




Sagility
Sustainability
Report **FY2025**

 www.sagilityhealth.com/sustainability/



THEME OF THE REPORT

Empowering Progress: People, Partnerships, Purpose

At Sagility, we believe real transformation begins with shared purpose and responsible action. Our FY 2024–25 Sustainability Report, reflects our dedication to building a resilient, inclusive, and ethical healthcare BPO ecosystem that creates value for all.

Together with our employees, clients, partners, and communities, we are advancing initiatives that uphold data privacy, promote diversity, and enable digital upskilling embedding sustainability into every aspect of our operations. We remain steadfast in our efforts to lower our environmental impact and strengthen trust through robust governance, compliance, and transparency. Our commitment is visible in every interaction: whether enhancing employee wellbeing, deepening healthcare partnerships, or innovating for a more sustainable value chain.



For Sagility, empowering progress is not just a theme – it’s a guiding principle woven through our strategy, culture, and every milestone. By delivering on our ESG ambitions, we aim to foster positive impact for people, partners, and the planet, today and for the future.

In this report



1 Introduction

Leadership Message	05
Approach to Reporting	07

2 Sustainability Highlights

Our Commitments	09
Focus Areas	10
Key Numbers	11
Awards and Recognitions	12

3 About Sagility

Sagility at a Glance	14
About Our Business	15
Our Global Footprint	17

4 Our Sustainability Roadmap

Our Approach to ESG and Sustainability	19
Stakeholder Engagement	20
Materiality Assessment	21
Alignment with UN SDGs	22

5 Strengthening People & Culture

Talent Management	25
Protecting Human Rights	29
Diversity, Equity, and Inclusion (DEI)	32
Employee Engagement and Well-being	35
Health and Safety	40

6 Social Responsibility & Impact

CSR Strategy	46
Sagility's Community Efforts	47
CSR Awards and Recognitions	50
A Path Forward	50

7 Our Environmental Footprint

Climate Change & Decarbonisation	53
Climate Risk & Resilience	58
Energy Management	59
Water Stewardship	60
Waste Management	62

8 Client Partnerships & Excellence

Client Satisfaction and Trust	66
Client Testimonials	67

9 Responsible Business

Governance Overview	71
Risk Management	78
Policies and Ethics	82
Stakeholder Grievance Redressal Mechanism	87
Data Privacy and Cybersecurity	88
Responsible Procurement	90

10 Annexure A: GRI Content Index

11 Annexure B: Independent Assurance Statement



LEADERSHIP MESSAGE

Message from MD & Group CEO

Dear Stakeholders,

“ We strive to create a meaningful impact for our customers, partners, talent, the communities in which we operate, and the environment. Our goal is to build a robust sustainability strategy that translates into measurable actions across our business.

Environmental stewardship is a key aspect of our operations. Our primary focus is on optimizing the management of our energy, water, and waste resources. We are committed to responsibly reducing our carbon footprint and efficiently managing the consumption of natural resources to create a positive impact on the environment. This past year has been a testament to our collective efforts toward achieving net-zero emissions. From a FY2024 baseline, we have committed to reducing absolute scope 1 and 2 GHG emissions by 54.6% by FY2034. Additionally, we aim to reduce absolute scope 3 GHG emissions from purchased goods and services, capital goods, fuel and energy-related activities, and employee commuting by 32.5% within the same timeframe.



Our CSR program is dedicated to creating an equitable world for disadvantaged communities. Our employee-led volunteering programs, in partnership with non-profit civil society organizations, drive these initiatives. Alongside our commercial growth, we remain steadfast in our commitment to upholding the principles of responsible corporate citizenship and adhering to all regulatory mandates.

I invite you to read our 2nd Annual Sustainability Report for the financial year 2024-25. The report outlines our performance and commitment to the triple bottom line. Guided by the GRI Standards, it offers an in-depth look into the sustainability aspects most relevant to our operations. In 2025-26, we will further develop our sustainability goals.

Thank you for your continued trust and support.

Ramesh Gopalan

Managing Director and Group Chief Executive Officer



LEADERSHIP MESSAGE

Message from **CSR & Sustainability Committee Chairperson**

“Today, more than ever, the world calls for bold and purpose-led leadership in healthcare.

As we navigate unprecedented technological shifts, increasing healthcare needs, and intensifying environmental challenges, our role extends far beyond process optimization we are actively shaping the future of how healthcare systems function, connect, and care.

It gives me great pride to present this year’s Sustainability Report, which reflects our continued commitment to building a responsible, resilient, and future-ready organization.

The materiality assessment conducted last year provided a clear roadmap of 17 impact areas critical to our sustainability journey. Over the past year, we have strengthened our actions against these priorities, integrating them more holistically into our strategic and operational decisions. These areas not only remain aligned with stakeholder expectations but also guide us toward emerging opportunities where our expertise, global reach, and technology-driven innovation can generate long-term value.

Being a partner in healthcare transformation deepens our belief that caring for people must go far beyond our service offerings it must define how we operate every day. Across our global footprint, we are nurturing a culture rooted in sustainability and encouraging our employees to play an active role in shaping our impact. Our strength lies in our diverse talent, and we remain committed to building an inclusive environment where everyone has the opportunity to succeed. Diversity, equity, and inclusion are woven into who we are, forming the foundation for innovation and forward-thinking solutions in a dynamic healthcare ecosystem.

Similarly, our CSR initiatives represent our belief in collective progress. Our strategy is centred around three core priorities: inclusive access to health, empowering local communities, and livelihood enhancement. Through employee-led volunteering and partnerships with mission-driven NGOs, we are helping communities develop skills, access opportunities, and build sustainable livelihoods. These efforts bring to life our aspiration to contribute meaningfully to the United Nations Sustainable Development Goals, specifically goals 1, 2, 3, 4, 5, 8, 10, 13, 14, and 15. We focus on key areas such as education, youth skilling, community development, and sustainable development, all of which are integral to driving meaningful, lasting impact.

Climate action remains a central pillar of our strategy. We have set ambitious targets to reduce absolute Scope 1 and 2 emissions by 54.6% and Scope 3 emissions by 32.5% by FY2034, using FY2024 as our base year.

These commitments reflect our recognition of the urgent global call to mitigate climate change and our determination to operationalize environmental stewardship in our daily decisions from energy efficiency to responsible water and waste management.

As we move forward, our focus remains steadfast: to embed sustainability into our business strategy, to act responsibly across our value chain, and to lead with integrity and purpose. I am grateful to our employees, partners, and stakeholders for their unwavering trust and collaboration. Together, we are shaping a sustainable future one that enhances healthcare outcomes while creating meaningful, positive impact across the world.



Dr. Shalini Sarin
Chairperson, CSR & Sustainability Committee



Approach to Reporting

REPORTING SCOPE AND BOUNDARY

Sagility is proud to present its second annual Sustainability Report, highlighting our Environmental, Social, and Governance (ESG) performance and progress for the period 01 April 2024 to 31 March 2025.

As we build on the foundation laid in our inaugural report, this year's disclosure reflects our continued commitment to aligning with global reporting frameworks and enhancing the depth and transparency of our sustainability communication.

The reporting boundary for this disclosure follows a consolidated approach, covering all global operations of Sagility Limited. Data and narratives represent the Company's performance across all locations where we have operational control during the reporting period.

PRINCIPLES AND FRAMEWORKS

This report has been developed in reference to the GRI Reporting Principles, drawing on Universal and Topic Standards relevant to Sagility's material ESG topics. It is also informed by the Business Responsibility and Sustainability Reporting (BRSR) framework issued by SEBI and references the United Nations Sustainable Development Goals (UN SDGs) and the Ten Principles of the UN Global Compact (UNGC).

We have reported Scope 1, Scope 2, and relevant Scope 3 greenhouse gas emissions using the Operational Control approach, in accordance with the GHG Protocol developed by WRI and WBCSD.

