governance and Accountability

Water management governance is owned by the Head of Administration and Infrastructure, accountable for facility-level water efficiency initiatives, sewage treatment plant (STP) operation and wastewater recycling implementation. The ESG function oversees water risk assessment, target monitoring and integration with climate risk frameworks. The Board-level SR and ESG committee conducts biannual reviews of water-related risks, targets and performance.

Water stewardship performance is reflected in KPIs and performance objectives of the Head of Administration and their team, with explicit accountability for achieving 5% year-on-year freshwater consumption reduction targets and maintaining 100% wastewater treatment and zero effluent discharge objectives at India owned locations. Net freshwater consumption reduced by 11.01% from FY2025 to FY2026, demonstrating measurable outcomes from water efficiency and reuse initiatives. In FY2026, net freshwater consumption was 68,997.64 kL against a target of 79,237.70 kL.

Primary sources include municipal supply, groundwater and rainwater harvesting. Water stewardship is embedded in the Company's environmental governance framework, supported by facility-level targets, continuous monitoring and investments in water-efficient infrastructure.

Our water management practices include the deployment of water-efficient systems, process controls to reduce freshwater withdrawal and wastewater treatment and recycling initiatives to optimize reuse. These measures are supported by periodic monitoring and facility-level actions aimed at minimizing consumption and reducing reliance on external water sources.

In parallel, we invest in awareness and engagement initiatives to promote responsible water use, reinforcing our commitment to long-term water security and sustainable operations.

Water Consumption Reduction Targets

We remain focused on improving water efficiency across our operations, with FY 2025–26 performance exceeding our reduction target and demonstrating continued progress towards responsible.

Metric	Units	FY 2024-25 Baseline	FY 2025-26 Target	FY 2025-26 Performance	FY 2026-27 Target
Water consumption	kL	83,408.1	79,237.70	68,997.64	75,275.81

Target rationale- Persistent Systems commits to reducing absolute freshwater consumption by 5% year-on-year through efficiency improvements, expansion of water recycling and intensification of rainwater harvesting.

Water efficiency management programmes

Persistent Systems manage water through structured water efficiency and stewardship programmes focused on conservation, reducing freshwater dependency and optimizing wastewater reuse across operations. The Company invests in water-efficient infrastructure at select campuses, including real-time water monitoring systems and enhanced rainwater harvesting, to improve consumption visibility and reduce reliance on freshwater sources over time.

In support of long-term water stewardship, Persistent Systems strengthens water management practices through targeted investments, operational controls and aimed at improving water efficiency, monitoring and conservation technologies.

Water conservation initiatives implemented in FY2026 (action-to-outcome table)

Initiative	Description
Rainwater Harvesting (RWH) Systems	Implementation and ongoing maintenance of RWH infrastructure to replenish groundwater and reduce dependence on municipal freshwater withdrawal
Touchless Battery-Free Taps	Replacement of conventional taps with sensor-based, battery-free touchless fixtures
Automatic Water Level Controls	Installation of auto-level controllers on overhead tanks and storage systems
Groundwater Recharge Pits	Construction of infiltration pits to facilitate groundwater recharge
Real-Time Water Monitoring Systems	Installation of water meters integrated with the Building Management System (BMS) for continuous consumption tracking and leak detection
No-Leaky-Tap Policy	Fast-track maintenance protocol with two hour repair commitment for all leaking fixtures

Wastewater Management and Circularity

Wastewater treatment, recycling and zero liquid discharge

There is no discharge or runoff of untreated water into water bodies from Persistent Systems owned locations. Wastewater is treated at in-house STPs or municipal STPs and reused for non-potable applications such as irrigation and flushing.

Leased facilities in India and overseas are managed by third-party building or property management operators. Responsibility for water management at these locations’ rests with the respective facility owners or lessors. Water management data coverage includes all owned facilities, which together account for 93% of Persistent Systems’ total global facility area.

Our wastewater management initiatives reduce dependency on freshwater sources and support circular water use across operations. 52% of treated wastewater is re-used within our owned facilities.

In FY2026, 100% of wastewater generated at owned campuses was treated, with reuse increasing to 52% an improvement of 17% year-on-year (FY2025: 35%) reflecting sustained progress in circular water management.



Wastewater treatment and reuse performance

Parameter	FY2025	FY2026
% of wastewater treated at owned campuses	100%	100%
% of treated wastewater reused internally	35%	52%
STP installed capacity (kLD)	160	275
Primary reuse applications	Gardening, flushing, landscaping	

Water quality covering both freshwater and treated wastewater is tested through accredited third-party laboratories as per the frequency mentioned by Pollution Control Board with corrective measures implemented where required. A structured CAPA framework governs all effluent and wastewater-related incidents, incorporating root cause analysis, corrective action implementation, and continuous monitoring to ensure regulatory compliance and recurrence prevention.

Implementation Approach

Water efficiency, treatment and conservation: implementation approach

Identified water-saving opportunities are systematically implemented through

- Accelerated actions: Fast-track installation of touchless taps, groundwater recharge pits, auto-level controllers for overhead tanks and rainwater harvesting systems
- Scaling actions: Effective water conservation measures are expanded across departments and locations to drive consistent performance improvement

Monitoring, performance review and compliance:

Water consumption and reuse performance are monitored at facility level through internal reviews and independent assessments, including ISO 14001 audits and ESG evaluations. Leaks or pipe failures are addressed promptly, with defined response timelines to minimize water loss. Water Audits are conducted by Subject matter experts perform assessments/ audits to identify leakages and inefficiencies for water efficiency improvements, enabling freshwater reduction through treated water reuse.

People Enablement

Employee awareness and engagement

Employee awareness programmes and periodic training initiatives promote responsible water use and reinforce sustainable water management practices across the workforce. Through the Company’s EHS awareness programmes, approximately 99.43% of employees and contractors are trained in key water conservation practices annually.

Training content covers

- Responsible water usage and prevention of water wastage
 - Reporting procedures for leakage in taps, pipes and equipment
- Adoption of water-efficient fixtures and appliances at home and workplace settings
 - Awareness of rainwater harvesting and water conservation practices

These initiatives promote behavioural change and enhance employee engagement in water stewardship across operations.

Risk Integration, Financial Exposure, Compliance and Controls

Water-related risks, impacts and governance

Water scarcity is identified as an emerging physical risk within the Company’s ERM framework. Oversight and management of water-related risks are led by the Heads of ERM, ESG and Facilities and Administration, with biannual updates provided to the Risk Management Committee of the Board.

Water Risk and Stress Management

Persistent Systems recognize water as a finite resource subject to increasing physical and regulatory risks. The Company assesses water-related risks across operations using the WRI Aqueduct Water Risk Atlas, enabling identification of facilities exposed to baseline water stress and other physical water risks.

Based on this assessment, offices located in Pune, Nagpur, Hyderabad, Gurugram, Noida, Indore, Ahmedabad, Jaipur, Kochi, Bengaluru and Chennai were

identified as operating in water-stressed regions during FY2026. All Company facilities have been evaluated, with water risk levels ranging from low to extremely high depending on location.

Total water withdrawal from water-stressed locations during FY2026 amounted to 80,042.15 kL, representing 92.42% of total water withdrawal.

Water stress location map

Location	WRI Aqueduct Risk Rating	Water Withdrawal (kL)	% of Total Withdrawal	Mitigation Actions
Pune	High	57,757.69	66.69%	Rainwater harvesting, groundwater recharge pits, wastewater recycling and reuse of treated water, STP retrofit for efficiency upgrades
Nagpur	High	7,427.97	8.58%	
Bengaluru	High to Extremely High	6,300.44	7.27%	
Hyderabad	High	1,780.58	2.06%	
Noida	High	1,730.45	2.00%	
Other stressed locations	High	5,045.01	5.83%	

Site-level exposure and mitigation actions are tracked through a Water Stress Location Map, capturing each location’s WRI risk classification, withdrawal volume, share of total consumption and mitigation measures with detailed tracking focused on water-stressed sites and limited coverage for non-stressed locations.

Note: India is a water-stressed country, underscoring the need for responsible water management. The Company is focused on mitigating water risks through measures such as water efficiency improvements, recycling and reuse initiatives and adoption of conservation practices, along with periodic monitoring of water usage to enhance resource efficiency.

Financial exposure and mitigation investment

Estimated financial exposure related to water-related risks, primarily linked to potential supply disruptions, increased sourcing costs and infrastructure adaptation, is approximately INR 551.95 Mn over a five-year horizon. Planned and ongoing mitigation actions, including water efficiency improvements, reuse infrastructure expansion and monitoring systems enhancement, are estimated to require INR 89.9 Mn over the same period.

Compliance and incident reporting

Freshwater and treated wastewater quality are periodically tested through accredited third-party laboratories, with corrective actions implemented where required. No water-related regulatory non-compliance or operational incidents were reported during FY2026.

Water-related grievances or concerns are addressed through the Company’s environmental complaints mechanism, “Ask Admin”. All grievances are investigated and appropriate corrective actions are implemented to ensure timely and effective resolution.

Monitoring, data quality, controls and assurance

Water consumption and reuse performance are monitored through

Internal facility-level reviews conducted on half-yearly basis by facility management teams

Independent assessments, including ISO 14001 audits conducted annually and ESG evaluations

Real-time monitoring, supported by BMS integration and twice-daily manual water meter readings

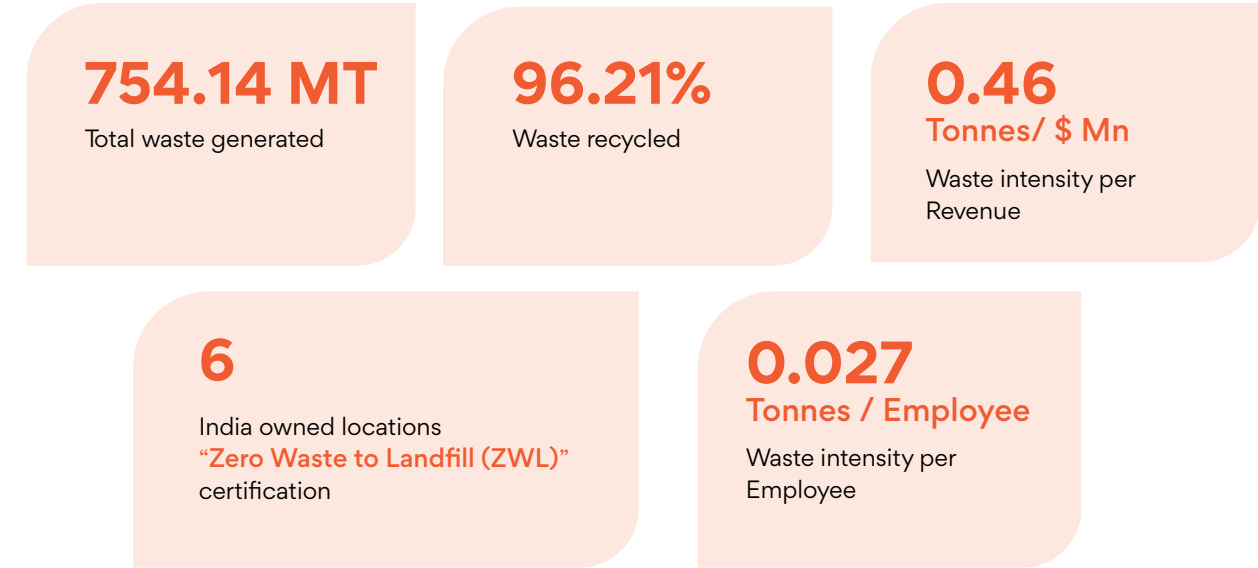
Third-party water quality testing conducted monthly through accredited laboratories

Waste Management

Circular IT operations

GRI 306-1, 306-2, 306-3, 306-4, 306-5

Waste at a glance



Persistent Systems manages waste through a structured waste management approach focused on minimizing environmental impacts and maximizing resource efficiency across operations. Our waste strategy is guided by the waste hierarchy and the 3R principle (Reduce, Reuse, Recycle) and is embedded into operational controls, employee practices and vendor-managed disposal processes.

As an IT and ITES organisation with no manufacturing activities, Persistent Systems does not generate production or hazardous industrial waste streams. Waste is primarily generated from end-of-life IT equipment, office operations, facility maintenance, pantry and housekeeping activities and contractor operations. We prioritise reduction at source, segregation at source and circular pathways that maximize reuse, refurbishment, recycling and recovery, with disposal used only as a last resort.

ZERO Waste to Landfill (ZWL) Certification

In FY2026, Persistent Systems six India-owned locations were certified as Zero Waste to Landfill (ZWL), as verified by DNV Business Assurance India Private Limited. This milestone was attained one year ahead of the FY2027 target and is certified by an independent third party, DNV. The Company diverted 95.84% of waste from landfill, attaining “Leadership Level” under DNV’s ZWL criteria. This performance demonstrates alignment with circular economy principles and is supported by measurable outcomes, robust vendor controls and high data coverage.

At a global level, 96.21% of total waste was recycled and 3.79% was safely incinerated. The incinerated waste primarily comprises wood waste (bark) utilised for energy recovery in cooking applications by our recycler.

To further strengthen circularity, the Company has made capital investments to establish a bio-gas plant at a food vendor’s premises, converting food waste into organic manure. This initiative supports resource recovery, reduces landfill dependency and enables MSME partners to align with our sustainability objectives.

In parallel, we have implemented structured vendor capacity-building programmes to enhance waste management practices across the value chain. These include training on waste quantification and measurement methodologies, use of appropriate metrics and adoption of standardised reporting templates. We also undertake periodic verification of regulatory compliance, including Pollution Control Board permits, authorisation letters, gate passes and waste inventory records covering generation, handling and disposal.

» Refer [Zero Waste to Landfill \(ZWL\) certification](#)

Governance and Accountability

Waste management governance and accountability are embedded within the environmental governance framework including Board oversight through the SR and ESG Committee and management accountability through the Head of Administration and Infrastructure and Head of ESG. Waste management is included within environmental KPIs, with quarterly tracking and reporting through internal reviews and management dashboards.

Clear governance and accountability: Board and management oversight supported by defined roles and KPI linkage.

Robust operational controls: Persistent Systems implements robust waste management practices across all establishments to ensure regulatory compliance and responsible resource management. Waste is segregated at source into clearly defined streams to enable safe handling and appropriate recycling or disposal. Documented processes govern waste segregation, vendor compliance and manifest tracking.

Strong performance outcomes: High recycling rate (96.21%) and zero waste to landfill, supported by comprehensive data coverage.



Waste Hierarchy and Circularity Approach



Persistent Systems follows the waste hierarchy principle embedded within operational and procurement processes:



Waste Management Initiatives

Persistent Systems integrates waste minimisation into operations through investments in innovation-led process improvements and regular employee training. The Company maintains a strong focus on waste reduction, segregation at source and responsible handling across all facilities. Comprehensive recycling programmes and circularity initiatives are implemented to minimise waste sent to landfill, with diversion performance independently verified by an accredited third party, ensuring transparency and alignment with global best practices.

Segregation and responsible disposal controls

Persistent Systems implements segregation at source with clearly labelled bins and defined routes for each waste stream:

- Dry waste:** civil debris, furniture waste, paper, cardboard, plastic, glass-segregated and sent to municipal collection or authorized recyclers
- Wet waste:** organic waste collected separately, composted or managed through organic waste converters where feasible and remaining sent to municipal handling
- E-waste and hazardous waste:** collected separately and disposed only through authorized, government-approved vendors under State Pollution Control Board (SPCB) oversight
- Biomedical waste:** managed separately through compliant pathways where applicable at any location

End-of-life IT equipment refurbishment Programme

Persistent Systems runs a refurbishment and donation programme for end-of-life laptops and IT equipment to:

- Extend product lifecycles and reduce e-waste generation
- Support circularity through reuse and secondary markets
- Enable digital access through donations to NGOs and educational institutions
- Support livelihood opportunities through refurbishment ecosystems

Elimination of Single-Use Plastics & Paper reduction

- Default duplex printing and digital workflows to reduce paper consumption
- Single-use plastic ban across campuses and recycling partnerships for plastics and paper shredding
- Employee awareness campaigns to reinforce responsible consumption and waste minimization behaviours

Organic waste management

Biogas plants and organic waste converters at select facilities support:

- Sustainable treatment of biodegradable and garden waste
- Reduced reliance on disposal routes
- Potential energy recovery opportunities for future scaling

Vendor controls, compliance and traceability

E-waste and hazardous waste are disposed only through authorized vendors approved SPCB.

Vendor controls include:

- Authorization verification for e-waste and hazardous waste vendors
- Safe storage controls, including secondary containment for hazardous waste (waste oil, used batteries)
- Documentation and manifesting, with record retention as per regulatory requirements
- Periodic vendor and disposal pathway checks conducted as part of EMS audits and ESG assurance readiness processes

Targets & Performance

Parameter	FY2024 Performance	FY2025 Performance	FY2026 Performance	Status
90% waste recycling year-on-year	99%	99%	96.21%	Achieved
Zero waste to landfill (ZWL) certifications across owned locations by FY2027	NA	NA	100% India Owned locations certified for ZWL	Achieved one year ahead of the target

Reporting boundary: Actual data of waste management practices are reported for Persistent Systems' owned locations in India (Pune, Nagpur, Goa and other sites) and applicable leased locations where operational control over waste management exists (93% of global facility area). Estimated waste intensity data is calculated for rest of the global locations. Data coverage: 100% of global locations for FY2026.

Monitoring, data quality, controls and assurance

Waste performance is monitored through

Facility-level reviews:
Regular segregation checks

Quarterly audits:
Verification of segregation, disposal pathways and vendor compliance

ISO 14001 audits:
Annual validation of waste controls and pathway compliance

ESG assurance reviews:
Validation of metrics and disclosure traceability

Monthly reconciliation:
Tracking against vendor disposal reports

Data governance:
Protocols with sign-off by the Head of Administration and Infrastructure and Head of ESG

Data coverage: 100% for FY2026

No waste-related non-compliance or violations were recorded during FY 2025-26.

Biodiversity Management

Caring Beyond Operations

Biodiversity & Green Cover

Goals

Enhance green cover and support biodiversity through continued tree plantation initiatives

FY2025

35,795 trees planted taking overall count to 156,830 trees

FY2026

42,360 trees planted taking overall count to 199,190 trees

As an IT services Company, Persistent Systems operates entirely from office-based facilities and are not involved in manufacturing, land clearing, natural habitats conversion, or resource extraction activities. The Company’s operations are not located in or adjacent to legally protected or ecologically sensitive areas and routine business activities do not pose material direct impacts on natural habitats.

An ecological assessment was conducted across three Company-owned campuses in Pune (AR-PG, Bhageerath and Hinjawadi) to evaluate local biodiversity and ecosystem presence. Although these campuses are situated in urban environments, the assessment identified the presence of diverse flora and fauna contributing to local ecosystem services.

The assessment recorded the presence of selected International Union for Conservation of Nature (IUCN) Red Listed species identified within campus boundaries include Saraca asoca (Vulnerable), Santalum album (Vulnerable) and Psittacula eupatria (Near Threatened). These findings inform site-level environmental management practices and reinforce the Company’s commitment to responsible stewardship and biodiversity awareness within its operational boundaries.

Persistent Systems continues to integrate ecological considerations into facility management practices to minimize environmental disturbance and support biodiversity values within urban operating contexts.

The Company has not engaged in any deforestation activities. We have planted 199,190 trees cumulatively, with 42,360 trees planted in FY2026. Through Persistent Foundation, we support biodiversity and environmental conservation through CSR programmes.

As an IT Company, Persistent Systems has no direct impact on biodiversity. We ensure that our facilities are not located in or adjacent to protected areas and areas of high biodiversity value outside protected areas.

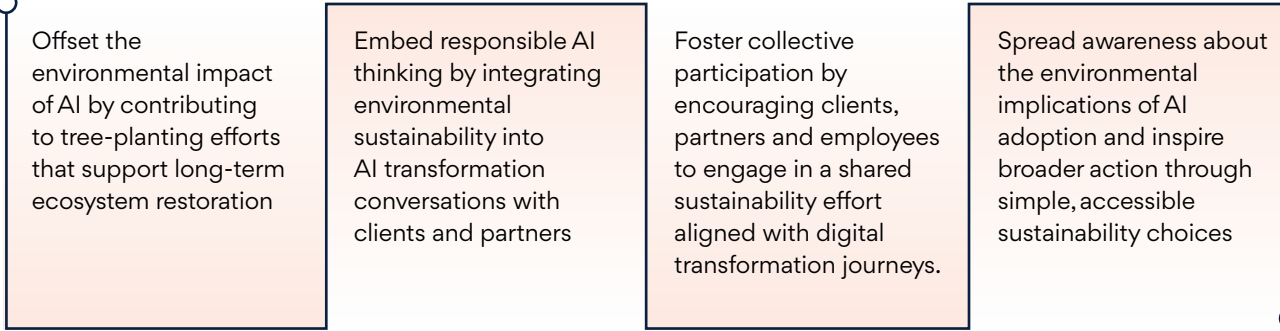


RootingForAI — Pairing AI Innovation with Ecological Responsibility

RootingForAI is Persistent’s sustainability-aligned initiative that pairs the rapid growth of artificial intelligence with a commitment to environmental responsibility. As AI workloads expand and computational demands increase, the initiative ensures that innovation is accompanied by meaningful ecological action.

Primary Objectives

The initiative focuses on four key goals:



How Participation Works

RootingForAI is designed to be inclusive and friction-free. Participants visit the initiative webpage, plant a virtual tree and Persistent plants a real tree on their behalf across global locations. This digital-to-real connection ensures accessibility while delivering tangible environmental impact. The initiative has seen engagement from 113 organisations across the client and partner ecosystem.

Outcomes

Persistent has planted 1,000 trees under the RootingForAI initiative, contributing to long-term ecological restoration and reinforcing its commitment to responsible innovation.

Outreach and Awareness Efforts: RootingForAI is embedded across multiple sustainability outreach initiatives, including:

- Industry and community events such as Indiaspora (reaching over 1,500 participants across three days) and the BMM Conference, where the initiative is actively promoted
- Festive greetings and seasonal communications encouraging stakeholders to plant a virtual tree as a meaningful alternative to traditional messaging
- Integration with the WePledgeEarth initiative, enabling clients, partners and employees to participate as part of a broader environmental commitment
- These efforts extend the reach of RootingForAI beyond individual campaigns into broader ecosystem engagement

Future Participation: Readers can join the initiative by visiting [Rooting for AI](#) to plant a virtual tree. For every virtual tree planted, Persistent will plant a real tree as part of its ongoing global reforestation efforts.

Sustainable Partnerships

Persistent Systems promotes environmentally responsible practices across its operations by engaging both employees and business partners in sustainability initiatives. We encourage vendors and suppliers to adopt eco-friendly approaches aligned with our environmental standards and sustainability expectations.

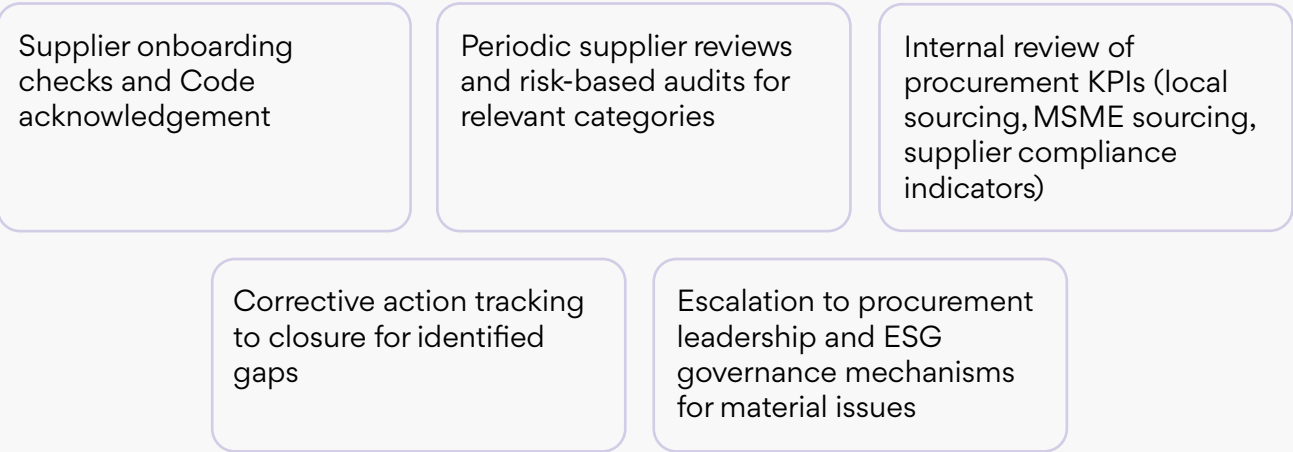
The Company actively participates in relevant trade and industry associations to remain informed on emerging environmental and sustainability trends, contribute to policy dialogue and exchange best practices. Through these forums, Persistent Systems collaborates with peers and stakeholders on advancing responsible business conduct and environmental stewardship.

By fostering partnerships, collaboration and knowledge sharing across the business ecosystem, Persistent Systems seeks to strengthen collective action and drive meaningful environmental impact beyond its direct operations. The sustainable products programmes contains the following elements:

- Classification system to define sustainable or “green” products is based on specific and quantified benefits (e.g. EU Taxonomy, other taxonomies, own classification system)
- External verification of the sustainable products or services classification
- Specific, time-bound and quantified target for increasing revenues from sustainable products and services, or number of sustainable products and services
- Investments made (CAPEX, OPEX) to increase sustainable products or services portfolio
- R&D resources to develop sustainable products or services
- Infrastructure improvements to ensure products and services are produced/manufactured/maintained sustainably
- Internal training on sustainable design principles for functions developing products or services (e.g. R&D, innovation)
- Incentives for sales staff on sustainable products or services

Monitoring, audits and compliance verification

Sustainable procurement compliance is monitored through:



No material non-compliance or adverse impacts related to sustainable procurement were identified in FY2026.

Low-carbon Products and Services

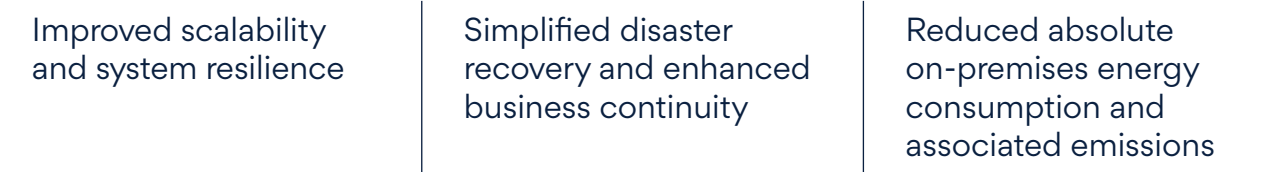
Persistent Systems invests continuously in research and development to enhance existing solutions and develop new offerings that improve client efficiency while generating positive environmental and social outcomes across the value chain. Sustainability considerations, including ESG-related impacts, risks and opportunities, are increasingly embedded into R&D strategy, innovation planning and product design processes.

Cloud-first Strategy and Digital Carbon Footprint Reduction

Cloud technology is central to our IT and service delivery strategy. Migrating workloads from on-premises infrastructure to hyperscale cloud providers supports:



Business and sustainability outcomes include



Persistent Systems helps customers modernize digital ecosystems through data engineering, analytics, artificial intelligence and cloud transformation services, enabling scalable growth, operational efficiency and reduced environmental impact.

Services offered include



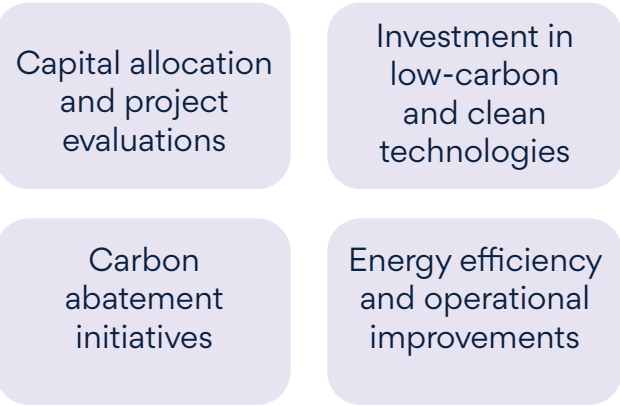
Internal Carbon Pricing

Persistent Systems has implemented an internal carbon price of **USD 15 per tCO₂e** using a shadow pricing approach. This approach assigns a notional cost to emissions in the absence of regulatory pricing signals and is integrated into financial operational and business decisions.

The ICP mechanism is applied to Scope 1, Scope 2 and select Scope 3 emissions under operational control. The shadow price is incorporated into capital expenditure (CAPEX) and operational expenditure (OPEX) evaluations, where it is calculated by dividing incremental investment costs by the total tCO₂e abated over the project lifetime, enabling consistent, risk-informed investment decisions. Scope 3 emissions (including business travel and employee commute) are currently excluded due to limited operational control and data constraints.

Overall, the ICP framework is embedded across business planning and investment processes, supporting risk-informed decision-making, future carbon cost preparedness and alignment with long-term decarbonisation objectives.

Integration of Climate Considerations into Decision-Making



Key objectives and application of shadow pricing include:

Cost-benefit analysis	Driving energy efficiency
Incorporation of carbon costs into financial models to enable like-for-like comparison of projects, reflecting climate impacts. • Rooftop solar installation vs grid electricity using avoided tCO₂e × internal carbon price to assess payback • Replacement of conventional HVAC with energy-efficient systems, factoring carbon cost savings • Cloud/data centre optimisation (on-premise vs green cloud) incorporating emissions reduction value	Incentivising investments in energy-efficient infrastructure, renewable energy and operational improvements. • Deployment of BMS and occupancy-based controls to optimise HVAC and lighting based on real-time usage • Adoption of high-efficiency UPS systems and transformers to reduce power losses • Use of motion sensors and smart controls to optimise lighting and air-conditioning based on utilisation, reducing idle energy consumption
Low-carbon investments & opportunities	Climate targets alignment
We prioritise low-carbon investments by selecting initiatives that deliver the highest emissions reduction per unit of investment, while systematically identifying and investing in innovative, climate-aligned technologies and business opportunities. • Long-term renewable energy procurement (solar/wind PPAs, green tariffs) • Investment in electric vehicle (EV) infrastructure or low-carbon employee transport solutions • Adoption of low-energy cloud computing and green coding practices	Supporting achievement of SBTi-aligned targets and long-term net-zero commitments through informed capital allocation. • Prioritising projects that contribute directly to Scope 1, 2 & 3 reductions aligned with SBTi pathways • Phasing out fossil fuel-based equipment to meet interim reduction targets • Increasing renewable electricity share (e.g., India operations reaching high RE penetration)
Strategy and financial planning	
Aligning long-term strategy, business planning and investment decisions with evolving carbon regulations and transition risks. • Aligning capital allocation towards low-carbon infrastructure and digital solutions • Planning facility expansion based on energy efficiency and renewable energy availability	

Reducing upstream value chain emissions

- Conducting capacity-building sessions for suppliers on emissions measurement, reporting (Scope 3) and adoption of standardised templates and metrics
- Integrating environmental criteria (e.g., renewable energy usage, low-carbon materials, ESG certifications) into vendor selection and evaluation processes
- Low-carbon sourcing & prioritising vendors using renewable energy, energy-efficient processes, or sustainable materials in service delivery and infrastructure

Risk integration & Navigating regulations

- Embedding carbon cost considerations into enterprise risk management and scenario analysis.
- Including carbon price sensitivity in financial risk models for future regulatory costs
 - Assessing transition risks (e.g., rising electricity tariffs, carbon regulation exposure)
 - Scenario analysis for net-zero transition (energy cost volatility, regulatory tightening)
 - carbon cost preparedness, renewable energy compliance, environmental permits, disclosure alignment (BRSR/GRI/CDP), supplier compliance and regulatory scenario planning

Decision-making integration

- Ensuring climate considerations are systematically incorporated into major business decisions.
- Mandatory inclusion of carbon impact assessment in CAPEX approval processes
 - Procurement decisions incorporating supplier emissions profile and sustainability criteria
 - Real estate decisions favouring green-certified buildings

Carbon offset planning

- Informing allocation of budgets for high-quality offsets to address residual emissions.
- Budget allocation for verified carbon credits (e.g., afforestation, renewable energy, community projects)
 - Supporting internal initiatives such as tree plantation via Persistent Foundation to address residual emissions
 - Evaluating offsets based on quality standards (e.g., Verra, Gold Standard)

Incentivising climate-informed decision-making

- Climate considerations are systematically embedded into decision-making processes and climate-related issues in risk assessment, ensuring sustainability is integrated into all material business and investment decisions.
- Internal carbon pricing applied across project evaluations to guide investment choices
 - Leadership KPIs linked to energy efficiency and emissions reduction outcomes
 - Internal awareness and training programmes to embed sustainability in operations and delivery teams
 - carbon cost preparedness, renewable energy compliance, environmental permits, disclosure alignment (BRSR/GRI/CDP), supplier compliance and regulatory scenario planning

Climate Risk Assessment & TCFD Disclosure

IFRS S2

This section maps our climate-related disclosures to the four pillars of the Task Force on Climate-related Financial Disclosures (TCFD) and IFRS S2 Climate-related disclosures. All disclosures pertain to FY2026 unless stated otherwise. Cross-references point to the relevant section of this ESG Report, the ESG Factsheet and the standalone Climate Risk Scenarios and Internal Carbon Pricing document published separately.

Governance

IFRS S2-GOV | TCFD Governance (a), (b)

Board Oversight on Climate-related risks and opportunities

The Board of Directors provides oversight and strategic direction for managing climate-related risks and opportunities. The SR and ESG Committee, a Board-level committee, is responsible for reviewing climate strategy, approving ESG targets, monitoring progress against those targets and directing corrective action. The SR & ESG Committee met bi-annually during FY2026 to review ESG progress. Climate-related risks and performance on key ESG metrics are reported to the Board at least quarterly.

The SR and ESG Committee’s climate-related responsibilities include:

Approving the environmental policy, climate targets and net-zero transition plan	Reviewing Scope 1, 2 and 3 emissions performance against the SBTi pathway	Overseeing integration of climate risks into the Enterprise Risk Management (ERM) framework
Reviewing the annual climate risk assessment, scenario analysis outcomes and internal carbon pricing application	Approving climate-related capital expenditure and renewable energy procurement strategy	

Management’s Role in Assessing & Managing Climate-Related Risks & Opportunities

The Chief Sustainability Officer/ Global Head of ESG reports to the CFO and is responsible for translating Board-level climate commitments into operational plans. The ESG Council, comprising representatives from functions, ensures cross-functional execution of climate initiatives.

At every location, EHS Core Teams and Safety Committees conduct quarterly reviews and make recommendations on environmental and occupational health and safety programmes. The ESG function collaborates with the ERM team to assess and manage climate risks as a dedicated risk category, separate from other business risks.

Climate-Related Management Incentives

The Company integrates climate-related considerations into its performance management and incentive structures by linking remuneration to ESG and sustainability objectives. Monetary incentives, including variable pay components, are tied to the achievement of defined ESG targets such as emissions reduction, renewable energy adoption, progress against Science Based Targets initiative (SBTi)-aligned goals, social and governance goals.

Role	ESG-linked Metrics
Chief Financial Officer (CFO)	Integration of ESG and climate risks into financial planning, disclosures, controls and capital allocation
Chief People Officer (CPO)	Human capital management, talent retention, employee engagement, diversity & inclusion outcomes
Chief Information Officer (CIO)	Cybersecurity, data privacy, Responsible AI governance, digital accessibility, ESG data enablement
Chief Risk Officer (CRO)	Identification and mitigation of ESG and climate-related risks, ERM integration, compliance effectiveness
Company Secretary	Governance effectiveness, regulatory compliance, Board and Committee oversight of ESG
Global Head of Sustainability and ESG	ESG strategy execution, carbon neutrality progress, BRSR and global ESG Reporting, target achievement
Head – Administration	Renewable energy adoption, green buildings, energy efficiency, water & waste stewardship, sustainable travel
Head – Procurement	Sustainable sourcing, supply-chain ESG assessments, MSME and diversity spend, local sourcing
Business Group Delivery Head	Delivery-level ESG performance, including gender diversity targets, employee inclusion metrics and participation in CSR and community engagement initiatives; integration of ESG into delivery operations and client engagements

Climate-Related Scenario Analysis

We have conducted qualitative and quantitative climate scenario analysis using input from the International Energy Agency’s Net-zero by 2050 (NZE 2050) scenario for transition risks and the IPCC Sixth Assessment Report (AR6) Shared Socioeconomic Pathways for physical risks. Water stress assessment using WRI Aqueduct Water Risk Atlas across all global locations. Ecological assessment across three Pune campuses aligned with TNFD LEAP Phase 2.

Transition Risk Scenarios

- Scenario: IEA net-zero by 2050 (NZE 2050), aligned with 1.5°C pathway.
- Key implications assessed for our operations
- Renewable energy procurement: committed to 100% RE for owned facilities by FY2026; achieved
 - Phasing out fossil fuel usage: target to eliminate on-premises fossil fuel usage for backup power and heating by 2040
 - Digital infrastructure: migrating workloads to cloud-based systems; deploying IGBC/LEED-certified buildings
 - Circular IT supply chain: scaling take-back and e-waste recycling programmes; green procurement practices
 - Operational efficiency: HVAC optimization, BMS monitoring, LED transitions, 100% laptop buy-back policy

Physical Risk Scenarios

Scenario	Description	Global Warming (2081-2100)
RCP 2.6 / SSP1-2.6 (Optimistic)	Swift global cooperation, inclusive development, clean technology adoption; net-zero CO ₂ around 2075	~1.8°C (range 1.3-2.4°C)
RCP 8.5 / SSP5-8.5 (Business-as-usual)	Rapid economic growth driven by fossil fuels, limited climate policy; CO ₂ triples by 2075	~4.4°C (range 3.3-5.7°C)

Scope: Physical risk projections are assessed for owned locations only.



Strategy

Climate-Related Risks, Opportunities, Impacts and Mitigation Strategies Across Short, Medium and Long-Term

GRI 201-2, IFRS S2-SBM | TCFD Strategy (a), (b), (c)

Risk management process is Integrated into the multi-disciplinary enterprise risk management process and the frequency of assessment conducted every year covering existing and new operations including Value chain partners (Upstream and Downstream).

Transition Risks

The fast-paced evolution of technology brings both opportunities and challenges for the Information Technology (IT) sector. While innovation drives growth, adapting to these transitions poses potential risks. Transition risks in IT stem from disruptions caused by emerging technologies, shifting customer expectations and evolving regulatory requirements.

Transition Risk Type

Climate-related issue

Policy and Legal Current and Emerging regulation

Evolving Climate Regulations: Increasing compliance requirements on emissions, energy efficiency and sustainability disclosures.

Carbon Pricing and Taxation: Rising costs due to carbon taxes and GHG pricing mechanisms.

Stricter Environmental Compliance: Regulatory mandates on energy use, waste management and emissions reduction.

Reputation Risks: Stakeholder expectations on climate action impacting brand value and market position.

Timeframe

Long-Term

Potential Impacts to business

- Increased operating costs (e.g., compliance expenses, insurance premiums)
- Asset impairment and early retirement of existing assets
- Fines and penalties due to non-compliance with environmental regulations
- Risks associated with failure to meet regulatory disclosure requirements

Mitigation/ Opportunities

- Ensuring compliance with all applicable environmental laws and regulations across operational regions (Refer to the [Environmental Compliance section](#) for details)
- Proactively minimizing environmental impact and mitigating climate-related risks
- Continuously improving Environment, Health and Safety (EHS) Management Systems to enhance compliance and operational resilience

Transition Risk Type

Climate-related issue

Market / Reputation risks

Reputation Risks: Stakeholder expectations on Company’s ESG performance and climate action impacting brand value and market position

Timeframe

Short-mid term

Potential Impacts to business

- Inability to achieve climate action and UNSDG commitments, resulting in reputational risks
- Weak sustainability performance impacting customer trust, investor confidence and talent attraction

Mitigation/ Opportunities

- Commitment to climate action with defined short-, medium- and long-term goals.
- Implementation of a Decarbonisation Roadmap to achieve climate targets
- Alignment with client sustainability expectations by integrating ESG into business strategy
- Strong focus on Diversity & Inclusion (D&I) and Corporate Social Responsibility (CSR) to attract and retain talent
- Transparent ESG reporting through sustainability reports to enhance stakeholder trust

Transition Risk Type

Climate-related issue

Technology Risk

Transitioning to Low-Emissions Technology: High investment requirements for adopting low-emissions technologies and infrastructure.

Timeframe

Short-mid Term

Potential Impacts to business

Financial implications of adopting and implementing new practices and processes

Mitigation/ Opportunities

As part of our commitment to reducing emissions, we have implemented various initiatives and mitigation measures focused on energy efficiency and renewable energy adoption.

Key Initiatives

- Use of Lower-Emissions Energy Sources:** Investment in renewable energy programmes and adoption of energy efficiency measures
- Deployment of More Efficient Equipment:** Replacement of outdated assets with advanced, energy-efficient technological devices

Key Benefits

- Reduced Operational Costs:** Lower energy consumption leads to cost savings
- Lower GHG Emissions:** Contributes to our sustainability goals
- Enhanced Asset Value:** Adoption of sustainable infrastructure, such as LEED-certified buildings
- Improved Employee Well-being:** Better indoor air quality and safer work environments

Timeframe - Short-mid Term: less than 5 Years; Long-Term: 5 to 10 Years



Physical Risk

Despite being digitally-driven, IT companies are vulnerable to physical risks, including natural disasters, infrastructure failures and supply chain disruptions that can impact operations. Additionally, climate change-related events and physical security threats pose significant challenges. Mitigating these risks requires a robust business continuity strategy. Our physical risk assessment process ensures comprehensive evaluation across both existing and new operations covering 100% of revenues.

Physical Risk Type	Acute
Climate-related issue	- Intensified extreme weather events (cyclones, floods) pose risks to property and assets - Climate change-induced extreme weather can contribute to the spread of vector-borne diseases, increasing the risk of epidemics or pandemics - Water scarcity and stress present an immediate risk, potentially disrupting business operations
Timeframe	Short-mid Term
Potential Impacts to business	- Physical damage to building infrastructure and other assets due to climate change impacts - Disruptions to city infrastructure, including transportation, power and water supply, affecting business continuity
Mitigation/ Opportunities	- Implementation of comprehensive Business Continuity Plans to enhance resilience - Hybrid work model enabling remote operations to ensure uninterrupted business continuity - Robust employee healthcare programmes, including health insurance benefits - Strong energy and water stewardship initiatives to mitigate water-related risks

Physical Risk Type	Chronic
Climate-related issue	- Rising sea levels pose a risk to infrastructure and operational continuity - Increasing mean temperatures impact energy demand, workforce productivity and infrastructure resilience
Timeframe	Long-Term
Potential Impacts to business	- Some large office campuses are vulnerable to sea-level rise, posing business continuity risks - Chronic water scarcity, driven by global warming, may disrupt operations, particularly in India - Higher operating costs due to inadequate water supply - Increased capital expenditure for facility repairs and climate adaptation - Rising insurance premiums and potential difficulty in securing asset coverage
Mitigation/ Opportunities	- Robust Business Continuity Plans to enhance operational resilience - Hybrid work model enabling remote operations for uninterrupted business continuity - Regular asset maintenance and infrastructure upgrades to mitigate climate-related risks

*Timeline - Short-mid Term: less than 5 Years
Long-Term - 5 to 10 Years

Financial Risks and Opportunities Arising from Climate Change

During FY2026, 406.13 INR Mn CAPEX spent 1.82% of revenue was invested in climate-related capital expenditure across HVAC retrofits, energy-efficient cooling systems and emission control devices. In FY2025, INR 10.7 Mn was invested in operational expenditure towards sustainability initiatives including rooftop solar, wind energy and green tariffs.

Persistent Systems Limited adopts an integrated approach to identifying, assessing and managing climate-related and broader ESG risks and opportunities, aligned with its enterprise risk management framework and evolving global disclosure standards, including TCFD and ISSB. The Company evaluates potential business impacts arising from physical and transition risks, resource constraints, regulatory developments and changing stakeholder expectations. This structured assessment supports risk mitigation, strengthens organisational resilience and enables the identification of emerging opportunities driven by sustainability trends, innovation and technology, thereby supporting long-term value creation and strategic alignment.

Financial Risks and Opportunities Arising from Climate Change

Financial Risks of Climate Change

Persistent Systems is certified for ISO 22301:2019 and has a well-defined Business Continuity Management System in place. This includes business continuity and disaster recovery plans that are charted to ensure minimum impact to business and operation in case of emergency or disaster as well as regular testing including calls, tree tests, data restoration tests, DR drills, etc. which ensure high level of readiness for handling Business Continuity impact related events.

Persistent governance risk and compliance services have a structured BCP/DRP framework and methodology, which will assist the enterprise in overcoming all the challenges by analysing business impact, defining the recovery strategy and documenting plans for our BCP/DRP. We can also test the BCP/DRP to ensure it is current and meets the RTO/RPO requirements. For more details, refer to [Business Continuity and Disaster Recovery](#) on Page 281.

The identified climate-related risks do not have any potential to cause a substantive change in business operations, revenue or expenditure.

Our comprehensive Business Continuity plans in place help to increase our resilience and flexibility to adopt remote working options when required. Rest assured that we are well-prepared for any situation that may arise.

Financial Opportunities Arising from Climate Change

Combating climate change isn't just about managing risks; it presents significant opportunities. Resource efficiency, cost savings, adoption of clean energy and building a resilient supply chain are just some areas where we see a path forward.



We systematically assess climate-related risks, opportunities & integrate them into our ERM & sustainability strategy. The table below outlines key exposures, associated business impacts & our mitigation and value creation approach.

Identified ESG Risks	Business Impact
 Sustainability Risk - Climate Change	At Persistent Systems, we recognize that climate change presents significant risks to our business, including operational disruptions due to extreme weather events, supply chain vulnerabilities and increasing regulatory pressures. Rising temperatures and unpredictable weather patterns could impact our infrastructure, workforce productivity and overall business continuity. To address these risks, we integrate climate considerations into our risk management and sustainability strategies.
 Water Scarcity Risk	Water scarcity poses challenges such as higher operational costs, limited resource availability and increased regulatory constraints. A lack of adequate water supply could also impact our supply chain. To mitigate this, we focus on water-efficient technologies, conservation initiatives and responsible water management practices.
 Energy Demand Risk	As a technology-driven Company, we depend on a stable and sustainable energy supply to power our data centres and office facilities. Rising energy demand, increasing costs and grid reliability issues could affect our operational efficiency and sustainability goals. To manage this risk, we prioritize energy efficiency, adopt renewable energy solutions and optimize power consumption across our facilities.
Identified ESG Risks	Business Impact
 ESG - Customer / Stakeholder Demand Risk	Our customers and stakeholders are placing greater emphasis on ESG performance in their business decisions. Failing to meet these expectations could impact our reputation, reduce business opportunities and affect investor confidence. We are committed to integrating ESG principles into our operations, enhancing transparency in reporting and aligning with global sustainability frameworks to maintain trust and competitiveness.
 ESG - Regulatory Compliance Risk	Evolving ESG regulations impose stricter compliance requirements and non-compliance could lead to legal repercussions, financial penalties and operational disruptions. We proactively monitor regulatory changes, align with international ESG standards and strengthen our governance frameworks to ensure compliance with sustainability-related policies and mitigate regulatory risks.
Identified ESG Opportunities	Business Impact
 Global Regulatory Landscape	As global regulations on data privacy, ESG disclosures and cybersecurity continue to evolve, we see an opportunity to expand our services and support customers in navigating complex compliance requirements. By providing services that enable our customers to meet their ESG-related requirements, we position ourselves as a trusted partner in regulatory compliance. Strengthening our governance framework and aligning with international standards allows us to enhance our market presence, drive innovation in ESG solutions and create long-term value for our business and clients.
 GenAI Advancement	The rapid evolution of Generative AI (GenAI) presents a significant opportunity to drive innovation and business transformation. Through AI for Tech, we have launched SASVA 2.0, a fully integrated end-to-end solution that supports businesses from ideation to post-deployment operations, enhancing customer experiences and productivity. Additionally, AI for Business enables us to engage with multiple customers, unlocking new GenAI-driven opportunities across industries. By leveraging our expertise in AI, we can expand our market reach, offer cutting-edge solutions and establish ourselves as a leader in AI-powered business transformation.
 Climate Action	Proactive climate risk assessment presents an opportunity to strengthen our resilience and adaptability to environmental challenges. By integrating climate considerations into our strategy, we ensure preparedness for potential adversities. Additionally, our focus on using technology that supports low carbon emissions and reduces our carbon footprint positions us as a leader in sustainable innovation. This commitment not only enhances operational efficiency but also aligns with global sustainability goals, creating value for our business and stakeholders.

Risk Mitigation and Management

We take a proactive approach to mitigating climate risks by aligning our operations with evolving regulations and global climate commitments. Our mitigation strategy is built on



Regulatory Compliance & Governance

Continuous monitoring of policy developments and integrating regulatory requirements into our operations



Energy Efficiency & Emissions Reduction

Implementing sustainable practices, optimizing resource consumption and reducing greenhouse gas emissions



Investment in Renewable Energy & Low-Carbon Technologies

Accelerating the adoption of clean energy solutions and deploying cutting-edge innovations for long-term sustainability



Resilience & Adaptation

Strengthening infrastructure, improving supply chain sustainability and ensuring business continuity through robust risk management frameworks



Comprehensive Climate Risk Assessments

Evaluating risks across our operations, upstream activities and supply chain to identify vulnerabilities and enhance resilience

Beyond mitigating risks, we recognize that climate change presents significant opportunities for innovation and competitive differentiation. Our strategic response focuses on:



Decarbonisation Initiatives

Developing a structured roadmap to achieve net-zero emissions and aligning with global climate action goals



Sustainable Product & Service Innovation

Designing low-carbon solutions that help our clients transition to sustainable business models



Technology & Digital Transformation

Leveraging AI, IoT and data analytics to drive sustainable efficiencies and optimize operations



Customer & Market Alignment

Meeting growing investor and client expectations for sustainability leadership and ESG transparency

By integrating climate considerations into our core business strategy, we ensure long-term resilience, enhance stakeholder confidence and position ourselves as a leader in the transition to a low-carbon economy.

Resilience Conclusion

Under the 1.5°C-aligned pathway (IEA NZE 2050), our SBTi-validated targets, 100% RE sourcing for owned facilities and carbon neutrality across Scope 1 and 2 position us ahead of expected regulatory requirements. The primary transition risk is carbon pricing; our internal carbon price of USD 15/tCO₂e ensures investment decisions already internalize this cost.

Under the high-emissions pathway (RCP 8.5/SSP5-8.5), physical risks at water-stressed locations (Pune, Nagpur, Indore, Bengaluru) and flood-exposed campuses require additional adaptation capex. Our mitigation measures include comprehensive Business Continuity Plans, hybrid work model enabling remote operations, rainwater harvesting at all owned facilities and robust employee healthcare programmes. Persistent Systems is certified for ISO 22301:2019, maintaining a comprehensive Business Continuity Management System with regular call tree tests, data restoration tests and DR drills.

Financial Impact of Climate-Related Risks and Opportunities

Risk/Opportunity Type	Estimated Financial Implication (INR Mn)	Time Horizon
Regulatory: evolving climate regulations and compliance (transition)	551.95	5 years
Physical: water scarcity (chronic)	551.95	5 years

Process for managing Climate-related risk

Risk	Management Process
Regulatory and carbon pricing	Compliance with all applicable environmental laws; SBTi-aligned Decarbonisation roadmap; internal carbon pricing embedded in capex and opex decisions; LEED/IGBC certified facilities; ISO 14068-1:2023 carbon neutrality certification
Technology obsolescence	Annual technology assessment; ROI models for green investments; structured upgrade timeline; 406.13 INR Mn CAPEX spent was invested 1.82% of total revenue was invested capex in energy-efficient HVAC, power quality and emission control in FY2026
Market and reputation	Transparent ESG Reporting aligned with GRI, SASB, BRSR, TCFD, IFRS S2; third-party assurance by DNV Business Assurance India Private Limited; SBTi validation; climate performance integrated into brand strategy
Physical: acute weather	ISO 22301:2019 certified BCMS; comprehensive BCP and DR plans; regular call tree, data restoration and DR drills; hybrid work model; facility-level flood and cyclone preparedness
Physical: water scarcity	WRI Aqueduct classification of all locations; location-level mitigation plans; rainwater harvesting at all owned facilities; STP-based wastewater recycling; CSR watershed development programmes



Integration of Climate-Related Risks into Enterprise Risk Management (ERM) Process

As our operations scale and ESG risks increase in complexity, we recognise the critical importance of integrating climate-related risks into our enterprise-wide risk management framework. Our Enterprise Risk Management (ERM) approach provides a structured and systematic process to identify, assess and mitigate these risks, thereby enhancing organisational resilience and supporting long-term sustainable value creation.

Based on our climate risk assessment, the following five key ESG risks have been formally integrated into our ERM framework:

Sustainability Risk - Climate Change

Water Scarcity Risk

Energy Demand Risk

ESG - Customer and Stakeholder Demand Risk

ESG - Regulatory Compliance Risk

Climate-related Metrics and targets

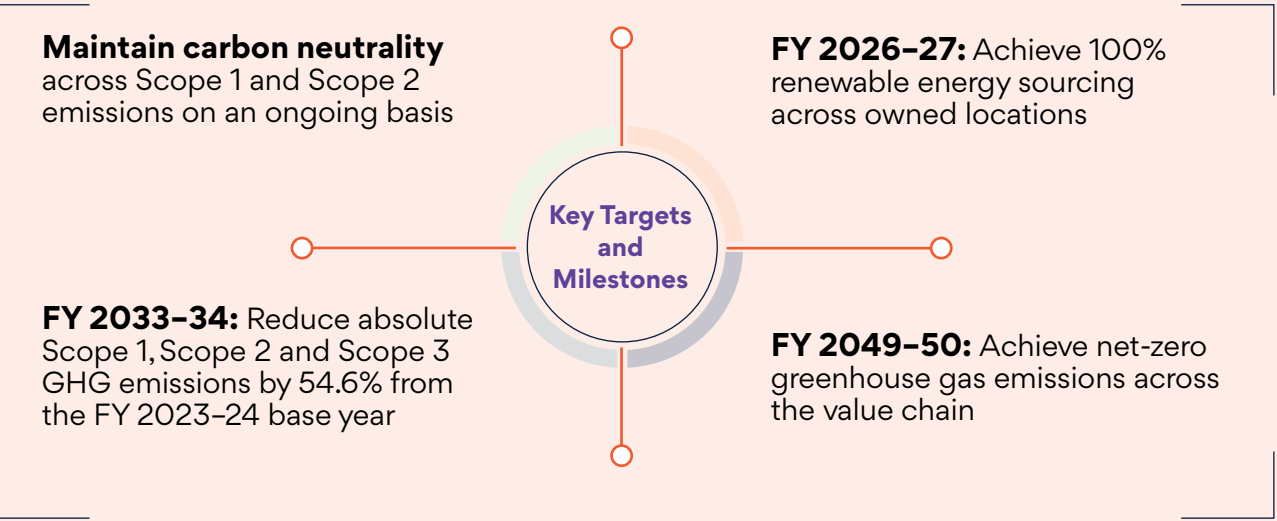
Climate-related risk assessments are conducted periodically and embedded within our multi-disciplinary ERM framework. This includes a structured annual evaluation covering both existing and emerging risks across operations, as well as across upstream and downstream value chain activities. The ESG function works closely with the ERM team to assess and monitor climate risks as a distinct risk category, ensuring focused oversight and targeted mitigation.

To strengthen governance and strategic oversight, Executive Management and the Board are provided with quarterly updates on climate-related risks, associated mitigation actions and progress against defined targets. By embedding climate considerations into enterprise-wide risk governance, we enhance our ability to anticipate regulatory developments, improve operational resilience and align our strategy with evolving global sustainability priorities.

Metrics and targets

We have strategically aligned our climate action objectives with internationally recognised climate scenarios, including pathways aimed at limiting global warming to 1.5°C. Our medium- and long-term emissions reduction targets are validated by the Science Based Targets initiative (SBTi), ensuring alignment with scientifically defined climate thresholds.

Our targets adopt a comprehensive approach to decarbonisation, covering Scope 1, Scope 2 and Scope 3 emissions across our operations and value chain.



We have established a clearly defined roadmap to achieve these climate action goals, supported by targeted interventions and continuous monitoring to drive progress.



»»
For further details refer to
Net-zero section

Social

People Power(Ai)ng Progress

At Persistent Systems, our people and the communities we serve are at the core of our growth strategy. We are committed to fostering an inclusive workplace, prioritising employee well-being and enabling opportunities that drive meaningful societal impact. Our focus on talent development, proactive attrition management, diversity and inclusion and holistic workforce well-being serves as a key differentiator.

In parallel we advance community investment and social impact initiatives, supported by a strong commitment to human rights across our operations and value chain.

Persistent Systems workforce and community-engagement activities are managed as material human capital and social-and-relationship-capital topics. This section sets out the governance, policies, KPIs and outcomes that underpin our approach to attracting and developing talent, sustaining an inclusive and safe workplace, upholding human rights and contributing to communities in which we operate.

Social Vision

Nurture diverse talent and foster local communities

SDG Alignment



Social - Key Performance Indicators

Inclusive Workforce

Goals	FY2026	FY2025
Aim for 35% gender diversity by FY2030	29.63% Women in workforce	29.85% Women in workforce
Include people of all genders, ethnicities, sexual preferences, religions and persons with disabilities persons in our diverse workplaces	12.51% Women in leadership roles 0.21% differently abled people 64 Nationalities	12.74% Women in leadership roles 0.21% differently abled people 59 Nationalities

Employee Health and Safety

Goals	FY2026	FY2025
Maintain zero workplace accidents Year on Year (Y-o-Y)	ZERO Accidents	ZERO Accidents
Ensure work-life harmony to achieve professional and personal goals	577 Events around fitness, health, women in tech and work-life balance	461 Events around fitness, health, women in tech and work-life balance
Implement holistic well-being initiatives focusing on physical, social, financial and emotional health	106,535 participants took part in Well-being initiatives	98,116 participants took part in Well-being initiatives

Value Chain Sustainability

Goals	FY2026	FY2025
Value chain disclosure for partners constituting 2% or more of purchases and sales (up to a total of 75%)	Value chain reporting process established	Value chain reporting- established

Sustainable Livelihood

Goals	FY2026	FY2025
Touch 55,000 plus lives to deliver high-impact programmes in Education, Healthcare, Community Development and Heritage and wildlife conservation by FY2026	68,097 Lives impacted through CSR programmes 10,296 Volunteers participated in CSR activities 11,683 Hours of volunteering in ISR activities	52,451 Lives impacted through CSR programmes 9,577 Volunteers participated in CSR activities 11,507 Hours of volunteering in ISR activities



Attract and Nurture Talent

Goals	FY2026	FY2025
Achieve 92% learning coverage Year on Year (Y-o-Y)	96.80% Learning coverage	94.20% Learning coverage
Nurture long-term employees to get them ready for senior management roles	15.91% positions for leadership roles fulfilled internally	63% positions for leadership roles fulfilled internally
Implement holistic well-being initiatives focusing on physical, social, financial and emotional health	63% positions fulfilled internally	65% positions fulfilled internally

Human Rights

Goals	FY2026	FY2025
Protect Human rights of all employees across all locations Practice “One Persistent, One Family”	99.43% employees trained on Human Rights	Ethical practices, policies, systems and procedures audited

Human Capital Management

Our human capital management strategy is structured around defined pillars and aligned with the Company’s ESG goals. Progress against clearly defined KPIs is regularly monitored, reported and reviewed by the Board-level Stakeholders’ Relationship and ESG Committee (SR and ESG).

Talent Attraction and Retention

GRI 401-1

We build high-performing teams by recruiting talent aligned with our core organisational culture and values. Our recruitment process employs diverse sourcing channels and rigorous evaluation approaches to ensure that new hires are culturally aligned, uphold the Company’s values and support its long-term strategic vision.

