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This conscious choice reflects our ongoing efforts to reduce our ecological footprint and contribute to a greener, more sustainable future.



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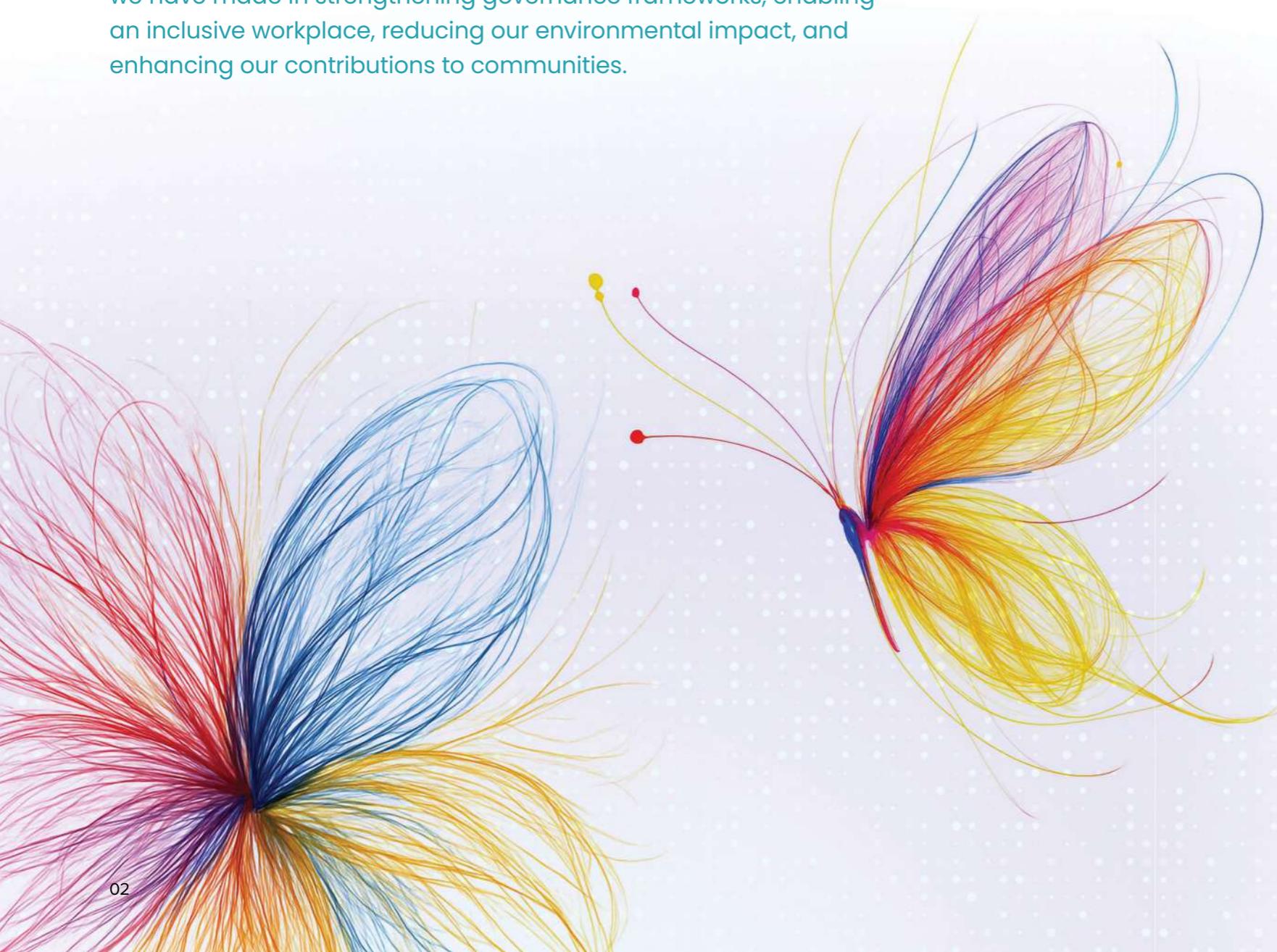


To read this report online or to download please visit us at <https://www.mastek.com>

## About the Report

# A New Chapter in Responsible Growth

This marks the inaugural standalone Sustainability Report for Mastek Ltd., reflecting our Environmental, Social, and Governance (ESG) performance for the financial year April 1, 2024, to March 31, 2025. This report is more than a compliance exercise; it is a milestone in our journey towards greater transparency, accountability, and long-term stakeholder trust. In line with global best practices, this report presents a holistic overview of Mastek's ESG performance. It captures the strides we have made in strengthening governance frameworks, enabling an inclusive workplace, reducing our environmental impact, and enhancing our contributions to communities.



Our first standalone Sustainability Report sets the baseline for structured ESG disclosures at Mastek and lays the foundation for our future roadmap. The report also aligns with several internationally recognised frameworks and initiatives, including:



The United Nations Global Compact (UNGC)



Sustainability Accounting Standards Board (SASB)



The Sustainable Development Goals (SDGs)



Global Reporting Initiative (GRI) Standards

While our environmental data in this edition reflects a global perspective, we have initiated energy and emissions baselining efforts in the UK and India as a starting point. Our social and economic performance reporting, however, encompasses our entire global footprint. This includes key information related to subsidiaries and overseas offices, ensuring a comprehensive picture of our sustainability landscape.

The report has been endorsed by Mastek's leadership, with direct oversight from the Board and the CEO, reaffirming our commitment to sustainability at the highest levels. Responsibility for sustainability initiatives sits firmly with our top leadership, supported by a cross-functional ESG Council that ensures alignment between strategy and execution.

## This report is supported by:



A glossary of key sustainability terms and abbreviations



Select disclosures informed by SASB standards for technology and professional services



Alignment with the UN Sustainable Development Goals (UN SDGs)

As a next step, we aim to expand the scope and depth of our sustainability disclosures, integrating more robust environmental data and enhancing alignment with evolving global frameworks such as TCFD. We are currently evaluating the need for external verification of our ESG data and processes and may explore assurance in future editions to enhance the reliability and stakeholder confidence in our disclosures.

We are proud to present this Sustainability Report to you and invite all our stakeholders (investors, clients, employees, partners, and communities) to join us as we embed sustainability more deeply into every facet of our growth. Prepared with reference to the Global Reporting Initiative (GRI) Standards, this report serves as a clear and informative resource.

## Chairman's Perspective

# Leading with Purpose, Delivering with Impact

Sustainability defines Mastek. It shapes how we lead, innovate, and deliver impact. Through every solution, partnership, and initiative, we prove that progress and purpose must move together, powered by our people. This is why we stand by our theme: 'Solutions-led. Sustainability-focused.' Because true transformation begins when technology serves humanity.



Over the past 43 years, we have consistently embedded this belief into the fabric of our organisation. Long before ESG became an industry imperative, we were already partnering with governments, private enterprises, and non-profits to build solutions that improve lives. Two decades ago, we laid the groundwork for this commitment through the Mastek Foundation, a powerful expression of our intent to give back to society in a structured, sustained, and meaningful way. We have also deepened our focus on sustainable development, recognising that our responsibilities extend beyond business metrics to the well-being of both people and the planet. Whether it is reducing emissions, advancing inclusion, or creating equitable access to technology, we understand that long-term value creation is only possible when environmental and social goals are central to our business strategy.

Sustainability at Mastek is guided by strong governance. Every strategic decision we take is viewed through an ESG lens – be it entering a new market, evaluating risks, or shaping our employee policies. Governance at Mastek is not confined to oversight; it is built into the very systems and culture that guide our organisation. We uphold the highest standards of transparency, ethics, and accountability, with a zero-tolerance approach to corruption across our global operations. These are not aspirational ideals; they are the non-negotiable principles that guide us.

To me, sustainability represents something deeply personal. As a leader, I see it as a promise we make to future generations, a promise to never compromise the well-being of tomorrow in the pursuit of gains today. It is about valuing the planet as much as profit, prioritising people over performance metrics, and leading with a sense of responsibility that outlasts economic cycles. At Mastek, this promise takes shape in our approach to growth – where every step forward must also be a step toward inclusivity, resilience, and restoration. This is the true essence of responsible growth.

People remain at the heart of everything we do. The spirit of 'Once a Mastekeer, always a Mastekeer' is a reflection of how deeply we value our people, not just during their tenure with us, but as lifelong members of our extended family. We continue to foster an environment where our employees feel supported, heard, and empowered to thrive, both professionally and personally. Whether it is through flexible work practices, resilience programmes, upskilling initiatives, or our focus on health and well-being – we are building a culture that values retention, renewal, and relationships over mere resource management.

Having established a solid foundation for Net Zero by 2030 in the UK, we are now extending this initiative to our operations in India and the US. By aiming for a Net Zero milestone by 2040, ahead of the broader industry's timeline, we reaffirm our belief in proactive responsibility. Our actions are guided not merely by compliance, but by conviction, ambition, and a clear sense of leadership by example.

Our efforts extend into communities globally. We support causes ranging from e-waste management and climate action, to education, livelihood, and public health. From the villages of Goa and Dharampur to communities in Berkshire, Edinburgh, South Ayrshire, Reading, and Leeds, we are driving tangible change – building schools, providing life-skills training, funding healthcare for the underserved, and supporting spiritual and social well-being. Every initiative, local or global, reflects our commitment to real impact.

To our investors, clients, partners, employees, and communities, thank you. Your trust is what fuels our ambition. It is because of you that Mastek continues to grow not just in size, but in impact. Together, we are not only shaping the future of digital transformation – we are shaping a future that is equitable, resilient, and sustainable for generations to come.

### Ashank Desai

Chairman  
Mastek Ltd.

## CEO's Reflections

# Where Sustainability Fuels Business and Societal Impact

As I reflect on 2025, I am filled with a profound sense of pride in the results we have delivered, the returns we are generating, and the responsibility we carry. At Mastek, sustainability is not an isolated function. It is embedded in how we think, operate, and create long-term value for our shareholders, customers, people, and the communities we serve.

### Climate Strategy: From Targets to Tangible Transformation

Our Net Zero ambition is not just an environmental goal; it is core to our long-term business strategy. We have set a target to achieve Net Zero by 2030 in UK and by 2040 globally, putting us ahead of many industry peers aligned to 2050. We are taking a proactive approach in strengthening our competitive positioning, reducing regulatory and operational risk, and in reinforcing our commitment to building a responsible, future-ready enterprise.

During the year, we made significant progress toward this vision. For the second consecutive year in UK, we have offset 100% of our emissions across Scope 1, 2, and 3. The process has also been extended in India, and work is underway to expand it to the US, enabling full transparency across our operating geographies. We continued to drive emissions reduction through operational choices, including a marked decline in discretionary travel, delivering both environmental and financial benefits.

In markets like India, where infrastructure challenges make renewable energy adoption difficult, we have launched pilot initiatives around solar installations to overcome grid



limitations. We are exploring hyper-local solutions where large-scale systems fall short, not just to meet ESG goals, but because we believe innovation in sustainability must be context-sensitive and scalable.

We are also paying close attention to how we manage waste. Our policy of retiring electronics older than four years ensures responsible e-waste management. Devices are either recycled or donated to communities in need. And while our emissions as a service provider may be limited, we are enabling greater impact by helping our clients in carbon-intensive sectors, such as manufacturing and healthcare, reduce their footprints. The multiplier effect of that impact is immense.

### Inclusive Growth: A Smart, Sustainable Business Imperative

Our growth story is fundamentally tied to the strength and diversity of our people. Through our flagship Deep Blue programme, we are building future-ready talent while also advancing inclusion in real, meaningful ways. Originally launched in India, Deep Blue has grown into a powerful platform for nurturing skilled digital professionals. In 2024, as we celebrated the programme's 10<sup>th</sup> anniversary, we made a bold decision to take its impact global, extending to the UK and US, to develop innovation and foster young talent. At the same time, we continue to partner with NGOs to onboard talent from underrepresented groups, including women engineers and professionals with disabilities.

These initiatives are not philanthropic side-projects – they are a key part of our business strategy. Inclusive teams solve problems better. They reflect our clients' evolving values. And they strengthen our employer brand in a competitive talent market.

From educational interventions and internship opportunities for underprivileged youth, to partnerships with institutes like the Helen Keller Institute, we are committed to being a Company that drives opportunity at every level. This includes reskilling existing teams to work more inclusively, whether through sign language training or consistent supervisor engagement, ensuring real integration, and not just tokenism.

### Governance, Integrity, and the Role of Ethical AI

At Mastek, strong governance is non-negotiable; it is foundational to everything we do. We continue to set benchmarks in compliance, transparency, and

responsiveness. Whether it is handling whistleblower cases or addressing POSH-related concerns, we do so with rigour and empathy.

Cybersecurity is another critical area where we lead with responsibility. In the face of third-party breaches (including those involving large providers like Microsoft) we acted swiftly, safeguarding customer trust and data. These moments test organisational resilience and cultural maturity. I am proud of how our teams responded.

Looking forward, AI governance is a strategic priority. As artificial intelligence becomes central to how we work and what we deliver, we are doubling down on ethical frameworks to guide its use. We have implemented internal standards to ensure all AI solutions are transparent, unbiased, and secure. This isn't just a moral commitment. It's a business one – because trust, in the age of AI, will determine who thrives and who falls behind.

Clients today are making partner decisions based not only on capability, but on credibility. Our proactive governance model helps us stay ahead of evolving regulations, de-risk our solutions, and maintain the confidence of global enterprises navigating their own digital transformations.

### A Shared Vision, A Shared Responsibility

Sustainability is not a solo journey. It is a shared mission that touches every stakeholder. To our teams: your spirit of innovation, resilience, and accountability is what powers our momentum. To our shareholders: your trust and belief in our direction enable us to pursue bolder goals. And to our customers: thank you for choosing a partner that sees purpose and profit as mutually reinforcing.

We are clear about our path forward, one that balances growth with responsibility, innovation with empathy, and speed with long-term thinking. At the heart of it all lies the well-being of Mastekeers and their families, as well as that of our customers and communities.

Together, we will continue to build a more sustainable, inclusive, and successful Mastek for today, and for generations to come.

**Umang Nahata**  
Chief Executive Officer  
Mastek Ltd.

Who we are

## Mastek in Numbers

Our Presence in

**40+ Countries**

**33 Offices**

**5,017 Employees\***

\* Excluding interns, Oracle service-line subcontractors and Non-Executive Directors

**42.35 MT**

of waste disposed

## ESG Highlights

Featured in the prestigious S&P Global Yearbook, reinforcing our commitment to sustainability excellence.

Honoured as an 'Industry Mover' by S&P Global, recognising our leadership in driving transformative change within our sector.

Mastek has committed to set near and long-term emission reduction in line with science-based net zero with the SBTi for Mastek UK and India.

Mastek has joined UNGC, and as part of it, committed to being a responsible organisation.

Our Philosophy

## Solutions-led. Sustainability-focused.

At Mastek, sustainability is not a new chapter; it is the natural progression of a story we have been writing for over four decades. Since our inception, we have believed in using technology as a force for good, building solutions that not only empower our clients but also uplift the communities and ecosystems around us. Over the years, our purpose has deepened. We have come to understand that true innovation is measured not just by what it achieves today, but by the legacy it leaves for tomorrow.

This report marks a significant milestone in our journey. We are presenting a comprehensive narrative that brings together the full spectrum of our Environmental, Social, and Governance (ESG) commitments in a Sustainability Report reflecting not just our actions, but the intent, impact, and integrated thinking that drive them. At Mastek, sustainability isn't a checklist; it's a mindset. It's reflected in the integrity of our governance, the care we extend to our people, the meaningful work of the Mastek Foundation, and our ongoing efforts to minimise our environmental footprint. From climate action and e-waste management to digital inclusion and future-ready skills, we are making deliberate, responsible choices that reflect our belief in long-term value creation for all stakeholders.

We approach complexity with confidence; solutions are our starting point. Our commitment to sustainability stems from a core belief: progress must never come at the cost of our people or our planet. This dual lens defines who we are today and guides how we continue to evolve for tomorrow. We present this Sustainability Report with humility, transparency, and a firm belief that the work of building a better future has only just begun.



## Our Philosophy

# Our Goals and Progress

## Environment

Goal	Ambition	Progress & Initiatives
 <b>Net Zero Emissions</b>	<ul style="list-style-type: none"> <li>Achieve Net Zero by FY40 globally (FY30 for UK locations).</li> <li>Committed to SBTi-aligned near-term (FY30) and long-term (FY40) targets.</li> <li>FY25 as base year for tracking progress to achieve Net Zero by 2040.</li> <li>Sustainable infrastructure upgrades, green certifications, and RE adoption underway.</li> </ul>	
 <b>RE Adoption</b>	<ul style="list-style-type: none"> <li>50% RE use in India-owned locations by FY28.</li> <li>Strategic financial partnerships for diverse RE solutions.</li> </ul>	
 <b>Zero Waste to Landfill</b>	<ul style="list-style-type: none"> <li>100% owned facilities certified by FY27.</li> <li>Single-use plastic elimination.</li> <li>High recycling rates.</li> <li>Mahape location on track for certification.</li> </ul>	
 <b>Supplier Emission Reporting</b>	<ul style="list-style-type: none"> <li>Mandatory emission reporting for key suppliers by FY27.</li> <li>Assessing top suppliers based on spend and emission management practices.</li> </ul>	

## Social

 <b>Diversity &amp; Inclusion</b>	<ul style="list-style-type: none"> <li>33% women in workforce by FY30.</li> <li>50% gender diversity in fresher hiring (FY26).</li> <li>Inclusive workplace for all genders, ethnicities, abilities, and orientations.</li> </ul>	<ul style="list-style-type: none"> <li>Current workforce: 30.5% of women in workforce and 10.5% of women in leadership.</li> <li>5 individuals with access and inclusion needs, 32 nationalities represented.</li> </ul>
 <b>Employee Well-being &amp; Safety</b>	<ul style="list-style-type: none"> <li>Zero workplace accidents.</li> <li>Holistic well-being (physical, mental, emotional).</li> <li>Work-life balance.</li> </ul>	<ul style="list-style-type: none"> <li>Zero accidents recorded.</li> <li>Health insurance for employees + dependents.</li> <li>Regular wellness events and fitness programmes.</li> </ul>



Goal	Ambition	Progress & Initiatives
 <b>Talent Development</b>	<ul style="list-style-type: none"> <li>Prepare long-term employees for senior roles.</li> <li>Continuous upskilling.</li> </ul>	<ul style="list-style-type: none"> <li>Leadership programmes (e.g., Onward &amp; Upward for women leaders).</li> <li>LEAD and Living the Values initiatives.</li> <li>Custom learning modules for all employees.</li> </ul>
 <b>Community Impact</b>	<ul style="list-style-type: none"> <li>Positively impact 1 Mn+ lives by FY28 (education, health, environment).</li> </ul>	<ul style="list-style-type: none"> <li>167,070 beneficiaries in FY25.</li> <li>718,531 cumulative beneficiaries to date.</li> </ul>

## Governance

 <b>ESG-Linked Executive Compensation</b>	<ul style="list-style-type: none"> <li>Tie leadership KPIs to ESG performance.</li> </ul>	<ul style="list-style-type: none"> <li>Innovating frameworks to align roles with accountability and governance best practices.</li> </ul>
 <b>Ethics &amp; Compliance Training</b>	<ul style="list-style-type: none"> <li>100% training for employees/ contractors on ethics and data privacy.</li> </ul>	<ul style="list-style-type: none"> <li>99% completed; remainder in progress. Zero tolerance for non-compliance.</li> </ul>
 <b>Robust Compliance &amp; Security</b>	<ul style="list-style-type: none"> <li>Industry leadership in infosec and cloud.</li> <li>Third-party ESG assurance by FY27.</li> </ul>	<ul style="list-style-type: none"> <li>Zero data/ privacy breaches in FY25.</li> <li>Multiple global ESG accolades.</li> <li>Advanced security controls underway.</li> </ul>
 <b>Ethical AI</b>	<ul style="list-style-type: none"> <li>Responsible AI adoption across operations.</li> </ul>	<ul style="list-style-type: none"> <li>Mandatory AI ethics training for all employees and contractors.</li> <li>Policy-driven governance via the Security Committee.</li> </ul>

## Our Philosophy

# Our Sustainable Operations

At Mastek, we have established a robust Sustainability Policy that guides our approach to environmental responsibility, workplace well-being, social impact, governance, stakeholder engagement, and leadership accountability. The Policy is applicable across all Mastek entities and covers our business operations, facilities, services, distribution networks, and supply chain.

Oversight by the Board-appointed Corporate Social Responsibility (CSR) Committee and Risk Management & Governance Committee ensures strategic alignment, effective implementation, and regular review of ESG risks, opportunities, budgets, and resource allocation.

Our Policy outlines clear commitments across seven core areas:



### Environmental Sustainability

Reducing emissions, conserving resources, adopting clean energy, and ensuring compliance with all environmental regulations.



### Workplace Sustainability

Prioritising employee well-being, health and safety, diversity, and equal opportunity.



### Social Sustainability

Partnering with communities and promoting inclusive, long-term social impact.



### Governance

Upholding ethics, transparency, and adherence to global standards such as ISO 14001:2015, LEED, and ILO guidelines.



### Board Oversight

Embedding accountability through dedicated governance structures.

To know more about our comprehensive Sustainability Policy, please visit:  
<https://www.mastek.com/wp-content/uploads/2025/07/Sustainability-policy.pdf>

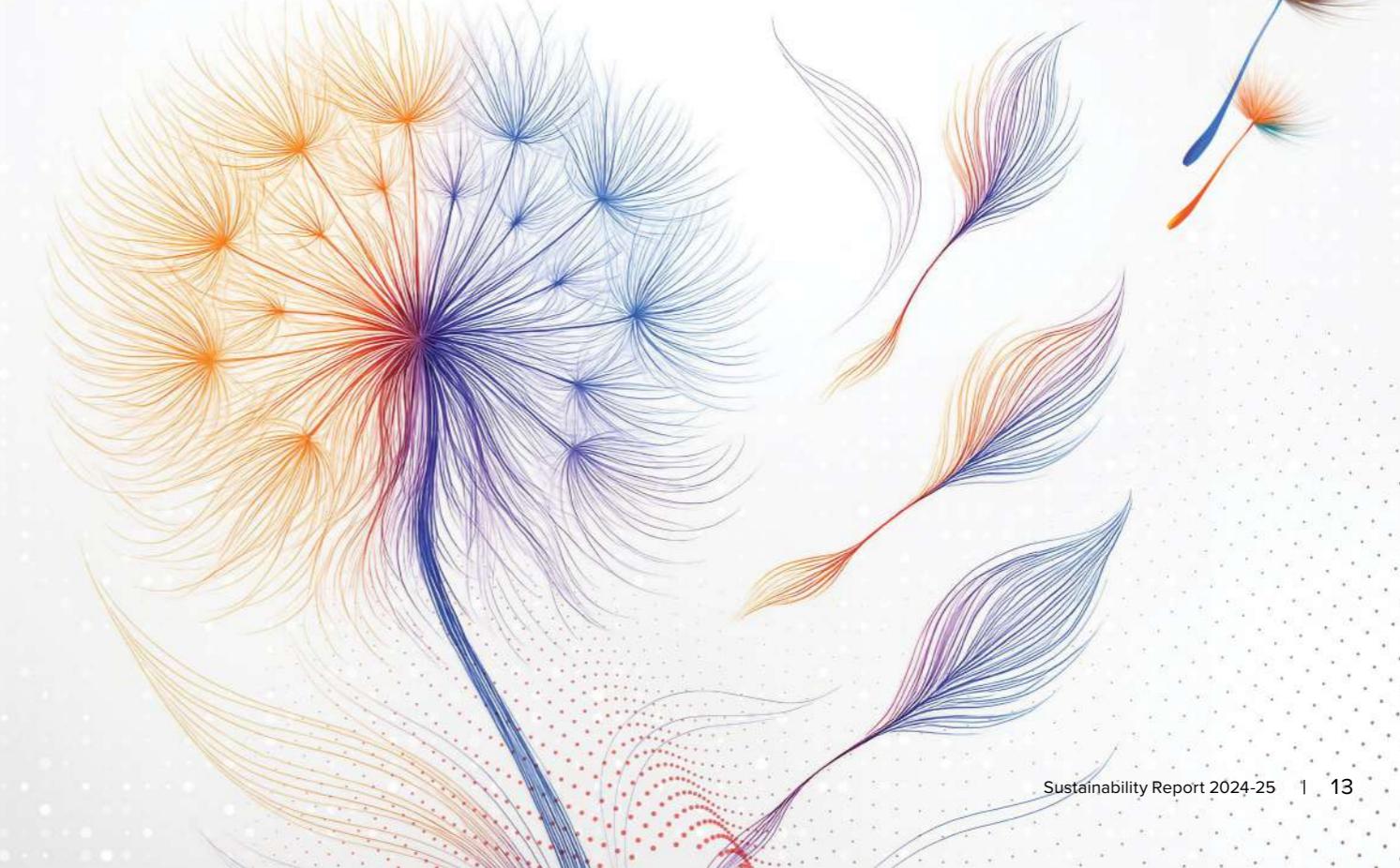
## Environmental Initiatives

# Our Roadmap to Net Zero

At Mastek, environmental sustainability is a strategic imperative that underpins our vision for responsible growth and long-term value creation.