EXTERNAL ASSURANCE

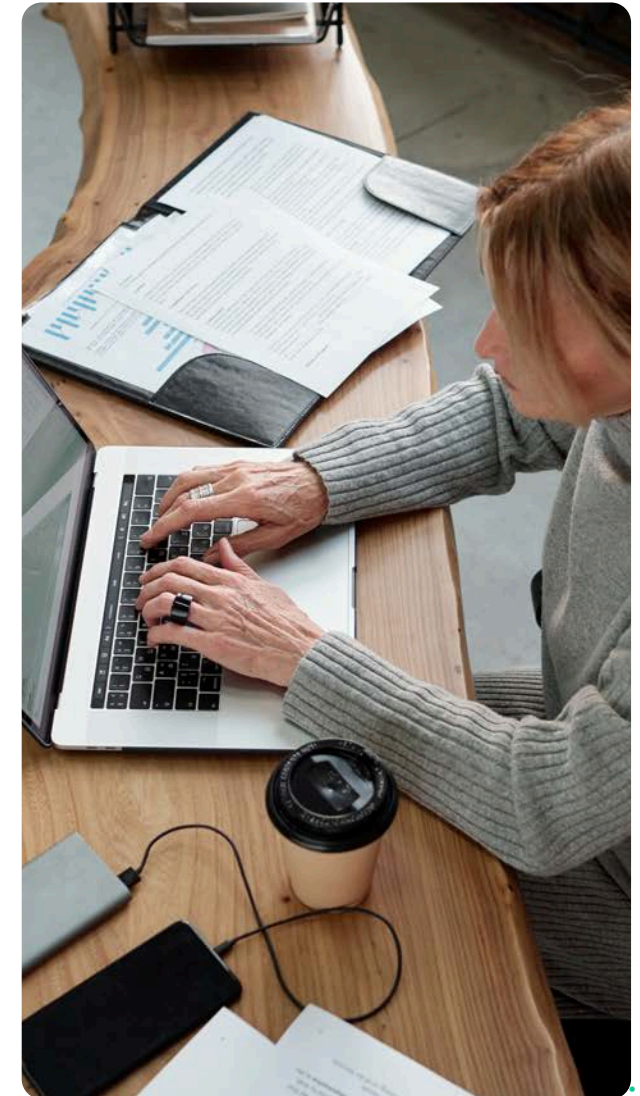
For the reporting year 2024-25, our ESG disclosures are internally assured by an independent entity, namely, DNV Business Assurance India Private Limited, in accordance with the Limited Level assurance requirements of the International Standard on Assurance Engagements (ISAE) 3000 (Revised). The Independent Assurance Statement is available as an annexure at the end of the report.

FORWARD-LOOKING STATEMENTS

This Report contains forward looking statements, which may be identified by their use of words like 'plans', 'expects', 'will', 'anticipates', 'believes', 'intends', 'projects', 'estimates' or other words of similar meaning. All statements that address expectations or projections about the future, including, but not limited to statements about our strategy for growth, market position, expenditures and financial results, are forward looking statements. Forward looking statements are based on certain assumptions, plans and expectations of future events. We cannot guarantee that these assumptions and expectations are accurate or will be realised.

STAKEHOLDER FEEDBACK MECHANISM

We value stakeholder feedback as an essential driver of improvement. Your suggestions are welcome and will help us refine our reporting practices in the future. Stakeholders may contact us at: www.sagilityhealth.com/contact-us





SUSTAINABILITY HIGHLIGHTS

Our Commitments	09
Focus Areas	10
Key Numbers	11
Awards & Recognitions	12



Our Commitments



Environment

COMMITMENTS

Aim to drive operations in a manner that is caring for the planet. Strive to reduce carbon emissions & to optimize use of environmental resources

KEY ACTIONS

- Reduce GHG emissions and carbon footprint by committing to SBTi
- Track Scope 1 and 2 emissions and work towards implementing clean renewable energy sources
- Track Scope 3 emissions and educate the members across value chain to reduce emissions
- Minimize use of fossil fuels and maximise use of renewable sources
- Introduce and implement measures to recycle and reuse water
- Recycle waste generated and divert waste from disposal to landfill



Social

COMMITMENTS

Promote employee and community welfare. Act as a responsible employer and promote stakeholder welfare

KEY ACTIONS

- Promote workplace wellbeing
- Foster a diverse, inclusive, and hybrid work culture that encourages collaboration and innovation
- Invest in human capital development for the future through personalized training programs
- Strive to understand and resolve employee concerns in an equitable and transparent manner
- Drive CSR initiatives that support, uplift and develop local communities, focusing on education, sustainability, and community development



Governance

COMMITMENTS

Embed good governance, integrity and ethics into the organisation's daily practices and have a mechanism conducive for Sustainability

KEY ACTIONS

- Ensure transparent, fair and ethical practices
- Establish adequate measures for data security to safeguard sensitive information
- Provide mandatory trainings and guidance to employees on Data privacy and Data protection to uphold regulatory compliance and organizational standards
- Work with suppliers to ensure alignment with our long-term sustainability goals and drive positive environmental and social impact throughout the supply chain



Our Focus Areas



Environment

- Climate Change
- Energy Management
- Water and Waste Management



Social

- Client satisfaction & innovation
- Diversity & inclusive environment
- Health, safety and wellbeing
- Human Capital Management
- Employee Engagement
- Human Rights
- CSR



Governance

- Cybersecurity & Data Privacy
- Compliance
- Responsible procurement
- Ethics & Integrity
- Risk management
- Stakeholder Grievance Redressal Mechanism
- Corporate Governance



Key Numbers



Environment

KPIs	FY 23-24	FY 24-25
Scope 1 Emissions (tCO2e)	1,830	1,048 ◉
Scope 2 Emissions (tCO2e, market-based)	12,892	12,629 ◉
Scope 3 Emissions (tCO2e)	36,968	33,165 ◉
Reduction in GHG Emissions (YoY)	-	7.07%
Electric Vehicles (EVs)	30	30
Renewable Energy Sourcing (%)	25.25%	30% ◉
Water Consumption (kL)	-	99,463
% of Waste Diverted from Landfills	-	41.7%



Social

KPIs	FY 23-24	FY 24-25
Client Satisfaction Score (CSAT)	52	53◉
Employee Net Promoter Score (eNPS)	52	51 ◉
CSR Beneficiaries India	3,016	2,500+
Global CSR Spend (INR Million)	5.39	7.91 ◉
Female Employees(%)	61%	61%
% of Leadership Positions Held by Women	-	19%
Number of PwD Employees	99	254 ◉
Average Training Hours per Employee	-	115
Attrition Rate (%)	-	27.5%



Governance

KPIs	FY 23-24	FY 24-25
Board Size	10	9
Number of Female Directors	1	2◉
Data Protection and Security Training Hours	16,338	43,659 ◉
Security Incidents Resolved on Time (%)	100%	100%
% of Employees Trained on Ethics & Compliance	-	98.6%
Data Breaches	-	0%



Awards & Recognitions



Happy Companies to Work
Awarded by World HRD Congress in 2025



Best Organisation for Women
Awarded by ET Now, The Times Group in 2025



Onboarding Program of the Year
Awarded by The Empire Forums in 2025



Most Preferred Workplace
Awarded by Marksmen Daily in 2025



Dream Companies to Work for
Awarded by World HRD Congress in 2024



Best Organisation for Women
Awarded by ET Now, The Times Group in 2024



Best HR Strategy in Line with Business
Awarded by World HRD Congress in 2024



Promoting Health in the Workplace
Awarded by World HRD Congress in 2024



Progressive Place to Work
Awarded by Economic Times in 2024



7th Edition Women Empowerment Summit and GIWL Awards
Awarded by UBS Forums in 2024



Sustainable Organization of the Year
Awarded by UBS Forums in 2024



Sport for Change – Playmaker Award
Awarded by Sportz Village Foundation in 2024



Employer of the Year
Awarded Bronze by Stevie Awards in 2024



Learning & Development Program of the Year
Awarded by Gawad Maestro Awards in 2024



ABOUT SAGILITY

Sagility at a Glance	14
About our Business	15
Our Global Footprint	17

2

Sagility at a Glance

We are a healthcare-focused solutions provider partnering with U.S.-based payers, providers, and their ecosystems to drive operational excellence, enhance experiences, and deliver cost-effective clinical and financial outcomes. With over 20 years of specialized industry expertise, we offer technology-enabled Business Process as a Service (BPaaS) solutions that simplify complexity across the healthcare value chain.

Our services span payer operations, revenue cycle management, clinical support, and member engagement, powered by next-generation technologies including machine learning, automation, and predictive analytics. Every solution is built to accelerate performance and deliver measurable, data-driven impact.

As we grow, our focus remains on delivering value for all stakeholders - clients, employees, communities, and the broader healthcare ecosystem.



Mission

At Sagility, we strive to collaborate with all stakeholders to build a resilient, responsible, and sustainable organization. We are committed to co-creating a harmonious coexistence that empowers both the planet and the community to thrive.

Vision

Our vision is to become the most caring company.
Caring is embedded in our DNA, through transformative healthcare support that improves lives, and through our unwavering commitment to the well-being of our employees, communities, and the planet.

Highlights



People-First, Always

Through empathetic, responsive, and personalized interactions, we elevate every experience, whether it's a member on the line or a patient at a point of care.



Technology That Drives Impact

Our AI-driven platforms simplify complex workflows and empower faster, smarter decisions - delivering more than just efficiency; we make healthcare work better.