27,502	10,309	13.01%	15.91%	63%
Total Employees Permanent employees (24,601) Contract employees (2,901)	New Employee Hires	Employee Turnover Rate	Leadership positions filled internally	Position below-leadership roles filled internally

The total workforce comprises Full Time Employees (FTE), contractual staff and consultants, all of whom are classified as employees; no individuals are categorised as workers. Accordingly, disclosures applicable to the “workers” category are reported as Not Applicable.

Hiring and Recruitment

Our Hiring Philosophy

We follow a people-centric hiring philosophy that emphasizes inclusive, stable and regular employment to support employee well-being and long-term engagement. Recruitment is streamlined through a combination of automation, data-driven insights and employee referrals, enabling efficient and consistent talent acquisition. The hiring strategy is anchored in five core pillars - People-Centric Approach, Skill Development, Technology-Driven Recruitment, Employee Referrals & Engagement and Diversity & Inclusion ensuring a balanced, inclusive and future-ready workforce aligned with organisational values and goals.

Key aspects of hiring strategy

				
People-Centric Approach	Skill Development	Technology-Driven Recruitment	Employee Referrals & Engagement	Diversity & Inclusion
Personalized communication and flexible hiring practices to align with candidates’ values and aspirations	Proactively addressing talent shortages by attracting and retaining top industry professionals	Leveraging automation, digital tools and data analytics to enhance efficiency and effectiveness	Encouraging internal referrals and continuously improving processes through feedback	Committed to building a workforce that reflects diverse backgrounds, perspectives and expertise

Talent Strategy

At Persistent Systems, our talent pipeline strategy is designed to build a strong and sustainable supply of skilled professionals who can meet both our immediate and future business needs. We leverage advanced workforce planning, continuously analysing internal movements, skill gaps and market trends to forecast hiring needs accurately and ensure the right talent is available at the right time. Through our internal job marketplace and data-driven insights, we proactively address evolving project demands and maintain our competitive advantage in the technology sector.

Strategic workforce planning

Advanced workforce planning processes analyse internal mobility, skill gaps and external market trends to forecast short- and long-term hiring needs

Data-driven talent management

Internal job marketplace and workforce analytics enable proactive redeployment, skills alignment and demand-based hiring

Internal mobility & progression

Promotion-linked programmes (Avenger, Falcon, Propeller, Anchor) support structured career progression across technical and project management tracks

Leadership pipeline & succession

Targeted mentoring programmes (JARVIS, Pinnacle) develop senior professionals and strengthen leadership bench strength

Early-career talent pipeline

Structured graduate recruitment, internship and apprenticeship programmes support entry-level talent development and long-term workforce sustainability

University partnerships

Long-term collaborations with universities provide access to emerging talent and structured transition from education to employment

Continuous capability development

Talent strategy is periodically refined using workforce data, employee feedback and industry trends to maintain skills relevance

Business criticality

Integrated internal and external talent pipelines support delivery capability, innovation, retention and long-term competitiveness in the technology sector

Talent Pipeline Development Strategy

We prioritise a forward-thinking talent pipeline strategy to ensure a steady supply of skilled professionals, supporting both immediate and long-term business growth. By leveraging data-driven insights and industry trends, we proactively identify talent needs and cultivate a strong workforce that aligns with our evolving business objectives.

Forecasting Hiring Needs	Building Talent Pools	Measuring Effectiveness	Continuous Improvement
Internal Insights: Continuous analysis of internal mobility, skill gaps and project requirements. External Trends: Monitoring industry shifts, competitor activity and emerging skill demands to anticipate future hiring needs	Internal Development: Upskilling employees through structured learning and career programmes. External Sourcing: Engaging with academic institutions and industry networks to build a diverse talent pool	Key metrics include Time to Hire, Direct Hiring Ratio and Talent Readiness for Business Needs	Persistent Systems refines its hiring strategy based on feedback, market trends and performance data, ensuring agility and alignment with growth objectives

Graduate Traineeship and Apprenticeship Initiatives

At Persistent Systems, we are committed to developing talent and enabling continuous skill enhancement through immersive, hands-on learning experiences. Our structured Programmes are designed to equip fresh graduates with industry-relevant exposure, ensuring they are well-prepared and job-ready.

Apprenticeship Programme A blend of classroom learning and practical training designed for fresh graduates to equip them with essential skills for employability	BE Projects A mentorship initiative supporting over 400 final-year engineering students annually, enhancing their technical capabilities and career readiness	Industrial Internship A six-month internship programme for postgraduate students, offering real-world exposure and industry insights	Smart India Hackathon A strategic partnership initiative enabling students to apply problem-solving and innovation skills through structured mentoring and participation
---	--	---	---



Training Cycle of an Apprentice

Programme	Levels	Duration	Description	Focus Area
Pre-Onboarding	Foundational Concepts	40 hours	To ensure that all learners reach the Beginner/Foundation level before onboarding, it is essential that they acquire the necessary foundational knowledge in advance. This ensures they possess the required core competencies and are sufficiently prepared to take on their responsibilities effectively.	Bridging academia and corporate work culture
	Foundational Training	200 hours	To maintain the quality and preparedness of incoming talent, all learners are required to achieve the Beginner/Foundation level of knowledge prior to onboarding. This mandate strongly prioritises hands-on practical training, ensuring that learners not only grasp theoretical concepts but can also apply them in real-world scenarios. Through this approach, all new team members are equipped with essential foundational competencies, enabling them to perform effectively from their very first day.	Strengthening core technical capabilities and workplace readiness
Post-Onboarding	L&D Bootcamp	1 month	The objective is to deliver a world-class training experience that is strategically aligned with business goals and structured to achieve the shortest path to deployability. The training framework predominantly focuses on practical, hands-on learning and provides exposure to real-world problem statements that go beyond academic theory. This methodology promotes readiness, relevance and rapid integration into operational roles, ensuring learners are prepared to add value from the outset.	Technical skills, power skills, project tools and mindset training
	BU Bootcamp	1 month	This phase is dedicated to equipping learners with niche, business-specific skills as identified by individual Business Units (BUs). Such targeted upskilling ensures alignment with evolving organisational requirements and accelerates the transition from training to meaningful contribution. By customizing learning paths based on BU needs, the organisation aims to develop a highly specialized and deployment-ready talent pool.	Domain specific training to enhance project skills and acquisition of specialized advanced skills

Strategic Workforce Planning

Workforce planning is aligned to Persistent Systems growth strategy and to current and forecast client demand. Skill needs are forecast on a rolling basis; campus hiring and lateral recruitment are balanced against the reskilling capacity of internal talent pools delivered through Persistent University and the Persistent Digital Engineering Academy (PDEA 3.0). Hyperscaler and technology-ecosystem partnerships are maintained to keep certification pathways current and to track emerging-role demand.

Graduate Recruitment and Apprenticeship Pipeline: Graduate intake is on-boarded through structured programmes delivered by Persistent University and PDEA 3.0, covering foundational engineering, cloud / data / AI skills, professional effectiveness and domain awareness. Delivery blends self-paced content with instructor-led labs, mentoring and project shadowing. Learning paths are aligned to client demand to support deployment readiness and hyperscaler / partner certifications form part of the readiness model.

People Analytics and Strategic Workforce Planning

We see this as an opportunity as part of our workforce planning, we create an Annual Talent Plan (ATP) that is an integral part of our strategic approach, developed at the beginning of each financial year.

- Translate business growth projections into structured workforce demand through an Annual Talent Plan (ATP)
- Align workforce supply with business needs across headcount, skills, locations and structure
- Ensure L&D investments address current and future capability requirements
- Enable periodic, data-driven refinement of workforce plans based on revenue and demand changes
- Optimise the hiring mix (lateral, fresher, large-team hiring) based on demand, cost and fulfilment capacity
- Proactively manage bench, reskilling and redeployment risks to support utilisation and delivery continuity

Outcome of Strategic Workforce Planning

- Improved economic utilisation
- Higher fulfilment rates within defined billing cycles
- Enhanced workforce agility through proactive reskilling and redeployment
- Reduced turnaround time (TAT) for staffing through improved hiring efficiency
- Better cost control and delivery readiness, supporting operational resilience and growth



People Analytics

We have implemented an integrated people analytics framework to support data-driven decision-making across the employee lifecycle. This enables improved workforce visibility, objectivity in people processes and proactive management of performance, engagement and retention outcomes. Workforce analytics are used to anticipate future talent requirements, identify critical skill gaps, optimise resource allocation and support succession planning for key roles.

Performance and Productivity Insights

We use people analytics to track employee performance beyond traditional manager reviews through a comprehensive Performance and Human Management System (PHMS) dashboard. The dashboard provides visibility to relevant stakeholders on average performance scores across the organisation, performance distribution by grades and business units, quarter-on-quarter and year-on-year comparisons, changes in employee performance over time and assessor scoring patterns. These insights help identify performance trends, ensure consistency in assessments and support informed decision-making alongside manager feedback.

Strategic Workforce Planning

Workforce analytics are applied to forecast future talent requirements, assess capacity and align workforce deployment with business strategy and growth priorities.

Identifying Current Workforce Skills Gaps

Skills data and workforce insights are analysed to identify capability gaps and inform targeted reskilling, upskilling and talent development initiatives.

Recruiting and Hiring

Analytics support evaluation of hiring channels, talent supply-demand trends and candidate pipeline effectiveness to improve hiring outcomes and efficiency. Identifying flight risks to improve retention

Employee data is analysed to identify attrition trends and flight-risk indicators, enabling proactive retention and engagement actions.

Competitive Intelligence

External market and benchmark data are used alongside internal workforce analytics to assess talent competitiveness and compensation positioning.

Organisational Network Analysis

Workforce data is analysed to understand collaboration patterns, role dependencies and critical talent linkages, supporting succession and continuity planning.

Decision Support and Governance

Our integrated dashboards enable HR and business leaders to access consistent, reliable workforce insights. This strengthens evidence-based decision-making across talent planning, performance management and workforce governance, directly supporting business and people outcomes.

Human Capital Risk Assessment (HCRA)

Human Capital Risk Assessment (HCRA) is a structured process to **identify, assess, prioritise and manage risks related to our workforce** that could affect business continuity, performance and long-term value creation.

Formal HCRA process

Human capital risks systematically assessed across talent supply, compensation competitiveness, onboarding capacity, employee engagement and learning & development

ERM integration

Human capital risks are fully integrated into the Enterprise Risk Management (ERM) Framework, aligned with global risk management best practices

Risk identification mechanisms

Risks identified through periodic internal and external assessments, leadership inputs and data-driven workforce analytics

Defined ownership

Each human capital risk assigned to designated Risk Owners and Risk Managers with clearly defined accountability

Risk prioritisation

Standardised risk rating scales used to assess likelihood and impact, enabling prioritisation based on criticality

Digital tracking

All enterprise and human capital risks recorded and monitored through centralised digital risk registers

Mitigation & controls

Risk mitigation actions and internal controls are tracked on an ongoing basis with periodic effectiveness reviews

Senior leadership oversight

Chief Risk Officer (CRO) leads the risk governance process and drives regular reviews to strengthen risk culture

Board-level governance

Key human capital risks and mitigation progress reviewed quarterly by the Executive Leadership Team and the Board-level Risk Management Committee (RMC)

Continuous review

HCRA outcomes inform workforce planning, talent strategy and organisational resilience

Talent Retention Practices

Career Growth, Internal Fulfilment & Job Rotations

We prioritise internal talent through an enhanced fulfilment framework, with the iJobs platform and formal job rotation programmes enabling cross-functional and geographic mobility, improving deployment and employee satisfaction

Empowered Internal Talent Marketplace

The iJobs platform, supported by AI-powered matching tools and the FAS model, enables faster internal talent identification, reduces time-to-fill roles and strengthens retention through transparent career pathways

Learning, Upskilling & Development

A comprehensive learning ecosystem, including upskilling programmes, technical certifications, leadership development journeys and digital platforms, empowers employees to drive continuous, role-aligned development

Managerial Capability Building

Leadership development programmes focused on empathetic leadership, performance coaching and career conversations equip managers to support growth, effectively manage diverse teams and reinforce a people-first culture

Internal Mobility and Promotion

Internal mobility and promotion are integral to Persistent Systems retention and talent development strategy. The Company prioritises filling positions internally wherever feasible, enabling employees to progress through structured career pathways across technical, managerial and leadership tracks. Internal mobility is supported through defined promotion-linked programmes, role-based progression frameworks and an internal job marketplace that provides visibility into growth opportunities across business units and geographies. Talent analytics are used to identify readiness for role transitions, succession coverage and redeployment opportunities, particularly during project ramp-downs or business shifts. Promotion decisions are linked to performance outcomes, competency assessments and development readiness, ensuring merit-based and

transparent advancement. This approach helps retain critical skills, strengthen leadership pipelines and reduce attrition risks by offering sustained career development opportunities within the organisation. Internal mobility is enabled through the iJobs internal marketplace, formal job-rotation programmes, AI-powered skill-to-role matching and the Skill-Led Fulfilment (SLF) framework. Eligible employees may apply for open positions across business units and geographies; managerial approvals follow defined service-tenure and performance-rating criteria.

Succession Planning and Leadership Continuity

At Persistent Systems, we recognize that strong leadership is key to sustaining business growth and continuity. Our succession planning framework is designed to develop a robust leadership pipeline, ensuring that skilled professionals are prepared to take on critical roles as the organisation evolves. Through a structured succession programme, we identify high potential employees and equip them with the necessary skills and experiences to step into leadership positions. This involves a combination of leadership training, mentorship and targeted development initiatives.

A talent pool of future leaders is maintained, ensuring that we have capable individuals ready to transition into key roles. Where specialized expertise is required, our talent acquisition team also identifies and recruits top external candidates to complement internal leadership development. To drive this initiative, we have a dedicated leadership development team working in close coordination with senior executives, business leaders and HR partners, ensuring a strategic and future-ready approach to succession planning.

Succession Planning — Indicators and Outcomes

Succession-readiness is reviewed periodically with senior leadership, with explicit emphasis on readiness for pivotal roles. Internal development (stretch assignments, leadership programmes and structured mentorship through JARVIS and PINNACLE) is combined with selective external hiring to sustain bench strength and diversity of experience. Effectiveness of the pipeline is monitored through the internal-fill rate for leadership-grade roles.

» For Senior Management Succession planning refer to [Corporate Governance Section Page 234](#)

Retrenchment Planning and Employee Support

Although Persistent Systems is a growth-orientated organisation and no material restructuring events occurred in FY2026, the Company maintains a defined approach to retrenchment planning and severance support in the event such measures become necessary.

Retrenchment Planning Framework

Where retrenchment is contemplated, the Company would:

- 1

Assess total direct costs and risks (severance, accrued leave, pension and gratuity obligations) and indirect costs and risks (employee morale, productivity, reputational impact and potential claims)
- 2

Consult external stakeholders where applicable (employee representatives, regulators, key clients) prior to final decisions
- 3

Apply documented selection criteria
- 4

Ensure that selection criteria are free from discrimination on any protected basis

Severance and Transition Support

Severance and transition support, in the event of retrenchment, would draw on the following measures (subject to local statutory requirements and case-specific assessment):

- Possibility of redeployment / transfer to other Persistent locations or business units
- Outplacement assistance to support job-search within the local community job-search training, including reskilling for adjacent sectors
- Financial counselling and / or supplementary financial support
- Assistance with accessing applicable government benefits
- Psychological counselling through the Employee Assistance programme
- Extensions of health-insurance cover for pregnant employees and employees with health conditions, where reasonable

Support for retained employees during periods of organisational change includes communication forums, manager-led one on one conversations, recognition initiatives and access to well-being and engagement resources, to maintain motivation and continuity.

Career Development and Performance Management

GRI 404-1, 404-2, 404-3

Persistent Systems Performance and Health Management System integrate individual and team-based evaluation through goal cascading, multi-stakeholder feedback (including project managers and cross-functional stakeholders) and leadership-level calibration reviews, ensuring that employee performance reflects both individual contribution and team outcomes.

Key objectives of the Performance and Health Management System:

- Align the organisation for continuous renewal and growth
 - Focus on Individual performance and career navigation
 - Clarify Job Responsibilities and expectations
- Develop capabilities through feedback and coaching
 - Drive Behaviours aligned with the organisation’s core values and strategy
 - Reward good performance and support career progression

Parameter	Descriptive Response
Management by Objectives	The organisation follows a Management by Objectives (MBO) approach, where individual goals are aligned with business priorities and clearly defined at the beginning of the performance cycle. Progress is tracked periodically against these objectives.
Multidimensional Performance Appraisal (e.g., 360° feedback)	Process is available to seek multidimensional feedback, including input from stakeholders, peers and team members to ensure a holistic evaluation of performance and leadership effectiveness. These are features available at the hands of the managers to seek input from stakeholders/ dashboards/ and other quantified metrics such as eNPS/ CSAT etc.
Team-based Performance Appraisal	While performance is primarily assessed at an individual level, team contributions and outcomes are factored into goal setting and evaluation, especially for collaborative and project-driven roles.
Agile Conversations	The organisation encourages ongoing, agile performance conversations between managers and employees, focusing on continuous feedback, development and course correction rather than relying solely on end-cycle reviews.
Performance Appraisal Frequency	The performance management process follows a hybrid model with ongoing feedback supported by formal quarterly/half-yearly reviews, culminating in an annual performance assessment.

Goal-Oriented Performance Management

Performance management follows a management-by-objectives approach and is conducted throughout the year. Employees and managers jointly set measurable goals aligned to business and organisational priorities. Progress is monitored through quarterly goal check-ins, mid-year reviews and annual competency assessments, enabling regular performance tracking and timely course correction.

Goal Cascading

Approved Goals can be shared with team members and subordinates to foster collaboration within the team	Share Goals Line Managers would be able to share his / her own goals, with their direct as well as indirect subordinates	Align Goals Goals which would be shared by the Line Managers will be available to the team members	Assign Goals Line Managers can add goals for their direct as well as indirect team members. Once added, they can cascade these goals into team member’s goal sheet
---	--	--	--

Multi-Dimensional Performance and Feedback Framework

Employee performance is assessed through a **multi-dimensional framework**, covering both outcomes and behaviours. Performance inputs are structured across the following areas:

- Performance goals:** Defined at the start of the year in alignment with organisational objectives
- Development goals:** Role- and grade-specific goals focused on skills and behavioural development
- Competencies:** Assessment against defined competency frameworks to identify and address capability gaps
- Organisational Contribution:** Recognition of participation in initiatives reflecting core Company values and brand representation
- Performance is assessed through multi-stakeholder evaluation, not just individual manager input:**
 - Self-assessment
 - Line Manager evaluation
 - Work Manager (project manager) feedback
 - Skip Manager and Leader review

Continuous and 360-Degree Feedback

The Company uses continuous, 360-degree feedback mechanisms, incorporating inputs from managers, peers, clients and direct reports. This supports real-time performance discussions and reinforces accountability. Business and functional leaders are assessed using broader team-based and organisational metrics, including delivery excellence, employee satisfaction (ESAT) and diversity indicators.

Agile Conversations and Recognition

Performance development is reinforced through agile conversations, enabling continuous \feedback and timely coaching. High-performing individuals and teams are recognized through quarterly and annual rewards & recognitions programmes, strengthening engagement and sustained performance.

Team-based performance appraisals

In addition to individual goals, team-based performance outcomes are incorporated for roles where collaboration and collective delivery are critical. This approach promotes cross-functional alignment, shared accountability and performance outcomes linked to team and overall business success.

Project-based team performance input

For delivery roles, performance evaluation extends beyond the Line Manager and includes input from the Work Manager (project manager), ensuring alignment with team outcomes. Assessment areas include:

- Team collaboration and contribution to shared objectives
- Adherence to delivery timelines and project commitments
- Quality of deliverables and client outcomes

Employee Participation in Performance Reviews

Persistent Systems ensures that employees actively participate in performance and career development discussions. Regular reviews and continuous feedback mechanisms support transparency, development planning and alignment between individual growth and business strategy.

98.38%

Employees received regular Professional and Career Development Reviews

Performance Appraisal
Frequency: Quarterly

15,156

Eligible male employees receiving regular performance and career development reviews

6,733

Eligible female employees receiving regular performance and career development reviews

Diversity, Equity, Inclusion & Belonging

GRI 405-1, 405-2
Building an Inclusive, Equitable and Future-Ready Workforce

At Persistent Systems, we are committed to fostering, cultivating and preserving a culture of diversity and inclusion within the organisation and in the larger communities with which Persistent partners.

As an Equal Opportunity Employer, we are committed to Diversity, Equity, Inclusion and Belonging (DEIB), ensuring that every individual feels respected, valued and empowered to grow. Our DEIB approach is guided by the 4 Es — Enable, Empower, Engage and Employ and focuses on advancing gender diversity across all levels, including strengthening board diversity in line

with the Companies Act and regulatory requirements. Persistent Systems recognises DEIB as a material topic in our double-materiality assessment. As a global digital engineering organisation operating across 30+ countries with a multi-generational, multi-cultural workforce, an inclusive culture is central to our ability to attract talent, foster innovation and deliver for clients. Our DEIB strategy is anchored in measurable outcomes, enterprise-wide accountability and investment in capability building.



DEIB at a Glance

29.63%

Women in Workforce

12.51%

Women in Leadership

20%

Women on the Board

64

Nationalities

0.21%

Differently Abled Employees

DEIB Strategy and Framework

At Persistent Systems, Diversity, Equity, Inclusion and Belonging (DEIB) is embedded across workforce practices, supported by structured initiatives that focus on enablement, fair employment, empowerment and continuous engagement.

Our framework rests on the 4 Es— each pillar tied to specific actions, owners and measurable outcomes:

Enable

Persistent Systems strives to recognise and celebrate diversity by fostering an inclusive workforce that values difference and promotes gender equality. The Company’s commitment extends to strengthening inclusive infrastructure and improving accessibility across workplaces, enabling employees of diverse abilities to participate effectively and equitably

Employ

Recruitment processes at the Company are designed to uphold fairness, eliminate discrimination and provide equal opportunities to individuals from diverse backgrounds. Hiring practices are periodically reviewed to assess outcomes and improve inclusivity, ensuring alignment with the Company’s commitment to equitable workforce representation

Empower

Persistent Systems is dedicated to building a conscious and compassionate workforce through structured employee development initiatives. Training and awareness programmes focus on gender and cultural sensitivity, inclusive leadership behaviours and empowerment of underrepresented and marginalised communities, supporting long term capability building and confidence

Engage

Persistent Systems promotes a culture of continuous learning and innovation through its enterprise learning platforms. A diverse range of training programmes delivered through interactive formats and experiential learning, support awareness, inclusion and engagement across the employee lifecycle. These programmes reinforce shared ownership of diversity and inclusion outcomes across the organisation

DEIB Governance

The Board level Stakeholders’ Relationship and ESG Committee oversees the implementation of diversity policies including the DEI Policy, employee training on diversity policies, programmes and initiatives aimed at creating an inclusive workplace and D&I performance against established goals.

The People & Org Development team consults these Committees during periodic reviews and for any proposed changes. A dedicated leadership team monitors the implementation of diversity programmes, supported by regular audits and reporting mechanisms to track progress and identify areas for improvement.

The Chief People Officer (CPO) and the ESG Head provide regular updates on diversity and inclusion goals, planned initiatives, key policy changes, strategic focus areas and material impacts on stakeholder interests.

Policies

- Diversity and Inclusion Policy
 - Board Diversity Policy
 - Equal Employment Opportunity
 - Human Rights Policy
- Whistleblower Policy
 - Anti-Human- Trafficking Policy
 - Slavery and Human Trafficking Statement
 - Global Policy on Anti-Harassment
 - Prevention of Discrimination

All policies are publicly available, reviewed at least annually and reinforced through employee training. The Anti-Harassment policy applies globally and includes specific provisions on sexual harassment (POSH compliance in India), bullying, retaliation and bystander reporting, with defined investigation timelines and disciplinary outcomes. We also provide a multi-channel grievance mechanism accessible to all employees globally for DEIB.

» For any concerns, employees are to contact at whistleblower@persistent.com.

Accessibility at the Workplace

We promote the inclusion of employees with disabilities through a multi-pronged approach that integrates explicit policy commitment, physical accessibility and specialized support groups. The foundation of this inclusion is laid in the Company’s commitment to creating a diverse and inclusive workplace, where it explicitly aims to Include people of all genders, ethnicities, sexual preferences, religions and persons with disabilities persons in our diverse workplaces. This commitment is formalized in the Equal Employment Opportunity Policy for Persons with Disability and the Diversity and Inclusion Policy, ensuring a supportive environment tailored to the needs of employees with disabilities in accordance with the Rights of Persons with Disabilities Act (RPwD Act, 2016) and its rules. To ensure a barrier-free experience, the Company has made physical and digital accessibility a fundamental aspect of its infrastructure.

Physical Accessibility

Persistent Systems offices and premises are designed to accommodate the needs of persons with disabilities individuals, including accessible parking spaces, ramps at entry points and disabled-friendly restrooms. Furthermore, workstations are thoughtfully designed with height adjustable options to support wheelchair users and all owned premises are accessible to differently abled people, including visitors. The Company noted corrective actions were taken in FY2026, such as modernizing all major campus entry/exit points to enable smooth entry/exit for Persons with Disabilities (PWDs).

Digital Accessibility

Persistent Systems adheres to Web Content Accessibility Guidelines (WCAG 2.0) to ensure its online platforms are accessible to all users including people with disabilities.

Accessibility considerations are integrated into the design and development of our systems to enable usability across diverse user needs. We deploy assistive features and technologies, such as screen reader compatibility, keyboard navigation and accessible content formats, wherever required.

Persistent Systems follows a continuous improvement approach to digital accessibility, supported by periodic accessibility audits, testing and remediation actions to identify and address gaps. Digital platforms are reviewed and enhanced in line with evolving accessibility standards and user feedback. Additionally, we build awareness and capability within our teams to incorporate accessibility into digital solutions, ensuring inclusivity is embedded across development lifecycles. Through these measures, we aim to create digital environments that are equitable, user-friendly and accessible to individuals of all abilities.

Community and Employee Resource Group Support

Beyond infrastructure, we support employees with disabilities through a dedicated Employee Resource Group (ERG) and track representation. The ABLE (Alliance for Belonging, Learning and Empowerment) ERG focuses specifically on supporting individuals with physical and neuro-diverse disabilities and works to raise awareness about both visible and invisible disabilities.

This integrated approach combining policy alignment, physical and digital accessibility and community support reinforces Persistent Systems goal of fostering an equitable and enabling environment for employees with disabilities.

Persistent has been recognized as the Winner of the CII Award for Excellence in Disability Inclusion 2026 in the category “Best Employer – Physical Accessibility”.

DEI Initiatives and Processes

Persistent Systems advance Diversity, Equity and Inclusion through structured initiatives, data-driven insights and targeted programmes that foster belonging and equal opportunity across the workforce. Our People 360 dashboard provides business and HR leaders with real-time DEI insights, enabling informed decision-making aligned with organisational priorities.

Under our DEI efforts, we focus on building cross-cultural sensitisation and awareness of implicit biases to foster mutual respect and fairness in the workplace. We promote the use of gender-neutral language and inclusive communication practices, along with a common-language framework, to enable effective collaboration, inclusion and connection across diverse teams and geographies.

Key Programmes Executed in FY2026

During FY2026, Persistent Systems implemented a suite of targeted, women-centric capability-building and leadership development programmes under its DEIB agenda. These initiatives focused on strengthening digital readiness, leadership confidence, professional presence and organisational alignment, with strong participation across levels.

Building Digital and AI Fluency

To enhance future-ready skills, Persistent Systems conducted internal learning programmes aimed at strengthening practical AI adoption among women employees.

AI Prompt Engineering: From Thoughts to Prompt enabled over 600 women employees to build hands-on proficiency in translating intent into effective AI prompts, supporting everyday adoption of AI tools and improvement in work efficiency.

AI Agent Unlocked: Concepts to Creation, attended by over 150 participants, extended AI fluency from usage to creation by enabling women leaders to conceptualise, design and apply AI agents. Together, these programmes strengthened confidence and capability in emerging AI domains, supporting women’s readiness for advanced digital roles.

Strengthening Leadership Presence and Self-Confidence

The Company also focused on leadership effectiveness and career ownership through external development interventions.

The **Personal Branding Workshop** reached over 500 women employees, enabling participants to articulate authentic professional identities, strengthen leadership presence and enhance self-awareness and influence in organisational contexts.

Living Up to True Potential attended by over 250 participants, inspired women employees to unlock their full potential by building confidence, purpose-driven leadership and long-term career ownership, supporting sustained personal and professional growth.

Organisational Alignment and Leadership Connect

To reinforce alignment with the Company’s DEIB priorities, the elev(AI)teHer All-Hands programme engaged approximately 2,000 participants. The CEO-led interaction, followed by the annual elev(AI)teHer meet, strengthened shared understanding of business priorities, reinforced leadership alignment and renewed organisational commitment towards inclusion, accountability and sustained action on gender diversity. Collectively, these programmes enabled:

- Strengthened digital and AI readiness among women employees
- Enhanced leadership presence, confidence and career ownership
- Broader organisational alignment on DEIB priorities and inclusive leadership

Through these initiatives the Company continued to advance an inclusive, future-ready workforce by investing in capability development, leadership alignment and equitable growth opportunities for women.

International Women’s Day Initiatives

As part of International Women’s Day, we undertook organisation-wide awareness and engagement initiatives aimed at acknowledging the leadership, innovation and problem-solving contributions of women employees and promoting meaningful dialogue on inclusion and allyship. During this period, the Persistent brand identity reflected the colours of International Women’s Day, serving as a visible expression of our commitment to gender equity and inclusion.

Complementing this, teams across the organisation participated in curated conversations, learning sessions and shared experiences that focused on:

- Celebrating the journeys and achievements of women across the organisation
- Encouraging inclusive leadership behaviours and allyship
- Creating safe spaces for open dialogue, learning and shared perspectives

These initiatives are embedded within Persistent Systems broader diversity and inclusion framework and are supported by structured leadership development, mentorship programmes and employee resource communities aimed at advancing women’s participation, growth and representation across functions and leadership levels.

Employee Resource Groups

Prerana	Pehchaan	ABLE (Alliance for Belonging, Learning and Empowerment)
Community for Women, focused on career growth and leadership development	LGBTQIA+ community promoting inclusion and affirmation of identity	Community supporting individuals with physical and neurodiverse disabilities focused on building awareness of diverse disabilities and their impact on individuals with both visible and invisible conditions

Additional Key Initiatives

- Safe & Inclusive Workplace programmes, including POSH awareness in partnership with the National Commission for Women (NCW)
 - Client engagement and knowledge-sharing through leadership fireside chats
- Diversity hiring through targeted recruitment and partnerships
 - Structured returnship programmes supporting women re-entering the workforce through learning, mentorship and skill development

Initiatives Focused on Women and AI

Stevie’s Awards for Women in Business - SheShapesAI Awards (November 2025)

Persistent Systems launched the SheShapesAI Awards under the Stevie’s Awards for Women in Business to recognise and celebrate women leaders who are driving excellence, innovation and impact in the field of artificial intelligence.

CXO Choice SheShapesAI Awards

A distinguished recognition platform honouring exceptional women leaders who are driving AI innovation and business impact. Nominated by industry CXOs, the awards spotlight individuals who are shaping technology strategies, influencing organisational growth and redefining leadership in the AI era.

SheShapesAI – Internal Stories (Ongoing since February 2026)

The SheShapesAI Internal Stories initiative highlights and amplifies stories of women within the organisation who are engaging with AI in meaningful ways. This is an ongoing effort to showcase experiences, contributions and journeys, fostering visibility, inspiration and learning across teams.

“Women at Persistent” Digital Book

Persistent Systems launched the “Women at Persistent” digital book as a collective celebration of the many dimensions of women across the organisation — beyond the workplace and beyond traditional expectations. The initiative honours stories, passions and journeys that shape identities outside professional roles, acknowledging women as creators, caregivers, learners, dreamers and changemakers.

Structured Programmes to Increase Workforce Diversity

Initiative	Description
DIVOPOLY	A virtual board game designed to spread awareness on diversity and inclusion
ASPIRE	Leadership programme aimed at increasing women’s representation in senior leadership roles
Persistent Women Returnship programme	The Persistent Systems Women Returnship programme (PWRP) is a structured return-to-work programme supporting women re-entering the workforce after career breaks. Participants receive technical and non-technical upskilling, mentoring and a structured onboarding pathway. Additionally, Persistent Systems parental leave policy includes a structured return-to-work transition plan for all employees returning from extended parental leave
Kiran Girl Scholarship programme	Financial and technical support for underprivileged female students pursuing engineering education
Sheroes	Leadership development programme for early- to mid-career women professionals
Remarkable Me	Organisation-wide programme focused on building confidence and addressing workplace barriers
#GiveToGain Movement (Women’s Day)	International Women’s Day participation emphasising shared leadership and inclusive growth



DEIB Customised Training and Awareness

As part of our DEI initiatives, we deliver customised training tailored to specific roles/functions to enable inclusive behaviours across the organisation. These programme focus on:

- Reducing unconscious bias in recruitment for hiring managers
- Strengthening inclusive communication and awareness of diverse customer needs for sales teams
- Building inclusive leadership and goal-setting capabilities for executives
- Reinforcing non-discriminatory policies and processes for HR teams
- Promoting respectful engagement with diverse clients for customer service teams

In FY2026, 99.43% of the workforce completed mandatory anti-harassment training. Refresher training is delivered annually, with deep role-specific dives for managers and people leaders.

Anti-Discrimination, Anti-Harassment and Grievance Mechanism

Persistent Systems operates a zero-tolerance approach to discrimination, harassment and retaliation. The Global Policy on Anti-Harassment and Prevention of Discrimination, the POSH framework (India) and the Whistleblower Policy together provide multiple confidential channels for raising concerns. All complaints are investigated by a designated Internal Committee within defined timelines, with corrective and disciplinary actions tracked to closure.

Process & Governance

Complaints are received through multiple channels: the Global Help Desk, the Whistleblower email and toll-free line, direct escalation to the Internal Committee and managerial escalation. The Internal Committee (POSH Internal Complaints Committee in India and locally constituted equivalents in overseas jurisdictions) investigates complaints within statutory timelines (90 days under the POSH Act, 2013 in India). Substantiated cases result in disciplinary action ranging from written warnings and counselling to termination, including financial recovery and victim-remediation measures where applicable. Anonymised quarterly summaries of complaint volume, resolution timelines and substantiation outcomes are reported to the Stakeholders' Relationship and ESG Committee.



Employee Well-being, Engagement, Health and Safety

GRI 403-1, 403-4, 403-5, 403-6, 403-9, 403-10

At Persistent Systems, employee well-being is a priority, supported through a comprehensive benefits framework that promotes health, work-life balance and overall wellness. Benefits are aligned with local regulations and vary by country to support inclusivity, flexibility and long-term employee growth.

Employee Support Programmes and Benefits

GRI 201-3, 401-2, 403-3

Workplace Stress Management

We offer regular stress-management workshops, meditation, yoga and mindfulness sessions, along with access to qualified counsellors and periodic mental-health awareness programmes to help employees manage professional and personal demands and maintain sustained well-being and productivity.

Work-life balance

Flexible working hours: The Company provides flexible working arrangements, to support work-life balance for employees facing personal exigencies. These need-based arrangements enable eligible employees to manage professional responsibilities alongside personal or family commitments for a pre-defined period.

Hybrid working arrangements enable employees to work from home for a minimum of three days per week, supported by flexible working practices.

The Company promotes work-life balance through flexible working hours, remote working options and part-time employment arrangements. Employees may select their preferred working hours in mutual agreement with their manager, in accordance with the Working Hours and Attendance Policy. This includes flexibility to work during the forenoon or afternoon, as agreed between the employee and the manager.

Work-from-home requests are governed by the Work from Home Policy, while part-time roles are facilitated under the Part-Time Working Policy. Working hours, shift allowances and overtime conditions are administered in line with the relevant provisions outlined in the Employee Manual.

Part-time working options: Part-time working is offered, subject to managerial and designated authority approvals and is typically available for durations ranging from a minimum of two weeks up to a maximum of three months, with provision for review where required. During the approved period, employees continue to be covered by weekly offs and Company-declared holidays. Such arrangements may be considered for reasons including health-related needs (self or family) or compelling family circumstances.

Persistent Systems prefers regular, permanent employment as the primary form of workforce engagement and offers clear pathways from contract to permanent employment where role requirements and performance criteria are met. Contractual and part-time arrangements are used to meet specific project or personal need requirements and are not intended to replace permanent employment.

For non-regular employees (contract staff, consultants, part-time workers), Persistent Systems ensures: statutory benefits compliance (PF, ESI, health insurance) through employer/principal employer obligations; equal OHS protection under ISO 45001:2018 certified management system; access to grievance mechanisms through the same channels as permanent employees; and fair consideration for permanent employment based on performance and business need.

Compensation for Atypical Hours and Overtime	We provide appropriate compensation for employees working on holidays, weekends, overtime or project-specific requirements. We recognise that certain support projects require shift duties and work on Company Holidays and compensates employees for these odd working hours as per policy. The Company actively seeks to prevent excessive working hours and promotes a healthy work-life balance.
Sports & fitness initiatives	We conduct Persistent Run which is global flagship event attended by 10,000+ employees. We conduct Indoor Sports Fest (Carrom, Chess, Table Tennis, Badminton) and Outdoor Sports Fest (Cricket, Football) annually as well as various wellness challenges like step challenge intermittently. Our employees represent Persistent Systems in multiple Inter-IT tournaments. We arrange virtual sessions of Health Talks on a variety of subjects like Dental Hygiene, Ergonomics, Importance of Detoxification, Diet and Nutrition for Healthy Lifestyle, Science of Sleep, Happy Gut, Your Heart Matters, Cancer Awareness by the experts and doctors. We also conduct vision camp and vaccination drives on regular basis.
Family Benefits	Childcare facilities or contributions: In India, where the majority of our workforce is based, the Company has established corporate tie-ups with accredited crèche providers to enable access to childcare and daycare facilities and provides lactation rooms and dedicated mothers' lounges, along with breastfeeding and lactation support facilities, to support working parents. Paid parental leave with 100% coverage, in line with country-specific statutory requirements, is offered for both primary care givers and non-primary caregivers. In India, where the majority of our workforce is based, we provide 26 weeks for primary care givers and 1 week leave for non-primary caregivers. This includes Maternity Leave, Paternity Leave, extended maternity leave, Child Adoption Leave, Commissioning Leave and sabbatical leave. Additional time-off options are available beyond statutory requirements and return-to-work and retention rates of employees who have taken parental leave are monitored. Dependent Care Leave: Paid privileged leave may be utilised for a range of needs, including personal, sickness, medical, dependent and elderly care. The Company also provides paid parental leave for both primary and non-primary caregivers, including maternity and paternity leave, along with sabbatical leave, extended maternity leave, child adoption leave and commissioning leave.
Health and wellness	All employees are covered under the Group Personal Accident (GPA) insurance policy, which includes coverage for all types of accidents. Medical and accident insurance, occupational health centres, annual health check-ups, sports and fitness facilities and in-house gyms at select locations. The Poco Care app supports 24x7 medical emergency readiness across all locations and enables access to doctors, consultations and master health check-ups.
Variable Performance based Pay	Performance-linked compensation: A significant portion of employees' total compensation comprises a variable component linked to Company and individual performance metrics. To ensure transparency, a clearly defined variable payout policy outlines the criteria and mechanisms governing these payouts.
Employee Engagement & Well-being	My Life at Persistent: The "My Life at Persistent" initiative offers programmes that support employees' physical, social, financial and psychological well-being, with a focus on mental health, stress management, sports, fitness and the arts.

Community Engagement	Community engagement: Employees are encouraged to participate in the Company's CSR and ISR programmes through volunteering and in-kind contributions to social impact initiatives. Employees are provided up to four hours per financial year to engage in CSR activities.
Emotional & Personal Support	Leave and support provisions: The Company provides paid compassionate leave beyond the standard allocation to support employees during challenging times. Additional provisions include paid dependent care leave, personal emergency leave and an employee leave donation programme to support colleagues in need.
Voluntary Leave Donation	Persistent Systems fosters a culture of teamwork by enabling regular employees in India to receive Privilege Leave (PL) donations from colleagues during health emergencies, as required.
Retirement Benefits and Financial Security	We support long-term financial well-being through Provident Fund (PF), Gratuity, Superannuation, Employees' State Insurance and participation in the National Pension Scheme (NPS). These benefits help employees build financial security during employment and post-retirement.
Transition Assistance Programmes and Career Continuity	We are a 'People First Organisation' and hence continually supports its employees throughout their careers. Further, as our employees transition to retirement phase or face any unforeseen situation, we continue to support and hand-hold. We connect with employees before their retirement date to help plan for their retirement benefits, including Provident Fund (PF), Gratuity and Superannuation. Additionally, we provide support for continued medical insurance coverage. For those interested in continuing to work, we help in finding direct consulting assignments within Persistent Systems. The retirement age in India is 60 years and superannuation milestones are formally acknowledged.
Employment security and responsible workforce restructuring	In the event of organisational changes requiring workforce restructuring, the Company commits to advance notice beyond statutory requirements, active redeployment and internal transfer efforts before any redundancies, access to reskilling programmes through Persistent University and severance support in line with applicable laws. No large-scale restructuring events occurred in FY2026. Our benefits comply with local regulations, promoting employee care through inclusivity, flexibility, and long-term growth.
Regulatory Compliance	Benefits are aligned with local regulations and vary by country to support inclusivity, flexibility, and long-term employee growth.

The above list showcases the benefits we offer and differs from country to country. Refer [ESG Fact-sheet page no. 325](#)

Employee Equity Programmes, Incentives, Ownership and Performance Linkage

Employee engagement is reinforced through short-term and long-term incentives, including the Mega ESOP Plan (Employee Stock Ownership Plan). ESOP grants have covered a significant portion of the workforce across years, with vesting periods ranging from 1–5 years. Additionally, ESOPs or RSUs are selectively granted leadership based on performance and alignment with organisational goals. Individuals responsible for sustainability initiatives have specific KPIs embedded in their performance goals. These KPIs influence performance ratings, which in turn determine eligibility for ESOPs, salary increments, bonuses, incentives and promotions.

ESOP coverage history and disclosure detail

Under the Mega ESOP Plan, in FY2022 ESOP grants were extended to all regular employees from grade 3.x who had completed six months in the organisation (a one-time enterprise-wide grant); coverage in that year reached approximately 80% of team members.

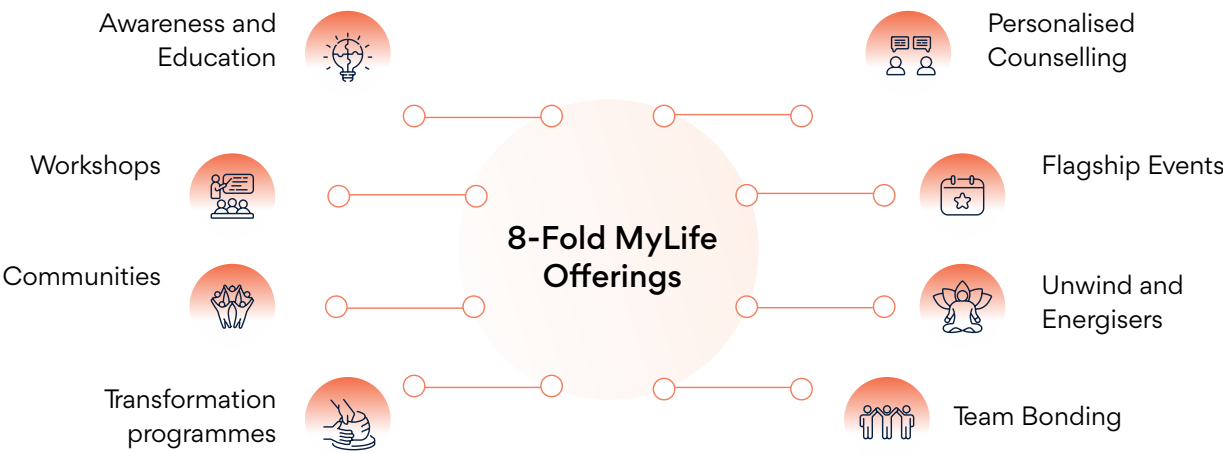
ESOP coverage in FY2026

54.70%
of permanent employees



Employee Well-being – My life @ Persistent

At Persistent Systems, we take a holistic approach to employee well-being, focusing on multiple aspects of health and engagement through various initiatives under “My Life at Persistent”.



Physical Well-being	Emotional Well-being	Financial Well-being	Social Well-being
A 360-degree wellness strategy covering physical, emotional, social and financial well-being.	Platforms for community building, enabling employees to connect with like-minded individuals and explore interests beyond work.	Access to expert insights on essential aspects of life, including health, relationships, finances and mindfulness.	Engaging events and Programmes to celebrate achievements, foster connections and enhance workplace enjoyment.
Type of Programmes Health Awareness & Education Annual Health Check-ups Wellness Workshops Sports & Fitness Initiatives	Type of Programmes Awareness & Education – mental health, vibrant mind series One-on-One Counselling Sessions Wellness workshops Pranayama & Breathwork Sessions	Type of Programmes Make your money work – comprises of financial knowledge to investment strategies for all and financial independence, a to z of how to manage your money	Type of Programmes Unwind sessions Bring Your Kids to Office PULSE Art Fest Persistent communities Milestone celebrations
196 Events organized	33 Events organized	19 Events organized	329 Events organized
44,314 Participants	7,812 Participants	5,423 Participants	48,986 Participants

577 Events organized	106,535 Participants
-------------------------	-------------------------

Employee Satisfaction

Persistent Systems is committed to strengthening employee engagement through continuous listening and timely action. Leadership maintains active connections with the global workforce using the PEAKON engagement platform to enable structured communication and feedback.

Real-time, anonymous feedback and data-driven insights are used to identify trends, address concerns and support informed decision-making. Quarterly and monthly surveys help managers track team sentiment, while leadership uses individual scorecards to identify improvement areas and implement action plans. Anonymous feedback channels further encourage open dialogue and efficient resolution of employee concerns.

The Employee Satisfaction (ESAT) Score measures key aspects including job satisfaction, purpose, happiness, motivation, organisational fit, reward and recognition, workload, inclusion, belonging, freedom of opinion, management support, growth, career development, peer relationships and stress. Surveys are conducted every two months and insights are systematically acted upon to drive continuous improvement and strengthen workplace culture.

Employee Engagement, Listening and ESAT

Persistent Systems uses a multi-modal employee-listening framework comprising the annual Employee Satisfaction (ESAT) survey, pulse surveys, leader-skip-level conversations, manager 1:1s, exit and stay interviews, ERG-led listening forums and the MyVoice / People360 feedback channels. Survey design follows recognised practice — Likert-scale items mapped to engagement, enablement, manager effectiveness, growth, recognition and well-being dimensions.

Employee Satisfaction (ESAT) and Engagement Metrics

Metric	FY2026
Overall ESAT Score (%)	8.3/10
Participation Rate (% of eligible workforce)	79%
Survey Frequency	Quarterly / Annual
ESAT Target	8.3/10



Kudos Initiative

Our Kudos Initiative fosters a culture of gratitude, encouraging team members to express appreciation through personalized emails, cards and bands. To make recognition more engaging, we have introduced experiential and gamified team sessions, creating an interactive appreciation experience.

Our Quarterly Recognition & Rewards (R&R) programme highlights ongoing accomplishments, with line managers empowered to allocate budgets to incentivize their teams. The pinnacle of our recognition efforts is the Annual Awards, where a rigorous jury-led selection process honors top performer. These awards reinforce our values driven culture, featuring a Culture Award category dedicated to employees who exemplify our core values.

Recognition programmes

Kudos

- Encouraging appreciation & personal connections
- Fostering a culture of celebration

Quarterly Awards

- Continuous recognition for contributions
- Acknowledgment of project milestones

Annual Unit Awards

- Recognition for consistent performance & contributions
- Excellence in Unit level

Annual Leadership Awards

- Most Valuable Partners
- Chairman & CEO Awards
- Enterprise-wide Excellence

Individual Awards

ACE AWARD

BRAVO AWARD

HIGH FIVE AWARD

Team Awards

BRAVO AWARD

HIGH FIVE AWARD

Occupational Health and Safety

GRI 403-1, 403-4, 403-5, 403-6, 403-8, 403-9, 403-10

At Persistent Systems, we focus on building a strong culture of safety awareness supported by proactive risk identification, clear governance and continuous improvement. Our approach to Occupational Health & Safety (OHS) is embedded within a structured Environmental Health & Management System (EHS), reinforced through our EHS Policy, safety programmes and regular training for employees.

EHS Governance

EHS Policy

This Policy underlines Persistent Systems commitment to preventing occupational injuries and illnesses by providing a safe, healthy and secure working environment through structured governance, risk management and continuous improvement.

Our commitment to occupational health and safety is articulated in our ESG Policy, approved by the Board of Directors and is applicable to all employees, contractors and individuals under its supervision and aligned and in compliance with applicable legal requirements and relevant international OHS standards.

The Policy provides for consultation with and participation of workers and, where applicable, workers’ representatives and commits to continual improvement of the OHS management system through risk-based prioritisation, defined action plans and establishment and improvement of quantitative OHS performance targets.

The endorsement of the implementation of the ESG Policy rests with the Board of Directors.



Refer

EHS Policy

Refer

ESG Policy

Refer

ISO 45001:2018 Assurance Certificate

OHS Targets and Commitments

Our safety ambition is reflected in time-bound targets that are reviewed by the Board’s ESG Committee:

Target	Target Horizon	FY2026 Status / Progress
Maintain zero workplace accidents Year on Year (Y-o-Y)	Annual	Zero Workplace Accidents Zero Lost Time Injury Frequency Rate (LTIFR)
Ensure work-life harmony to achieve professional and personal goals	Annual	577 Events around fitness, health, women in tech and work-life balance
Implement holistic well-being initiatives focusing on physical, social, financial and emotional health	Annual	106,535 participants took part in Well-being initiatives
Impart Environmental Health and Safety training to Employees and Contractors	Annual	99.43% Employees trained in Environmental Health and Safety

Environmental Health & Management System (EHMS)

GRI 403-1, 403-4, 403-5, 403-6, 403-8, 403-9

The EHMS is aligned with globally recognized standards, including ISO 14001:2015 (Environmental Management Systems) and ISO 45001:2018 (Occupational Health & Safety Management). These standards provide a consistent framework for managing health and safety risks across our operations and ensure compliance with applicable legal requirements.

Health and safety procedures are implemented in alignment with local regulatory requirements across all locations. For international operations, these procedures are managed in collaboration with facilities management partners, who ensure that health and safety information is communicated to employees in local languages, as required by applicable laws and standards.

Compliance with global safety standards is verified through regular internal audits and inspections, complemented by independent external audits to validate adherence to ISO 45001:2018 requirements and drive continuous improvement.

The EHS management system applies across operations, including full-time employees, contractual workforce, support staff and key suppliers. Oversight of employee health and safety is provided by central EHS core teams and location-level Safety Committees, which review policies and performance on a quarterly basis and recommend improvements to strengthen occupational health and safety programmes.

Zero

Accidents Reported

Zero

Fatalities across all employee categories

Zero

Lost-time injury cases

Zero

High-consequence work-related injuries in FY2026

Zero

Recordable work-related ill health cases

Zero

Disabilities caused due to workplace

Absenteeism Rate: 1.30%

Absenteeism rate reflects the extent of employee absence due to illness, injury, or other unplanned reasons, excluding approved leave such as annual/vacation leave, maternity/paternity leave, or other statutory leave.

Health and Safety Processes

GRI 403-2, 403-7

OHS Programmes

OHS Risk and Hazard Assessments

Occupational Health and Safety (OHS) programmes are implemented to systematically identify, assess and mitigate risks that may adversely impact on employee health and safety. We undertake structured risk and hazard assessments to identify potential hazards arising from unsafe conditions, substances, equipment and work practices and implements preventive and corrective measures to minimise the likelihood of work-related injuries and illnesses.

A comprehensive Risk Identification and Hazard Assessment framework is applied across operations to evaluate biomechanical, psychosocial, biological, environmental and other occupational risks, covering both routine and non-routine activities, unsafe acts and unsafe conditions. Based on these assessments, respective functions and departments establish clearly defined environmental, health and safety objectives and action plans, enabling a proactive and systematic approach to OHS risk management.

Prioritization and Integration of Action Plans

Following risk identification and assessment, we adopt a risk-based prioritisation approach to address significant occupational health and safety risks through structured action plans with clearly defined and measurable targets. OHS criteria are integrated in all procurement and contractual requirements. This ensures focused allocation of resources towards mitigating high-impact hazards and reducing the likelihood of work-related injuries and health issues.

Emergency preparedness and response measures are embedded within the OHS management system and performance is regularly reviewed through internal inspections to track progress against established objectives. Independent external audits, including certification against ISO 45001:2018, provide assurance

on the effectiveness and regulatory compliance of the system.

Occupational health and safety procedures are implemented in line with applicable local legal and regulatory requirements across all operations.

In international locations, these procedures are administered in coordination with facilities management partners to ensure that relevant health and safety information is communicated to employees in appropriate local languages, as required by law and applicable standards.

Risk Assessment and Hazard identification process

We proactively manage occupational health and safety risks at facility and functional levels through a structured risk management approach. Potential risks are systematically identified, evaluated and prioritised, with mitigation supported by clearly defined and measurable targets and periodic management reviews to assess progress against OHS objectives.

Emergency preparedness and response arrangements are established and regularly reviewed, supported by

internal audits and safety inspections to identify and address potential hazards. Employees are encouraged to report unsafe conditions and incidents through multiple reporting channels, including digital systems and direct engagement with the OHS team. We also provide appropriate resources and risk-mitigation guidance to address health and safety risks associated with remote working arrangements.

Stakeholder Engagement and Risk Mitigation

We adopt a structured and comprehensive approach to managing and mitigating environmental, health and safety (EHS) risks, anchored in proactive risk prevention and stakeholder engagement.

Internal Inspections

Regular internal inspections and audits are conducted across facilities, equipment and operational processes to

ensure alignment with applicable safety standards and internal OHS requirements. These inspections enable early identification of potential hazards and facilitate timely corrective and preventive actions. Independent external audits provide additional assurance by validating inspection processes, reviewing findings and monitoring the effective closure of identified gaps.

OHS Participation, Consultation & Communication

An inclusive and structured approach to occupational health and safety (OHS), fostering active employee participation across all facilities. OHS committees are established at the facility level, comprising both employee representatives and management personnel, enabling collaborative decision-making and continuous improvement in workplace safety practices.

Employee feedback, concerns and recommendations related to OHS are formally recorded and systematically reviewed. These inputs are escalated to senior management, where required, to ensure timely action and resolution. This approach strengthens transparency, accountability and effective communication within the Company's OHS governance framework.

Emergency Preparedness and Response

Emergency preparedness forms a core component of the OHS framework. Persistent Systems maintains formal emergency response plans supported by regular drills and employee training. These plans include detailed emergency evaluation procedures and clearly defined roles and responsibilities for the emergency response team, including the incident and evacuation controller, communication officer and fire marshal team. These measures help minimize risk, protect lives and ensure operational continuity during emergency situations.

We maintain structured emergency preparedness and response systems to ensure a safe and resilient workplace. Emergency response plans are in place across all locations, supported by evacuation procedures, defined roles for the incident controller,

communication officer and Emergency Response Team (ERT) and regular emergency drills to test readiness.

Emergency planning is integrated into our broader OHS risk-management approach, with measurable targets and periodic reviews. Internal inspections and safety audits assess equipment, processes and infrastructure, enabling early identification of hazards and timely corrective actions. External audits verify compliance with ISO 45001:2018 and validate the effectiveness of our emergency management processes.

Emergency situations preparedness is supported by trained personnel across ERT teams, EHS core teams, location-level safety committees, security, housekeeping, maintenance, HR and travel and transport functions. These groups meet quarterly to review safety and recommend improvements, ensuring ongoing readiness and alignment with regulatory and internal requirements.



Occupational Health and Safety Trainings

Persistent Systems provides a comprehensive range of OHS training to ensure employees are equipped to respond safely across diverse situations. EHS training programmes cover key areas such as environmental conservation, climate action and workplace safety, including fire safety, emergency drills and incident reporting. These trainings reinforce safe practices and build awareness of individual and collective responsibilities.

Moreover, the Health and Safety Module is part of Code of Conduct training, which is mandatory to be completed by all the employees on annual basis. For FY2026, 99% of the employees completed this training. Employee wellness initiatives focus on strengthening social, emotional and physical health. This includes bi-weekly counselling programmes aimed at improving communication and workplace relationships, along with Mental Health Risk Assessment awareness workshops that promote early identification of risks and support mental well-being across the organisation.



We conduct structured OHS training and awareness programmes to strengthen workplace safety practices and ensure compliance with internal policies and ISO 45001:2018. The training covers emergency preparedness, first aid, fire safety, evacuation procedures, hazard identification and safe working practices within office environments. Our employees are guided by recognising hazards and reporting near-misses, incidents and unsafe conditions. Regular safety training includes office safety, environmental conservation, climate action, emergency response and incident-reporting processes. Periodic drills across locations support readiness and help reduce operational health and safety incidents. We also deliver specialised programmes such as CPR awareness training in collaboration with the Rotary Club and Revive

Heart Foundation India under the National Sudden Cardiac Arrest Awareness Campaign. Complementing safety training, our well-being initiatives provide our employees with fitness sessions, yoga, exercise activities and bi-weekly counselling support. Mental-health awareness workshops are also organized with an objective to help employees and managers identify early signs of stress or burnout and access timely support. We evaluate our training programmes through a structured, multi-dimensional approach that includes participant feedback, assessments, engagement metrics and manager input. These insights are used to measure learning effectiveness, on-the-job application and alignment with business goals, ensuring continuous improvement and measurable impact.

Health and Well-being Services

GRI 403-3, 403-6

We provide a wide range of well-being services through My Life at Persistent, our Company-wide initiative supporting physical, mental and emotional health. Employees also have access to health services, fitness facilities and GPA insurance coverage.

Well-being offerings include:

- Access to doctors, online consultations and annual health check-ups
 - Occupational health centres, gyms and recreational facilities
 - Workplace safety measures and height-safety training
 - Ergonomic assessments and corrective interventions Prenatal and pregnancy care
- Nutrition guidance for employees and families
 - Exercise, yoga and fitness programmes
 - Mental-health assessments, counselling services and stress-management initiatives
 - First aid and emergency evacuation support
 - Company-wide wellness events and activities

This integrated approach supports employee health, safety and overall well-being across all locations.

Ergonomic Workplace Assessments and Interventions

Ergonomic assessments are available on request through HR or Admin. Assessments cover posture, workstation setup and equipment needs, with recommendations for posture correction, workstation adjustments, ergonomic accessories and related training as per the Occupational Health & Safety process.

Psychosocial Risk Management (workload, stress, burnout prevention)

We manage psychosocial risks through flexible work options, counselling access, workload support, awareness programmes and manager/HR training. Employees are encouraged to raise concerns directly with HR, wellness teams, or counsellors to ensure timely support and sustained well-being.

Health and Safety KPIs

GRI 403-9, 403-10

KPI	UOM	FY2026	FY2025	FY2024	FY2023
Fatalities	Number	0	0	0	0
Injuries	Rate	0	0	0	0
Accidents	Number	0	0	0	0

Grievance Redressal, Incident Reporting and Work-Related Health Risk Management

We follow a preventive, risk-based approach to eliminate work-related hazards and minimise occupational health and safety risks. Employees are required to report all safety-related issues, including hazards, illnesses, injuries and near-miss events. All incidents are investigated through a structured process involving root-cause analysis and corrective-preventive actions, aligned with our ISO 45001:2018-certified OHS Management System. Work-related injuries and ill-health risks are identified through hazard assessments, health-focused risk evaluations and worker consultation. Findings are analysed to detect patterns and strengthen internal controls. Despite recording zero reportable incidents,

lost-time injuries, or occupational illnesses in the past three years, we continue to prioritise early detection, prevention and continual improvement. Ongoing monitoring is supported through internal audits, management reviews and established incident-reporting channels. Employees can report incidents or unsafe conditions through the Global Helpdesk (Ask Admin), email, phone, ticketing systems and—where required—the Whistleblower mechanism. Reporting mechanisms also support remote workers. All reported cases are documented annually for oversight and compliance. As part of ISO 45001:2018 certification, incident metrics and safety processes are independently verified by third-party agencies.