We are committed to embedding sustainable thinking across our operations, guided by globally recognised frameworks and regulations. Our environmental initiatives are designed to minimise ecological impact while enhancing resilience, whether through optimising energy and resource consumption, transitioning to greener technologies, or mitigating climate-related risks. With an eye on our net zero aspirations, we continue to implement practices that support water and waste management and low-emission operations. From policy to practice, we are steadily aligning operations with recognised standards such as the UN SDGs, UNGC and applicable environmental laws, reinforcing our role as a responsible corporate citizen. The following sections detail our efforts across energy and emissions, water and waste management, climate action, and sustainable operations.

UN Sustainable Development Goals directly supported by our environmental stewardship



# Our Strategic Approach to Energy Management

Effective energy management plays a critical role in reducing consumption, lowering operational costs, and minimising our environmental impact. As a technology-driven IT/ ITES organisation, Mastek is committed to advancing sustainability through innovation, efficiency, and responsible practices.

## Enhancing Energy Efficiency

We continually optimise energy usage across our offices and IT infrastructure by deploying energy-efficient hardware, refining software performance, and implementing intelligent data centre solutions.

## Accelerating Renewable Energy Adoption

Wherever viable, we transition our operations to cleaner energy sources, investing in solar, wind, and other renewables to reduce dependence on fossil fuels and contribute to a low-carbon economy.

## Carbon Offsetting for Climate Impact

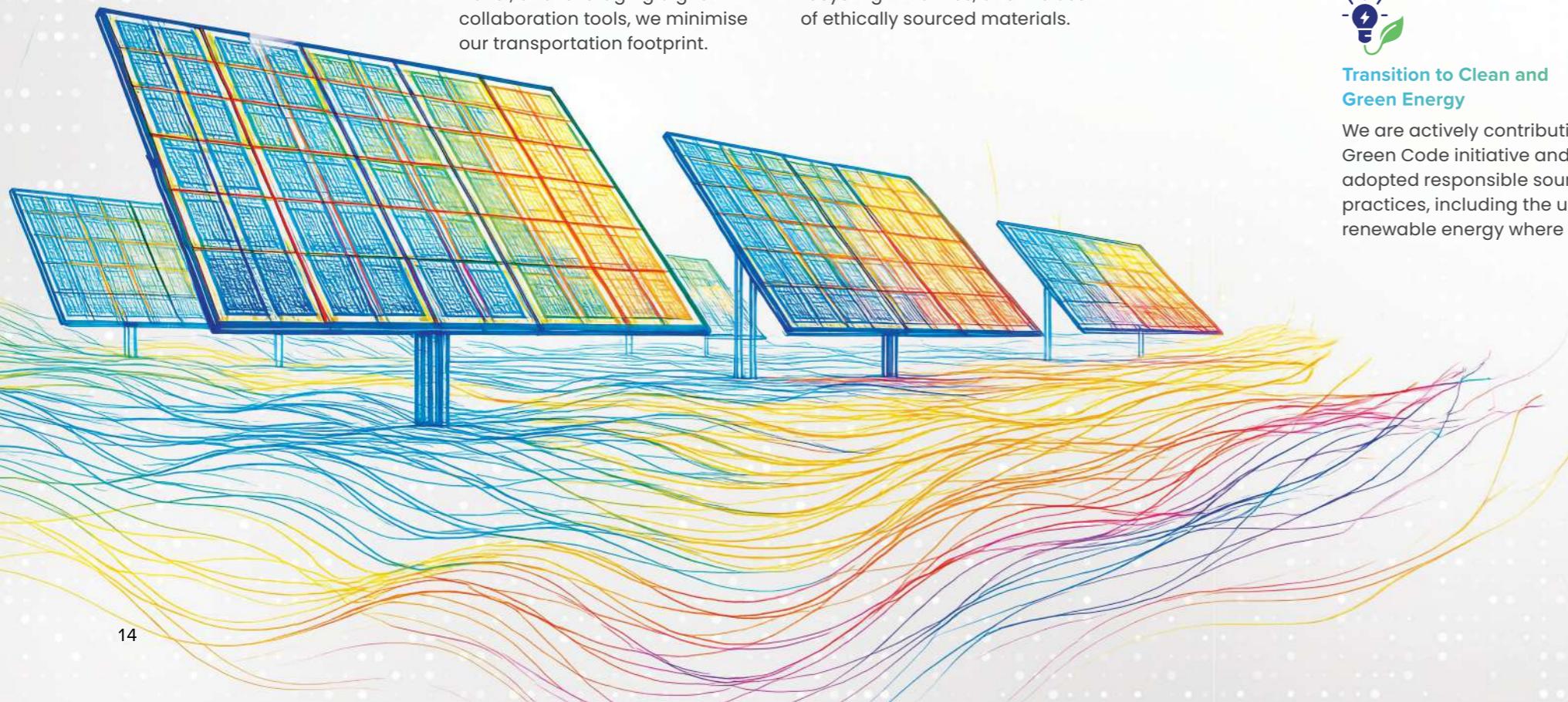
Mastek UK actively engages in carbon offsetting by supporting credible, high-impact projects, including reforestation, renewable energy development, and advanced carbon capture technologies.

## Enabling Remote Work and Sustainable Mobility

We foster a hybrid work culture that reduces commuting-related emissions. By promoting remote work, limiting non-essential travel, and leveraging digital collaboration tools, we minimise our transportation footprint.

## Integrating Sustainability in Daily Operations

Our commitment extends beyond energy. We embed sustainable practices across the value chain through waste reduction, robust recycling initiatives, and the use of ethically sourced materials.



# Our Strategic Energy and Sustainability Focus

At Mastek, our energy management strategy is multi-pronged, data-driven, and aligned with our net zero commitment. Key areas of focus include:



## Energy Audits and Performance Monitoring

We conduct regular energy audits to identify opportunities for performance improvement and monitor progress in reducing consumption. A digital tool has been deployed to track energy and electricity usage across our global offices in real time, enabling better insights and decision-making.



## Quantified Targets and Carbon Offsetting

We have established measurable targets for energy savings and emissions reduction. Since 2019, we at Mastek UK have maintained annual assessments of carbon offsetting initiatives. As a Group, Mastek is committed to achieving Net Zero emissions by 2040.



## Actionable Steps to Reduce Energy Use

Our efforts include adopting energy-efficient technologies, transitioning to renewable energy sources, and leveraging innovation to optimise energy consumption across operations. Continuous progress is monitored to ensure impact.



## Transition to Clean and Green Energy

We are actively contributing to the Green Code initiative and have adopted responsible sourcing practices, including the use of renewable energy where feasible.



## Innovation and R&D for Energy Efficiency

Mastek utilises a SAS-based ESG digital dashboard to monitor ESG performance across geographies. At our Mahape office, we have piloted an IoT-enabled smart metering system to analyse HVAC energy usage. Additionally, we are investing in tailored ESG solutions that help clients leverage their existing ERP/ cloud infrastructure for seamless ESG reporting and energy management.



## Employee Awareness and Training

We regularly conduct online training sessions, led by subject matter experts, to build awareness and competencies in Environment, Health, and Safety (EHS) practices. These sessions include modules on energy efficiency and sustainable workplace practices, empowering employees to contribute to our sustainability goals.

## Our Initiatives Towards Energy Efficiency

Mastek remains committed to reducing energy consumption by optimising internal operations and adopting environmentally responsible practices across all locations. Our key efforts include:



### Infrastructure Upgrades

- Upgraded HT and LT electrical systems at the Mahape office in March 2021 to improve operational efficiency and reduce energy usage.
- Installed energy-efficient VRV air conditioners, LED lighting, and solar geysers in the Mahape cafeteria in March 2020.
- Replaced R22 refrigerant gas with eco-friendly alternatives whenever air conditioning units are retired.



### Energy-Efficient Workspaces

- Continued establishment of offices in LEED- or Energy-certified buildings, including Amsterdam, Chicago, and Bucharest.
- The selection of the Chicago and Amsterdam offices was based specifically on their energy-certified building ratings.
- Existing facilities are being refurbished to meet LEED certification standards.



### Transition to Renewable Energy

- All UK offices (Reading, Leeds, and Harrow) are powered entirely by renewable energy sources.
- Plans include the installation of rooftop solar panels or the adoption of open-access renewable power at the Mahape office.



### Responsible Sourcing

Our procurement strategy integrates sustainability at its core by:

- Prioritising products with high energy efficiency or green ratings.
- Actively switching to less polluting alternatives, including refrigerants with reduced ozone depletion potential.



### The Green Code Initiative

Mastek's Green Code initiative reflects our commitment to reducing environmental impact through technology and collaboration:

- Over 100 Mastekers trained in sustainable practices as part of the programme.
- Significant reduction in greenhouse gas emissions, delivering client-side benefits.
- Initiated hardware recycling drives to recover valuable materials and minimise waste.
- Substantial investments made in expertise and innovation to scale the programme.

## Conservation of Energy: A Strategic Roadmap

Energy conservation is a strategic priority within our ESG roadmap, aimed at surpassing regulatory benchmarks and driving stakeholder trust.



### Key Steps Undertaken

- Phased energy-saving action plan initiated eight years ago.
- Infrastructure surveys conducted to assess energy usage patterns.
- System upgrades and smarter solutions implemented to enhance efficiency.
- Ongoing tracking of energy performance through real-time digital tools.



### Specific Action Plan

- Transitioned to HT express feeders where feasible to reduce power shutdowns.
- Implemented shutdown protocols for lights and ACs outside working hours.
- Ensured regular maintenance of electrical systems to minimise diesel use.
- Upgraded HVAC, UPS, and data centre systems with energy-efficient alternatives.
- Replaced CFL lighting with LED solutions.
- Installed solar water heaters for cafeteria use.
- Introduced a carbon assessment report for Mastek India, with FY25 as the baseline year for future reduction targets.



### Utilisation of Alternate Energy Sources

We are proactively expanding our use of clean energy across our global operations:

- Reading and Leeds offices in the UK are fully powered by renewable sources.
- New offices in Amsterdam and Bucharest have been established in energy-certified buildings.
- Refurbishments are underway in legacy offices to align with LEED standards.
- Carbon offsetting initiatives currently active in the UK, with global rollout planned.
- Exploring feasibility of rooftop solar systems and open-access renewable energy supply at Mahape and other locations.

### Capital Investment in Energy Conservation

To date, Mastek has invested approximately INR 2 Crore in energy conservation initiatives across its offices (up to FY25), reinforcing our long-term commitment to climate action and sustainable growth.

### Advancing Energy Efficiency through Social Value in the UK

Social Value has taken significant steps to enhance energy efficiency through its focus on sustainable software practices and internal awareness. Through our partnership with GoCodeGreen, we have embedded energy-conscious principles into the core

of our digital delivery. Presales architects have been trained to design solutions that consume less energy, helping clients lower the environmental footprint of their technology infrastructure. This proactive approach ensures that energy efficiency is no longer just an operational consideration but a strategic differentiator.

Additionally, internal campaigns and sustainability webinars have educated employees and partners on reducing digital energy consumption, driving more mindful technology usage across the organisation. Together, these efforts are fostering a culture of low-carbon innovation and responsible energy use.

### Environmental Management Certifications

Mastek's environmental and occupational health practices are aligned with global standards:

- Accredited with **ISO 14001** (Environmental Management System) and **ISO 45001** (Occupational Health & Safety) for Indian offices.
- Certifications awarded by **DNV** for offices located at Mahape, SDF4 Seepz, and Acropolis Ahmedabad under ISO 14001:2015 and ISO 45001:2018.

## Carbon Offsetting: Our Initiatives and Impact

Our carbon offsetting efforts are a key pillar of our sustainability strategy, supporting our long-term Net Zero commitments. We take a regionalised and data-driven approach, investing in verified carbon reduction and removal initiatives across geographies.

### Carbon Reduction Initiatives

To complement our offsetting programme, we are also actively working to reduce emissions at the source through the following initiatives:

**Promoting Electric Vehicles:** Encouraging employees to transition to EVs through awareness and incentives

**Sustainable Contracting:** Prioritising partnerships with contractors and service providers who are committed to achieving Net Zero by 2030

**Green Air Travel:** Committing to adopting sustainable aviation fuels for business travel once commercially available

**Low-Carbon Supply Chains:** Giving preference to vendors and partners actively reducing their Scope 1, 2, and 3 emissions

### Offsetting Initiatives in India

Over the past three years, we have initiated carbon offsetting efforts in India by contributing to:

- ✓ Renewable energy projects that displace fossil fuel-based electricity generation
- ✓ Energy-efficient cookstove programmes that reduce indoor pollution and firewood consumption
- ✓ Reforestation and afforestation projects that help rebuild green cover and enhance carbon sequestration

These initiatives not only reduce emissions but also support local communities and promote environmental resilience.

### Offsetting Initiatives in the UK

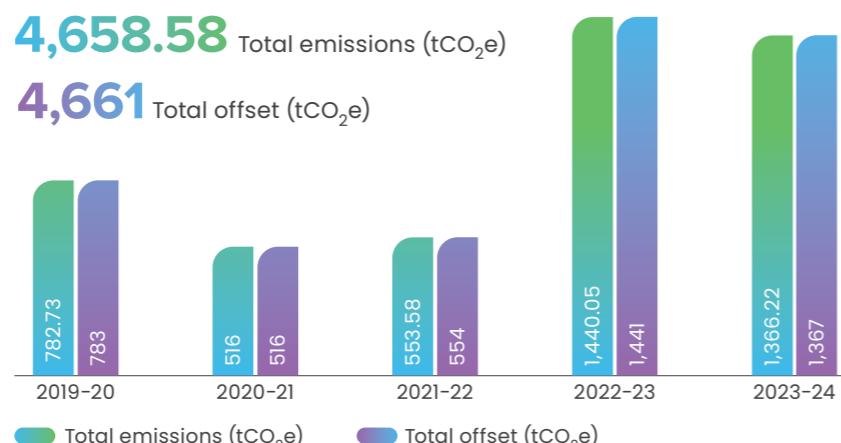
Mastek UK is actively progressing toward our **Net Zero target by 2030**. As of FY24, we have successfully offset **4,661 tCO<sub>2</sub>e** of emissions, covering:

**Scope 1:** Direct emissions from owned sources

**Scope 2:** Indirect emissions from purchased electricity

**Scope 3:** Emissions from upstream and downstream activities, including supply chain-related emissions

### Mastek UK GHG Emissions



### Emission Reduction Targets for Mastek UK

We have set aggressive targets to continue this momentum:

**By 2025:** Reduce total market-based emissions (including supply chain) to **1,152 tCO<sub>2</sub>e**, representing a **20% reduction** from our FY23 baseline, with an average y-o-y decrease of 10%.

**By 2030:** Achieve **Net Zero** in the UK by reducing emissions by over **80%**, and offsetting the residual 20% through high-quality carbon removal projects.

**Annual Reviews:** We will assess our GHG emissions annually and update our reduction roadmap accordingly, with the next recalibration scheduled post FY25.

### Towards a Low-Carbon Future

At Mastek, we are taking measured steps to reduce our environmental impact across all regions. In India, we have initiated a formal carbon assessment process, with our first comprehensive report released in July 2025. We have duly assessed GHG emissions for our India offices as first step to calculate and prepare emission reduction plan to achieve Net Zero.

GHG emissions reported for India offices for the year FY24:

**17.43 (tCO<sub>2</sub>e)**  
Scope 1

**1,237.31 (tCO<sub>2</sub>e)**  
Scope 2

**4,328 (tCO<sub>2</sub>e)**  
Scope 3

**5,582.74 (tCO<sub>2</sub>e)**  
Total

This builds on our progress in the UK, where we have been conducting carbon assessments for the past five years and have already offset 4,661 tCO<sub>2</sub>e emissions across Scope 1, 2 and select Scope 3 categories. For further details on our UK carbon reporting, see our [SECR Report \(April 1, 2023 to March 31, 2024\)](#).

In December 2024, Mastek (UK) Ltd was awarded Carbon Neutrality Certification for offsetting 1,367 tCO<sub>2</sub>e emissions during FY24 through Verified Carbon Standard (VCS) and Gold Standard projects, including reforestation in Ghana and clean energy initiatives in West Africa.



We continue to minimise travel-related emissions by promoting remote work, favouring train travel for domestic routes, and encouraging video conferencing over air travel. Green-certified buildings now house our offices in Amsterdam and Bucharest, while upcoming plans include rooftop solar installations and open access power adoption at our Mahape campus in India. We also intend to install EV charging stations and collaborate with electric cab vendors to support low-carbon mobility.

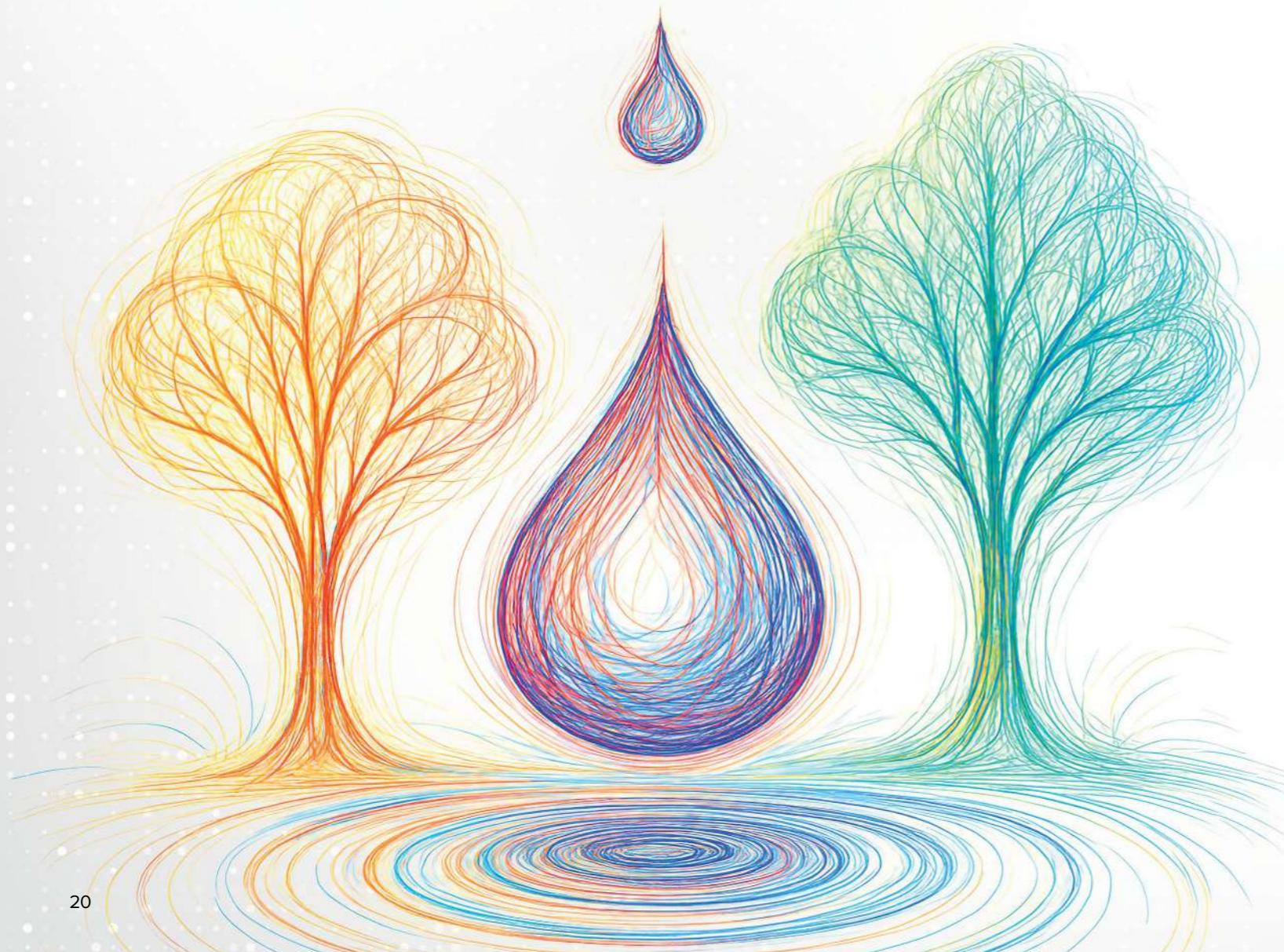
Through targeted energy-efficiency measures, carbon offset projects in renewable energy, clean cookstoves, and afforestation, and a culture of climate-conscious operations, we remain committed to building a low-carbon, sustainable future – one step, one region at a time.

## Environmental Initiatives

# Our Sustainable Water Management

Mastek is committed to responsible water management across our operations. Our Water Efficiency and Management Programme is designed to optimise water usage, reduce our environmental footprint, and contribute positively to local ecosystems and biodiversity. Through a mix of infrastructure upgrades, policy interventions, and community projects, we aim to minimise water withdrawal, avoid pollution, and align with both regulatory and sustainability goals.

We regularly assess water use, implement conservation technologies, and set measurable reduction targets. Beyond our offices, we support community-led water conservation projects to drive meaningful impact at the grassroots level.



## Enhancing Operational Efficiency



### Water Use Assessments

We conduct quarterly assessments to monitor water usage and identify optimisation opportunities across our facilities. All water-related activities are mapped in our environmental impact register and categorised as high, medium, or low impact. Targeted interventions are prioritised to address high-impact areas.



### Reducing Water Consumption Through Infrastructure Upgrades

We have undertaken several infrastructure improvements to reduce water usage across our premises:

- ✓ Installed low-flow faucets and dual-flush toilets during refurbishment activities.
- ✓ Retrofitted older plumbing fixtures with water-efficient alternatives.
- ✓ Shifted to air-cooled systems where feasible, reducing reliance on water-based cooling.
- ✓ Implemented regular inspections and rapid repairs to eliminate leakages and minimise water wastage.



### Supporting Water Resilience in Communities

#### World Vision India – WASH Programme

We partner with World Vision India to enhance access to safe drinking water and promote better sanitation and hygiene (WASH) practices in under-resourced communities, particularly benefiting children and families.

#### GOONJ – Urban Surplus for Water Security

Through our collaboration with GOONJ, we contribute to ecological conservation by repurposing urban surplus resources to improve water availability and support natural water systems in vulnerable regions.

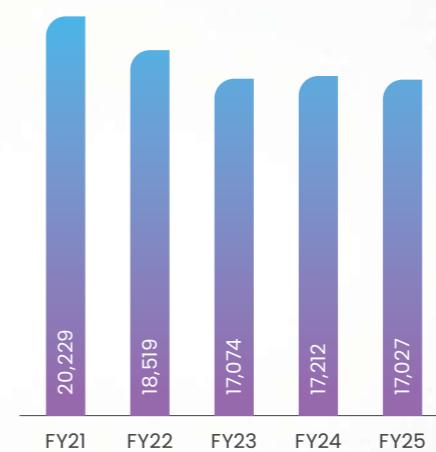


### Driving Meaningful Impact

Our integrated approach to water stewardship enables us to:

- ✓ Reduce operational dependency on freshwater sources.
- ✓ Build employee awareness on water conservation practices.
- ✓ Strengthen the water resilience of communities through targeted partnerships.
- ✓ Foster ecological balance and biodiversity through long-term water security initiatives.

### Water consumption in KL



## Environmental Initiatives

# Our Strategic Approach to Waste Minimisation

Mastek's Waste Management Plan has been developed to ensure the responsible and efficient handling of all waste generated across our operations. The plan covers the collection, segregation, storage, transportation, treatment, and disposal of various types of waste, with a strong emphasis on reducing environmental impact and meeting regulatory standards. Through awareness-building and strict compliance with environmental regulations, we promote a culture of 'Reduce, Reuse, and Recycle' across our operations.

## Our Focus on Responsible Waste Management

At Mastek, we take a structured and impact-driven approach to managing waste, aligned with our broader environmental commitments. Our initiatives focus on waste audits, action planning, training, compliance, and partnerships to reduce environmental impact and promote responsible consumption.