Trusted Scale, Proven Results

We process over 150 million payer transactions annually and enable provider recoveries exceeding USD 5 billion - ensuring precision, speed, and consistency at scale.



About our Business

Sagility is a technology-enabled, pure-play healthcare solutions and services provider supporting U.S. payers and providers. Our end-to-end portfolio spans payer and provider operations, revenue cycle management, clinical services, and digital engagement. These services are enabled by advanced analytics, AI/ML, NLP-driven automation, and predictive analytics to simplify complexity, accelerate performance, and integrate seamlessly into client ecosystems supporting faster implementation, minimal capital outlay, and measurable business impact.

We process over 78 million payer transactions annually and have facilitated the recovery of more than USD 5 billion in provider revenue. Our work enhances member and provider experiences and improves quality of care while enabling financial and clinical outcomes that are cost-effective and scalable.

In FY 2024–25, Sagility marked a key milestone by listing on both the National Stock Exchange (NSE) and Bombay Stock Exchange (BSE), reinforcing our commitment to transparency, growth, and long-term value creation.

What we do and who we serve?

We provide technology-enabled business solutions and services to clients in the U.S. healthcare industry. Our clients include payers (U.S. health insurance companies) and providers (primarily hospitals, physicians, and diagnostics/medical device companies).

Within payers, our scope also includes pharmacy benefit manager (PBM) services.

- **Payer services:** Claims management and enrolment; benefits plan-building; premium billing; credentialing and provider data management; and clinical functions such as utilization management, care management, and population health management.
- **Provider services:** Revenue cycle management—including financial clearance, medical coding, billing, and accounts receivable follow-up and resolution.

Core Values

- Accountability
- Collaboration
- Compassion
- Excellence
- Integrity

Core capabilities

- **Advanced Analytics, AI/ML & BI:** Precise forecasting, segmentation, and personalization to enhance decision-making and customer experience.
- **Hyper automation & Process Optimization:** Leveraging NLP and intelligent automation to increase operational efficiency and reduce costs.
- **Healthcare Technology Platforms:** Agile, cloud-native solutions that support digital transformation and improve time-to-value for clients.

Guided by a people-first approach, we combine deep healthcare domain knowledge with data-driven innovation to create positive outcomes for members, patients, and the communities we serve.



Service Highlights



Claims Management

End-to-end adjudication of medical, pharmacy, vision, and dental claims using intelligent automation and AI-based prioritization for appeals and grievances.



Payment Integrity

Cost containment through post pay and pre-pay overpayment detection, leveraging proprietary and industry differentiated contract central platforms, data mining, machine learning, and predictive analytics.



Clinical Management

Delivered by licensed clinicians, our services include utilization management, chronic and complex case management, and population health, supported by AI-enabled decision engines and digital engagement platforms.



Revenue Cycle Management (RCM)

Full-spectrum support from scheduling and financial clearance to billing, collections, denials management, and patient engagement. Predictive tools optimize reimbursement and reduce bad debt.



Member and Provider Engagement

Technology-driven support for customer acquisition, onboarding, benefit queries, pre-authorizations, claims explanations, and program participation. Deploy GenAI solutions to reduce cost of engagement and use real time speech analytics and NLP tools to enhance customer experience and compliance.



Administrative Support Provider

Onboarding and credentialing, member enrolment, benefits configuration, and premium billing, enabled by workflow platforms and self-service portals.

Financial Highlights

→ ₹55,699 mn
Total Revenue

→ 17.2%
Revenue Growth (%)
vs. FY 2023–24

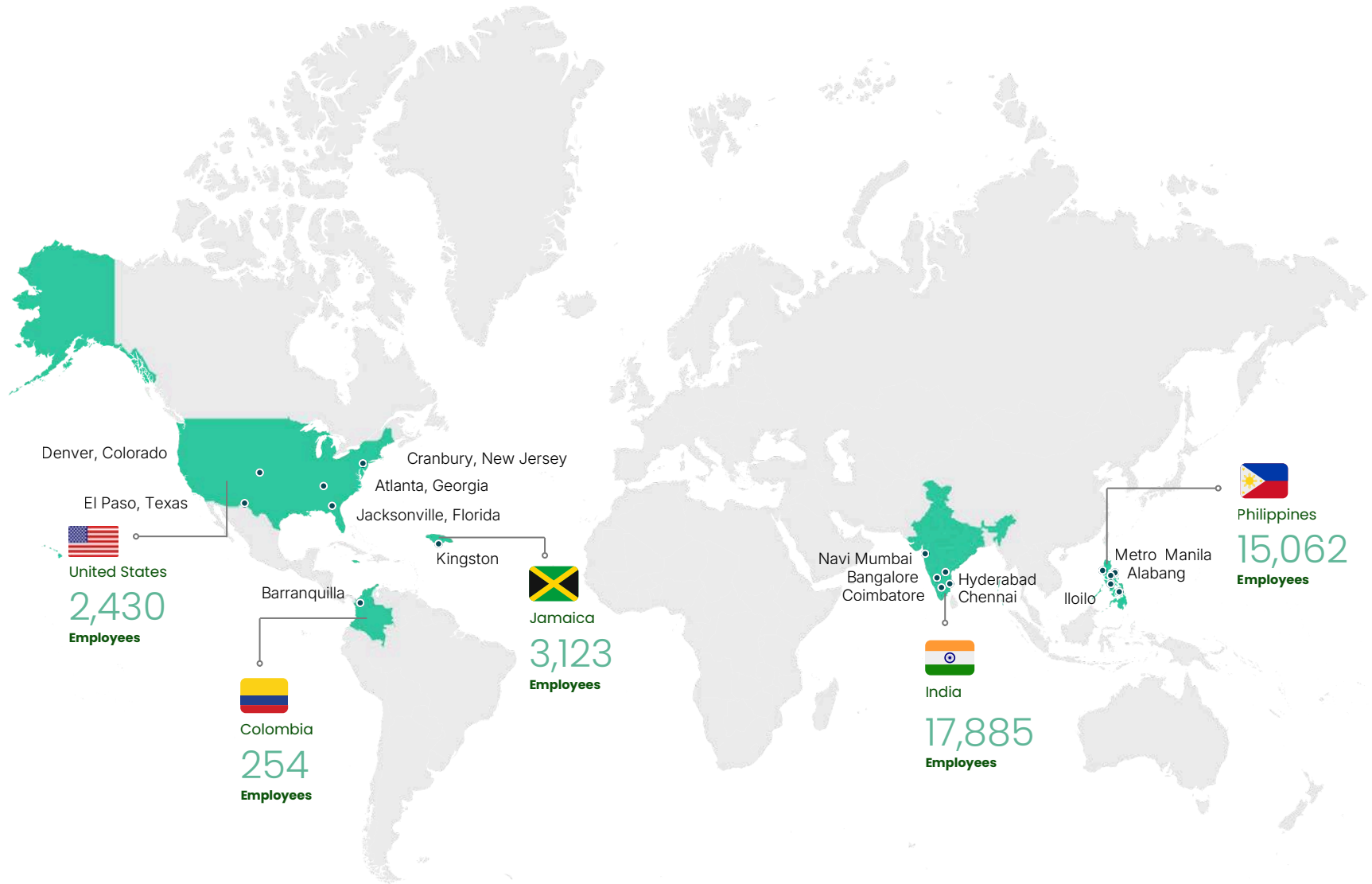
→ 26.4%
Adjusted EBITDA
Margin (%)

→ 14.6%
Adjusted PAT Margin (%)

→ 90%
OCF to EBITDA Ratio (%)



Our Global Footprint



Highlights

38,754

Total Number of Employees

119+ mn

Number of Claims Processed

78+ mn

Number of Customer Interactions

38

New Clients in FY25

5

Geographies Covered

33

Delivery Centres as of FY 2025

25

Years of Experience in Healthcare



OUR SUSTAINABILITY ROADMAP

Our Approach to ESG & Sustainability	19
Stakeholder Engagement	20
Materiality Assessment	21
Alignment with UNSDGs	22



Our sustainability journey is guided by the belief that the choices we make today can create a more resilient and equitable future. Guided by our materiality priorities and the UN SDGs, we are advancing meaningful action across our operations, from ambitious commitments to responsible stewardship.

Along with progressing on our SBTi targets, our focus on people and communities is equally important. Our people remain at the heart of this progress, driving community impact through their passion and volunteerism. As we look ahead, we remain steadfast in our ambition to lead with responsibility, innovate with purpose, and create long-term value for all stakeholders.



Sarvabhouman Doraiswamy Srinivasan

Executive Vice President, Group CFO & Sustainability Head





Our Approach to ESG & Sustainability

At Sagility, our commitment to sustainability is embedded across every level of our organization from policy and governance to culture and daily operations. We view Environmental, Social, and Governance (ESG) pillars as core to delivering long-term value, not only for our clients and investors, but also for our employees, communities, and the planet.