Training, Learning & Development

GRI 404-1, 404-2, 404-3

Future-Ready Workforce

As Persistent Systems grows, continuous upskilling remains critical to operating in a fast-changing business environment. Our Learning & Development team focuses on building practical, engaging learning experiences that equip our employees to work effectively across cross-functional and multidisciplinary teams. In FY2026, Persistent Systems delivered 26,26,907 total training

hours across the workforce, covering 26,609 employees globally, including 24,119 regular employees and 2,450 contractors. Learning coverage improved to 96.80% in FY2026 from 94.20% in FY2025, while total number of employees and contractors trained globally increased to 26,609 from 23,139 in the previous year.

106.78	13 days	96.80%	INR 11,702	26,609
Average learning hours per FTE	Average learning days per FTE	Learning coverage across the workforce (FTE & Contractors)	Average amount spent per FTE on training and development	Employees trained globally

Targets and Commitments

Our training ambition is reflected in time-bound targets that are reviewed by the Board’s ESG Committee:

Target	Target Horizon	FY2026 Status / Progress
Achieve 92% Learning coverage Year on Year (Y-o-Y)	Annual	96.80% Learning coverage across the workforce (FTE & Contractors)

Learning and Development Strategy

Training and continuous upskilling are imperative for Persistent Systems. As technology cycles shorten and client expectations evolve rapidly, continuous upskilling forms a core strategic priority for being relevant and growth. We are investing in employee learning with an aim to enable us to build deep digital, engineering and domain expertise, ensuring readiness for emerging technologies such as cloud, artificial intelligence and data-driven solutions. Our learning strategy is designed around three priorities: capability depth, role readiness and business agility.

Training needs are identified through business demand, role expectations, manager recommendations, employee aspirations and organisational priorities. This allows us to combine long-term skill development with near-term delivery readiness in fast-evolving areas such as digital engineering, cloud, AI, data and consulting-led delivery.

Learning at Persistent Systems is not treated as a stand-alone HR intervention. It is integrated with talent deployment, leadership pipeline development, internal mobility, certification readiness and client-facing capability building. Successfully designed and conducted hackathons and partner-led learning initiatives, including CLI, Cursor, Gemini, and Semicolons, to promote hands-on learning and drive innovation across teams.

Learning Ecosystem and Training Infrastructure

Persistent University serves as the Company’s enterprise learning ecosystem, integrating technical learning, leadership development, power skills, assessment, certifications and experiential learning into a single capability-building architecture. The learning ecosystem combines internal faculty, business SMEs, external content providers, certification partners, university collaborations and digital learning platforms to support workforce development across roles and geographies.

The University offers various flagship programmes which address critical capability areas such as technology, leadership, project management and career readiness. These training programmes emphasize on hands-on learning through real-time problem solving and action-learning projects, covering core areas such as technical skills, domain expertise, power skills, leadership development and project management to ensure a capable and future-ready workforce.

Persistent University

Persistent University provides a structured learning ecosystem that supports continuous skill development across roles and career stages. Its offerings are designed to align employee capabilities with business priorities through focused learning, assessments and strong internal and external partnerships.

Technology & Certifications	Leadership & Management	Experiential Learning Portfolio
Internal certifications led by in-house SMEs, complemented by external certifications to support continuous upskilling	In-house SME-led programmes and external agencies led programs covering Project Management, programme Management and Leadership development	Experiential and informal learning through structured programmes, meet-ups and initiatives such as the Friday Learning Club
Power skills	Assessment Center	Strong Partnerships
Soft skills and behavioural training programmes, including those required for career progression and promotion	A robust assessment platform with in-house tools and question banks covering over 100 skills	Collaborations with external vendors, university partners for support for degree programmes and certifications and digital content providers to enhance learning reach and quality

Learning Experience Platform (LXP) PersistentRise- The Persistent’s homegrown Learning Experience Platform ‘PersistentRise,’ is transforming enterprise learning by bringing all learning pathways, certifications, progress tracking, and skilling insights into one unified, AI-enabled platform. It has strengthened learner engagement, improved visibility of capability-building outcomes, and enabled faster, more personalized upskilling aligned to business priorities. With strong adoption and measurable impact, PersistentRise reinforces the company’s commitment to building a future-ready workforce.

Flagship Programmes of the University

The flagship Programmes are designed to support employees across career stages, from campus hires and first-time managers, delivery leaders and business leaders, thereby strengthening internal mobility and succession readiness.

Technical Academy	Project Management Academy
Development programmes for Architects and Senior Architects	Programmes designed to build project and programme management mindset and skills
Equips technical leads with the skills needed for architectural roles, with a focus on digital transformation and DevOps	Designed to develop skilled architects with a strong consulting mindset. Focuses on core architecture competencies, digital technologies and cloud modernization

Leadership Academy

Delivery-partner and delivery-head readiness programmes to build a strong leadership pipeline

Internal AI courses offered

By end of FY2026, Persistent achieved over 30,000 cumulative internal GEN AI and AI/ML certifications via internally developed 20 GEN AI/ML courses

Experiential Learning Championship for Fresh Grads

Experiential learning programmes focused on ONE TEAM, Learning and “We are Persistent” mindsets

We Are Persistent

Induction programme for new joiners focused on corporate values, culture and purpose

GEMS

Graduate Engineers with Multidimensional Skills programme to fast-track industry and Persistent readiness for campus hires

Enabling Line Managers

Programmes, such as Be Awesome Manager (BeAM) and New Leaders Training Programme (NLTP) help line managers understand and perform their roles effectively

Experiential Programmes for Team Success

Action-based, team-building Programmes with focused learning outcomes. In FY2026, 15,000+ employees participated in Experiential Learning Interventions

My Learning Path to Become a Certified Professional

Learning meet-ups focused on hyperscaler certifications such as IBM, Salesforce, AWS, Azure, GCP, Snowflake, Databricks

Together, these programmes strengthen the capability pipeline across technical, managerial and leadership roles, while supporting internal mobility, succession planning and long-term talent retention

Key Highlights

500+

Technical & Power Skill Courses

60%

Formal Training

40%

Hands-on Learning

180+

Persistent Digital Engineering Technical skill clusters

Experiential Learning Portfolio

Hands-on and informal learning experiences through initiatives like Experiential programmes, Meetups and Friday Learning Clubs.

Career-related

Through a range of activity-based learning programmes including CareerView, The Brand I, SWOT, This Day Next Year and many more employees are enabled to:

- Develop greater awareness of their own careers
 - Plan their careers with a long-term perspective
- Establish clear career-relevant goals and structured action plans
 - Aspire to build a strong personal brand as professionals

Team Success

With the objective of fostering stronger team bonding and networking, Experiential programmes for Team Success are designed and delivered. These are gamified, theme-based and action-oriented learning programmes where employees engage with their team members, build deeper understanding of each other’s perspectives and learn collaboratively while focusing on key team priorities.

Employee Resource Groups

Sessions are conducted with Prerana (Women’s ERG) to enable women employees to understand and adopt the ENRICH (Empower, network, reach for your goals, invest in yourself, create/change, harmony) framework. Sessions with the Pehchaan community are organized to build awareness about the LGBTQ community and understand related challenges. Additionally, sessions with the Able community are conducted to promote inclusive initiatives for persons with disabilities people.

Employee Skill Development Programmes

Employee development is enabled through a range of learning methods including external trainings and internal trainings, classroom and virtual training, self-paced digital learning, coaching and mentorship, experiential learning, peer-based learning communities and job-specific development training programmes. Teams, networks, Employee Resource Groups and learning forums provide additional opportunities for knowledge exchange, while structured development programmes support leadership development, cultural education, digital transition and career advancement.

Transition programme and support is also available for employees who are retiring or separating from the organisation. These programmes include pre-retirement planning, retraining support, severance-related assistance, job placement support and counselling resources, depending on context and employee need.

Coverage: These programmes are applicable to full-time, part-time and contractual employees.

Skill Led Fulfillment

The Skilling Led Fulfillment (SLF) framework is an enterprise-wide capability-building ecosystem designed to support continuous workforce development and maximise talent utilisation. SLF uses a home-grown mock interview tool to prepare bench resources for client interviews and improve job readiness.

SLF is jointly driven by Learning & Development (L&D), Talent Management, delivery units, practice leadership, subject matter experts and technology partners. The model includes high-impact masterclasses led by L&D technical experts, focused bootcamps for upskilling, cross-skilling and reskilling and self-learning modules supported by standardised assessments to measure proficiency.

SLF accelerates deployment of bench employees into billable roles, improves workforce agility, reduces lateral hiring costs and strengthens organisational talent readiness through structured skill development and continuous capability enhancement.

Architect Development programme

The programme developed architects with strong core technical and consulting capabilities. The programme also strengthened competencies in digital technologies, cloud and modernization, while building business acumen, proposal development and risk management skills. It also encouraged thought leadership, coaching and mentorship.

Advance Technical Academy

The programme focused on preparing technical leads for architectural roles, with an emphasis on digital transformation and DevOps. The programme supported multi-skill development across technology domains, adoption of DevOps practices and automation and role-specific learning through certifications. It also strengthened understanding of architectural design principles and non-functional requirements.

Project Management

The programme provided new project managers with a foundation in project management practices. The programme covered scope definition, planning and estimation, dependency and risk management, use of tools such as JIRA and Azure DevOps and Persistent-specific processes. It also focused on communication and leadership skills.

Advanced Project Management Programme

The programme supported project managers transitioning to programme management roles. The programme strengthened leadership, stakeholder management and capabilities to manage large and complex programmes, including contract, proposal and risk management, while maintaining a strategic focus on benefit realization.

Experiential Learning Portfolio

The Experiential Learning Academy delivered activity-based and action-oriented learning programmes designed to encourage hands-on skill development and collaboration. Offerings included experiential programmes, expert-led meetups, DEIB awareness through Divopoly, design thinking labs and music-based team learning initiatives. These interventions supported technical, behavioural and inclusive capabilities while fostering engagement across teams. In FY2026, more than 15,000 employees participated in experiential learning interventions, reflecting strong uptake and organisational commitment to applied learning.

Technology & Certification

The Company provided comprehensive digital engineering training programmes tailored to different roles, levels and technologies to meet evolving business needs. Learning interventions included instructor-led sessions, blended and collaborative learning, bootcamps and self-paced e-learning, supported by virtual labs, assignments and assessments. Continuous learning on digital transition was reinforced through support for internal and external certifications. Course offerings covered core technical skills and multi-level training in advanced areas such as GenAI and SASVA. All full-time employees and contractors were eligible to participate.

Assessment Centre

The Assessment Centre provided a robust capability-assessment platform supported by in-house tools and a comprehensive question bank covering over 100 skills. The platform enabled objective assessment of employee competencies, identification of skill gaps and targeted development planning. It supported both individual growth and workforce readiness by aligning learning interventions with business requirements and role expectations.

Strategic Partnerships

The Company collaborated with external vendors, universities and digital content providers to ensure continuous access to relevant and up-to-date learning opportunities. These partnerships enhanced learning coverage, supported reskilling and upskilling efforts and enabled employees to remain engaged during periods between project assignments, contributing to sustained employability and capability development.

Behavioural Skills

Behavioural skills programmes focused on strengthening communication, collaboration, leadership and adaptability to support professional effectiveness and business performance. Learning was delivered through instructor-led sessions, e-learning modules and on-demand support aligned with role requirements. Key competencies included impactful communication, innovation, accountability, analytical thinking, customer focus, coaching and development and inclusive work place. Manager-assigned courses further supported role-specific development and enhanced client experience and billability.

Sales Enablement Programme

The Sales Enablement programme supported capability building across sales and growth roles through structured on-boarding, role transition programmes and continuous learning. Initiatives included induction programmes for new hires, the GenNext programme for Executive MBA recruits and training for non-sales employees transitioning into sales or consulting roles. Learning covered sales lifecycle knowledge, consultative selling, large deal orchestration, pricing and objection handling, supported by internal knowledge sharing and external digital learning tools.

Cultural Learning

The Cultural Learning programme strengthened cross-cultural capability, i.e., cultural education across a globally distributed workforce. Covering 13 geographies, this initiative-built awareness of regional customs, business etiquette and societal norms to support culturally sensitive collaboration and client engagement. By enhancing cultural intelligence, the programme contributed to inclusive teamwork, improved communication and stronger relationships across global operations.

Mentorships and Coaching

Mentorships, coaching and meetups were delivered as expert sessions covering technical and non-technical topics. These sessions enabled knowledge sharing, peer learning and networking among employees across locations. By providing direct access to subject matter experts and leaders, the initiative supported continuous learning, professional development and cross-organisational collaboration.

The participants of leadership programs also take up action learning projects and they are group coached to enhance their performance on various business situations.

Training Delivery Model

We follow a flexible and practical approach to employee learning that makes it easy to build skills on a scale. Training is delivered through a mix of internal learning platforms and external partners, giving employees access to both Company-specific knowledge and industry-recognized certifications. This ensures learning remains

relevant to client demand and technological needs. Training happens in many ways, through classrooms, virtual sessions, self-paced online courses, hands-on labs, hackathons and on-the-job experience. This blended model allows employees to learn, practice and apply skills directly in real work situations.

Strategic Training Management

Learning delivery is centrally governed through Persistent University and executed through a model that combines internal faculty, in-house SMEs, external training partners, university collaborations and digital content providers. Training is prioritised based on business demand, role criticality, future skill requirements and deployment readiness. This enables Persistent Systems to scale high-quality learning while maintaining close alignment with technological trends and client expectations.

The learning model is designed to support multiple modes of development, including classroom and virtual instructor-led sessions, self-paced modules, hands-on labs, hackathons, experiential workshops, action-learning interventions, assessments, coaching, mentorship and on-the-job learning.

AI and Technology Upskilling

Persistent Systems places strong emphasis on building digital and advanced technology capabilities through focused upskilling initiatives. AI and digital learning programmes span foundational, advanced and role-specific training, with coverage across engineers, delivery teams and management roles.

Technology upskilling remains central to our learning agenda. Our programmes are designed to build digital engineering capability across foundational, intermediate and advanced levels, with strong focus on cloud, platform engineering, enterprise technologies, data, AI and GenAI. Learning pathways are aligned to role expectations and supported through internal academies, certification-focused meetups, structured practice interventions and partner-led programmes.

The training architecture includes broad technology learning and certification pathways across AWS, Azure, GCP, IBM, Salesforce, AI/ML/GenAI, Databricks, Snowflake, ServiceNow, ITIL and other strategic technologies. This enables employees to build both breadth and depth of expertise while strengthening delivery readiness in emerging technology areas.

Programmes such as PDEA and SASVA 3.0 are designed to build enterprise-wide technical depth and AI readiness through role-aligned learning paths, specialized interventions and certifications.

Performance Metrics and Key Indicators

We monitor a range of performance indicators to track the effectiveness and reach of training initiatives. Training investments and learning hours are monitored across employee categories and gender, with separate disclosures for full-time employees and contractors. Data includes active learners and covers operations across the organisation. Training metrics are monitored across employee category, gender, geography, age profile and workforce type to help assess learning access, workforce readiness and capability depth across the organisation.

24,119	2,490	96.80%	INR 11,702	106.78	13 days
Permanent employees have received training	Contractor employees have received training	Training Coverage (FTE & Contractors)	Average amount spent per FTE	Average learning hours per FTE	Average learning days per FTE

Training cost per FTE

Training cost	FY2026	FY2025	FY2024
Average learning cost per FTE in INR	11,702	11,027	11,484

Average hours per FTE of training and development – Employee (GRI 404-1)

Training Hours	FY2026	FY2025	FY2024
Average hours per FTE	106.78	94.2	72

Learning participation remained balanced across genders. Average learning hours for regular male employees were 106.58 hours and for regular female employees were 107.25 hours, indicating comparable access to learning opportunities.

Average Training Hours - FTE by Training Category	Units	Non-Technical Skill Training	Soft Skill Training	Technical Skill Training
Employee Count	Male (Nos.)	19,291	9,547	12,589
	Female (Nos.)	8,195	4,832	5,412
Completion (%)	Male (%)	94.66%	46.84%	61.77%
	Female (%)	94.96%	55.99%	62.71%

Governance of Learning and Development

Learning strategy and capability roadmap are reviewed periodically by the Chief Human Resources Officer (CHRO) and senior business leadership through the Persistent University governance forum. Annual learning priorities, budgets and outcome metrics are reported to the Executive Leadership Team. Material learning outcomes, including deployment readiness, certification volume, training coverage and learning-experience feedback are tabled at the Board ESG Committee at least annually.

The scorecard below consolidates enterprise-level indicators linking learning inputs to measurable outcomes, certification attainment, bench deployment success, learner experience and business impact.

Leadership and Career Development

GRI 404-1, 404-2, 404-3

At Persistent Systems, we have established programmes (for all our full time and part time employees) that focus on hands-on learning through real-time problem solving and scenario-based training across Technical, Domain, Power Skills, Leadership and Project Management. This approach supports lifelong learning while aligning individual growth with business priorities.

Our development architecture supports progression from entry-level readiness to advanced leadership capability. Programmes are structured to build technical depth, project and programme leadership, consulting mindset and business leadership readiness across career stages.

Category	Leadership Development Programs
Program Overview	Strategic leadership journeys for high-potential talent designed across three progressive capability stages—Leading Self, Leading Teams, Leading Business
	Programs are delivered as 5-month blended journeys combining assessments, expert-led sessions, simulations, coaching and Action Learning Projects (ALPs), with strong business alignment and structured governance
Key benefits	Builds enterprise-ready Delivery Partners and Delivery Leaders with strong business, financial and customer-centric capabilities
	- Enables shift from execution-focused roles to strategic leadership - Develops critical capabilities: strategic thinking, stakeholder influence, consulting mindset, financial acumen and leadership presence reinforced through continuous coaching, AI simulations and Action Learning Project sponsor connects
Business Impact	- Creates a strong internal leadership pipeline, reducing dependency on external hiring - Drives delivery excellence, customer satisfaction (CSAT) and business growth outcomes through real problem-solving - Action Learning Projects (ALPs) ensure direct linkage to business priorities such as AI adoption, margin improvement, customer experience and account growth - Enables enterprise-wide leadership capability consistency across delivery and business units
Quantitative Impact	This has significantly improved succession readiness and leadership continuity, reducing dependency on external talent markets. By prioritising internal leadership development and deployment. 71% participants moved to DP / DH roles
Employee Participation including contractors and part-time	Jarvis – 88 employees Pinnacle – 30 employees

Programmes for Career Advancement

Clear development pathways are provided for entry-level, mid-level, senior and leadership roles, strengthening internal mobility and leadership readiness.

Entry-Level Programmes	Graduate Recruitment Programme (GEMS): Graduate Engineers with Multidimensional Skills - Technical training for freshers. Nebula: Training for undergraduate freshers. Sheroes: Sheroes is an early-career development programme designed to encourage young women to proactively plan their career journeys. The programme focuses on building aspiration, self-confidence and foundational capabilities, enabling participants to begin skill development and career planning at an early stage.
Mid-Level Programmes	New Team Leaders Programme: Supports managers transitioning from individual contributor roles to people leadership positions. Through focused workshops, the programme equips participants with essential leadership, communication and people management skills to effectively support, motivate and engage team members, driving productivity and business results. Be an Awesome Manager (BeAM): Equips people managers with practical tools and frameworks to build engaged and high performing teams. The programme focuses on effective communication, constructive feedback, trust building, accountability and managing difficult conversations, strengthening managerial effectiveness and team outcomes. Sheroes Plus: Targeted at women in the mid-career stage (8-10 years of experience) and is designed to enable participants to take ownership of their career progression. The programme focuses on addressing internal barriers, overcoming limiting habits and supporting women in shaping purposeful and sustainable career paths.
Senior-Level Programmes	Women Leadership programme: Aims to increase women’s representation in senior leadership roles through structured learning experiences. The programme focuses on leadership capability building, confidence development and readiness for expanded responsibilities, supporting long term gender diversity in leadership.
Leadership-Level Programme	JARVIS – Delivery Excellence programme: Competency building programme designed to accelerate leadership readiness among current and emerging Delivery Partners. The programme integrates learning, facilitator led workshops, AI based simulations and Action Learning Projects to strengthen strategic thinking, operational leadership and business management capabilities. PINNACLE – Business Leadership Programme: Executive development programme for high potential Delivery Heads and DH 1 leaders. The programme combines real world case studies, group coaching and Action Learning Projects to build capabilities in financial acumen, customer centric leadership and enterprise level decision making.

In addition to role-specific pathways, employee development is supported through coaching, mentorship, experiential interventions, cross-functional learning and manager-led development planning. This layered design helps strengthen internal mobility and succession readiness.

We have strengthened its approach to skills and knowledge development training by clearly defining programme scope, participant cohorts and measurable outcomes, addressing gaps related to general statements on leadership training with unknown scope or achieved results. Additionally, structured frameworks are in place to support comprehensive succession planning & development programmes at multiple levels, ensuring alignment with business needs and measurable capability building.

Our Flagship Learning Programmes and Initiatives

	Persistent Digital Engineering Academy (PDEA 3.0)	SASVA 3.0 laura and GenAi Hub	Learning on Demand (LOD) and Manager-Assigned Courses Programme
Programme Overview	Structured enterprise-wide upskilling programme designed to strengthen technical proficiency and support sustained career advancement through role-aligned learning paths and certifications	Focuses on targeted capability building through structured assessments and skill validation to strengthen deployment readiness and workforce effectiveness	Manager Assigned Courses (MAC) provide customized learning interventions designed to address specific business and performance challenges identified by managers and delivery teams
Key benefits	PDEA 3.0 builds organisation-wide technical and AI readiness by aligning skills development with business needs. It reduces skill gaps and reliance on external hiring through internal talent fulfillment, strengthens employee credibility through validated certifications and improves deployment success, enhancing business agility and client confidence	The programme supports improved workforce outcomes by enhancing employee readiness, billability and customer satisfaction. Participants demonstrated improved ESAT and CSAT scores, with billability levels of approximately 96%, indicating strong alignment between skills development and business performance	These interventions focus on resolving targeted areas impacting delivery quality, employee engagement and customer outcomes. The programmes support improvements in CSAT, ESAT, billability and delivery excellence, while ensuring broad coverage through multiple LOD interventions delivered annually
Business Impact	Increased internal fulfillment, reducing hiring costs Lower customer interview rejection rates, enhancing client confidence Strengthened employee credibility and career growth	Enables data-driven decision-making and smarter workload distribution Reduces manual effort through AI-driven automation Accelerates time-to-market, maximizing revenue potential	Improved Productivity, CSAT, ES
Quantitative Impact	During FY 2025-26, trained 10,000+ employees on PDEA 3.0 which contributed to fulfilling 2,000 positions internally (17% of total internal positions)	Helps businesses boost Annual Recurring Revenue (ARR) and Net Revenue Retention (NRR) Improves software engineering speed and efficiency 1,199 certified counts of employees	Billability improvement through LOD focusing on Facing Client Interviews led to 97% deployment in billable roles
Employee Participation including contractors and part-time Participation	98% of the eligible workforce enrolled and ~60% are certified	5,676 cumulative certified counts of employees	LOD: 1,892 employees MAC: 14,312 employees Self-enrolled: 19,539 employees e-Learnings: 18,652 employees

Cross-Cultural Capability Building

Category	Leadership Development Programs
Program Overview	Programs like cultural sensitization, Diversity Equity and Inclusion (DEI), unconscious bias and customer-facing cultural capability building
Key benefits	Improves cross-cultural collaboration, inclusion and stakeholder communication
Business Impact	Enhances client engagement and global team effectiveness; supports DEI goals
Quantitative Impact	67% requesters reported significant improvement in participants' performance 94% participants reported significant improvement in their cultural awareness and client interactions
Employee Participation including contractors and part-time	- Organization-wide participation across levels and roles 1,000+ employees underwent cultural Training - Covering 11 different Geographies based on business needs

Compliance Trainings

Alongside our flagship learning and development programmes, Persistent Systems conducts mandatory compliance trainings that are essential to our day-to-day operations and Company values. All employees and contractors are required to complete these trainings and formally confirm that they have read, understood and comply with the applicable policies and guidelines. These trainings apply to employees (full-time and part-time) and contractors, reinforcing consistent expectations on ethics, safety, rights and responsible conduct across the workforce.

Key compliance training areas include Modern Slavery and Human Trafficking, Anti-discrimination and Harassment, Safe Workplace Policies, Human Rights, Diversity, Equity and Inclusion (DEI), Environmental Health & Safety and Infosec Compliance including Acceptable Use Policy and Privacy Notice. These cover Code of Conduct, reinforcing ethical standards, data privacy, anti-corruption and responsible workplace behaviour.

99.43%
Employees trained on Annual Policy Compliance - Code of Conduct

Learning and Development Partnerships

Our strategic technology partnerships strengthen our certification-led learning model and help us build relevant capabilities aligned with market demand and client needs. We work closely with leading global technology partners to strengthen learning, certifications and workforce capability across the organisation. Through these strategic partnerships, we enable access to advanced platforms, industry-recognised certifications and hands-on expertise, helping our employees build relevant skills at scale.

Degree Programmes and Certifications

Degree Programmes and Higher Education Initiatives (Management & Technical)

We support employee advancement through sponsored higher education and management degree programmes aligned with business and leadership capability needs. In India, employees are supported in pursuing online MBA, BTeck programmes from institutions such as BITS Pilani in areas including AI in Business, Strategy and Consulting, FinTech, Business Analytics, Digital Transformation and Quality, as well as MBA programmes in HR, Finance, Marketing and Business Analytics through NMIMS and Manipal.

For employees based outside India, the Company offers reimbursement of up to USD 10,000 for online MBA programmes from universities of their choice, subject to successful completion. These initiatives strengthen leadership pipelines, enhance technical and managerial skills and support long-term career development.

Smart India Hackathon (SIH) – Knowledge Partner

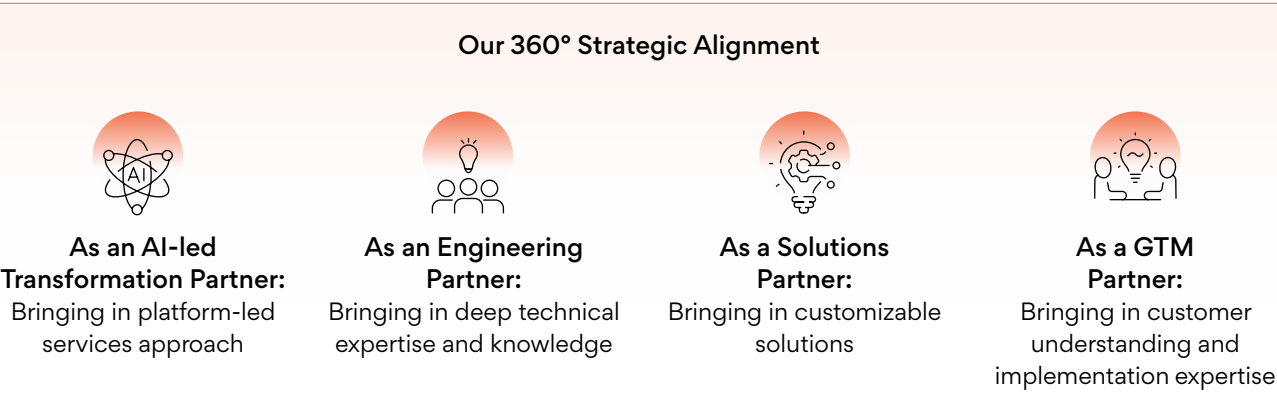
As a Knowledge Partner to the Ministry of Education's Innovation Cell and AICTE, the Company plays a strategic role in the Smart India Hackathon by evaluating innovative solutions proposed for problem statements from government ministries and departments. This national-level initiative enables employees across mid-management and senior leadership to mentor emerging innovators while contributing to India's socio-economic development. Participation is voluntary, reinforcing the Company's commitment to responsible citizenship and purpose-driven engagement.



Cumulative 24,500+ Partner Certifications

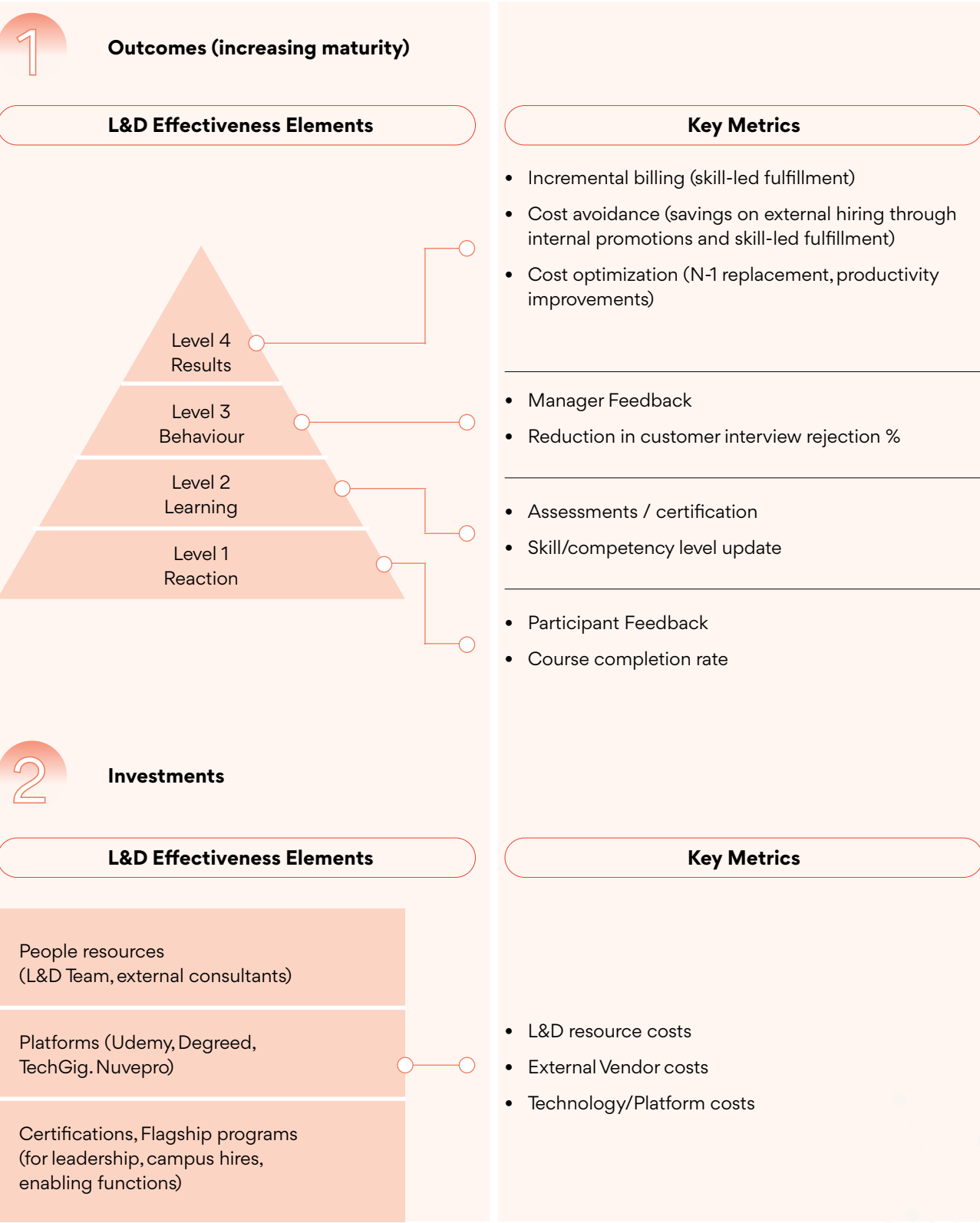
As of March 31, 2026 *Infrastructure, Data & AI, Digital & App Innovation, Security, Modern Work **IBM Badges

Certification pathways support both employee development and business capability. They strengthen employee credibility, enhance delivery readiness, improve customer acceptance in project deployment and help maintain strong technology partnerships.



Training Evaluation & Effectiveness

Our continuous learning and certification initiatives contribute to improved team capabilities and customer satisfaction,enable the maintenance of higher technology partnerships and support the delivery of specialized services. Internal and external certifications enhance employee credibility and customer acceptance during project deployment,while also supporting talent retention and attracting skilled professionals.



Human Rights and Labour Practices

GRI 406, 407, 408, 409, 410, 412

At Persistent Systems, respect for human rights is embedded in our culture and guided by globally recognized standards, including the United Nations Sustainable Development Goals (SDGs), United Nations Global Compact (UNGC) Principles, the United Nations Guiding Principles on Business and Human Rights (UNGPs), Universal Declaration of Human Rights (UDHR), OECD Due Diligence Guidance for Responsible Business Conduct and the International Labour Organisation (ILO) Declaration of Fundamental Principles and Rights at Work. We are committed to upholding dignity, equality and fairness across all our operations.

Our approach to human rights spans the entire employee lifecycle, from talent sourcing and hiring to on-boarding, career development and transition, ensuring a workplace that is inclusive and free from discrimination. Our scope of commitment to human rights goes beyond our operations and workforce, we expect suppliers, vendors and business partners to follow these principles, supporting responsible sourcing and ethical business conduct.

We commit to respect human rights, including human trafficking, forced labour, child labour, freedom of association, right to collective bargaining and discrimination in accordance with the UNGC, UNGPs and ILO standards.

Human Rights Governance and Commitment

The Company has implemented a Company-wide Human Rights Policy that demonstrates its commitment to respecting human rights, with this policy being publicly available.

To ensure fairness, integrity and respect for human dignity, we have put in place comprehensive policies and Codes of Conduct that guide ethical behaviour across our operations and supply chain.

Aligned with global best practices, our policies promote transparency, regulatory compliance and ethical governance, supporting a sustainable and responsible enterprise.

Human rights considerations are integrated into enterprise risk management processes through collaboration between the Risk Management and HR Compliance teams, ensuring potential risks are identified and addressed proactively.

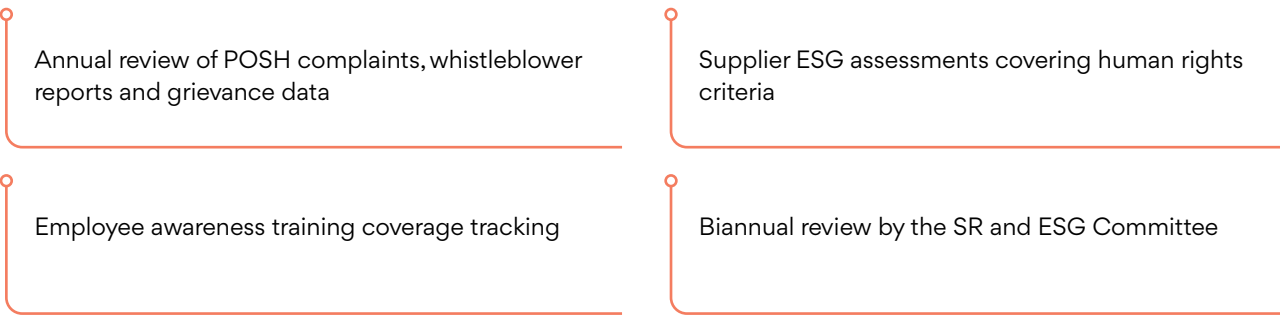
Moreover, internal awareness programmes educate employees on their rights and responsibilities, strengthening understanding and compliance across the organisation. This governance-led approach helps advance human rights across our global operations and fosters a culture rooted in fairness, accountability and ethical conduct.



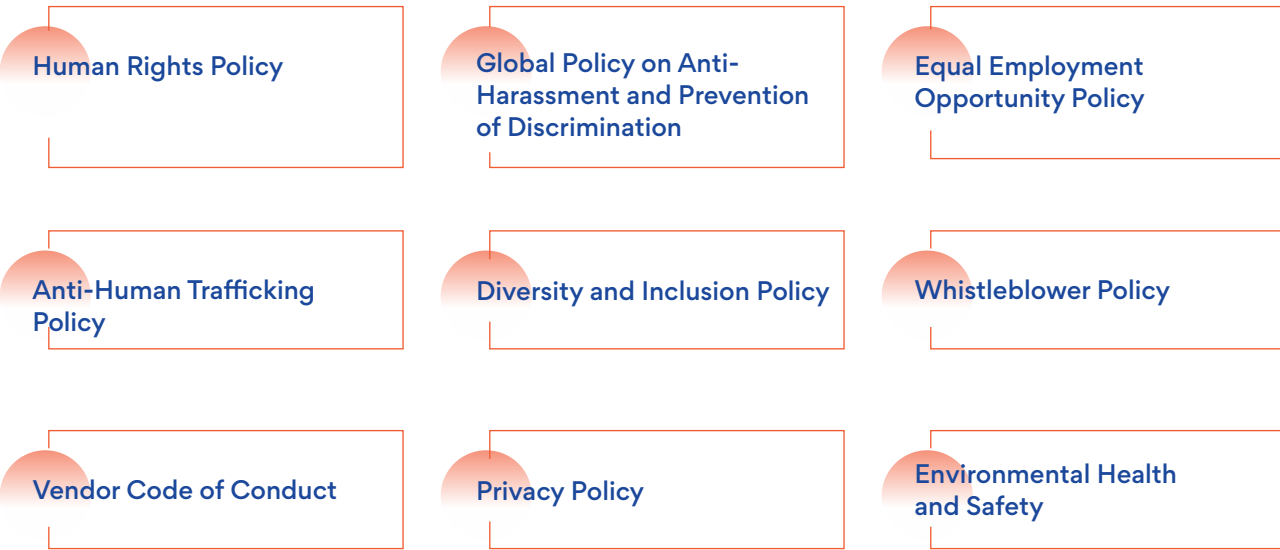
Policy Coverage

The Policy applies to Persistent Systems Limited’s own operations, including all its subsidiaries, affiliates and associated companies (collectively referred to as ‘Persistent’). It encompasses all employees, including part-time staff and contractors. Furthermore, Persistent expects its suppliers, vendors, partners and customers to adhere to these principles and adopt similar or equivalent policies in their businesses. The Policy covers the following aspects of commitment to prevent human trafficking, forced labour, child labour, discrimination and ensure freedom of association, the right to collective bargaining, workplace safety, diversity and inclusion.

The effectiveness of Persistent Systems Human Rights Policy is monitored through:



The following key policies define our approach to human rights and business ethics:



Human Rights Due Diligence

GRI 412-1, 412-2, 412-3

Commitment and Scope

Persistent Systems is committed to respecting and upholding human rights across its operations, value chain and business relationships. A Company-wide Human Rights Due Diligence (HRDD) process is in place to identify, assess and mitigate actual and potential human rights risks. The process is aligned with internationally recognized standards, including the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the ILO Core Conventions.

Company-Wide Due Diligence Process

Human rights risk assessments are conducted at multiple levels to ensure accountability and compliance across the organisation:

Risk identification in our own operations

Risk identification at enterprise level is done through a structured HRDD process, which includes mapping potential risks across operations and the employee lifecycle, evaluating practices related to non-discrimination, working conditions and employee well-being and aligning assessments with global frameworks. This is supported by internal audits, compliance reviews and inputs from grievance mechanisms, with cross-functional and HR-led teams validating risks, assessing their severity and likelihood and prioritising mitigation actions to ensure proactive and consistent risk management across operations.

Risk identification in our value chain or other business activities

We carry out a comprehensive ESG assessment for all vendors to ensure their compliance with our policies and frameworks. Vendors are also required to undergo ESG training, which includes human rights as a core component.

Risk identification in new business relations (mergers, acquisitions, joint ventures, etc.)

Every new partnership goes through a thorough due diligence process that includes screening for human rights violations. All our business contracts contain standard clauses that require compliance with laws and policies related to human rights.

Systematic periodic review of the risk mapping of potential issues

Human rights risks are identified, assessed and monitored on a continuous basis, with periodic reviews conducted as part of:

- Enterprise risk management and ESG governance processes
- Internal audits and compliance reviews across locations
- Site-level monitoring mechanisms involving cross-functional teams

Key Human Rights Issues Addressed

The HRDD framework focuses on mitigating actual and potential human rights risks, including

- Forced labour and modern slavery – Ensuring ethical labour practices across our supply chain
- Human trafficking prevention – Implementing stringent policies against trafficking risks
- Child labour elimination – Enforcing zero-tolerance policies through supplier assessments
- Freedom of association & collective bargaining – Upholding workers’ rights to organize and negotiate
- Equal remuneration and anti-discrimination – Promoting fair pay and an inclusive workplace
- Safe workplace conditions – Maintaining a safe workplace and ensuring safe working conditions in compliance with global health and safety regulations
- Discrimination - Ensuring a Discrimination-Free Workplace

Protection of Vulnerable Groups

We implement safeguards to ensure fair and ethical treatment of groups that may be at higher risk

- Own employees: Equitable treatment and access to grievance mechanisms
- Women: Advancing gender equality and workplace inclusivity by protecting women’s rights, including freedom from gender-based harassment, equal pay, and safe working conditions
- Children: Preventing child labour across operations and supply chain
- Third-party employees: Extending protections to contract workers and vendors
- Local communities: Responsible engagement to prevent adverse social impacts
- Indigenous People

We recognise migrant workers as a potentially vulnerable group and include them in our human-rights due diligence, ensuring fair and non-discriminatory treatment, access to grievance mechanisms and prompt remediation where risks are identified across our operations and relevant contractor/value-chain workforce.

Social Protection Coverage

Achieve and sustain comprehensive social protection coverage for our workforce by ensuring that all eligible employees are covered through statutory and/or Company-provided social security and insurance benefits and by extending equivalent protections to non-permanent workforce categories through employer/principal-employer oversight. We will review coverage annually and close any gaps.

Strengthening Compliance and Awareness

To reinforce human rights commitments, we:

- Require suppliers to comply with the UN Guiding Principles on Business and Human Rights through contractual obligations
- Conduct supplier due diligence and audits
- Deliver training programmes for employees and business partners
- Maintain confidential grievance mechanisms for reporting violations
- Ensure continuous monitoring and remediation of identified risks

We ensure a comprehensive Human Rights Due Diligence process aligned with UNGPs and ILO standards, covering operations, value chain, suppliers and business relationships, supported by training, grievance mechanisms and continuous risk monitoring.

Human Rights Assessment

GRI 412-1, 412-2, 412-3

We uphold human rights across our global operations through annual human rights assessments and compliance-driven governance frameworks.

Owned Operations 100%

100% of Persistent’s plants and offices have been assessed for compliance with applicable labour and workplace standards covering child labour, forced or involuntary labour, sexual harassment, workplace discrimination and wages.

Our India operations are regularly assessed by the Persistent Internal Audit team and are 100% certified under ISO 14001:2015 (Environmental Management Systems) and ISO 45001:2018 (Occupational Health & Safety Management Systems), Internal process audits which include requirements related to legal compliance, worker welfare and safe and fair working conditions.

For overseas locations, we have implemented processes aligned with local legal and regulatory requirements, supported by global policies and governance mechanisms and ensure compliance across our international operations through internal reviews and management oversight.

Contractors and Direct/Tier 1 Suppliers 100%

100% of vendors working in our facilities are assessed by our Internal audit teams and HR team.

Our vendor partners working on our premises at India locations are assessed to ensure they are complying to the local statutory rules and law of the land.

ESG awareness programmes covered suppliers representing approximately 75% of total procurement spent.

Supplier Human Rights Assessment

GRI 414-1, 414-2

All suppliers must adhere to the [Vendor Code of Conduct](#), which outlines requirements related to fair labour practices, prohibits forced labour, ensures non-discrimination and mandates safe working conditions. Suppliers undergo ESG evaluations in which human rights serve as a central focus, addressing issues such as labour practices, workplace safety and regulatory compliance. These assessments are conducted based on risk, including audits for those vendors present at Company locations, compliance checklists aligned with ISO 45001 standards and reviews of relevant documentation as well as self-assessment reports.

In addition, Persistent conducts supplier training and awareness programmes, including live sessions and webinars, which cover human rights expectations and responsible business practices. Suppliers are required to self-monitor, comply with standards and implement corrective actions where needed, ensuring ongoing management of human rights risks across the value chain.

The Vendor Code of Conduct requires suppliers to ensure that employment opportunities - including hiring, promotion and training - are not denied to any individual on discriminatory grounds, consistent with ILO Convention No. 111 (Discrimination in Employment and Occupation).

Human Rights Mitigation & Remediation

We have established robust mechanisms to mitigate and remediate human rights risks across **100% of our operations and value chain**, if necessary. Structured processes are used to proactively identify and evaluate actual and potential risks, supported by site-specific mitigation plans and clearly defined corrective actions.

Processes Implemented to Mitigate Human Rights Risks

Identified risks are monitored on an ongoing basis to ensure timely remediation and continuous improvement. This approach strengthens accountability, supports compliance with international human rights standards and ensures effective management of human rights impacts across business activities and relationships.

100%
of operations, contractors and suppliers assessed, with zero risks identified and mitigation plans available.

No
Remediation actions were required

Upholding Fair Labour Practices & Employee Rights

Labour Practices Commitment

Persistent Systems has a company-wide commitment to respect labour rights, which is publicly available through its Human Rights Policy, Code of Conduct and Global Policy on Anti-Harassment and Prevention of Discrimination, Prevention of Sexual Harassment at Workplace (POSH) for women employees and Whistleblower Policy. The Company prohibits forced labour, child labour and discrimination and ensures fair working conditions across its operations and value chain. It also upholds principles related to freedom of association and collective bargaining, in line with applicable laws and global standards such as the UN Guiding Principles on Business and Human Rights (UNGPs) and ILO conventions.

These commitments are reinforced through policies, employee guidelines, grievance redressal mechanisms and supplier requirements, ensuring labour rights are consistently implemented and monitored across the organisation and its supply chain.

Labour Practices Commitments & Programmes

We are committed to fair and ethical labour practices across our own operations, i.e., employees, contractors, partners and suppliers. Key commitments include:

Living Wages and benchmarking

Persistent Systems is committed to paying adequate living wage to all employees. The Company conducts living wage benchmarking assessments to compare compensation against the cost of living (food, housing, clothing, savings potential) in all operating regions, ensuring salaries exceed minimum statutory requirements and enable a dignified standard of living. We ensure that all employees are paid above the statutory minimum wage in accordance with the applicable labour laws of each country we operate in. These assessments also consider the ability to meet cost of living requirements and support basic savings, reinforcing a balanced approach to employee well-being and responsible compensation.

Avoiding or reducing overtime or excessive working hours

Employees are required to take mandatory breaks (e.g., a one-hour break after extended working hours), ensuring adequate rest during the workday.

The Company monitors working hours in alignment with the local workweek guidelines of each country with scheduled work breaks, as applicable. Persistent Systems also allows flexible work schedules and/or work from home in consultation with managers and its clients to balance business needs and employee wellbeing.

Fair Compensation and Work-Life Balance

We ensure to provide competitive remuneration and comprehensive benefits, including hybrid work, parental leave, sabbaticals and CSR-related time off, supporting employee well-being and sustainable work-life balance.

Setting maximum working hours

We follow all local labour laws regarding maximum working hours and proactively encourage workplace practices that support balance and overall well-being.

Annual Leaves

Employees are entitled and ensured to avail paid annual leave in accordance with applicable policies and statutory requirements in each country. In India, where the majority of our workforce is based, we provide 26 days of paid annual leave (including sick leave), 26 weeks of primary caregiver parental leave, 5 days of secondary caregiver leave and access to compassionate leave and sabbatical programmes.

Training and Reskilling for Transition Support

To mitigate potential impacts arising from industrial or climate-related transitions, we invest in training & reskilling e.g. green code/ cloud infrastructure.

Setting minimum consultation or notice periods before mass terminations

In the event of organisational restructuring, Persistent Systems commits to advance notice beyond statutory requirements, active redeployment and internal transfer efforts before any redundancies, access to reskilling programmes through Persistent University and severance support in line with applicable laws. No large-scale restructuring events occurred in FY2026.

Minimum notice period

[Regarding Operational Changes & Employment GRI 402-1](#)

We adhere to country-specific statutory notice periods, ensuring fair and transparent separations with adequate transition time. Associates are informed of operational changes within 4-12 weeks via internal communications. Notice periods are defined in employment contracts and country-specific manuals. Minimum notice is maintained for any termination or layoffs. No layoffs occurred during the year.

Working conditions: Safe, healthy and respectful workplaces are maintained through policies, OHS systems, audits and expanded social protection beyond public programmes.

Persistent Systems prefers regular, permanent employment as the primary form of workforce engagement and offers clear pathways from contract to permanent employment where role requirements and performance criteria are met.

Gender Pay and Pay Equity

Equal Remuneration and Gender Pay Gap

As an equal opportunity employer, Persistent Systems is committed to ensuring equitable and fair compensation, including equal pay for equal work, irrespective of gender or other protected characteristics. The Company supports this commitment through structured compensation frameworks and governance processes aligned with applicable labour laws and global standards.

We regularly undertake industry benchmarking and internal compensation reviews to assess pay parity and competitiveness across roles and geographies. These reviews help identify and address any potential gaps, ensuring that compensation practices remain fair, consistent and aligned with market standards.

In addition, pay equity considerations are embedded within broader talent management and performance processes, reinforcing a culture of inclusivity and fairness while supporting responsible and equitable reward practices across the organisation.

We ensure equal pay for equal work through a dedicated framework of policy commitment, proactive monitoring and robust grievance redressal mechanisms. The commitment is rooted in the Equal Employment Opportunity Policy, which explicitly guarantees equal pay and benefits for equal work and performance.

Operationally, Persistent Systems takes the following actions to sustain pay equity

- Conducts continuous Gender Pay Gap reviews and is monitored with monthly updates to ensure compensation is fair across various employment criteria, including grades, experience, tenure and locations
 - Routinely monitors the gender pay gap and takes targeted actions to ensure equal remuneration for men and women performing equivalent roles
- Evaluates gender parity during all promotion cycles to ensure non-discriminatory advancement
 - Ensures all employees (Permanent and Other than Permanent) are compensated more than the legal minimum wage requirements in the countries where Persistent operates
 - Reviews methodology and outcomes annually with the People & Org Development team

Methodology

Pay-equity analysis is performed on like-for-like comparable populations controlling for grade, role, tenure, location and experience and follows internationally recognised pay-equity analysis practices. **During the year, no significant pay gaps were identified.**

To safeguard against discriminatory pay practices, the Whistleblower Policy assures protection to whistleblowers from retaliation or other forms of discrimination, including compensation or terms and conditions of employment.

Remuneration of Women to Men — Mean

Parameter	FY2026 (INR)
Mean Female Salary	2,023,845.17
Mean Male Salary	2,873,061.80
Female-to-Male Mean Ratio	22.88%

Average Compensation by Employee Category — FY2026

Employee Category	Average Women (INR)	Average Men (INR)
Executive level — base salary only	2,46,55,612	2,29,64,291
Executive level — base salary + other cash incentives	3,37,45,312	3,33,84,076
Management level — base salary only	1,36,08,752	1,35,96,849
Management level — base salary + other cash incentives	1,73,61,206	1,78,82,893
Non-management level — base salary only	24,96,079	24,67,557
Non-management level — base salary + other cash incentives	27,18,111	26,80,408

Data covers 100% of FTE

Gross wages paid to females as a % of total wages paid was 22.88% in FY2026

Anti-Discrimination and Harassment

GRI 406-1

We strictly prohibit discrimination and harassment in any form. ‘Discrimination based on gender, gender identity and expression, race, ethnicity, age, disability, religion, sexual orientation, political opinion, social origin, or any other protected characteristic is not tolerated at Persistent Systems. We have established the Diversity and Inclusion Policy, Global Policy on Anti-Harassment and Prevention of Discrimination, Human Rights Policy and Whistleblower Policy, which provide clear guidance, protection and confidential reporting mechanisms to ensure equal opportunity and a bias-free workplace.

Actions to Prevent Discrimination in Professional Development and Promotion

Policies and processes ensure equal access to professional development, career progression and promotion. Decisions are based on role requirements, performance and capability, supported by standardized evaluation frameworks and bias-mitigation controls.

We are committed to equal career opportunities regardless of ethnicity, caste, religion, or social origin. Recruitment and promotion practices ensure non-discriminatory selection based solely on merit, with bias-mitigation controls embedded in all evaluation processes.

Prevention of Sexual Harassment

We maintain a zero-tolerance Policy for discrimination and sexual harassment across all geographies. Workplaces are governed by locally applicable laws such as the Prevention of Sexual Harassment (POSH) Act (India), Ontario Human Rights Code, Australian Human Rights Commission Act and the German Criminal Code. Beyond compliance, the Company is committed to maintaining harassment-free workplaces through strong policies, awareness and enforcement mechanisms.

Measures to prevent sexual harassment

Persistent Systems has a comprehensive Anti-Harassment Policy that prohibits sexual harassment and ensures a safe, inclusive and respectful workplace across all locations. The Company has established formal mechanisms, including Prevention of Sexual Harassment committees, to address complaints in a fair, confidential and time-bound manner in line with applicable laws. Awareness and prevention are reinforced through mandatory training programmes, regular sensitisation sessions and communication initiatives, ensuring that

employees clearly understand expected conduct and reporting mechanisms. Multiple grievance redressal channels are available to employees, contractors and other stakeholders, enabling concerns to be raised without fear of retaliation. The Company follows a zero-tolerance approach, with defined procedures for investigation, disciplinary action and remediation, ensuring accountability and reinforcing its commitment to maintaining a safe and respectful work environment.

Zero

Tolerance policy on discrimination

Zero

Incidents of discrimination were reported during the reporting period

3

POSH Complaints received in FY2026

3

POSH cases upheld in FY2026

Measures to prevent non-sexual harassment

Persistent Systems has implemented a comprehensive Anti-Harassment Policy to prevent all forms of workplace harassment, including non-sexual harassment such as bullying, intimidation, or discriminatory behaviour. The policy explicitly prohibits any conduct based on protected characteristics (e.g. race, religion, age, or nationality) that creates a hostile or offensive work environment, whether at the workplace or during work-related interactions.

To prevent such behaviour, the Company promotes a culture of respect, equality and zero tolerance for harassment, supported by its Code of Conduct and ethical practices. Employees are expected to maintain professional conduct and avoid bias or prejudicial behaviour in all interactions.

Persistent Systems has established formal reporting and grievance redressal mechanisms, including Internal Committees, to address complaints in a fair, confidential and time-bound manner, along with clearly defined disciplinary actions for violations.

In addition, the Company reinforces prevention through regular awareness programmes, communication of policy expectations and mandatory compliance frameworks, ensuring that employees, contractors and stakeholders are aware of acceptable behaviour and reporting channels, thereby fostering a safe and inclusive workplace environment.

Trainings for all employees on discrimination or harassment in the workplace

We ensure that all employees undergo mandatory training on prevention of workplace mental harassment & discrimination, reinforcing a culture of fairness, respect and inclusion. These training courses cover non-discriminatory practices, ethical conduct and Code of Conduct (CoC) principles. Moreover, training is also provided to HR staff, focusing on ensuring non-discriminatory practices in policies and processes and to security teams, with emphasis on conflict resolution, non-discriminatory practices, ethics and CoC training.

Escalation process for reporting incidents specific to discrimination and/or harassment

We have a structured grievance redressal mechanism to address complaints of harassment and discrimination in line with applicable policies and local laws. The designated Anti-Harassment Committee initiates investigations through local teams, ensuring confidentiality, fairness and non-retaliation. Employees are encouraged to report concerns without fear, cooperate in investigations and avoid misuse of the policy. The organisation is responsible for establishing procedures, conducting independent investigations, resolving complaints and recommending disciplinary actions where required. Regular oversight ensures timely and appropriate resolution, while maintaining confidentiality and providing necessary support to investigation teams for effective grievance handling.

Human Trafficking, Modern Slavery, Child Labour and Forced or Compulsory Labour

GRI 408-1, 409-1

We maintain a strict zero-tolerance policy against child labour, forced labour, modern slavery and human trafficking across operations and supply chain. Guided by the Commonwealth Modern Slavery Act (2018), UN Declaration of Human Rights and ILO conventions, these commitments are reinforced through the Anti-Human Trafficking Policy and Vendor Code of Conduct. Supplier due diligence, risk assessments and audits are conducted to mitigate risks. Additionally, we reinforce responsible labour practices through continuous awareness programmes and compliance training for employees and business partners.

Zero

Operations or suppliers were identified with significant risk of child labour, forced labour, or modern slavery

Rights of Indigenous Peoples

GRI 411-1

Respect for the rights, traditions and cultural heritage of indigenous peoples is embedded in our corporate responsibility framework. Business activities align with the United Nations Guiding Principles on Business and Human Rights, ensuring that operations and partnerships do not negatively impact indigenous communities. Responsible community engagement is undertaken to promote inclusion and sustainable development.

Zero
Incidents involving violations of indigenous peoples' rights were identified across the value chain

Freedom of Association and Collective Bargaining

GRI 2-30, GRI 407-1

Persistent Systems commitment to freedom of association and collective bargaining is formalised through its Human Rights Policy and Equal Employment Opportunity Policy which apply across its global operations. The Company recognises and respects employees' fundamental rights to freedom of association and collective bargaining, in line with applicable labour laws and international human rights principles, including ILO Conventions. Employees are free to form, join, or choose not to join associations, independent trade unions, works councils, or collective bargaining bodies, without fear of retaliation, discrimination, intimidation, or harassment.

At present, Persistent does not have any recognised trade unions, works councils (WCs), or collective bargaining agreements (CBA). The absence of such arrangements is not due to any restriction or policy constraint and participation in employee representative structures remains entirely voluntary.



Employee Representation

Persistent Systems does not have formal worker committees, collective bargaining agreements, or trade union representation across its operations. Accordingly, employees are not represented by trade unions or worker representative bodies. In certain jurisdictions where the Company operates, local regulations do not mandate disclosures related to union participation.

In the absence of formal union representation, the Company engages with employees through structured and inclusive channels, including town halls, all-hands meetings, business unit forums, employee engagement surveys, Employee Resource Groups (ERGs) and workplace committees. These platforms enable dialogue and collaboration on matters related to working conditions, health & safety, working hours, career management and discrimination.

Employees are encouraged to raise concerns and provide feedback through these forums and surveys. Inputs received are systematically reviewed and assessed to identify actionable measures, ensuring timely and appropriate response to employee concerns and strengthening transparency and accountability.

In FY2026, Persistent Systems recorded zero strikes, work stoppages, or lock-outs across all global operations.

Human Rights Training

GRI 412-2

Human rights principles are embedded in Annual Policy Compliance - Code of Conduct (CoC) and apply to all employees, including contract workers and security personnel. Annual mandatory training and declarations reinforce ethical behaviour and accountability. These training courses include topics such as anti-discrimination and harassment, POSH, child and forced labour among other human rights topics.

Moreover, employees with supply chain and procurement responsibilities receive specific training on human trafficking, modern slavery and forced labour risks as part of the annual Code of Conduct and supplier management training modules.

Human rights training effectiveness is evaluated through completion tracking (99.43% in FY2026), post-training assessments and annual compliance declarations, with outcomes reported to the senior management.

99.43%
Employees (including contract workers and security personnel) completed Annual Policy Compliance - Code of Conduct covering human rights topics including anti-discrimination, POSH, child and forced labour awareness and mechanisms

Human Rights Training and Annual Policy Compliance - Code of Conduct Coverage – FY2026

Metric	Coverage
Employees Completing Annual Policy Compliance - Code of Conduct / Human Rights Training (%)	99.43%
Suppliers / Contractors Covered under Human Rights Orientation / Vendor Code of Conduct (%)	100%
Security Personnel Trained on Human Rights (%)	100%

Unconscious Bias Training

Unconscious bias training is delivered as part of leadership, recruitment and inclusion programmes. Training supports fair decision-making across hiring, performance evaluation, development and promotion processes and is conducted through periodic sessions aligned to role and responsibility.