### Regular Waste Audits and Impact Assessment

We conduct quarterly waste audits to identify improvement areas and track waste performance. All waste-generating activities are listed in our environmental impact register and categorised as high, medium, or low impact. Each quarter, assessments are undertaken to evaluate the effectiveness of interventions and measure reductions in environmental impact. Detailed reports are published by the respective teams, documenting:

- ✓ Waste generation volumes
- ✓ Treatment and disposal actions
- ✓ Resource savings in areas such as electricity and water
- ✓ Supporting documentation for compliance and record-keeping



### Investment in Innovation and R&D

We are actively investing in innovation, research, and development to minimise waste across operations. Know more about our initiatives [here](#).

[Refer to the section: Investment, Innovations and R&D towards Energy and Waste Management for more details.]



### Proactive Waste Reduction Action Plans

To reduce waste generation and ensure proper disposal, we have implemented the following measures:

- ✓ Source segregation of waste using colour-coded bins for different categories
- ✓ In-house segregation and 100% recycling of organic waste
- ✓ Encouraging reuse and recycling of materials wherever possible
- ✓ Promoting safe and environmentally responsible disposal methods
- ✓ Ensuring strict compliance with local municipal and environmental regulations
- ✓ Clear labelling of storage areas and pest control to maintain hygiene
- ✓ Advocacy for low-impact travel choices, such as economy class travel and carpooling for office commutes
- ✓ Awareness campaigns and stakeholder education on sustainable waste practices



### Defined and Quantifiable Targets

We follow clear targets for waste disposal and reduction:

- ✓ All waste must be disposed of within 180 days through government-authorised vendors, in compliance with municipal regulations
- ✓ Annual targets are set to reduce total waste generation, which are monitored and compared with actual performance to evaluate progress



### Building Awareness Through Training

We conduct periodic training for employees and contract workers on responsible waste handling and segregation practices. Visual aids such as posters and signage across office spaces reinforce messaging around the principles of 'Reduce, Reuse, and Recycle,' helping embed a sustainability-first mindset across teams.

## Our Progress

Over the past four years, we have responsibly disposed of approximately 56 metric tonnes of waste through certified government-authorised recycling partners, ensuring full compliance with environmental regulations.

We continue to strengthen our commitment to sustainable waste management across all locations by adopting a strategic approach grounded in the principles of Reduce, Reuse, and Recycle. With an ambitious goal of achieving zero waste to landfill, we are streamlining our processes, enhancing waste segregation, and investing in solutions that transform waste into valuable resources.

**1.28 MT**

E-waste  
in FY25

**40.41 MT**

Construction and demolition  
waste in FY25

**0.66 MT**

Hazardous waste  
in FY25

### Promoting Responsible Waste Management through Social Value in the UK

We have embedded waste responsibility into its workplace culture through targeted employee awareness campaigns, leading to a measurable reduction in per capita waste generation. These behavioural shifts are supported by robust in-house systems that enable effective waste segregation and the recycling of 100% of organic waste across our facilities. To complement internal efforts, we have established partnerships with certified e-waste recyclers, ensuring that all electronic waste is disposed of responsibly and in accordance with best environmental practices. Together, these actions reflect our commitment to reducing our environmental footprint while promoting a circular approach to waste management.

## Environment Initiatives

# Driving Sustainable Impact through Investment, Innovation, and R&D in Energy and Waste Management

At Mastek, our commitment to environmental stewardship is reflected in our continuous investment in innovative technologies, process optimisation, and tailored ESG solutions. Our efforts span across smart infrastructure, operational efficiency, and client-focused digital solutions to create long-term value for our stakeholders and the planet.





### Smart Infrastructure and IoT-Driven Initiatives

#### ESG Digital Dashboard

We have utilised a SaaS-based ESG dashboard to track and manage global ESG performance in real-time.

#### IoT-Based Smart Metering

A pilot project at our Mahape office leverages IoT-enabled smart meters to monitor and optimise HVAC system performance, improving energy efficiency.



### Customised ESG Solutions and R&D

Our research and development efforts are focused on helping organisations achieve their sustainability objectives through:

#### Centralised ESG Services

Enabling companies to assess, manage, report, and benchmark their ESG performance via scalable solutions that integrate with existing ERP/ cloud systems.

#### Regulatory Alignment

Supporting clients in complying with evolving ESG disclosure requirements through robust and adaptive project methodologies.

#### Sustainability Advisory

Providing strategic guidance and technical expertise to drive lasting environmental and social impact.



### Technology Absorption for ESG Integration

We have embedded environmental, social, and governance parameters into our operational fabric through digital tools. The ESG dashboard enables data-driven decision-making, efficient ESG management, and enhanced transparency.



### Enterprise Performance Management (EPM) for ESG Excellence

We offer a comprehensive EPM framework that integrates sustainability with business performance:

#### Custom ESG Dashboards

Configured using existing client platforms, tailored to industry-specific sustainability challenges.

#### Global and Local Compliance

Supports both international ESG frameworks and regional regulations, ensuring holistic compliance.

#### Integrated Planning

Merges sustainability with financial planning for better resource allocation and ROI measurement on ESG initiatives.

#### Advanced Analytics

Offers deep insights into sustainability metrics, supply chain performance, and ESG trends.

#### Stakeholder Communication

Enhances transparency and builds trust through personalised ESG reporting for investors, employees, customers, and communities.



### Efforts to Reduce Greenhouse Gas (GHG) Emissions

Mastek has undertaken several initiatives across its India offices to reduce energy consumption and lower GHG emissions:

#### ISO and OHSAS Certifications

Our offices are accredited with ISO 14001:2015 and OHSAS 45001 by DNV-GL, underlining our commitment to environmental and occupational health standards.

#### Infrastructure Upgrades

- ✓ Transition to LED lighting across offices.
- ✓ Replacement of legacy UPS systems with energy-efficient modular units.
- ✓ Installation of AC systems using eco-friendly refrigerants.
- ✓ Modernisation of data centres using smart rack solutions.
- ✓ Use of solar water heaters in cafeteria areas.
- ✓ Upgradation of electrical power systems for improved efficiency.

#### Additional Initiatives

- ✓ Implementation of aerators in washbasins to reduce water usage.
- ✓ Promotion of carpooling among employees to lower transport-related emissions.
- ✓ Responsible disposal of e-waste through certified agencies.
- ✓ Programmes to reduce food waste and paper consumption.

## Innovative Solutions for Enhanced Environmental Sustainability

Enterprises trust Mastek for the resilience and agility required in today's sustainable business landscape. We help organisations advance their ESG journeys by streamlining operations through Oracle Cloud-based solutions, including ERP, EPM, SCM, HCM, and UK Payroll. This unified digital ecosystem strengthens governance, enhances operational efficiency, and reinforces stakeholder confidence in a sustainable future.

### Resource Consumption/ Usage Against Targets

	Consumption (FY25)	Target (FY25)
Energy Consumption	1,706.098 MWh	1,670.05 MWh
Water Consumption	0.01709 Million m <sup>3</sup>	0.01700 Million m <sup>3</sup>
Waste Disposed	42.35 MT	6 MT

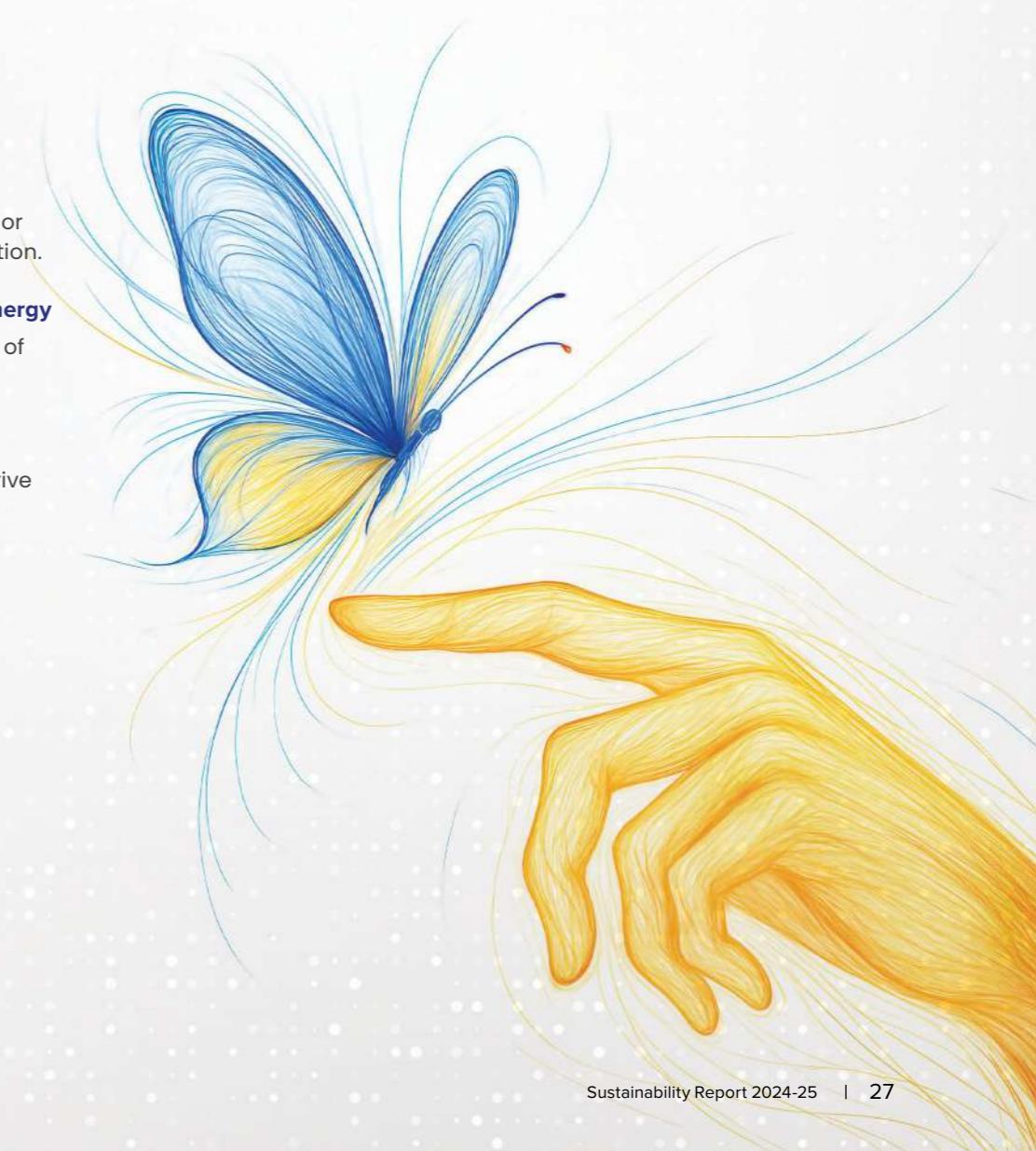
**Note:** The higher waste generation during FY25 was primarily due to additional construction and demolition activities undertaken at our India offices.

#### Reduction in Fossil Fuel Consumption

- ✓ Achieved a reduction of 316,247,882 KJ in FY25.
- ✓ Target for FY26: Maintain or improve upon this reduction.

#### Investment in Renewable Energy

- ✓ Approximate investment of INR 26 Lakh in FY25.
- ✓ Target for FY26: Continue or increase renewable energy investments to drive further transition.



## Championing Sustainability through Social Value in the UK

Social value is about creating lasting benefits for people, communities and the environment that go beyond financial returns. It is the means by which we ensure our work contributes to a fairer society, healthier communities and a more sustainable planet. In the UK, social value is now a guiding principle in how organisations make decisions, deliver services and measure success. It ensures that every action we take delivers positive outcomes for both present and future generations.

A central part of our social value commitment is environmental responsibility. We integrate this into both our operations and our community engagement. One example is our strategic partnership with GoCodeGreen, which has developed our in-house expertise in sustainable software engineering. Every member of our presales architecture team is now trained to design digital solutions with a lower environmental impact.

This ensures sustainability is embedded into every stage of our projects, creating value for clients while protecting the environment.

The impact of social value increases when knowledge is shared and behaviours change. Through our 'We Need to Talk' initiative, we hosted sustainability webinars that reached 70% of our UK workforce and engaged a wide range of external stakeholders, including 485 attendees at our first session. These sessions focused on low-carbon digital practices and encouraged a shared commitment to responsible technology adoption. Feedback showed that participants left better equipped to apply these principles in their daily work. The programme also reached public sector partners such as the Home Office, DWP and Barnet Council, engaging a further 150 people. To link awareness with action, we planted a tree for every participant, creating a living legacy of these conversations.

Our environmental commitment also supports the circular economy. By donating more than 300 refurbished laptops to schools, charities and refugee organisations, we have extended the usable life of technology that might otherwise have been discarded. This reduces demand for new devices, cuts electronic waste and ensures valuable resources are kept in circulation. At the same time, it provides access to technology for those who need it most, combining environmental benefit with social impact.

In essence, social value defines why we act, how we deliver and what we achieve. By embedding sustainability and community benefit into everything we do, we create long-term outcomes that advance environmental care, social equity and economic resilience, ensuring that each project leaves a meaningful and measurable legacy.

## Ethical Supply Chains and Responsible Partnerships

Mastek's sustainability agenda is equally evident in how we work with our partners and suppliers. We are committed to cultivating ethical and inclusive supply chains by proactively engaging SMEs, social enterprises, and underrepresented groups. Our supplier engagement framework is designed to go beyond

transactional relationships; it incorporates balanced scorecards and joint declarations that assess alignment with our values, including environmental stewardship and social equity.

We also participate in Communities of Practice alongside public sector partners

to facilitate knowledge-sharing and collective progress on sustainability and social impact. By ensuring prompt payment terms and fair treatment for smaller suppliers, we are helping to build a supply chain that is not only resilient but also aligned with our broader goal of sustainable, inclusive growth.

## Environmental Initiatives

# Climate Change Management: Navigating Risks and Unlocking Opportunities

As climate change reshapes the global business landscape, Mastek is actively responding with a two-pronged approach, mitigating potential risks while seizing emerging opportunities. From regulatory preparedness and carbon management to developing ESG-driven digital solutions, we are embedding climate resilience into our core operations and service offerings.



## Climate-Related Financial Risks

### Regulatory Risks

In response to the Paris Agreement and the Net Zero targets set for 2050, regulatory frameworks are rapidly evolving across geographies. Companies are increasingly expected to comply with enhanced climate-related disclosure requirements,

such as reporting carbon emissions, sourcing sustainably, and using renewable energy.

To proactively address these emerging compliance obligations, Mastek has invested in a software tool that enables real-time tracking, reporting,

and benchmarking of global resource consumption, including electricity, water, fuel, and waste management across our offices. This digital investment will help us streamline sustainability reporting and mitigate regulatory risk over the next 3–5 years.

# INR 20,00,000

Estimated financial impact

### Physical Risks and Emission Management

Rising carbon emissions pose both environmental and financial risks for global businesses, especially in countries where emissions disclosure is already mandatory. Managing, offsetting,

and transparently reporting emissions is now a business imperative for organisations committed to achieving Net Zero. Mastek has engaged Carbon Footprint, a specialist firm, to

assess and manage emissions across select operations. Over the next 3–5 years, we aim to fully operationalise our global emissions tracking and reporting framework.

# INR 35,00,000

Estimated financial impact

## Climate-Related Financial Opportunities

### ESG and Climate Tech Services

The global shift towards responsible business practices, led by regulations such as the EU's EUDR, CSRD, and UK's SDR has unlocked significant opportunities for ESG and climate-aligned digital solutions. These policies are driving demand for transparent supply chains, traceability, and robust ESG reporting.

Recognising this trend, Mastek has partnered with OPTEL to implement its traceability platform, Optchain™. This empowers clients, particularly

those pursuing ESG and Climate Tech services in the EU, to comply with end-to-end ESG and supply chain regulations. Each deployment has the potential to generate efficiency gains and monitor as well as enabling control over sustainability initiatives.

We are also collaborating with Karbonwise to co-develop ESG and Net Zero dashboards. These tools are designed to help businesses monitor emissions (including Scope 3), report in line with regulatory expectations, and

craft data-led decarbonisation strategies. With increasing emphasis on climate action, especially in the UK and Middle East, demand for such integrated digital solutions is growing.

Importantly, our solutions are technology-agnostic, allowing us to serve customers across industries and digital ecosystems. This flexibility is a conscious step to ensure we can meet organisations wherever they are in their sustainability journey, helping them move forward with confidence and purpose.

Today, ESG has become a lens of evaluating an organisation's overall credibility, resilience, and long-term value creation. As ESG metrics emerge as powerful indicators of stakeholder confidence, clients increasingly seek partners who can bridge the gap between technology and sustainability. Mastek is adopting

a prudent approach, focusing on strategic partnerships and solution design without heavy capital outlay. Our competitive edge lies in digital transformation and a legacy of over 42 years in delivering bespoke software solutions and serving as a trusted

implementation partner to our customers. Mastek is committed to creating and delivering high-value ESG solutions, underpinned by a robust framework designed to embed sustainability at the core of business operations.

# INR 3.6 - 5.5 Crores

Estimated annual revenue opportunity

# INR 1.4 Crores

Estimated annual development cost (current stage)

## Delivering ESG Value: Our Customer-Centric Approach

Mastek's sustainability services empower organisations to stay ahead of ESG compliance with confidence, through technology-driven, partner-enabled solutions – built on Mastek's legacy of IT excellence, customer trust, and a deep commitment to the community.

Pillar	Description
 <b>Expertise and Experience</b>	We partner with strategic ESG advisors, bringing industry-relevant experience to every customer engagement.
 <b>Tailored Solution</b>	Our deep technological capabilities allow custom configurations aligned with each customer's sustainability objectives.
 <b>Technology</b>	Our flexible approach, 'you choose, we implement,' spans Oracle's Fusion Cloud, EPM, Digital, and Salesforce Net Zero platforms.
 <b>Credibility</b>	As a service provider, we support our customers' ESG posture with integrity and measurable impact.
 <b>Comprehensive Service</b>	We offer end-to-end engagement, from planning and configuration to reporting and optimisation.
 <b>Commitment to Improvement</b>	We are guided by the principles of Trust, Value, and Velocity, growing with our customers as they advance on their ESG journey.

This customer-first model reinforces our ability to drive scalable and compliant ESG transformations through the power of digital.

## Our Impact

These initiatives reflect Mastek's commitment to building climate resilience into our operations and offerings:

We have begun centralising data on resource use across our global offices, setting the foundation for robust emissions tracking and climate disclosure over the next 3–5 years.

Climate-linked incentives are motivating leaders across the organisation to prioritise emissions reduction and regulatory alignment.

Our ESG services practice is generating new revenue streams while enabling clients to meet evolving climate expectations.

Through early-stage investments and global partnerships, we are laying the groundwork for a future-ready, climate-conscious business that can scale responsibly.

## Climate Related Management Incentives

Who is entitled to benefit from this incentive?	Type of incentive	Incentivised KPIs
General Counsel and Chief Risk Officer	Monetary	KPI of Emissions reduction- 50% variable pay linked to the goal of emission reduction.
Head of Facilities & Procurement	Monetary	KPI of Energy reduction- 50% variable pay linked to the goal of energy reduction.
Group Manager-Legal	Monetary	KPI of ESG Compliances including SBTi target setting- 50% variable pay linked to the goal of ESG Compliances.

## Paris Agreement and SBTi Commitment

Mastek has committed to achieving Net Zero emissions for its UK operations by 2030, in alignment with the Science Based Targets initiative (SBTi). This pledge reflects our environmental sustainability strategy and

supports the Paris Agreement's goal of limiting global warming to 1.5°C.

In addition, Mastek actively engages with various trade and industry associations to foster

collaboration, gain insights, strengthen our network, enhance brand reputation, and contribute to the broader dialogue on sustainable business practices that benefit both industry and society.

## Climate Change Management through Social Value in the UK

Social Value is actively combating climate change through impactful initiatives like the 'We Need to Talk' initiative series on Environmental Sustainability. The first webinar attracted 485 attendees, with post-event surveys revealing increased awareness and a commitment to applying learnings in daily life. Additionally, Mastek planted one tree for each participant,

further contributing to environmental efforts.

We have also partnered with GoCodeGreen to train 26 UK tech architects, equipping them with sustainable practices to reduce carbon footprints in technology solutions. These efforts highlight our dedication to fostering sustainability education and actionable change.

We piloted two scoping reports using the CEDAR tool. Proposals are now in place to reduce costs and carbon emissions for data projects within the Home Office and NHS. In the defence sector, we are also using the OAK tool to support measurement of Scope 2 and 3 emissions for the Ministry of Defence (MOD). This strengthens our commitment to evidence-based decarbonisation across sectors.

## Social Initiatives

# Beyond Business: Our Commitment to Community

Our commitment to sustainability extends beyond environmental stewardship and into the heart of our communities. We believe that true progress is achieved when we uplift people, within and outside our organisation. Our social impact strategy is grounded in inclusivity, equity, and empowerment. From investing in our people's well-being and development to driving purposeful engagement in the communities we operate in, our initiatives are designed to create long-term value for all stakeholders.



## Community Programmes

### Mastek Arizona

In Arizona, we are deeply committed to fostering stronger communities and driving positive change, aligning with Mastek's mission to empower lives through innovation and purposeful action. For years, we have been a steadfast partner in the local community, demonstrating a deep commitment to corporate

social responsibility (CSR) and making a tangible difference in the lives of Arizonans. Through strategic partnerships, employee volunteerism, and targeted initiatives, we have addressed critical needs in mental health, education, healthcare, and social welfare.



## FY25 Community Initiatives: Highlights of Mastek Arizona's Impact



### Supporting Autism Awareness and Research

#### Yes Day! for Autism

Hosted a pumpkin decoration booth and provided supplies for children and families at SARRC's annual event.

#### SARRC Community Breakfast

Sponsored and volunteered at the fundraiser, with employees serving as table captains to support autism research and resources.

#### SARRC Centre Classroom Support

Assisted with classroom organisation and material preparation for students.



### Holiday and Seasonal Drives

#### Operation Santa Claus

**Stuff the Sleigh:** Collected toys, food, and clothing at Walmart for five local charities, including St. Mary's Food Bank and SARRC.

**Telethon:** Volunteered at the ABC 15 telethon to raise donations for underserved communities.



### Women's Leadership and Professional Development

**Chandler Chamber's Women in Leadership Event:** Partnered with BCBS AZ to present on mental health awareness, reinforcing Mastek's commitment to workplace well-being.



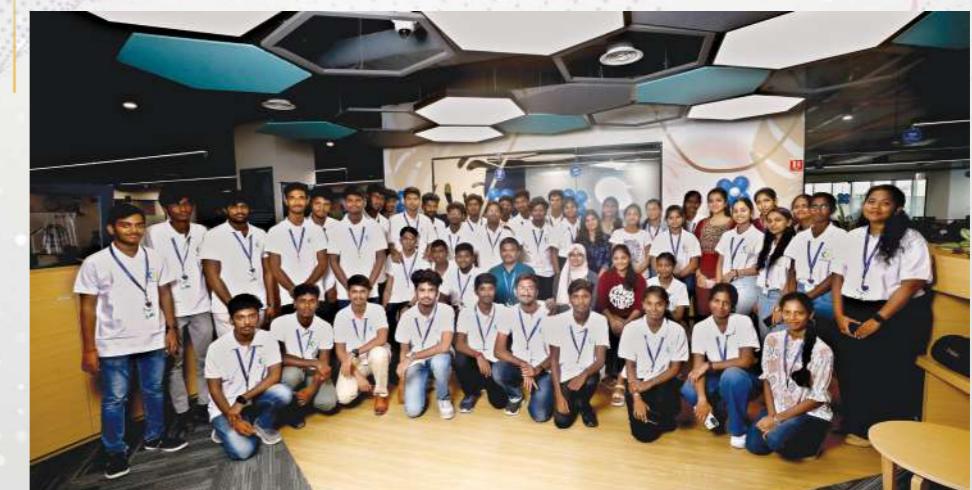
### Health and Crisis Support

**Heat Relief Drive:** Collected water bottles for unhoused community members during the Summer 2024, which were later distributed through local outreach partners.

## Project Deep Blue

# A Decade of Fostering Innovation and Social Impact

Since 2015, **Project Deep Blue** has exemplified Mastek's commitment to nurturing future-ready talent while addressing pressing societal challenges through technology. As our flagship academic-industry collaboration initiative, the programme has successfully bridged the gap between classroom learning and real-world problem solving, creating measurable impact across multiple dimensions.



### Looking Ahead

We remain dedicated to expanding its impact, with plans to deepen partnerships with organisations like United Food Bank and ASU Foundation. The Company's CSR strategy continues to prioritise health, education, and equity, driven by employee passion and community collaboration.