Our sustainability journey began in earnest following our divestiture from Hinduja Global Solutions in January 2022. We undertook a comprehensive diagnostic study to assess our ESG readiness and engaged one of the Big 4 consulting firms to guide our foundational efforts. Since then, we have adopted a structured and phased approach to embedding ESG into our strategic roadmap.

We have built a clear action plan informed by stakeholder expectations, regulatory developments, and investor insights.

This roadmap guides us in addressing climate-related risks, driving social impact, and enhancing governance practices through measurable and transparent initiatives.



Guiding Principles of Our ESG Approach



Environment

We are committed to environmental stewardship through responsible resource management, including energy efficiency, water conservation, and waste reduction. Our goal is to lower our carbon footprint and manage our impact while fostering a more sustainable future.



Social

We foster a work culture grounded in care, inclusion, and respect. Our employee well-being initiatives and skill development programs support professional growth, while our CSR efforts focus on uplifting underserved communities through healthcare access, education, and livelihood support.



Governance

Integrity, accountability, and transparency form the foundation of our governance framework. We are committed to upholding the highest standards of compliance and ethical business conduct, ensuring sustainable growth and long-term stakeholder trust.








Stakeholder Engagement

At Sagility, we recognize that meaningful progress in ESG requires consistent and structured engagement with the stakeholders we serve and impact.

Our stakeholder-as-centre approach drives our sustainability efforts, aligning business goals with societal expectations and emerging ESG priorities.

We follow a dual approach inside-out and outside-in to identify, map, and prioritize stakeholder groups across our value chain. These include clients, employees, regulatory bodies, community, and investors. Our engagement spans surveys, interviews, materiality workshops, and day-to-day business interactions. This multichannel dialogue helps us stay responsive to stakeholder concerns, track emerging trends, and align on shared objectives.

Stakeholder feedback is reviewed periodically and is integrated into our Objectives, Goals, Strategies, and Measures (OGSM) framework. Insights from these engagements directly inform our materiality assessment, risk identification, and program development, enabling us to focus resources where they are most needed.

Stakeholder Representatives	Communication methods and channels	Engagement frequency	Communication topics
 Employees	Email, Internal Portal, Notice Boards, Townhalls, Surveys, HR Connect Sessions	Regularly	Sharing updates on business direction, workplace policies, employee well-being, skill development, feedback on work environment, and employee engagement initiatives
 Clients	Email, Business Reviews, Service Review Meetings	Regularly	Understanding business needs, performance feedback, service delivery improvements, compliance expectations, and relationship management.
 Investors	Email, Investor Calls, Reports, Regulatory Disclosures, Website	Quarterly / As needed	Sharing financial results, strategic updates, ESG disclosures, and responding to investor queries or concerns.
 Community	CSR Collaborations, Field Visits, NGO Partnerships, Volunteering	Periodically / As part of CSR initiatives	Supporting social impact programs focused on inclusion, education, health, and livelihoods; engaging with women-owned businesses and LGBTQ+ communities.
 Regulatory Bodies	Online Portal, Filings	As per statutory timelines	Compliance with legal and regulatory requirements, timely submissions of disclosures, and addressing regulatory directives.



Materiality Assessment

The materiality assessment process is cornerstone of Sagility's ESG strategy, designed to identify and prioritize issues that hold the greatest relevance to stakeholders and the highest potential impact on long-term business performance.

Aligned with the GRI Standards and global sustainability frameworks, the approach reflects both internal priorities and external expectations.

Conducted in FY 2023–24, the most recent assessment remains applicable for the current reporting year (FY 2024–25) and continues to guide our ESG roadmap.

The methodology evaluates material topics across two key dimensions:

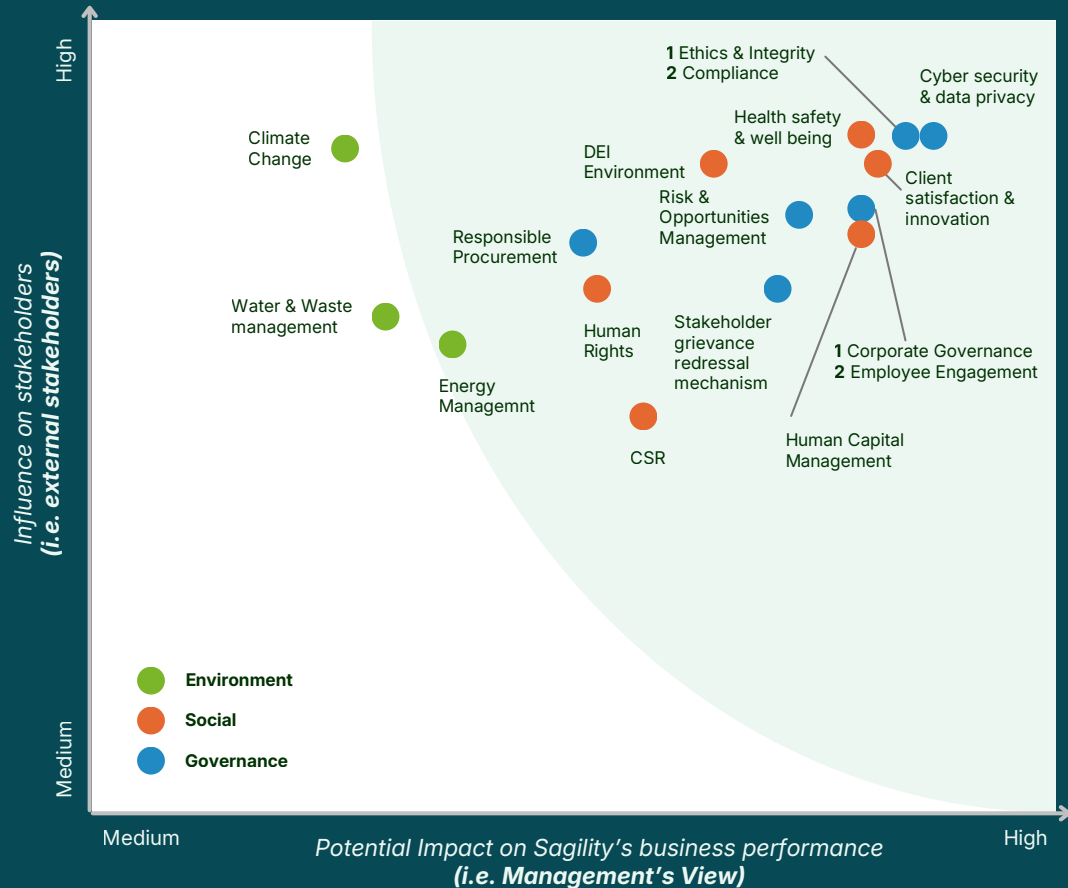
- **Stakeholder Influence** – the degree of relevance to clients, employees, investors, regulators, and other key stakeholders
- **Business Impact** – the extent to which a topic affects strategic, operational, financial, or reputational performance

Insights were drawn from structured stakeholder engagement, peer benchmarking, regulatory developments, and emerging industry trends. The assessment was reviewed and endorsed by senior leadership to ensure alignment with our Objectives, Goals, Strategies, and Measures (OGSM) framework.

The exercise identified 17 material topics across Environmental, Social, and Governance themes ranging from climate change and cybersecurity to health, safety, and employee engagement. These topics are classified as either risks or opportunities and are embedded into ESG

planning through defined governance structures, mitigation plans, and performance metrics.

The assessment is conducted on a three-year cycle, with the next update scheduled for FY 2027–28. Interim reviews may be carried out to reflect significant changes in stakeholder expectations or operating context.



Alignment with UN SDGs

A meaningful sustainability strategy contributes not only to business goals but also to global development priorities. In alignment with the United Nations Sustainable Development Goals (UNSDGs), Sagility's ESG efforts aim to address pressing global challenges through an integrated focus on environmental, social, and governance priorities.

The UNSDGs provide a universal framework to advance sustainable development across economic growth, social equity, and environmental responsibility.

By mapping our 17 material topics to relevant SDGs, we ensure that our initiatives contribute to a broader positive impact beyond our organizational boundaries.