Security Personnel Training on Human Rights

GRI 410-1

Security personnel receive dedicated human rights training focused on ethical conduct, non-discriminatory practices, conflict resolution and appropriate use of force. Training ensures interactions with employees, contractors and visitors uphold dignity, professionalism and respect.

Working Conditions

We are committed to maintaining fair, safe and transparent working conditions that support employee well-being and operational accountability. Working hours are governed through defined schedules and flexible work arrangements, allowing employees to align their work schedules with business needs in consultation with their managers. Regular breaks are encouraged during the workday to support health and productivity. Attendance and working hours are monitored through digital systems, ensuring consistency, transparency and compliance with internal policies.

To reinforce accountability, working time records are maintained through structured time-tracking mechanisms. These controls support accurate recording of attendance and enable fair leave management across the organisation. Clear guidelines related to working conditions, hours of work and leave administration are documented in internal policies and employee manuals.

Persistent Systems is committed to respecting employees’ freedom of expression and opinion. No employee will face retaliation for lawfully expressing views about workplace concerns.

Grievance Mechanism for Employees

Persistent Systems has established robust grievance redressal mechanisms and escalation processes to address concerns related to working conditions or workplace practices. Employees may raise grievances through internal channels such as the Global Help Desk, or externally via the Whistleblower Policy, which offers confidential reporting through a toll-free helpline and dedicated email access. All grievances are reviewed through a structured investigation process by designated teams, with findings assessed by the Ethics Committee.

If any such case arises, appropriate corrective action plans are established to mitigate such incidents in the future. These mechanisms are communicated regularly through internal platforms to promote awareness, trust and timely resolution, reinforcing the Company’s commitment to a fair, respectful and supportive work environment.

Sustainable Value Chain Management

GRI 204-1, 308-1, 308-2, 414-1, 414-2, 408-1, 409-1 | BRSR P8-E4

At Persistent Systems, the integrity, resilience, transparency, social and environmental performance of our value chain are integral to our sustainability commitments. As a Digital Engineering and Enterprise Modernisation partner, we engage a diverse supplier ecosystem, including technology and IT vendors, sub-contractors, professional services providers, facilities management partners and logistics and travel providers across multiple geographies.

Responsible value chain management is treated as both a material responsibility and a strategic priority. It is enabled through defined governance structures and supported by digital tools and enterprise systems that enable supplier onboarding, ESG data capture, assessment tracking and monitoring of corrective actions across the supply chain.

Management Approach: Responsible Supply Chain

Persistent Systems implements a structured, risk-based responsible supply chain framework to safeguard human rights, ensure environmental compliance and mitigate ESG risks across procurement and on-premises operations. The framework is supported by formal grievance mechanisms, escalation protocols and documented due diligence processes. Suppliers are segmented based on risk, criticality, geography and category of services, enabling a prioritised, risk-based approach to ESG due diligence. High-risk and high-spend suppliers are subject to enhanced assessments, including detailed ESG evaluations, third-party screenings and on-site reviews where applicable.

Preventive controls (policy requirements, onboarding checks, contractual clauses)

Active monitoring (screening, on-site reviews, audits)

Corrective and preventive action (CAPA) tracked to closure

Governance

Persistent Systems Vendor Code of Conduct (VOC) requires vendors and sub-contractors to uphold strong ESG standards by operating ethically, responsibly and sustainably across the supply chain. The VOC applies to all vendors, their personnel, agents, representatives and subcontractors, whether or not they operate on Company premises. Vendors are required to provide periodic self-declarations confirming compliance with the Company’s VOC. Vendors engaging third parties are required to cascade these expectations to their partners. Persistent Systems retains the right to audit vendors for compliance with the Code, applicable laws and relevant Company policies. Audits are typically conducted annually with prior notice and may also be triggered by risk indicators, incidents, or material changes in vendor operations.





Environmental Principles

- Compliance with global environmental standards
- Prioritization of sustainability and responsible sourcing



Social Principles

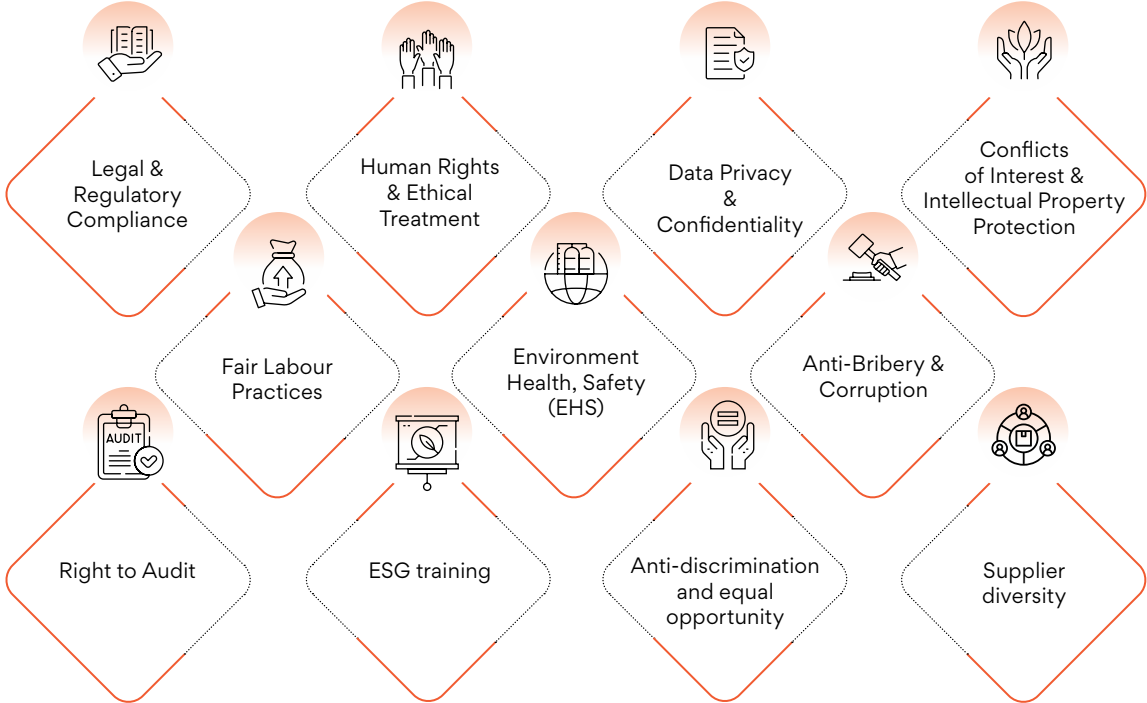
- Adherence to human rights practices
- Provision of acceptable living conditions
- Fair labour practices (adequate living conditions; compliant wages; fair working conditions and hours; overtime compliance)
- Prohibition of forced labour
- Respect for employee rights
- Alignment with UN Global Compact principles



Governance Principles

- Strong corporate governance
- Anti-corruption measures
- Fair business standards
- Ensuring all suppliers comply with the Vendor Code of Conduct
- These principles ensure that Persistent Systems' supply chain is transparent, resilient and ethical, promoting responsible business practices and upholding corporate values

Fundamentals of our Vendor Code of Conduct



Measures in Place to Mitigate Non-Compliance

We ensure vendor accountability by mandating compliance with the Vendor Code of Conduct across all vendor stakeholders.

Vendors are required to

Maintain anti-corruption policies and programmes

Self-monitor compliance and conduct awareness and training initiatives

Provide compliance acknowledgment through an annual process

Report concerns related to retaliation, harassment, or discrimination

Grievance Mechanisms for Suppliers

Vendors may report concerns confidentially to
whistleblower@persistent.com

Ombudsperson of Ethical Matters at
anuja_ramdasi@persistent.com

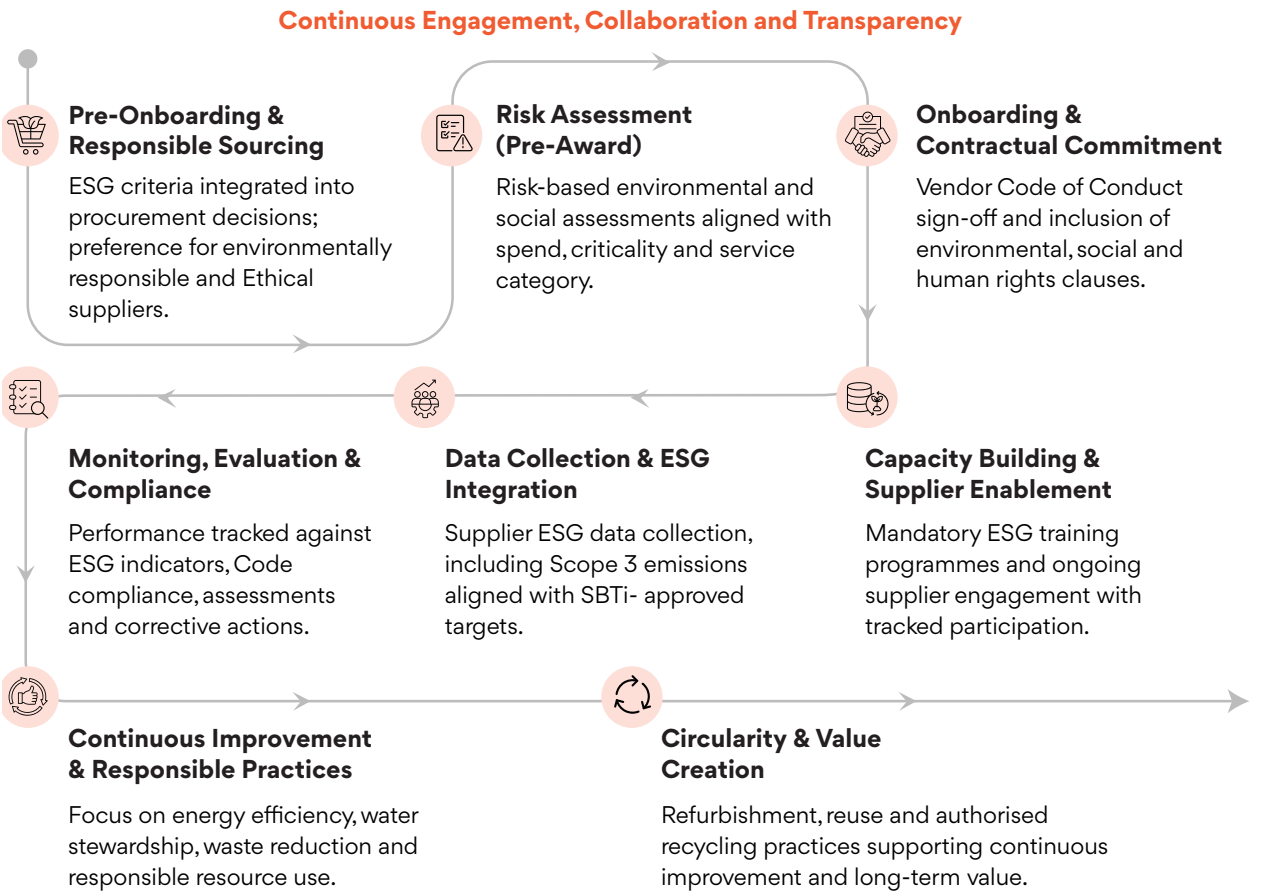
Toll Free - (020) 6746 2094 / 982-340-3135 available 24/7

Vendors may report concerns anonymously via email or post and are encouraged to engage with Company representatives within 10 business days to facilitate timely resolution.

All reported cases are assessed objectively and appropriate corrective actions are implemented, which may include training interventions or discontinuation of vendor relationships in cases of non-compliance.

Persistent Systems ensures confidentiality and maintains a zero-tolerance approach to retaliation against individuals raising concerns in good faith.

Our approach to sustainable supply chain integration



Enablers Driving Sustainable Supply Chain Integration

**Governance Frameworks**

ESG-aligned policies, contractual clauses and robust oversight mechanisms.

**Digital Enablement**

ESG data tracking, performance monitoring systems and reporting platforms.

**Capacity Building**

Structured training programmes and supplier awareness initiatives.

**Stakeholder Engagement**

Ongoing supplier collaboration and transparency mechanisms.

**Climate & ESG Integration**

Alignment with SBTi, Scope 3 management and regulatory expectations.

Supplier Diversity - Inclusive Sourcing

Persistent Systems promotes supplier diversity and inclusive procurement, as outlined in its Vendor Code of Conduct, which requires suppliers to uphold diversity, equal opportunity and a safe and respectful workplace. The Company adopts a non-discriminatory approach to supplier engagement, enabling participation from diverse suppliers, including women-owned, minority-owned, MSMEs and other underrepresented groups.

Inclusive sourcing is supported through prioritisation of local suppliers and MSMEs, contributing to regional economic development and supply chain resilience. Supplier diversity considerations are integrated into procurement processes to expand the supplier base, foster innovation and enable broader participation.

16.69%

Percentage of input material (by value) sourced locally from India

1.60%

Percentage of input material (by value) sourced from India MSME

85%

of new furniture is green-certified

Human Rights Assessment

At Persistent Systems, human rights assessment is embedded within governance structures, policy frameworks and operational controls to ensure a safe, inclusive and discrimination-free workplace across operations and the value chain. The Company's Human Rights Policy, read in conjunction with the EHS Policy and Code of Conduct, provides the overarching framework for identifying, preventing, mitigating and addressing human rights risks, aligned with internationally recognised standards.

Human rights requirements are integrated into business agreements and supplier contracts through the Vendor Code of Conduct and supporting policies. Compliance is monitored through an enterprise-wide Compliance Management Tool, which tracks adherence to applicable laws, international standards and internal policies across geographies.

Scope of human rights due diligence includes

- Employees and contract workforce across India and international operations
- Workplace health, safety and well-being, including prevention of discrimination, forced labour, child labour and harassment
- Occupational health and safety risks, managed through structured EHS systems
- Vendor and business partner compliance, with key suppliers assessed at onboarding and through periodic reviews for alignment with human rights expectations

Our India operations are certified under [ISO 14001:2015](#) and [ISO 45001:2018](#), covering approximately 93% of our global facility area, with regular third-party audits providing external assurance on environmental and occupational health & safety practices, which form a critical part of human rights protection.

For overseas locations, compliance is ensured in line with local statutory and regulatory requirements, supported by internal policies and management oversight. Any identified non-conformances, grievances, or risks are tracked through formal escalation, corrective action and remediation mechanisms, ensuring continuous improvement in our human rights practices.

100% of Persistent Systems plants and offices have been assessed for compliance with labour and workplace standards, including child labour, forced or involuntary labour, prevention of sexual harassment, workplace discrimination and wages.

In addition, 100% of vendors operating within Company facilities are assessed by Internal Audit and HR teams to ensure adherence to labour laws and human rights principles.

Highlights for FY 2025-26

100%

Suppliers signed Vendor Code of Conduct

75%

of suppliers working at our premises were screened & assessed for environmental, social impacts and Human Rights

Zero

Significant adverse environmental and social impacts were identified across the value chain and no significant changes to our supply chain operations during the year

Zero

Instances of breaches affecting the rights of indigenous people were identified through out the value chain

Zero

Significant concerns identified from human rights assessments across operations and on-site supplier activities

Zero

Human rights grievances or complaints requiring modification or introduction of business processes

Zero

Incidents of discrimination identified in supplier workforces through assessment programmes

One

Complaint received from supplier

Supplier ESG awareness Programme

Persistent continues to strengthen ESG integration across its supply chain through structured awareness and capacity-building initiatives for suppliers and buyer team. During the year, the Company conducted two virtual webinars and ongoing online training sessions.

Training content covers

- Persistent Systems ESG framework, ESG goals and Supplier / Vendor Code of Conduct
- ESG fundamentals and sustainability integration
- Occupational health & safety, working conditions and statutory compliance
- Stakeholder engagement expectations for suppliers, including transparent communication, grievance redressal and collaboration to address ESG risks
- Human rights, fair labour practices and responsible sourcing
- Climate change awareness and value chain decarbonisation
- GHG accounting processes and methodologies
- Energy, water, waste and circularity management

These programmes are designed to enhance suppliers' understanding of Persistent's ESG framework and expectations, including adherence to the Supplier Code of Conduct and stakeholder engagement requirements. Participation in these initiatives is closely tracked, with **75% of value chain partners (by spend) completed ESG awareness programmes** in FY 2025-26.

ESG Screening Criteria

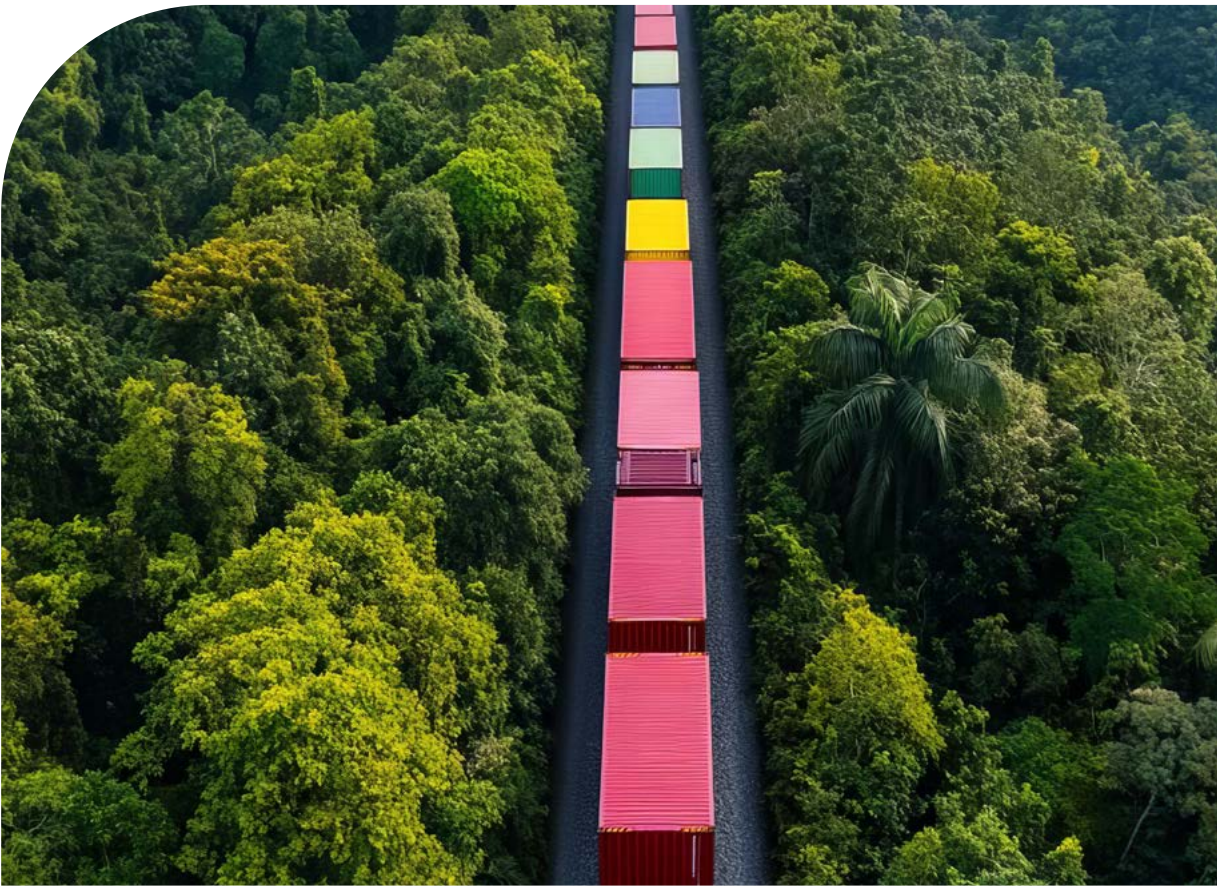
Screening dimension	What is assessed	Typical evidence requested
Environmental	Environmental compliance; waste and wastewater practices; water management where relevant; carbon practices	Permits/registrations; waste and wastewater handling arrangements; records where applicable; environmental management system details; material incident disclosures
Social — Labour	Working conditions; health and safety practices; fair treatment and non-discrimination	H&S procedures; training records; policies on working hours/wages; non-discrimination commitments; grievance process evidence
Social — Human rights	Child/forced labour prevention; modern slavery controls; freedom of association	Human rights policies and statements; preventive controls; worker grievance mechanisms; compliance with minimum wage, statutory leave and other labour regulations; and audit outcomes, where applicable
Governance	Ethics, anti-corruption, conflicts of interest; data privacy and security	Anti-corruption policy; compliance acknowledgement; incident reporting process; data protection and security controls
Sustainability performance (where available)	Supplier capability and maturity on sustainability delivery	Certifications (e.g., ISO 14001 where applicable); performance records; corrective action closure evidence; participation in awareness sessions



Risk-Based Assessment Outcomes

Supplier risk rating	Typical characteristics	Monitoring cadence	Typical actions
High	Critical/high-spend and/or higher inherent ESG exposure (often on-premises or sensitive services)	More frequent monitoring; event-triggered reviews; periodic audits where applicable	Enhanced due diligence; on-site reviews; CAPA with timelines; escalation for repeat issues; potential contractual action/disengagement
Medium	Operationally relevant with moderate exposure	Periodic review and reaffirmation	Targeted documentation checks; corrective actions if gaps identified; follow-up verification
Low	Lower spend/limited operational exposure	Standard periodic acknowledgement	Baseline controls through Code acknowledgement; monitor via self-reporting and triggers

Going forward, Persistent aims to further strengthen supplier ESG data coverage, enhance Scope 3 emissions visibility and deepen supplier engagement to drive measurable improvements in sustainability performance across the value chain.



Corporate Citizenship and Social Responsibility

GRI 413-1, 413-2, 201-1, 201-2

Persistent Systems, a UNGC signatory, integrates sustainability into its CSR strategy and initiatives. CSR is a core pillar of the Company’s organisational ethos and is approached as a strategic commitment rather than a compliance obligation. Our CSR initiatives are implemented through the Persistent India Foundation (a Section 8 Company), guided by a long-term vision to deliver sustainable solutions for communities through collaboration, participation and innovation.

Established in 2009 as the Persistent Foundation Charitable Trust, it transitioned to the Persistent India Foundation in 2024 to enhance operational effectiveness. This transition reflects a structural evolution, while maintaining the same values, intent and commitment to creating sustained social impact.



Our Vision

To provide sustainable solutions for local communities around Healthcare, Education and Community Development to empower long-lasting impact



Our Mission

To encourage individuals and groups, through the contribution of time and resources, to build a better society for humanity



CSR Performance Snapshot – FY 2025-26

INR 237.71 Mn

Total CSR Investment

68,097

Lives Touched

Thrust Areas



Education



Health



Community Development



Heritage & Wildlife conservation



65

Number of Projects

12

Locations Across India

73

Implementation Partners

10,296

Volunteers

11,683

Volunteering Hours

Our Approach to CSR

Our CSR Policy directs investments toward four thrust areas chosen to address pressing societal needs while contributing to global development goals. Every project starts as a pilot, scales based on outcomes and is delivered through vetted NGO partners ensuring transparency, accountability and measurable impact.

Linkage to Frameworks

Focus Area	UNSDGs	Lives touched
Health	1NO POVERTY 3GOOD HEALTH AND WELL-BEING	6,962
Education	1NO POVERTY 2ZERO HUNGER 4QUALITY EDUCATION 5GENDER EQUALITY 10REDUCED INEQUALITIES	37,512
Community Development	6CLEAN WATER AND SANITATION 7AFFORDABLE AND CLEAN ENERGY 8DECENT WORK AND ECONOMIC GROWTH 11SUSTAINABLE CITIES AND COMMUNITIES 13CLIMATE ACTION	23,623 (and 600 families)
Heritage & Wildlife conservation	15LIFE ON LAND	673 birds treated

CSR Governance

Oversight of CSR activities is provided through a Board-led Corporate Social Responsibility (CSR) Committee, ensuring transparency, accountability and effective governance. The Committee evaluates proposed initiatives, reviews project progress and approves CSR budgets in line with the CSR Policy and applicable regulations.

»» For more details refer to [CSR Policy](#)

CSR Committee Composition

Name of the Director	Category	CSR Attendance
Ms. Avani Davda	Chairperson and Independent Director	
Dr. Anand Deshpande	Chairman and Managing Director	
Arvind Goel	Independent Director	

Attended as Chairperson

Attended as Committee Member

The CSR Committee meets annually and committee attendance was 100%.

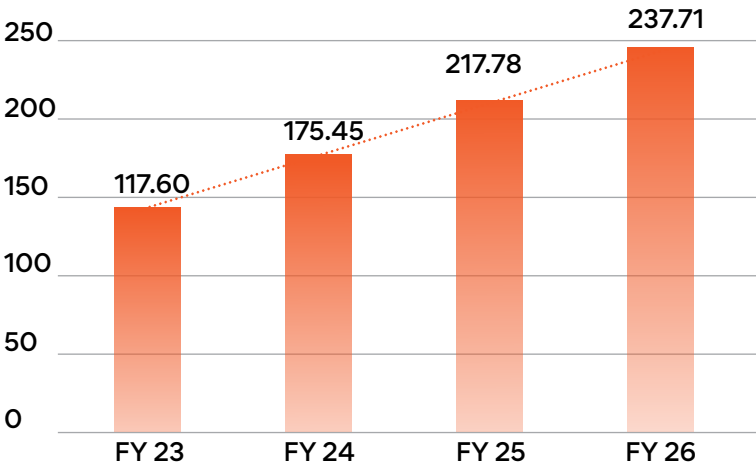
»» For more details refer to [Committees of the Board of Directors](#)

The CSR Policy outlines our Company’s framework for planning, implementing and monitoring Corporate Social Responsibility initiatives in alignment with Section 135 of the Companies Act, 2013. It prescribes allocation of CSR expenditure and identifies focus areas such as health, education, community development and wildlife and heritage conservation, with an emphasis on transparency, accountability and measurable social impact. Sonali Deshpande, the Chairperson of Persistent Foundation, presents the impact report, future projects aligned with CSR policy and seeks budgetary approval from the CSR Committee.

In FY2026, the management and administrative costs of running Persistent India Foundation, including Foundation staff, MCA impact assessments, monitoring and reporting, was within the 5% limit prescribed under Section 135 of the Companies Act, 2013.

»» For further details refer to Persistent India Foundation’s Annual returns [here](#).

CSR investments (Mn INR)



Persistent India Foundation conducts due diligence on all NGO partners prior to project engagement, covering:

- Legal registration status and compliance
- Financial management capacity and FCRA compliance
- Governance and leadership assessment
- Prior Programme performance and impact metrics

During FY 2025-26, 73 NGO partners were assessed through this process. All project MoUs include anti-corruption and anti-bribery clauses binding on the NGO partner.

Social Impact Assessment and Measurement

GRI 413-2, 203-1, 203-2

Persistent India Foundation undertakes community engagement and development initiatives through structured programmes, including education, healthcare and livelihood support, implemented primarily through the Persistent Foundation. Community needs assessments are conducted to guide programme design and ensure targeted, measurable impact across key locations of operation. The Company ensures all CSR programmes are screened for human rights risks during baseline assessment, including child safeguarding (healthcare and education programmes), women’s safety in livelihood programmes and equal access for persons with disabilities. Human rights concerns raised during community consultations are addressed through the grievance mechanism. In FY2026, **zero** community grievances and no human rights violations related to CSR activities were reported.

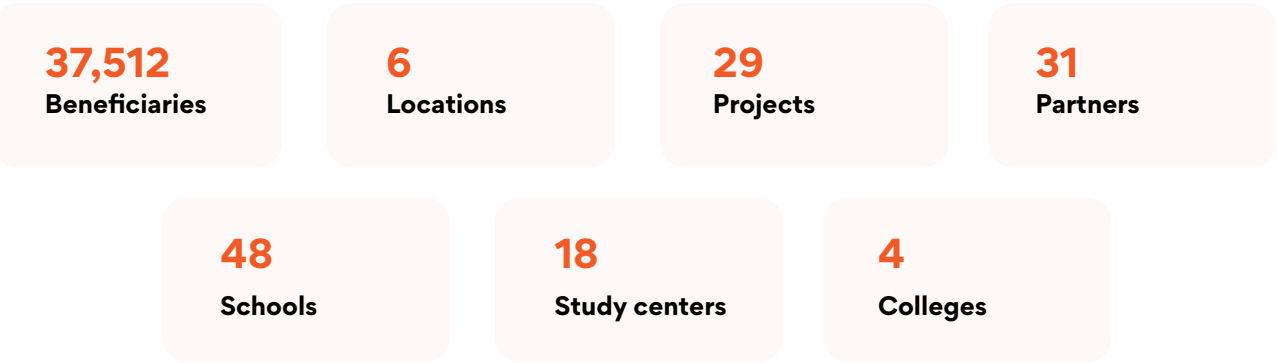
Impact assessment is a key component of the CSR framework and is conducted in line with MCA guidelines for projects with budgets exceeding INR 1 Crore. Assessments are carried out after a one-year implementation gap to evaluate long-term outcomes. Impact assessment is conducted in line with MCA guidelines for projects with budgets exceeding INR 1 Crore, after a one-year implementation gap.

In FY2026, impact assessments were completed for Comprehensive care for patients with Facial Cleft and Palate programme. This programme is supported by Persistent India Foundation and Akila Bharatha Mahila Seva Samaja (ABMSSS). Operating across multiple centers in India, the programme addressed 907 surgeries and 1404 patients were covered for comprehensive care in FY2026, delivering highly effective and inclusive cleft care for vulnerable children. The assessment found that the programme achieved near 100% survival rates, complete improvements in feeding, speech and appearance and a significant increase in early intervention. Beneficiaries reported high satisfaction, reflecting the quality of clinical care and community centred implementation.

Persistent Systems did not identify any operations with significant actual or potential negative impacts on local communities during the reporting period. The Company follows risk-based assessments and mitigation processes to proactively manage and minimise any potential community impacts.

Focus Area 1: Education

Driving long-term impact by improving access to quality education and learning infrastructure for children and young learners.



Flagship Programmes

Programme	Social Impact
Kiran Girls’ Scholarship & Mentoring	Long-term scholarship and mentorship for underprivileged female engineering students
Integrated School Development	Infrastructure upgrades, learning support, WASH and life-skills in rural schools
Lab on Wheels — Science for All	Mobile STEM labs delivering experiential science learning to remote communities
Vinoba App — Digital Learning at Scale	Digital learning platform extending vernacular and academic support
Morning Nutrition	Meal support for children in government schools
Skill Development	Vocational training in BFSI, IT/ITES, retail and nursing for marginalized youth

Focus Area 2: Health

Delivering meaningful impact by improving access to healthcare for children and the elderly, fostering healthier and more resilient communities.

Key Highlights



Flagship Programmes

Programme	Social Impact
Paediatric Surgery	Life-saving cardiac, cleft palate and cochlear implant surgeries for children
Malnutrition Eradication	Nutritional support and growth monitoring for SAM/MAM children under Anganwadi care



Focus Area 3: Community Development

Driving sustainability outcomes through water conservation, clean energy adoption and livelihood support for communities.

Key Highlights



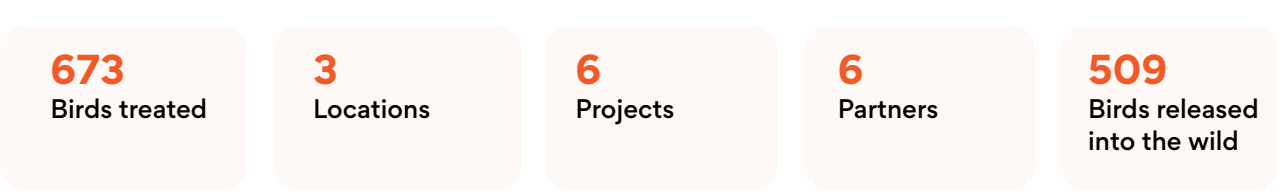
Flagship Programmes

Programme	Social Impact
Comprehensive Watershed Development	Ridge-to-valley water management in drought-affected regions of Pune, Goa and Nagpur through water conservation, improved agriculture and dairy livelihood support
Lake Desiltation	Restoration of water bodies to enhance storage capacity, revive farmland and support wildlife along forest-bordering ecosystems
Water Security	Drinking water access through open well construction and groundwater replenishment via borewell recharge in underserved villages
Clean Energy for Communities	Promoting renewable energy adoption through biogas units, rooftop solar and solar-powered irrigation solutions for rural households and institutions
Tree Plantation	Large-scale afforestation and food forest initiatives across multiple geographies to strengthen biodiversity and ecological resilience
Waste Management	Community-led waste segregation, e-waste collection and home composting programmes supporting circular economy practices
Livelihood Programmes	Women-led upcycling enterprises, salon and driver skill training and micro-entrepreneurship initiatives enabling sustainable income generation

Focus Area 4: Heritage and Wildlife Conservation

Conserving cultural heritage, biodiversity and wildlife to support harmonious coexistence between nature and communities.

Key Highlights



Flagship Programmes

Programme	Social Impact
AI-Powered Wildlife Monitoring	Trail cameras and drone-based monitoring for biodiversity protection and human-animal conflict mitigation
Bird Rehabilitation	Specialized care, recovery and reintegration of injured birds into their natural habitat

Employee Volunteering — Individual Social Responsibility (ISR)

We empower employees to drive positive social impact through our ISR programme, which facilitates contributions of time, skills and resources via structured volunteering, payroll giving and collaborative initiatives with clients.

Key Highlights



*Donations include contributions from both current and former employees.

Community Grievance Mechanism

We maintain a robust Whistleblower Policy, supported by a toll-free helpline and multiple reporting channels, to promote transparency and accountability. The mechanism is accessible to employees, contractors, customers, suppliers, communities, NGOs and other third parties. Concerns may be reported orally or in writing, including via email at whistleblower@persistent.com. All reported concerns are managed by an independent investigation team. Investigation findings are reviewed by the Ethics Committee prior to the implementation of recommendations. During FY2026, **zero** community grievances reported.

For CSR project MoUs with implementing partners clearly define grievance redressal mechanisms, including the contact details of the Ethics Committee Head, enabling direct access for raising concerns related to project implementation, conduct, or ethical issues. In addition, the CSR team engages with beneficiaries through ongoing stakeholder engagement channels to identify and address grievances in a timely manner.

Operations with Significant Actual and Potential Negative Impacts on Local Communities

GRI 413-2

As an IT services organization, Persistent Systems has no operations with significant or potential negative impacts on society or local communities. On the contrary, the Company integrates social responsibility into its core values, actively fostering community empowerment and sustainable development to drive positive change.

Persistent Foundation USA

The Company has established Persistent Systems Foundation Inc. (US Foundation), a domestic non-profit corporation in the United States with an initial commitment of \$1 million. During FY2025–26, CSR initiatives were undertaken through the US Foundation, with a focus on extending the Company’s CSR approach to the geographies in which it operates. These initiatives are aligned with the Company’s CSR philosophy of contributing to the communities it serves and reflect its commitment to undertake socially responsible activities beyond statutory requirements.

Operating under a structured, multi-pillar model focused on Education, Community Development and Environment, the US Foundation extends the Company’s commitment to inclusive and sustainable community development to communities in the United States.

FY 2025-26 Snapshot

Metric	Value
Projects Implemented	26
U.S. States Covered	7
Volunteers Engaged	450+
Beneficiaries Reached	1,700+
Focus Pillars	Education, Community Development, Environment

Strategic Pillars of Persistent Foundation USA

Pillar	Focus & Initiatives
Education	Bridging gender gaps in STEM, supporting underrepresented students, structured mentoring programmes and promoting awareness on responsible AI
Community Development	Food security, health and wellness initiatives and empowerment of underserved groups, including focused programmes for veterans
Environment	Local environmental projects supporting community sustainability and ecological balance

The Foundation’s interventions are aligned to addressing critical societal needs through targeted initiatives. In education, efforts focus on bridging gender gaps in STEM, supporting underrepresented students, mentoring programmes and promoting awareness on responsible AI. Community initiatives address food security, health and wellness and empowerment of underserved groups, including focused efforts for veterans.

A key flagship programme, Project Shakti, anchors the Foundation’s women empowerment agenda in the U.S. The initiative adopts a multi-chapter approach aimed at enabling independence and long-term capability building through access to essential resources, financial awareness and community support. Activities conducted across locations such as Bellevue and New Jersey included distribution of hygiene kits, laptop donations and financial literacy sessions for women in vulnerable circumstances, strengthening inclusion and resilience.

Looking ahead to FY 2026–27, Persistent Foundation USA aims to scale both impact and participation. Key priorities include strengthening education partnerships focused on ethical AI and STEM opportunities for girls, expanding veteran support programmes with an emphasis on workforce transition and increasing environmental initiatives to at least five focused projects across locations. Community programmes will continue to address food insecurity and wellness, while enhancing employee volunteering through structured, in-person engagement opportunities.

Overall, the Foundation’s approach reflects a structured and evolving model, combining employee engagement, strategic partnerships and focused thematic interventions to drive measurable social outcomes, while reinforcing its commitment to inclusive and sustainable community development in the United States.

Corporate Governance

Strong governance is the foundation of trust.

At Persistent Systems, our approach is anchored in ethics, accountability and responsible leadership, supported by robust policies and Board-level oversight.

We are committed to transparent disclosures, risk-informed decision-making and integrating ESG across our enterprise governance framework.

We continue to strengthen our governance architecture to support long-term value creation, build stakeholder confidence and embed sustainability into the way we operate—recognising that strong governance is an essential ingredient of business success.

Governance

At Persistent Systems, our governance reflects our values and stakeholder-focused culture, guided by integrity, fairness, equity and transparency. It is embedded in daily operations, enabling effective oversight, risk management and long-term value creation.

Our equity shares are listed on NSE and BSE, we operate under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (‘LODR’) or ‘SEBI LODR’ and the Companies Act, 2013. We are committed to conducting our business ethically, transparently and with accountability across all operations. Our governance framework aligns with global standards including GRI, UNGC, guiding policies, codes and disclosures while reinforcing ethical conduct, regulatory compliance, robust risk oversight and responsible decision-making.



Governance Vision

Create Value for stakeholders by integrating ESG with our business

SDG Alignment

4

QUALITY
EDUCATION

5

GENDER
EQUALITY

8

DECENT WORK AND
ECONOMIC GROWTH

9

INDUSTRY, INNOVATION
AND INFRASTRUCTURE

10

REDUCED
INEQUALITIES

17

PARTNERSHIPS
FOR THE GOALS

GOVERNANCE – Key Performance Indicators

Governance Goals

Ethical Conduct

Goals

- 100% Training in Code of Conduct
- Zero tolerance for unethical and non-compliant behaviour

FY2026

99.43%

Annual Policy Compliance - Code of Conduct

FY2025

97%

Code of Conduct training

Risk & Compliance

Goals

- To be recognized as industry leader in information security and cloud practices
- Use information governance to effectively manage data privacy and security-related risks

FY2026

A (9.9)

Risk Recon

790 (Advanced)

Bitsight

A (100)

Security Scorecard

ISO 22301
ISO 27001
ISO 27701
ISO 27018
ISO 42001

Certifications

FY2025

A (9.8)

Risk Recon

790 (Advanced)

Bitsight

A (99)

Security Scorecard

ISO 27001 &
SOC2 Type II
Certifications

Zero

data breaches reported

Human Rights

Goals

- Protect Human rights of all employees across all locations Practice “One Persistent, One Family”

FY2026

Ethical practices, policies, systems and procedures are reviewed by an independent external agency

FY2025

Ethical practices, policies, systems and procedures audited

Governance structure – Overview of the Board

GRI 2-9(a), 2-11

An effective Board of Directors, properly constituted, is the linchpin of good corporate governance. The Board has the responsibility to manage the Company’s performance, meet the corporation’s stated objectives, ensure compliance with applicable laws and regulations and protect shareholder rights and interests. As a listed company, we operate with a single/one-tier Board structure in alignment with SEBI LODR with clearly defined roles and responsibilities. As the Company’s highest governing body, the Board of Directors provides strategic direction and oversight, supported by Board Committees that focus on key areas of governance.

Board Independence

Independent Directors play an integral role in ensuring objective and effective Board-level decision-making by providing independent judgement, external perspective and oversight free from management influence. At Persistent Systems, all Independent Directors are required to meet stringent independence criteria and formally declare their independence at the time of appointment and at the commencement of each financial year, in accordance with Regulation 6 and Regulation 25 (8) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Section 149 (6) read with Schedule IV of the Companies Act, 2013. These declarations confirm that no relationships or circumstances exist that could reasonably be expected to interfere with the independent exercise of judgement and the Board affirms that all Independent Directors function independently of management.

Our governance framework facilitates structured engagement between the Board, executive and senior management, functional and market leadership, enabling effective risk oversight, operational review and informed decision-making. Board composition and independence are governed by the SEBI LODR Regulations, 2015. Where the Chairperson is an Executive Director, the regulations require at least 50% of the Board to comprise Independent Directors. As of March 31, 2026, the Board comprised ten (10) Directors, including seven

(7) Non-Executive Independent Directors, representing 70% independence. We maintain a well-balanced Board composition, with at least 50% comprising Non-Executive Independent Directors, in compliance with Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

The Board is chaired by a full-time Executive Director who is also a Promoter of the Company and also serves as the Managing Director and Executive Director, ensuring strong alignment between governance and management while providing effective oversight of business operations. To prevent and mitigate potential conflicts of interest, the Board operates with a majority (70%) of Non-Executive Independent Directors and key decisions undergo review by independent Board committees, reinforcing transparency and accountability.

A formal and rigorous Board appointment process supports the selection of qualified and diverse Directors, while regular Board and committee performance evaluations promote continuous improvement and effectiveness. The Board has an average age of 64 years. Of the seven Independent Directors, six have served for fewer than six years and one for six to nine years. The Board brings seasoned leadership experience across diverse domains, supporting effective oversight and long-term value creation.



Board Composition

GRI 2-9(c), 2-10, 405-1

The Board comprises a combination of Executive Directors and Non-Executive Independent Directors, operating within a unitary (one-tier) Board structure as per India Governance norms. Director independence is assessed annually based on tenure, business and personal relationships and potential conflict-of-interest in line with regulatory requirements. The annual Board evaluation activity also analyzes the independence of Independent Directors. Board diversity across gender, skills, experience and industry background is embedded within nomination and succession planning processes.

At Persistent Systems, we recognize that a diverse Board is essential for effective oversight, informed decision-making, fostering innovation and ensuring long-term business success. The Board aims to maintain a Board composition that brings together varied experience and perspectives relevant to the Company’s business and operating environment. Considerations include professional expertise, global exposure, cultural and geographical backgrounds, age, gender, sexual orientation and other relevant attributes.

Board Diversity Policy

The Company’s [Board Diversity Policy](#) underscores the importance of an inclusive and diverse Board to enhance effective governance, balanced decision-making and long-term business success. The Policy applies to Board composition and promotes diversity across skills, professional experience, global exposure, cultural and geographical background, age, gender, sexual orientation, ethnicity, nationality, country of origin or cultural background and other relevant attributes. In identifying and appointing Directors, the Nomination and Remuneration Committee considers a broad range of competencies, including

industry leadership, technology, strategy, finance, ESG, risk and cybersecurity, while ensuring a non-discriminatory and merit-based selection process. The Policy complies with applicable regulatory requirements, including the Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and mandates the presence of a woman Director on the Board. Board composition is periodically reviewed to reflect evolving business needs and regulatory expectations, supporting effective oversight, responsible decision-making and sustainable value creation.

Board Expertise

GRI 2-17

The Board of Directors takes into consideration the following core skills / expertise /competencies while nominating the candidates to serve on the Board.

Expertise in the Software Industry	Experience with large-scale global operations	Strategy and Planning	Financial, Treasury Management and Taxation Expertise	Governance, Compliance and Audit preview
Risk Management	AI Expertise	Sales, especially business to business sales	Technology Expertise	Training and HR Expertise

The emphasis is on deep expertise in some areas rather than general expertise across all areas. It is important that Board as a whole has diversity of expertise across all areas.

» Refer [Annual Report](#) for details of the Specific Areas of Focus and Expertise of Individual Board Members.

As of March 31 2026, the Board comprised ten (10) Directors, including two (2) Independent Women Directors, representing 20% of total Board strength, in compliance with SEBI LODR requirements. This composition reinforces strong independent oversight and effective governance.

The roles of Chairperson and Chief Executive Officer are clearly distinguished, ensuring balanced leadership and effective supervision of management. Key strategic, financial and risk-related matters are reviewed by independent Board committees, strengthening checks and balances and reinforcing transparency and accountability.

The Board engages with shareholders primarily through the Annual General Meeting (AGM), while management maintains regular interactions through formal communication channels such as emails, letters and calls.

Board Diversity Snapshot



Board Type: One-Tier

70% Board Independence

20% Board Gender Diversity

40% Foreign Nationality

64 Average Age (Years)

7.2 Average Tenure of the Board (Years)



Directors' Profiles

- 1 **Dr. Anand Deshpande**
Founder, Chairman and Managing Director

4 **Avani Davda**
Non - Executive Independent Director

7 **Anjali Joshi**
Non - Executive Independent Director

10 **Dr. Ajit Ranade**
Non - Executive Independent Director
- 2 **Sandeep Kalra**
Executive Director and Chief Executive Officer

5 **Dr. Ambuj Goyal**
Non - Executive Independent Director

8 **Praveen P Kadle**
Non - Executive Independent Director
- 3 **Vinit Teredesai**
Executive Director and Chief Financial Officer

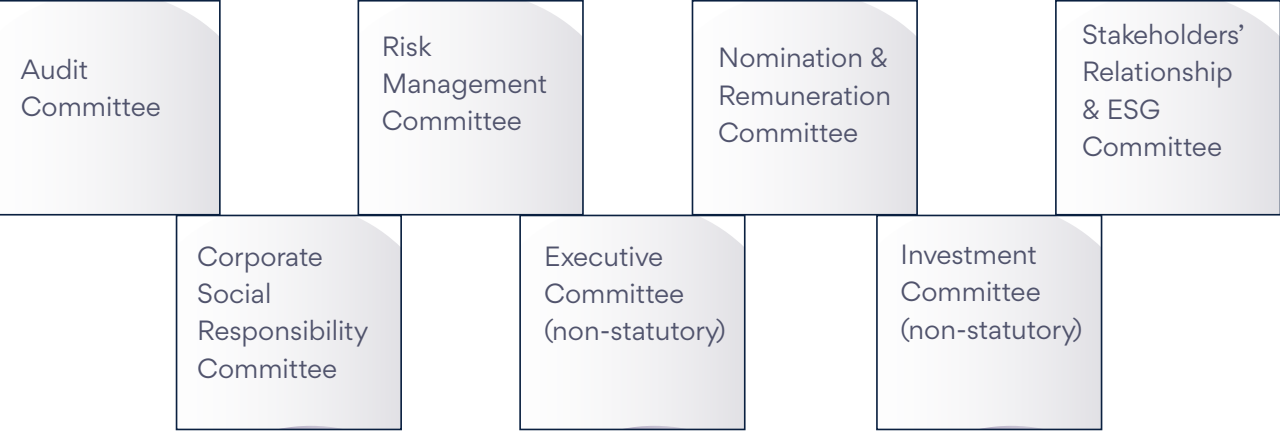
6 **Arvind Goel**
Non - Executive Independent Director

9 **Dan'l Lewin**
Non - Executive Independent Director

Committees of the Board

GRI 2-9(b), 2-12

As of March 31, 2026, Persistent Systems has seven (7) Board committees established in line with the Companies Act, 2013.



Each committee operates under a defined charter with specific roles and responsibilities.

Committee	Chairperson	Members	Key Responsibilities
Audit Committee (AC)	Praveen Kadle	3	Oversees the financial reporting process, internal and statutory audits, internal controls, related party transactions and regulatory compliance
Nomination and Remuneration Committee (NRC)	Dr. Ambuj Goyal	4	Oversees the formulation of policies on appointment, remuneration, performance evaluation and succession planning of directors and senior management
Stakeholders' Relationship & ESG Committee (SR & ESG)	Arvind Goel	4	Redresses investor grievances and oversees service standards for shareholders and other security holders; oversees the Company's ESG strategy and initiatives
Risk Management Committee (RMC)	Praveen Kadle	6	Oversees the assessment, monitoring and mitigation of enterprise-wide risks and reviews the risk management framework
CSR Committee (CSR)	Avani Davda	3	Formulates and monitors CSR policy, projects and expenditure in accordance with statutory requirements
Executive Committee (EC)	Dr. Ambuj Goyal	5	Oversees implementation of Board decisions, reviews operational performance, budgets and capital expenditure
Investment Committee (IC)	Praveen Kadle	4	Oversees investment decisions, treasury operations and deployment of surplus funds in accordance with approved policies

» Read more
Persistent [Annual Report](#) Corporate Governance Section

Committee Composition

Name	Designation	AC	NRC	SR & ESG	RMC	CSR	EC	IC
Dr. Anand Deshpande	Chairman and Managing Director							
Anjali Joshi	Independent Director							
Avani Davda	Independent Director							
Arvind Goel	Independent Director							
Dr. Ambuj Goyal	Independent Director							
Praveen Kadle	Independent Director							
Sandeep Kalra	Executive Director and Chief Executive Officer							
Dan'l Lewin	Independent Director							
Dr. Ajit Ranade	Independent Director							
Vinit Teredesai	Executive Director and Chief Financial Officer							
Debashis Singh*	Chief Information Officer							

Chairperson of the Committee Member of the Committee blank = not a member.

*Debashis Singh, Chief Information Officer, is not a Director but a Member of the Risk Management Committee.

Most Board Committees include a balanced representation of Executive and Independent Directors and all Committees are chaired by Independent Directors.

Persistent Systems Board comprises Directors with diverse and complementary expertise across technology, finance, governance, risk management, strategy and global operations. This depth of experience is systematically aligned with committee responsibilities to ensure effective oversight, informed decision-making and adherence to high standards of corporate governance.

The Audit Committee comprises directors with significant experience in financial management, accounting, treasury and governance, consistent with the requirements. Mr. Praveen Kadle, has been designated as the Audit Committee Financial Expert, based on his extensive background in financial management, treasury operations, accounting and enterprise risk oversight. The Committee is further supported by members with experience in governance, compliance and internal control frameworks, strengthening financial oversight, regulatory compliance and control effectiveness.

Board Accountability and Committee Attendance

GRI 2-12, 2-15

In FY 2025-26, the Board of Directors held 5 (Five) meetings. The Board meeting attendance stood at 100%, reflecting consistent engagement of Directors with their governance responsibilities. All Directors are required to attend at least one Board meeting in a financial year, in compliance with Section 167(1)(b) of the Companies Act, 2013. The strong attendance record across the year reinforces the active oversight role that the Board plays in guiding Persistent Systems strategic and operational direction.



Board Committee with attendance

Audit Committee	4 meetings & 100%
NRC Committee	2 meetings & 100%
Risk Committee	4 meetings & 100%
SR & ESG Committee	2 meetings & 100%
CSR Committee	1 meeting & 100%

Persistent Systems operates under a governance framework in which any changes in bylaws affecting shareholder rights require shareholder approval. Amendments relating to voting rights, dividend entitlements, or the conduct of shareholder meetings cannot be implemented without shareholder consent. In line with the Companies Act, 2013, revisions to the Memorandum of Association or Articles of Association are subject to approval by shareholders through a special resolution.

Directors’ Liability

There is no contractual or statutory limitation on Directors’ liabilities beyond those permitted under applicable law. Directors are fully accountable under relevant legal and regulatory frameworks, including the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. This accountability framework reinforces Directors’ fiduciary duties and supports high standards of ethical conduct, oversight and corporate governance.

Board Mandate

All 7 (Seven) Independent Directors, hold not more than the maximum number of external directorships permissible under SEBI LODR Regulations supporting effective time commitment and Board oversight.

» Refer Annual report
Corporate Governance Section

Table 1: The composition of the Board and the details of outside directorships held by each of the Directors as of March 31, 2026 page 207

Roles and Responsibilities of the Board – Governance Oversight for Sustainable Growth

GRI 2-12

At Persistent Systems, the Board of Directors serves as the Company’s highest governance body, providing strategic direction and oversight to ensure that the Company’s strategy, policies and goals remain aligned with its purpose, values and long-term business objectives. The Board reviews, approves and periodically updates key policies and strategic initiatives, including those related to sustainability and responsible business practices, based on inputs and recommendations from its committees.

To enable effective oversight, the Board has identified the skills, experience and expertise required for effective oversight of the Company’s operations,

strategy and long-term value creation. These competencies spanning expertise in the software and technology industry, experience in managing large-scale global operations, strategic planning and execution, financial and taxation expertise, governance and audit oversight, risk management proficiency and Artificial Intelligence expertise align with Persistent Systems vision and governance framework, ensuring a well-balanced and high-performing Board. These competencies are aligned with Persistent Systems governance framework and strategic priorities and are supported by the Company’s [Terms and Conditions for Appointment of Independent Directors](#).



Board Industry Experience

GRI 2-17

Persistent Systems Independent Directors bring experience across digital transformation, financial services, public policy and institutional leadership, academia and global technology markets, all of which are directly relevant to the Company’s strategy, client sectors and operating context. Their combined experience enhances the Board’s ability to guide the Company on industry-specific trends, operational complexities and long-term value creation.

Name of the Director	Expertise in the Software Industry	Large-scale global operations	Sales, especially business to business sales	Strategy and Planning	Financial, Treasury management and Taxation expertise	Governance, Compliance and Audit purview	Risk Management	Technology Expertise	Training and HR Expertise	AI Expertise
Dr. Anand Deshpande										
Avani Davda										
Arvind Goel										
Anjali Joshi										
Dr. Ambuj Goyal										
Praveen Kadle										
Sandeep Kalra										
Dan’l Lewin										
Dr. Ajit Ranade										
Vinit Teredesai*										

*Vinit Teredesai was appointed as an Executive Director of the Company w.e.f. 24 April, 2025.

Independent Directors contribute deep experience in large-scale global operations and strategic planning, supporting effective oversight of Persistent Systems global delivery model and multi-industry client engagements. Directors bring strong backgrounds in financial management, governance, compliance and risk management, which are critical to overseeing a global technology services organisation operating across regulated industries and geographies.

Board Familiarisation

Persistent Systems has a structured familiarization programme for Independent Directors and other Board members. The programme covers the Board’s roles and responsibilities, the Company’s business operations, industry and technology developments and key regulatory and governance matters. The Board of Directors are also provided with periodic updates on the organisational structure, strategy and operational performance to support effective participation in Board deliberations.

During the year, the Board underwent a structured ESG familiarisation programme to strengthen its oversight of sustainability-related risks and opportunities. The sessions covered key changes in global and Indian sustainability regulations and standards; emerging ESG risks and opportunities relevant to the technology sector; and the evolving global risk landscape. The programme also examined market drivers of ESG, the transition from disclosure-led reporting to valuation-oriented ESG analysis and a materiality deep-dive on technology-specific ESG issues. Directors were further apprised of the implications of evolving sustainability disclosure requirements, the economic transmission channels through which ESG risk drivers can impact financial risk types and approaches to strengthening IFRS S2 climate-related disclosures to enhance strategic decision-making and capital-market relevance.

» For more details refer

Familiarisation programme for the Board of Directors

Board Nomination and Selection

GRI 2-10, 2-19, 2-20, 2-21

At Persistent Systems, the nomination and appointment of Directors are governed by structured and transparent process overseen by the Nomination and Remuneration Committee (NRC) of the Board. The NRC is responsible for identifying, evaluating and recommending candidates for appointment to the Board and its Committees, based on the Company’s strategic priorities, governance requirements, succession planning and anticipated vacancies.

Candidates are evaluated against clearly defined criteria including professional expertise, industry experience, independence, leadership capabilities and competencies relevant to the Company’s business and governance needs.

The NRC also considers diversity of skills, experience and perspectives, in line with the objectives of the [Board Diversity Policy](#). Based on this assessment, the NRC recommends suitable candidates to the Board, with appointments and re-appointments subject to shareholder approval at the Annual General Meeting (AGM).

The NRC also oversees executive appointments and succession planning for senior management, ensuring leadership continuity. Additionally, it determines and reviews Persistent’s remuneration policies, including executive compensation and equity-based incentive plans, to foster long-term value creation.

The NRC is responsible for identifying and recommending candidates for appointment and re-appointment to the Board. In accordance with Section 152(6) of the Companies Act, 2013, one-third of Directors, excluding Independent Directors, retire by rotation each year and are eligible for re-appointment. Independent Directors are exempt from retirement by rotation under Section 149(13). All Board appointments, re-appointments and nominations to fill Board vacancies are subject to final approval by shareholders at the Annual General Meeting (AGM).

» For more details on Board Compensation

Annual Report page 208.

Evaluation of Board, Committees and Directors’ Performance

GRI 2-18

Performance Evaluation of the Board, its Committees and Directors

The Company conducted the annual performance evaluation of the Board, the Chairman, its various Committees and the Directors individually, including the Independent Directors. In accordance with the provisions of the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the performance evaluation was undertaken with the assistance of an external management consultant specialising in Board evaluations.

The evaluation was carried out through a structured process covering various aspects of the Board’s functioning, including composition and structure, effectiveness of Board processes, quality and timeliness of information flow, engagement and participation in deliberations, strategic oversight, governance effectiveness, risk management and compliance, along with qualitative inputs and perspectives on the future direction of the Board and the Company. The performance of the Board was assessed through inputs obtained from all Directors and select senior management executives.

The evaluation process also covered the performance of the Board Committees against the requirements of their respective charters and the effectiveness in discharging their responsibilities. The external consultant conducted one-on-one interactions with each Board Member to obtain detailed feedback.

The Board reviewed and discussed the outcomes of the evaluation in an executive session and noted that the Board, its Committees and the Directors, including the Independent Directors, continued to function effectively and demonstrated a high level of engagement, objectivity and preparedness in their roles. The evaluation process also enabled identification of areas for continuous improvement further improving overall Board effectiveness. The Board has taken note of these inputs and will address them as part of its ongoing governance and development initiatives.

The evaluation for FY 2025-26 was conducted in March and April 2026. The findings of the evaluation were presented at the meetings of the Nomination and Remuneration Committee and the Board of Directors held in April 2026.

»

Read more on Board performance evaluation

Directors’ Report and Corporate Governance Report

Succession Planning

The Board reviews the NRC’s updates on the performance of Key Managerial Personnel and Senior Management Personnel. The Board also works with the NRC to evaluate potential successors to the Chief Executive Officer (CEO), Chief Financial Officer (CFO) and other senior management.

Regarding the senior management’s regular succession planning exercise, the Board evaluates internal and external candidates on a need-basis. To find external candidates, the Board seeks input from the members of the Board, senior management and reputed recruitment firms.

To develop internal candidates, the Company engages in several practices, formal and informal, designed to familiarise the Board with the available talent pool. The formal process involves a periodic talent review of the senior management, at which the executive leadership assesses the most promising leaders. The executive leadership learns about each person’s experience, skills, areas of expertise, accomplishments and goals. In addition, the senior management is also invited to the business sessions in the board meetings and various strategy sessions organised at the Company. The purpose of the formal review and other interactions is to familiarise the executive leadership with the talent pool inside the Company from which the NRC / Board could choose successors to the senior management and evaluate succession for other senior managers as necessary from time to time.

The complete list of Senior Management Personnel of the Company, including the changes therein as of the date of this report is available at our website.

»

Read more

List of Senior Management Personnel

Management Ownership

Persistent Systems is a publicly owned and professionally managed Company with 30.29% held by Promoters and 68.74% held by public, supporting independent governance and professional management oversight. The Company does not prescribe formal minimum stock ownership requirements for the Chief Executive Officer (CEO) or executive management, consistent with applicable SEBI regulations and Indian corporate governance practices. Notwithstanding the absence of mandated ownership thresholds, the Company provides transparent public disclosure on shareholding positions held by senior executives through its statutory filings and Annual Report.

As disclosed in the Company’s public remuneration and shareholding disclosures, the Chief Executive

Officer, Mr. Sandeep Kalra, holds equity shares of the Company pursuant to Persistent Employee Stock Options Scheme, aligning management interests with shareholder outcomes. In addition, members of the executive leadership team also hold Company shares, with ownership levels reported as a multiple of base salary, providing visibility into management’s financial alignment with the Company.