## Programme Overview and Methodology

Project Deep Blue is a meticulously designed 3-4 month intensive Programme that engages engineering students in developing technical solutions for complex social problems. The structured framework includes:



### Comprehensive Skill Development

Participants receive training in design thinking, technical implementation, and presentation skills through workshops conducted by Mastek experts



### Dedicated Mentorship

Each student team is paired with Mastek professionals who provide weekly guidance throughout the project lifecycle



### Real-World Problem Solving

Teams work on carefully curated challenge statements that address current societal needs through innovative technology applications

## Quantifiable Outcomes and Growth Trajectory

The Programme's impact has grown exponentially since its inception, as evidenced by key metrics from Season 9:

### Participant Reach

**1,350+**

registered students from

**30+**

premier engineering colleges across India

### Team Engagement

**438**

teams formed, with

**69**

selected for final implementation

### Mastek Volunteer Contribution

**300+**

employee mentors dedicating

**9,260+**

total volunteer hours over nine seasons (2+ hours weekly)

### Financial Commitment

Cash awards totalling

**INR 2,75,000**

distributed to winning teams, along with internship opportunities



## Season 10: Advancing the Impact

The upcoming season introduces five focused problem statements designed to leverage emerging technologies for social good:



### AI-Powered Physical Attribute Estimation

Developing solutions to measure human and object dimensions from standard images



### Urban Food Waste Management

Creating smart systems to optimise food redistribution and reduce waste



### Health-Conscious Workplace Solutions

Designing IoT-enabled chairs to monitor and improve sedentary behaviors



### Logistics Optimisation

Building AI-driven route planning tools for fleet management efficiency



### Augmented Reality for Home Design

Developing accessible AR tools for residential space planning

## Strategic Value and Future Direction

Project Deep Blue delivers multifaceted benefits that align with Mastek's core values and business objectives:



### Talent Pipeline Development

Identifies and nurtures high-potential engineers for future recruitment



### Employee Engagement

Provides Mastek professionals with leadership opportunities through mentoring roles



### Social Innovation

Generates implementable solutions with potential for real-world deployment



### Brand Equity

Strengthens Mastek's position as an industry leader committed to education and social responsibility

Project Deep Blue stands as a testament to Mastek's belief that technological innovation, when combined with academic excellence and industry guidance, can create transformative solutions for society's most pressing challenges.



## Mastek Foundation

# From Innovation to Inclusion

The Mastek Foundation is the philanthropic arm of Mastek Ltd., dedicated to creating equitable opportunities through strategic initiatives aligned with the United Nations' Sustainable Development Goals (SDGs). With a focus on education, healthcare, livelihoods, and environmental sustainability, the Foundation partners with 25+ NGOs across India, the UK, the US, and the Middle East. In FY25, we impacted 167,070 beneficiaries and 1,000 animals, supported by employee volunteering, payroll giving, and corporate grants.

## Turning Vision into Visible Change



### Musical Fundraiser 'Inspired'

- Raised INR 1 Crore (INR 50 Lakh from donors + matched by Mastek Foundation).
- Impact:** Funded education and health Programmes for Open Link Foundation, Sewa Rural, and Samata Shikshan Sanstha.
- Highlight:** Celebrated RD Burman's legacy with a concert by Sanjivani Bhelande, attended by 600+ supporters.



### Beneficiaries' Visit – Chennai Office

- Purpose:** Bridged the gap between Mastekeers and community beneficiaries through direct interactions.
- Outcome:** Employees gained first-hand insights into challenges faced by underserved communities, reinforcing a culture of empathy.



### Tata Mumbai Marathon 2025

- Participation:** 100 Mastekeers ran to support animal welfare (Shrimad Rajchandra Love and Care) and healthcare (United Way Mumbai).
- Cause Alignment:** Promoted SDG 3 (Good Health) and SDG 15 (Life on Land).



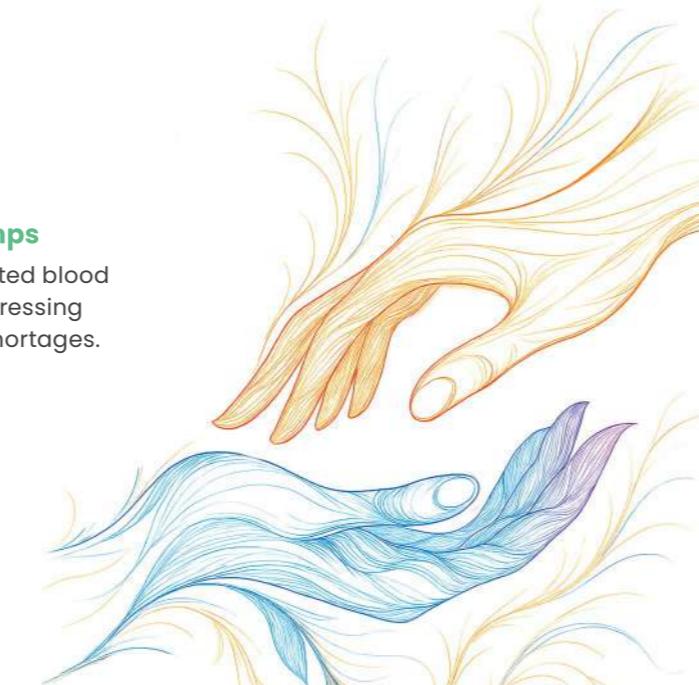
### Daan Utsav – Joy of Giving Week

- Mobilised employees to support five charities across regions through donations and volunteering.
- Theme:** 'Collective Impact' – fostered kindness and cross-sector collaboration.



### Blood Donation Camps

- 154 employees donated blood across 6 offices, addressing critical healthcare shortages.



## Our India Story

Mastek Foundation has driven measurable change through strategic CSR initiatives aligned with 8 UN Sustainable Development Goals (SDGs). Since 2006, we have been making a meaningful difference in the lives of both people and animals.

Between FY02 and now, our initiatives have reached

**718,531 individuals**  
and supported  
**1,983 animals**

### Key Milestones (FY21 to FY25)

FY	Beneficiaries	Animals Supported
2021	71,855	0
2022	44,517	0
2023	83,012	146
2024	133,060	250
2025	167,070	1,000

By FY28 we aim to impact  
**1 Million plus lives positively**

### Beneficiary Year Wise

2025-26	Individuals
100,000	
2026-27	Individuals
100,000	

### Animals

2025-26	Animals
100	
2026-27	Animals
100	

## Lives transformed



Challenge



Intervention



Outcome

### Bhakti Bakre's Journey to Flourishing

Bhakti, a 7-year-old with Down Syndrome, struggled with communication and social isolation.

Enrolled in a Mastek-supported development centre for specialised care.

Improved speech, confidence, and peer engagement. Today, Bhakti thrives as a joyful learner.

### Kavita's Journey: From Struggles to Success

Kavita (42) faced financial crisis post-2020, earning INR 2,000 per month selling eggs.

Received INR 35,000 livelihood support through SOS Children's Village India to start an artificial jewellery business.

Income surged to INR 15,000–20,000 per month. Her children now access education and nutrition securely.

### The Silent Battle: Radha's Journey

Radha (14) missed school due to menstrual shame, using unsafe rags.

Impact Guru Foundation educated her school on hygiene and provided sanitary pads.

Radha now attends school confidently, breaking cultural taboos.

### A Busy Father Finds Hope: Bhavesh's Journey

Bhavesh, a working father, couldn't support son Ayaan's failing grades.

Saajha's parent-training Programme taught him to use educational apps and positive reinforcement.

Ayaan's academic performance improved dramatically. Bhavesh proudly mentors other parents.



## Diversity, Equity and Inclusion

# A Seat at the Table, A Voice in the Room

At Mastek, we embed Diversity, equity and inclusion (DE&I) principles across all levels of our organisation, with region-specific strategies to address local priorities.

### Global Workforce Representation

#### Gender Diversity (2024-25)

**30.5%**

Share of women in total workforce (as % of total workforce)

**10.5%**

Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as a % of total top management positions)

**28%**

Share of women in all management positions, including junior, middle and top management (as a % of total management positions)

**30.2%**

Share of women in STEM-related positions (as a % of total STEM positions)

**33.4%**

Share of women in junior management positions, i.e. first level of management (as a % of total junior management positions)

**26.4%**

Share of women in management positions in revenue-generating functions (e.g. sales) as a % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)

## By 2030, we will:

Achieve  
**33% women**  
in our workforce  
(from current 30.5%)

We aim and target to bring women representation in all levels of our organisation to 33% by 2030, especially in share in total workforce and share in junior management positions.

Eliminate barriers for people of all:



**Genders**



**Ethnicities**



**Sexual orientations**



**Religions**

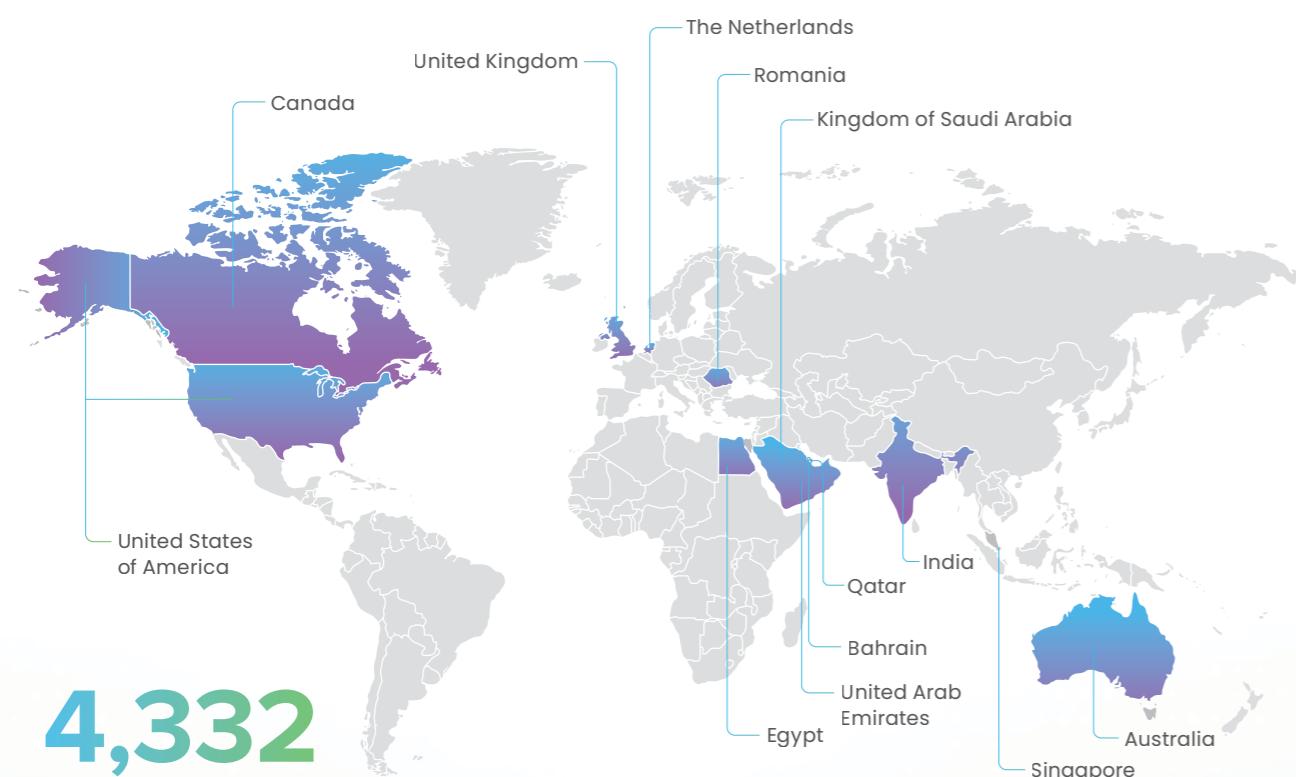


**Abilities**



**Measure progress through regular diversity audits and transparent reporting**

### Geographic Distribution of Full-time Employees



**4,332**

Full-time employees

Count of Employees	
United Arab Emirates	<b>65</b>
Australia	<b>33</b>
Bahrain	<b>3</b>
Canada	<b>10</b>
Egypt	<b>11</b>
United Kingdom	<b>655</b>
India	<b>3,275</b>

Count of Employees	
The Netherlands	<b>17</b>
Qatar	<b>3</b>
Romania	<b>2</b>
Kingdom of Saudi Arabia	<b>65</b>
Singapore	<b>1</b>
United States of America	<b>192</b>

## By 2026 we will ensure 50% gender diversity in fresher hiring

Regional diversity plays a vital role in enhancing cultural understanding, empathy, and collaboration within an organisation. Employees from different regions contribute distinct cultural values, perspectives, and traditions, enriching our collective experience and strengthening our global mindset.

At Mastek, our workforce spans approximately 32 nationalities across our global offices. We regularly organise initiatives and engagements that encourage cross-cultural learning and exchange of ideas. To offer a snapshot of our national diversity, we have shared below the nationality data covering 90% of our total workforce:



**Nationality**

Indians (India)



**% Share in Total Workforce**

**88.9%**



**% Share in Management Positions**

**87.5%**

Egyptians (Egypt)

**0.7%**

Saudis (Saudi Arabia)

**0.5%**

**73%**

Proportion of local hires  
in employees

**64%**

Proportion of local hires in  
senior management

### Human Capital Return on Investment for FY25

**Total Revenue**

**INR 34,775,100,000**

**Total Operating Expenses**

**INR 30,259,600,000**

**Total Employee-related expenses**

**INR 18,590,300,000**

**Resulting Human Capital Return on Investment**

**1.2429**

**Total Employees**

**5017**

## Key Policies



### Freedom of association: Compliance with local labor laws globally

Freedom of association is a fundamental human right that Mastek fully respects and upholds. All our employees have the right to join associations, unions, or groups of their choice, in accordance with applicable local laws and government regulations.

We recognise and support the right to freedom of association through independent trade unions, works councils (WCs), or collective bargaining agreements (CBAs), without fear of intimidation, discrimination, or retaliation. We are committed to protecting employees from any form of anti-union discrimination.

As an IT organisation, our employees in India are currently not part of any trade unions. However, Mastek ensures that all employees have access to internal communication platforms where they can freely express their views, opinions, and ideas across all levels of management. These insights play a key role in shaping company policies, strengthening our people practices, and enhancing the overall employee experience.

We comply with all local laws and regulations in every country where we operate and adhere to collective bargaining agreements in jurisdictions where they are legally mandated. Where required by employees, we are prepared to facilitate collective bargaining with trade union representatives and provide the necessary information to enable meaningful and informed dialogue.

In addition, we maintain a robust grievance redressal mechanism that allows employees to raise complaints and concerns confidentially and without fear of retaliation. This ensures a transparent and safe environment that fosters trust and accountability across the organisation.

During FY25, none (ZERO) of our employees in India were represented by an independent trade union or covered by Collective Bargaining Agreements (CBAs).

## Mastek UK DE&I Initiatives

Mastek UK's ongoing DEIB initiatives are designed to drive systemic change, uplift underrepresented voices, and create pathways for all individuals to thrive.

These initiatives are also included within our Social Value commitments, reinforcing our focus on inclusive growth and equitable outcomes for all communities.

## Gender Pay Gap Report | Mastek (UK) Ltd.

At Mastek, our commitment to Diversity, Equity and Inclusion (DE&I) is deeply embedded in our culture and people practices. As part of our transparency and accountability, we publish our Gender Pay Gap Report annually for our UK operations. This report provides insights into pay equity and highlights areas where we continue to work towards more balanced representation and opportunity across genders.

### Key Gender Pay Gap Metrics

For the reporting year FY25, based on median hourly pay comparisons at Mastek (UK) Limited:

Women earned 82p  
for every

£1  
earned by men

Median hourly pay for  
women was

**18.1%**  
lower than that of men

Mean hourly pay for  
women was

**15.0%**  
lower than that of men



### Human Rights Due Diligence

We are member of UNGC since 2024 and are aligned with its principles.



### 99% of the employees successfully completed POSH compliance training

As per Indian legislation, we also file quarterly POSH returns; with zero cases reported for FY25.

### Pay Distribution by Quartile

The representation of women across different hourly pay quartiles is as follows:

#### Pay Quartile

#### Upper (highest paid roles)

#### % Women Employees

**14.0%**

#### Upper-middle

**19.4%**

#### Lower-middle

**21.7%**

#### Lower (lowest paid roles)

**30.5%**

These figures indicate a greater concentration of women in the lower pay quartiles and underrepresentation in the highest earning segment. Addressing this imbalance is a core focus of our DE&I agenda.

We recognise that bridging the gender pay gap is a journey that requires consistent effort, inclusive hiring, and proactive career development for

underrepresented groups. Our DE&I initiatives are focused on fostering equitable growth opportunities, increasing female representation in leadership roles, and embedding gender balance across all levels of the organisation.

We remain committed to building a workplace where everyone is empowered to succeed, regardless of gender.



#### Leadership Diversity: Advancing Representation at the Top

- ✓ Our Emerging Women Leaders Programme identifies and nurtures high-potential women professionals.
- ✓ The ReShine initiative welcomes women back to work after career breaks, providing coaching and support to restart their professional journeys.
- ✓ **Disability Confidence:** Mastek is actively working towards Disability Confident – Silver status, supported by inclusive hiring practices, workplace accessibility measures, and adaptive talent strategies.
- ✓ **DEIB Governance:** Our DEIB Council plays a central role in setting measurable targets and tracking progress.



#### Fostering an Inclusive Culture: Empowerment Through Community

Employee Resource Groups (ERGs): We have built safe, empowering spaces where employees can connect, support, and lead change:

- ✓ **Prism (LGBTQ+ & Allies):** Provides policy feedback and champions LGBTQ+ inclusion in the workplace.
- ✓ **Women's Network:** Organises quarterly wellness sessions attended by 200+ employees, tackling topics like menopause, cancer awareness, and career growth.
- ✓ **Mentorship with Intention:** Our structured mentoring programmes pair leaders with women and individuals from underrepresented groups, supporting their personal growth, confidence, and upward mobility.



#### Driving Systemic Change: From Opportunity to Action

We are committed to levelling the playing field for all talent, especially those from disadvantaged or non-traditional backgrounds:

- ✓ **Apprenticeships & Bootcamps:** In partnership with organisations like CodeFirstGirls, we provide access to technical training and employment for diverse candidates.
- ✓ **Inclusive Recruitment Monitoring:** Our data-backed approach tracks diversity metrics at each hiring stage to identify and address potential gaps.



## Our People

# The Heart of Mastek

At Mastek, our people are our greatest asset and the heartbeat of our transformation journey. We are committed to building a workplace where every Mastekeer can learn, grow, thrive, and contribute meaningfully to our collective future. From fostering skill development to enabling well-being, inclusion, and recognition, our approach centres on empowering individuals to unlock their full potential.

### Investing in Capability and Continuous Learning

We believe in creating a culture of learning that keeps pace with innovation. In FY25:

**49 hours**

Average hours of training per FTE

**INR 10,000/-**

Average training investment per FTE

### Labour Practices Commitment

We are committed to upholding fair and responsible labor practices across all facets of our operations. This includes ensuring that all workers receive a living wage that meets their basic needs and supports a decent standard of living. We actively avoid excessive working hours by setting and enforcing maximum working hour limits and discouraging overtime unless absolutely necessary. Our policies guarantee equal remuneration for men and women performing work of equal value, and we ensure that all employees are paid for their entitled annual leave. We do not believe in mass terminations and discourage terminations which do not adhere to minimum consultation and notice periods agreed under the employment contract, to support affected employees with dignity and transparency.

This commitment applies comprehensively across our own operations, as well as to our contractors and partners. We expect all entities within our supply chain to align with these principles, ensuring that ethical labor standards are upheld throughout our corporate ecosystem.

### Labour Practice Programmes at Mastek

- ✓ **Ensure Adequate Wages:** All employees are paid wages that meet or exceed cost-of-living estimates or relevant benchmarks.
- ✓ **Monitor Working Hours:** Regular tracking of working hours is conducted, including proactive management of overtime to prevent overwork.
- ✓ **Overtime Compensation:** Employees are fairly compensated for all overtime work in accordance with legal and internal standards.
- ✓ **Worker Engagement:** We maintain regular engagement with workers' representatives to discuss and improve working conditions.
- ✓ **Gender Pay Equity:** The gender pay gap is routinely monitored and addressed to ensure equal remuneration for men and women performing work of equal value.
- ✓ **Social Protection:** We are expanding social protection coverage for employees beyond what is provided by public programmes.
- ✓ **Annual Leave Compliance:** Employees are encouraged and supported in taking their full paid annual leave entitlements.
- ✓ **Reskilling & Transition Support:** Training and reskilling opportunities are provided to help employees adapt to changes arising from industrial or climate transitions.

## Employee Development Initiatives

Name	Description of Programme Objective/ Business Benefits	Quantitative Impact of Business Benefits	% of FTEs Participating in the Programme
 <b>Gen AI Academy &amp; Digital Learning Initiatives</b>	<p>In today's rapidly evolving tech landscape, Mastek is not only adapting but leading the way with its commitment to Generative AI. We have revamped our Gen AI Academy in FY25, aligning its offerings more closely with the unique needs of each Business Unit. This initiative is a key pillar of the Mastek Skill Academy and aims to strengthen organisational capabilities and fuel innovation.</p> <p><b>Key Highlights:</b></p> <ul style="list-style-type: none"> <li>Power learning sessions conducted in collaboration with partners like Microsoft, Amazon, and Salesforce.</li> <li>Launch of Mastek iConnix: Accelerating Software Delivery – a programme enabling delivery teams to harness Gen AI for enhanced speed, quality, and impact.</li> <li>Rollout of ADOPT.AI – a learning module designed to help teams integrate AI into Oracle Fusion business processes.</li> </ul>	<p><b>Key KPIs achieved during FY25:</b></p> <p><b>623</b> free external Gen AI certifications completed by Mastekeers</p> <p><b>1,700+</b> Mastekeers enrolled in Gen AI Programmes</p> <p><b>280+</b> Mastekeers successfully completed the courses</p>	<b>14.3% in Gen AI certifications</b> <b>39.2% in Mastek iConnix</b> <b>6.4% in ADOPT.AI learning Programme</b>
 <b>Global Mastekeers Programme</b>	<p>The Global Mastekeers Programme expanded significantly in FY25 with new initiatives launched in the Middle East and Australia. It aims to foster cross-cultural awareness and strengthen global collaboration among Mastekeers.</p> <p><b>Key Highlights:</b></p> <ul style="list-style-type: none"> <li>Leader's Connect Sessions: 10+ sessions conducted with 80–150 participants each, where leaders discussed cultural nuances and global teamwork.</li> <li>Mastekeers Connect Sessions: Engaged 100+ employees per session in interactive cross-cultural exchanges.</li> <li>E-Learning Modules: Rolled out across the US, UK, India, Middle East, and Australia to build cultural awareness.</li> <li>Cross-Cultural Awareness Campaign: Included learning modules, quizzes, contests, and cultural exchange Programmes to promote collaboration and communication across geographies.</li> </ul>	<p><b>Key KPIs achieved during FY25:</b></p> <p><b>590</b> Mastekeers successfully completed the cultural awareness modules during the reporting year</p>	<b>13.6%</b>
 <b>Mastek LEAP: Graduate Training &amp; Apprenticeships</b>	<p>The LEAP Programme is Mastek's flagship graduate onboarding initiative aimed at nurturing early-career talent through structured training, real-world experience, and global exposure.</p> <p><b>Key Highlights:</b></p> <ul style="list-style-type: none"> <li>Freshers Onboarded: 247 freshers joined Mastek in FY25 across India. All interns from the Internship Programme were offered full-time roles.</li> <li>Apprentices in the UK: Apprentices joined our Leeds office and transitioned to full-time positions after a year, reinforcing our global talent strategy.</li> <li>Internship Programme: Interns engaged in hands-on learning, with successful candidates offered full-time employment.</li> </ul> <p><b>Programme Structure:</b></p> <ul style="list-style-type: none"> <li>Training (2–3 months): Focus on Java, .NET, SharePoint, Oracle Commerce Cloud, etc.</li> <li>Shadowing (3 months): Hands-on learning alongside experienced professionals.</li> <li>Business Projects: Graduates work on live client projects. Completion is marked with a graduation ceremony, recognised during the ISO 9001:2015 Recertification.</li> </ul>	<p><b>KPIs achieved in FY25:</b></p> <p><b>79%</b> of trained freshers were billed within 64 days across India</p> <p><b>18 out of 25</b> interns enrolled in Gen AI Programmes</p> <p><b>11 UK</b> apprentices completed DevOps &amp; Cloud training</p>	<b>4.7%</b>
 <b>Customer-centric Programme Management</b>	<p>The Programme aims to strengthen Programme delivery by cultivating a consulting mindset, enhancing governance, and building client relationship skills. According to business leaders, it has successfully shifted Mastekeers' mindset to prioritise customer-centric thinking and approach.</p>	<p><b>Over 980</b> Mastekeers completed the Programme in FY25</p>	<b>22.6%</b>

## Performance Enablement at Mastek

Our appraisal process is designed to be fair, agile, and growth-oriented:

- 🕒 **Multi-dimensional feedback:** Inputs from managers, unit heads, and peers
- 🕒 **Management by Objective:** Anchored in measurable outcomes
- 🕒 **Team-based Performance reviews:** We evaluate how well a team works together and how well each individual employee has contributed.
- 🕒 **Continuous performance management approach:** with regular feedback discussions and biannual reviews, all supported by a centralised digital appraisal system that enables real-time tracking, recognition, and development planning.