MATERIAL TOPICS **UN SDGs ALIGNMENT**

Climate Change	
Energy Management	



MATERIAL TOPICS **UN SDGs ALIGNMENT**

Client Satisfaction & Innovation	
Diversity & Inclusive Environment	
Health, Safety and Wellbeing	
Human Capital Management	



MATERIAL TOPICS **UN SDGs ALIGNMENT**

Cybersecurity & Data Privacy	
Compliance	
Responsible Procurement	
Ethics & Integrity	

MATERIAL TOPICS **UN SDGs ALIGNMENT**

Water and Waste Management	
----------------------------	--

MATERIAL TOPICS **UN SDGs ALIGNMENT**

Employee Engagement	
Human Rights	
CSR (Corporate Social Responsibility)	

MATERIAL TOPICS **UN SDGs ALIGNMENT**

Risk Management	
Stakeholder Grievance Redressal Mechanism	
Corporate Governance	



STRENGTHENING PEOPLE & CULTURE

Talent Management	25
Protecting Human Rights	29
Diversity, Equity, and Inclusion (DEI)	32
Employee Engagement & Well-being	35
Health and Safety	40



At the heart of our sustainability journey is a deep commitment to our people. As a healthcare-focused organization, we recognize that fostering a culture of inclusion, wellbeing, and continuous growth is essential to delivering meaningful impact.

This year, we strengthened our talent management and learning ecosystems, expanded employee engagement and wellbeing programs, and enhanced policies that uphold human rights, safety, and dignity across all our locations. With a diverse and empowered workforce, we continue to nurture an environment where every individual can thrive, contribute, and shape the future of our organization.



Tina Vas
Chief Human Resources Officer

At Sagility, our people are central to everything we do. As a leader in healthcare technology services, we recognize that the passion, resilience, and dedication of our employees are the driving force behind our growth and impact.

We are committed to nurturing an inclusive, respectful, and purpose-driven workplace that supports the personal and professional development of every individual.


Our people strategy is anchored in the values of care, trust, and empowerment delivered through a robust Talent Engagement Framework that spans the entire employee lifecycle. From onboarding and upskilling to well-being and retention, we invest in holistic programs designed to enhance employee experience, strengthen engagement, and foster long-term careers.

By prioritizing a culture of belonging, collaboration, and continuous learning, Sagility continues to build a workforce that is agile, motivated, and aligned with our broader mission of transforming healthcare outcomes.

Key Highlights


38,754
 Number of Employees


23,565
 Number of Female Employees


61%
 Female Employees


27.5%
 Employee Turnover Rate


254
 Number of Persons with Disabilities


51
 Employee Satisfaction Score (e-NPS)


44,35,043
 Total number of training hours


115
 Average Training hours per employee


352
 Senior management hired from local community

UN SDGs in focus



Material Topics

- Human Capital Management
- Health, safety and wellbeing
- Diversity & inclusive environment
- Employee Engagement
- Human Rights

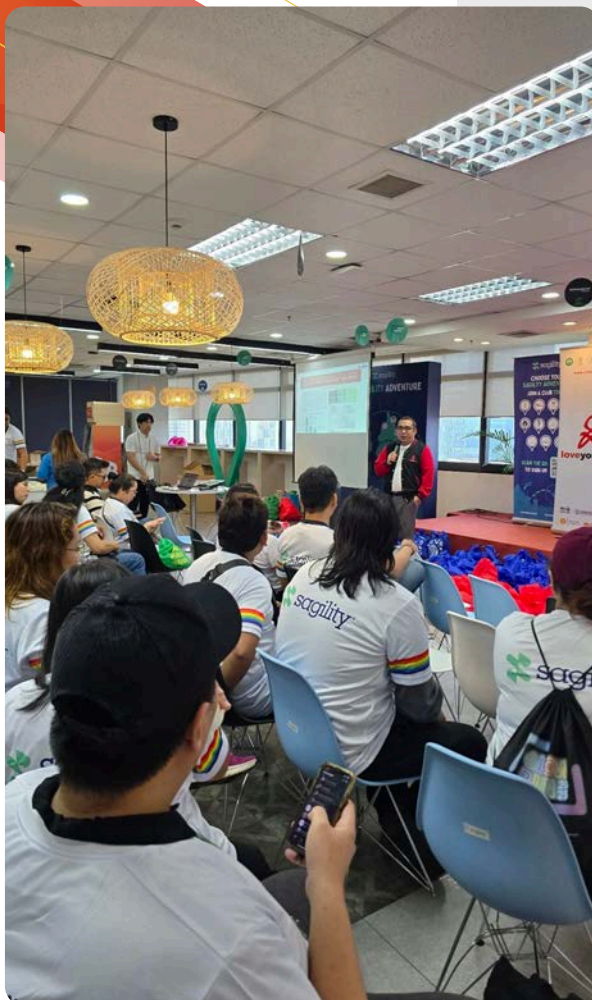


Talent Management

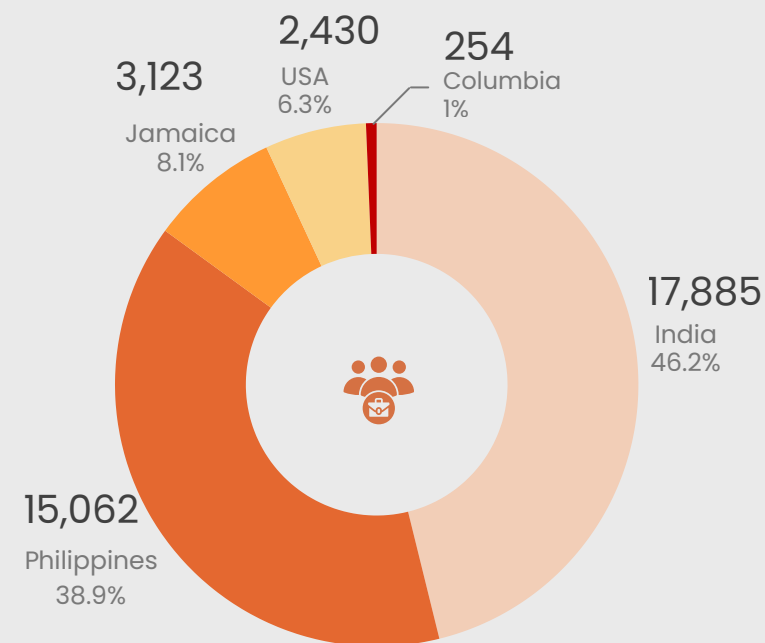
At Sagility, we believe our people are the cornerstone of sustainable growth and innovation.

In FY2024–25, we renewed our focus on attracting, developing, and retaining diverse talent across all regions, fostering a workforce that is agile, inclusive, and future-ready. Embedded in our ESG ambitions, every stage of the employee lifecycle contributes directly to a thriving culture aligned with our business objectives.

Our workforce continues to reflect a sustained commitment to gender balance, with women representing 61% of our team. This solid foundation fuels efforts to expand inclusion for people with disabilities, LGBTQ+ employees, veterans, and other underrepresented groups globally.



Employees Overview



CATEGEORY	MALE	FEMALE	OTHER	TOTAL
Number of permanent employees	14,921	23,395	10	38,326
Number of temporary employees	258	170	-	428
Total	15,179	23,565	10	38,754



Throughout FY2024–25, we strengthened our talent acquisition and development initiatives to build on this foundation, focusing on leadership representation, retention, and employee engagement as key drivers of sustainable growth.

Workforce Composition

MANAGEMENT POSITION	PERMANENT EMPLOYEES	<30 YRS	30–50 YRS	>50 YRS
Executive	83	0%	48%	52%
Senior	280	2%	76%	22%
Middle	816	8%	85%	8%
Junior	5,071	48%	51%	1%
Non-management	32,076	80%	19%	1%

This workforce composition table reflects our ongoing efforts to foster diversity and provides a baseline for measuring progress on equity and inclusion initiatives globally.



352 (96.7%)

Senior management hired from local community

Employee Lifecycle



Core Values and Engagement Initiatives



Employee Retention and Engagement

Retention is vital in preserving institutional knowledge. We know that a sense of belonging and the opportunity to grow keep our talent inspired. Our voluntary turnover rate of 27.5% compares favourably to industry benchmarks, reflecting our success in nurturing an environment where people want to build long-term careers.

Engagement remained a top priority. For example, in 2024, 3,227 HR Connects and 3,988 Fun Connects were conducted across Payer Operations, Corporate, and Shared Services a 173% YoY increase in engagement activities compared to the previous year. These were supplemented by energy sessions, onboarding focus groups, and production-level interactions aimed at reducing attrition and improving employee satisfaction.

At one of our client site, for example, Sagility launched a focused engagement program in August 2024, where 103 focus groups were held, reaching 740 advocate connects. This contributed to improved retention trends in the following months.

 27.5%

Global Attrition Rate

Note: The marginal increase in annualised global attrition from 27.3% to 27.5% (0.2%) is attributable to the addition of a new geography, Colombia, during the reporting period.

Learning and Development

At Sagility, we see learning not as an isolated activity, but as an ever-present current in the employee journey. In FY2024–25, our commitment to building a resilient, future-ready workforce took centre stage through a vibrant learning ecosystem - one that is as diverse in content as in delivery.