These disclosures support accountability and transparency while recognising the Company’s ownership structure and regulatory context. Persistent Systems continues to rely on a combination of equity participation, performance-linked remuneration and long-term incentive structures to align management interests with sustainable value creation for shareholders.

Financial assistance received from government

GRI 201-4

During the reporting period, Persistent Systems did not receive any financial assistance from government bodies, including grants, subsidies, tax incentives, or other forms of fiscal support.

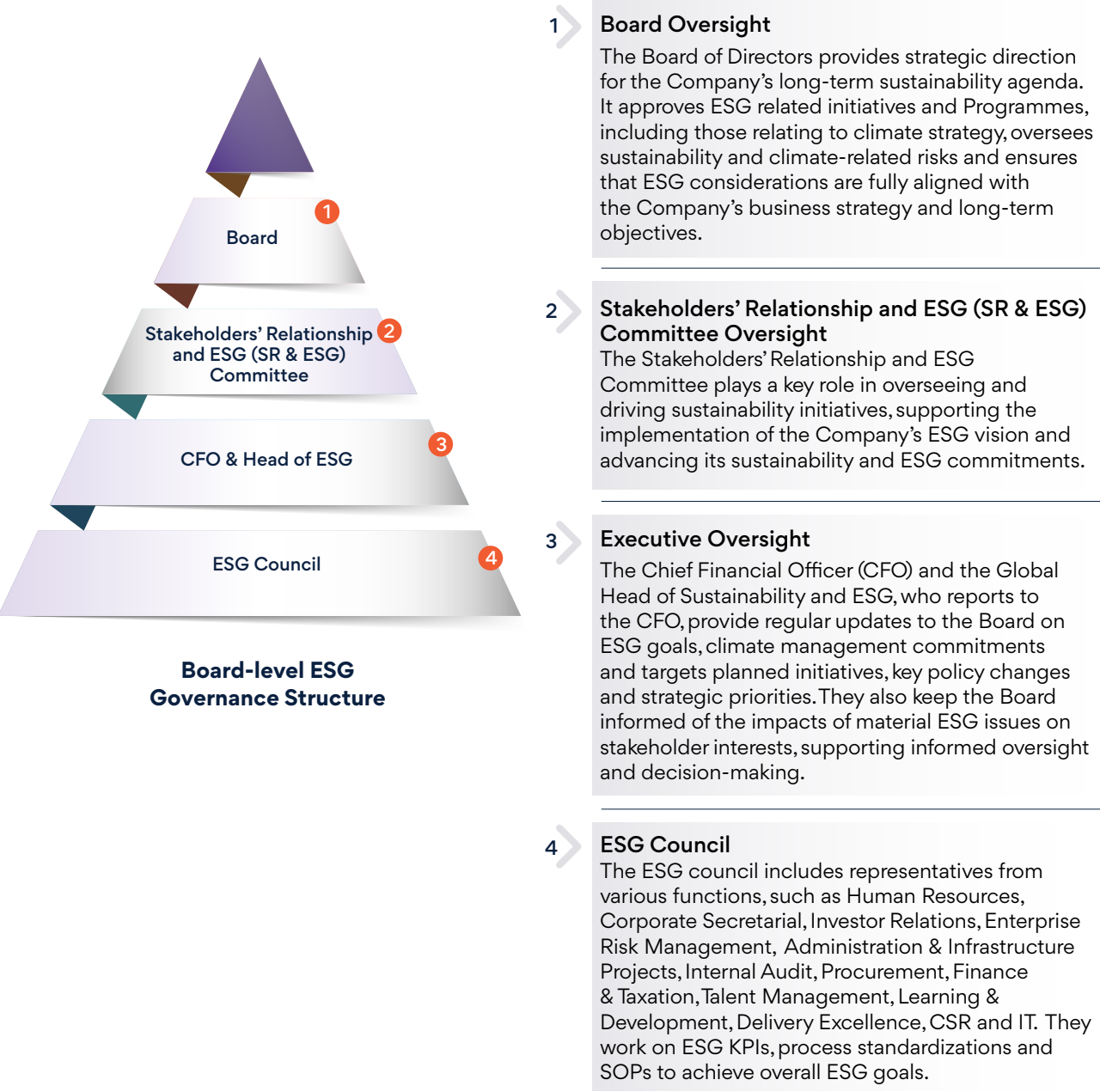


ESG Governance and Oversight

GRI 2-12, 2-13, 2-14

Environmental, Social and Governance (ESG) considerations are embedded within Persistent Systems governance framework and guide the Company’s approach to responsible and sustainable business conduct. A robust ESG framework enhances transparency, accountability and ethical business conduct, while fostering trust among key stakeholders, including customers, employees, investors and communities. Sustainability principles are systematically integrated across its business segments, operations and supply chain, reinforcing the Company’s commitment to environmental stewardship, social responsibility and sound governance practices. ESG responsibilities are cascaded from the Board to management through clearly defined roles, targets and performance monitoring mechanisms. This ensures regular oversight of ESG-related risks and opportunities, progress against commitments and maintains alignment with strategic priorities. Structured governance processes and continuous performance monitoring enable effective ESG management, proactive risk mitigation and creation of long-term, sustainable value for all stakeholders.

Board Oversight and Management Responsibility of ESG



Climate Oversight

Persistent Systems has a strong ESG governance framework that provides clear oversight and strategic-direction towards climate-related issues.The Stakeholders Relationship and ESG Committee oversees the sustainability agenda, climate strategy, climate risk management and action plans/ initiatives across the Company.The CFO and Global head of Sustainability and ESG support the Board-level oversight by integrating climate risks and opportunities into the broader scope of business strategy and planning and decision-making. Climate risk assessment, mitigation actions and climate-related issues are embedded across the organisation and are treated as core elements of the Company’s sustainability approach, strengthening business resilience and supporting long-term growth.

Stakeholders’ Relationship and ESG Committee

The Board of Directors constituted the Stakeholders Relationship and Environmental Social Governance (SR and ESG) Committee to strengthen ESG vision, strategize ESG commitments and develop & implement roadmap to achieve the ESG goals and targets.The Committee meets twice a year, with two meetings held in April and October of every year to discuss ESG Goals, Climate-related risks and opportunities and stakeholder issues.The SR and ESG Committee, as mandated by the Securities and Exchange Board of India Listing Obligations and Disclosure Requirements (LODR) Regulations, 2015, looks after the interests of

our investors, shareholders, any other stakeholders and plays a crucial role in the Organisation’s commitment to sustainable practices and responsible business operations.

The SR and ESG Committee is chaired by an Independent Director and the members of the Committee include Executive and Independent Directors.They have comprehensive expertise in ESG, Sustainability,Diversity and Inclusion, Climate Issues, as well as Risk and Compliance.

Name of the Director	Designation	Stakeholders’ Relationship and ESG Committee Meeting Attendance	
		April 2025	October 2025
Arvind Goel	Chairperson of the Committee and Independent Director		
Dr. Anand Deshpande	Chairman and Managing Director		
Avani Davda	Independent Director		
Vinit Teredesai	Executive Director and Chief Financial Officer		

 Attended as Chairperson;  Attended as Committee Member



For more details, refer to Annual Report,

Corporate Governance Section

Roles and Responsibilities of the SR and ESG Committee

This Committee is responsible for overseeing the ESG initiatives at Persistent Systems,including but not limited to:

- Setting the tone and reinforcing the culture within company regarding sustainability,promoting open discussion and integrating ESG strategy and its alignment with Persistent Systems strategy and goals
 - Endorse the ESG vision and goals set out on an ongoing basis
 - Reviewing and monitoring ESG framework,the progress against the stated vision and goals, disclosures and reporting
 - Review statutory ESG Reporting obligations and disclosures,including Business Responsibility and Sustainability Reporting (BRSR) and other ESG disclosures as applicable
- Providing guidance and oversight on key ESG matters such as climate-related risks & opportunities (current & emerging),responsible sourcing and value chain sustainability,labour practices and human rights, (DEI) diversity,equity and inclusion,good governance practices & social responsibility
 - Provide oversight on climate strategy / Decarbonisation approach including targets, transition planning, progress monitoring
 - Looking into material issues and areas of interest that are of importance to stakeholders
 - Ensuring transparency and reporting on approach to ESG matters to employees,customers,suppliers, investors,communities and other stakeholders

Remuneration and Incentive Alignment - Executive Compensation linked to ESG

Governance without accountability is incomplete. At Persistent Systems,sustainability commitments are not just stated,they are measured,tracked and tied directly to how leadership is evaluated and rewarded. By embedding ESG KPIs into the performance and compensation framework,we create a direct line between individual accountability and organisational outcomes.

For key leadership roles—including the Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief People Officer (CPO), Chief Information Officer (CIO), Chief Risk Officer (CRO), Company Secretary, Global Head of Sustainability and ESG,Head of Administration and Head of Procurement and Business Unit Group Delivery Head; ESG responsibilities are formally incorporated

into individual performance objectives and People KRAs. Performance against these ESG objectives directly influences annual performance assessments, variable compensation,monetary incentives and recognition Programmes.

Progress on priority ESG areas such as carbon neutrality, diversity and inclusion,responsible sourcing,risk management,and governance excellence is therefore explicitly incentivised. Executive variable remuneration is linked to both short-term and long-term performance outcomes,combining financial indicators related to value creation and capital efficiency with ESG-related KPIs aligned to strategic priorities.This integrated approach reinforces pay-for-performance discipline and supports long-term,sustainable value creation.

Ethics and Compliance - Where Accountability Meets Action

GRI 2-15, 2-16

Business ethics and compliance form the basis of responsible corporate conduct. As stakeholder expectations continue to rise, regulatory frameworks evolve, reputational risks can materialise rapidly, organisations that embed ethical standards into their operations are better positioned to sustain trust, manage risk and deliver consistent long-term value.

For Persistent Systems, operating across multiple geographies and serving clients in regulated industries, the integrity of every decision, engagement and disclosure is fundamental. Our commitment to ethical conduct and regulatory compliance is embedded in company’s culture, governance framework and accountability mechanisms, applying uniformly across all roles, functions and locations.

The Code of Conduct and associated corporate governance policies apply to all Directors, employees across all categories, consultants, contractors, vendors, trainees, apprentices and interns. Adherence to the Code of Conduct is an important part of being associated with Persistent Systems, supported through mandatory annual compliance training. The Company maintains a zero-tolerance approach to unethical behaviour, with appropriate disciplinary action, including termination where necessary, to uphold its standards of integrity.

The Company’s group-wide Code of Conduct addresses corruption and bribery; discrimination and equal opportunity; confidentiality of information and data protection; conflicts of interest; antitrust and anti-competitive practices; prevention of money laundering and insider trading/dealing; environment, health and safety (EHS); and whistleblowing and reporting mechanisms. The Code applies uniformly to Directors and employees across the organisation and is publicly available on the [Company’s website](#). »

Board Oversight of Ethics Issues

Effective governance of ethical conduct requires clear accountability structures, independent oversight and well-defined escalation mechanisms. At Persistent Systems, the governance of ethics is embedded within the Board and Committee structure to ensure that ethical standards are consistently monitored, enforced and strengthened.

The Ethics Committee, led by the Head - Internal Audit, a senior officer appointed by the Board, is responsible for implementing and enforcing ethics-related policies and procedures. The Committee oversees complaints related to insider trading, whistleblower cases, sexual harassment, bribery and anti-corruption. All substantiated breaches or instances of non-compliance, including conflicts of interest, monopoly practices, antitrust and anti-competitive practices and corruption involving Directors, key management personnel and employees are escalated directly to the Board.

Evaluation of Ethical Practices (Internal & External Audit)

To uphold high standards of integrity, the effectiveness of ethical practices is evaluated through a combination of internal monitoring, internal audit reviews and independent external assessments. Ethics policies and governance frameworks are reviewed and approved through relevant Board Committees, including the Stakeholders Relationship and ESG Committee, Risk Management Committee, Audit Committee and CSR Committee, ensuring appropriate oversight and accountability.

Monitoring

- Continuous internal monitoring and management-led reviews identify ethical risks and track compliance trends
- Periodic assessments help proactively address gaps in ethical conduct

Escalation & Oversight

- Findings, observations and corrective actions from internal and external reviews are reported to senior management and relevant Board Committees (including the Audit Committee)

Audits/ Assurance

- Internal Audit reviews the design and operating effectiveness of ethics-related policies and controls, including the Code of Conduct, whistleblowing mechanisms, fraud prevention and legal compliance
- Independent third-party audits / external assessments review the effectiveness of ethics and compliance frameworks

Continuous Improvement

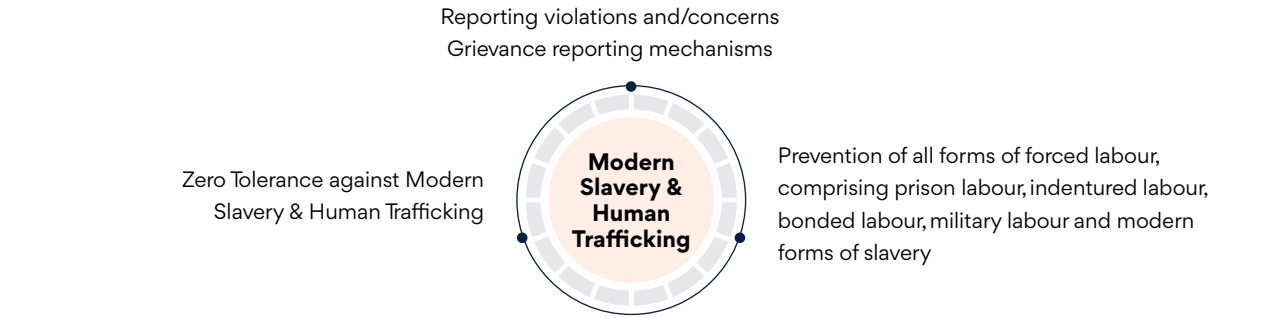
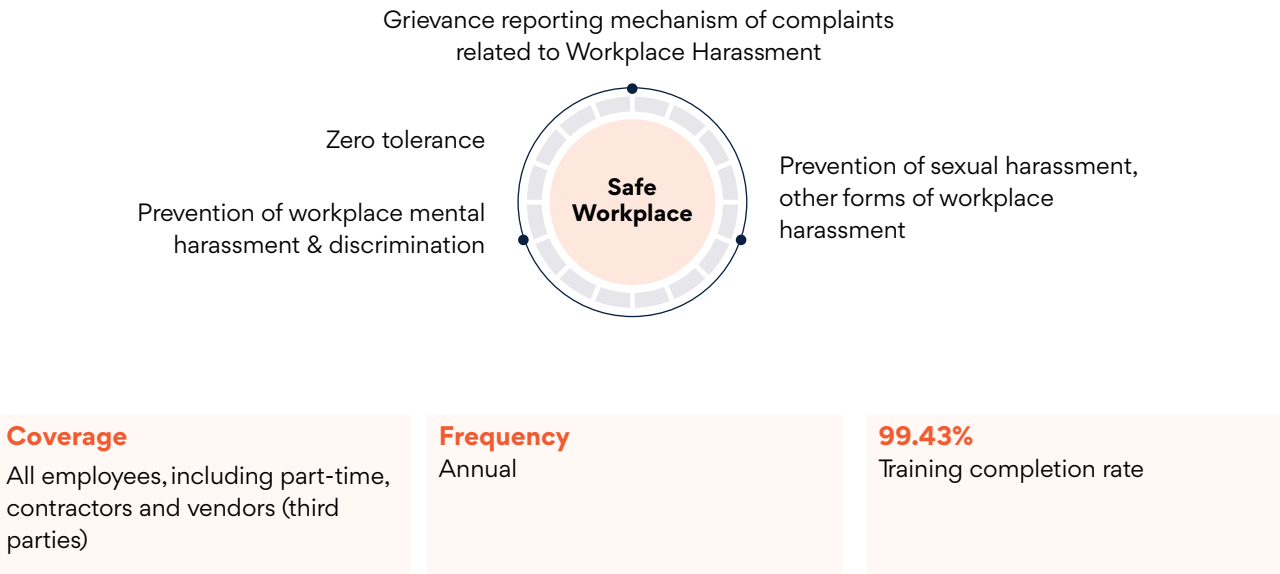
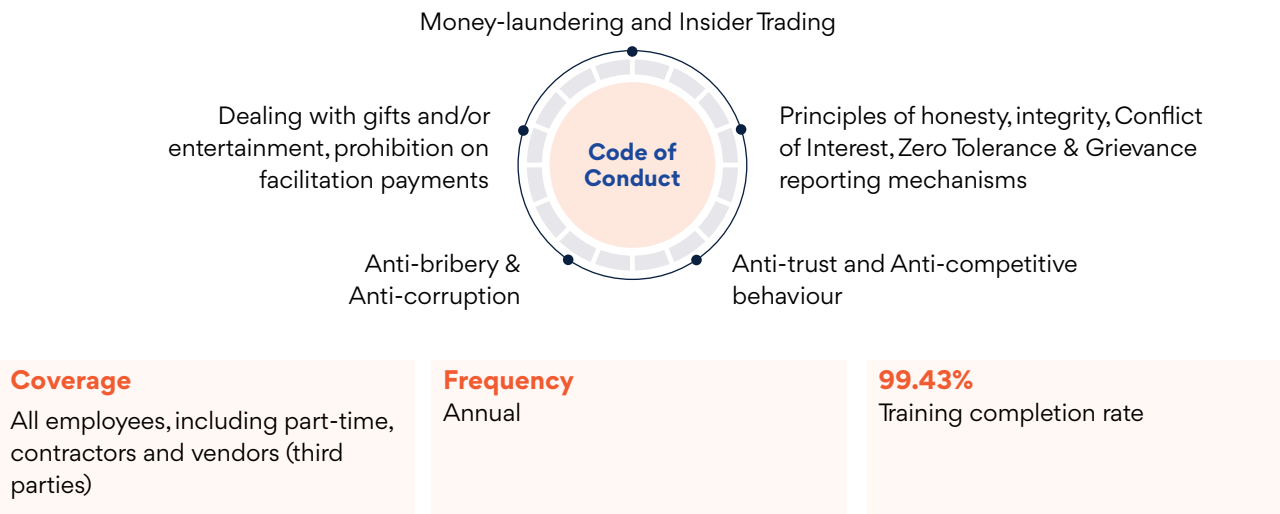
- Audit findings are tracked to closure, reinforcing accountability, transparency and continuous strengthening of ethical business practices



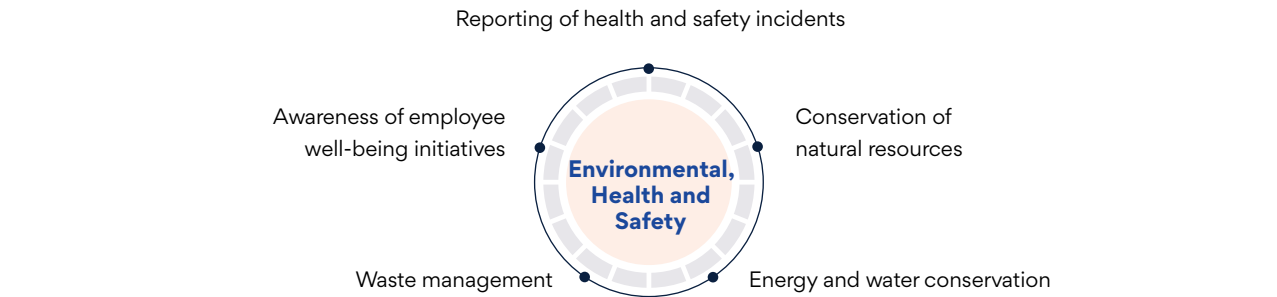
Awareness, Training and Code of Conduct Compliance

A governance framework is only as strong as the awareness and understanding of the individuals operating within it. Regular, structured training ensures that ethical standards translate from policy into practice across every role, function and geography. For Persistent Systems, operating at a global scale across diverse regulatory environments, consistent training coverage is a priority of governance.

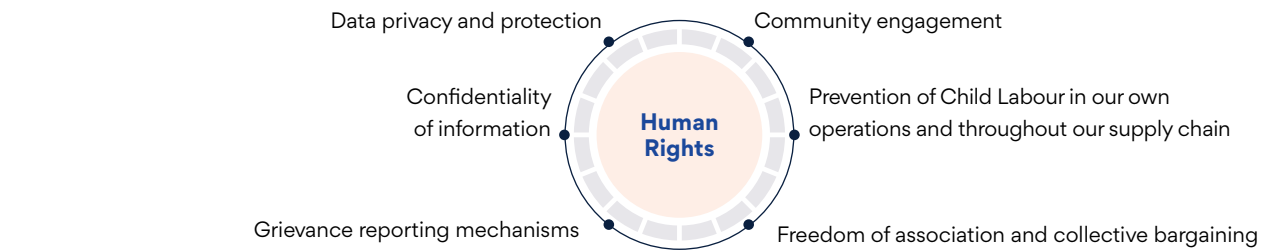
As part of the Company’s compliance and awareness training programme, all Directors, Key Managerial Personnel, permanent employees, including contractors, part-time employees, are required to complete an annual online training module and provide formal acknowledgement covering the following topics:



Coverage	Frequency	99.43%
All employees, including part-time, contractors and vendors (third parties)	Annual	Training completion rate



Coverage	Frequency	99.43%
All employees, including part-time, contractors and vendors (third parties)	Annual	Training completion rate



Coverage	Frequency	99.43%
All employees, including part-time, contractors and vendors (third parties)	Annual	Training completion rate

Reinforcing Trust Through Anti-Bribery and Anti-Corruption Commitment

GRI 205-1, 205-2, 205-3

Anti-bribery and anti-corruption (ABAC) compliance is fundamental to ethical business conduct. In an environment of increasing regulatory scrutiny intensifies and heightened stakeholder expectations, organisations without robust ABAC frameworks face significant legal, financial and reputational risks. A zero-tolerance approach to corruption is therefore essential to sustaining trust and long-term business resilience.

The Company has a group-wide ABAC Policy, approved by the Board of Directors and publicly available, which applies to all Directors, KMP's, employees including permanent and contractors, vendors and business partners and is independently verified through regular third-party audits.

ABAC policy establishes a comprehensive framework for the prevention of bribery and corruption and with clear guidelines governing gifts and hospitality, political contributions and charitable contributions or sponsorships. It mandates periodic ABAC training to reinforce awareness and compliance and establishes defined procedures for reporting, investigating and addressing suspected breaches. A zero-tolerance approach is upheld through appropriate corrective and disciplinary actions in cases of non-compliance. The effectiveness of the ABAC framework is further supported through independent third-party audits, reinforcing consistent application, accountability and adherence to ethical standards across all global locations.

Training and Awareness - Building a Culture of Compliance

At Persistent Systems, we invest in structured training and communication programmes to ensure that all relevant stakeholders understand their responsibilities under the Global Anti-bribery and Anti-corruption (ABAC) Policy and are equipped to identify, report and respond to potential breaches.

99.43% of employees, including contractors, received training and communication on the ABAC Policy, including procedures for reporting breaches.

Corruption Risk Assessment and Compliance Monitoring

GRI 419-1

Managing corruption risk demands a structured, periodic assessment across all business operations. At Persistent Systems, we take a risk-based approach to fraud and corruption monitoring, ensuring that areas with the highest potential exposure receive enhanced scrutiny while maintaining full organisational coverage.

Two processes have been identified as high-risk and most vulnerable to bribery and corruption. These processes undergo annual fraud risk assessments, which include a dedicated review of corruption-related risks, ensuring that areas of elevated exposure are monitored on a regular and structured basis. Medium and low risk areas are assessed on a three-year cycle through operational internal audit processes, providing systematic oversight across the broader organisation. Collectively, these measures ensure 100% coverage of bribery and corruption-related risks across all operations.

In FY2026, Persistent Systems' anti-corruption and ethics requirements were embedded in supplier contracts covering 100% of total procurement spent made during the year. All strategic vendors (representing 100% of spend) are contractually required to adhere to the Vendor Code of Conduct including anti-bribery and anti-corruption provisions.

During FY2026, No fines, penalties, or sanctions related to bribery or corruption were imposed during the reporting period. Further, no monetary amounts were paid in relation to convictions or settlements associated with corruption or bribery in the financial year.

Non-compliance with laws and regulations in the social and economic area-

Persistent Systems did not record any significant instances of non-compliance with applicable laws and regulations in the social and economic area during the reporting period. The Company maintains policies, governance mechanisms and compliance processes to ensure adherence to regulatory requirements and ethical business practices.

Grievance Resolution and Whistleblower Mechanisms

GRI 2-25, 2-26

Persistent Systems recognises that the effectiveness of an ethics framework is determined by the degree to which stakeholders feel safe and supported in raising concerns. Our Grievance Resolution Framework covers the full spectrum of our stakeholder community, permanent and contract employees, consultants, trainees, interns, customers, communities, suppliers, partners, investors and shareholders. The framework establishes clear operating guidelines, defined roles and responsibilities and a resolution process that is both timely, confidential and transparent. A formal non-retaliation policy safeguards every complainant throughout the process. Any breaches of this policy result in appropriate disciplinary action, with matters reported to the Board and statutory disclosures made in accordance established governance and regulatory requirements.

Our Whistleblower Policy provides permanent employees, contractors and external stakeholders with a dedicated, fully confidential channel to report fraudulent activities, unethical behaviour, or suspected violations of our Code of Conduct and Ethics Policy. Oversight of the whistleblower mechanism rests with the Board of Directors, which has appointed the Head - Ethics Committee as the designated Whistleblower Administrator, who in turn reports to Board, ensuring accountability at the highest independent level of governance. All stakeholders have direct access to the Whistleblower Administrator, with multiple secure reporting options detailed on our website.

The scope of reportable issues includes:

Scenario	Description
Financial misconduct	Anti-corruption, anti-bribery, fraud, money laundering, insider trading
Workplace conduct	Conflict of interest, harassment and sexual harassment
Health and safety	Unsafe acts, unsafe working conditions, health and safety conditions

All reports are handled with strict confidentiality. The employee grievance mechanism ensures objective assessment, protection from retaliation and resolution through a transparent and accountable process.



For more details refer to

Whistleblower Policy

Complaint Reporting and Investigation Framework

All grievances & concerns raised through our reporting channels are addressed through a structured and documented investigation process, governed by standard procedures. Upon completion of an investigation, the Ethics Committee reviews the investigation report and approves recommendations for implementation and closure. Reporting mechanisms are communicated on an ongoing basis to employees through internal platforms and external stakeholders through Company’s website, contractual provisions and formal communications, ensuring awareness, accessibility and transparency.

All concerns raised through established reporting channels are addressed through a structured and documented investigation process, governed by standard operating procedures approved by the Board. Upon completion of an investigation, findings and recommended corrective actions are reviewed by the Ethics Committee, which approves actions for implementation and closure. Reporting mechanisms are communicated on an ongoing basis to employees through internal platforms and to external stakeholders through the Company’s website, contractual provisions and formal communications, ensuring awareness, accessibility and transparency.



For more details, refer
Whistleblower Policy

Reporting of breaches in ESG factsheet

Confidential Reporting and Disclosure Channels Reporting

Email: whistleblower@persistent.com

Online complaint portal available on website- <https://www.persistent.com/investors/corporate-governance/ethical-practices-at-persistent-systems/whistle-blower-policy/complaint/>

Offline Reporting

Mailing Address:
Ms. Anuja Ramdasi
VP - Ethics
Persistent Systems
9a, Aryabhata-Pingala 12,
Kashibai Khilare Path
Erandwane, Pune 411004

Toll-Free 24/7 Helpline Numbers

India: 1800 2100 165
USA: 1833 6058 476

Operated by a third party; available in local languages

Disciplinary Action

Disciplinary action is determined by the Ethics Committee and applied on a case-by-case basis considering the nature and severity of violation. Appropriate action, up to and including termination of employment or engagement and initiation of legal proceedings, may be taken against:

Grounds for Disciplinary Action

- Acting in contravention of the provisions of applicable policies
- Concealment, tampering with or destruction of evidence
- Repeated submission of frivolous complaints malicious complaints
- Repeated offences assessed in line with the seriousness and impact of the misconduct
- Breach of confidentiality obligations at any stage of the reporting or investigation process

Statutory Compliance and Regulatory Adherence

GRI 2-27,206-1

At Persistent Systems, compliance is tracked, reported and reviewed on an ongoing basis through established oversight mechanisms. **During FY2026, the Company remained fully compliant with all applicable social and economic laws and regulations, with no instances of non-compliance.**

No fines or settlements were imposed and the Company was not subject to any investigations related to anti-trust, anti-competitive, or monopoly practices.

Our compliance commitments extend across fair wages, working hours, employee welfare and the protection of human rights throughout all operations.

Compliance Tool for tracking the applicable scheduled compliances

GRI 2-16

The Company ensures that adequate tools and appropriate processes are in place for adherence to all statutory compliances. Compliances applicable in India and abroad to the Company are monitored and tracked through a software tool. In the year 2016, the Company implemented the Compliance Tool to report and track the domestic compliances; while the same tool was then enhanced and is being used to report and track the global compliances all locations. The said Tool is used to record and report the compliances as and when they are due. A detailed report derived from the said tool is placed before the Board and Audit Committee during every quarterly meeting.

Amendments to the existing laws and introduction of new laws are reviewed and updated in the system on a regular basis and the same is monitored by the Company.

Anonymous reporting through the whistleblower mechanism, complemented by regular risk assessments and independent audits, further strengthens the integrity of our compliance monitoring processes framework.

During FY2026, Persistent Systems recorded Zero non-compliances, critical concerns, penalties, or strictures from stock exchanges, SEBI, or any other statutory authority related to capital markets or regulatory matters.

Conflicts of Interest

GRI 2-15

Persistent Systems recognises the importance of clear expectations, disclosure requirements and governance safeguards in mitigating such risks. Directors and employees are required to avoid any business interest, relationship, or activity that may conflict with, or appear to conflict with, the Company’s interests. Our policies and governance framework establish clear standards and oversight mechanisms to ensure adherence to these requirements, reinforcing ethical conduct, transparency and independent decision-making at all levels of the organisation.

During the year FY 2025-26, there were no materially significant transactions, pecuniary transactions or relationships between the Company and the Promoters, Directors and their relatives and the management that have a potential conflict of interest with the Company.

Policy Advocacy, Industry Engagement and Political Contributions

GRI 2-24, GRI 2-28, 415-1

Persistent Systems follows a transparent, ethical and controlled approach to public policy engagement and lobbying, consistent with its corporate values, ESG commitments and long-term climate strategy. The Company’s lobbying activities are governed by a formal Lobbying Policy, which applies to all Directors, executive leadership, employees and authorised representatives engaged in policy advocacy at local, national and international levels. All lobbying activities are conducted in compliance with applicable laws and regulations and are aligned with the principles of integrity, transparency and accountability articulated in the Company’s Code of Conduct.

Engagement with policymakers, regulators and industry bodies is undertaken to advocate for evidence-based and responsible policies that support sustainable development, ethical business practices and global climate objectives, including alignment with the Paris Agreement and the Company’s Science-Based Targets. The Company engages constructively through industry associations, non-profit organisations and policy forums, with a focus on advancing renewable energy adoption, greenhouse gas emission reductions and broader ESG priorities.

All lobbying activities require prior approval from the Corporate Secretarial and Legal functions, supported by technical inputs from the ESG Team, ensuring consistency with corporate strategy and governance requirements. Oversight of lobbying activities is provided by the Stakeholders Relationship sand ESG Committee of the Board, which periodically reviews lobbying positions, trade association memberships and alignment with the Company’s stated climate and sustainability commitments. Any identified misalignments are addressed through structured engagement, escalation and corrective actions where necessary.

Concerns or suspected unethical conduct related to lobbying activities may be reported through the Company’s whistleblower mechanism, which provides a confidential and secure channel for employees and external stakeholders. The Company enforces a strict non-retaliation policy, reinforcing accountability and ethical conduct in all public policy and advocacy-related activities.



For more details refer to

Lobbying Policy

Industry Engagement and Policy Advocacy

GRI 2-29, 415-1

At Persistent Systems, we actively participate in industry and trade associations to stay informed about regulatory developments, contribute to policy discussions and advocate for sustainable business practices. Our engagements enable us to align with global sustainability frameworks such as the Paris Agreement, while fostering collaboration on industry-wide challenges.

Commitment to Climate Aligned Advocacy

Our public policy engagement strategy is guided by executive-level accountability to ensure that our lobbying activities and trade association memberships align with the Paris Agreement and broader climate commitments. Persistent Systems has set near-term and long-term Company-wide emissions reduction targets in line with the Science Based Targets initiative (SBTi). Our strategy focuses on limiting global temperature rise to below 2°C, reinforcing our commitment to sustainable business practices. As a proud member of the United Nations Global Compact (UNGC), we continue to strengthen our corporate responsibility in climate action.

Alignment with the Paris Agreement

We are committed to ensuring that all policy advocacy efforts align with international climate goals. Persistent Systems has a defined process to assess whether our public policy engagements and lobbying activities align with the Paris Agreement and our ESG commitments. This applies to both direct lobbying activities and trade association engagements, ensuring consistency with our climate strategy. Where discrepancies arise, we engage with associations to drive alignment or reconsider participation in cases of continued misalignment.

Governance Framework for Public Policy Engagement

GRI 415

The Company follows a transparent and controlled approach to public policy engagement and political contributions, with defined approval processes, disclosures and alignment with ethical standards and corporate values.

Effective governance of policy engagement requires clear accountability structures that ensure advocacy activities reflect our sustainability commitments. At Persistent Systems, we maintain a structured governance framework overseeing lobbying activities and trade association memberships to ensure alignment with our ESG commitments. Accountability extends up to the executive level, ensuring that policy engagements reflect our sustainability and climate goals.

Transparency and Public Disclosure

GRI 2-4

Persistent Systems publicly discloses climate policy positions and trade association activities to ensure transparency in our advocacy efforts. We are committed to enhanced climate-related lobbying disclosures, ensuring stakeholders have visibility into how our engagements contribute to a net-zero future. Our policy engagement framework applies to all jurisdictions in which we operate.

Political Contributions and Lobbying Expenditures

GRI 415-1

Maintaining the integrity of our governance framework requires a clear and consistent position on political contributions. Persistent Systems does not engage in direct or indirect political contributions, lobbying expenditures, or funding for political campaigns or candidates. Our support for trade associations and tax-exempt groups is aligned with our ESG policies. We do not contribute to organisations whose activities conflict with our sustainability commitments.

Ethical tech deployment

As digital technologies become more deeply embedded in business and society, the question of how they are deployed matters as much as what they deliver. Technology that is not governed responsibly, in terms of data privacy, security, compliance and accountability creates material risk for organisations and the stakeholders they serve. For technology companies in particular, ethical deployment is not a peripheral governance consideration; it is central to client trust, regulatory standing and long-term business value.

Our governance approach to ethical technology deployment is embedded across the full lifecycle of solutions we design, develop, deploy and support. Our Privacy Information Management System is aligned with ISO 27701:2019 and covers both data governed by Persistent Systems as controller and data entrusted to us as processors. We deploy technical and organisational controls including data loss protection, data classification, encryption, access controls, privacy impact assessments, breach management processes and privacy-by-design reviews for products, applications and changes involving personal data. Oversight is supported through the CISO office, privacy Programme, internal audit processes and periodic reporting to Board-level risk oversight forums. Cyber risks are reported to the Risk Committee of the Board and discussed at Board level with active participation of C-suite and business leaders. Privacy risks are periodically reviewed with Board-level oversight.

Enterprise Risk Management

For a global technology company operating across multiple countries, in an environment shaped by geopolitical shifts, regulatory change, climate pressures and rapid technological evolution, the ability to identify, assess and respond to risk is not just a governance requirement; it is a strategic capability.



Approach to Risk Management

Persistent has a robust Enterprise Risk Management (ERM) framework comprising a formal risk management policy, defined processes, governance mechanisms and ongoing awareness programmes. Our ERM function is focused on strengthening and embedding a proactive risk management culture across the organisation.

The ERM function works closely with various organisational units and business leadership to facilitate the identification, assessment and management of

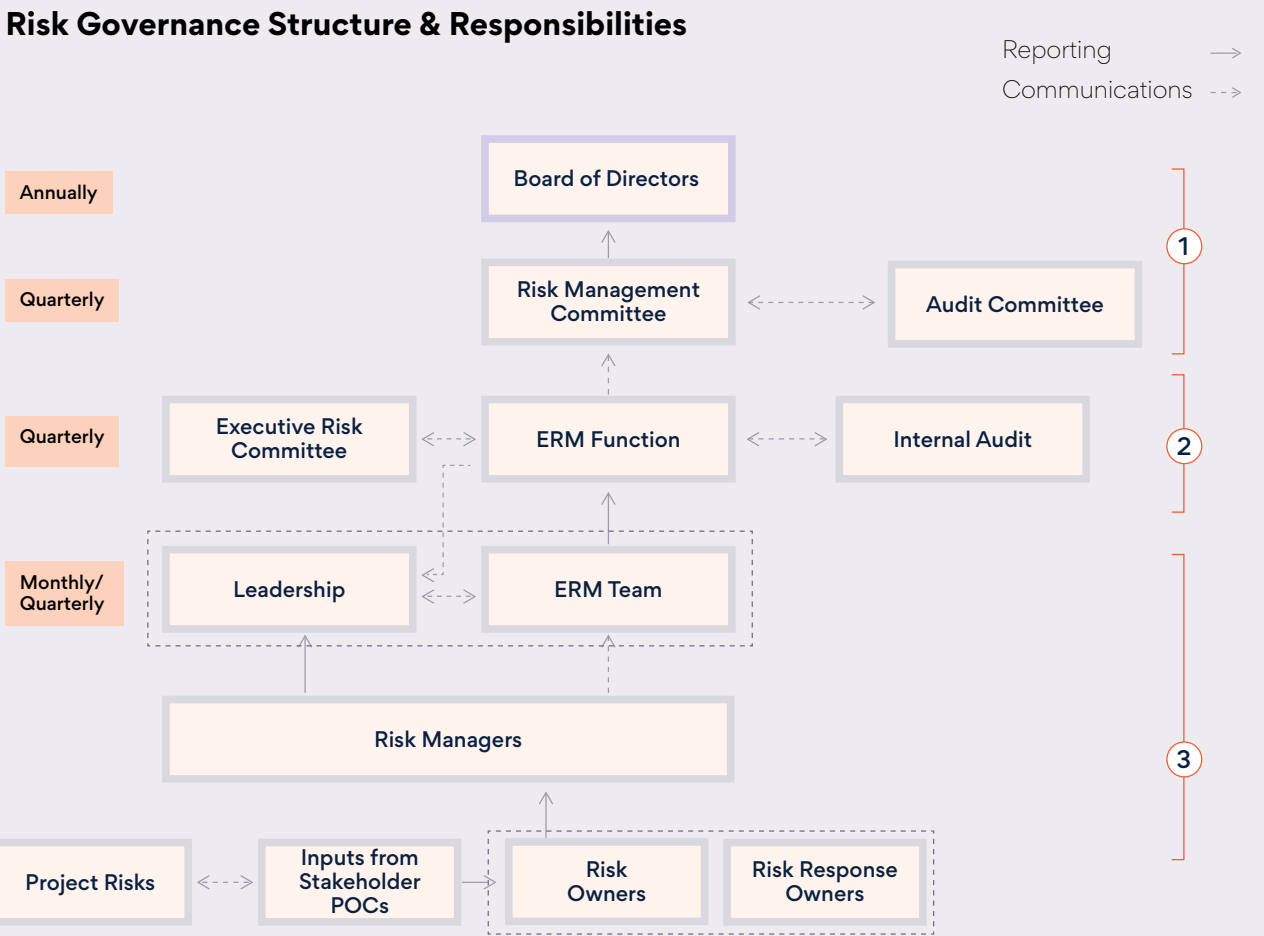
risks. Oversight is provided by the Risk Management Committee (RMC) of the Board of Directors.

Enterprise risks (which includes ESG Risks - climate related and social risks) are completely integrated and managed through ERM Framework, with the Chief Risk Officer being accountable for Risk Management. Cyber Risks are managed through a dedicated CISO Office. Further, all risks are presented to the Risk Management Committee of the Board on a quarterly basis.

Risk Governance Structure and Responsibility

The Company has established a comprehensive risk governance framework with board-level oversight.

The Company has established a governance structure based on three pillars of risk management responsibility: Risk Oversight, Risk Infrastructure and Management and Risk Ownership. This structure cascades risk management responsibilities across senior management and all employees, including subsidiaries of the Company.



Persistent Systems has a risk governance framework with dedicated operational risk management functions structured across the three lines of defence.

1 Risk Governance and Oversight

The Risk Governance and Oversight layer comprises the Board and Risk Management Committee, who will play a pivotal role in framing and approving the ERM Policy and guidelines for the organisation.

2 Risk Infrastructure and Management

The Risk Infrastructure and Management layer comprises the Executive Risk Committee, ERM Function (CRO and ERM Team) who shall support risk governance and oversight function play a pivotal role in implementation of ERM framework in Persistent Systems.

3 Risk Ownership

The Risk Ownership layer comprises Risk Owners and various Risk Committees who shall be responsible for performing risk management activities in Persistent Systems.

Board-Level Risk Oversight- Risk Management Committee (RMC)

At the apex of Persistent Systems risk governance structure sits the Risk Management Committee (RMC) of the Board, a dedicated Board-level committee that oversees industry-specific risks and strengthens the Company’s risk management framework through proactive identification and mitigation of risks.

The RMC is chaired by an Independent Director and comprises Non-Executive Independent Directors with risk management expertise, reinforcing objective and unbiased oversight. The risk management function operates independently of business lines, ensuring a structured and conflict-free approach to risk assessment and mitigation. Regular risk management education is provided to Non-Executive Independent Directors to keep Board-level understanding current with the evolving risk landscape.

Composition of the Risk Management Committee as of March 31, 2026

Name of the Director	Designation
Praveen Kadle	Chairman of the Committee and Independent Director
Arvind Goel	Independent Director
Dr.Ajit Ranade	Independent Director
Sandeep Kalra	Chief Executive Officer and Executive Director
Vinit Teredesai	Executive Director and Chief Financial Officer
Debashis Singh*	Chief Information Officer

* Debashis Singh, Chief Information Officer, is not a Director but a Member of the Risk Management Committee.

The RMC has been established with authority and responsibility to formulate a detailed risk management policy which shall include:

- A framework for identification of internal and external risks specifically faced by the listed entity, including financial, operational, sectoral, sustainability (particularly ESG related risks), information, cybersecurity risks, or any other risk as may be determined by the Committee
- Measures for risk mitigation including systems and processes for internal control of identified risks
- Business continuity plan
- Ensure appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company
- Monitor and oversee the implementation of the risk management policy, including evaluating the adequacy of risk management systems
- Periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity
- Keep the Board of Directors informed about the nature and content of its discussions, recommendations and actions
- Review of the appointment, removal and terms of remuneration of the Chief Risk Officer
- Seek information from any employee, obtain outside legal or other professional advice and secure the attendance of outsiders with relevant expertise, if it considers necessary
- Review financial and risk management policies
- Review report on compliance of laws and risk management including Cybersecurity, reports issued by Statutory / Internal Auditors
- Carry out any other function as is mentioned in the terms of the Risk Management Committee and entrusted by the Board



For more details, refer to

ToR of Risk Management Committee

Enterprise Risk Management (ERM) Function

The ERM function at Persistent Systems is designed to enhance a proactive risk management culture across the organisation. It collaborates closely with business units and leadership to facilitate the end-to-end risk management process, from identification through to monitoring and reporting. Risks are reported regularly to executive leadership and the RMC for ongoing oversight and informed decision-making.

The key objectives of Persistent’s ERM function are to:

Improve institutional decision-making by providing senior management and the Board with timely and accurate information and proposing mitigation plans, enabling them to better comprehend the risks and opportunities at the enterprise level and achieve the desired objectives

Promote a Risk-Intelligent Culture wherein conscious, enterprise-wide efforts are made to align the organisation’s approach to risk, enabling consistent, risk-based decision-making through targeted programmes such as Risk Familiarisation Programmes for Directors and Key Managerial Personnel and risk training across key functions

Promote an effective risk management system that supports the Company’s growth strategy and business objectives, while ensuring resilience to changing business dynamics

Integrate risk and opportunity assessment into the Company’s periodic planning procedures, such as strategic planning and the annual budgeting cycle

Ensure that the Company meets all legal, regulatory and policy compliance obligations

Establish a structured process to identify and assess risks that may impact the business continuity of the Company and define appropriate response and recovery plans

Proactively identify potential risks and opportunities to prepare for future challenges and breakthroughs

Strengthen the organisation’s ability to comprehend, manage and control risk exposures, fostering a culture of responsible risk-taking

Enterprise Risk Management (ERM) Framework



Persistent System’s Enterprise Risk Management (ERM) framework adopted by Persistent is aligned with ISO Standard 31000:2018 Risk Management — Guidelines, COSO ERM — Integrating Strategy and Performance (2017) and applicable regulatory requirements in India. The framework takes a holistic approach to managing the full range of risks faced by the Company, with particular emphasis on risks that are critical to its strategic success. It provides guidance for identifying, assessing, measuring, monitoring and responding to risks across the enterprise in alignment with the Company’s objectives and risk appetite. The ERM function reports enterprise-level risks to executive leadership and the Risk Management Committee (RMC) of the Board on a quarterly basis for review and oversight. The Company’s risk management framework is further strengthened through the active involvement of internal auditors and statutory auditors, who periodically review risk mitigation plans and related controls. Through their independent assessments and audit processes, they provide oversight of the Company’s risk management practices, reinforcing governance and supporting continuous improvement of enterprise risk management. The auditors also provide inputs on key risk areas and emerging concerns as part of the overall risk management process.

Responsibility for risk management is shared across the organisation to ensure an effective and consistent process. Dedicated leadership forums support the identification, monitoring and tracking of enterprise-level risks, while the Risk Management Committee (RMC) of the Board has ultimate oversight of the Company’s risk management function.

ERM Process Flow

The risk management process followed at Persistent comprises the following key steps:

Risk Identification

Identify plausible uncertainties and risks that may impact the achievement of functional, organisational and business objectives, or pose a threat to business continuity. This includes risks arising from internal operations as well as external factors. Identified risks are categorised into financial, operational, reputational, regulatory, extended enterprise, strategic, sustainability, talent and technology for further assessment.

Risk Analysis

- Existing and newly identified risks are analysed based on impact, likelihood and velocity and evaluated against established risk criteria, including consideration of potential business and financial impact
- For each enterprise-level risk, Key Risk Indicators (KRIs) are defined and monitored against approved risk appetite and tolerance thresholds to assess current risk health and the organisation’s readiness to manage it
- Where applicable, risks are assessed for potential financial exposure by identifying associated revenue, cost, or operational drivers. Probability of occurrence, inferred from KRI performance and risk assessment, is applied to estimate realistic downside impact and support prioritization
- Selected risks are further analyzed through scenario-based assessments to evaluate the impact of plausible future conditions such as regulatory changes, market movements, or technological developments. Scenario outcomes help identify vulnerabilities, interdependencies and inform mitigation planning

Risk Prioritization

Risks are prioritised based on criticality, emerging trends and alignment with the Company’s objectives, enabling focused management attention on key risks.

Risk Response

Appropriate risk response strategies are defined to avoid, mitigate, or manage risks, - key enterprise-level risks. Mitigation plans are aligned to identified risk drivers, control effectiveness and defined tolerance thresholds.

Monitor & Review

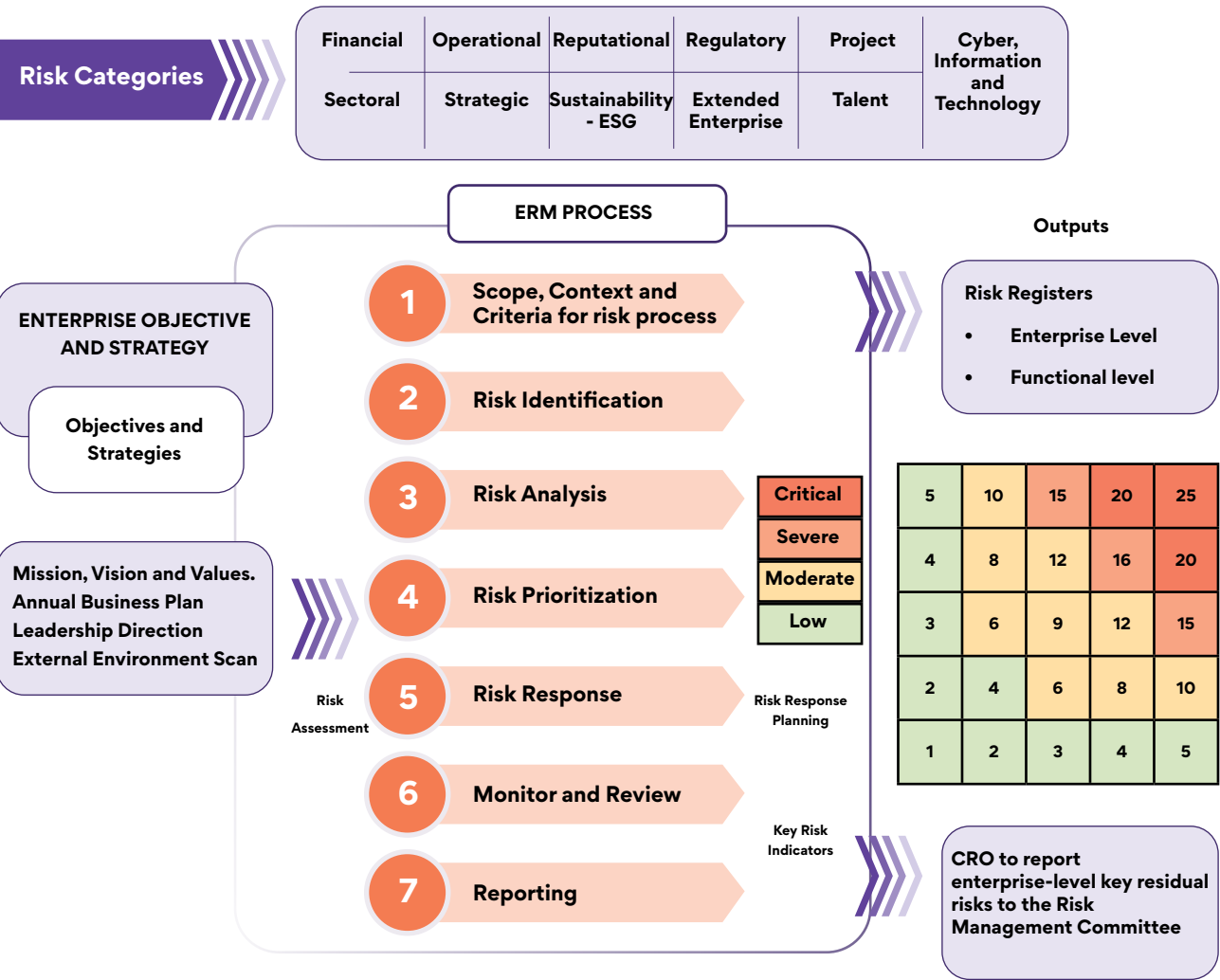
Mitigation actions are integrated into day-to-day operations and monitored through defined indicators. The overall risk environment, effectiveness of mitigation measures and emerging signals are reviewed periodically.

Reporting

Consolidated risk insights, including risk status and key trends, are reported to executive leadership and the Risk Management Committee (RMC) of the Board on quarterly basis to support risk-informed decision-making and oversight.

Further, Risk Categorization at Persistent follows the “FORRESSSTT” model which has been derived from the ‘PESTEL’ model.

The ERM Process is illustrated in the block diagram below



Risk Management Process

Risk Review

- Risks are analysed based on impact, likelihood and velocity to assess potential consequences
- Assessed risks are prioritised using predefined criteria to guide management strategies

- A key component of this process is defining Persistent Systems Risk Appetite and Tolerance, ensuring alignment with strategic objectives
- Defined process for Risk Appetite and Tolerance identification along with Key Risk Indicators (KRIs)

Defining Risk Appetite Statements

- The first step in determining the risk appetite and tolerance is to articulate it through Risk Appetite Statements
- Risk Appetite Statements shall be defined taking into consideration the strategies, acceptable level of risk that Persistent Systems is willing to assume to achieve its strategy and Persistent Systems internal and external context

- Risk appetite statements shall incorporate tolerance limits, which, if breached, would necessitate immediate escalation and management action
- Risk Appetite statements have been defined across various operations for Persistent Systems. These statements are to be reviewed annually and approved by the Board

Implementing and Operationalizing Risk Appetite Statements

Risk Appetite Statements are driven by the risk philosophy defined by the Board and Management. These may be qualitative or quantitative in nature and allow Business Units and Corporate Functions to measure risks while making business and operational decisions. Once risk appetite is defined and implemented, it is essential to continuously monitor Persistent Systems actual risk exposure to ensure alignment with risk tolerance levels.

Risk Exposure

- The Board of Directors evaluates the risk exposure of Persistent Systems on a quarterly basis, including exposure towards strategic and emerging risks and associated response plans
- The risk exposure of Persistent Systems shall be measured by assessing enterprise risks using the Risk Assessment Scales defined as per the Risk Appetites adopted by the Board

- For each risk exposure, corrective action shall be required depending on where the risk exposure lies, i.e., whether to increase or decrease the amount of risk Persistent Systems is exposed to. Alternatively, Persistent Systems may need to reassess its risk appetite to achieve its business strategy
- To maintain compliance and ensure risk exposure remains within acceptable limits, Persistent Systems conducts regular audits to assess the effectiveness of risk management strategies

Key Risk Indicators (KRIs)

During FY2026, the Company navigated heightened geopolitical and macro-economic uncertainty without material impact on operations or financial performance.

Enterprise-level risk monitoring mechanisms, supported by regularly tracked Key Risk Indicators (KRIs), enabled early identification and escalation of emerging risks related to geopolitics, macro-economic volatility, cybersecurity, data privacy, regulatory changes and artificial intelligence.

- For each enterprise-level risk, Key Risk Indicators (KRIs) are defined and monitored against approved risk appetite and tolerance thresholds to assess current risk health and the organisation's readiness to manage it
- Where applicable, risks are assessed for potential financial exposure by identifying associated revenue, cost, or operational drivers. Probability of occurrence, inferred from KRI performance and risk assessment, is applied to estimate realistic downside impact and support prioritisation

- Selected risks are further analysed through scenario-based assessments to evaluate the impact of plausible future conditions such as regulatory changes, market movements, or technological developments. Scenario outcomes help identify vulnerabilities, interdependencies and inform mitigation planning

Continuous KRI monitoring and Board-level oversight strengthened the Company's ability to anticipate, respond to and manage evolving external risks.

Risk Management Process Audits

- To ensure a robust risk management framework, Persistent complies with multiple ISO standards, including Information Security, Quality, Business Continuity, Privacy, Environment, Health & Safety and ESG
 - The Company conducts both internal audits of risk management processes and external independent third-party audits on an annual basis
- These audits evaluate risk identification, impact and mitigation strategies across key focus areas including cybersecurity, Data Privacy, Sustainability, Environmental & Climate Risks and Health & Safety

Risk Culture

Risk management is a shared responsibility across the organisation, ensuring a structured, consistent and effective approach. Our ERM framework integrates policies, processes, governance mechanisms and awareness programmes to embed a strong risk-aware culture. To strengthen risk capabilities across all levels, our ERM framework focuses on:

- Regular training for Non-Executive Independent Directors and the Board
- Company-wide education programmes to enhance risk awareness
- Integration of risk criteria into service development and Business models
- Incorporation of risk metrics into leadership scorecards & KRAs, with a direct link to financial incentives
- Maturity Assessment activity undertaken at regular intervals by internal and external parties

Risk Managers and Risk Owners

Persistent Systems has established three pillars of risk management responsibilities in its Governance structure as Risk Oversight, Risk Infrastructure and Management and Risk Ownership, that cascades the scope of activities to senior management and all employees, across the subsidiaries of Persistent Systems.

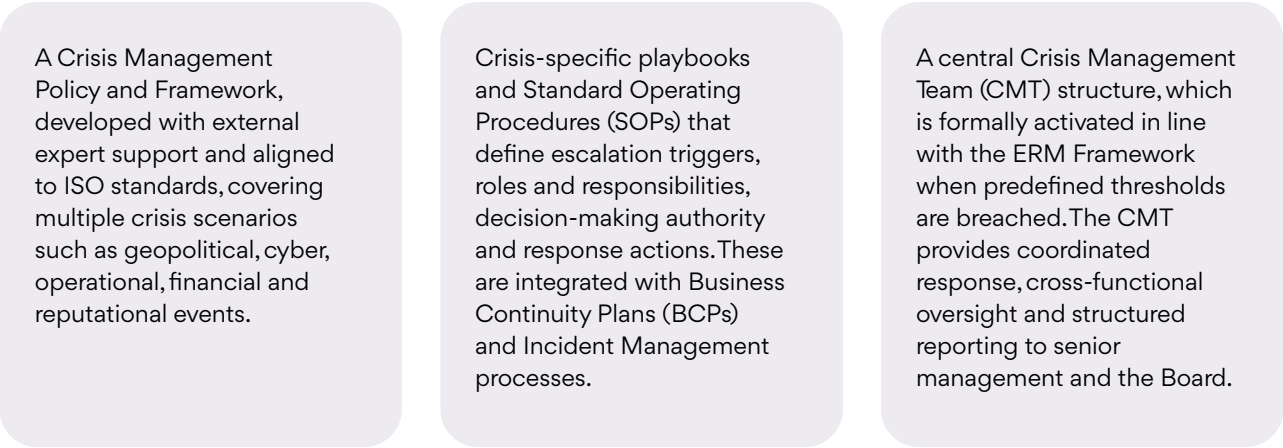
Persistent Systems has a risk governance framework with dedicated operational risk management functions structured across the three lines of defence:



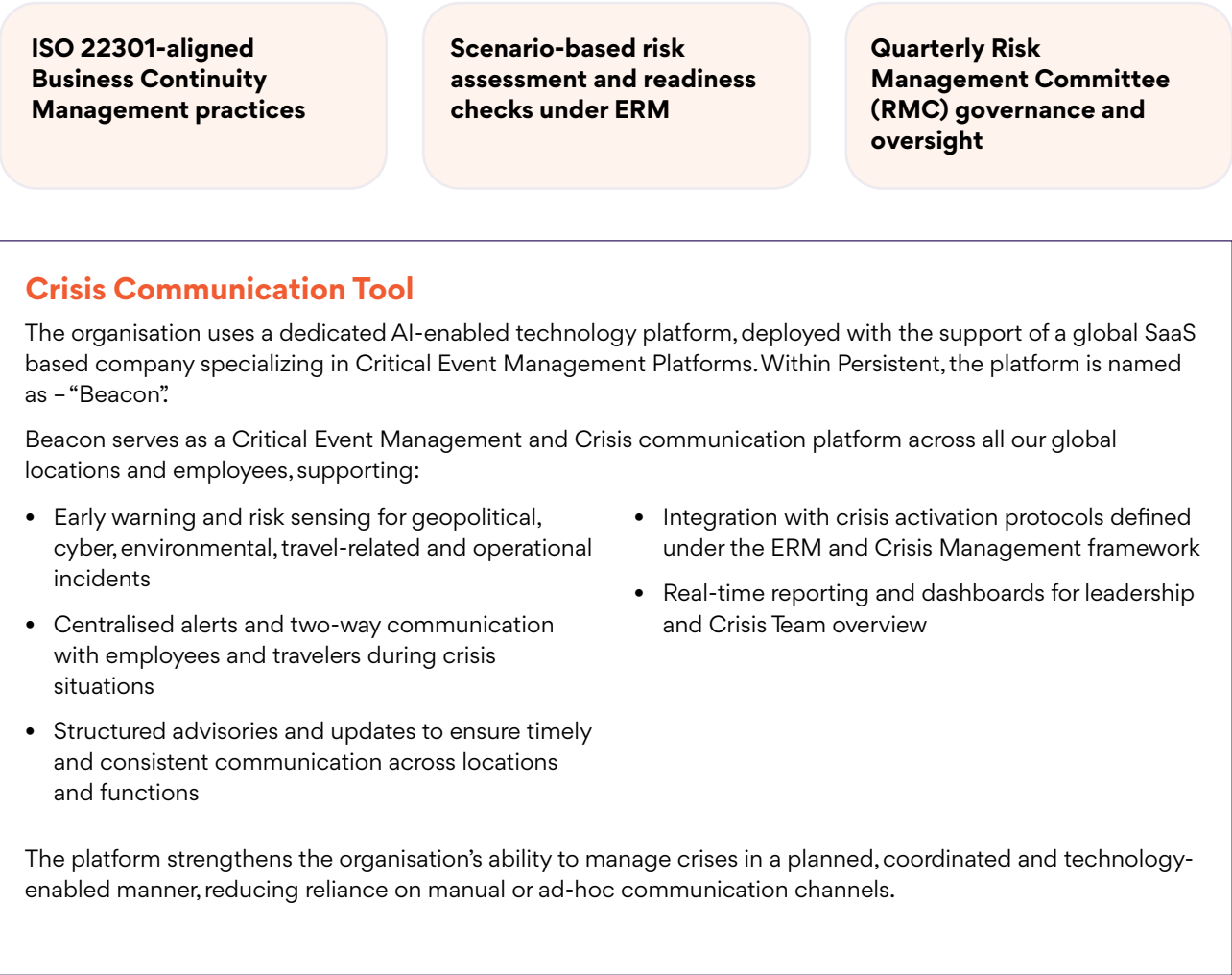
Crisis Management

The Company has documented and formally governed Crisis Management framework, alongside the Enterprise Risk Management (ERM) Framework and aligned to recognised operational resilience standards.