## Championing Employee Well-being

We recognise that true performance is built on well-being. Mastek ensures holistic support through:

- 🕒 **Hybrid Work Model:** Flexible hours with 2 days/ week in office; 100% WFH when needed
- 🕒 Full-time or part-time employment options
- 🕒 **Parental Support:**
  - Up to 26 weeks paid leave for primary caregivers
  - Up to 2 weeks paid leave for non-primary caregivers
  - Full Work From Home support post-parental leave
- 🕒 **Caregiver Support (UK):**
  - Up to 5 days compassionate leave for critical illness or condition of the family member/ dependent
  - 1–2 days dependent leave for medical needs of the dependent/ family
- 🕒 **Facilities:** Lactation and childcare facilities upon request at select locations
- 🕒 **Recognition:** Employees rewarded for climate and ESG actions on LinkedIn and internal platforms like MORE
- 🕒 **Absentee Rate:**  
**0.65%**
- 🕒 **Voluntary Employee Turnover Rate:**  
**19.3%**
- 🕒 Mastek provides 30 days' notice to employees for any materially significant operational changes

## Listening to Our People

We measure and act on employee feedback through regular surveys. Mastek has once again been certified as a **Great Place To Work®** across India, UK, US, and Middle East. This year marks a special milestone for our UAE team, who have earned GPTW certification for the first time, reflecting our expanding footprint and commitment to excellence across geographies.

- 🕒 GPTW Overall Score for FY25:
- 🕒 Participation Rate:

**76/100**

**75%**

The survey evaluates job satisfaction, workplace happiness, trust, stress levels, and opportunities for advancement.

Through every initiative, our commitment is clear: to nurture a workplace where talent feels valued, voices are heard, and careers are built for the long run. Mastek is more than a place to work; it is a place to grow.

## Occupational Health & Safety (OHS)

# Protecting People, Powering Progress



## Our Commitment

Mastek maintains an ISO 45001-certified OHS management system, ensuring the safety of employees, contractors, and all workplace stakeholders. Our policy commitment includes:

**Enterprise-wide applicability across operations, employees, contractors, and third-party workers.**

**Full compliance with ISO 45001 standards.**

**Worker participation through consultations and representative engagement.**

**Continuous improvement of OHS performance via targeted action plans.**

**Setting up prioritisation and action plans including detailed manual for breach/ remediation of any incidents.**

**Quantifiable safety targets to minimise incidents.**

**Endorsed by Executive Management.**

## OHS Risk Management Framework



### Hazard Assessment and Identification

- 🕒 Conducted by the Health, Safety & Environment (HSE) Team and department heads.
- 🕒 Risks evaluated based on:

### Human impact

### Operational disruption costs

### Environmental/ public reputation consequences

- 🕒 Maintained in the OHS Risk Register, updated per audit findings and regulatory changes.



### Action Plans with quantified targets

- 🕒 Leadership-driven objectives: Aligned with EHS policy, legal requirements, and operational feasibility.
- 🕒 Department-specific targets: Documented, monitored, and reviewed in management meetings.
- 🕒 Performance tracking: Regular reporting on goal achievement with corrective measures.



#### Emergency Preparedness

- ✓ Comprehensive response plans for scenarios impacting personnel, visitors, or the environment.
- ✓ Annual mock drills to validate preparedness.
- ✓ Plan development criteria:

Historical incident data

Legal/ regulatory mandates

Risk assessment outcomes



#### Evaluation of progress against targets

- ✓ Safety metrics: Incidence Rate (IR) and Frequency Severity Index (FSI) tracked for trend analysis.
- ✓ Management reviews: Structured HSE performance assessments with executive oversight.



#### Internal inspections and Incident Investigation

- ✓ Immediate response: Site secured by HSE team post-incident.
- ✓ Root-cause analysis: Conducted by an Incident Investigation Team (IIT), with external experts as needed.
- ✓ Corrective actions: Time-bound plans to prevent recurrence, documented in investigation reports.



#### Independent External Verification

- ✓ Regular ISO audits to validate OHS processes.
- ✓ External assessments integrated into audit cycles for unbiased evaluation.



#### Training & Awareness

- ✓ Mandatory induction training on HSE protocols.
- ✓ Periodic upskilling: Needs identified via surveys, audits, or management input; delivered per annual training calendars.



#### Procurement Integration

- ✓ Vendor/ contractor evaluations to enforce HSE compliance.
- ✓ Contractual safeguards: Legal and safety requirements communicated to suppliers and partners.

Mastek's OHS Programme embeds proactive risk mitigation, regulatory adherence, and a culture of safety across all operations.

#### Supplier Diversity

Spending on MSME/ diversity suppliers out of total spend on suppliers (Region-wise):

**19.82%**

US region

**46.92%**

UK region

**29.91%**

India region

## Foundational Commitments

# Where Care Meets Action

Mastek is committed to upholding and advancing human rights in alignment with the Ten Principles of the United Nations Global Compact (UNGC), which we joined on January 9, 2024. As part of its ESG framework, Mastek integrates human rights due diligence across its operations and value chain, ensuring compliance with legal standards and fostering a culture of respect and inclusivity. The UK's targeted Programmes (like ERGs and Silver Disability Confidence goals) complement our global framework, ensuring local relevance while advancing group-wide DE&I standards.



## Policy and Governance

- ⦿ Mastek maintains a strict disciplinary policy to address human rights issues, including discrimination and harassment.
- ⦿ We conducts regular assessments of complaints related to its Code of Conduct and files annual returns for Prevention of Sexual Harassment (POSH) complaints with local authorities.

## Human Rights Due Diligence Process

- ⦿ **Understanding Impacts:** Identifying and prioritising human rights risks across operations.
- ⦿ **Integrating Measures:** Implementing preventive and mitigative actions through internal functions and processes.
- ⦿ **Monitoring Performance:** Tracking risk mitigation effectiveness with oversight from the Risk Management and Governance Committee and HR Compliance.
- ⦿ **Communication:** Engaging stakeholders transparently on human rights initiatives and impacts.

## Human Rights Assessment & Remediation

- ⦿ Before commencing business activities, we understand human rights issues and issues on company operations and include key stakeholders such as employees, women, children, third party employees, local communities, and indigenous people in our human rights due diligence process. As a global organisation, we understand and analyse risks related to human rights along the corporate operations and value chain, including new business relationships such as mergers, acquisitions, and joint ventures. We analyse certain risks on potentially material aspects related to human rights such as forced and child labour, human trafficking, freedom of association and collective bargaining, equal remuneration, discrimination, and privacy.
- ⦿ Annually, the company assesses sexual harassment and discrimination risks. For FY25, POSH returns were filed with zero complaints at all locations in India.
- ⦿ Compliance with IR35 regulations is reviewed to safeguard employee rights, ensuring fair wages, workplace protections, and tax adherence for contractors.

By embedding human rights into its core operations, Mastek reinforces its commitment to ethical business practices and sustainable development.

## Social Initiatives through Social Value in the UK

Social Value refers to creating better outcomes for people, communities, and the planet. It is about delivering more than just contracts. By driving equity, inclusion and sustainability, we ensure that every public pound spent also brings lasting social and environmental benefit.



### Skills Development

Skills development is a major focus for us. In FY25, we delivered 14 digital bootcamps in collaboration with partners such as Coders Guild, Just IT and Northcoders. These bootcamps reached over 280 learners, many from underrepresented backgrounds. We continue to support early career awareness through career guidance delivered at digital skills fairs. In FY25, we participated in seven events, reaching more than 500 young people with personalised guidance, CV support and introductions to digital career pathways. This is helping address skills gaps and broaden access to technology careers. Our youth outreach included seven career fairs with more than 500 attendees, alongside STEM-focused programmes like DigitalHer, which encouraged over 500 women to explore careers in technology.



### Graduate Programme

Our graduate programme, launched in May with 13 participants, provides structured support for early career development. It combines pastoral care with progression pathways and will welcome a new cohort in September. Beyond formal education, we continue to invest in learning for all our employees and partners. Over the past year, more than 120,000 learning hours were logged on the Udemy platform, with 60% of users averaging 32 hours of monthly engagement. This highlights the strong culture of continuous learning within our organisation.



### Educational Partnerships and Progression Pathways

Education and progression partnerships play a vital role in extending our impact. Working with enterprise partners and innovation schools, we support the Gatsby Benchmarks by providing mentoring, work experience and STEM engagement. In April 2023, we launched a Level 4 apprenticeship for junior developers in partnership with Coders Guild and Generation, aimed at disadvantaged and underrepresented young people. The first cohort will begin in November, marking a significant step in addressing barriers to early career opportunities.



### Well-being Commitment

Well-being remains a key priority for us. Our commitment aligns with the Home Office's Well-being Framework and includes a 24/7 confidential Employee Assistance Programme. Support covers mental, physical, financial, and social health, contributing to a safe and inclusive work environment. This structure ensures that our staff have access to support when they need it and that well-being is treated as an integral part of working life.





#### Diversity, Equality, and Inclusion (DE&I)

We also take a structured approach to equality and inclusion. Our recruitment and employment practices are aligned with the Equality Act 2010, the Good Work Plan and Mental Health at Work 6 standards. We work to increase employment opportunities for disabled individuals and to ensure inclusive workplace policies are in place.



#### Employee Network Groups (ENGs)

Employee-led networks further support this culture. Prism, our LGBTQ+ and Allies Network, strengthens inclusion and peer support, while our Women's Network works on gender diversity in STEM, recruitment and professional development. These networks offer space for shared experiences and community-building within the workplace.



#### Culture and Engagement

Communication and staff engagement are central to our approach. Open dialogue is encouraged across all levels of the business, with daily stand-ups, regular leadership interactions and agile project teams supporting transparency and collaboration. Systems such as staff rotation help ensure balanced workloads and contribute to a more sustainable working culture.



#### Continuous Improvement

These efforts are underpinned by our commitment to continuous improvement. We regularly review our well-being, diversity, and inclusion strategies throughout contract durations. These checks are carried out by our Social Value Lead to ensure strategies remain relevant and effective. Our Social Value Charter defines our operational goals and sets out a clear promise to deliver on them.



## Sustainable Governance

# Our Robust Governance Framework

At Mastek, robust governance is fundamental to our sustainability journey. We uphold the highest standards of ethics, transparency, and compliance to ensure responsible business conduct and long-term value creation. Our governance framework integrates oversight, accountability, and risk management across all levels of the organisation from the Board to day-to-day operations. By embedding integrity into our culture and decision-making processes, we not only strengthen stakeholder trust but also build a resilient, future-ready enterprise anchored in fairness, credibility, and impact.

## Direct Economic Value Generated and Added

### Direct Economic Value Generated (A)

Revenue (through core business segments)

Other income (through other sources)

**Total**

**FY25 (INR in Lakh)**

3,45,523

2,228

3,47,751

### Economic Value Distributed (B)

Operating cost

Personnel expenses (wages + benefits)

Interest charges (finance costs)

Taxes and royalties (given to various govt. wherever business units are located) - Taxes expenses

Taxes and royalties (given to various govt. wherever business units are located) - Dividend tax paid

Dividends (payments to capital providers)

Donations (political parties/ politicians)

Community development/ CSR investments - paid to Mastek Foundation

1,04,975

1,85,903

4,206

8,323

**Total**

**Economic value added (A-B)**

5,860

388

3,09,655

38,096

## Defined benefit plan obligation and other retirement plan

Contributions to provident and other funds	11,263
Staff welfare expenses	5,246
<b>Total</b>	<b>16,509</b>

FY25 (INR in Lakh)

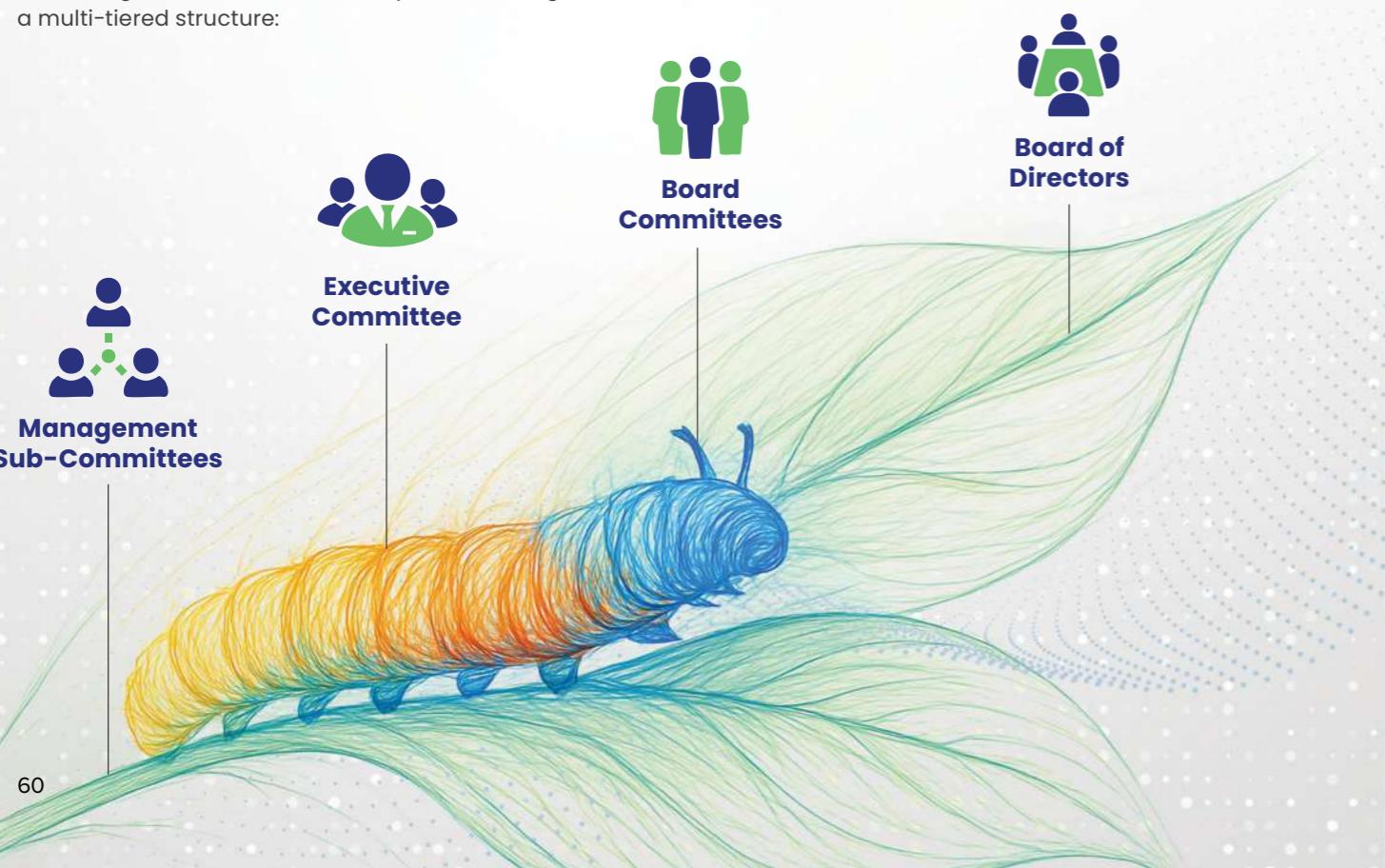
## Financial assistance received from government

IT exemption	-
Land provided at subsidised rate	-
Incentives	-
Custom, excise duties waived (Duties foregone)	-
<b>Total</b>	<b>-</b>

FY25 (INR in Lakh)

## Governance Structure

Mastek's governance framework operates through a multi-tiered structure:



## Board of Directors

The Mastek Board of Directors serves as the cornerstone of our governance framework, championing ethical leadership and strategic oversight. Comprising accomplished professionals with diverse expertise, our Board ensures we not only meet but exceed statutory requirements while driving sustainable value creation. Through balanced composition, rigorous engagement, and aligned incentives, we maintain a governance model that fosters transparency, safeguards stakeholder interests, and propels responsible business growth. Our directors bring independent perspectives and deep commitment to steering Mastek's journey as a purpose-driven organisation.

### Board Composition

1	Whole-time Director	3	Independent Directors	2	Non-Executive Directors
1	Woman Director	64	Median Age (years)		

At Mastek, the Board of Directors (BoD), led by our Founder Chairman as the Non-Executive Director, holds ultimate accountability for our strategic direction and governance. The Board ensures adherence to the highest standards of ethical conduct, transparency, and integrity, embodying the core values of the Mastek Group.

To oversee governance effectively, the Board delegates specific responsibilities to dedicated committees, each composed of a balanced mix of Executive, Non-Executive, and Independent Directors. These members bring diverse expertise in responsible business practices, sustainability, CSR, and ESG. As of March 31, 2025, the Board comprised one Whole-time Director, two Non-Executive Directors and three Independent Directors, including one Woman Director.

### Corporate and Board Governance

- ✓ The amendments to the bylaws are approved by the shareholders in line with legal requirements.
- ✓ The responsibility and liability of our directors are as per the provisions and extent allowed under the applicable laws.

### Board Composition & Independence

- ✓ **Independent Directors:** We exceed regulatory mandates with three Independent Directors (50% of the Board), surpassing the minimum requirement of 33.33% under Section 149(4) of the Companies Act, 2013 and SEBI Regulation 17(1)(b).
- ✓ **Director Commitments/ mandates:** None of our Directors serve as Independent Directors in more

than seven listed companies, ensuring focused oversight. Non-executive directorships are capped at six per individual.

### Board Engagement & Accountability

- ✓ **Attendance:** Maintained a 92.8% average attendance rate across 5 Board meetings in FY25, with full compliance to Section 167(1)(b) of the Companies Act (minimum attendance requirement of 14.2% based on the total number of 5 board meetings held for FY25)
- ✓ **Tenure:** Balanced experience with an average Board tenure of 9.74 years, combining institutional knowledge with fresh perspectives.

### Director Elections & Shareholder Rights

- ✓ **Transparent Elections:** Mastek follows the election and re-election guidelines according to the Section 152 (6) of the Companies Act, 2013 wherein 33.33% of directors (other than independent) on the Board are liable to be elected or re-elected during Annual General Meeting (AGM). Also, during AGM, as per SEBI Regulation 4 (2) (a) (v & vii), we allow every shareholder to be an effective stakeholder in exercising their right of election of members of the Board. Section 149 (13) of the Act also states that the above provisions shall not be applicable to the appointment of independent directors. Also, during AGM, as per SEBI Regulation 4 (2) (a) (v & vii), we allow every shareholder to be an effective stakeholder in exercising their right of election of members of the Board. Board members at Mastek are elected individually.

## Leadership Alignment with Stakeholders

- Management Ownership: To align executive interests with long-term performance, we encourage the CEO, KMPs, and leadership team to hold company shares proportionate to their base salaries. This fosters shared commitment to financial resilience and shareholder returns.

## Review and Approval of ESG and CSR Initiatives

All ESG, CSR, and Governance policies are reviewed and approved by senior management and the Board, as applicable. The Board-constituted CSR Committee ensures governance and accountability by providing strategic direction, approving initiatives (including climate action and biodiversity conservation), and recommending budgetary allocations. The Committee facilitates transparent communication of its deliberations to the Board, ensuring alignment with Mastek's overarching objectives and values.

At the executive level, our General Counsel and Chief Risk Officer (GC&CRO) leads ESG and CSR matters, supported by a team of experienced professionals. With their compensation tied to KPIs, this team implements Board-approved initiatives, such as net zero decarbonisation, renewable energy projects, diversity Programmes, sustainability reporting (including TCFD), and CSR focus areas like education, health, and environmental conservation. The GC&CRO regularly updates the CSR Committee, CEO, MD, and leadership on progress and outcomes.

## Board Roles and Responsibilities

The governance mechanism of ESG related issues at Mastek starts from the Board of Directors who are responsible for oversight of sustainability and vision, strategy, risks and targets. The Board provides an oversight on the overall sustainable business strategy, action, and future growth, which is based on company's purpose, core values and inputs from stakeholders driving our business. The Board has also oversight of corporate sustainability and ESG activities, including sustainable opportunities. Regular updates on ESG actions are highlighted in the board meetings and the Board also oversees the ESG reporting and compliances.

## Board Accountability for Climate Change

The Board recognises climate change, biodiversity loss, and ecosystem collapse as top global risks impacting business operations. Mastek's early adoption of TCFD reflects our proactive integration of climate-related considerations into strategy, operations, and reporting.

The Risk Management Committee and CSR Committee oversee ESG risks and opportunities, ensuring transparent communication to the Board and stakeholders. The Risk Management Committee quarterly assesses ESG risks per global standards (e.g., NGRBC principles), while the CSR Committee embeds sustainability into corporate strategy.

## Management responsibility

Execution of ESG compliances is owned by executive management. To elaborate, (a) Human Rights along with Labor Rights risks and issues are owned by the Chief Human Resources Officer; (b) Environment and Anti-Corruption related risk and issues are owned by General Counsel and Chief Risk Officer. As a part of this ownership, their respective executive pay is also linked to the said KPIs to govern proper execution.

## Key Board Committees

The Board has established the following committees, each chaired by an Independent Director:



Each of these committees meets at regular intervals to review the relevant focus areas and to take into account governance policies, appointments, remuneration and evaluation, CSR, and ESG aspects. The Chairperson of each of these committees is an Independent Director. All ground-level inputs and stakeholder feedback (including critical concerns, issues, and outputs of stakeholder consultation on ESG) are reviewed and discussed by above board committees, and the respective Committee Chairperson updates the Board at every meeting on these discussions/ deliberations of the Committees. While the Board is accountable for oversight of the overall governance process, including ESG and CSR, the Executive Management is responsible for implementing the policies and procedures to imbibe

a culture of good governance in the organisation. The Management believes that good governance is a continuous journey, as a result of the ever-evolving developments in the business environment, both internally and externally.

Our CEO is the highest executive authorities responsible for implementing and overseeing our ESG, climate action, CSR, and related policies. As an Executive Director, he also serves on the Board's constituted committees that supervise ESG governance, including the CSR Committee, Risk Management Committee, and Stakeholders Relationship Committee. These Committees discuss the company's ESG practices and risks and encourage management to go beyond regulatory requirements.