A key focus for Sagility in FY 2024–25 was employee capability-building, with over 4.4 million training hours delivered globally, averaging nearly 115 hours per employee. Training investments were tailored to regional workforce needs - India significantly scaled training to support new ramps in healthcare processes, while pilot initiatives in the U.S. introduced enhanced pre-process and soft skills modules. The Philippines expanded training coverage in line with headcount growth and compliance requirements, while Jamaica/Colombia introduced empathy and client-specific compliance programs to reinforce values-driven performance. Programs included New Leader Orientation, Global Leader Networking forums, and consulting-based learning interventions.

MANAGEMENT POSITION	EMPLOYEE NUMBERS	TOTAL TRAINING HOURS	AVG. TRAINING HOURS PER EMPLOYEE
Senior	369	930	2.52
Middle	851	2,688	3.16
Junior	5,357	1,478	0.28
Non-mgmt.	31,837	44,29,947	139.14
Total	38,414	44,35,043	115.45

Sagility also optimized training efficiency by reducing average training durations in some business lines, lowering training costs per employee in India without reducing learning quality. Across geographies, a suite of mandatory compliance, data privacy, and workplace conduct modules ensured consistent exposure to topics such as healthcare regulations, diversity

& inclusion, anti-harassment, and information security.

During the reporting period, Sagility conducted comprehensive Annual Compliance Training covering key areas including HIPAA data privacy, general compliance, and Fraud, Waste, and Abuse prevention. Completed by all applicable employees by March 31, 2025, this training reinforced legal adherence and enhanced employees' ability to mitigate risks related to data protection, ethical conduct, and operational integrity.

At Sagility, leadership development is both structured and adaptive, catering to leaders at every level and across all geographies. Across all geographies, our tiered STRIDE, PACE, and STEP framework enables targeted development for emerging and established leaders. Programs like S.H.E. Leads demonstrate our commitment to gender equity by equipping high-potential women with the skills and confidence to advance their careers. Ongoing initiatives such as New Leader Orientation and the monthly Global Leader Networking forum unite our leadership community and promote knowledge sharing, while consulting-based learning interventions provide flexibility for unique needs.

We recognize that tomorrow's challenges require new skills. That's why, each quarter, employees and leaders help shape our training agenda ensuring every module and format remains fresh and impactful.

As participation in digital and peer-led learning channels continues to rise, Sagility's workforce is not only meeting the future head-on but helping define it.



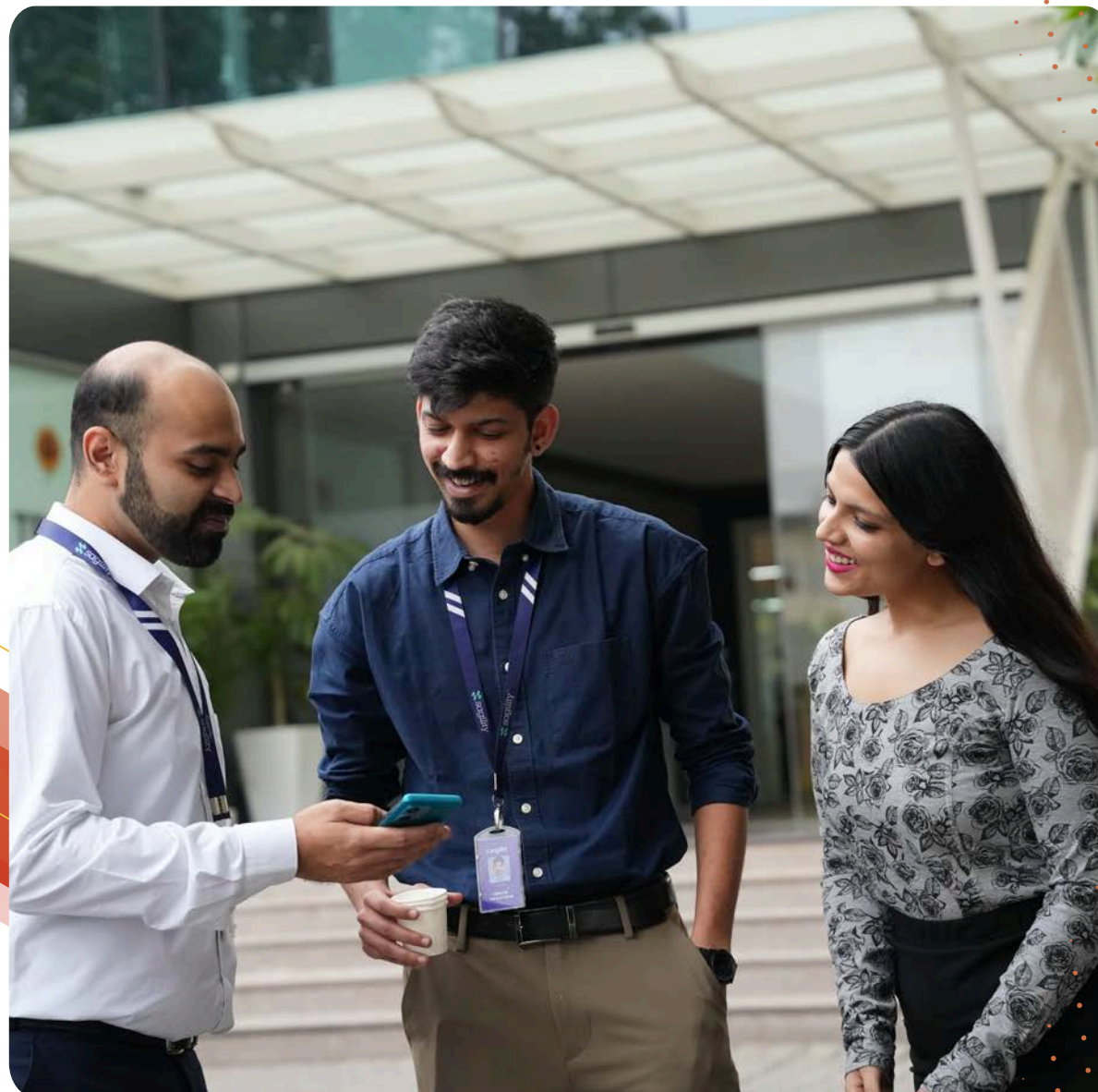
Employee Satisfaction

Sagility fosters a culture of continuous listening and employee engagement through its Voice of Employee (VoE) and Employee Satisfaction (ESAT) programs. The VoE initiative captures meaningful insights at key moments in the employee journey spanning onboarding, training, job content, facilities, and leadership through automated surveys that encourage open and timely feedback. Complementing these efforts, the annual ESAT survey, administered by Feedback Insights using the Qualtrics platform, measures overall satisfaction across Sagility's global workforce.

The results are reviewed each quarter, translating into concrete action plans under the "You Spoke, We Heard" campaign, which reinforces Sagility's commitment to turning feedback into meaningful change.

This focus on engagement and wellbeing reflects Sagility's broader belief that employee success and organizational success go hand in hand. An employee net promoter score (eNPS) of 51 highlights the growing sense of enthusiasm and pride across teams. This score recorded a marginal change from 52 in FY 2024 to 51 in FY2025. The prior year score was significantly above BPM industry benchmarks, and the current score reflects a more normalized alignment with industry levels. The change is also influenced by a recalibration in specific segments such as JAM, which had recorded unusually high scores in the previous year.

Through dedicated mental health programs, flexible workplace policies, and inclusive initiatives, Sagility continues to nurture an environment where employees feel supported, valued, and empowered to do their best work. Looking ahead, the company remains committed to advancing talent strategies that foster belonging, purpose, and growth building a future-ready workforce that embraces both opportunity and responsibility with confidence.





Protecting Human Rights

At Sagility, respect for human rights is integral to our operations. We uphold a zero-tolerance policy towards child and forced labour across all our facilities and ensure compliance with applicable laws and ethical standards. Our commitment to a safe, coercion-free work environment is reflected in our proactive measures.