Key elements of the framework include:



The Crisis Management framework operates in conjunction with



Key risks & emerging risks with Business Impact and Mitigation Approach

Data Privacy			
Type	Risk Category	Magnitude	Likelihood
Risk	Regulatory / Reputational	High	Possible
Business Impact	- Persistent operates on a global scale and is therefore required to comply with applicable data privacy laws in all jurisdictions in which it conducts business - Any unauthorized use or disclosure of employee, candidate, prospective or existing customer, visitor, or partner data may result in breach of contractual obligations, regulatory fines or penalties and reputational harm to Persistent		
Mitigation Approach	Risk - Robust Privacy Information Management System (PIMS) to safeguard personal data and ensure compliance with applicable legal, regulatory and contractual obligations pertaining to data privacy and protection - Global privacy policy covering all geographies, all areas of operations and stakeholders - Continuous strengthening of global privacy programme through monitoring of regulatory mandates, revalidation of existing frameworks, policies and processes and ensuring applicability to customer contracts - Dedicated Data Protection Officer and Data Privacy team. In alignment with ISO/IEC 27001 (Information Security Management System) and ISO/IEC 27701 (Privacy Information Management System) requirements, appropriate technical and organisational measures are implemented to protect personal information, including but not limited to data classification, data encryption and Data Loss Prevention (DLP) controls, along with robust access management measures such as role-based access control, Multi-Factor Authentication (MFA) and privileged access management. Access is granted strictly on a need-to-know and least-privilege basis, with periodic access reviews conducted to ensure continued authorization - Data privacy measures such as documentation of personal data processing in Record of Processing Activities (ROPA) including PII Inventories, Data Protection Impact Assessment (DPIA), Incident Management Procedures and Systems, Breach Notification Management, Data Subject Rights Request Management, etc. are implemented - Development of products & applications, including change in processing of personal data go through appropriate privacy assessments and approval to ensure Privacy by Design (PbD) - Vendors and third parties are subjected to security & privacy risk assessment and contracted with appropriate privacy obligations - Mandatory training on data protection, Privacy by Design and global privacy regulations. Continuous privacy awareness campaigns to create & maintain privacy awareness across the organisation - Ongoing compliance assurance is achieved through periodic audits conducted by an independent audit firm, together with comprehensive internal audits across the enterprise - Certified under ISO 27701:2019 — Privacy Information Management System, ISO 27018:2019 — Securing Personal Data in Cloud and SOC 2 Type 2 Attestation		
Financial Implication	Negative - Risk of operational disruptions, affecting business processes - Potential legal fines and penalties for non-compliance - Adverse effects on brand reputation and customer trust		

IT Security & Cyber Risk

Type	Risk Category	Magnitude	Likelihood
Risk	Technology & Cyber / Extended Enterprise	High	Possible
Business Impact	Change to these two bullets: - Cyber-attacks (Malware, Phishing, ransomware) and breaches of IT systems due to compromised security controls, lack of awareness amongst employees, and externally sponsored attacks on PSL may lead to operational disruption, fines and penalties, loss of profitability and reputational damage. - Increased cyber risk arising from AI usage, including higher threat sophistication as well as unintended or uncontrolled actions by AI-based systems		
Mitigation Approach	Risk - Robust Information Security Management System (ISMS) centred around comprehensive Information Security policies based on industry best practices and leading security frameworks, with a continuous reinforcement of security controls to ensure the confidentiality, integrity and availability of information assets - Multi-layered governance process with executive and Board oversight - Certifications such as ISO 27001, ISO 27017, ISO 27018, ISO 27701 and SOC 2 Type II attestations to demonstrate our commitment to cybersecurity - Continued investment and deployment of state-of-the-art technologies such as Zero Trust architecture, Advanced endpoint protection solution, Dark / Deep web monitoring, etc. to secure corporate infra, data & applications - Access controls including Multi Factor Authentication for secure access to enterprise applications/network, special handling of privileged administrator accounts, rigorous access management & monitoring of all cloud deployments - Mandatory training and adequate awareness measures across employee life cycle ensure a strong human firewall - Implementation of enhanced Data Leakage prevention platform to protect critical data - Encryption of data, data back-up and recovery mechanisms for ensuring business continuity aligned to ISO 22301:2019 - Established threat intelligence, security monitoring and incident response processes to detect and respond to cybersecurity threats and incidents coordinated through a 24x7 Security Operations Centre - Internal and external audits and red teaming to validate effectiveness of controls		
Financial Implication	Negative - May cause operational disruptions, impacting business continuity - Could result in legal fines and penalties due to regulatory non-compliance - May negatively affect brand reputation and customer relationships		



Geo-Political and Macro-Economic Risk

Type	Risk Category		Magnitude	Likelihood
Risk	Strategic / Sectoral		Medium	Likely
Business Impact	Global macroeconomic (trade & tariffs) and geopolitical developments,including extended conflict situations in West Asia and Eastern Europe, may result in volatility in energy prices,inflationary pressures across economies, supply chain disruptions,currency fluctuations and changes in customer spending priorities			
Mitigation Approach	Risk - Continuous monitoring of global macroeconomic, geopolitical and regulatory developments through expert insights and structured risk assessments to enable timely and informed decision-making - Crisis Management Framework is periodically reviewed and strengthened to remain aligned with evolving risk scenarios,organisational scale and stakeholder expectations - Persistent is certified under ISO 22301,supported by regular testing and review of business continuity and disaster recovery plans - Enhanced crisis and incident management platforms are in place to enable early identification of critical external events,support employee safety - and communication and ensure coordinated response across the organisation - A geographically diversified growth strategy is pursued to reduce concentration risks and enhance resilience across multiple markets - Periodic country-level risk assessments and scenario analyses are undertaken to evaluate potential financial and operational impacts of external changes - Scenario analysis and impact assessments are conducted to evaluate the potential effects of changes in policies and market conditions on the Company’s financial performance,operations and growth plans			
Financial Implication	Negative - Potential shifts in customer outlook may lead to reduced demand for Persistent’s services - Increased operational costs due to geopolitical or macroeconomic uncertainties			

Credit Risk

Type	Risk Category		Magnitude	Likelihood
Risk	Financial		High	Possible
Business Impact	Delay in collection of customer dues as a result of the global economic situation			
Mitigation Approach	Risk - The Company has adopted an effective receivables management system to monitor and control the outstanding receivables - Credit Risk is managed through policies,procedures and controls as a part of customer credit risk assessment - The Company has adopted the expected credit loss model,based on the profile of the customer and aging pattern,to assess the impairment loss or gain on trade receivables			
Financial Implication	Negative - Delayed or non-collection of dues may disrupt cash flow and increase financial strain - Potential rise in operational costs due to outstanding receivables			

Foreign Exchange Risk

Type	Risk Category		Magnitude	Likelihood
Risk	Financial		Medium	Possible
Business Impact	The Company operates in the global environment and has maximum business from US geography; hence Currency fluctuation is a major risk			
Mitigation Approach	Risk - The Company follows a board-approved policy that focuses on protecting business cash flow and earnings visibility through disciplined hedging practices - Net foreign exchange earnings are covered with a forward cover on 12 months rolling basis to cover 45% to 70% of net open positions. - Guidance from the Board members is obtained every quarter regarding hedging quantum - Regular consultation with Forex Risk advisors from banks and financial institutions - Periodic review of revenue projections; Constant analysis and review of current economic scenario, exchange rate movements and Net Open Positions is done - Close monitoring of exchange rate movement is done using global platforms			
Financial Implication	Negative Fluctuations in currency exchange rates may directly affect organisation’s profitability			

Talent Demand and Employee Attrition Risk

Type	Risk Category		Magnitude	Likelihood
Risk	Talent / Operational		Medium	Possible
Business Impact	- Sustained demand for AI, GenAI, Cloud and Data continues to drive differentiated and premium compensation expectations for digital skills - Increased talent movement arising from rapid expansion of Global Capability Centers (GCCs) in India, particularly in talent dense locations such as Bengaluru, Hyderabad and Pune - Growth of IT ecosystems and emerging GCC hub development in Tier 2 cities (e.g., Indore, Ahmedabad),resulting in localized talent mobility and competitive hiring dynamics - Persistent talent (incl.and esp.leaders) increasingly targeted in the market due to Persistent’s growth trajectory and strong employer brand visibility and position			
Mitigation Approach	Risk - Focused Retention program for attrition management and predictability, yielding results with TTM attrition down to ~13%. Both Proactive and Reactive Retentions play with provision of special budget for differential reward and ring-fencing critical talent leadership continuity: Succession planning in progress for critical roles to reduce continuity risk and build a robust internal pipeline of leaders - Capability building and internal mobility: Continued development via Persistent University offerings—upskilling AI/GenAI plus leadership programmes - Employee engagement and well-being: Focus on physical, financial and psychological well-being along with best-in-class ‘Benefits’ framework. - Employee experience enhancement: Digital push via platforms to expand self-service (PI Assist) and improve engagement/productivity - Employer brand and inclusion: Investment in employer brand and strengthening D&I programme, prioritising gender diversity and women’s advancement - Attrition risk prediction and early intervention: Implement an attrition-risk model using engagement indicators to identify at-risk segments early - Market sensing & pay agility: Regularly benchmark hot skills (e.g.,AI) to enable timely pay interventions			
Financial Implication	Negative - Increased attrition,particularly in niche digital skills,may disrupt ongoing delivery operations and impact project execution - Potential revenue loss due to resource gaps and increased hiring/training costs			

Climate Change Risk

Type	Risk Category		Magnitude	Likelihood
Risk & Opportunity	Sustainability — ESG / Operational		Very Low	Unlikely
Business Impact	- Increasing frequency and intensity of extreme weather events (e.g., heatwaves, cyclones, floods and disease outbreaks) may disrupt operations, workforce availability and critical infrastructure - Climate-induced physical risks can impact employee safety, business continuity and service delivery, especially in geographies exposed to climate variability - Evolving customer expectations on sustainability performance influence vendor selection, creating commercial risks for organisations not aligned with client decarbonisation and ESG goals - Strengthening environmental regulations and disclosure requirements (e.g., emissions reporting, energy efficiency norms) create compliance		- obligations; non-adherence may result in reputational risks - Failure to comply with mandatory ESG disclosure requirements and voluntary reporting standards could result in regulatory non-compliance, reputational impact and reduced stakeholder confidence - Mandatory Disclosures: Preparing and submitting Business Responsibility and Sustainability Report (BRSR) as part of the Annual Report in accordance with SEBI's guidance framework - Voluntary Disclosures: Developing ESG/ Sustainability disclosures aligned with globally recognised standards such as GRI to meet investor and stakeholder expectations	
Mitigation Approach	Risk - The Company's facilities across India are ISO 14001:2015 certified by external third parties - The Company has distributed operations, enabled remote working, focused on agile delivery and periodically tested business continuity plans - Delivery centres follow risk-informed infrastructure and resilience planning to minimise operational disruption from extreme weather events - Employee awareness programmes on resource efficiency and environmental responsibility are conducted to strengthen operational resilience - The Chief Information Security Officer (CISO) function oversees the implementation of business continuity and information security controls across projects, customers, regions, locations and functions, supported by periodic internal audits - Persistent is certified ISO 27001 for information security and ISO 22301 for business continuity - The Company uses a Compliance Manager Tool to report and monitor the applicable ESG compliances - A dedicated ESG function oversees changes in ESG-related regulatory and disclosure requirements and coordinates implementation across functions - We continuously invest in R&D to enhance existing and develop new solutions that boost our clients' efficiency, generating positive environmental and social impact to enhance digital and technology solutions that help clients improve operational efficiency and sustainability outcomes		- Recognising the growing importance of ESG goals, we're actively exploring ways to integrate them even deeper into our technology solutions and service offerings - Our climate action goals include: - Maintain Carbon Neutrality for Scope 1 and Scope 2 emissions every year - Sourcing of 100% Renewable energy across owned locations by FY2026 - Achieve net-zero greenhouse gas emissions across the value chain by FY2050 - Progress against climate and ESG goals is reviewed periodically by the SR and ESG Committee of the Board - The Company focuses on reducing its operational carbon footprint through energy efficiency, renewable energy adoption and selected nature-based initiatives - Persistent is committed to driving renewable energy adoption, optimizing energy use and working with communities to address climate change - Publishing the ESG and BRSR annual report fulfils regulatory reporting requirements and transparently communicates our progress on ESG goals to our stakeholders - The Company's crisis management framework includes early-warning mechanisms and defined communication protocols for timely response	
Financial Implication	Negative - Climate change, resulting in extreme weather events, poses sustainability risks by threatening human safety and disrupting business operations Positive: - Growing corporate focus on carbon footprint reduction presents new business opportunities for Persistent Systems to offer technology-driven sustainability solutions - Persistent Systems proactive environmental initiatives enhance brand reputation, making it a preferred partner for organisations with aligned sustainability goals			

Risk of Water Scarcity in Water Stress Areas

Type	Risk Category		Magnitude	Likelihood
Risk & Opportunity	Sustainability — ESG / Operational		Medium	Possible
Business Impact	Increasing water stress due to declining groundwater levels, climate change and pollution may affect availability of potable water for office facilities. This can lead to operational disruptions (e.g., inability to maintain workplace hygiene, health risks), increased costs for water procurement, resulting in potential business disruption.			
Mitigation Approach	Risk - Water resource analysis has been conducted for all global locations and categorized according to the 'Aqueduct Water Risk Atlas' - Vulnerability identification and location-specific mitigation plans have been implemented to monitor water consumption - Conservation and efficiency measures are enforced through operational control and all owned facilities are equipped with rainwater harvesting systems to recharge groundwater - Groundwater extraction is minimised and used only as a last resort, where permitted by local regulations Frequent awareness sessions on sustainable water management are conducted - Through our CSR activities, we implement integrated watershed development programmes that enhance groundwater availability while promoting behaviour change through water literacy sessions and training on improved agricultural practices. Our open well projects provide reliable access to safe drinking water and borewell recharge initiatives ensure sustained water availability for agriculture			
Financial Implication	Negative - Water scarcity and associated constraints could disrupt business operations and affect long-term sustainability Positive: - CSR initiatives will enhance brand visibility within society, making Persistent Systems an attractive employer for younger talent - These initiatives contribute to the upliftment of society by supporting broader social causes			



Emerging Risks

Risk 1: Global Regulatory Risks (Emerging Risk) Type: Risk & Opportunity Risk Category: Regulatory/Reputational		Magnitude: High Likelihood: Possible Financial Implication: Both (Positive & Negative)
Description	Global regulatory risk for Persistent Systems arises from operating across multiple geographies with evolving international laws, compliance requirements and policy changes. In the IT sector, this includes regulations related to data protection, cybersecurity, AI governance and cross-border operations, requiring continuous adaptation to ensure compliance, operational resilience and business continuity.	
	Impact Regulatory Compliance Risks: Non-compliance with existing or new statutory requirements (e.g., immigration, payroll, social security, taxation, employment laws and data privacy) across global operations may result in legal penalties, financial implications and reputational damage. Evolving Legal Landscape: Frequent updates in regulations across jurisdictions, including ESG, ethical standards and workplace practices, increase the complexity of compliance and require continuous monitoring and process adaptation. Business Impact: Failure to address regulatory changes may lead to fines, increased compliance costs, operational disruptions and potential restrictions on market access, impacting overall business performance and sustainability.	
	Mitigation Risk - The Company uses a professional Compliance Manager Tool to report and monitor the regulatory compliances applicable to the Company - The Company also updates the Tool on an ongoing basis with the amendments in the existing regulations and inclusion of newly introduced legislations, if any - A framework is in place to assess the correctness of the compliances which have been reported in the Tool - The Compliance status is placed before the Audit Committee of the Board of Directors in their quarterly meetings - The Company has also appointed local consultants in various geographies to advise and help the Company to ensure the compliances in respective geographies - The Company has a dedicated ESG function for the oversight of any ESG related regulatory compliance changes. Company has been certified in- ISO14001:2015 Environmental Management System and ISO45001:2018 Occupational Health and Safety Management Systems Opportunity: - To provide sustainability as service offering to customers	

Risk 2: Energy Demand and Carbon Intensity Risk (Emerging Risk) Type: Risk & Opportunity Risk Category: Sustainability — ESG / Operational		Magnitude: Medium Likelihood: Possible Financial Implication: Both (Positive & Negative)
Description	Rising energy demand from expanding data centres, cloud infrastructure and AI-driven operations increases exposure to energy cost volatility, supply constraints and regulatory pressures. At the same time, higher carbon intensity from energy consumption creates challenges in meeting sustainability commitments and evolving emissions regulation necessitating improved energy efficiency, renewable sourcing and carbon management strategies.	
	Impact Increased Energy Consumption: The adoption of emerging technologies, including AI and advanced computing, may lead to higher energy usage, impacting operational costs and sustainability goal Carbon Emissions Challenges: Rising energy demand could contribute to increased carbon emissions, necessitating enhanced carbon management strategies to align with sustainability commitments Regulatory & Compliance Risks: Strengthening global climate regulations may impose stricter emissions reduction targets, requiring the Company to invest in energy-efficient infrastructure and renewable energy solutions. Client & Market Expectations: Growing emphasis on sustainable IT solutions may drive the need for the Company to innovate in low-carbon technologies, influencing product development and service offerings	
	Mitigation Risk - Climate action goals and decarbonisation commitments are defined at an organisational level and monitored through a structured governance process. The goals are listed below: - Maintain Carbon Neutrality for Scope 1 and Scope 2 emissions every year - Sourcing of 100% Renewable energy across owned locations by FY2026 - Achieve net-zero greenhouse gas emissions across the value chain by FY2050 - The Company enhances energy efficiency across its owned facilities and increases renewable energy procurement, including through green power sourcing and on-site generation, supported by green building certifications, such as Indian Green Building Council (IGBC) and Leadership in Energy and Environmental Design (LEED), where applicable - Decarbonisation roadmap with strategies aligned with SBTi guidelines to achieve emission reductions - All owned campuses are equipped with rooftop solar generation and connected to 2 windmills via open access, additionally the Company purchases renewable energy through Green Tariffs from DISCOMs - Environmental considerations are incorporated into the evaluation of new technologies and infrastructure to improve energy efficiency and reduce emissions intensity over time - A green procurement framework enables assessment of key suppliers based on environmental criteria, including emissions associated with purchased goods and services Opportunity: - As corporations strive to reduce carbon footprints and focus on environment-friendly products and services, it also opens up new business opportunities for Persistent Systems to provide technology led solutions and services to these organisations - We help our customers to migrate their workloads from data centres to the cloud, thus reducing their carbon footprints	

Risk 3: Emerging Technologies (AI) Risk (Emerging Risk) Type: Risk Risk Category: Operational / Financial / Regulatory / Technology and Cyber		Magnitude: High Likelihood: Possible Financial Implication: Both (Positive & Negative)
Description	The rapid advancement and integration of Generative AI (GenAI) in the IT sector introduces multifaceted risks across data privacy, cybersecurity, intellectual property and ethical use. Increased reliance on large-scale and diverse data sources heightens exposure to regulatory non-compliance and data misuse, while AI-generated outputs raise concerns around accuracy, bias, misinformation and accountability. As GenAI becomes embedded in core business offerings, it also amplifies risks related to model governance, third-party dependencies and secure deployment. Additionally, the high computational intensity of GenAI models contributes to greater energy consumption and sustainability challenges. With evolving global AI regulations and client expectations, organisations must strengthen governance frameworks, responsible AI practices and risk mitigation strategies to ensure secure, compliant and sustainable adoption.	
Impact	The rapid advancement of artificial intelligence (AI), particularly in automating software development and engineering tasks, poses a potential risk to traditional IT services. Uncertainty around the pace, scale and regulatory landscape of AI and GenAI adoption may either delay customer programmes or, if accelerated, disrupt delivery models, pricing and contractual structures. This shift will significantly impact workforce requirements, necessitating reskilling, access to specialized talent and effective management change. At the same time, evolving regulations related to AI, intellectual property, data privacy and cybersecurity will heighten compliance obligations. Additionally, organisations may face increased exposure to risks within the emerging ecosystem, including vulnerabilities in data management, IP protection and governance frameworks.	
Mitigation	Risk - As AI reshapes technology services, we view timely adaptation as a key risk mitigation strategy. Our approach focuses on close collaboration with customers to identify emerging needs and continuously transform and modernize our portfolio - Investment into AI tools and technologies and updating and enhancing pricing, delivery models and contractual frameworks - Role-based training and awareness programmes have been instituted to strengthen AI literacy and promote responsible development, deployment and use of AI and GenAI tools and platforms - Ongoing monitoring of regulatory, legal and ethical developments related to AI is undertaken to support timely compliance, adapt governance practices and enhance risk responsiveness in a rapidly evolving external environment - Persistent Systems has established a comprehensive AI Risk Management and Governance framework, supported by ISO/IEC 42001 certification - Responsible AI policies, aligned with recognised global standards, have been implemented with centralised oversight and clearly defined accountability mechanisms to ensure consistent governance across business units and delivery environments - The Company has strengthened data protection, cybersecurity and intellectual property controls across AI ecosystems, including safeguards covering third-party platforms and tools	

Climate and ESG Risk Integration

Climate and ESG risks are not managed in isolation; they are integrated within the broader Enterprise Risk Management (ERM) framework. The Chief Risk Officer (CRO) is responsible for embedding climate and social risks into the overall ERM process. At the Board level, the SR & ESG Committee receives quarterly updates on emissions, energy performance, and climate-related risks and opportunities. Climate risk assessment is aligned with the TCFD framework and covers both: Physical risks, including extreme weather events, water scarcity and volatility in energy demand; and Transition risks, including evolving regulatory requirements and shifts in market and stakeholder expectations.

Business Continuity Management

Business continuity is a core component of Persistent Systems risk framework. Persistent holds ISO 22301 certification for Business Continuity Management, with continuity plans developed and tested at the project, customer, region, location and function level. The CISO office is responsible for implementation and runs internal audit checks to verify the effectiveness of controls. Regular BCP testing is performed to validate preparedness and response capability. Persistent’s distributed operational model, with delivery centres across 21 countries, cloud migration capability and remote working enablement, provides structural resilience against physical disruptions, including extreme weather events and geopolitical instability.

Cyber Risk and Incident Response

Cyber risk is one of the most material risks faced by Persistent Systems, given the nature of its operations and the sensitivity of client data. Our cyber risk management framework is owned by a dedicated CISO office comprising GRC functions, technical expertise and capabilities designed to secure Persistent Systems information assets. Cyber risks are reported to the RMC of the Board on a quarterly basis, with active participation from C-Suite and business leaders.

Key controls in place include

- Zero Trust architecture and advanced endpoint protection
 - Multi-Factor Authentication for all enterprise applications and network access
 - Dark and deep web monitoring
 - Data Leakage Prevention (DLP) platform
- 24x7 Security Operations Centre for threat intelligence, security monitoring and incident response
 - Encryption of data, data back-up and recovery mechanisms aligned to ISO 22301
 - Internal and external audits and red team exercises to validate control effectiveness
 - Mandatory security training across the employee lifecycle

Risk Management Certification

Cyber Risk
Management
Certifications



ISO
27001:2022



ISO
27017:2015



ISO
22301:2019



ISO
27018:2019



SOC 2
Type II



ISO
27701:2019

Standards we adhere to



ISO
31000:2018



NIST
CSF



NIST
RMF

Corporate Tax Strategy

Approach to Tax Transparency

GRI 207-1

Persistent Systems follows a responsible tax approach aligned with ethical business conduct and accountability to the communities in which it operates. The Company complies fully with applicable tax laws across jurisdictions, ensuring taxes are calculated accurately, paid in full and remitted within statutory timelines. Our tax framework is guided by principles of legal compliance, transparency, arm’s-length transfer pricing and proactive risk management. Business decisions are driven by commercial substance and the Company does not engage in aggressive tax planning, artificial value shifting, or structures designed primarily to obtain tax advantages. Tax governance is supported by a global compliance tracker with early-warning controls and dashboards, reviewed regularly by the Head of Tax. Compliance status is updated quarterly and shared with the Board through the Corporate Secretarial function. External tax advisers are engaged where required to address jurisdiction-specific and emerging tax requirements.

Our Fundamental Objectives

- Ensure compliance with the taxation laws and regulations of various countries and tax jurisdictions in which the Group operates
- Maintain integrity, transparency and timelines in tax compliance and reporting
- Partner with the business and provide them with timely updates on the latest changes in tax laws and regulations impacting business decisions
- Provide appropriate tax advice and its implications on business decisions
- Support a long-term business strategy that avoids tax risks and tax inefficiencies in the implementation of business decisions
- Adhere to evolving global transfer pricing principles, ensuring all computations are based on the arm’s-length principle across jurisdictions
- Refrain from adopting tax structures intended for tax avoidance or from artificially shifting value to low-tax jurisdictions
- Commit to:
 - Not transferring value created to low-tax jurisdictions
 - Not using tax structures lacking commercial substance
 - Not using secrecy jurisdictions or “tax havens” for tax avoidance



For more details, refer our

Corporate Tax policy

Responsible Tax Governance

GRI 207-2

Our tax governance framework is firmly embedded in our overall corporate governance structure. The Global Head of Tax, working alongside the Chief Financial Officer (CFO), is responsible for implementation of the tax policy and strategy, along with the governance framework established to manage tax risks. The internal tax team oversees the day-to-day administration of tax risks. Comprising mainly of qualified professionals, the team maintains tax compliance across all jurisdictions in which Persistent Systems operates and plays an integral role in shaping the Group’s tax policy. The tax policy is approved by the Board of Directors and is reviewed periodically to ensure continued alignment with business strategy, risk appetite and ethical standards of conduct.

Progress on the implementation of the tax policy and the management of tax-related risks is reported promptly to both the Audit Committee and the Board of Directors. At the operational level, the Group has instituted a comprehensive global regulatory framework, with clearly designated process owners accountable for meeting tax compliance obligations in each country. These processes are subject to periodic review and assessment by Persistent Systems Internal Audit team.

Tax Risk Oversight and Management

GRI 207-2

Persistent Systems recognises that operating across multiple jurisdictions increases tax complexity and risk. To safeguard financial integrity, ensure regulatory compliance and protect our reputation, we maintain a conservative tax risk appetite, avoiding uncertain positions, aggressive structuring, or use of low-tax jurisdictions without economic substance. The Tax function centrally identifies, assesses and monitors tax risks through periodic reviews, supported by internal controls and escalation protocols. It tracks key tax risks, advises business teams, oversees filings, engages external consultants and maintains ongoing interaction with tax authorities, ensuring a structured and effective approach to tax risk management.

Accountability and Stakeholder Trust

GRI 207-3

Stakeholders trust us and it’s our fundamental responsibility to conduct ourselves ethically and ensure that belief is maintained. One such pillar that helps strengthen trust aligns with our tax practices. It includes how we collaborate with tax authorities in developing tax systems, legislation and administration. Meaningful engagement with stakeholders enables the organisation to understand evolving tax expectations, gain valuable insights into potential regulatory shifts and better manage associated risks and impacts. This approach supports constructive relationships with regulators and reduces the likelihood of prolonged disputes or material tax uncertainties.

As a Company, we maintain a steadfast commitment to timely disclosure and transparency in all tax-related matters with the relevant tax authorities. On a periodic basis, we are subject to tax audits conducted by regulatory bodies in the jurisdictions where we operate. Throughout such audits, we make every effort to remain open and cooperative, providing all pertinent facts and supporting documentation to resolve any disputes in a constructive and timely manner.

Persistent Systems is committed to tax transparency and compliance in all jurisdictions of operation. The Company does not engage in aggressive tax avoidance strategies or abusive transfer pricing arrangements. All intra-group transactions are conducted on arm’s length terms in compliance with applicable transfer pricing regulations and OECD guidelines.

Tax Reporting Country by Country

GRI 207-4

Persistent Systems ensures transparency through country-level tax disclosures, supported by audited financial statements, quarterly subsidiary reporting and publicly filed records, covering activities, financials, tax obligations and employee data. This approach aligns with global standards and enhances accountability, with detailed disclosures available.



For more details, refer to

Financial Statements of Subsidiaries

Every year, Persistent Systems Inc. discloses its consolidated financial statements in the

FY 2025-26 Annual Report

Effective Tax Rate and Cash Taxes Paid

The Company monitors its effective tax rate (ETR) and cash taxes paid as key indicators of its tax profile. The income statement ETR is reviewed relative to applicable statutory tax rates, with explanations provided for material variances such as geographic mix of earnings, tax incentives, withholding taxes and non-deductible items. Cash taxes paid are reviewed alongside accounting tax expense to assess timing differences.



For more details refer to

ESG Fact sheet page 312

Information Security

Information Management, Cybersecurity & Data Privacy

Enabling Secure, Responsible and Trust-Led Digital Operations

At Persistent Systems, information technology and data management practices are cornerstone for upholding and driving customer trust, ensuring regulatory compliance and enabling business growth and resilience. As a global digital engineering and technology services organisation, we operate in complex client environments where information assets protection, secure systems and responsible data use are critical to value creation.

The Company continues to strengthen information security, cybersecurity, data privacy and business continuity processes and practices through governance oversight, alignment with internationally accredited standards, robust operational controls and continuous monitoring. These processes are designed to safeguard sensitive information belonging to customers, employees, partners and other stakeholders while supporting ethical and responsible business growth and innovation.

Highlights of the Information Security and Cybersecurity Programme

Persistent Systems information security and cybersecurity programme is built around below key reinforcing pillars:

- Executive oversight and guidance from our Chief Information Security Officer (CISO), ensuring effective management of the information security and resiliency programme
- Mitigation of technical and operational risks associated with our information assets, supported by an enterprise-wide risk review by the Risk Management Committee of the Board
- Utilization of cutting-edge cybersecurity technologies to safeguard against evolving threats, including AI-assisted threat detection and behavioural analytics. Implementation of secure software development and testing practices, aligned with Open Web Application Security Project (OWASP), NIST cybersecurity Framework (CSF) and DevSecOps principles
- A formal change management process mandates information security approval for major change deployments
- Robust business resiliency planning, including thorough disaster recovery and business continuity testing
- Regular internal and external security audits and vulnerability assessments conducted by both third-party vendors and internal team
- 24/7 monitoring cybersecurity operations through a dedicated Security Operations Centre (SOC) to detect and respond to threats promptly
- Continuous posture assessments and external security ratings from independent agencies (RiskRecon, BitSight, Security Scorecard) to maintain a strong security stance
- Implementation of secure, Zero Trust-enabled role-based access controls to safeguard system integrity

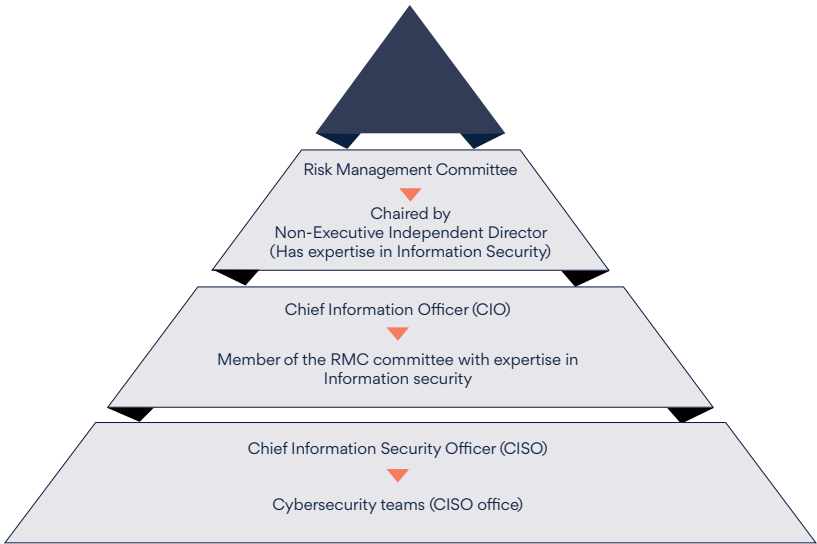
Governance, Leadership and Oversight

Board-Level Oversight

Oversight of information security and cybersecurity risks is provided by the Board level committee - Risk Management Committee (RMC), which reviews cybersecurity posture, key risks, incidents and mitigation measures on a periodic basis. The Committee is chaired by Non-Executive Independent Director, ensuring independent oversight. The Risk Management Committee comprises 6 members, of whom 3 (50%) are Non-Executive independent Director.

Board Expertise

The Board includes several directors with relevant technology and digital expertise. Executive Directors such as Dr. Anand Deshpande (Chairman & Managing Director) and Sandeep Kalra (Chief Executive Officer) possess deep experience in the software industry, information security, cybersecurity and artificial intelligence. Among Independent Directors, Anjali Joshi, Dr. Ambuj Goyal and Dan'l Lewin bring relevant expertise in the software industry, information security, cybersecurity and AI. This mix of executive and non- executive independent directors supports effective Board oversight of digital strategy, innovation and technology-related risks. 5 out of 10 Board directors possess risk management (including cybersecurity, information security) and



AI expertise. In addition to the RMC, cybersecurity matters of strategic significance are escalated to the full Board of Directors. The Audit Committee receives reports on internal-control assurance over IT and information security as part of its annual oversight of internal financial controls and SOC 2 Type II audit.

Executive-level Expertise

At the executive level, responsibility for information security is assigned to the Chief Information Security Officer (CISO), who provides leadership and operational oversight of information security, cybersecurity activities and data privacy across the organisation. The CISO works in close coordination with delivery, infrastructure, legal and compliance teams to ensure consistent implementation of security controls across global operations, delivery centers and customer engagements.

The CISO office is responsible for

- Implementing strong security controls to detect, prevent, respond to, recover from and mitigate cyber threats
- Continuous monitoring control effectiveness through internal assessments, external audits and targeted reviews
- Strengthening security by adopting advanced technologies and continuously improving processes
- Escalating critical information security, cybersecurity and technology risks when required
- Providing the Board with formal quarterly cybersecurity reports to support ongoing oversight

Cybersecurity-related Board-level KPIs reviewed during FY 2025-26 included: number and severity of security incidents and vulnerability results of penetration tests and red-team exercises, training completion rates, third-party security ratings, new security initiatives and key results from internal and external audits. CISO performance and incentive criteria are linked to information security and cybersecurity outcomes, reinforcing accountability at the executive level.

Information Security Policy and Management System

Persistent Systems has established an Information Security Policy that applies to all employees, contractors and relevant third parties. The policy articulates the Company’s commitment to protecting information assets and defines acceptable and unacceptable use of systems and data. It establishes roles and responsibilities for information security across the entire workforce and sets expectations for secure behaviour, incident reporting and compliance.

Information Security Policy

The Board’s directives are effectively translated into an Information Security Policy by the Chief Information Security Officer (CISO). Acceptable Use Policy delineates acceptable and unacceptable usage practices comprehensively. Persistent Systems maintain a robust set of global IT Risk and Information Security policies, standards and procedures, aligning with ISO and National Institute of Standards and Technology (NIST) standards.

Included within the policy are general guidelines covering password protection, acceptable usage, email usage and information security responsibilities. Compliance with this policy is obligatory for all Persistent Systems entities, employees and contractors.

The Information Security policy is reviewed annually and updated as necessary to reflect changes in the organisation’s cybersecurity posture. The policy is published on the intranet portal for organisation-wide access.

Highlights of the Information Security Policy and Programme

- Executive oversight by the Chief Information Security Officer (CISO), providing strategic direction and accountability for the Company’s information security and resilience programme
- Enterprise-wide management of technical and operational risks associated with information assets.
- Deployment of advanced cybersecurity technologies to address an evolving threat landscape
- Secure software development and testing practices embedded across the delivery lifecycle
- Structured change management processes to support secure, coordinated and well-governed updates
- Comprehensive business resilience planning, including disaster recovery and business continuity testing
- Regular internal and external audits, vulnerability assessments and penetration testing to validate control effectiveness
- 24/7 cybersecurity monitoring and response capabilities to enable timely threat detection and containment
- Ongoing security posture assessments to sustain a strong and resilient control environment
- Zero Trust-enabled, role-based access controls to protect system integrity and sensitive information

The Information Security Policy is designed to support

- Continuously improving information security systems
- Ensuring integrity and protection of data
- Monitoring and responding to information security threats
- Establishing individual responsibilities for information security for the entire workforce
- Establishing information security requirements for third parties (e.g. suppliers and service providers)

The Information Security Policy is reviewed at least annually and additionally when there are significant changes to the threat landscape, regulatory environment or infrastructure. While detailed operational documents are made available internally, the Company publicly discloses its information security commitments and management approach through corporate and ESG Reporting and its website.



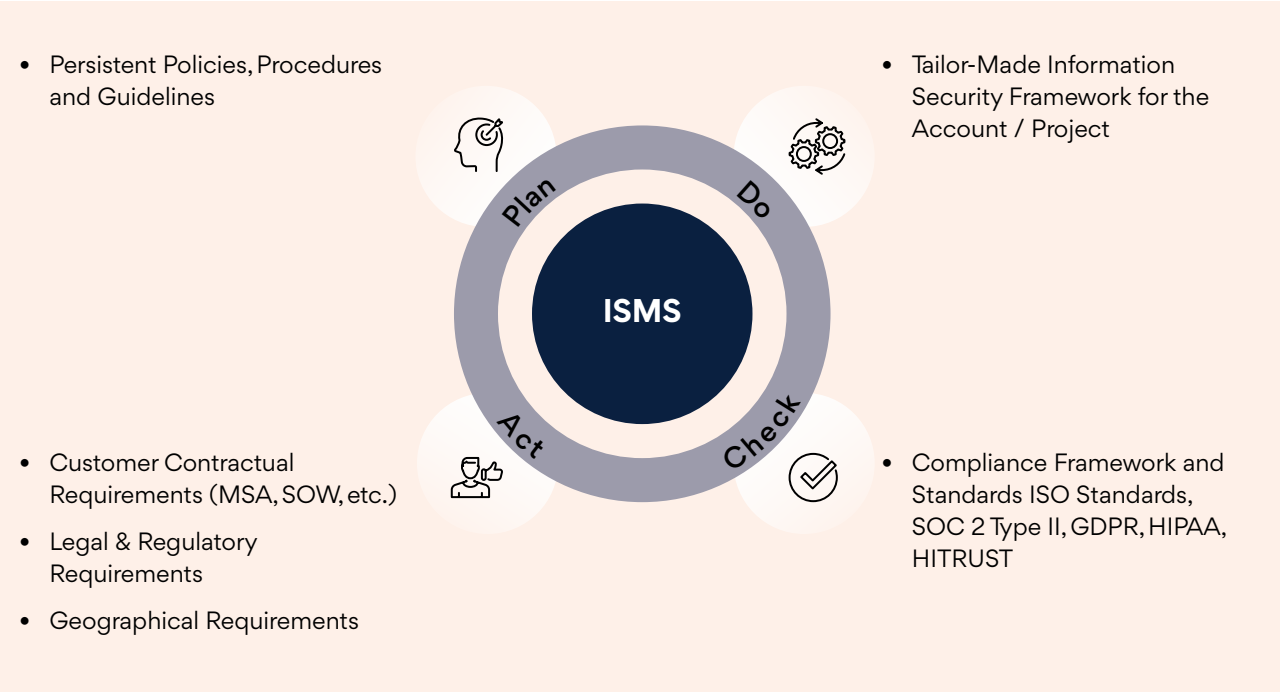
For more details refer to

Information Security

Information Security Management System (ISMS)

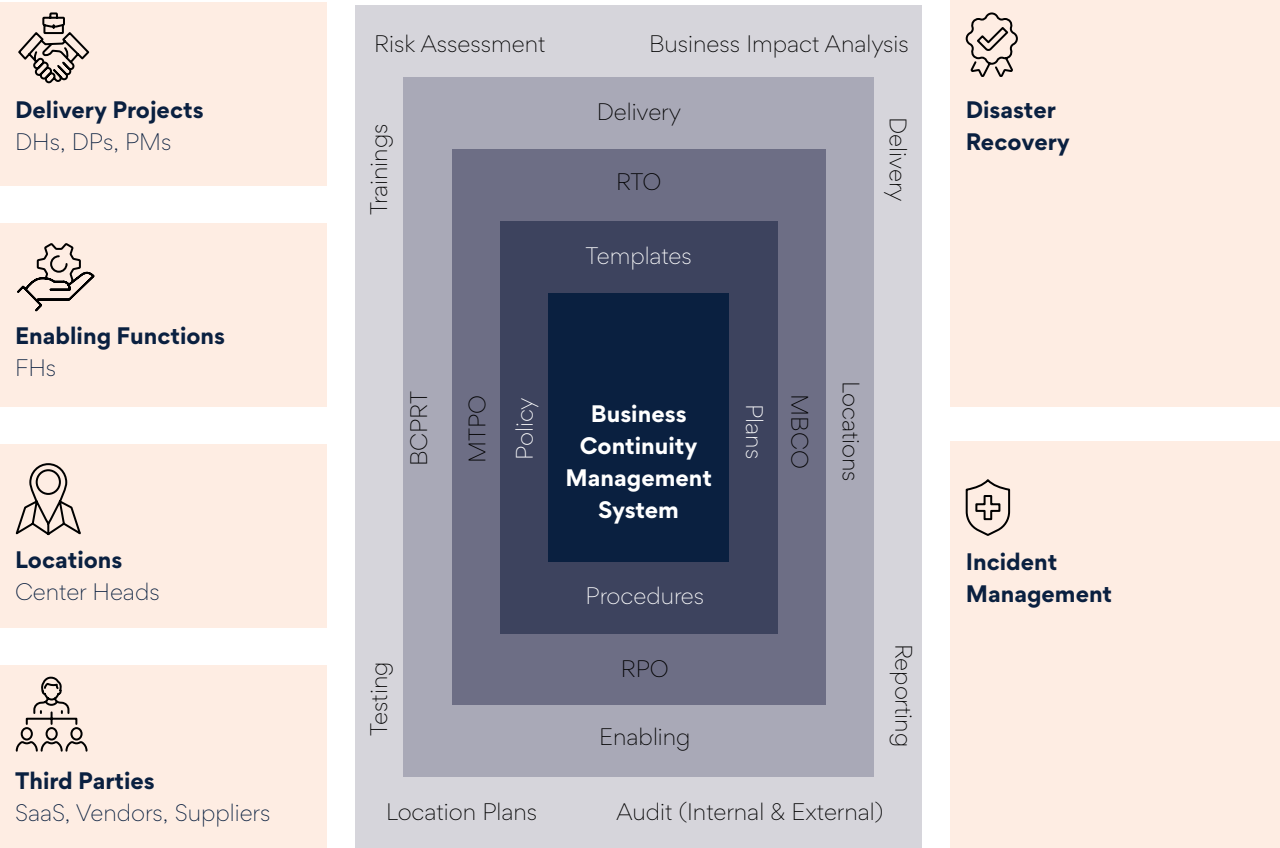
The Information Security Policy is operationalized through a comprehensive Information Security Management System (ISMS) that is certified under ISO/IEC 27001:2022. The ISMS provides a structured approach to identifying, assessing, managing and monitoring information security risks across the organisation. The ISMS framework follows a continuous Plan-Do-Check-Act (PDCA) cycle to ensure ongoing effectiveness and improvement.

The ISMS incorporates



Information security- related business continuity plans

Persistent Systems Global Business Continuity Management System (BCMS) provides a structured framework for establishing, implementing, monitoring and continuously enhancing business continuity capabilities across the organisation and its subsidiaries. This framework supports uninterrupted operations, protects employees and assets and ensures alignment with client and regulatory expectations. The Business Continuity Plan (BCP) is aligned with ISO 22301:2019, reinforcing the resilience and security of critical systems and processes. This approach is further supported by annual SOC 2 Type 2 certification and adherence to established industry best practices.



The Company conducts periodic drills and validation exercises, including call tree testing, tabletop simulations and data recovery testing, to maintain preparedness and alignment with ISO 22301. These exercises support network availability, communication continuity and strengthen incident response capabilities. Business continuity and incident response procedures are tested annually and reassessed following significant infrastructure changes. A structured testing calendar spans organisational, location-specific and delivery unit levels, ensuring consistent alignment with ISO 22301. In addition, annual third party-led red teaming exercises further enhance cyber resilience and overall preparedness.

Information security vulnerability analysis

Persistent Systems conducts periodic Vulnerability Assessments (monthly) and third-party Penetration Testing (annual) to identify and mitigate security risks. Vulnerability assessments cover internal infrastructure, including servers and network components, while independent penetration tests simulate real-world attack scenarios on external-facing systems, providing end-to-end assurance of the organisation’s security posture.

Internal audits of the IT infrastructure and/or information security management systems

Internal audit processes support oversight of cybersecurity, data privacy and related controls, with periodic reporting to Board-level forums. The Company also undertakes independent external audits of IT incident risk assessments in alignment with ISO 27001 and ISO 31000 risk management standards. Risks are evaluated using defined parameters, including information/asset value, threat landscape, vulnerabilities and risk exposure, enabling the development of structured risk matrices for effective risk identification and mitigation.

Escalation process for employees to report incidents, vulnerabilities or suspicious activities

Persistent Systems operates a structured Incident Response Framework supported by a dedicated Security Incident Response Team (SIRT), enabling timely detection, response and containment of security incidents. The Company’s cybersecurity approach is aligned with the NIST framework, integrating detection, response, recovery and post-incident analysis to continuously strengthen its security posture. Security controls are further validated through periodic third-party penetration testing, SOC 2 Type II audits and internal risk assessments. Cybersecurity risk management is integrated into the Enterprise Risk Management (ERM) framework, facilitating proactive identification and mitigation of risks across the organisation.

Information security awareness training

All employees receive mandatory information security training as part of onboarding, followed by annual refresher programmes. Recognising the critical role of human awareness in mitigating cyber risks, Persistent Systems has implemented the “Ctrl-Alt-Defend” initiative to promote a security-first culture across employees, contractors and third-party users. Mandatory annual training on security policies and procedures is delivered through a platform, with new hires completing the programme at onboarding and all employees undergoing annual certification with assessments. The programme covers key areas including information security practices, acceptable use, password management, physical security, secure browsing, social engineering, phishing prevention, incident reporting. Beyond mandatory annual training, Persistent conducts quarterly privacy awareness communications including periodic cybersecurity and privacy newsletters, endpoint lockscreen messaging on data-handling best practices and seasonal phishing/privacy awareness campaigns.

Employees are also required to acknowledge and adhere to the Acceptable Use Policy and confirm privacy consent. Simulated phishing exercises are conducted to reinforce awareness and response readiness. Information security awareness is further embedded into performance evaluation processes, driving accountability and continuous engagement in strengthening cyber resilience. The ISMS is aligned with globally recognized standards and frameworks, including ISO 27001, ISO 22301 for business continuity, ISO 27701 for privacy information management, ISO 27017 and ISO 27018 for cloud security and privacy and the NIST Cybersecurity Framework. The IT infrastructure and/or Information Security Management System (ISMS) undergo internal audits. The certifications are independently audited by accredited certification bodies on an annual basis. 100% of all delivery centres across geographies are certified.

Cyber Risk Monitoring and Incident Management

A **Zero Trust Security Model** underpins Persistent Systems cybersecurity architecture, ensuring continuous validation, least-privileged access and strong identity governance across digital assets.



- Key controls implemented across the organisation include:**
- Standardised endpoint protection controls across all globally managed endpoints
 - Centralised endpoint configuration and monitoring, irrespective of employee or delivery location
 - Multi-Factor Authentication (MFA) for corporate systems and applications
 - Complex password policies enforced across identities
 - Privileged Access Management (PAM) for administrative and high-risk accounts
 - Centralised onboarding and offboarding processes through ERP-driven workflows
 - Data Loss Prevention (DLP) technologies to detect and prevent unauthorized disclosure of confidential information
 - Secure Zero Trust network architecture, including controlled access to non-Persistent endpoints using browser isolation
 - Change and configuration management processes, guided by predefined change windows, rollback plans and emergency approval mechanisms
 - Regular vulnerability scanning, patch management and threat-intelligence-driven prioritisation of remediation
 - Encryption of data in transit and at rest using industry-standard cryptographic protocols
 - Third-party service providers and vendors with access to Persistent systems or customer data are subject to defined security requirements, assessments and contractual obligations. All vendors undergo a security due-diligence review prior to onboarding, contractually accept information-security and incident-notification obligations and are re-assessed periodically through risk-based reviews

We operate a dedicated **Security Operations Center (SOC)** that provides round-the-clock monitoring, threat detection, vulnerability management, deep-web research and incident response. Potential security incidents may be reported by employees and stakeholders through a dedicated intranet portal or email channel and externally through a coordinated vulnerability-disclosure email channel published on the corporate website.

The **Security Incident Response Team (SIRT)** manages security incidents using centrally defined playbooks covering detection, containment, investigation, remediation and recovery.

Incident management processes incorporate

- Impact assessments (technical, operational and compliance)
- Root-cause analysis
- Preventive and corrective action tracking
- Defined breach notification process, including timely notification to affected customers, regulators and other stakeholders in accordance with applicable laws and contractual commitments
- Post-incident reviews and lessons-learned sessions, with findings fed back into policies, controls and training

Regular third-party penetration testing, SOC 2 Type II audits and internal risk assessments validate control effectiveness and drive continuous improvement. In FY2026, Persistent Systems also commissioned an independent third-party red-teaming exercise to simulate advanced-threat scenarios and validate detection and response capabilities.

Cybersecurity Insurance and Financial Risk Transfer

Persistent Systems maintains a dedicated cybersecurity insurance policy, which provides coverage for first-party and third-party losses arising from cyber incidents, including data breach response, business interruption, regulatory fines (where insurable) and liability claims. The policy is reviewed and renewed annually as part of the broader enterprise insurance programme, taking into account the evolving threat landscape, regulatory developments and changes in the nature and scale of operations.

KPI / Metric	FY 2025-26	Description
ISMS certification	100%	100% of all delivery centres across geographies are annually certified for ISO 27001, ISO 22301, ISO 27701, ISO 27017 and ISO 27018
Phishing simulation exercises	Conducted	Simulated phishing exercises run periodically across the workforce
Independent third-party penetration tests	Conducted	Annual third-party penetration testing programme
SOC 2 Type II attestation	Maintained	Annual SOC 2 Type II audit completed
Employees trained on Information Security	98.07%	FTEs trained
Contractors trained on Information Security	87.98%	Contractors trained

Security responsibilities and adherence to policies are reinforced through performance management and a **zero-tolerance disciplinary framework** for violations.

Data Privacy

Approach to Data Privacy

Persistent Systems recognizes the protection of personal data as a fundamental element of responsible business conduct and stakeholder trust. As a global technology services organisation operating across jurisdictions and handling customer, employee and partner information, the Company is committed to ensuring lawful, fair and transparent processing of personal data throughout its lifecycle.

Data privacy is governed through a dedicated Data Protection Office led by the Data Protection Officer (DPO), who works in close coordination with but not limited to the CISO, Legal, Information Security Audit, HR, Global IT and Delivery teams to embed privacy into business processes, technology and customer engagements.

Data Privacy Policy

Persistent Systems has established a formal, group-wide Data Privacy Policy that governs the collection, storage, processing, transfer and disposal of personal data across all operations. The policy applies to all Persistent Systems operations, business lines and subsidiaries, employees, contractors and relevant third parties, including suppliers and service providers that process personal data on behalf of the Company. Privacy policy system embedded in group-wide risk/compliance management.

The Data Privacy Policy is reviewed at least annually, with additional reviews triggered by regulatory changes or material changes to processing activities. Version history and change logs are maintained and accessible to all employees. The most recent review was completed in March FY2026.

The policy is aligned with applicable data protection laws and globally recognized standards, including the General Data Protection Regulation (GDPR), the California Consumer Privacy Act (CCPA), India's Digital Personal Data Protection (DPDP) Act, ISO 27701 and ISO 27018 and is embedded within the Company's broader risk and compliance framework. Privacy responsibilities are supported through defined escalation mechanisms and integrated into business processes, risk assessments and system design.

The Data Privacy Policy is publicly available on Persistent Systems corporate website. It is reviewed at least annually and additionally when there are material changes to applicable laws, the threat environment or the scope of processing activities.

The privacy framework aligns with global regulations and standards, including but not limited to:

- General Data Protection Regulation (GDPR)
- California Consumer Privacy Act (CCPA)
- Digital Personal Data Protection (DPDP) Act, India
- ISO 27701 — Privacy Information Management
- ISO 27018 — Securing Personal Data in Cloud



Privacy by Design and Default

Persistent Systems applies privacy-by-design and privacy-by-default principles in the development and deployment of products, services and internal systems that process personal data. New systems and material changes to existing systems are subject to privacy and data-protection impact assessments (DPIAs) where the processing is likely to result in high risk to data subjects, with mitigation measures embedded prior to deployment.

Designated person and department responsible for privacy issues: Acknowledging the importance of addressing privacy concerns comprehensively in conjunction with information security protocols, Persistent Systems established its Data Protection Office (DPO Office) within the Chief Information Security Officer (CISO) office in 2016. Under the leadership of Mr. Daniel Chu, Data Protection Officer (DPO), the DPO Office is tasked with ensuring the implementation of robust data privacy controls and procedures to mitigate privacy and data protection risks faced by the Company.

Persistent Systems holds certification against ISO 27701 as both a Controller and Processor of Personal data, affirming its commitment to safeguarding data privacy throughout its operations.

We exercise a Zero tolerance policy with punitive and/or disciplinary actions in case of breach caused by human error.

As outlined in Persistent System's data privacy policy, the Company conducts periodic internal and third-party audits to assess the effectiveness of its privacy controls and ensure compliance with applicable laws and standards. Findings are reviewed and addressed to maintain continuous improvement and accountability.

Customer Privacy and Data Protection

At Persistent Systems, we recognise customer privacy and data protection as critical components of responsible business conduct. We are committed to safeguarding personal data entrusted to us and to maintaining transparency in how customer data is collected, used, stored and protected. Our Data Privacy Policy also governing customer data is publicly available on the Company's website and outlines our approach to responsible data management in line with applicable legal, regulatory & contractual requirements.

Nature of Information Collected

We collect only such customer data that is necessary for legitimate business purposes. This may include basic personal and contact information required for order fulfilment, customer communication, grievance redressal and service improvement. We do not collect sensitive personal data unless explicitly required and permitted under applicable laws.

Use of Collected Information

Customer information is used strictly for defined purposes, including processing transactions, responding to customer enquiries, improving products and services and meeting legal or regulatory obligations. Customer data is not used for secondary or unrelated purposes without appropriate consent.

Customer Control of their data. Customers are provided with clear information on how their data is collected, processed, stored and retained. Wherever applicable, opt in consent is obtained prior to the collection or use of personal data and opt out mechanisms are provided for non-essential communications. Customers have the ability to:

- Request access to personal data held by the Company
- Request deletion of their data, subject to legal and regulatory requirements
- Request correction or updation of their information
- Request transfer of their data to authorised third party service providers, where applicable according to the customer contract

Data Retention

Customer data is retained only for the duration necessary to fulfil the purpose for which it was collected or as required under applicable laws. Defined retention schedules are followed to ensure data is not stored longer than necessary.

Data Protection and Security Measures

We have implemented appropriate technical and organisational safeguards to protect customer data against unauthorised access, misuse, loss or disclosure. These controls include access restrictions, secure IT systems, periodic monitoring and internal reviews to ensure ongoing data security.

Third Party Disclosure

Customer data is shared with third party service providers only when essential for service delivery and such disclosures are governed by contractual safeguards to ensure confidentiality and data protection. We do not sell or misuse customer personal data.

Monitoring and Oversight

We monitor adherence to our data privacy commitments and continuously strengthen our governance mechanisms to uphold customer trust. Customer data is not used for secondary purposes beyond the defined scope, except where explicitly permitted by law or with customer consent.

Data Handling and Operational Controls

To ensure effective implementation of its Data Privacy Policy, Persistent Systems has implemented controls that integrate privacy protection into day-to-day business and delivery activities. Personal data is collected and processed solely for defined and legitimate business purposes, with measures in place to prevent unauthorized or secondary use.

Persistent Systems Data Privacy Policy mandates data retention schedules that define maximum retention periods by data category. Data beyond the retention period is securely disposed of per ISO 27001 Annex A controls. Data Governance Policy is reviewed annually. Persistent System Data Governance Policy defines data retention schedules aligned with legal, regulatory and contractual requirements.

Key data-handling mechanisms include:

- Defined controls governing the lawful and purpose-specific collection of personal data
- Data classification and access controls to protect personal data from unauthorized access or misuse
- Encryption of personal data in transit and at rest, where appropriate
- Secure retention and disposal practices aligned with legal and contractual requirements
- Monitoring compliance with privacy requirements across operations and delivery engagements
- Disciplinary and corrective action in the event of data privacy policy violations
- Cross-border data transfers supported through appropriate safeguards such as Standard Contractual Clauses (SCCs)
- Internal audits and independent assessments to monitor compliance and drive continuous improvement

Customer and Stakeholder Privacy

Persistent Systems is committed to transparency in how personal data is handled and provides customers and other data subjects with clear information regarding privacy protection.

Publicly available privacy notices describe:

- The nature and categories of personal data collected
- The purposes for which data is used
- How personal data is processed, retained and protected
- Circumstances under which data may be shared with third parties, including service providers and regulatory authorities
- Safeguards governing cross-border data transfers
- Contact details for the Data Protection Officer / Data Protection team for queries, complaints and data-subject requests

Where applicable, individuals are provided with meaningful choices regarding the collection and use of their personal data. This includes mechanisms for consent, as well as the ability to exercise privacy rights in accordance with applicable laws.

Data Subject Rights and Controls

Persistent Systems respects and facilitates the exercise of data subject rights, in line with regulatory requirements. Depending on jurisdiction and legal applicability, individuals may request:

Access to personal data held by the Company

Correction of inaccurate or incomplete information

Deletion of personal data where legally permissible

Restriction or objection to certain processing activities

Transfer of personal data in a structured format

Withdrawal of previously provided consent, where processing is based on consent

Requests relating to data subject rights are handled through defined processes, ensuring timely and compliant responses, with response timeframes aligned with applicable legal requirements.

Third-Party Data Handling and Vendor Privacy Management

Third-party service providers that process personal data on behalf of Persistent Systems are required to meet defined data protection and confidentiality standards. Privacy obligations are incorporated into contractual arrangements and third-party privacy practices are subject to risk-based reviews and assurance activities.