## Audit Committee

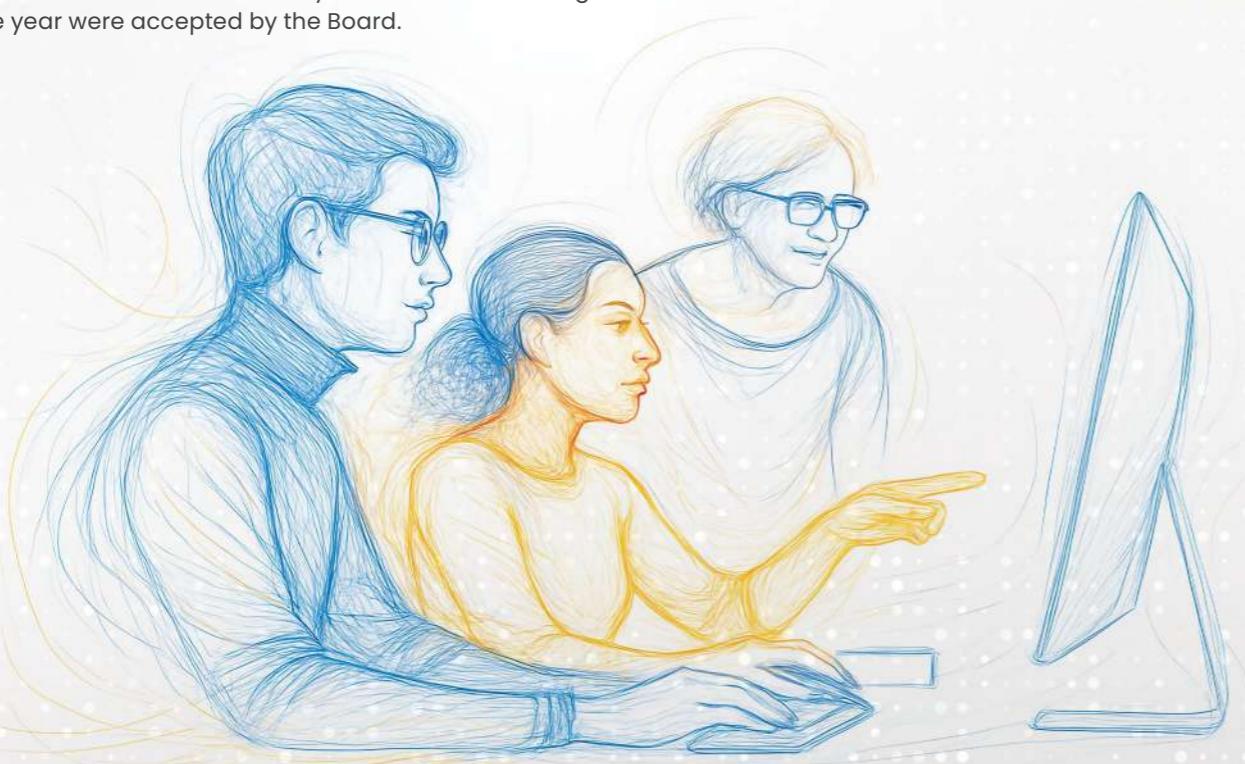
The Audit Committee plays a vital oversight role in ensuring the integrity of our financial reporting process. Serving as a bridge between the auditors, management, and the Board, the Committee reviews financial statements, evaluates internal control systems, and ensures compliance with legal, regulatory, and ethical standards. It also oversees the performance of statutory, secretarial, and internal auditors, promoting transparency, accountability, and timely disclosures.

## Nomination & Remuneration Committee (NRC)

The Nomination and Remuneration Committee is entrusted with overseeing the selection, appointment, and succession planning for key positions in the company. It ensures a balanced mix of skills, experience, diversity, and independence on the Board and senior management. The Committee also administers our Stock Option Plans, determining employee eligibility and allocations. All recommendations made by the Committee during the year were accepted by the Board.

## Stakeholders' Relationship Committee

The Stakeholders' Relationship Committee is responsible for addressing investor grievances and ensuring prompt and effective resolution. It monitors the performance of the company's Registrar and Share Transfer Agents in delivering investor services and recommends improvements where necessary. All recommendations made by the Committee during the year were accepted by the Board.



## Risk Management and Governance Committee (RMGC)

This Board-led committee maintains rigorous oversight of our risk management framework by reviewing ESG and climate-related risks in conjunction with broader enterprise risks. It systematically assesses our risk management policies to ensure alignment with both the National Guidelines for Responsible Business Conduct (NGRBC) and international frameworks. Furthermore, the committee plays a critical role in integrating sustainability risks into the organisation's strategic decision-making processes, ensuring these considerations are embedded throughout our business operations.

## CSR Committee

The CSR Committee plays a pivotal role in driving our sustainability agenda by monitoring progress against targets and ensuring effective implementation of CSR projects. It oversees budget allocations for initiatives focused on marginalised communities, particularly in the areas of education, health, and skill-building. Additionally, the Committee executes specific responsibilities as assigned by the Board of Directors, ensuring alignment with our broader governance framework.

# CEO and Executive Compensation

At Mastek, we recognise that responsible executive compensation practices are fundamental to our commitment to sustainable growth and stakeholder trust. Our framework ensures that leadership rewards directly correlate with both financial performance and the long-term interests of all stakeholders.

## Governance-linked Compensation Philosophy

Mastek's governance practices are aligned with a focus on being a purpose-led, people-centric and performance-driven organisation. Our strong governance framework led by robust policies and standards ensures that there is no conflict of interest amongst any stakeholders associated with the organisation.

At Mastek, CEO compensation is viewed as an important factor that can have an impact on the performance of our organisation. The variable pay of the CEO focuses on multiple parameters and may consist of - (a) Revenue Growth which measures the company's revenue performance, excluding growth from acquisitions or inorganic means, ensuring that the company's core operations are scaling sustainably; and (b) Order expansion which reflects future business commitments, tracking new deals or contracts won organically. The variable pay of the CEO is aligned with these financial and operational metrics and Mastek incentivises its CEO to focus on both growing the top line and securing future revenue streams. These metrics would typically be reviewed periodically to ensure they align with broader company goals.

## CEO Variable Pay Plan

The remuneration of the CEO of Mastek includes a fixed salary and variable compensation as commission as determined by the Nomination

and Remuneration Committee (NRC) based on the achievement of various parameters set out in the agreed annual goals. We structure the variable pay plan of the CEO with annual performance period and grant of Employees' Stock Option Plan (ESOP) with the vesting period of maximum four years.

The options are issued under the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations 2021 (as may be amended) and a Special Resolution is passed by the company in this regard. Approval is taken from the Nomination & Remuneration Committee in terms of the ESOP plan of the company.

## Performance Outcomes for FY25

Mastek incorporates the use of relative financial metrics such as total shareholder return (TSR) to gauge company performance against peers in the industry and uses the said metric for review of CEO performance for its variable pay. TSR provides insights on the overall appreciation in the stock price of every share of Mastek over a specified period of time along with the dividends paid by the company on every share. The effectiveness of our compensation framework is evident in several key metrics:

- ✓ Our Board recommended a dividend of INR 23 per share, consistent with our published dividend policy.
- ✓ Total Shareholder Return stood at (15%) for the year, compared to the Nifty IT index return of 9%.
- ✓ The share price movement reflected challenging market conditions, opening at INR 2,606.35 on April 1, 2024, and closing at INR 2,181.15 on March 31, 2025

## Total Shareholder Return – TSR (FY25)

### Particulars

	Mastek (in INR)	Nifty IT (in INR)
Dividend Yield	23.00	1,046.94
Share Price* as on April 1, 2024	2,606.35	34,898.15
Share Price* as on March 31, 2025	2,181.15	36,886.15
TSR	(15%)	9%

\*Note: Nifty IT dividend is calculated based on the dividend yield

## Management Ownership & Alignment

We maintain strict share ownership guidelines to ensure our leadership team maintains meaningful equity stakes:

- ✓ The CEO holds shares worth 36.59 times their base salary
- ✓ Our CFO maintains 1.52 times their base salary in equity
- ✓ The Company Secretary holds 0.53 times their base salary
- ✓ On average, these key executives other than the CEO maintain 1.025 times their base salary in Mastek shares

## Pay Equity & Workforce Considerations

Consistent with our people-centric values, we monitor compensation ratios as an important governance metric:

- ✓ The ratio of CEO compensation to median employee remuneration stands at 46.78:1
- ✓ The ratio of CEO compensation to mean employee compensation is 26.54:1
- ✓ These figures are calculated against a median employee compensation of INR 21.65 Lakh and mean compensation of INR 38.15 Lakh



## Commitment to Continuous Improvement

While our current framework has demonstrated its effectiveness in aligning executive behaviour with stakeholder interests, we regularly review our compensation policies to ensure they continue to:

- ✓ Reflect evolving sustainability priorities
- ✓ Maintain appropriate risk-reward balance
- ✓ Support our long-term strategic objectives
- ✓ Meet the highest standards of corporate governance

All compensation decisions are made with full transparency and in compliance with applicable regulations, including the Companies Act, 2013 and SEBI guidelines.

# Ethics and Compliance

At Mastek, ethical governance is a cultural imperative that shapes every decision, relationship, and business operation. Our commitment to integrity, transparency, accountability, and human rights is embedded in our corporate DNA, ensuring we not only meet regulatory requirements but exceed them to build lasting trust with stakeholders.

Ethics and compliance form the bedrock of our responsible and sustainable growth. Anchored in a robust framework of policies and practices, we uphold the highest standards of conduct across all operations, from the boardroom to our global supply chain.

Our governance approach integrates ESG priorities into everyday decision-making, guiding employee behaviour and ensuring legal compliance while fostering a culture of accountability.

### Cultivating an Ethical Culture: From Policy to Practice

#### A Shared Responsibility

Ethics at Mastek is a collective effort. Every employee, from leadership to frontline staff, is accountable for upholding our standards. Our Code of Conduct serves as the cornerstone, clearly articulating

expectations around human rights, anti-corruption, data privacy, and workplace behaviour. But policies alone are not enough; we reinforce them through:

#### Employee Remuneration linked to compliance

**With Code of Conduct:** Mastek mandates annual compliance training in Anti-Bribery, Information Security, Prevention of Sexual Harassment (POSH), and Human Rights, tailored to specific geographic regions, to mitigate risks inherent to the business. Employees must achieve 100% compliance every financial year (April to March) to safeguard Mastek, its clients and stakeholders.

In FY25, 99% of employees and 100% of leadership completed Anti-Bribery and Anti-Corruption trainings, with the remaining 1% in progress. Non-compliance directly impacts performance evaluations, potentially resulting in a lower performance rating than originally awarded. New hires must complete these trainings to confirm employment.

**Leading by Example:** Our Board and Key Management Personnel (KMP) undergo specialised trainings, setting the tone for ethical leadership.

## Transparency in Action: Our FY25 Compliance Record

Mastek maintains a zero-tolerance stance toward misconduct. Last year, we recorded **no violations** across critical areas:

### Reporting Areas

#### Corruption or Bribery

#### Discrimination or Harassment (Gender-based or otherwise)

#### Customer Privacy Data

#### Conflicts of Interest

#### Money Laundering or Insider Trading

#### Child Labour

#### Forced Labour

#### Safe and healthy Working Environment

### Number of Breaches/ Violations Reported in FY25

0

0

0

0

0

0

0

### Key Takeaways:

- ✓ No incidents involving indigenous rights/marginalised groups or collective bargaining disputes.
- ✓ 100% resolution of grievances through formal committees (POSH, Whistleblower).

### Governance Through Policy and Practice

Our Code of Conduct (CoC) outlines the values that define our culture and govern our actions. It covers critical areas such as human rights, prevention of sexual harassment (POSH), whistleblower protection, grievance redressal, and anti-discrimination. We also maintain a global set of policies, including:

- ✓ Anti-Bribery and Anti-Corruption Policy- <https://www.mastek.com/wp-content/uploads/2022/08/Anti-Bribery-and-Corruption-Policy.pdf>
- ✓ Whistleblower Policy- <https://www.mastek.com/wp-content/uploads/2022/07/Group-Whistle-Blower-Policy.pdf>
- ✓ POSH Policy- <https://www.mastek.com/wp-content/uploads/2024/04/Human-Rights-Policy-Statement.pdf>
- ✓ Grievance Redressal Policy- <https://www.mastek.com/wp-content/uploads/2024/09/COBCE-India-APAC.pdf>
- ✓ Code of Conduct for Employees- <https://www.mastek.com/wp-content/uploads/2024/09/COBCE-India-APAC.pdf>
- ✓ Code of Conduct for Board and Senior Management- <https://www.mastek.com/wp-content/uploads/2022/08/Code-of-Conduct-for-Directors.pdf> and <https://www.mastek.com/wp-content/uploads/2022/08/Code-of-Conduct-for-Senior-Management.pdf>
- ✓ Diversity, Equity, and Inclusion Policy- <https://www.mastek.com/wp-content/uploads/2024/09/COBCE-India-APAC.pdf>
- ✓ Human Rights Policy- <https://www.mastek.com/wp-content/uploads/2024/04/Human-Rights-Policy-Statement.pdf>
- ✓ Non-Discrimination and Equal Opportunity Policies- <https://www.mastek.com/wp-content/uploads/2024/04/Human-Rights-Policy-Statement.pdf>
- ✓ ESG Policy- <https://www.mastek.com/wp-content/uploads/2024/10/Sustainability-Policy-2024.pdf>

- ✓ Environment, Health, and Safety (EHS) Policy - <https://www.mastek.com/wp-content/uploads/2025/07/EHS-Policy.pdf>
- ✓ Corporate Social Responsibility (CSR) Policy - <https://www.mastek.com/wp-content/uploads/2022/07/Corporate-Social-Responsibility-Policy-2022.pdf>

Each of these policies is designed to provide clear behavioural expectations, outline permissible actions, and establish consequences for violations. They collectively shape our organisational culture and strengthen internal accountability.

Mastek confirms that it has received no financial assistance from any government during the reporting period FY25. Also, there are no restatements of information in this report.

### Embedding Human Rights and ESG Principles

Mastek's Human Rights Policy and sustainability framework reflect our commitment to protecting and promoting human rights across our value chain. In line with the UN Global Compact (UNGC) principles and International Labour Organisation (ILO) conventions, we prohibit all forms of human trafficking, child labour, forced labour, and discrimination.

Our contracts with suppliers, partners, and NGOs include explicit human rights and anti-slavery clauses. We also honour our employees' rights to free association and collective bargaining where legally recognised. While there are currently no trade unions or collective bargaining agreements in India, we support the right of employees to form or join associations per local laws.

### Institutional Mechanisms for Redressal and Training

We have dedicated committees such as the Internal Committee (under the POSH Act) and the Grievance Redressal Committee to address issues related to sexual harassment, employee well-being, and human rights violations. These are periodically reviewed by senior management to ensure effectiveness and accountability.

Mastek has implemented multiple grievance and feedback mechanisms such as our Whistleblower Portal, POSH framework, and stakeholder platforms to capture concerns, ethical issues, and violations. Employees, including subcontracted personnel, are encouraged to raise concerns anonymously via [whistleblower@mastek.com](mailto:whistleblower@mastek.com), with strict safeguards

against retaliation. Disciplinary actions are taken per our policies, and regulatory authorities are engaged where required.

For any whistleblowing complaints, a Toll-Free reporting channel is operated by third party named Voice Tree Technologies Pvt Ltd and can be reached at support@myoperator.com.

To build awareness and ensure adherence, we conduct mandatory e-learning training for all employees, including interns, consultants, and contractors on our Code of Conduct and associated policies. These trainings promote responsible workplace behaviour, improve compliance, mitigate risks, and enhance overall organisational effectiveness.

### Customer-centric Governance

At Mastek, customer satisfaction is a core tenet of our governance and performance management practices. We conduct structured Customer Satisfaction (CSAT) Surveys to assess the extent to which the value delivered meets or exceeds client expectations across multiple engagement touchpoints, such as Client Relationship Management, Programme Oversight, and Delivery Excellence.

This process fosters continuous dialogue with our customers and enables us to translate insights into actionable improvements. The survey not only reflects our commitment to service quality but also feeds into internal reviews, helping shape strategic and operational decisions.

### CSAT Performance Overview

Metric	FY24	FY25	Target (FY26)
CSAT Score (percentage)	78%	85%	85%
Customer Coverage	85%	77%	70%

We continue to evolve our feedback mechanisms to ensure they remain relevant, data-driven, and aligned with our value creation goals. The Board and executive teams periodically review these metrics as part of our integrated performance monitoring system.



## Data Privacy and Cybersecurity Governance

At Mastek, data privacy and cybersecurity are governed through structured policies, senior leadership oversight, and regular independent audits, demonstrating our commitment to responsible data management, regulatory compliance, and stakeholder trust. We adopt a proactive approach to identifying privacy and security risks, embedding safeguards, and adhering to global regulations, including the EU/ UK GDPR and India's Digital Personal Data Protection Act (DPDP).

Our governance in this area contributes to our alignment with key Sustainable Development Goals – SDG 9 (Industry, Innovation and Infrastructure) by promoting resilient and secure digital systems, SDG 16 (Peace, Justice and Strong Institutions) through strong compliance and data rights protection, and SDG 17 (Partnerships for the Goals) via external assurance and cybersecurity collaboration.

### Privacy Framework and Audits

We regularly conduct internal and external audits to assess the effectiveness of our privacy framework and ensure compliance with applicable data protection laws.

- ✓ The most recent internal audit was conducted in Q4 FY23.
- ✓ An external audit was carried out by Ernst & Young in the same fiscal year.

As per our audit policy, an external review of privacy and data protection is undertaken at least once every three years.

### FY25 Key Metrics:

- ✓ Percentage of users whose data was used for secondary purposes: Zero
- ✓ Number of government data access requests: Zero
- ✓ Percentage of requests resulting in data disclosure: Zero

## Customer Data Protection Practices

Mastek ensures that customers are clearly informed about how their data is collected, processed, stored, and protected. We provide complete transparency on the following aspects:

- ✓ Nature of information captured
- ✓ Use of the collected information
- ✓ Possibility for customers to decide how private data is collected, used, retained and processed
  - Opt-out option is available
  - Opt-in consent is required
  - Request access to data held by the company
  - Request their data to be transferred to other service providers
  - Request their data to be corrected
- ✓ Request their data to be deleted
- ✓ How long the information is kept on corporate files
- ✓ How the information is protected
- ✓ Third-party disclosure policy (private and public entities)

Our commitment to privacy safeguards the digital rights of our stakeholders and strengthens their confidence in our services.

### Cybersecurity Governance Structure

Mastek's cybersecurity function is overseen at the highest level of executive management.

- ✓ The Chief Operating Officer (COO) chairs the Cybersecurity & Privacy Forum, which provides strategic direction and reviews security posture across the organisation.
- ✓ The Chief Information and Security Officer (CISO), reporting directly to the COO, is responsible for the implementation, monitoring, and enforcement of cybersecurity policies.

Security policies are reviewed at least annually, or as deemed necessary by the Forum. The CISO ensures that any updates or enhancements are presented to the Forum for review and approval, ensuring responsiveness to emerging threats and evolving compliance requirements.

# Risk Management

At Mastek, risk management is a strategic enabler of responsible growth and sustainable value creation. It is deeply embedded into our governance framework and integrated across all levels of the organisation. Our approach is proactive and dynamic, designed to anticipate, assess and mitigate risks in alignment with our business goals, stakeholder expectations, and evolving regulatory landscape.

We view risk management not only as a compliance function but as a vital lever for resilience, agility, and stakeholder trust. Our practices are underpinned by leadership accountability, continuous employee training, and strong ethical foundations.

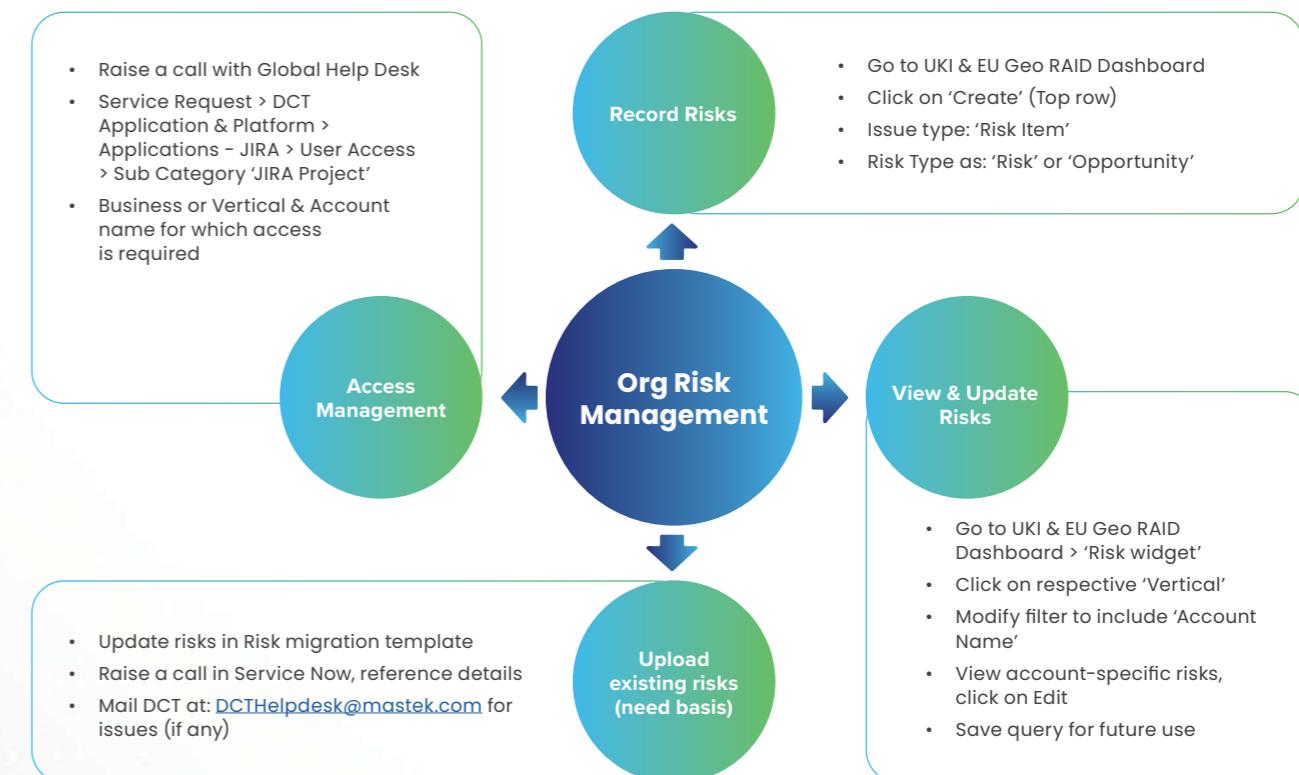
**Regular risk management education for all non-executive directors:** Directors (including independent directors) are regularly educated on the current risks and process of the company.

✓ **Focused training throughout the organisation on risk management principles:** Employees must achieve 100% compliance every financial year (April to March) for Anti-bribery trainings, Privacy training and Prevention of Sexual harassment training

✓ **Financial incentives which incorporate risk management metrics:** Risk Officer's KPIs linked to the annual performance rating and appraisal.

✓ **Incorporation of risk criteria in the development of products and services:** All project related risks to be logged as and when they are identified including those with ownership with third parties, customers to enable a single view of risk. Risks that need to be shared with customers can be maintained as per current practice e.g., RAID (Risks/ Opportunities, Actions, Issues, Decisions, Dependencies) Log.

## Risk/ Opportunity Management - Guidelines



## Ethical Conduct and Political Neutrality

### Zero Tolerance for Political Influence

Mastek, as a company, complies with the applicable laws and governance systems of the countries in which we operate. We do not campaign for, support or offer any funds or property as a donation or otherwise to any political party or independent political office candidate. We do not contribute to political parties to influence any decision or gain a business advantage. We strive to preclude any activity or conduct which could be interpreted as a favour to and from any political party or person. We make donations that are legal and ethical under local laws and practices.

### Transparent Disclosures

During the reporting period, Mastek did not make any contributions to and spending for political campaigns, political organisations, lobbyists or lobbying organisations, trade associations and other tax-exempt groups including to any groups whose role is to influence political campaigns or public policy and legislation.

## Incident Management and Business Continuity

### Timely Incident Response

Our Incident Management Policy enables prompt identification, escalation, and resolution of security or operational incidents. Root cause analysis is conducted post-incident to mitigate recurrence.

### Annual Resilience Testing

Business continuity and disaster recovery plans are reviewed and stress-tested annually in collaboration with our IT, Security, and leadership teams, ensuring operational continuity during disruptions.

Our risk management framework evolves continuously to reflect business complexity, regulatory developments, and global sustainability priorities. By embedding risk thinking into daily operations, leadership accountability, and employee culture, we enhance Mastek's capacity to deliver long-term, sustainable value.

## Emerging Risks

As a part of our forward-looking risk management approach, Mastek continuously monitors and assesses emerging global risks that could influence our operations, strategy, and stakeholders in the near- and long-term. Two significant areas of concern are Artificial Intelligence (AI) and Geopolitical Instability. These issues are complex, fast-evolving, and require proactive, multi-stakeholder responses to mitigate potential disruptions.