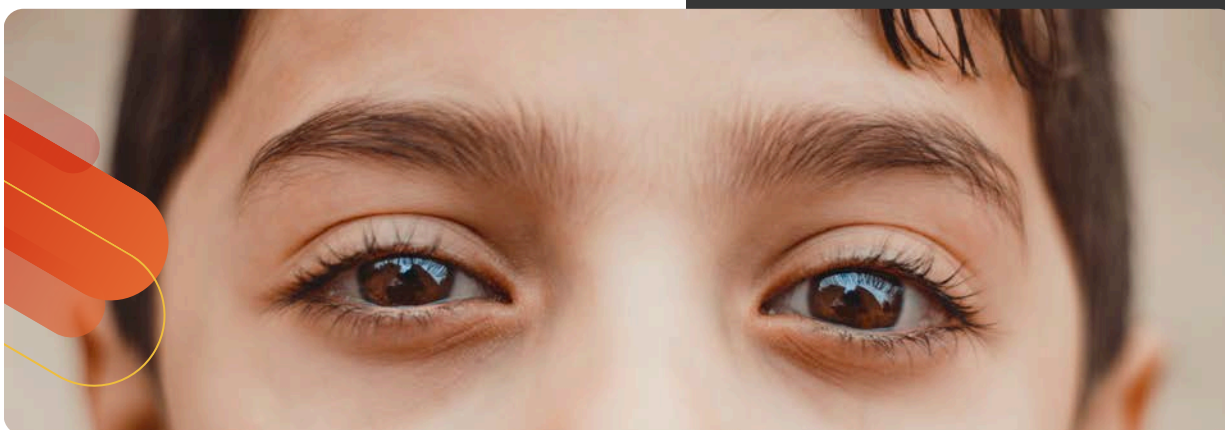
In FY2024–25, Sagility further reinforced its commitment to human rights by aligning policies with the United Nations Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, and the ILO Declaration on Fundamental Principles and Rights at Work. Our Human Rights Policy applies to all 38,754 employees globally and extends across our ecosystem of suppliers, clients, and partners.

Key initiatives and policies

- **Automated Age-Verification:** Integrated into our HRMS and Workday platforms to ensure compliance with statutory requirements, preventing underage employment.
- **Pre-Joining Background Checks:** Mandatory identity and age verification as part of the hiring process.
- **Zero-Tolerance Policy on Child Labour:** Prominent notices displayed across all facilities, regularly audited for compliance, and enforced through periodic external inspections.
- **Whistleblower Protection:** A secure, confidential system for reporting concerns related to child labour, forced labour, or human trafficking, ensuring protection against retaliation.

In FY2024–25, 100% of our offices and premises were assessed for risks related to child and forced labour, reinforcing our commitment to due diligence.

We continue to prioritize human rights education, with 100% of our workforce completing mandatory training on human rights, responsible conduct, and ethical behaviour. This reinforces our zero-tolerance stance on discrimination, harassment, modern slavery, and retaliation.



100%

Delivery Centres Assessed For Human Rights Risks



100%

Human Rights training %age

During the year, we onboarded 641 suppliers, 95% of whom accepted our Supplier Code of Conduct (SCOC). Ongoing audits and assessments reinforce our screening for human rights risks and standards. No instances of child or forced labour were identified in our operations or among suppliers.

We also continue to support fair compensation and dignified working conditions. 96.4% of our workforce receives more than the minimum statutory wage in their geography, with additional access to medical insurance, social security, and flexible work arrangements. Our average work week remained below 46.7 hours, further supporting work-life balance.

Table: Ratios of standard entry level wage by gender compared to local minimum wage

PARAMETER	MALE	FEMALE
Employees (Ratio of standard entry level wage compared to local minimum wage)	2.03 (FY 24-25)	1.83 (FY 24-25)

Preventing Sexual Harassment

Sagility maintains a zero-tolerance stance on sexual harassment and is committed to a safe, respectful, and harassment-free workplace across all geographies (India, the Philippines, the U.S., Jamaica, and Colombia). We comply with applicable local laws (including India’s POSH Act, 2013) and apply a common standard that prohibits unwelcome verbal, physical, or non-verbal conduct, explicit content, or hostile behaviour.



FY2024-25

Grievance Redressal

Sagility maintains a robust grievance redressal mechanism.



470

Total Grievances Received



460

Total Grievances Resolved

FY2024-25

Annual Total Compensation



160.12

Annual Total Compensation Ratio



1

Change in Annual Total Compensation Ratio (NIL)

Methodology:

Annual Total Compensation (ATC) Ratio: The highest paid individual's CTC has been considered, and the median of all other employees has been calculated to derive the ratio.

Change in ATC Ratio: The percentage increase has been calculated as the median salary of 2024 divided by the median of 2023 (for FY 2023-24), and similarly, 2025 median divided by 2024 median (for FY 2024-25).

Governance & Reporting

- Internal/Redressal Committees (ICs) are established at each location, with the option to report to HR.
- Employees are expected to report incidents without delay to the IC or HR through location-specific channels. (Example: India – POSHcomplaints@sagilityhealth.com.)
- All complaints are handled promptly, confidentially, and fairly, with actions taken per company policy and applicable legal guidelines.

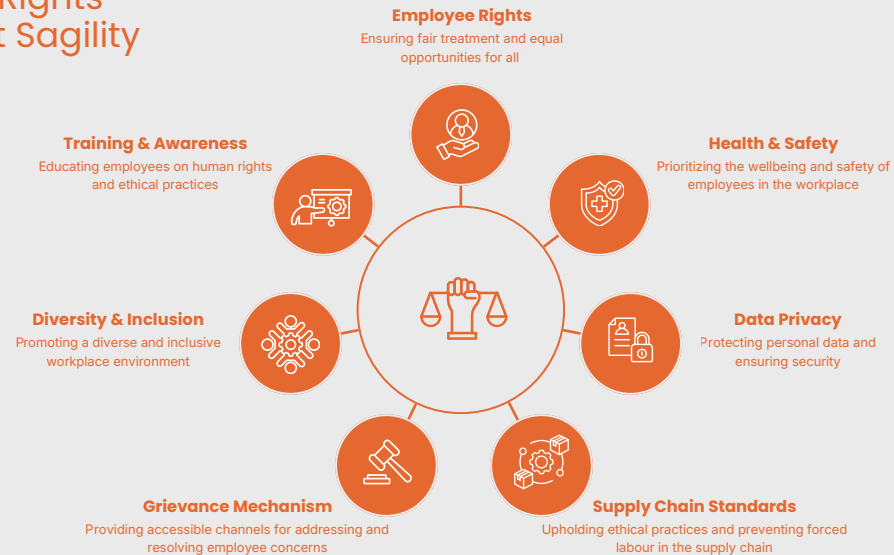
Awareness & Training

- Mandatory training ensures employees understand the policy, reporting routes, and their rights, with periodic refreshers and ongoing awareness.
- Site-level communications share local IC/Redressal Committee contacts and available support resources.

Data Privacy

Additionally, data privacy remains a top priority: all personal and sensitive data were handled under strict, consent-based protocols in compliance with local and international regulations. No substantiated breaches of employee privacy were recorded this year.

Human Rights Pillars at Sagility



Assurance

Investigations are conducted with impartiality and sensitivity, and outcomes drive appropriate corrective actions to uphold a safe, inclusive workplace



13

Total Number of POSH Cases Registered



8

Cases Upheld



2

Cases Carry Forwarded

As we look ahead, Sagility will further strengthen due diligence, expand human rights training tailored to geography and role, and continuously update policies to reflect emerging risks ensuring that human dignity and fairness remain at the heart of everything we do.

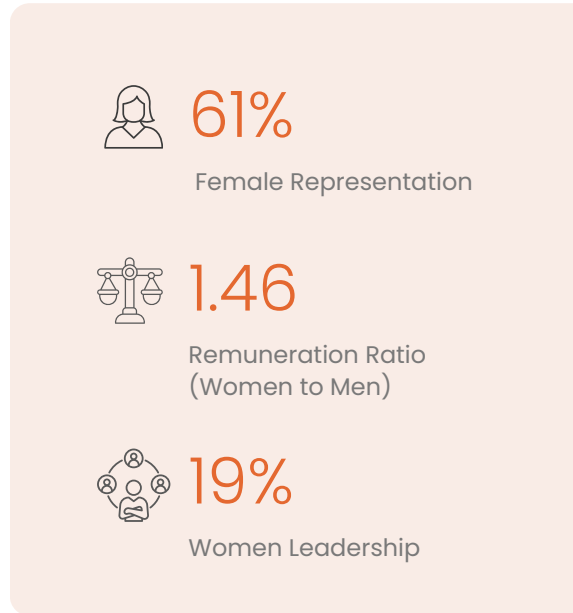
Diversity, Equity & Inclusion (DEI)

Sagility remains committed to fostering a workplace that is diverse, equitable, and inclusive, grounded in our core value of 'Inclusion'. Our Global DEI Policy and DEI Council provide the foundation for driving a culture that respects, supports, and empowers every individual-across our employees, partners, suppliers, and communities. We embed DEI principles in our organizational strategy and decision-making frameworks, ensuring equitable growth opportunities for all.

Gender Diversity

Sagility tracks gender representation across the workforce and leadership roles using a centralized dashboard. This includes the percentage of women in total and new hires, changes in representation across business units and countries, and trends at the associate and leadership levels. These metrics help us monitor progress, identify gaps, and inform targeted interventions.