Vendor management for personal-data processors covers the full lifecycle: pre-contract due-diligence on privacy and security maturity; data-processing addenda and Standard Contractual Clauses where applicable; periodic risk-based assessments and right-to-audit clauses; and structured offboarding procedures including data return and secure deletion confirmations.

The Company does not permit the unauthorized use of personal data for secondary purposes outside the scope for which the data was originally collected.

Government and Law-Enforcement Requests

Persistent Systems Data Privacy Policy strictly prohibits secondary use of personal data without explicit consent or a lawful processing basis. Consent for secondary use, where applicable, is obtained prior to the processing of data. In FY2026, zero instances of unauthorized secondary data use were recorded.

Persistent Systems follows a structured and legally compliant process for responding to requests for customer or employee data from government or law-enforcement authorities. Such requests are reviewed to ensure validity and proportionality and are responded to only where legally required.

Requests are reviewed by the Legal and Data Protection Officer and where law permits, affected customers are notified. Persistent Systems does not provide bulk or unrestricted access to personal data and challenges over-broad or improperly authorised requests through appropriate legal channels. Where applicable, the Company publicly reports whether it has received requests for customer data during the reporting period and discloses the outcome in line with legal and contractual obligations.

The Company did not receive any requests from law enforcement agencies or government authorities for access to customer data during FY 2025–26; accordingly, the number of such requests was 0 and the percentage resulting in data disclosure was 0%.

Privacy Incident Management

Persistent Systems maintains a dedicated Privacy Incident Management and Breach Response Plan. Suspected or confirmed privacy incidents are promptly investigated, contained and remediated, with notifications made to regulators and stakeholders where required by law.

External Certifications and Independent Assurance

Persistent Systems information management and data privacy practices are reinforced through external certifications and independent assurance covering 100% locations across geographies, including:

ISO 27001
Information Security
Management System

ISO 27017
Cloud Data Security

SOC 2 Type II
Control Assurance

ISO 22301
Business Continuity
Management System

ISO 27701
Privacy Information
Management System

ISO 27018
Securing Personal Data
in Cloud

ISO 42001
Artificial Intelligence
Management System

External security ratings (as of March 31, 2026)

RiskRecon:
A (9.9)

BitSight:
790 (Advanced)

Security Scorecard:
A (100)

Employee and Third-Party Privacy Training

We extend our privacy awareness initiatives to employees, vendors and partners with access to our IT assets, ensuring that data protection responsibilities are clearly understood and implemented across the organization. Annual privacy training awareness trainings, reinforces adherence to privacy regulations and ethical data handling.

During FY 2025-26, 93.06% of employees (including FTE and contractors) completed data privacy training.

All employees and contractors with access to Persistent and/or customer information assets must mandatorily go through the Data Privacy and Data Protection Awareness course on an annual basis. Learn more about our commitment to information security and data privacy with reference to the following links:

- Information Security | Persistent Systems
- Cyber Resilience | Persistent Systems
- Privacy and Data Protection | Persistent Systems
- Responsible AI | Persistent Systems
- Business Continuity | Persistent Systems
- Certifications | Persistent Systems

Responsible and Secure Use of Artificial Intelligence

Persistent Systems recognizes that artificial intelligence (AI) has the potential to deliver significant business and societal benefits while also introducing ethical, legal, social and security-related risks if not governed appropriately. As AI technologies become increasingly

embedded in digital products, services and internal operations, the Company considers the responsible development and use of AI systems to be critical to maintaining trust, safeguarding stakeholder interests and supporting sustainable innovation.

We adopt a human-centric, risk-based and governance-led approach to AI, with a focus on ensuring that AI systems are designed, developed, deployed and managed in a manner that is ethical, transparent, secure, lawful and aligned with organisational values.

Responsible AI Policy

Persistent Systems Responsible AI Policy reflects the Company’s commitment to adopting AI in a responsible, human-centric, privacy-preserving and sustainable manner in a rapidly evolving technology landscape. The policy emphasises minimising potential risks associated with AI, including ethical, legal and social impacts, while also promoting environmentally responsible practices by seeking to reduce the ecological footprint arising from the development and deployment of AI systems.

The policy applies to all AI-related activities undertaken by Persistent Systems, including the design, development, deployment, evaluation and governance of AI systems, with defined requirements for oversight, accountability, safety and compliance. It covers both internal and external AI use cases across operational processes, customer engagements, partner collaborations and social responsibility initiatives. The policy is applicable to all employees, contractors, vendors and partners involved in or impacted by AI-related activities, ensuring consistent standards of responsible AI adoption across the organisation.

The Responsible AI Policy is endorsed by the Responsible AI Council, reflecting the Company’s commitment to responsible, human-centric and sustainable adoption of AI technologies. The policy is publicly available on the Company’s website and is communicated internally to relevant stakeholders.

Responsible AI Policy Objective

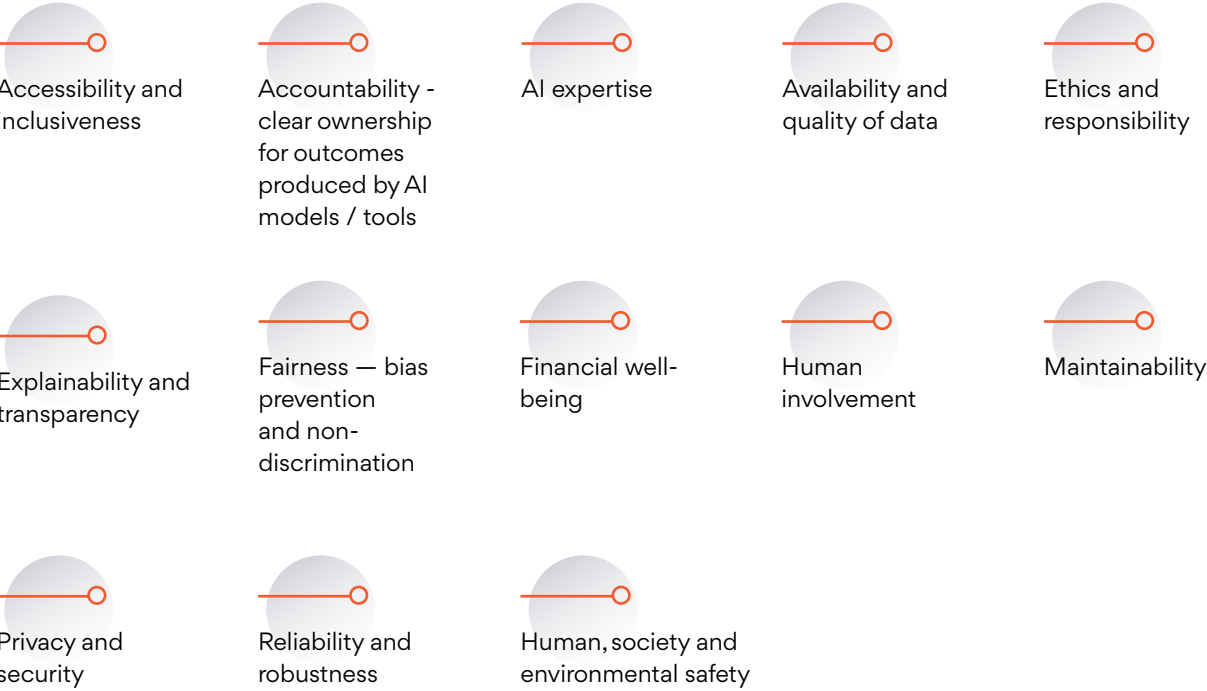
With the rise of AI, it is vital to establish clear and comprehensive objectives for Responsible AI policy to ensure that the benefits of AI are maximized while its risks are carefully managed. The following policy objectives lay the foundation for guidance on development, deployment, use and governance of AI systems:

- Ethical AI deployment
- Transparency and explainability
- Data quality, cybersecurity and data privacy
- Human oversight and accountability
- Risk assessment and mitigation
- Compliance and regulatory alignment
- Governance oversight
- Continual improvement

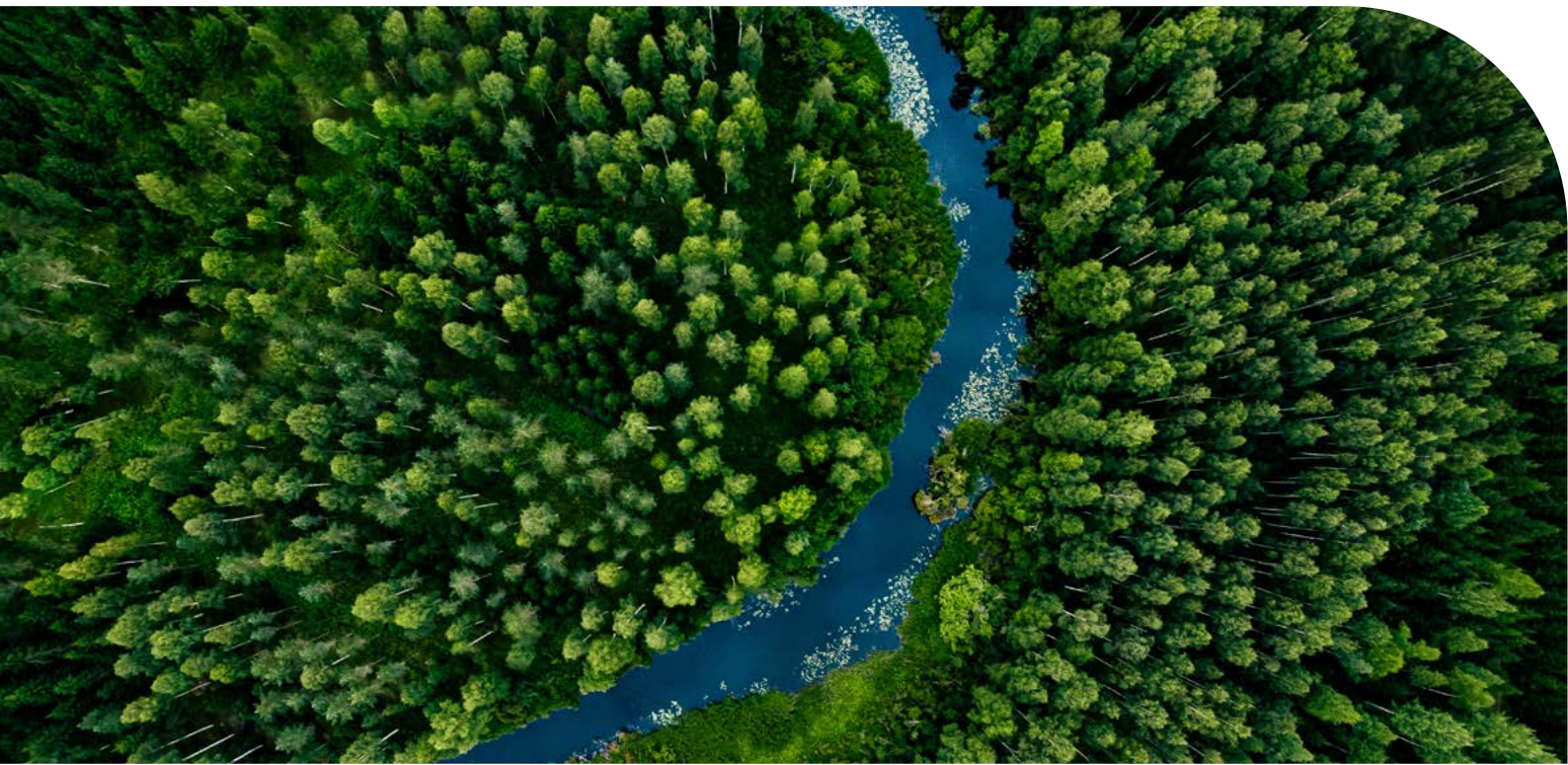
»»
For more details refer to
Responsible AI policy

Responsible AI Principles

Persistent Systems ensures that the development, deployment and use of AI technologies are guided by the following key principles:



Persistent Systems does not develop or deploy AI systems for manipulative or deceptive practices, exploitation of vulnerabilities, social scoring, unauthorized biometric identification or surveillance, or other uses prohibited by law or contractual obligations.



Responsible AI Programme — Implementation

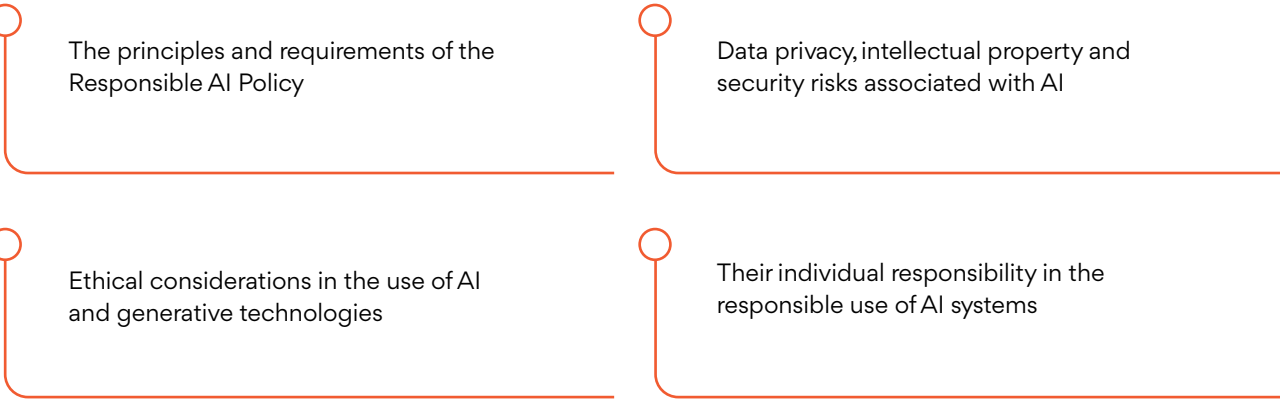
Persistent Systems has implemented a formal **Responsible AI framework**, governed through its **Responsible AI Policy** and aligned with the requirements of **ISO 42001 – Artificial Intelligence Management System (AIMS)**. The programme embeds ethical principles, risk management, transparency and sustainability considerations across the full AI lifecycle—from design and development to deployment and ongoing monitoring.

Key practices include

- The Company has robust controls in alignment with its Responsible AI Policy and ISO 42001 risk-based requirements. This includes oversight of use cases such as facial recognition and surveillance, which are subject to clearly defined approval processes. Employee consent is secured and role-based access controls are implemented.
- Persistent promotes transparency and explainability where AI is used to generate content or support decision-making, we disclose the use of AI to users through solution documentation and appropriate user-facing notices and maintain human oversight for high-impact use cases to users by informing about AI-generated outputs, which supports both transparency and informed usage of all AI tools.
- In line with ISO 42001 lifecycle controls, model drift or performance degradation is detected and corrected through defined indicators, periodic validation reviews and retraining or recalibration procedures as needed, wherever applicable. The Responsible AI Policy emphasises data quality as a critical component for ensuring model reliability and accuracy.
- Deployed AI models undergo regular assessments to identify and mitigate bias and ensure fairness in outcomes. Fairness (including bias prevention and non-discrimination) is a key principle embedded within the Responsible AI Policy, ensuring equitable, consistent and non-discriminatory outcomes across AI-driven processes and decision-making.
- Responsible AI Programme reflects Persistent's commitment to responsible, sustainable and privacy-preserving AI adoption, including efforts to minimise the environmental footprint associated with AI development and deployment.
- AI incident management and escalation procedures for AI-related issues are put in place and shared with employees. AI incidents are detected through multiple channels, including user feedback, customer escalation, system alerts and internal reporting and are promptly logged and triaged to the appropriate teams, including the SOC for security-related cases. Reported incidents are reviewed by relevant technical and governance stakeholders and corrective actions are defined and tracked to closure. A structured incident management lifecycle is followed covering logging, classification, investigation, containment, resolution, communication, closure and post-incident review, including root cause analysis and implementation of corrective and preventive actions.
- Persistent delivers a comprehensive security awareness program combining mandatory, tool-based enterprise-wide trainings across Information Security Management System (ISMS), Privacy Information Management System (PIMS) and Artificial Intelligence Management System (AIMS). These trainings are instituted at the time of employee and contractors onboarding and reinforced through mandatory annual refresher programs to ensure sustained awareness and compliance. Training completion is centrally tracked and monitored to ensure full participation, with compliance status regularly reviewed and reported.
- Persistent's Artificial Intelligence Management System (AIMS) is ISO 42001 certified, with certification awarded and independently audited by an accrediting certification body, demonstrating conformance to globally recognised responsible AI governance and management standards.

Awareness and Capability Building

Persistent Systems recognizes that responsible AI adoption depends on employee awareness and competence. Training and awareness initiatives are conducted to ensure that employees and relevant contractors understand:



These initiatives support a culture of accountability and responsible innovation across the workforce.

Customer Centricity

At Persistent Systems, customer centricity is embedded in the way we plan, deliver and improve our services. We focus on building long-term relationships by consistently understanding customer expectations, ensuring service quality and responding effectively to feedback. Our approach is designed to support reliable delivery, transparency and trust across all client engagements.

Focus Areas for Customer Success

Customer success at Persistent Systems is guided by six core tenets that shape how engagements are delivered and governed across projects and accounts. These focus areas help ensure alignment between customer expectations and delivery outcomes and support consistency across geographies and service lines.



In line with its commitment to delivering long-term value, Persistent Systems integrates sustainability considerations into its service portfolio, enabling clients to achieve both business and ESG objectives. The Company’s offerings are designed to drive operational efficiency, reduce environmental impact and support responsible digital transformation. Persistent’s sustainability-enabling solutions include:



These offerings deliver tangible client benefits, including improved resource efficiency, reduced environmental footprint, enhanced regulatory compliance and optimized operational performance, directly supporting clients in achieving their sustainability and efficiency goals.

Quality Management System

Persistent Systems maintains a comprehensive Quality Management System that reinforces operational excellence and customer trust. The organisation holds ISO 9001:2015 certification, affirming adherence to recognized international quality management standards and a consistent approach to delivery governance across operations.

Our QMS framework

- Ensures consistency and standardisation across delivery and support processes
- Facilitates proactive risk identification and mitigation of operational risks
- Drives continuous improvement through structured internal and external audits, performance measurement and feedback mechanisms

These practices enable Persistent Systems to align delivery outcomes with client expectations while enhancing efficiency and operational resilience.

In addition, Persistent Systems achievement of CMMI Level 5 (Development V3.0) certification and ISO 9001:2015 re-certification evidences a mature, well-governed quality management framework validated through independent assessments. These certifications confirm that processes are standardised, quantitatively managed and subject to continuous improvement. The embedded focus on process discipline, data-driven performance management and continual improvement strengthens delivery predictability, reduces operational risk and supports sustained customer satisfaction.

Our Quality Management Systems aims to:

- Deliver high-quality software and services in a timely manner
- Drive continual improvement of quality systems and processes
- Achieve performance that meets or exceeds applicable compliance and regulatory requirements
- Enhance customer satisfaction and stakeholder confidence

Customer Satisfaction Targets

- Maintain CSAT Net Promoter Score (NPS) > 69
- Achieve Project Satisfaction Score (PSAT) > 90%
- Ensure 100% adherence to Quarterly Business Reviews (QBRs) for key accounts
- Monitor and improve customer feedback closure timelines through internal KPIs
- Track and improve customer feedback closure rates and turnaround timelines (internal KPI monitoring)



For more details refer to

- QMS Policy
- QMS Certifications

Customer-Focused Digital Strategy

In a rapidly changing digital environment, businesses aim to deliver smooth and engaging customer experiences. Although technology is the backbone, having a clear strategy and vision is crucial to keep up with evolving customer demands and shifting market trends. An effective digital strategy combines advanced technologies with innovative approaches to create new business opportunities and increase customer value.

»» For more details refer to our Digital Strategy & Design

Service Information and Labelling Compliance

GRI 417-1, 417-2, 417-3

Persistent System maintains established procedures to ensure compliance with requirements on service information, labelling and marketing communications. Relevant disclosures on data security, data privacy and responsible AI practices are systematically incorporated into service documentation and customer communications, in line with applicable regulatory obligations and recognised industry standards. All service offerings (100%) are assessed for adherence to these requirements as part of internal governance and review processes. During the reporting period, no instances of non-compliance related to service information, labelling, or marketing communications were identified.

Compliance on Health, Safety and Service Impact

GRI 416-1 & 416-2

No incidents of non-compliance concerning the health and safety impacts of Persistent Systems services have been reported.

Online Strategies & Customers Online

Persistent Systems operates primarily under a business-to-business (B2B) model and does not provide online services to end consumers. The Company does not utilise or manage external online distribution networks as part of its operating model. Accordingly, online consumer strategies, digital marketplaces, or external online distribution networks are not applicable.

Customer Relations Management

The Company has a structured Customer Relations Management (CRM) framework in place to manage, monitor and continuously improve customer engagement, satisfaction and grievance redressal.

Customer Support & Feedback Channels

The Company provides multiple, accessible channels for customers to seek support and share feedback, including:

- Digital platforms, such as online contact forms and dedicated customer support email IDs
- Dedicated customer care helplines for direct telephonic assistance
- In-person interactions, where relevant, through customer touchpoints and authorised representatives
- Technology-enabled solutions, including chatbot-based assistance on digital platforms (where applicable), to enable timely responses

Integration of Customer Feedback

- Customer queries, complaints and feedback are systematically captured, analysed and tracked
- Key insights from customer feedback are reviewed by relevant business and quality teams and are incorporated into product improvement, service enhancement and process optimisation initiatives

Inclusive Customer Service Practices

- The Company endeavours to ensure inclusive customer service, with mechanisms designed to support elderly customers and persons with disabilities, including simplified communication, assisted support and prompt escalation where required

Complaint Handling & Resolution Mechanism

- The Company follows a formalised grievance redressal process to ensure effective complaint management
- Customers receive acknowledgement/confirmation upon receipt of complaints
- Defined timelines are communicated and adhered to for complaint investigation and resolution
- Complaints are monitored through internal tracking systems, with escalation matrices in place to address unresolved or critical issues

Assurance & Process Robustness

- The complaint handling framework is periodically reviewed to ensure effectiveness and alignment with internal policies and applicable best practices
- Where applicable, grievance management processes are aligned with recognised standards for customer satisfaction and complaint handling (such as ISO-aligned practices)

Customer Satisfaction and Management

Persistent Systems continues to place strong emphasis on customer satisfaction through delivery excellence initiatives focused on robust delivery governance, valued engagement and proactive risk management. These efforts are supported by structured feedback mechanisms, continuous improvement frameworks and strong account management practices to ensure consistent service quality and long-term client relationships. Customer satisfaction and service quality were identified as material topic for Persistent Systems in the FY2026 materiality assessment, reflecting stakeholder feedback from client surveys and alignment with ESG Reporting frameworks including GRI 416, 417 and 418. This underscores the Company’s commitment to embedding customer-centricity into its core operations, strengthening transparency, ensuring responsible service delivery and consistently enhancing client experience across all engagements.

Delivery Governance and Engagement Cadence

Persistent Systems focuses on ongoing improvement by actively collecting customer feedback through structured satisfaction surveys conducted at key project milestones. These surveys are done at both engagement and relationship levels.

Engagement-level surveys: Conducted every six months to gather project-specific feedback from direct customer contacts. They help evaluate value delivery, engagement effectiveness, client satisfaction, team performance, service quality, adherence to commitments and overall experience.

Relationship-level surveys (annual CSAT): Assess the broader partnership with customers, emphasizing strategic business aspects and overall satisfaction.

These surveys target CXOs, senior leaders and mid-management to gain insights that support long-term collaboration and service refinement. Persistent Systems maintain a structured and formalized delivery governance framework to ensure predictable execution and effective communication throughout the engagement lifecycle. Customer interactions are guided through a defined cadence of reviews, including Weekly Status Reviews (WSRs), Monthly Business Reviews (MBRs) and Quarterly Business Reviews (QBRs). These forums provide regular visibility into delivery progress, quality metrics, risks and improvement actions, while also enabling strategic discussions aligned to customer priorities.

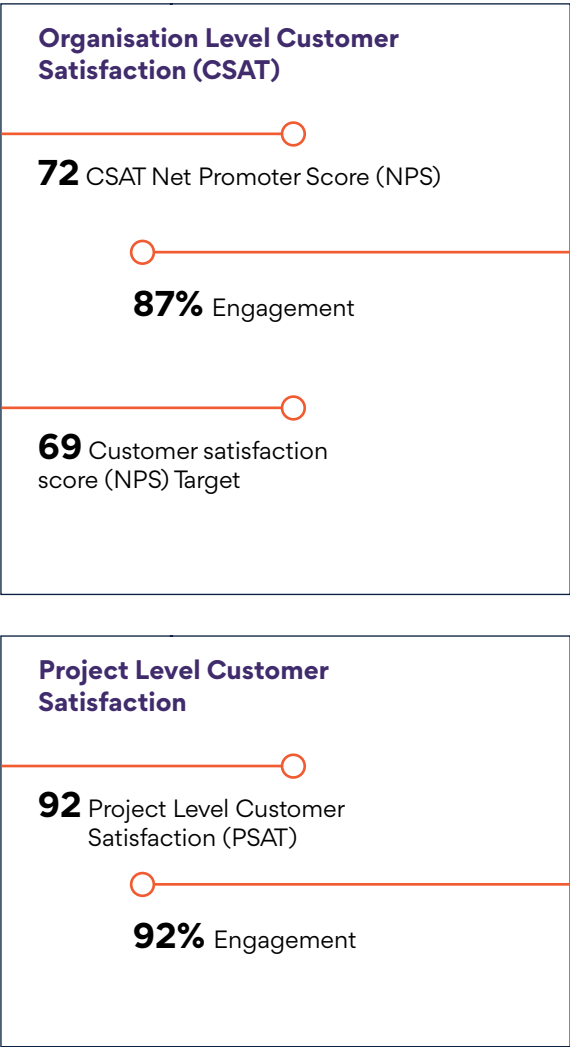
Listening to Customers: Feedback and Satisfaction Measurement

Customer feedback remains central to Persistent Systems continuous improvement philosophy. We evaluate customer satisfaction through structured, NPS-based surveys conducted at both project and organisational levels, allowing us to capture insights across engagement lifecycles.

For FY 2025–26, Persistent System recorded an annual organisational Net Promoter Score (NPS) of 72, reflecting sustained customer advocacy. This assessment covered 100% of applicable customers with a strong response rate of 87%, reinforcing the reliability of the insights captured. The Company has also set a quantitative customer satisfaction target for the upcoming year and continues to monitor performance against this benchmark.

At the project level, customer satisfaction is measured at a six-month cadence to capture delivery-specific feedback. During the reporting year, project-level customer satisfaction (PSAT) stood at 92, with 92% engagement, indicating consistently strong delivery execution across engagements.

For FY 2025–26, Persistent exceeded its organisational Customer Satisfaction (NPS) target of 69, achieving a score of 72. This outperformance reflects strong customer trust, consistent service quality and the Company’s continued focus on delivering value-driven, customer-centric solutions.



Key Customer Insights from FY 2025-26 Feedback

Feedback received during the reporting period highlights measurable improvements across core delivery dimensions compared to prior years. Relationship management, core delivery, programme management and resourcing were identified as key strengths, with notable score improvements in programme management, delivery quality and resource effectiveness, reflecting enhanced execution discipline and delivery consistency. Customers have highlighted opportunities for further improvement in strategic engagement and value-led interactions, specifically in the areas of strategic

discussions, thought leadership, ideation and solutioning. While approximately 60% of customers have engaged in AI-related conversations with Persistent Systems, there is expressed demand for more contextualised, domain-specific and outcome-oriented AI interventions that are closely aligned to clients’ business priorities. Overall, the survey reflects strengthened operational performance and relationship management, alongside clear customer expectations for deeper strategic partnership and more proactive, customised innovation-led engagement, particularly in the application of AI.

GRI 418-1

Zero

Substantiated complaints concerning breaches of customer privacy, losses of customer data, or identified incidents of leaks, thefts were reported during FY2026.

Customer Escalation and Resolution Framework

Persistent Systems follows a well-defined escalation framework to ensure timely management of issues that may pose material risk to customer satisfaction, business continuity, or long-term relationships. An escalation is triggered when customer feedback indicates potential impact on delivery credibility, project continuity, revenue, future business prospects, or the customer’s business operations, or when senior leadership intervention is sought for resolution. The framework is supported by defined resolution timelines and service level agreements (SLAs) to ensure timely closure and accountability across all escalations.

Customer escalation can be defined as any of below

- Any negative feedback from the customer which is serious to an extent that perception about overall abilities of that team (or Persistent Systems overall) can be at stake
 - Any negative feedback from the customer which can cause a risk to the existence of that project or of the engagement, hence posing a revenue risk
 - Any negative feedback from the customer which can cause a risk to the future business prospects with the customer
- Any instance where customer may be seeking attention or intervention of senior management to expedite and resolve it satisfactorily
 - Any negative feedback from the customer which indicates notable impact on the customer’s business
 - Escalation involves any issue raised by the customer at the level of CDO, P&L Head, Business Leaders, or above

Persistent Systems reporting and grievance mechanism is available not only to employees but also to clients, vendors and other external stakeholders. External parties can raise concerns via whistleblower@persistent.com and toll-free helpline, available 24/7 and in multiple languages. All external reports are treated with the same confidentiality and non-retaliation protections as internal reports.

Persistent Codes and Policies

Environment

ESG Policy

The ESG policy outlines our Company-wide approach to integrating Environmental, Social and Governance (ESG) considerations into our business operations.

» ESG Policy

EHS Policy

Through our Environment, Health & Safety Policy, we proactively mitigate environmental impacts, uphold occupational health and safety standards and continuously enhance our EHS management systems.

» EHS Policy

Social

Global Anti-Harassment Policy

We are dedicated to maintaining a workplace that upholds respect, dignity and fairness for all. Persistent has a zero-tolerance approach to harassment of any kind, ensuring a safe, inclusive and professional environment free from discrimination based on gender, race, religion, nationality, age, sexual orientation, or any other protected characteristic. Our commitment to a harassment-free workplace reinforces our core values of integrity, equality and mutual respect.

» Global Anti-Harassment Policy

Board Diversity Policy

Board Diversity policy underscores our commitment to an inclusive and diverse Board, ensuring a broad range of perspectives that drive effective decision-making and sustainable business growth.

» Board Diversity Policy

Diversity and Inclusion Policy

At Persistent Systems, we are dedicated to fostering an inclusive and diverse workplace where every individual is valued and empowered. Through our Diversity and Inclusion Policy, we cultivate a culture that embraces differences, promotes equal opportunities and extends our commitment to diversity beyond the organization to the communities we engage with.

» Diversity and Inclusion Policy

Corporate Social Responsibility (CSR) Policy

At Persistent, our CSR vision is to create meaningful and sustainable change by empowering communities through initiatives in healthcare, education, community development, culture and wildlife preservation. Rooted in our core values of empowerment, sustainability and collaboration, we are committed to fostering long-term positive impact and social progress.

» Corporate Social Responsibility (CSR) Policy

Vendor Code of Conduct

We expect all vendors and business partners to uphold our ethical standards, ensuring responsible business practices while engaging with Persistent and conducting operations on our behalf.

» Vendor Code of Conduct

Remuneration Policy

Remuneration policy establishes a structured and fair approach to remuneration for Directors, Key Managerial Personnel, Senior Management and employees, aligning compensation with performance and strategic business objectives.

» Remuneration Policy

Human Rights Policy

At Persistent Systems, we recognize human rights as a fundamental value and are committed to upholding them across our operations and value chain, fostering a culture of respect, fairness and inclusion.

» Human Rights Policy

Anti-Human Trafficking Policy

At Persistent Systems, we are deeply committed to upholding human rights and ethical employment practices. Persistent is strictly against all forms of forced labour, comprising prison labour, indentured labour, bonded labour, military labour and modern forms of slavery. Persistent strictly does not follow or adapt to any form of human trafficking and are against any such activities with zero tolerance against any such identified activities. This commitment extends to our employees, subcontractors, consultants, suppliers and business partners, ensuring that our operations and supply chain remain free from exploitation. Through proactive monitoring and compliance measures, we reinforce our dedication to ethical and responsible business practices.

» Anti-Human Trafficking Policy

Equal Employment Opportunity Policy

Equal Employment Opportunity as a concept, philosophy, principle and practice is an integral aspect of the organisation.

» Equal Employment Opportunity Policy

Governance

Ethics Policy

Persistent is committed to the highest standards of integrity, ethical business conduct and corporate responsibility. This policy outlines our guiding principles and provides a framework to ensure ethical decision-making at all levels.

» Ethics Policy

Whistleblower Policy

Our Whistleblower Policy enables employees and stakeholders to report suspected unethical practices or misconduct confidentially and without fear of retaliation, reinforcing our commitment to transparency and accountability.

» Whistleblower Policy

Code of Conduct for Prevention of Insider Trading

This policy ensures compliance with securities regulations, preventing insider trading and safeguarding the integrity of Persistent’s financial practices by setting clear guidelines for directors and designated persons.

» Code of Conduct for Prevention of Insider Trading

Privacy Policy

Persistent is committed to respecting user privacy and personal choices. This policy outlines our approach to data protection, ensuring compliance with global privacy regulations across all our digital platforms and entities.

» Privacy Policy

Responsible AI Policy

Responsible AI Policy establishes guidelines for the ethical use, development and deployment of AI technologies at Persistent, balancing innovation with risk mitigation to ensure responsible AI integration in internal and client-facing applications.

» Responsible AI Policy

Anti-Corruption Policy & Anti-Bribery

Persistent upholds a ‘Zero Tolerance’ stance against corruption, bribery and unethical financial transactions, including kickbacks, facilitation payments and political contributions. This policy is independently audited to ensure compliance.

» Anti-Corruption Policy & Anti-Bribery

Fraud Risk Management Policy

As part of our corporate governance framework, this policy outlines proactive measures to prevent, detect and address fraud risks, ensuring integrity and compliance across Persistent and its subsidiaries.

» Fraud Risk Management Policy

Policy for Determination of Materiality of Event / Information

Policy for Determination of Materiality of Event / Information provides a framework for identifying and disclosing material events or information, ensuring timely and accurate communication to stakeholders in compliance with regulatory obligations.

» Policy for Determination of Materiality of Event / Information

Dividend Distribution Policy

Dividend Distribution Policy defines the guiding principles for dividend distribution, ensuring a balanced approach that aligns with Persistent’s financial health, shareholder interests and long-term sustainability.

» Dividend Distribution Policy

Lobbying Policy

At Persistent, our approach to lobbying is rooted in transparency, ethics and integrity. We aim to advocate for policies that support our commitment to sustainability, ethical business practices and the global climate goals of the Paris Agreement.

» Lobbying Policy

Code of Fair Disclosure

Code of Fair disclosure practices and procedures to ensure fair disclosure of unpublished price-sensitive information, promoting transparency and compliance with securities regulations.

» Code of Fair Disclosure

Code of Conduct For Directors and Employees

This Code is derived from three interlinked fundamental principles, viz. good corporate governance, good corporate citizenship and exemplary personal conduct.

» Code of Conduct For Directors and Employees

Tax Policy

Guided by our core value of responsibility, our Tax Policy ensures compliance with the legal and regulatory frameworks of the countries we operate in while maintaining transparency and ethical tax practices.

» Tax Policy

Enterprise Risk Management (ERM) Policy

The Company is committed to proactive risk management and has established a comprehensive ERM Policy and Framework. The ERM Policy provides a comprehensive framework for managing diverse risks critical to strategic success. It guides the process of identifying, assessing, measuring, monitoring and responding to risks, ensuring alignment with the Company’s strategic objectives and risk appetite. Risk management responsibilities are shared across the organization to ensure an effective and consistent process.

» ERM Policy

Policy for Related Party Transactions (RPT)

To regulate transactions between the Company and Related Parties to ensure they are conducted transparently and fairly.

» RPT Policy



ESG Factsheet
FY 2025-26

Economic Value Generated & Distributed

Direct and Indirect Economic Value Generated (INR in Millions) (GRI 201-4)

Direct Economic Value Generated (A)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Revenue (through core business segments)	83,505.92	98,215.87	119,387.17	147,484.49
Other Income (through other sources)	706.17	1,280.20	1,381.54	1,804.26
Total	84,212.09	99,496.07	120,768.71	149,288.75

Economic Value Distributed (B)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Operating cost	11,090.91	13,274.89	15,421.74	21,824.004
Personnel expenses (wages + benefits)	60,121.66	71,102.40	86,228.82	102,371.81
Interest charges	473.4	467.27	671.29	726.82
Taxes and royalties (given to various Govt. wherever business units are located) – Taxes expenses	3,197.59	3,541.15	4,221.47	5,460.92
Taxes and royalties (given to various Govt. wherever business units are located) – Dividend tax paid	-	-	-	-
Dividends (payments to capital providers)	2,980.58	4,153.95	4,657.50	5,816.50
Donations (political parties / politicians)	-	-	-	-
CSR investments	117.6	175.45	223.78	254.00
Total	77,981.74	92,715.11	111,424.60	136,454.05
Economic Value Added (A-B)	6,230.35	6,780.96	9,344.11	12,834.70

Contributions & Other Spending (INR in Million) (415-1)

Contributions & Other Spending	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Lobbying, interest representation or similar Donations (political parties / politicians) and lobbying activities	-	-	-	-
Local, regional or national political campaigns / organizations / candidates				
Trade associations or tax-exempt groups	2.48	2.53	2.82	2.13
Total contributions and other spending	2.48	2.53	2.82	2.13

- The above table is reported on consolidated basis.
- The Company did not make any financial or in-kind contributions to political campaigns, political organisations, lobbyists, or lobbying organisations during the reporting period.

Environment

Total greenhouse gas (GHG) emissions: Scope 1, Scope 2, and Scope 3 (GRI 102-5,102-6,102-7)

Greenhouse Gas Emissions (Scope 1, 2 & 3) - Actuals						SBTi Target
Scope	Unit	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2025-26
Direct Greenhouse Gas Emissions (Scope 1)						
Total direct GHG emissions	tCO ₂ e	314.08	1,025.51	274.51	83.85	913.53
Data coverage	%	93%	93%	100%	100%	100%
Indirect Greenhouse Gas Emissions (Scope 2)						
Location-based	tCO ₂ e	8,047.60	6,492.66	9,988.44*	9,671.57	5,783.66
Market-based	tCO ₂ e	5,890.23	0	0	0	0
Total Scope 1 & 2 – Location-based	tCO ₂ e	8,361.68	7,518.17	10,265.95*	9,755.42	6,697.18
Total Scope 1 & 2 – Market-based	tCO ₂ e	6,204.31	1,025.51	274.51	83.85	913.53
Indirect Greenhouse Gas Emissions (Scope 3)						
Total Scope 3 emissions	tCO ₂ e	4,337.34	9,492.41	3,105.59	3,818.69	12,417.24
Data coverage	%	100%	100%	100%	100%	100%

- Scope 1** is reduced through retrofits of end-of-life HVAC equipment and transition of R22 equipment with energy efficient low-GWP refrigerant HVAC units.
- Scope 2** market-based emissions are zero, as Persistent Systems procures 100% renewable electricity through a diversified mix, including energy through open-access and green tariffs. Residual emissions are offset using International Renewable Energy Certificate (I-REC) purchases.

FY 2025-26 Break-up of greenhouse gas (GHG) emissions by scope: Scope 1, Scope 2, and Scope 3 (GRI 102-5,102-6,102-7)

Greenhouse Gas Emissions (Scope 1, 2 & 3) – tCO ₂ e				
Scope	FY 2025-26	Boundary	Emissions calculation and inclusion	Target FY 2025-26
Scope 1	83.85	Global	DEFRA – 2025	913.52
Scope 2 – Location-based	9,671.57	Global	India – CEA USA – EPA ROW – IEA	5,783.66
Scope 2 – Market-based	0.00	Global	India – CEA USA – EPA ROW – IEA	
Scope 3 - Category 1: Purchased goods and services	290.99	Global	Vendor-specific	
Scope 3 - Category 2: Capital goods	723.62	Global	Vendor-specific	
Scope 3 - Category 3: Fuel and energy related activities	436.98	WTT India T&D losses Global	DEFRA 2025	
Scope 3 - Category 4: Upstream transportation and distribution	0.94	Global	Vendor-specific	
Scope 3 - Category 5: Waste generated in operations	3.63	Global	DEFRA 2025	
Scope 3 - Category 6: Business travel	1,841.31	Global	DEFRA 2025	
Scope 3 - Category 7: Employee commuting	521.23	India	DEFRA 2025	

* FY 2024-25 Scope 2 emissions have been restated in accordance with the "India GHG Protocol to reflect updates in calculation methodology, revised emission factors, and improved data accuracy, ensuring consistency and comparability of reported emissions over time.

Scope 3 - Category 8: Upstream Leased Assets	Not Applicable	
Scope 3 - Category 9: Downstream Transportation and Distribution	Not Applicable	
Scope 3 - Category 10: Processing of Sold Products:	Not Applicable	
Scope 3 - Category 11: Use of Sold Products	Not Applicable	
Scope 3 - Category 12: End-of-Life Treatment of Sold Products	Not Applicable	
Scope 3 - Category 13: Downstream Leased Assets	Not Applicable	
Scope 3 - Category 14: Franchises	Not Applicable	
Scope 3 - Category 15: Investments	Not Applicable	
Total Scope 3 emissions	3,818.69	12,417.24
Total Scope 1, 2 & 3 emission (location based)	13,574.11	19,114.44
Total Scope 1, 2 & 3 emission (market based)	3,902.54	13,330.76

SBTi Approved Near-Term and Long-Term target (GRI 102-4)

SBTi Target	Target Year	Reduction %	SBTi Target Description
Near-Term target Scope 1 & 2	FY 2033-34	54.6%	Persistent Systems Limited commits to reduce absolute Scope 1 and 2 GHG emissions 54.6% by FY 2033-34 from a FY 2023-24 base year.
Near-Term target Scope 3	FY 2033-34	54.6%	Persistent Systems Limited also commits to reduce absolute Scope 3 GHG emissions 54.6% within the same timeframe.
Long-Term target – Scope 1, 2	FY 2049-50	90%	Persistent Systems Limited commits to reduce absolute Scope 1 and 2 GHG emissions 90% by FY 2049-50 from a FY 2023-24 base year.
Long-Term target – Scope 3	FY 2049-50	90%	Persistent Systems Limited also commits to reduce absolute Scope 3 GHG emissions 90% within the same timeframe.
Net-zero Target	FY 2049-50	Net-zero	Persistent Systems Limited commits to reach net-zero greenhouse gas emissions across the value chain by FY 2049-50.

Near-term Scope 1 and Scope 2 GHG reduction target: SBTi-approved (GRI 102-4)

Year	Scope 1	Scope 2	Scope 1 & 2	Reduction Y-o-Y
FY 2023-24	1,025.51	6,492.66	7,518.2	-
FY 2024-25	969.52	6,138.16	7,107.7	5.46%
FY 2025-26	913.53	5,783.66	6,697.2	5.78%
FY 2026-27	857.54	5,429.16	6,286.7	6.13%
FY 2027-28	801.54	5,074.67	5,876.2	6.53%
FY 2028-29	745.55	4,720.17	5,465.7	6.99%
FY 2029-30	689.56	4,365.67	5,055.2	7.51%
FY 2030-31	633.56	4,011.17	4,644.7	8.12%
FY 2031-32	577.57	3,656.67	4,234.2	8.84%
FY 2032-33	521.58	3,302.17	3,823.7	9.69%
FY 2033-34	465.58	2,947.67	3,413.3	10.74%

Near-term Scope 3 GHG reduction target: SBTi-approved

Year	Scope 3	Reduction Y-o-Y
FY 2023-24	13,939.43	-
FY 2024-25	13,178.34	5.46%
FY 2025-26	12,417.24	5.78%
FY 2026-27	11,656.15	6.13%
FY 2027-28	10,895.06	6.53%
FY 2028-29	10,133.97	6.99%
FY 2029-30	9,372.87	7.51%
FY 2030-31	8,611.78	8.12%
FY 2031-32	7,850.69	8.84%
FY 2032-33	7,089.59	9.69%
FY 2033-34	6,328.0	10.74%

Emissions of ozone-depleting substances (ODS) by type

Parameter	Unit	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
CFC – R22 (Fugitive emission)	Kg	111	46	27	0
HFC – R410a (Fugitive emission)	Kg	85	452	76	9.5
HFC – R407c (Fugitive emission)	Kg	28	3	2	0
CFC – R22 (Ozone Depleting Gas)	Kg	-	-	1.49	0

CFC-22 1 kg. = CFC 11 0.055 kg.

Other fugitive emissions, such as HFC-R410A and HFC-R407C, have a CFC-11 equivalent of zero and no ozone-depleting potential.

Emissions of air pollutants other than greenhouse gases (GHG)

Parameter	Unit	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
SOx**	Kg	18.30	15.16	27.95	9.73
NOx**	Kg	15.0	12.77	31.95	7.98
Particulate matter (PM) (PM2.5)	Kg	45.15	34.18	26.88	13.12
Particulate matter (PM10)		64.50	58.23	45.71	14.51
Volatile organic compounds (VOC)	-	NA	NA	NA	NA

GHG emissions come from our operational control sites. Additionally, there are no continuous air emissions from our DG sets present in our owned locations in India. The DG sets are only operated during power outages and while testing BCP scenarios.Energy Consumption (103-1, 103-2).

Energy Consumption (GRI 103-2)

Energy Consumption by Source

Total Energy Consumption	Unit	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target FY 2025-26
Total non-renewable energy	MWh	8,242.20	10,124.13	7,199.80	5,294.97	6,839.81
Total renewable energy	MWh	5,556.45	6,455.44	9,476.54	11,365.05	9,950.367
Total Energy Consumption (RE + non-RE)	MWh	13,798.65	16,579.57	16,676.34	16,660.02	16,790.177
Renewable energy	%	40.27%	38.94%	56.83%	68.22%	59.26%
Data coverage	%	100%	100%	100%	100%	100%

- Renewable energy target – 5% increase of renewable energy Y-o-Y.
- Non-renewable energy target – 5% decrease of non-renewable energy Y-o-Y.

Energy Consumption Target

Energy Source	Unit	Increase/ Decrease	FY 2026-27	FY 2027-28	FY 2028-29
Renewable energy	%	Increase	5%	5%	5%
Non-Renewable energy	%	Decrease	5%	5%	5%

Energy Consumption by Source

Country	Total Energy Consumption MWh	Renewable Energy - Solar MWh	Renewable Energy - Wind MWh	Renewable Energy – Green Tariff MWh	REC Generated MWh	Energy Attribute Certificate (EAC) – Purchase MWh	Renewable Energy Source	EAC Certificate Type
India	14,817.06*	1,883.53	3,363.34	6,118.19	3,398.91	0	Wind	IREC
France	154.80					154.80	Wind	IREC
Sri Lanka	101.79					101.79	Wind	IREC
Mexico	135.79					135.79	Wind	IREC
Germany	294.17					294.17	Wind	IREC
Switzerland	131.16					131.16	Wind	IREC
UK	35.84					35.84	Wind	IREC
USA	890.78					890.78	Wind	IREC
Canada	59.36					59.36	Wind	IREC
Malaysia	39.27					39.27	Wind	IREC
Grand Total	16,660.02	1,883.53	3,363.34	6,118.19	3,398.91	1,843		

* Energy consumption of 53.05 MWh from diesel generator (DG) units at owned locations is included under Scope 1 stationary greenhouse gas (GHG) emissions.

Water Consumption

Water Withdrawal, Discharge and Consumption (303-3, 303-4, 303-5)

	Unit	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Water withdrawal (A)	kL	46,376.02	102,895.1	87,333.81	86,607.64
Water discharge (B)	kL	17,245.04	15,096.32	9,799.99	17,610.00
Total net freshwater consumption (A-B)	kL	29,131.01	87,798.76	77,533.82	68,997.64
Data coverage	%	93%	93%	93%	93%

Reduction of freshwater Consumption Target

- Reduction of freshwater consumption target – 5% decrease Y-o-Y.
- Water consumption and withdrawal are reported for India locations. The Company does not have operational control over water data for global locations, as this is managed by building operators as part of facility maintenance.

Water withdrawal, consumption, and discharge in water-stressed areas (GRI 303-3, 303-4, 303-5)

Parameter	Unit	FY 2023-24	FY 2024-25	FY 2025-26
(ii) To Groundwater	kL	16,671.00	16,924.39	15,776.00
(iii) Third party water	kL	72,970.27	62,872.38	63,961.61
(v) Others — Packed drinking water	kL	13,253.85	280.71	304.54
Total volume of water withdrawal (ii + iii + v)	kL	102,895.12	80,077.48	80,042.15
Total volume of water consumption	kL	94,078.96	70,277.49	62,432.15

- During FY 2025–26, certain Persistent Systems office locations in India are situated in water-stressed areas, as identified using the World Resources Institute ([WRI](#)) [Aqueduct Water Risk Atlas](#). Details of water conservation initiatives are provided in the FY 2024–25 ESG Report.
- The affected locations include Pune, Nagpur, Ahmedabad, Jaipur, Gurugram, Kochi, Noida, Hyderabad, Indore, and Bengaluru maintenance.

Waste Generated During Operations

Waste Generation (306-3)

Categories	Generation in Metric Tonnes				
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Plastic waste	182.80	3.15	22.98	4.58	11.40
E-waste	8.81	8.4	16.45	8.41	194.47
Construction and demolition waste	-	4.6	-	-	-
Battery waste	0	0	6.3	0.48	12.34
Other non-hazardous waste	45.39	46.06	83.12	107.17	534.65
Other hazardous waste	39.74	0.19	1.34	0.89	0.66
Bio medical waste	-	-	-	0.55	0.63
Grand Total	276.75	62.40	130.17	122.09	754.14

Waste Disposal Methods (306-4, 306-5)

Category		Units	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Total waste recycled		Metric tonnes	276.49	57.8	128.83	121.20	725.57
1	Waste recycled	Metric tonnes	231.10	57.54	99.93	63.45	725.57
2	Waste recovered through other operations – Reused	Metric tonnes	45.39	0.26	28.9	57.75	0
Total waste disposed		Metric tonnes	0.25	4.79	1.34	0.89	28.57
1	Waste landfilled	Metric tonnes	-	4.6	-	-	-
2	Waste incinerated without energy recovery	Metric tonnes	0.25	0.19	1.34	0.89	28.57
Data coverage (as % of denominator)		Percentage	93%	93%	93%	100%	100%

- Data reported is for global locations.
- We aim to achieve 90% of waste recycling Y-o-Y upto FY 2029-30.

Intensity (GRI 102, 103-4, 303, 306)

Categories	UOM	Million Dollar \$	Per Employee FTE
Scope 1 & 2 emissions – Location Based	tCO ₂ e	5.90	0.35
Scope 1 & 2 emissions – Market Based	tCO ₂ e	0.05	0.003
Energy consumption	MWh	10.07	0.61
Water consumption	Kl	41.72	2.89
Waste generated in operations	Tones	0.46	0.03

Social

Workforce Breakdown (GRI 2, 405-1)

Workforce Breakdown by Employee Category

By Employee Category	FY 2022-23			FY 2023-24			FY 2024-25		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Junior	13,015	6,523	19,538	13,210	6,347	19,557	13,262	6,550	19,812
Middle	2,436	490	2,926	3,127	642	3,769	3,514	753	4,267
Senior	396	29	425	486	38	524	477	38	515
Total	15,847	7,042	22,889	16,823	7,027	23,850	17,253	7,341	24,594

By Employee Category

By Employee Category	FY 2025-26		
	Male	Female	Total
Junior	14,394	7,120	21,514
Middle	4,326	967	5,293
Senior	632	63	695
Total	19,352	8,150	27,502

- Junior: Freshers, intern, trainee, Contractor
- Middle: First level Managers, Middle management
- Senior: Leadership team, Decision maker, Delivery head

Workforce Breakdown by Employment Type

By Employee Category	FY 2022-23			FY 2023-24			FY 2024-25		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Regular / Employee	14,830	6,600	21,430	15,426	6,524	21,950	15,482	6,723	22,205
Contract	1,017	442	1,459	1,397	503	1,900	1,771	618	2,389
Total	15,847	7,042	22,889	16,823	7,027	23,850	17,253	7,341	24,594

By Employee Category

By Employee Category	FY 2025-26		
	Male	Female	Total
Regular / Employee	17,195	7,406	24,601
Contract	2,157	744	2,901
Total	19,352	8,150	27,502

Workforce Breakdown by Country

By Employee Country	FY 2022-23*			FY 2023-24*			FY 2024-25		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	13,831	6,375	20,206	20,707	13,831	6,375	14,660	6,552	21,212
USA	1,295	409	1,704	2,263	1,295	409	1,918	583	2,501
Europe							213	67	280
ROW	721	258	979	880	721	258	462	139	601
Total	15,847	7,042	22,889	23,850	15,847	7,042	17,253	7,341	23,850

By Employee Country	FY 2025-26		
	Male	Female	Total
India	16,588	7,281	23,869
USA	2,021	630	2,651
Europe	232	72	304
ROW	511	167	678
Total	19,352	8,150	27,502

* In FY 2022–23 and FY 2023–24, the Rest of World (ROW) headcount comprised employees from Europe and other ROW regions.

Workforce Breakdown by Age

By Age	FY 2022-23			FY 2023-24			FY 2024-25		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Under 30 years old	6,957	3,947	10,904	6,151	3,431	9,582	4,694	2,708	7,402
30-50 years old	8,425	3,012	11,437	10,137	3,511	13,648	11,925	4,515	16,440
Over 50 years old	465	83	548	535	85	620	634	118	752
Total	15,847	7,042	22,889	16,823	7,027	23,850	17,253	7,341	24,594

By Age	FY 2025-26		
	Male	Female	Total
Under 30 years old	4,813	2,746	7,559
30-50 years old	13,757	5,266	19,023
Over 50 years old	782	138	920
Total	19,352	8,150	27,502

Average Tenure of Workforce by Gender - Years

By Tenure	FY 2022-23			FY 2023-24			FY 2024-25		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
By Tenure	2.55	2.74	2.61	2.88	3.22	2.98	3.17	3.50	3.27

By Tenure	FY 2025-26		
	Male	Female	Total
By Tenure	3.23	3.55	3.32

Workforce Breakdown – US Workforce (GRI 2-7)

Share in total workforce (as % of total workforce - FY 2025-26)

	US Workforce	Total Workforce	% of Total Workforce
Employee	2,651	27,502	9.64%

Share in all Management Positions – US Workforce - FY 2025-26

By Employee Category	Overall Employees	USA Employees	% of USA Management workforce
Junior	21,514	1,734	8.06%
Middle	5,293	602	11.37%
Senior	695	315	45.32%
Grand Total	27,502	2,651	9.64%

Workforce Breakdown – Europe Workforce (GRI 2-7)

Share in total workforce (as % of total workforce - FY 2025-26)

	Europe Workforce	Total Workforce	% of Total Workforce
Employee	304	27,502	1.11%

Share in all Management Positions – Europe Workforce - FY 2025-26

By Employee Category	Overall Employees	Europe Employees	% of Europe Management workforce
Junior	21,514	176	0.82%
Middle	5,293	107	2.02%
Senior	695	21	3.02%
Grand Total	27,502	304	1.11%

Workforce Breakdown: Gender – % of Total Workforce (GRI 405-1)

Diversity Indicator	Percentage				Target
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Total women workforce	30.80%	29.50%	29.85%	29.63%	29.78%
Manager positions, including junior, middle and top management	26.40%	26.10%	26.30%	26.51%	26.64%
First level of management – Junior management	30.50%	30.50%	30.90%	31.15%	31.31%
Leadership team - Two levels away from the CEO	6.90%	7.30%	7.41%	9.09%	9.14%
Management positions in revenue-generating functions	25.70%	25.00%	25.53%	25.91%	26.04%
Women in STEM-related positions	30.10%	28.40%	29.57%	29.62%	29.77%

Open Positions filled by Internal Candidates

Core Focus	Unit	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Percentage of open positions filled by internal candidates (internal hires)	%	86.88%	77.25%	65.00%	63.00%

Trend of Employee Wellbeing, Employee Satisfaction Score

Core Focus	Unit	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target FY 2025-26
	% of employees with top level of engagement, satisfaction, wellbeing, or employee Net Promoter Score (eNPS)	85.9%	8.2 / 10 (0.2 above industry benchmark)	8.1/10 (0.2 above industry benchmark)	8.3/10	8.3 / 10
Data coverage	% of employees who responded to the survey	74.8%	72.00%	79.00%	79.00%	

Employees Receiving Regular Professional and Career Development Reviews (GRI 404-3)

Management	Employees Count		% of Employee assessed		
	Male	Female	Male%	Female%	Total Count%
Junior	11,145	5,878	98.24%	98.75%	98.58%
Middle	3,877	879	98.76%	98.05%	98.18%
Senior	134	17	85.00%	84.81%	84.83%
Total employee (%)	15,156	6,773	98.27%	98.43%	98.38%

New Hires (GRI 401-1)

Average Hiring Cost

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Average hiring cost / FTE Currency: INR	94,743	97,608	90,988	70,880

New Hires by Management Category

By Employee Category	FY 2022-23			FY 2023-24			FY 2024-25		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Junior	8,341	3,680	12,021	4,751	1,758	6,509	4,770	2,039	6,809
Middle	895	136	1,031	853	137	990	832	149	981
Senior	123	7	130	130	9	139	113	12	125
Total	9,359	3,823	13,182	5,734	1,904	7,638	5,715	2,200	7,915

By Employee Category	FY 2025-26		
	Male	Female	Total
Junior	6,170	2,575	8,745
Middle	1,123	236	1,359
Senior	185	20	205
Total	7,478	2,831	10,309

New Hires by Region

By Region	FY 2022-23			FY 2023-24			FY 2024-25		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	7,920	3,327	11,247	4,300	1,434	5,734	4,203	1,744	5,947
USA	1,020	381	1,401	1,138	380	1,518	1,189	385	1,574
Rest of the world	419	115	534	296	90	386	323	71	394
Total	9,359	3,823	13,182	5,734	1,904	7,638	5,715	2,200	7,915

By Region	FY 2025-26		
	Male	Female	Total
India	5,897	2,310	8,207
USA	1,140	401	1,541
Rest of the world	441	120	561
Total	7,478	2,831	10,309

New hires by Age

By Age	FY 2022-23			FY 2023-24			FY 2024-25		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Under 30 years old	5,553	2,733	8,286	2,062	952	3,014	1,735	985	2,720
30-50 years old	3,603	1,055	4,658	3,482	923	4,405	3,722	1,164	4,886
Over 50 years old	203	35	238	190	29	219	258	51	309
Total	9,359	3,823	13,182	5,734	1,904	7,638	5,715	2,200	7,915

By Age	FY 2025-26		
	Male	Female	Total
Under 30 years old	2,574	1,259	3,833
30-50 years old	4,589	1,517	6,106
Over 50 years old	315	55	370
Total	7,478	2,831	10,309

Voluntary Turnover Rate (GRI 401-1)

Employee Turnover Rate by Category

By Employee Category	FY 2022-23			FY 2023-24			FY 2024-25		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Junior	21.10%	19.40%	20.50%	12.50%	11.80%	12.20%	13.90%	12.20%	13.30%
Middle	15.50%	16.20%	15.60%	8.00%	7.90%	8.00%	11.00%	10.50%	10.90%
Senior	18.10%	7.80%	17.40%	9.80%	9.00%	9.70%	14.30%	26.30%	15.20%
Total	20.10%	19.10%	19.80%	11.60%	11.40%	11.50%	13.30%	12.10%	12.90%

By Employee Category	FY 2025-26		
	Male	Female	Total
Junior	14.98%	12.79%	14.23%
Middle	7.76%	9.77%	8.12%
Senior	15.33%	13.86%	15.21%
Total	13.26%	12.43%	13.01%

Employee Turnover by Employment Type

By Employee Type	FY 2022-23			FY 2023-24			FY 2024-25		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Full Time Employees	20.10%	19.10%	19.80%	11.60%	11.40%	11.50%	13.28%	12.11%	12.93%
Total	20.10%	19.10%	19.80%	11.60%	11.40%	11.50%	13.28%	12.11%	12.93%

By Employee Type	FY 2025-26		
	Male	Female	Total
Full Time Employees	13.26%	12.43%	13.01%
Total	13.26%	12.43%	13.01%

Employee Turnover by Region

By Region	FY 2022-23			FY 2023-24			FY 2024-25		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	19.60%	19.00%	19.40%	11.30%	11.00%	11.20%	13.16%	11.83%	12.75%
USA	20.60%	18.80%	20.30%	12.20%	8.80%	11.40%	12.79%	14.75%	13.22%
ROW	29.00%	21.60%	27.00%	16.60%	26.80%	19.10%	17.30%	17.63%	17.38%
Total	20.10%	19.10%	19.80%	11.60%	11.40%	11.50%	13.28%	12.11%	12.93%

By Region	FY 2025-26		
	Male	Female	Total
India	13.42%	12.56%	13.16%
USA	11.42%	12.10%	11.57%
ROW	12.44%	8.20%	11.39%
Total	13.26%	12.43%	13.01%

Employee Turnover by Age

By Age	FY 2022-23			FY 2023-24			FY 2024-25		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Under 30 years old	22.10%	20.30%	21.40%	14.20%	12.80%	13.70%	18.30%	16.30%	17.57%
30-50 years old	18.90%	17.80%	18.60%	10.00%	10.00%	10.00%	11.44%	9.63%	10.94%
Over 50 years old	15.20%	15.30%	15.20%	9.10%	12.90%	9.60%	10.54%	12.31%	10.81%
Total	20.10%	19.10%	19.80%	11.60%	11.40%	11.50%	13.28%	12.11%	12.93%

By Age	FY 2025-26		
	Male	Female	Total
Under 30 years old	23.14%	17.38%	20.99%
30-50 years old	9.96%	9.66%	9.88%
Over 50 years old	8.28%	13.08%	9.03%
Total	13.26%	12.43%	13.01%

Remuneration of Women to Men (GRI 405-2)

Employee Level	Average Women Salary (in INR)	Average Men Salary (in INR)
Executive level (base salary only)	24,655,612	22,964,291
Executive level (base salary + other cash incentives)	33,745,312	33,384,076
Management level (base salary only)	13,608,752	13,596,849
Management level (base salary + other cash incentives)	17,361,206	17,882,893
Non-management level (base salary only)	2,496,079	2,467,557
Non-management level (base salary + other cash incentives)	2,718,111	2,680,408

Coverage: 100% of FTE's

Employee Benefits (GRI 401-2)

By Employee Category	India		USA		ROW	
	Regular/ FTE	Temporary	Regular/ FTE	Temporary	Regular/ FTE	Temporary
Health – Medical insurance	Yes (including parents)	No	Yes	No	Yes	No
Group term life insurance	Yes	No	Yes	No	Yes	No
Critical illness insurance	Yes	No	No	No	Yes (country specific)	No
Personal accident insurance	Yes	No	Yes	No	Yes (country specific)	No
Dental & vision cover	Yes	No	Yes	No	Yes	No
Disability & income protection	Yes	No	Yes	No	Yes (country specific)	No
Add on coverages (Top Up + Critical Illness + OPD + Pet insurance + Super Top up + Life / Disability etc.	Yes	Yes (specific add-ons only)	Yes (specific add-ons only)	No	Yes (specific to country & add-ons)	No
Health & wellbeing	Yes	Yes	Yes	Yes	Yes	Yes
Long service award	Yes	No	Yes	No	Yes	No
Project party	Yes	Yes (for trainee & intern / s only)	Yes	No	Yes	No
Emergency care fund	Yes (for trainee & intern / s only)	Yes	No	Yes	No	No
Retiral benefits (PF + Gratuity + Pension etc.)	Yes	No	No	No	Yes (country specific)	No
Flexible working hours	Yes	Yes – PF applicable for trainee & intern/s)	Yes	No	Yes	No
Reward & recognition	Yes	Yes	Yes	Yes – For most of the contractors	Yes	Yes – For most of the contractors
Transfer or relocation	Yes	Yes	Yes	Yes	Yes	Yes
Annual paid leave	Yes	No	Yes	No	Yes	No
Sabbatical	Yes	No	Yes	No	Yes	No
Life event leaves (Maternity, Paternity, Child Adoption)	Yes	No	Yes	No	Yes	No
Meal vouchers / Canteen Facility / Office Pantry	Yes	No	Yes	No	Yes	No
Loans and advances (House, car, salary advance)	Yes	Yes	Yes	yes	Yes (country specific)	Yes

By Employee Category	India		USA		ROW	
	Regular/ FTE	Temporary	Regular/ FTE	Temporary	Regular/ FTE	Temporary
Stock Ownership	Yes	No	Yes	No	Yes (on discretionary basis)	No
Healthy Mind Healthy Body (Wellness Program)	Yes (on discretionary basis)	No	Yes (on discretionary basis)	No	Yes (on discretionary basis)	No
Special Needs Leave	Yes	Yes	Yes	Yes	Yes	Yes

Training

Training Cost per Full-Time Employee (FTE) (GRI 404-2)

Particulars	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Average learning cost per FTE in INR	8,953	11,484	11,027	11,702

Training Cost including Full-Time Employee (FTE) and Contractors (GRI 404-2)

Particulars	FY 2023-24	FY 2024-25	FY 2025-26
Average learning cost per Full-Time Employee (FTE) and Contractors in INR	10,329	9,918	10,662

- Average learning cost per Full-Time Employee (FTE) and contractors covers all operations & total workforce

Average Training Hours by Full-Time Employee (FTE) Category – As per Management level (GRI 404-1)

Category	Employee Count		Total Learning Hours		Average Hours		Total Average Hours
	Male	Female	Male	Female	Male	Female	
Junior	11,997	6,251	1,418,900.48	713,510.41	115.95	111.91	114.57
Middle	4,241	948	387,883.69	78,370.22	89.66	81.04	88.09
Senior	620	62	25,838.56	2,403.41	40.88	38.15	40.64
Total	16,858	7,261	1,832,622.73	794,284.05	106.58	107.25	106.78

*Total Full-Time Employee (FTE) count includes only active learners.