Risk Area	Details
 <b>Artificial Intelligence (AI)</b>	<p><b>Key Risks:</b></p> <ul style="list-style-type: none"> <li>✓ Lack of transparency and explainability in deep learning models</li> <li>✓ Potential large-scale job displacement over the next 5–10 years</li> <li>✓ Collection and use of personal data without adequate user awareness or protections</li> </ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>✓ Reduced user trust and slower adoption due to opaque AI decision-making</li> <li>✓ Automation potentially affecting employment and livelihoods</li> <li>✓ Generative AI tools may pose privacy risks by sharing sensitive data without consent</li> </ul> <p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>✓ Define transparent model development protocols and maintain detailed documentation</li> <li>✓ Promote human–AI collaboration and invest in workforce re-skilling</li> <li>✓ Support ethical AI practices and advocate for global AI safety and data protection standards</li> </ul>

Key Risks:
<ul style="list-style-type: none"> <li>✓ Erosion of international cooperation on trade, security, and tech standards</li> <li>✓ Export restrictions on food, energy, and critical commodities by 30+ countries</li> <li>✓ Growing economic inequality and geopolitical polarisation</li> </ul>
Impact:
<ul style="list-style-type: none"> <li>✓ Disrupted supply chains and restricted market access may delay innovation and reduce global investments</li> <li>✓ Inflation and protectionism could impact consumer spending and increase regulatory uncertainty</li> </ul>
Mitigating Actions:
<ul style="list-style-type: none"> <li>✓ Foster cross-border collaboration to boost supply chain and financial resilience</li> <li>✓ Promote investment in inclusive development: education, healthcare, and R&amp;D</li> <li>✓ Strengthen governance frameworks for technology and trade</li> </ul>

# Materiality Assessment

At Mastek, materiality is more than an exercise in compliance, it is a core pillar of our sustainability strategy. It enables us to focus on the environmental, social, and governance (ESG) issues that have the most significant impact on our business and matter most to our stakeholders. Through a well-defined and dynamic assessment process, we ensure that our strategy remains responsive to changing realities while staying aligned with our long-term goals.

Our materiality assessment is integrated within our **Enterprise Risk Management (ERM) framework** and is reviewed **quarterly**, with oversight from senior leadership and the Risk Officer. This ensures alignment with enterprise-wide priorities and reinforces our commitment to responsible business practices.

In identifying our stakeholders, we consider impact on: revenue, P&L, business continuity, brand value, operating cost, compliance and regulation, and business growth.

External stakeholders include customers, investors and shareholders, partners and collaborators, government and local bodies, academic institutions, suppliers and vendors, local communities and NGOs.

The outcomes of the process shape our sustainability reporting, guide strategic decisions, and ensure that we remain focused on creating long-term value for our stakeholders.

## Step 1: Identification of Material Topics

We begin by identifying ESG topics that are most relevant to our operations and stakeholders. This identification is informed by both internal and external factors, including industry standards, emerging global trends, peer analysis, and regulatory requirements. Key business considerations such as revenue growth, brand equity, operational efficiency, compliance risks, and innovation potential are mapped alongside stakeholder expectations. This dual-lens approach helps us surface issues that are not only business-critical but also socially relevant and forward-looking.

## Step 2: Evaluation of Impact

Once potential topics are identified, we assess their likely impact on the economy, environment, and society. Each issue is evaluated based on two critical parameters: severity and likelihood. Severity refers to the scale of its potential impact, while likelihood measures the probability of occurrence. Special emphasis is placed on ESG risks and human rights considerations across our value chain. This allows us to understand both direct and systemic risks that could influence our operations or stakeholder relationships in the near- or long-term.

## Step 3: Stakeholder Engagement

Stakeholder input is central to our materiality process. We engage with a broad spectrum of stakeholders through surveys, interviews, workshops, and ongoing feedback channels. These engagements include external stakeholders such as customers, investors, suppliers, government bodies, NGOs, academic experts, and community representatives, as well as internal voices from our leadership team, department heads, employees, and contractors. By integrating these diverse perspectives, we ensure that our material priorities reflect shared concerns and collective aspirations.

## Step 4: Prioritisation of Topics

After impact evaluation and stakeholder consultation, we prioritise the material topics based on their urgency, the ability to address or mitigate them, and their alignment with Mastek's strategic goals. Issues that demand immediate attention or pose significant risk to our business continuity are ranked higher. At the same time, we assess how effectively we can respond to these issues and the extent to which they support our long-term value creation agenda. This prioritisation informs the positioning of topics within our materiality matrix.

## Step 5: Integration with Risk Management

To ensure a holistic and enterprise-wide response, prioritised material issues are mapped to our organisational risk register. This allows us to evaluate the reversibility of potential negative impacts, assess probabilities and consequences, and implement appropriate mitigation strategies. By embedding materiality into our risk management practices, we strengthen resilience and ensure that ESG risks are not siloed but actively managed alongside financial and operational risks.

## Step 6: Strategic Alignment and Accountability

The final step involves linking material topics to specific business objectives, performance indicators, and accountability frameworks. These are embedded into departmental KPIs and employee scorecards to ensure ownership at every level. By integrating

material issues into our operational and strategic agenda, we ensure that sustainability is not a parallel track but a shared responsibility, driving innovation, stakeholder trust, and sustainable value creation.

We have identified and prioritised key material issues based on their relevance to Mastek's business strategy, stakeholder concerns, and ESG impacts.

## Material Issues and Metrics for Internal Stakeholders

Category/ Material Issue	Energy and Emissions Management	Skills Availability	Cyber Security
Business Case	Energy use constitutes a significant part of our operational costs. With increasing global regulatory pressure on emissions, efficient energy management is essential for cost savings, compliance, and environmental stewardship. Transitioning to renewable energy helps mitigate risk and secure our social licence to operate.	The rise of new business models and hybrid work environments has amplified the demand for niche skills. While this creates resourcing challenges, it also presents opportunities to tap into new, diverse talent pools across geographies.	The shift to remote working post-COVID-19 has expanded exposure to cybersecurity threats. A robust security framework is critical to safeguarding our systems, data, and business continuity.
Business Impact	Risk	Risk	Risk
Business Strategies	We are actively transitioning to renewable energy and implementing efficiency measures to reduce our carbon footprint. Additionally, we support clients in adopting sustainability-aligned technologies through our software offerings. Initiatives include encouraging EV usage among employees, favouring vendors with Net Zero commitments, and planning sustainable travel options.	We are investing in upskilling and reskilling programmes to meet evolving business needs. Our culture promotes autonomy and empowerment, especially for newer generations of talent, helping Mastek become an employer of choice in emerging tech domains.	Mastek implements a Zero Trust Security framework and maintains ISO 27001 and SSAE 18 SOC 1/2 certifications. We appointed a DPO voluntarily in 2020 to uphold GDPR principles. Our systems are monitored and benchmarked against best practices to ensure data security across roles as both controller and processor.

Category/ Material Issue	Energy and Emissions Management	Skills Availability	Cyber Security
<b>Target/ Metric</b>	<p>Our overall target to achieve Net Zero at group level is 2040.</p> <p>For Mastek UK, our target is to achieve Net Zero emissions by 2030, with over 80% absolute reduction and 20% offset via removal projects.</p> <ul style="list-style-type: none"> <li>Market-based carbon emissions (including supply chain) target: 1,152 tCO<sub>2</sub>e by FY25 (20% reduction from FY23 baseline)</li> <li>Annual GHG reviews and target resets post-FY25</li> </ul>	<ul style="list-style-type: none"> <li>FY25 target: 70% internal fulfilment of talent demand</li> <li>FY26 target: 70% internal fulfilment maintained</li> </ul>	<ul style="list-style-type: none"> <li>FY23: NIST Maturity Rating 3.8</li> <li>FY24: Rating 4</li> <li>FY25: Rating 4.4</li> <li>FY26: Maintain 4.4 rating</li> </ul>
<b>Target Year</b>	2040	2025	2025
<b>Progress</b>	<ul style="list-style-type: none"> <li>Mastek UK has offset 4,661 tCO<sub>2</sub>e emissions (Scope 1, 2, and 3, including supply chain) till FY24</li> <li>y-o-y increase in carbon offset achieved</li> <li>Chicago and Amsterdam offices selected for certified energy ratings</li> <li>UK offices (Reading, Leeds, Harrow) run on renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>FY25 internal fulfillment is 3557 (79.2%).</li> <li>External Fulfillment is 933 (20.8%) new hires which includes Freshers and Full-time Employees.</li> </ul>	<ul style="list-style-type: none"> <li>FY23: Password-less authentication, DLP, Anti-Phishing, Multi-cloud security, Regulatory compliance</li> <li>FY24: Regulatory management, HIPAA certification</li> <li>FY25: HIPAA continued; NIST rating of 4.1 achieved</li> </ul>
<b>Executive Compensation Linkage</b>	Variable pay linked to performance goals of the CFO, General Counsel, and Chief Risk Officer	Variable pay linked to Chief Operating Officer	Variable pay linked to Chief Information Officer and Chief Operating Officer
<b>SDG Alignment</b>	<p>SDG 7 – Affordable and Clean Energy</p> <p>SDG 12 – Responsible Consumption and Production</p> <p>SDG 13 – Climate Action</p> 	<p>SDG 4 – Quality Education</p> <p>SDG 5 – Gender Equality</p> <p>SDG 8 – Decent Work and Economic Growth</p> <p>SDG 10 – Reduced Inequalities</p> 	<p>SDG 9 – Industry, Innovation and Infrastructure</p> <p>SDG 16 – Peace, Justice and Strong Institutions</p> <p>SDG 17 – Partnerships for the Goals</p> 

## Material Issues and Metrics for External Stakeholders

Category/ Material Issue	Privacy and Data Protection	Carbon Emissions
<b>Cause of the Impact</b>	Business operations (including data handling, IT systems, and employee practices)	Operations, products and services, and supply chain activities
<b>External Stakeholders/ Impact Areas Evaluated</b>	Consumers/ end-users and external employees (e.g. vendors, contractors)	Environment, society, and consumers/ end-users
<b>Relevance to External Stakeholders</b>	<p>The protection of personal data is increasingly critical due to stringent international data protection laws such as the GDPR (EU), UK Data Protection Act, and California Consumer Privacy Act (CCPA). Non-compliance or breaches can result in severe financial penalties, legal consequences, and reputational damage.</p> <p><b>Positive Impact:</b> A well-trained workforce on privacy protocols reduces the likelihood of data breaches and strengthens client trust through a robust cybersecurity and privacy framework.</p> <p><b>Negative Impact:</b> Lack of awareness among employees could lead to data breaches, regulatory penalties, and erosion of stakeholder confidence.</p>	<p>Carbon emissions are a major driver of climate change. As a responsible corporate citizen, Mastek recognises its role in addressing this global challenge. Our climate strategy prioritises emissions reduction, carbon offsetting, and sustainable operations.</p> <p><b>Positive Impact:</b> Achieving emissions reduction and net zero targets contributes to national and global sustainability goals, supports resource efficiency, and creates long-term cost benefits.</p> <p><b>Negative Impact:</b> Failing to meet our carbon targets may delay our journey toward net zero, expose us to future regulatory risks, and damage our environmental credibility.</p>
<b>Output Metric</b>	Percentage of employees trained on privacy and data protection	100% carbon offsetting in UK operations
<b>Impact Valuation</b>	Occurrence of data protection breach	Total carbon footprint across operational and supply chain activities
<b>Impact Metric</b>	Percentage reduction in the number of data protection breaches	Percentage reduction in overall organisational carbon footprint
<b>Aligned SDGs</b>	<p>SDG 9 – Industry, Innovation and Infrastructure</p> <p>SDG 16 – Peace, Justice and Strong Institutions</p>	<p>SDG 7 – Affordable and Clean Energy</p> <p>SDG 12 – Responsible Consumption and Production</p> <p>SDG 13 – Climate Action</p> 

## Policy Advocacy, Influence, and Political Contributions

### Industry Engagement and Policy Advocacy

Mastek maintains active involvement with industry and trade associations to ensure awareness of regulatory changes, participate in policy dialogues, and promote responsible business practices. Through these engagements, we align our operations with international sustainability frameworks, including the Paris Agreement, and facilitate collaboration on key challenges facing the industry.

### Commitment to Climate-aligned Advocacy

Mastek acknowledges the importance of corporate advocacy in influencing sustainable policies. Our public policy engagement approach is overseen by executive leadership, ensuring that all lobbying activities and trade association memberships are consistent with the Paris Agreement and our broader climate objectives.

### Alignment with the Paris Agreement

Mastek states that its policy advocacy aims to align with international climate goals. We have established near-term and long-term emissions reduction targets in accordance with the Science Based Targets initiative (SBTi). Its strategy involves focusing on limiting global temperature rise to below 1.5°C. As a member of the United Nations Global Compact (UNGC), Mastek reports ongoing efforts to address corporate responsibility in climate action.

### Governance Framework for Public Policy Engagement

- Mastek maintains a clear governance structure for lobbying and trade association memberships, aligning with ESG commitments.
- Executive-level oversight ensures policy engagement supports sustainability and climate objectives.

### Review and Monitoring of Policy Engagements

- Mastek has established a process to evaluate whether public policy engagements and lobbying activities are consistent with the Paris Agreement and ESG commitments.
- This process covers both direct lobbying and participation in trade associations, supporting alignment with the organisation's climate strategy.
- If inconsistencies are identified, the organization communicates with associations to seek alignment or may reconsider involvement if persistent misalignment remains.

### Transparency and Public Disclosure

- Mastek provides public disclosure of its climate policy positions and trade association activities to maintain transparency in all advocacy initiatives.
- We are dedicated to comprehensive and robust climate-related lobbying disclosures, offering stakeholders clear insight into how our engagements support the transition toward a net zero future.
- Our policy engagement framework is consistently applied across all jurisdictions in which we operate.

### Political Contributions and Lobbying Expenditures

- Mastek does not participate in direct or indirect political contributions, lobbying expenditures, or provide funding for political campaigns or candidates.
- Support provided to trade associations and tax-exempt groups is consistent with our ESG principles. We refrain from contributing to organisations whose activities are contrary to our sustainability commitments.

# Annexure

## Glossary

Acronym	Expansion
AI Governance	Framework for Ethical AI Development and Oversight
BCP	Business Continuity Plan
CBA	Collective Bargaining Agreement (negotiations between employers and employee representatives)
COC	Code of Conduct
CSAT	Customer Satisfaction Score
CSR	Corporate Social Responsibility
DC	Direct Cool
DE&I	Diversity, Equity & Inclusion
DNV-GL	Det Norske Veritas-Germanischer Lloyd (international certification body for quality and risk management)
DPDP Act	Digital Personal Data Protection Act (India)
DR	Disaster Recovery
Dx	Direct Expansion
EHS	Environment, Health & Safety
ENGs	Employee Network Groups
EPM	Enterprise Performance Management
ERP	Enterprise Resource Planning (Oracle Cloud solution integrating core business processes)
ERGs	Employee Resource Groups
ESG	Environmental, Social, Governance
FY	Financial Year (April-March)
GHG	Greenhouse Gas Emissions (Scope 1/ 2/ 3)
GDPR	General Data Protection Regulation (EU/ UK)
GRI	Global Reporting Initiative
HCM	Human Capital Management (Oracle Cloud solution for HR management)
HVAC	Heating, Ventilation, and Air Conditioning
ISO 14001	Environmental Management Certification

## SASB Disclosure

Acronym	Expansion
ISO 45001	Occupational Health & Safety Certification
ISO 27001	Information Security Certification
LDAP	Lightweight Directory Access Protocol
LEED	Leadership in Energy & Environmental Design
LGBTQ	Lesbian, Gay, Bisexual, Transgender, Queer/ Questioning (inclusion initiatives)
KPI	Key Performance Indicator
Net Zero	Balancing emitted/ removed GHGs (Mastek: UK 2030, Global 2040)
NGRBC	National Guidelines for Responsible Business Conduct (India)
OHS	Operational Health & Safety
OHSAS	Occupational Health and Safety Assessment Series (former international safety standard, now replaced by ISO 45001)
POSH	Prevention of Sexual Harassment
PWD	People with Disabilities
RE	Renewable Energy
RMC	Risk Management Committee
SASB	Sustainability Accounting Standards Board
SBTi	Science-Based Targets Initiative
SCM	Supply Chain Management (Oracle Cloud solution for logistics and operations)
SDR	Sustainability Disclosure Requirements
SEBI	Securities and Exchange Board of India
SME	Small and Medium-sized Enterprises
TCFD	Task Force on Climate-related Financial Disclosures
TSR	Total Shareholder Return
UNGC	United Nations Global Compact
UNSDGs	United Nations Sustainable Development Goals
UPS	Uninterruptible Power Supply
Zero Waste	Diverting 100% Waste to Landfills (Mastek's FY27 goal)

Topic	Code	Accounting Metric	Mastek
Environmental Footprint of Hardware Infrastructure	TC-SI-130a.1	Total energy consumed (GJ) Percentage Grid Electricity (%) Percentage renewable energy (%)	6,233.418 100 3
	TC-SI-130a.2	Total water withdrawn (m <sup>3</sup> ) and % in High Water Stress Areas Total water consumed (m <sup>3</sup> ) and % in High Water Stress Areas	We do not have an office in high water stress areas. We do not have an office in high water stress areas.
	TC-SI-130a.3	Integration of environmental considerations in data centre planning	We implemented Smart rack data centre solution four years ago. Key Environmental Considerations
Energy Efficiency:			
			Optimising power usage through advanced cooling systems, server virtualisation, and energy-efficient hardware.
Water Consumption:			
			Implementing water-efficient cooling technologies, such as the gas (Dx) based refrigerant cooling system we use for our DC, results in zero water consumption for cooling.
Waste Management:			
			Proper disposal of electronic waste (e-waste). Recycling and reusing components where possible
Benefits of Environmental Integration			
			Cost savings: Energy efficiency and waste reduction can lead to significant cost savings.
			Risk management: Addressing environmental risks can protect the organisation's reputation and bottom line.
Data Privacy and Freedom of Expression	TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Mastek's Data Protection framework has detailed Privacy Notice that is reviewed and updated regularly and provides necessary notice on how Mastek collects, stores and processes privacy information of third parties.
			Data Privacy policy provides mechanism to report data privacy breach and other requests concerning privacy information of clients, third parties and employees.
			Please refer given links for more details. <a href="https://www.mastek.com/cookie-policy/">https://www.mastek.com/cookie-policy/</a> and Privacy Notice <a href="https://www.mastek.com/privacy-policy/">https://www.mastek.com/privacy-policy/</a>
TC-SI-220a.2	TC-SI-220a.2	Number of users whose information is used for secondary purposes	0
	TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	0
	TC-SI-220a.4	1) Number of law enforcement requests for user information, 2) number of users whose information was requested, 3) percentage resulting in disclosure	None
TC-SI-220a.5	TC-SI-220a.5	List of countries where core products or services Are subject to government-required monitoring, blocking, content filtering, or censoring	None

Topic	Code	Accounting Metric	Mastek
<b>Data Security</b>	TC-SI-230a.1	(1) Number of data breaches	0
		(2) percentage involving personally identifiable information (PII)	0
		(3) Number of users affected	0
<b>Recruiting and Managing a Global, Diverse, and Skilled Workforce</b>	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	<ul style="list-style-type: none"> <li>✓ Mastek has an asset-based approach where risks are identified across all Mastek Assets and based on the product of the rating for the Threats, Likelihood, Vulnerability, Asset Value, after which they are sent to Security Forum for mitigation.</li> <li>✓ The Company continues to maintain systems and processes that reduce the probability of a threat occurring by applying Zero Trust Security framework. Mastek holds the global accreditation i.e. ISO 27001, ISO 27701, Cyber Essential and Cyber Essential plus. Independent firm perform audit and releases the SOC 1, SOC 2, HIPPA attestation. Mastek is compliant with SSAE SOC 1, SOC 2, HIPPA standard. These systems and processes are monitored internally and externally and benchmarked against best industry practices.</li> <li>✓ Mastek conduct and perform ISMS practices like Internal audit, Data Protection Impact Assessment, VAPT, Cyber and Privacy Risk Assessment for vendor.</li> <li>✓ Mastek appointed a DPO in 2020 itself to ensure data privacy remains our key priority. Company is conscious of its obligations both as a controller and processor of data.</li> </ul>
	TC-SI-330a.1	Percentage of employees requiring work visa	12%
	TC-SI-330a.2	Employee engagement as a percentage	74%
	TC-SI-330a.3	Percentage of gender and racial/ethnic groups representation for executive management	M: 201 and F: 35 Women Representation: 15%
		For non-executive management	M: 2,807 and F: 1,289 Women Representation: 31%
<b>Intellectual Property Protection and Competitive Behaviour</b>		For technical employees	M: 2,635 and F: 1,125 Women representation: 30%
		For other employees	M: 373 and F: 199 Women Representation: 35%
	TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behaviour regulations	0
<b>Managing Systemic Risks from Technology Disruptions</b>	TC-SI-550a.1	Number of performance issues	0
		Number of service disruptions	0
		Total customer downtime	0

Topic	Code	Accounting Metric	Mastek
	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	
<b>Business Continuity – Outline Process</b>			<b>Business Continuity – Outline Process</b>
Mastek addresses the Business Continuity requirement to meet various business demands as follows:			<ul style="list-style-type: none"> <li>✓ Organisation Business Continuity: The plan addresses the requirements by identifying critical internal and project-specific data, system, people, process and its impact on overall business</li> <li>✓ Project/ Account specific Business Continuity Plan (BCP): The plan addresses the project specific requirements (High Sensitive and High Availability) which calls for a customised Business Continuity setup.</li> </ul>
<b>Mastek's Business Continuity Plan</b>			<b>Mastek's Business Continuity Plan</b>
Mastek's detailed BCP Plan consists of the following:			<ul style="list-style-type: none"> <li>✓ Business Impact Analysis: Business Impact analysis identifies and qualifies the business impacts of loss, interruption or disruption of business processes on our organisation and provides data from which appropriate continuity strategies can be determined. A Business Impact Analysis (BIA) is used to identify the timescale and extent of the impact of a disruption at several levels in our organisation Business Continuity Strategy. Mastek conducts business impact analysis of various risks at least once a year. Based on the potential risks the BCP strategies are defined.</li> </ul>
<b>Business Continuity Management Activities</b>			<b>Business Continuity Management Activities</b>
<ul style="list-style-type: none"> <li>✓ Mastek's Organisation Business Continuity Plan has undergone several updates in the past 17 years. The following represents key activities within our Business Continuity Management Programme that are undertaken on an ongoing basis and are conducted periodically. All DR tests were successful and able to recover the critical services.</li> <li>✓ Technical DR for Mastek Critical Services: These include testing alternative methods for critical services during the failure. The critical services include Internet Service, Firewall Service, LDAP Services, Email Service, Antivirus Service, etc.</li> <li>✓ Sample Full Interruption Tests: As part of the Business Continuity Plan, Mastek has conducted a sample full interruption test for our customers. During this phase the associates working for the customer engagements are shifted to DR site and projects are recovered at the alternative site.</li> <li>✓ Call Tree Exercise to check the communication channels: Mastek has established various communication channels to communicate to Mastek associates during the Disaster time including Mastek Intranet, Email and SMS alerts.</li> </ul>			<ul style="list-style-type: none"> <li>✓ Mastek's Organisation Business Continuity Plan has undergone several updates in the past 17 years. The following represents key activities within our Business Continuity Management Programme that are undertaken on an ongoing basis and are conducted periodically. All DR tests were successful and able to recover the critical services.</li> <li>✓ Technical DR for Mastek Critical Services: These include testing alternative methods for critical services during the failure. The critical services include Internet Service, Firewall Service, LDAP Services, Email Service, Antivirus Service, etc.</li> <li>✓ Sample Full Interruption Tests: As part of the Business Continuity Plan, Mastek has conducted a sample full interruption test for our customers. During this phase the associates working for the customer engagements are shifted to DR site and projects are recovered at the alternative site.</li> <li>✓ Call Tree Exercise to check the communication channels: Mastek has established various communication channels to communicate to Mastek associates during the Disaster time including Mastek Intranet, Email and SMS alerts.</li> </ul>

Topic	Code	Accounting Metric	Mastek
Activity Metrics	TC-SI-000.A	(1) Number of licenses or subscriptions (2) Percentage cloud-based	5,100 90%
	TC-SI-000.B	(1) Data processing capacity (2) Percentage outsourced	50 Core CPU, 1TB RAM 0
	TC-SI-000.C	(1) Amount of data storage (Petabytes) (2) Percentage outsourced	0.25 0

## UNGC

Category	Principles and Statement	Document (Annual Report/ BRSR/ Sustainability Report)	Page No.
HUMAN RIGHTS	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	<b>Sustainability Report:</b> <ul style="list-style-type: none"><li>• Social Initiatives- Where care meets action</li><li>• Sustainable Governance- Ethics and Compliance</li></ul>	Sustainability Report FY25, Page 55 - 56 and 67 - 70
	Principle 2: Businesses should make sure that they are not complicit in human rights abuses.	<b>Human Rights Policy Statement</b>	Statement, Page 2-6 available at <a href="https://www.mastek.com/wp-content/uploads/2024/04/Human-Rights-Policy-Statement.pdf">https://www.mastek.com/wp-content/uploads/2024/04/Human-Rights-Policy-Statement.pdf</a>
LABOR	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<b>Sustainability Report:</b> <ul style="list-style-type: none"><li>- Social Initiatives</li><li>- Freedom of association: Compliance with local labor laws globally</li></ul>	Sustainability Report FY25, Page 44
	Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labor.	<b>Sustainability Report:</b> <ul style="list-style-type: none"><li>- Social Initiatives: Where care meets action</li><li>- Sustainable Governance: Ethics and Compliance</li></ul>	Sustainability Report FY25, Page 55 - 56 and 67 - 70
<b>Human Rights Policy Statement</b>		Human Rights Policy Statement, Page 2 - 6 available at <a href="https://www.mastek.com/wp-content/uploads/2024/04/Human-Rights-Policy-Statement.pdf">https://www.mastek.com/wp-content/uploads/2024/04/Human-Rights-Policy-Statement.pdf</a>	

Category	Principles and Statement	Document (Annual Report/ BRSR/ Sustainability Report)	Page No.
	Principle 5: Businesses should uphold the effective abolition of child labor.	<b>Sustainability Report:</b> - Social Initiatives: Where care meets action - Sustainable Governance: Ethics and Compliance	Sustainability Report FY25, Page 55 - 56 and 67 - 70
	<b>Human Rights Policy Statement</b>	Human Rights Policy Statement, Page 2 - 6 available at <a href="https://www.mastek.com/wp-content/uploads/2024/04/Human-Rights-Policy-Statement.pdf">https://www.mastek.com/wp-content/uploads/2024/04/Human-Rights-Policy-Statement.pdf</a>	
	Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.	<b>Sustainability Report:</b> - Social Initiatives: Where care meets action - Sustainable Governance: Ethics and Compliance	Sustainability Report FY25, Page 55 - 56 and 67 - 70
	<b>Human Rights Policy Statement</b>	Human Rights Policy Statement, Page 2 - 6 available at <a href="https://www.mastek.com/wp-content/uploads/2024/04/Human-Rights-Policy-Statement.pdf">https://www.mastek.com/wp-content/uploads/2024/04/Human-Rights-Policy-Statement.pdf</a>	
<b>ENVIRONMENT</b>	Principle 7: Businesses should support a precautionary approach to environmental challenges.	<b>Sustainability Report:</b> Environmental Initiatives	Sustainability Report FY25, Page 13 - 29
	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.	<b>Sustainability Report:</b> Environmental Initiatives	Sustainability Report FY25, Page 13 - 29
	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	<b>Sustainability Report:</b> Our Initiatives Toward Energy Efficiency	Sustainability Report FY25, Page 14 - 19
<b>ANTI-CORRUPTION</b>	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	<b>Sustainability Report:</b> Ethics and Compliance	Sustainability Report FY25, Page 67 - 70 Anti-Bribery and Anti-Corruption Policy, available at <a href="https://www.mastek.com/wp-content/uploads/2022/08/Anti-Bribery-and-Corruption-Policy.pdf">https://www.mastek.com/wp-content/uploads/2022/08/Anti-Bribery-and-Corruption-Policy.pdf</a>

## GRI Alignment

**Statement of Use** Mastek Ltd. has reported the information cited in this GRI content index for the period from April 1, 2024, to March 31, 2025, with reference to the GRI Standards.

Disclosure	Reference (Annual Report/ BRSR/ Sustainability Report)	Reference (with Page Number)
<b>GRI 2: General Disclosures 2021</b>		
<b>1. The organisation and its reporting practices</b>		
<b>2 - 1 Organisational details</b>	BRSR: Section A - I, II and III	AR FY25, Page 138
<b>2 - 2 Entities included in the organisation's sustainability reporting</b>	BRSR: Section A - I	AR FY25, Page 140
<b>2 - 3 Reporting period, frequency and contact point</b>	BRSR: Section A - I	AR FY25, Page 138
<b>2 - 4 Restatements of information</b>	SR: Sustainable Governance	SR FY25, Page 68
<b>2 - 5 External assurance</b>	BRSR: Section A - I	AR FY25, Page 138
<b>2. Activities and workers</b>		
<b>2 - 6 Activities, value chain and other business relationships</b>	BRSR: Section A - II, III	AR FY25, Page 138
<b>2 - 7 Employees</b>	BRSR: Section A - IV	AR FY25, Page 139
<b>2 - 8 Workers who are not employees</b>	BRSR: Section A - IV	AR FY25, Page 139
<b>3. Governance</b>		
<b>2 - 9 Governance structure and composition</b>	AR: Report on Corporate Governance	AR FY25, Page 102 - 103
<b>2 - 10 Nomination and selection of the highest governance body</b>	AR: Report on Corporate Governance	AR FY25, Page 115
<b>2 - 11 Chair of the highest governance body</b>	AR: Report on Corporate Governance	AR FY25, Page 103 - 104
<b>2 - 12 Role of the highest governance body in overseeing the management of impacts</b>	AR: Report on Corporate Governance	AR FY25, Page 102 - 103 SR FY25, Page 32
<b>2 - 13 Delegation of responsibility for managing Impacts</b>	AR: Report on Corporate Governance	AR FY25, Page 108 - 109 SR FY25, Page 32
<b>2 - 14 Role of the highest governance body in sustainability reporting</b>	AR: Report on Corporate Governance	AR FY25, Page 108 - 109 SR FY25, Page 62 - 64
<b>2 - 15 Conflicts of interest</b>	AR: Report on Corporate Governance	AR FY25, Page 105 - 115
<b>2 - 16 Communication of critical concerns</b>	AR: Report on Corporate Governance	AR FY25, Page 109 - 110
<b>2 - 17 Collective knowledge of the highest governance body</b>	AR: Report on Corporate Governance	AR FY25, Page 105 - 106

Disclosure	Reference (Annual Report/ BRSR/ Sustainability Report)	Reference (with Page Number)
<b>2 - 18 Evaluation of the performance of the highest governance body</b>	AR: Report on Corporate Governance	AR FY25, Page 107 - 108
<b>2 - 19 Remuneration policies</b>	AR: Report on Corporate Governance	AR FY25, Page 115 - 116
<b>2 - 20 Process to determine remuneration</b>	AR: Report on Corporate Governance	AR FY25, Page 115 - 116
<b>2 - 21 Annual total compensation ratio</b>	BRSR: Section C - Principle 5	AR FY25, Page 157
<b>GRI Standard Disclosure and Description</b>		
<b>4. Strategy, policies and practices</b>		
<b>2 - 22 Statement on sustainable development strategy</b>	SR: CEO's message	SR FY25, Page 4 - 5
<b>2 - 23 Policy commitments</b>	SR: Ethics and Compliance	SR FY25, Page 67
<b>2 - 24 Embedding policy commitments</b>	SR: Ethics and Compliance	SR FY25, Page 67 - 68
<b>2 - 25 Processes to remediate negative impacts</b>	SR: Ethics and Compliance	SR FY25, Page 67 - 68
<b>2 - 26 Mechanisms for seeking advice and raising Concerns</b>	SR: Ethics and Compliance BRSR: Section A - VII	SR FY25, Page 67 AR FY25, Page 141
<b>2 - 27 Compliance with laws and regulations</b>	BRSR: Section B - 10	AR FY25, Page 146 - 163
<b>2 - 28 Membership associations</b>	BRSR: Section C - Principle 7	AR FY25, Page 165
<b>5. Stakeholder engagement</b>		
<b>2 - 29 Approach to stakeholder engagement</b>	BRSR: Section C - Principle 4	AR FY25, Page 155 - 156
<b>2 - 30 Collective bargaining agreements</b>	BRSR: Section C - Principle 3	AR FY25, Page 152
<b>GRI 3: Material Topics 2021</b>		
<b>3 - 1 Process to determine material topics</b>	SR: Materiality Assessment	SR FY25, Page 74
<b>3 - 2 List of material topics</b>	BRSR: Section A - VII	AR FY25, Page 141 - 144
<b>3 - 3 Management of material topics</b>	BRSR: Section A - VII	AR FY25, Page 141 - 144
<b>GRI 200: Economic Performance</b>		
<b>GRI 201: Economic Performance 2016</b>		
<b>201 - 1 Direct economic value generated and Distributed</b>	SR: Direct Economic Value Generated and Added	SR FY25, Page 59 - 60
<b>201 - 2 Financial implications and other risks and opportunities due to climate change</b>	SR: Climate Change Management	SR FY25, Page 30 - 31
<b>201 - 3 Defined benefit plan obligations and other retirement plans</b>	BRSR: Section C - Principle 3	AR FY25, Page 151

Disclosure	Reference (Annual Report/ BRSR/ Sustainability Report)	Reference (with Page Number)
<b>201 - 4 Financial assistance received from Government</b>	SR: Direct Economic Value Generated and Added	SR FY25, Page 59 - 60
<b>GRI 202: Market Presence</b>		
<b>202 - 1 Ratios of standard entry level wage by gender compared to local minimum wage</b>	BRSR: Section C - Principle 5	AR FY25, Page 157
<b>202 - 2 Proportion of senior management hired from the local community</b>	SR: Social Initiatives	SR FY25, Page 43
<b>GRI 203: Indirect Economic Impacts 2016</b>		
<b>203 - 1 Infrastructure investments and services supported</b>	SR: Corporate Social Responsibility	SR FY25, Page 33 - 40
<b>203 - 2 Significant indirect economic impacts</b>	SR: Corporate Social Responsibility	SR FY25, Page 33 - 40
<b>GRI 204: Procurement Practices 2016</b>		
<b>204 - 1 Proportion of spending on local suppliers</b>	SR: Social Initiatives- Supplier Diversity	SR FY25, Page 54
<b>GRI Standard Disclosure and Description</b>		
<b>GRI 205: Anti-corruption 2016</b>		
<b>205 - 1 Operations assessed for risks related to corruption</b>	BRSR: Section C - Principle 1 and 5	AR FY25, Page 148 and 158
<b>205 - 2 Communication and training about anti-corruption policies and procedures</b>	SR: Ethics and Compliance	SR FY25, Page 67 - 70
<b>205 - 3 Confirmed incidents of corruption and actions taken</b>	SR: Ethics and Compliance	SR FY25, Page 34 - 35
<b>GRI 206: Anti-Competitive Behavior</b>		
<b>206 - 1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices</b>	BRSR: Section C - Principle 7	AR FY25, Page 165
<b>GRI 207: Tax 2019</b>		
<b>207 - 1 Approach to tax</b>	Mastek Group Tax Strategy	Mastek Group Tax Strategy, Page 1 - 3 Available at <a href="https://www.mastek.com/wp-content/uploads/2023/01/Mastek-Group-Tax-Strategy-2.pdf">https://www.mastek.com/wp-content/uploads/2023/01/Mastek-Group-Tax-Strategy-2.pdf</a>
<b>207 - 2 Tax governance, control, and risk Management</b>	Mastek Group Tax Strategy	Mastek Group Tax Strategy, Page 1 - 3 Available at <a href="https://www.mastek.com/wp-content/uploads/2023/01/Mastek-Group-Tax-Strategy-2.pdf">https://www.mastek.com/wp-content/uploads/2023/01/Mastek-Group-Tax-Strategy-2.pdf</a>
<b>207 - 3 Stakeholder engagement and management of concerns related to tax</b>	Mastek Group Tax Strategy	Mastek Group Tax Strategy, Page 1 - 3 Available at <a href="https://www.mastek.com/wp-content/uploads/2023/01/Mastek-Group-Tax-Strategy-2.pdf">https://www.mastek.com/wp-content/uploads/2023/01/Mastek-Group-Tax-Strategy-2.pdf</a>

Disclosure	Reference (Annual Report/ BRSR/ Sustainability Report)	Reference (with Page Number)
<b>207 - 4 Country-by-country reporting</b>	Mastek follows Consolidated reporting in the Annual Report, as well as Entity-wise reporting which is available at <a href="https://www.mastek.com/investors/financial-information/subsidiaries/">https://www.mastek.com/investors/financial-information/subsidiaries/</a>	AR FY25, Page Entity-wise reports- <a href="https://www.mastek.com/investors/financial-information/subsidiaries/">https://www.mastek.com/investors/financial-information/subsidiaries/</a>
<b>GRI 300: Environmental Performance</b>		
<b>GRI 302: Energy 2016</b>		
<b>302 - 1 Energy consumption within the organisation</b>	BRSR: Section C - Principle 6	AR FY25, Page 159
<b>302 - 2 Energy consumption outside of the Organisation</b>	BRSR: Section C - Principle 6 SR: Energy Management	AR FY25, Page 161 - 163 SR FY25, Page 14 - 19
<b>302 - 3 Energy intensity</b>	BRSR: Section C - Principle 6	AR FY25, Page 161 - 163
<b>302 - 4 Reduction of energy consumption</b>	BRSR: Section C - Principle 6 SR: Energy Management	AR FY25, Page 161 - 163 SR FY25, Page 14 - 19
<b>302 - 5 Reductions in energy requirements of products and services</b>	BRSR: Section C - Principle 6 SR: Energy Management	AR FY25, Page 161 - 163 SR FY25, Page 14 - 19
<b>GRI 303: Water and Effluents 2018</b>		
<b>303 - 1 Interactions with water as a shared resource</b>	BRSR: Section C - Principle 6 SR: Water Stewardship	AR FY25, Page 160 - 163 SR FY25, Page 20 - 21
<b>303 - 2 Management of water discharge-related Impacts</b>	BRSR: Section C - Principle 6 SR: Water Stewardship	AR FY25, Page 160 - 163 SR FY25, Page 20 - 21
<b>303 - 3 Water withdrawal</b>	BRSR: Section C - Principle 6 SR: Water Stewardship	AR FY25, Page 160 - 163 SR FY25, Page 20 - 21
<b>303 - 4 Water discharge</b>	BRSR: Section C - Principle 6 SR: Water Stewardship	AR FY25, Page 160 - 163 SR FY25, Page 20 - 21
<b>303 - 5 Water consumption</b>	BRSR: Section C - Principle 6 SR: Water Stewardship	AR FY25, Page 160 - 163 SR FY25, Page 20 - 21
<b>GRI 304: Biodiversity 2016</b>		
<b>304 - 1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected</b>	BRSR: Section C - Principle 6	AR FY25, Page 163 - 164
<b>304 - 2 Significant impacts of activities, products and services on biodiversity</b>	BRSR: Section C - Principle 6	AR FY25, Page 163 - 164
<b>304 - 3 Habitats protected or restored</b>	BRSR: Section C - Principle 6	AR FY25, Page 163 - 164
<b>304 - 4 IUCN Red List species and national conservation list species with habitats in areas affected by operations</b>	BRSR: Section C - Principle 6	AR FY25, Page 163 - 164

Disclosure	Reference (Annual Report/ BRSR/ Sustainability Report)	Reference (with Page Number)
<b>GRI 305: Emissions 2016</b>		
<b>305 - 1 Direct (Scope 1) GHG emissions</b>	BRSR: Section C - Principle 6 SR: Energy Management	AR FY25, Page 160 - 164 SR FY25, Page 19
<b>305 - 2 Energy indirect (Scope 2) GHG emissions</b>	BRSR: Section C - Principle 6 SR: Energy Management	AR FY25, Page 160 - 164 SR FY25, Page 18 - 19
<b>305 - 3 Other indirect (Scope 3) GHG emissions</b>	BRSR: Section C - Principle 6 SR: Energy Management	AR FY25, Page 160 - 164 SR FY25, Page 18 - 19
<b>305 - 4 GHG emissions intensity</b>	BRSR: Section C - Principle 6 SR: Energy Management	AR FY25, Page 160 - 164 SR FY25, Page 19
<b>305 - 5 Reduction of GHG emissions</b>	BRSR: Section C - Principle 6 SR: Energy Management	AR FY25, Page 160 - 164 SR FY25, Page 19
<b>305 - 6 Emissions of ozone-depleting substances (ODS)</b>	BRSR: Section C - Principle 6 SR: Energy Management	AR FY25, Page 160 - 164 SR FY25, Page 19
<b>305 - 7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions</b>	BRSR: Section C - Principle 6 SR: Energy Management	AR FY25, Page 160 - 164 SR FY25, Page 19
<b>GRI 306: Waste 2020</b>		
<b>306 - 1 Waste generation and significant waste-related impacts</b>	BRSR: Section C - Principle 6 SR: Waste Management	AR FY25, Page 162 - 163 SR FY25, Page 22 - 24
<b>306 - 2 Management of significant waste-related Impacts</b>	BRSR: Section C - Principle 6 SR: Waste Management	AR FY25, Page 162 - 163 SR FY25, Page 22 - 24
<b>306 - 3 Waste generated</b>	BRSR: Section C - Principle 6 SR: Waste Management	AR FY25, Page 162 - 163 SR FY25, Page 22 - 24
<b>306 - 4 Waste Diverted from Disposal</b>	BRSR: Section C - Principle 6 SR: Waste Management	AR FY25, Page 162 - 163 SR FY25, Page 22 - 24
<b>306 - 5 Waste directed to disposal</b>	BRSR: Section C - Principle 6 SR: Waste Management	AR FY25, Page 162 - 163 SR FY25, Page 22 - 24
<b>GRI 308: Supplier Environmental Assessment 2016</b>		
<b>308 - 1 New suppliers that were screened using environmental criteria</b>	BRSR: Section C - Principle 2	AR FY25, Page 149
<b>308 - 2 Negative environmental impacts in the supply chain and actions taken</b>	BRSR: Section C - Principle 6	AR FY25, Page 164
<b>GRI 400: Social Dimension</b>		
<b>GRI 401: Employment 2016</b>		
<b>401 - 1 New employee hires and employee turnover</b>	SR: Social	SR FY25, Page 27 - 39
<b>401 - 2 Benefits provided to full-time employees that are not provided to temporary or part-time employees</b>	BRSR: Section C - Principle 3 SR: Social	AR FY25, Page 150 SR FY25, Page 52
<b>401 - 3 Parental leave</b>	BRSR: Section C - Principle 3 SR: Social	AR FY25, Page 150 SR FY25, Page 52

Disclosure	Reference (Annual Report/ BRSR/ Sustainability Report)	Reference (with Page Number)
<b>GRI 402: Labor/ Management Relations 2016</b>		
<b>402 - 1 Minimum notice periods regarding operational changes</b>	SR: Employee Benefit Initiatives	SR FY25, Page 52
<b>GRI 403: Occupational Health and Safety 2018</b>		
<b>403 - 1 Occupational health and safety management system</b>	BRSR: Section C - Principle 3 SR: Occupational Health and Safety	AR FY25, Page 153 - 155 SR FY25, Page 53 - 54
<b>403 - 2 Hazard identification, risk assessment, and incident investigation</b>	BRSR: Section C - Principle 3 SR: Occupational Health and Safety	AR FY25, Page 153 - 155 SR FY25, Page 53 - 54
<b>403 - 3 Occupational health services</b>	BRSR: Section C - Principle 3 SR: Occupational Health and Safety	AR FY25, Page 153 - 155 SR FY25, Page 53 - 54
<b>403 - 4 Worker participation, consultation, and communication on occupational health and safety</b>	BRSR: Section C - Principle 3 SR: Occupational Health and Safety	AR FY25, Page 153 - 155 SR FY25, Page 53 - 54
<b>403 - 5 Worker training on occupational health and Safety</b>	BRSR: Section C - Principle 3 SR: Occupational Health and Safety	AR FY25, Page 153 - 155 SR FY25, Page 53 - 54
<b>403 - 6 Promotion of worker health</b>	BRSR: Section C - Principle 3 SR: Occupational Health and Safety	AR FY25, Page 153 - 155 SR FY25, Page 53 - 54
<b>403 - 7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships</b>	BRSR: Section C - Principle 3 SR: Occupational Health and Safety	AR FY25, Page 153 - 155 SR FY25, Page 53 - 54
<b>403 - 8 Workers covered by an occupational health and safety management system</b>	BRSR: Section C - Principle 3 SR: Occupational Health and Safety	AR FY25, Page 153 - 155 SR FY25, Page 53 - 54
<b>403 - 9 Work-related injuries</b>	BRSR: Section C - Principle 3 SR: Occupational Health and Safety	AR FY25, Page 153 - 155 SR FY25, Page 53 - 54
<b>403 - 10 Work-related ill health</b>	BRSR: Section C - Principle 3 SR: Occupational Health and Safety	AR FY25, Page 153 - 155 SR FY25, Page 53 - 54
<b>GRI 404: Training and Education 2016</b>		
<b>404 - 1 Average hours of training per year per employee</b>	SR: Social - Our People	SR FY25, Page 48
<b>404 - 2 Programmes for upgrading employee skills and transition assistance Programmes</b>	SR: Social- Our People	SR FY25, Page 50 - 51
<b>404 - 3 Percentage of employees receiving regular performance and career development reviews</b>	SR: Social - Our People BRSR: Section C - Principle 3	SR FY25, Page 52 AR FY25, Page 152
<b>GRI 405: Diversity and Equal Opportunity 2016</b>		
<b>405 - 1 Diversity of governance bodies and Employees</b>	AR: Composition of Board SR: Social - Diversity, Equity and Inclusion	AR FY25, Page 104 SR FY25, Page 41 - 43
<b>405 - 2 Ratio of basic salary and remuneration of women to men</b>	SR: Social - Diversity, Equity and Inclusion	SR FY25, Page 45 - 46

Disclosure	Reference (Annual Report/ BRSR/ Sustainability Report)	Reference (with Page Number)
<b>GRI 406: Non-discrimination 2016</b>		
<b>406 - 1 Incidents of discrimination and corrective actions taken</b>	BRSR: Section C - Principle 5 SR: Ethics and Compliance	AR FY25, Page 158 SR FY25, Page 67 - 68
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>		
<b>407 - 1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk</b>	BRSR: Section C - Principle 3 SR: Social - Diversity, Equity and Inclusion	AR FY25, Page 152 SR FY25, Page 44
<b>GRI 408: Child Labor 2016</b>		
<b>408 - 1 Operations and suppliers at significant risk for incidents of child labor</b>	BRSR: Section C - Principle 5 SR: Ethics and Compliance	AR FY25, Page 158 SR FY25, Page 67
<b>GRI 409: Forced or Compulsory Labor 2016</b>		
<b>409 - 1 Operations and suppliers at significant risk for incidents of forced or compulsory labor</b>	BRSR: Section C - Principle 5 SR: Ethics and Compliance	AR FY25, Page 158 SR FY25, Page 67
<b>410 - 1 Security personnel trained in human rights policies or procedures</b>	BRSR: Section C - Principle 5 SR: Ethics and Compliance	AR FY25, Page 158 - 159 SR FY25, Page 24
<b>GRI 411: Rights of Indigenous Peoples 2016</b>		
<b>411 - 1 Incidents of violations involving rights of indigenous peoples</b>	SR: Ethics and Compliance & Human Rights	SR FY25, Page 68
<b>GRI 413: Local Communities 2016</b>		
<b>413 - 1 Operations with local community engagement, impact assessments, and development Programmes</b>	BRSR: Section C - Principle 8 SR: Social Value	AR FY25, Page 166 - 167 SR FY25, Page 33 - 37
<b>413 - 2 Operations with significant actual and potential negative impacts on local communities</b>	BRSR: Section C - Principle 8 SR: Social Value	AR FY25, Page 166 - 167 SR FY25, Page 33 - 37
<b>GRI 414: Supplier Social Assessment 2016</b>		
<b>414 - 1 New suppliers that were screened using social Criteria</b>	BRSR: Section C - Principle 2	AR FY25, Page 149
<b>414 - 2 Negative social impacts in the supply chain and actions taken</b>	BRSR: Section C - Principle 3	AR FY25, Page 155
<b>415 - 1 Political contributions</b>	SR: Risk Management BRSR: Section C - Principle 7	SR FY25, Page 72 AR FY25, Page 165
<b>GRI 416:</b>		
<b>416 - 1 Assessment of the health and safety impacts of product and service categories</b>	BRSR: Section C - Principle 9	AR FY25, Page 168 - 169
<b>416 - 2 Incidents of non-compliance concerning the health and safety impacts of products and services</b>	BRSR: Section C - Principle 9	AR FY25, Page 168 - 169

Disclosure	Reference (Annual Report/ BRSR/ Sustainability Report)	Reference (with Page Number)
<b>GRI 417:</b>		
<b>417 - 1 Requirements for product and service information and labeling</b>	BRSR: Section C - Principle 9	AR FY25, Page 168 - 169
<b>417 - 2 Incidents of non-compliance concerning product and service information and labeling</b>	BRSR: Section C - Principle 9	AR FY25, Page 168 - 169
<b>417 - 3 Incidents of non-compliance concerning marketing communications</b>	BRSR: Section C - Principle 9	AR FY25, Page 168 - 169
<b>GRI 418:</b>		
<b>418 - 1 Substantiated complaints concerning breaches of customer privacy and losses of customer data</b>	BRSR: Section C - Principle 9	AR FY25, Page 168 - 169
	SR: Data protection and Cybersecurity	SR FY25, Page 70

## Notes

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