Average Training Hours by Full-Time Employee (FTE) and Contractors

Category	Employee Count		Total Learning Hours		Average Hours		Total Average Hours
	Male	Female	Male	Female	Male	Female	
Regular/FTE	16,858	7,261	1,832,622.73	794,284.05	106.58	107.25	106.78
Contractor	1,851	639	72,104.68	27,008.14	33.43	36.30	34.17
Total	18,710	7,899	1,904,727.41	821,292.19	98.43	100.77	99.12

Average Training Hours by Full-Time Employee (FTE) Region (GRI 404-1)

Category	Employee Count		Total Learning Hours		Average Hours		Total Average Hours
	Male	Female	Male	Female	Male	Female	
India	15,209	6,781	1,716,411.31	761,994.57	110.64	110.16	110.50
USA	545	180	45,988.04	13,662.74	82.71	74.25	80.61
ROW	1,104	299	70,223.38	18,626.73	62.37	61.07	62.09
Total	16,858	7,261	1,832,622.73	794,284.05	106.58	107.25	106.78

Average Training Hours by FTE Age (GRI 404-1)

Category	Employee Count		Total Learning Hours		Average Hours		Total Average Hours
	Male	Female	Male	Female	Male	Female	
Under 30 years old	492	84	30,213.58	5,376.30	60.19	62.52	60.53
30- 50 years old	4,808	2,883	569,767.08	339,614.35	116.18	115.48	115.92
Over 50 years old	11,558	4,293	1,232,642.07	449,293.40	104.56	102.60	104.03
Total	16,858	7,261	1,832,622.73	794,284.05	106.58	107.25	106.78

Human Capital Return on Investment in INR

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
1 Total revenue	83,505,920,000	98,215,870,000	119,387,170,000	147,484,490,000
2 Total operating expenses	71,507,020,000	85,020,010,000	102,545,630,000	124,286,380,000
3 Total employee-related expenses (salaries + benefits)	49,695,650,000	59,609,700,000	68,737,170,000	79,495,420,000
Resulting HC ROI (a - (b-c)) / C	1.24	1.22	1.25	1.29

Maternity and Paternity Leave (GRI 401-3)

Particulars	Count	Return to Work Rate	Retention Rate
Maternity Leave	177	159*	100%
Paternity Leave	917	917	100%

*Including 18 Female employees who are still on leave

Maternity and Paternity Leave (GRI 401-3)

Leave Type	No. of Days
Maternity leave	182 days in case of 1st and 2nd child 84 days in case of 3rd child
Miscarriage leave	6 weeks
Paternity leave	5 days
Paid privileged leaves	Paid privileged leaves can be used for any reasons such as sick, dependent care, elderly care, personnel time off and others.
Child Adoption leave/ Commissioning leave	12 weeks of leave in case of child's age is below 18 months 10 Days of leave in case of child's age is below 18 months

Please note that all the above leave types are applicable to primary and non-primary care givers pertain to India geography (The majority of employees are in this region). For the rest of the countries, we adhere to their respective local laws regarding Parental leaves.

Absenteeism Rate (GRI 403-9)

Absentees Rate	UOM	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target FY 2025-26
%	% of total days scheduled	3.10%	1.98%	1.58%	1.30%	1.50%
Data coverage	% of employee	100%	100%	100%	100%	

Governance

Management Ownership

Position	Name(s)	No of Shares held at the end of reporting period	Values of Shares as per stock price on last trading day of FY 26 (INR)	Base Salary (INR)	Multiple of base salary
Chief Executive Officer	Sandeep Kalra	60,000	4,877.20	103,630,000.00	2.82
Average across other executive committee members owning shares	Dr. Anand Deshpande Vinit Teredesai	45,791,080	4,877.20	39,680,000.00	5,196.34

CEO to Employee Pay Ratio

The Company tracks the ratio of median and mean employee compensation to the total annual compensation of the CEO. The information is publicly available through the Company’s statutory disclosures and Annual Report.

Category		
CEO Compensation	224,320,000	
Data coverage: (response rate)	Median Employee Compensation	Mean Employee Compensation
Employee Compensation	1,676,000.00	2,617,409.75
Ratio between CEO Compensation and mean or median of employee compensation	133.84	85.70

Customer Satisfaction Measurement

Satisfaction Measurement	Unit (Please select the unit of measurement)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target for FY 2025-26
Satisfaction measurement	Satisfaction measurement methodology: (eNPS)	88	85	59	72	69
Data coverage: (response rate)	% of Customers	100%	100%	81%	87%	-

Lobbying and Trade Associations (GRI 2-28)

S. No.	Name of the trade and industry chambers / associations	Reach of trade and industry chambers / associations (State / National / International)
1	National Association for Software and Services Companies (NASSCOM)	National
2	Confederation of Indian Industry (CII)	National
3	Mahratta Chamber of Commerce Industries and Agriculture (MCCIA)	State
4	Indo-German Chamber of Commerce (IGCC)	International
5	Software Exporters Association of Pune (SEAP)	State
6	Hinjewadi Industries Association, Pune (HIA)	State
7	The German Chambers of Commerce Abroad (AHK)	International
8	Indo-Australian Chamber of Commerce (IACC)	International

Persistent Systems is a proud signatory to the United Nations Global Compact (UNGC), reaffirming its commitment to responsible business practices and sustainable development.

Financial Risks of Climate Change (GRI 201-2)

Risks driven by changes in regulation

Brief description of the most significant risk and methods used to manage this risk	With adoption of new emerging technologies, The level of energy consumption may increase leading to increase in carbon emissions and thus impacting sustainability goals of the organization. Mitigation plan - Our Climate action goals: - Achieve Carbon Neutrality for Scope 1 and Scope 2 emissions by 2025. - To source 100% energy from Renewable energy sources by 2025. 30% reduction of Scope 3 emissions by 2028. - Strategy to ensure carbon neutrality status by adopting innovation and regulatory changes to reduce emission and increase Renewable energy consumption. - Persistent has committed to set near- and long-term Company-wide emission reductions in line with science-based net-zero with the SBTi. - Decarbonisation Roadmap with strategies in line with SBTi guidelines enabling to achieve reduction in emissions. - All owned campuses are enabled with roof top solar generation and 2 windmills connected through open access. - Technology Assessment including potential benefits and energy consumption implications. - Continuous improvement to monitor and evaluate the environmental performance of new technology, identify areas for improvement and implement corrective measures as a continuous process. - Green procurement policy enabling buyers to evaluate the suppliers based on emissions from purchase of goods and services.
Estimated financial implications of the risk before taking action	Risk Impact Score is “Medium”, thus financial implication is approx. INR 551.95 Mn
Average estimated timeframe (in number of years) for financial implications of this risk	5 years
Estimated costs of these actions	INR 89,990,000

Risks driven by change in physical climate parameters or other climate-change related developments

Brief description of the most significant risk and methods used to manage this risk	Reducing ground water level, Rain cycle impacts leading to water crisis globally
	Mitigation plan - Water Resource analysis performed for all global location and classified accordingly into categories as per ‘Aqueduct Water Risk Atlas’. - Vulnerability Identification and location level mitigation plans implemented to monitor water consumption. - Conservation and efficiency measures through operational control and continuous awareness sessions with employees to ensure efficiency in water consumption. All our owned facilities are equipped with Rainwater recharging facility enabling to recharge groundwater. - We consider groundwater sources of locations as the last resort. - We also conduct frequent awareness sessions on sustainable water management. - We are engaged with CSR activities like Integrated watershed development program, open well for drinking to create awareness and community development.
	Opportunity: Proactive ESG measures and CSR initiatives taken by Persistent strengthens its brand, thus making it attractive to organizations seeking an IT Services partner with a shared vision. Additionally, it also helps attract and retain younger talent.
	Risk Impact Score is “Medium”, thus financial implication is approx. INR 551.95 Mn.
Estimated financial implications of the risk before taking action	
Average estimated timeframe (in number of years) for financial implications of this risk	5 years
Estimated costs of these actions	INR 89,990,000

Financial Opportunities Arising from Climate Change (GRI 201-2)

Sr. No.	Project Description	Estimate the current annual cost (INR)	Estimate the annual financial positive implications (tCO ₂ e)	Estimate the annual financial positive implications (INR)
1	Exhaust System with EC Fans retrofit	3,854,666.00	4.43	67,253
2	HVAC Retrofit	3,443,600.00	253.41	357,308
3	Chiller Plant Manager System retrofit	2,511,986.00	27.10	38,211
4	Energy saving AUH automation	1,223,760.00	183.49	258,724
5	LED Retrofits in owned locations	831,675.00	152.75	2,153,701
Grand Total		11,865,687.00	621.18	2,875,197.00

Human Right Assessment (GRI 2-23, 2-24, 2-25, 412-1, 412-3)

% of your plants and offices that were assessed (by entity or statutory authorities or third parties)	
Child labour	Our India operations have been assessed by Persistent Internal Audit Team and are also 100% ISO 14001:2015 and ISO 45001:2018 certified. At our overseas locations, we have implemented processes aligned with legal requirements and ensure compliance across our global operations.
Forced / Involuntary labour	
Sexual harassment	
Discrimination at the workplace	
Wages	Refer to ISO 45001:2018 Certificates
Others – please specify	

Breach of Code of Conduct & Ethics (GRI 2-26, 205-3, 419-1)

S. No.	Reporting areas of breach	Number of breaches FY 2025-26
1	Corruption of Bribery	Zero
2	Discrimination or Harassment	Zero
3	Sexual Harassment	3
4	Customer Privacy Data	Zero
5	Conflicts of Interest	Zero
6	Money Laundering or Insider Trading*	10

*There were 10 violations of the Code of Conduct formulated under the Prohibition on Insider Trading Regulations, 2015. The Company acted judiciously imposing penalties on the violators. The Company continues its efforts to create awareness regarding trading in Persistent shares for Designated Persons.

SDG Material Topics

UNSDG	Section	Material Topics
SDG 1 No Poverty		
End poverty in all its forms everywhere	Corporate Social Responsibilities (CSR)	Social Responsibility
SDG 2 Zero Hunger		
End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Corporate Social Responsibilities (CSR)	Social Responsibility
SDG 3 Good Health and Well-being		
Ensure healthy lives and promote well-being for all at all ages	Corporate Social Responsibilities (CSR); Human Capital Development	Social Responsibility; People Wellbeing and Safety
SDG 4 Quality Education		
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Corporate Social Responsibilities (CSR); Human Capital Development	Social Responsibility; Talent and Skill Management
SDG 5 Gender Equality		
Achieve gender equality and empower all women and girls	Human Capital Development	Social Responsibility; Diversity and Inclusion
SDG 6 Clean Water and Sanitation		
Ensure availability and sustainable management of water and sanitation for all	Water Conservation	Water & Waste Management, Biodiversity
SDG 7 Clean and Affordable Energy		
Ensure access to affordable, reliable, sustainable and modern energy for all	Climate Strategy; Energy Management; Emission Management	
SDG 8 Decent Work and Economic Growth		
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Human Capital Development; Human Rights; Occupational Health & Safety; Corporate Social Responsibilities (CSR)	Employee Engagement; Employee Retention
SDG 9 Industry Innovation and Infrastructure		
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Corporate Social Responsibilities (CSR)	Cybersecurity and Data Privacy; Risk Management and Business Continuity; Innovation Management; Client Value and Customer Satisfaction
SDG 10 Reduce Inequalities		
Reduce inequality within and among countries	Diversity, Equity, Inclusion, and Belonging (DEIB) at Persistent; Human Rights	Employee Engagement

UNSDG	Section	Material Topics
SDG 11 Sustainable cities and communities		
Make cities and human settlements inclusive, safe, resilient and sustainable	Corporate Social Responsibilities (CSR)	Social Responsibility
SDG 12 Responsible Production and Consumption		
Ensure sustainable consumption and production pattern	Supply Chain Management	Environment Compliance; Supply Chain Management
SDG 13 Climate Action		
Take urgent action to combat climate change and its impacts	Climate Strategy; Charting Our Climate Future: The Road to Net-zero	Climate Action: Emission Management, Energy Management
SDG 14 Life Below Water		
Ensure sustainable consumption and production patterns	Water Conservation	Water & Waste Management, Biodiversity
SDG 15 Life on Land		
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.	Biodiversity	Water & Waste Management, Biodiversity
SDG 16 Peace, Justice and Strong Institutions		
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Corporate Governance; Diversity, Equity, Inclusion, and Belonging (DEIB) at Persistent	Protection of Human Rights; Corporate Governance; Ethics and Compliance
SDG 17 Partnerships for the Goals		
Strengthen the means of implementation and revitalise the global partnership for sustainable development	Corporate Governance; Corporate Social Responsibilities (CSR)	Stakeholder Relationship

Note: UNGC & GRI linkage to each material topic is provided in Materiality Section of the report.

UNGC Principles Material Topics

Category	Principles	Statement	Page No.
Human Rights	Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	Human Rights and Labour Practices; Human Rights Governance; Human Rights Due Diligence
	Principle 2	Make sure that they are not complicit in human rights abuses	Human Rights and Labour Practices; Supplier Human Rights Assessment; Sustainable Value Chain Management
Labour	Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Human Rights and Labour Practices - Freedom of Association and Collective Bargaining
Collective Bargaining	Principle 4	The elimination of all forms of forced and compulsory labour	Human Rights Section: Human Trafficking, Modern Slavery Child Labour and Forced or Compulsory Labour
	Principle 5	The effective abolition of child labour	Human Rights and Labour Practices - Human Trafficking, Modern Slavery, Child Labour and Forced or Compulsory Labour
	Principle 6	The elimination of discrimination in respect of employment and occupation	Human Rights and Labour Practices - Anti-Discrimination and Anti-Harassment; Diversity, Equity, Inclusion & Belonging (DEIB)
Environment	Principle 7	Businesses should support a precautionary approach to environmental challenges	Environmental Policy and Management Systems; Climate Strategy and Decarbonisation; Climate Risk Assessment
	Principle 8	Undertake initiatives to promote greater environmental responsibility	Energy Management; Water Management; Waste Management; Biodiversity Management; Carbon Neutrality; NetZero Commitment and Transition Plan
	Principle 9	Encourage the development and diffusion of environmentally friendly technologies	Energy Management; Sustainable Partnerships; Internal Carbon Pricing; Responsible and Secure Use of Artificial Intelligence
Anti-Corruption	Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	Ethics and Compliance - Where Accountability Meets Action; Anti-Bribery and Anti-Corruption; Corporate Governance

GRI Index

The GRI Index has been prepared in accordance with the GRI Standards; disclosures marked with (*) represent material topics identified by Persistent Systems

Disclosure	Reference (ESG Report/BRSR/ Annual Report)	Reference (with Link & Page number)	Omission (Yes/No)	Reason for Omission
GRI 2: General Disclosure 2021 :				
1. The organization and its reporting practices				
2-1 Organizational details	About Persistent,	Page 38		
2-2 Entities included in the organization’s sustainability reporting	Sustainability Reporting Scope and Boundaries	Page 36, Annual Report FY 2025-26- BRSR Page 265		
2-3 Reporting period, frequency and contact point	About the Report – Reporting Cycle and Period	Page 36		
2-4 Restatements of information	About the Report – Restatement of Information	Page 36		
2-5 External assurance	About the Report – External Assurance	Page 36		
2. Activities and workers				
2-6 Activities, value chain and other business relationships	About Persistent, Value Creation Model	Page 36		
2-7 Employees	Human Capital Management, ESG Factsheet – Workforce Breakdown	Page 157, Annual Report FY 2025-26- BRSR Page 264		
2-8 Workers who are not employees	Sustainable Value Chain Management	Page 215	Yes	We categorize the entire workforce under “Employees” and none as “workers.”
3. Governance				
2-9 Governance structure and composition	Corporate Governance, ESG Governance and Oversight	Page 236, 249		
2-10 Nomination and selection of the highest governance body	Corporate Governance, ESG Governance and Oversight	Page 236, 249 Annual Report FY 2025-26 Page 208		
2-11 Chair of the highest governance body	Corporate Governance	Page 236, 249 Annual Report FY 2025-26 Page 208		

Disclosure	Reference (ESG Report/BRSR/ Annual Report)	Reference (with Link & Page number)	Omission (Yes/No)	Reason for Omission
2-12 Role of the highest governance body in overseeing the management of impacts	ESG Governance and Oversight	Page 249 Annual Report FY 2025-26 Page 228		
2-13 Delegation of responsibility for managing impacts	ESG Governance and Oversight	Page 249 Annual Report FY 2025-26 Page 228		
2-14 Role of the highest governance body in sustainability reporting	ESG Governance and Oversight	Page 249 Annual Report FY 2025-26 Page 228		
2-15 Conflicts of interest	Business Ethics and Compliance	Page 252		
2-16 Communication of critical concerns	Business Ethics and Compliance	Page 252		
2-17 Collective knowledge of the highest governance body	Corporate Governance	Page 249 Annual Report FY 2025-26 Page 208		
2-18 Evaluation of the performance of the highest governance body	Corporate Governance	Page 249 Annual Report FY 2025-26 Page 216		
2-19 Remuneration policies	Corporate Governance	Page 249 Annual Report FY 2025-26 Page 221		
2-20 Process to determine remuneration	Corporate Governance	Page 249 Annual Report FY 2025-26 Page 221		
2-21 Annual total compensation ratio	Corporate Governance	Page 249 Annual Report FY2025-26 Page 190		
4. Strategy, policies and practices				
2-22 Statement on sustainable development strategy	Leadership Messages	Page 08-17		
2-23 Policy commitments	Business Ethics and Compliance, Corporate Governance	Page 249, 252		
2-24 Embedding policy commitments	Business Ethics and Compliance, Corporate Governance	Page 249, 252		
2-25 Processes to remediate negative impacts	Business Ethics and Compliance	Page 252		

Disclosure	Reference (ESG Report/BRSR/ Annual Report)	Reference (with Link & Page number)	Omission (Yes/No)	Reason for Omission
2-26 Mechanisms for seeking advice and raising concerns	Business Ethics and Compliance	Page 252		
2-27 Compliance with laws and regulations	Business Ethics and Compliance	Page 252		
2-28 Membership associations	Business Ethics and Compliance	Page 252		
5. Stakeholder engagement				
2-29 Approach to stakeholder engagement	ESG at Persistent – Stakeholder Engagement	Page 46		
2-30 Collective bargaining agreements	Human Rights and Labour Practices	Page 202		
GRI 3: Material Topics 2021				
3-1 Process to determine material topics	ESG at Persistent – Double Materiality Assessment (DMA)	Page 56		
3-2 List of material topics	ESG at Persistent – Double Materiality Assessment (DMA)	Page 56		
*GRI 102: Climate Change 2025				
3-3 Management of material topics	Climate Strategy and Decarbonisation	Page 100		
102-1 Transition plan for climate change mitigation	Net-zero Commitment and Transition Plan	Page 108		
102-2 Climate change adaptation plan	Climate Risk Assessment & TCFD Disclosure	Page 139		
102-3 Just transition			NA	Given the nature of operations, no significant workforce or community disruptions related to climate transition have been identified.
102-4 GHG emissions reduction targets and progress	Climate Strategy and Decarbonisation	Page 100 Annual Report FY 2025-26-BRSR Page 282		
102-5 Scope 1 GHG emissions	Climate Strategy and Decarbonisation Principle 6 Essential indicator 7	Page 101 Annual Report FY 2025-26-BRSR Page 317		
102-6 Scope 2 GHG emissions	Climate Strategy and Decarbonisation Principle 6 Essential indicator 7	Page 102 Annual Report FY 2025-26-BRSR Page 317		

Disclosure	Reference (ESG Report/BRSR/ Annual Report)	Reference (with Link & Page number)	Omission (Yes/No/ NA)	Reason for Omission
102-7 Scope 3 GHG emissions	Climate Strategy and Decarbonisation Principle 6 Leadership indicator 2	Page 103 Annual Report FY 2025-26- BRSR Page 323		
102-8 GHG emissions intensity	Climate Strategy and Decarbonisation	Page 104 Annual Report FY 2025-26- BRSR Page 317		
102-9 GHG removals in the value chain	Net-zero Commitment and Transition Plan	Page 108		
102-10 Carbon credits	Carbon Neutrality	Page 105		
*GRI 103: Energy 2025				
3-3 Management of material topics	Energy Management	Page 100		
103-1 Energy policies and commitments	Energy Management	Page 113		
103-2 Energy consumption and self-generation within the organization	Energy Management	Page 113 Annual Report FY 2025-26- BRSR Page 314		
103-3 Upstream and downstream energy consumption			Yes	The organisation is in the process of strengthening value chain data collection mechanisms.
103-4 Energy intensity	Energy Management	Page 113 Annual Report FY 2025-26- BRSR Page 314		
103-5 Reduction in energy consumption	Energy Management	Page 116		
*GRI 201: Economic Performance 2016				
3-3 Management of material topics	ESG Performance Snapshot			
201-1 Direct economic value generated and distributed	ESG Performance Snapshot – Financial Performance	Page 06, 312		
201-2 Financial implications and other risks and opportunities due to climate change	Climate Risk Assessment	Page 139		
201-3 Defined benefit plan obligations and other retirement plans	Human Capital Management – Employee Wellbeing	Page 157		

Disclosure	Reference (ESG Report/BRSR/ Annual Report)	Reference (with Link & Page number)	Omission (Yes/No/ NA)	Reason for Omission
201-4 Financial assistance received from government			Yes	Persistent Systems did not receive any financial assistance from the government during the reporting period.
*GRI 202: Market Presence 2016				
3-3 Management of material topics	Human Capital Management	Page 157		
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Human Capital Management	Annual Report FY 2025-26- BRSR Page 308		
202-2 Proportion of senior management hired from the local community			Yes	Not a material topic for Persistent
* GRI 203: Indirect Economic Impacts 2016				
3-3 Management of material topics	Corporate Citizenship and Individual Social Responsibility	Page 222		
203-1 Infrastructure investments and services supported	Corporate Citizenship and Individual Social Responsibility	Page 222		
203-2 Significant indirect economic impacts	Corporate Citizenship and Individual Social Responsibility	Page 222		
* GRI 204: Procurement Practices 2016				
3-3 Management of material topics	Sustainable Value Chain Management	Page 215		
204-1 Proportion of spending on local suppliers	Sustainable Value Chain Management	Page 215		
* GRI 205: Anti-Corruption 2016				
3-3 Management of material topics	Business Ethics and Compliance	Page 252		
205-1 Operations assessed for risks related to corruption	Business Ethics and Compliance	Page 252		
205-2 Communication and training on anti-corruption policies and procedures	Business Ethics and Compliance	Page 252		
205-3 Confirmed incidents of corruption and actions taken	Business Ethics and Compliance	Page 252		

Disclosure	Reference (ESG Report/BRSR/ Annual Report)	Reference (with Link & Page number)	Omission (Yes/No)	Reason for Omission
*GRI 206: Anti-Competitive Behavior 2016				
3-3 Management of material topics	Business Ethics and Compliance	Page 252		
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Business Ethics and Compliance	Page 252		
GRI 207: Tax 2019				
207-1 Approach to tax	Corporate Tax Strategy	Page 282		
207-2 Tax governance, control, and risk management	Corporate Tax Strategy	Page 282		
207-3 Stakeholder engagement and management of concerns related to tax	Corporate Tax Strategy	Page 282		
207-4 Country-by-country reporting	Corporate Tax Strategy	Page 282		
* GRI 303: Water and Effluents 2018				
3-3 Management of material topics	Water Management	Page 122		
303-1 Interactions with water as a shared resource	Water Management	Page 122, Annual Report FY 2025-26-BRSR Page 315		
303-2 Management of water discharge-related impacts	Water Management	Page 122 Annual Report FY 2025-26-BRSR Page 315		
303-3 Water withdrawal	Water Management	Page 122, Annual Report FY 2025-26-BRSR Page 315		
303-4 Water discharge	Water Management	Page 122, Annual Report FY 2025-26-BRSR Page 315		
303-5 Water consumption	Water Management	Page 122, Annual Report FY 2025-26-BRSR Page 315		

Disclosure	Reference (ESG Report/BRSR/ Annual Report)	Reference (with Link & Page number)	Omission (Yes/No)	Reason for Omission
*GRI 306 : Waste 2020				
3-3 Management of material topics	Waste Management	Page 127, Annual Report FY 2025-26-BRSR Page 319		
306-1 Waste generation and significant waste-related impacts	Waste Management	Page 127, Annual Report FY 2025-26-BRSR Page 319		
306-2 Management of significant waste-related impacts	Waste Management	Page 127, Annual Report FY 2025-26-BRSR Page 319		
306-3 Waste generated	Waste Management	Page 127, Annual Report FY 2025-26-BRSR Page 319		
306-4 Waste diverted from disposal	Waste Management	Page 127, Annual Report FY 2025-26-BRSR Page 320		
306-5 Waste directed to disposal	Waste Management	Page 127, Annual Report FY 2025-26-BRSR Page 320		
*GRI 308: Supplier Environmental Assessment 2016				
3-3 Management of material topics	Sustainable Value Chain Management	Page 215		
308-1 New suppliers that were screened using environmental criteria	Sustainable Value Chain Management – Supplier Screening and Human Rights Assessment.	Page 215		
308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable Value Chain Management – Supplier Screening and Human Rights Assessment.	Page 215		
GRI 401: Employment 2016				
401-1 New employee hires and employee turnover	Human Capital Management – Talent Attraction and Retention	Page 157		
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Capital Management – Employee Wellbeing	Page 157		
401-3 Parental leave	Human Capital Management – Employee Wellbeing	Page 157		

Disclosure	Reference (ESG Report/BRSR/ Annual Report)	Reference (with Link & Page number)	Omission (Yes/No)	Reason for Omission
GRI 402 : Labour/Management Relations 2016				
402-1 Minimum notice periods regarding operational changes	Human Capital Management	Page 157		
*GRI 403 : Occupational Health and Safety 2018				
3-3 Management of material topics	Employee Well-being, Engagement, Health and Safety	Page 175		
403-1 Occupational health and safety management system	Employee Well-being, Engagement, Health and Safety	Page 175, Annual Report FY 2025-26 BRSR Page 299		
403-2 Hazard identification, risk assessment, and incident investigation	Employee Well-being, Engagement, Health and Safety	Page 175, Annual Report FY 2025-26 BRSR Page 299		
403-3 Occupational health services	Employee Well-being, Engagement, Health and Safety	Page 175, Annual Report FY 2025-26 BRSR Page 299		
403-4 Worker participation, consultation, and communication on occupational health and safety	Employee Well-being, Engagement, Health and Safety	Page 175, Annual Report FY 2025-26 BRSR Page 298		
403-5 Worker training on occupational health and safety	Employee Well-being, Engagement, Health and Safety	Page 175, Annual Report FY 2025-26 BRSR Page 298		
403-6 Promotion of worker health	Employee Well-being, Engagement, Health and Safety	Page 175, Annual Report FY 2025-26 BRSR Page 295		
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Well-being, Engagement, Health and Safety	Page 175, Annual Report FY 2025-26 BRSR Page 299		
403-8 Workers covered by an occupational health and safety management system	Employee Well-being, Engagement, Health and Safety	Page 175, Annual Report FY 2025-26 BRSR Page 299		
403-9 Work-related injuries	Employee Well-being, Engagement, Health and Safety	Page 175, Annual Report FY 2025-26 BRSR Page 300		
403-10 Work-related ill health	Employee Well-being, Engagement, Health and Safety	Page 175, Annual Report FY 2025-26 BRSR Page 300		

Disclosure	Reference (ESG Report/BRSR/ Annual Report)	Reference (with Link & Page number)	Omission (Yes/No)	Reason for Omission
*GRI 404: Training and Education 2016				
3-3 Management of material topics	Human Capital Development	Page 157		
404-1 Average hours of training per year per employee	Training, Learning & Development	Page 157		
404-2 Programs for upgrading employee skills and transition assistance programs	Training, Learning & Development	Page 157		
404-3 Percentage of employees receiving regular performance and career development reviews	Training, Learning & Development	Page 157		
*GRI 405: Diversity and Equal Opportunity 2016				
3-3 Management of material topics	Diversity, Equity, Inclusion, & Belonging (DEIB)	Page 168		
405-1 Diversity of governance bodies and employees	DEIB	Page 168		
405-2 Ratio of basic salary and remuneration of women to men	DEIB	Page 168		
*GRI 406: Non-discrimination 2016				
3-3 Management of material topics	Human Rights and Labour Practices	Page 202		
406-1 Incidents of discrimination and corrective actions taken	Human Rights and Labour Practices	Page 202		
*GRI 407: Freedom of Association and Collective Bargaining 2016				
3-3 Management of material topics	Human Rights and Labour Practices	Page 202		
407-1 Operations and suppliers where right to freedom of association may be at risk	Human Rights and Labour Practices	Page 202		
*GRI 408: Child Labour 2016				
3-3 Management of material topics	Human Rights and Labour Practices	Page 202		
408-1 Operations and suppliers at significant risk for incidents of child labour	Human Rights and Labour Practices	Page 202		

Disclosure	Reference (ESG Report/BRSR/ Annual Report)	Reference (with Link & Page number)	Omission (Yes/No)	Reason for Omission
*GRI 409: Forced or Compulsory Labour 2016				
3-3 Management of material topics	Human Rights and Labour Practices	Page 202		
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Human Rights and Labour Practices	Page 202		
*GRI 410: Security Practices 2016				
3-3 Management of material topics	Human Rights and Labour Practices	Page 202		
410-1 Security personnel trained in human rights policies or procedures	Human Rights and Labour Practices	Page 202		
GRI 411: Rights of Indigenous Peoples 2016				
411-1 Incidents of violations involving rights of indigenous peoples			Yes	Company has not identified any operations impacting Indigenous Peoples during the reporting period.
GRI 415: Public Policy 2016				
415-1 Political contributions	Business Ethics and Compliance	Page 252		
GRI 416: Customer Health and Safety 2016				
416-1 Assessment of the health and safety impacts of product and service categories	Customer Centricity	Page 300, Annual Report FY 2025-26 BRSR Page 333		
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Customer Centricity	Page 300, Annual Report FY 2025-26 BRSR Page 333		
GRI 417: Marketing and Labeling 2016				
417-1 Requirements for product and service information and labeling	Customer Centricity	Page 300		
417-2 Incidents of non-compliance concerning product and service information and labeling	Customer Centricity	Page 300		
417-3 Incidents of non-compliance concerning marketing communications	Customer Centricity	Page 300		

Disclosure	Reference (ESG Report/BRSR/ Annual Report)	Reference (with Link & Page number)	Omission (Yes/No)	Reason for Omission
*GRI 418: Customer Privacy 2016				
3-3 Management of material topics	Customer Centricity	Page 300		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Security – Customer Centricity	Page 284		



SASB Reporting

Topic	Disclosure	Description	Category	Page Number
Environmental Footprint of Hardware Infrastructure	TC-SI-130a.1	a. Global Energy Consumption b. Percentage of Renewable energy consumption c. Percentage of Grid energy consumption	Quantitative	
	TC-SI-130a.2	a. Total water consumed b. Total water recycled	Quantitative	
Data Privacy and Freedom of Expression	TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Discussion and Analysis	
Data Security	TC-SI-230a.1	a. Number of data breaches. b. Percentage involving personally identifiable information (PII), c. Number of users affected	Quantitative	
	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Discussion and Analysis	
Recruiting and Managing a Global, Diverse and Skilled Workforce	TC-SI-330a.1	Percentage of employees that are a. Foreign nationals b. Located offshore	Quantitative	
	TC-SI-330a.2	Employee engagement as a percentage	Quantitative	
	TC-SI-330a.3	Percentage of gender representation for a. Management, b. Technical staff c. All other employees	Quantitative	
Intellectual Property Protection and Competitive Behavior	TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Quantitative	
Managing Systemic Risks from Technology Disruptions	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	Discussion and Analysis	

IFRS S1 & S2 Index

Chapter Name	Disclosure
About the Report	IFRS S1 (General Requirements)
	IFRS S1 (Scope)
	IFRS S1 (Conceptual Foundations - Fair Presentation)
	IFRS S1 (Statement of Compliance)
ESG Performance at a Glance / ESG Highlights & Snapshot	IFRS S1 (Metrics and Targets)
	IFRS S2 (Metrics and Targets)
	IFRS S2 (Climate-related Targets)
About Persistent - Business Model & Value Creation	IFRS S1 (Core Content)
	IFRS S1 (Strategy - Business Model and Value Chain)
	IFRS S2 (Strategy - Business Model and Value Chain)
ESG at Persistent - Stakeholder Engagement	IFRS S1 (Strategy - Sustainability-related Risks and Opportunities)
	IFRS S1 (Risk Management)
	IFRS S2 (Strategy - Climate-related Risks and Opportunities)
ESG at Persistent - Double Materiality Assessment (DMA)	IFRS S1 (Materiality)
	IFRS S1 (General Requirements - Sources of Guidance)
	IFRS S2 (Strategy - Climate-related Risks and Opportunities)
ESG Governance and Oversight	IFRS S1 (Core Content)
	IFRS S1 (Governance)
	IFRS S2 (Core Content)
Environmental Stewardship - Environmental Policy and Management Systems	IFRS S2 (Governance)
	IFRS S1 (Governance)
	IFRS S2 (Governance)
Environmental Stewardship - Climate Strategy and Decarbonisation	IFRS S1 (Strategy)
	IFRS S1 (Strategy - Financial Effects)

Chapter Name	Disclosure
	IFRS S2 (Strategy - Climate-related Risks and Opportunities)
	IFRS S2 (Strategy - Business Model and Value Chain)
	IFRS S2 (Strategy - Strategy and Decision-Making / Transition Plan)
	IFRS S2 (Strategy - Financial Effects)
Environmental Stewardship - Carbon Neutrality	IFRS S1 (Metrics and Targets)
	IFRS S2 (Metrics - Cross-Industry: GHG Emissions)
Environmental Stewardship - NetZero Commitment and Transition Plan	IFRS S1 (Strategy - Strategy and Decision-Making)
	IFRS S1 (Metrics and Targets)
	IFRS S2 (Strategy - Strategy and Decision-Making / Transition Plan)
	IFRS S2 (Climate-related Targets)
Environmental Stewardship - Energy Management	IFRS S1 (Metrics and Targets)
	IFRS S2 (Metrics - Cross-Industry: Capital Deployment)
	IFRS S2 (Metrics - Industry-based)
Environmental Stewardship - Water Management	IFRS S1 (Strategy - Risks and Opportunities)
	IFRS S1 (Strategy - Financial Effects)
	IFRS S1 (Metrics and Targets)
	IFRS S2 (Strategy - Climate-related Risks and Opportunities)
	IFRS S2 (Metrics - Cross-Industry: Physical Risks)
	IFRS S2 (Metrics - Industry-based)
Environmental Stewardship - Waste Management	IFRS S1 (Strategy - Risks and Opportunities)
	IFRS S1 (Metrics and Targets)
	IFRS S1 (Strategy - Risks and Opportunities)
	IFRS S1 (Metrics and Targets)
	IFRS S1 (General Requirements - Sources of Guidance)

Chapter Name	Disclosure
Environmental Stewardship - Internal Carbon Pricing	IFRS S2 (Metrics - Cross-Industry: Internal Carbon Prices)
Environmental Stewardship - Climate Risk Assessment	IFRS S1 (Strategy - Resilience)
	IFRS S1 (Risk Management)
	IFRS S2 (Strategy - Climate-related Risks and Opportunities)
	IFRS S2 (Strategy - Climate Resilience / Scenario Analysis)
	IFRS S2 (Risk Management)
	IFRS S2 (Metrics - Cross-Industry: Transition & Physical Risk Exposure)
Social - Human Capital Management	IFRS S1 (Governance)
	IFRS S1 (Strategy - Risks and Opportunities)
	IFRS S1 (Strategy - Strategy and Decision-Making)
	IFRS S1 (Metrics and Targets)
Social - Diversity, Equity, Inclusion & Belonging (DEIB)	IFRS S1 (Strategy - Risks and Opportunities)
	IFRS S1 (Strategy - Strategy and Decision-Making)
	IFRS S1 (Metrics and Targets)
Social - Employee Wellbeing, Engagement, Health and Safety	IFRS S1 (Strategy - Risks and Opportunities)
	IFRS S1 (Metrics and Targets)
	IFRS S1 (Metrics and Targets)
Social - Employee Wellbeing, Engagement, Health and Safety	IFRS S1 (Strategy - Risks and Opportunities)
	IFRS S1 (Metrics and Targets)
Social - Training, Learning & Development	IFRS S1 (Metrics and Targets)

Chapter Name	Disclosure
Social - Human Rights and Labour Practices	IFRS S1 (Strategy - Risks and Opportunities)
	IFRS S1 (Strategy - Strategy and Decision-Making)
	IFRS S1 (Risk Management)
	IFRS S1 (General Requirements - Sources of Guidance)
Social - Corporate Citizenship and Social Responsibility	IFRS S1 (Strategy - Risks and Opportunities)
	IFRS S1 (Strategy - Business Model and Value Chain)
	IFRS S1 (Metrics and Targets)
Social - Sustainable Value Chain Management	IFRS S1 (Strategy - Business Model and Value Chain)
	IFRS S1 (Risk Management)
	IFRS S2 (Strategy - Business Model and Value Chain)
Corporate Governance	IFRS S1 (Core Content)
	IFRS S1 (Governance)
	IFRS S2 (Governance)
	IFRS S2 (Metrics - Cross-Industry: Remuneration)
Ethics and Compliance - Where Accountability Meets Action	IFRS S1 (Governance)
	IFRS S1 (Strategy - Risks and Opportunities)
	IFRS S1 (Strategy - Strategy and Decision-Making)
	IFRS S1 (Risk Management)
Risk and Crisis Management	IFRS S1 (Core Content)
	IFRS S1 (Risk Management)
	IFRS S2 (Risk Management)

Chapter Name	Disclosure
Corporate Tax Strategy	IFRS S1 (Governance)
	IFRS S1 (Strategy - Risks and Opportunities)
	IFRS S1 (Metrics and Targets)
Information Security, Cybersecurity and Data Privacy	IFRS S1 (Strategy - Risks and Opportunities)
	IFRS S1 (Strategy - Strategy and Decision-Making)
	IFRS S1 (Risk Management)
	IFRS S1 (Metrics and Targets)
	IFRS S1 (General Requirements - Sources of Guidance)
Responsible and Secure Use of Artificial Intelligence	IFRS S1 (Strategy - Risks and Opportunities)
	IFRS S1 (Strategy - Strategy and Decision-Making)
	IFRS S1 (Risk Management)
	IFRS S1 (Metrics and Targets)
	IFRS S1 (General Requirements - Sources of Guidance)
Customer Centricity	IFRS S1 (Strategy - Risks and Opportunities)
	IFRS S1 (Strategy - Strategy and Decision-Making)
	IFRS S1 (Metrics and Targets)
	IFRS S1 (General Requirements - Sources of Guidance)

Methodology of Computing Data for ESG Report

This section covers the conventions and computation methods as per standards and framework for calculating all key indicators reported in the section such as GHG emissions, electricity and water consumptions and waste generation.

GHG Emissions

Persistent Systems maintains a comprehensive GHG emissions inventory to effectively assess and prioritise emission reduction opportunities. Emission categories considered include those that can be reduced through direct operational control as well as through market-based mechanisms under external influence. The GHGs included in the report comprise carbon dioxide (CO₂), hydrofluorocarbons (HFCs), and perfluorocarbons (PFCs). Biogenic carbon dioxide emissions are not relevant to Persistent Systems’ operations, as the Company does not engage in agriculture, forestry, biomass energy, or land-use activities.

Energy

Energy consumption within the operational control of Persistent Systems is recorded from sources including grid electricity, green tariff, captive wind generation, rooftop solar, and fuel consumed in diesel generators.

Water

Total water consumed at owned locations in India is geo-tracked through the water meter and water purchase invoices. Total water consumed in multi-tenant locations is estimated using NBS data. Total water recycled is measured through water inlet and water outlet from sewage treatment plants (STP) is monitored and tracked through water meters

Waste

Waste generated at owned locations and select multi-tenant facilities in India is segregated by type and measured at each location. The total quantity of waste generated and disposed is recorded and supported with evidence such as receipts and registers. Waste is categorised as hazardous, non-hazardous, and e-waste, and is appropriately disposed of through recycling. Waste intensity derived from owned and multi-tenant facilities is used to estimate and recalculate total waste generated across global operations.

Emission Factors : GHG Calculation:

Emission Source Emission	Emission Factor CO ₂ e	Unit of Measurement	Reference
Scope 1			
Diesel – Owned and fully leased DG	2.66155	Kg CO ₂ e/litre	UK.Gov 2025 (DEFRA)
Diesel – Company owned vehicles	2.66155	Kg CO ₂ e/litre	UK.Gov 2025 (DEFRA)
Petrol – Company owned vehicles	2.33984	Kg CO ₂ e/litre	UK.Gov 2025 (DEFRA)
Refrigerant – R410 a	1924	Kg CO ₂ e/Kg	UK.Gov 2025 (DEFRA)
Fire Extinguisher	1	Kg CO ₂ e/Kg	UK.Gov 2025 (DEFRA)
Scope 2			
Power grid – India	0.710	Kg CO ₂ e/kWh	CEA CO2 Baseline Database for the Indian Power Sector – 2025, V21.0
Power grid – USA		Kg CO ₂ e/kWh	EPA Emission factor – 23 Table 6 electricity
Power grid - Malaysia	0.6154	Kg CO ₂ e/kWh	IEA – 2025 emission factor
Power grid – Canada	0.1205	Kg CO ₂ e/kWh	IEA – 2025 emission factor
Power grid - France	0.0303	Kg CO ₂ e/kWh	IEA – 2025 emission factor
Power grid - Germany	0.3128	Kg CO ₂ e/kWh	IEA – 2025 emission factor
Power grid - Mexico	0.4144	Kg CO ₂ e/kWh	IEA – 2025 emission factor
Power grid - Switzerland	0.0176	Kg CO ₂ e/kWh	IEA – 2025 emission factor
Power grid - UK	0.1507	Kg CO ₂ e/kWh	IEA – 2025 emission factor
Power grid – Sri Lanka	0.4799	Kg CO ₂ e/kWh	IEA – 2025 emission factor
Scope 3			
Scope 3 – Fuel and Energy related activities			
Diesel – Owned and fully leased DG	0.62409	Kg CO ₂ e/litre	UK.Gov 2025 (DEFRA)
Diesel – Company owned vehicles	0.62409	Kg CO ₂ e/litre	UK.Gov 2025 (DEFRA)
Petrol – Company owned vehicles	0.60664	Kg CO ₂ e/litre	UK.Gov 2025 (DEFRA)
T&D Losses – India	0.1140	Kg CO ₂ e/kWh	IEA – 2025 emission factor
T&D Losses – USA	0.0188	Kg CO ₂ e/kWh	IEA – 2025 emission factor
T&D Losses - Malaysia	0.0439	Kg CO ₂ e/kWh	IEA – 2025 emission factor
T&D Losses – Canada	0.0047	Kg CO ₂ e/kWh	IEA – 2025 emission factor
T&D Losses - France	0.0029	Kg CO ₂ e/kWh	IEA – 2025 emission factor
T&D Losses - Germany	0.0155	Kg CO ₂ e/kWh	IEA – 2025 emission factor
T&D Losses - Mexico	0.0495	Kg CO ₂ e/kWh	IEA – 2025 emission factor
T&D Losses - Switzerland	0.0010	Kg CO ₂ e/kWh	IEA – 2025 emission factor
T&D Losses - UK	0.0158	Kg CO ₂ e/kWh	IEA – 2025 emission factor
Power grid – Sri Lanka	0.0458	Kg CO ₂ e/kWh	IEA – 2025 emission factor

Emission Source Emission	Emission Factor CO ₂ e	Unit of Measurement	Reference
Category 5 – Waste Generated in Operations			
Waste Generated in operation – Batteries	4.68568	Kg CO ₂ e/t	UK.Gov 2025 (DEFRA)
Waste Generated in operation – Glass	4.68568	Kg CO ₂ e/t	UK.Gov 2025 (DEFRA)
Waste Generated in operation – Metal Scrap	4.68568	Kg CO ₂ e/t	UK.Gov 2025 (DEFRA)
Waste Generated in operation – Food Waste	8.98311	Kg CO ₂ e/t	UK.Gov 2025 (DEFRA)
Waste Generated in operation – Sludge Waste	8.98311	Kg CO ₂ e/t	UK.Gov 2025 (DEFRA)
Waste Generated in operation – Garden Waste	8.98311	Kg CO ₂ e/t	UK.Gov 2025 (DEFRA)
Waste Generated in operation – Garden Waste (Wood)	8.98311	Kg CO ₂ e/t	UK.Gov 2025 (DEFRA)
Waste Generated in operation – Corrugated box	4.68568	Kg CO ₂ e/t	UK.Gov 2025 (DEFRA)
Waste Generated in operation – Paper & Mixed paper waste	4.68568	Kg CO ₂ e/t	UK.Gov 2025 (DEFRA)
Waste Generated in operation – Plastic & Thermocol waste	4.68568	Kg CO ₂ e/t	UK.Gov 2025 (DEFRA)
Waste Generated in operation – Bio Medical waste	4.68568	Kg CO ₂ e/t	UK.Gov 2025 (DEFRA)
Waste Generated in operation – DG Filter	4.68568	Kg CO ₂ e/t	UK.Gov 2025 (DEFRA)
Waste Generated in operation – Electronic Waste	4.68568	Kg CO ₂ e/t	UK.Gov 2025 (DEFRA)
Waste Generated in operation – Wood Waste	4.68568	Kg CO ₂ e/t	UK.Gov 2025 (DEFRA)
Waste Generated in operation – Used Oil	4.68568	Kg CO ₂ e/t	UK.Gov 2025 (DEFRA)

Emission Source Emission	Emission Factor CO ₂ e	Unit of Measurement	Reference
Category 6 – Business Travel			
Business Travel – Road – Buses Coach	0.12525	Kg CO ₂ e / Passenger Km	UK.Gov 2025 (DEFRA)
Business Travel – Road – Large Car (CNG)	2.75	Kg CO ₂ e/Ltr	UK.Gov 2025 (DEFRA)
Business Travel – Road – Large Car (Diesel)	0.21007	Kg CO ₂ e/km	UK.Gov 2025 (DEFRA)
Business Travel – Road – Large Car (Electric)	0.11430	Kg CO ₂ e/km	UK.Gov 2025 (DEFRA)
Business Travel – Road – Large Car (Petrol)	0.26760	Kg CO ₂ e/km	UK.Gov 2025 (DEFRA)
Business Travel – Road – Medium Car (CNG)	2.75	Kg CO ₂ e/Ltr	UK.Gov 2025 (DEFRA)
Business Travel – Road – Medium Car (Diesel)	0.17174	Kg CO ₂ e/km	UK.Gov 2025 (DEFRA)
Business Travel – Road – Medium Car (Petrol)	0.17474	Kg CO ₂ e/km	UK.Gov 2025 (DEFRA)
Business Travel – Road – Small Car (Diesel)	0.14340	Kg CO ₂ e/km	UK.Gov 2025 (DEFRA)
Category 7 – Associate commute			
Associate Commute – Small Car (CNG)	2.75	Kg CO ₂ e/Ltr	UK.Gov 2025 (DEFRA)
Associate Commute – Small Car (Electric)	0.05669	Kg CO ₂ e/km	UK.Gov 2025 (DEFRA)
Associate Commute – Small Car (Diesel)	0.14340	Kg CO ₂ e/km	UK.Gov 2025 (DEFRA)
Associate Commute – Small Car (Petrol)	0.14308	Kg CO ₂ e/km	UK.Gov 2025 (DEFRA)
Associate Commute – Medium Car (CNG)	2.75	Kg CO ₂ e/Ltr	UK.Gov 2025 (DEFRA)
Associate Commute – Medium Car (Petrol)	0.17474	Kg CO ₂ e/km	UK.Gov 2025 (DEFRA)
Associate Commute – Large Car (Diesel)	0.21007	Kg CO ₂ e/km	UK.Gov 2025 (DEFRA)
Associate Commute – Average Local Bus	0.10385	Kg CO ₂ e/km	UK.Gov 2025 (DEFRA)

Glossary

Acronyms	Expansion
ABAC	Anti-Bribery and Anti-Corruption
AC	Audit Committee
ACV	Annual Contract Value
AGM	Annual General Meeting
AI	Artificial Intelligence
AIMS	Artificial Intelligence Management System
AR	Annual Report
AWS	Amazon Web Services
BCIC	Bangalore Chamber of Industry and Commerce
BCMS	Business Continuity Management System
BCP	Business Continuity Plan
BMS	Building Management System
BoD	Board of Directors
BRSR	Business Responsibility and Sustainability Reporting
BSE	BSE Limited (formerly Bombay Stock Exchange)
BW	Business World
CAGR	Compound Annual Growth Rate
CAPA	Corrective Action and Preventive Action
CAPEX	Capital Expenditure
CCPA	California Consumer Privacy Act
CDP	Carbon Disclosure Project
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CII	Confederation of Indian Industry
CIO	Chief Information Officer
CISO	Chief Information Security Officer
CMT	Crisis Management Team
CNG	Compressed Natural Gas
CoC	Code of Conduct
CoP	Communication on Progress
COO	Chief Operating Officer
CPO	Chief People Officer
CRO	Chief Risk Officer
CSA	Corporate Sustainability Assessment
CSAT	Customer Satisfaction
CSR	Corporate Social Responsibility
DEI	Diversity, Equity and Inclusion
DEIB	Diversity, Equity, Inclusion and Belonging
DG	Diesel Generator
DISCOM	Distribution Company (Power)
DLP	Data Loss Prevention
DMA	Double Materiality Assessment
DNV	DNV Business Assurance India Private Limited
DPIA	Data Protection Impact Assessment

Acronyms	Expansion
DPO	Data Protection Officer
EHS	Environment, Health and Safety
EMS	Environmental Management System
eNPS	Employee Net Promoter Score
ERM	Enterprise Risk Management
ESOP	Employee Stock Ownership Plan
EV	Electric Vehicle
FTE	Full-Time Employee
FY	Financial Year
GDPR	General Data Protection Regulation
GenAI	Generative Artificial Intelligence
GHG	Greenhouse Gas
GRC	Governance, Risk Management and Compliance
GRI	Global Reporting Initiative
GWP	Global Warming Potential
HFC	Hydrofluorocarbon
HRDD	Human Rights Due Diligence
HVAC	Heating, Ventilation and Air Conditioning
IEA	International Energy Agency
IFRS	International Financial Reporting Standards
IGBC	Indian Green Building Council
IIAS	Institutional Investor Advisory Services
ILO	International Labour Organization
IPCC	Intergovernmental Panel on Climate Change
I-REC	International Renewable Energy Certificate
ISMS	Information Security Management System
ISO	International Organization for Standardization
ISR	Individual Social Responsibility
IT	Information Technology
IUCN	International Union for Conservation of Nature
kL	Kilo Liter
KMP	Key Management Personnel
KPI	Key Performance Indicator
KRA	Key Result Area
kWh	Kilowatt-hour
L&D	Learning and Development
LEED	Leadership in Energy and Environmental Design
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer, and others
LODR	Listing Obligations and Disclosure Requirements
LTIFR	Lost Time Injury Frequency Rate
MFA	Multi-Factor Authentication
ML	Machine Learning
MSME	Micro, Small and Medium Enterprises
MT	Metric Tonnes
MW	Megawatt
MWh	Megawatt-hour

Acronyms	Expansion
NPS	Net Promoter Score
NRC	Nomination and Remuneration Committee
NSE	National Stock Exchange of India Limited
NZE	Net-zero Emissions
ODS	Ozone-Depleting Substances
OHS	Occupational Health and Safety
OPEX	Operational Expenditure
OWASP	Open Web Application Security Project
PAM	Privileged Access Management
PAT	Profit After Tax
PbD	Privacy by Design
PDEA	Persistent Digital Engineering Academy
PII	Personally Identifiable Information
PIMS	Privacy Information Management System
POSH	Prevention of Sexual Harassment
PSAT	Project-Level Customer Satisfaction
PSL	Persistent Systems Limited
RE	Renewable Energy
REC	Renewable Energy Certificate
RMC	Risk Management Committee
ROPA	Record of Processing Activities
RPwD	Rights of Persons with Disabilities Act, 2016
SAF	Sustainable Aviation Fuel
SASB	Sustainability Accounting Standards Board
SBTi	Science Based Targets initiative
SEBI	Securities and Exchange Board of India
SIRT	Security Incident Response Team
SOC	Security Operations Centre / System and Organizational Controls
SOC 2 Type II	System and Organization Controls Report (Type II)
SR & ESG	Stakeholder Relationship and Environmental, Social and Governance
STP	Sewage Treatment Plant
TCFD	Task Force on Climate-related Financial Disclosures
tCO ₂ e	Tonnes of Carbon Dioxide Equivalent
TSR	Total Shareholder Return
UN	United Nations
UNGC	United Nations Global Compact
UNGP	United Nations Guiding Principles on Business and Human Rights
UN SDGs	United Nations Sustainable Development Goals
VCS	Verified Carbon Standard
VERRA	Verified Carbon Standard Registry
VRV	Variable Refrigerant Volume
WCAG	Web Content Accessibility Guidelines
YoY	Year on Year
ZWL	Zero Waste to Landfill

Independent Assurance Statements



Independent Assurance of Sustainability disclosures in ESG Report FY 2025-26



Independent Assurance of Carbon Neutrality Compliance according to ISO 14068-1:2023 for FY 2025-26



Independent Assurance of FY 2025-26 Business Responsibility Sustainability Reporting (BRSR) 9 Core Indicators



Independent Assurance of Greenhouse Gas (GHG) emissions data for the period FY 2025-26



Independent Verification for Zero Waste to Landfill performance for the period FY 2025-26



Persistent

Re(AI)maging™ the World

Persistent Systems Limited

CIN: L72300PN1990PLC056696

Registered Office

Bhageerath, 402 Senapati Bapat Road
Pune 411 016, India

Tel: +91 20 6703 0000

Fax: +91 20 6703 0008

info@persistent.com

www.persistent.com

 persistent-systems

 Persistentsys

 PersistentSystems

 persistent_systems