Our demographic data captures generational and ethnic diversity to understand evolving workforce needs. Insights derived help tailor programs that drive equal opportunities and inclusive growth.



Sagility's leadership champions our DEI strategy, ensuring diverse representation at senior levels to enhance decision-making and drive long-term value.

Core DEI Programs

→ S.H.E. Leads Program

In FY24, 15 women leaders graduated from our flagship S.H.E. Leads Program. Participants completed a structured pathway of 15 internal and external workshops, three internal assessments, and targeted e-learning modules, preparing them for future leadership roles. The program exemplifies our commitment to building a strong internal pipeline of women leaders.

→ S.H.E. Leads

Building on the success of S.H.E. Leads, we introduced the S.H.E. Leads Academy in FY25. Designed for women in junior and mid-level roles, this initiative focuses on foundational leadership skills, mentorship, and peer learning to accelerate professional growth.

→ HUMM CARE PROGRAM

The HUMM (Health, Understanding, Men & Women) Care Program was launched to promote employee well-being through gender-inclusive health education. Over 460 employees engaged in four online workshops addressing physical and mental wellness, underscoring our focus on holistic inclusion.



Diversity Pipeline Development

Our diversity hiring efforts focus on broadening access to underrepresented groups including women, and persons with disabilities. These include targeted recruitment drives, re-entry programs for returning professionals, and leadership development for mid-career women.

Employee Resource Groups (ERGs)

Sagility's ERGs are employee-led support groups that bring together people who share a characteristic or a common disability and gender identity - or allies who want to advance inclusion for marginalized communities. Participation is voluntary and aimed at building community and societal inclusion.

Equal Employment Opportunity

Sagility is dedicated to diversity, equity, and inclusion and offers equal employment opportunities to all-without discrimination based on race, ethnicity, gender, or any other legally protected status. Hiring decisions are made based on qualifications, experience, and job requirements.

This commitment applies to all employment decisions, including recruitment, promotion, compensation, benefits, and training, reinforcing a workplace where every employee is valued for their unique perspectives and talent.



Persons with Disabilities

Sagility is an equal opportunity employer committed to attracting, hiring, and advancing persons with disabilities (PWD) across all our geographies. Our approach is grounded in dignity, accessibility, and non-discrimination, and we comply with applicable laws in each country (e.g., India's Rights of Persons with Disabilities Act, the U.S. ADA, and local equivalents). We provide reasonable accommodations throughout recruitment and employment, invest in accessible workplaces and digital tools, and run manager and team awareness training to remove barriers. Employees and candidates can raise accommodation requests or concerns through established HR and ethics channels, with zero tolerance for retaliation.

Global DEI Council

Sagility's DEI Council is headed by the Global Head, DEI & CSR and is composed of senior leaders from across the business and geographies. The Council meets quarterly to oversee DEI initiatives and address matters raised by employees.

CORE RESPONSIBILITIES

- Build enterprise-wide DEI awareness and partner with leadership to maximize contributions to DEI objectives.
- Improve understanding of how DEI affects all stakeholders.
- Identify roadblocks to DEI in hiring, promotion, workplace environment, and professional development.
- Track progress on DEI initiatives and planned targets.

REPORTING & REVIEW

- The DEI team maintains and publishes reports on DEI objectives and shares regular updates with the Council; the policy is reviewed at least annually.
- The DEI Council (or its designee) is authorized to interpret the policy and may modify it to meet statutory or business requirements



Inclusive Workplace Practices



INCLUSIVE HIRING AND TRAINING

We provide training to hiring managers on inclusive interviewing practices and unconscious bias, ensuring equitable hiring decisions. Tailored returnship programs and alternate work arrangements are provided to support caregivers and returning professionals.



COMMUNITY AND SUPPLIER INCLUSION

Through our Supplier Diversity Program and CSR partnerships, we continue to support minority-owned, women-led, and disability-inclusive businesses. Our efforts promote inclusive economic opportunities and a responsible procurement ecosystem.



LGBTQ+ INCLUSION

Sagility upholds an inclusive and respectful workplace for LGBTQ+ employees, supported by:

- A comprehensive non-discrimination policy
- Gender-neutral job descriptions
- DEI sensitization and allyship workshops

As part of our broader CSR and DEI integration, Sagility organized a PRIDE Virtual Parade in June 2024 to support the Rainbow Youth Project, raising significant funds through employee participation.



Measuring DEI Impact

To evaluate the effectiveness of our DEI initiatives, we follow a structured impact assessment framework:

- **Diversity Dashboards:** Provide real-time visibility into key DEI metrics such as gender representation, hiring patterns, and attrition analysis across roles and geographies.
- **Feedback Mechanisms:** Insights are gathered through employee surveys, anonymous feedback channels, and ERG-led pulse checks.
- **Continuous Review:** The DEI Council evaluates program outcomes, refines strategies, and sets new objectives aligned to Sagility's evolving workforce and inclusion goals.

Employee Engagement & Well-being

At Sagility, employee engagement is anchored in a culture of open communication, celebration of contributions, and continuous feedback. We promote inclusivity, participation, and connectedness through a series of structured and dynamic initiatives that span departments and geographies. Our approach integrates grassroots communication, cultural events, wellness programs, team-building activities, and leadership access to ensure all voices are heard and valued.



Employee Engagement Activities

Our engagement strategy is anchored in a year-round calendar of interactive initiatives designed to build a vibrant workplace culture, strengthen team collaboration, and support employee wellness. These include fun runs, sports events, yoga sessions, and holiday celebrations. The programs are curated to promote work-life balance and offer employees both virtual and in-person opportunities for connection.

We have enabled Work-at-Home (WAH) capability for 48% of our Client Service Representatives, further increasing agility, access to diverse talent pools, and mitigating business risks. To ensure inclusivity across all work arrangements, we organize meet-and-greet events for our Work-at-Home (WAH) teams across locations at least once a year, subject to operational feasibility. These activities continue to demonstrate our commitment to employee morale, team bonding, and a strong sense of belonging.

In 2024, the Engagement Team conducted 483 focus groups, facilitated 2,916 employee connects, and organized 347 fun events with 3,534 fun connects, resulting in a 99% increase in fun events and a 173% increase in employee engagement touchpoints compared to the previous year.

As part of a focused engagement intervention launched in August 2024 at the BSC location, 103 focus groups were conducted with 740 advocate connects, contributing to a visible decline in attrition compared to earlier months.

Key Initiatives Include

- **CEO Town Halls:** Quarterly platform for direct communication with the CEO to share updates, address employee concerns, and drive transparency.
- **Monthly Skip-level meetings:** Facilitating direct dialogue between senior management and employees.
- **Let's Talk Programme:** Support for new employees to settle into the organisation via structured pre-confirmation engagement.
- **PHRRO Initiative:** Human resource officers address personal and workplace concerns, strengthening interpersonal relationships.
- **Hobby & Biking Clubs:** Encouraging passion and wellness through like-minded communities.
- **Volunteering Initiatives:** Sagility's volunteering efforts reached 310 unique U.S. employees by October 2024, accounting for 166% of the original participation goal. Events included participation in food banks, shelter support, and fundraisers for causes such as breast cancer awareness and LGBTQ+ youth.

Sagility's volunteering efforts reached 310 unique U.S. employees by October 2024, accounting for 166% of the original volunteering participation goal.



Employee Welfare & Benefits

Our Approach

At Sagility, sustainability extends beyond environmental topics to creating long-term value for all stakeholders, including our people. Investing in employee welfare is a strategic priority that directly influences productivity, retention, and organizational culture. When employees are empowered, they contribute more effectively and remain aligned with our long-term goals.

We design schemes, services, benefits, and facilities that go beyond wages and salaries to support physical, mental, and social health, as well as personal and professional development, with the ultimate aim of improving quality of life. As defined by the World Health Organization, quality of life is "an individual's perception of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards and concerns."



Expert-verified content to guide you through the family building journey

Includes medical and non-medical expert-verified bite-sized content, articles, and handbooks.



Unlimited 1:1 consultations with 80+ experts

Covering a diverse range of physical, mental, and emotional well-being needs.



Comprehensive curated programs for new and expecting parents



Unlimited 24x7 chats

With our in-house doulas and care companions.



In-app trackers & tools

For stress-free tracking and medical records.



Support groups and experience sessions



100+ expert-verified lessons and articles

STATUTORY & COMPANY-MANDATED BENEFITS (INDIA)

- **Employee Provident Fund (EPF) & Voluntary Provident Fund (VPF):** Retirement savings with employer/employee contributions; VPF is available to help employees build a larger retirement corpus.
- **Employee State Insurance (ESI):** For eligible employees below the statutory wage limit; includes medical facilities for employees and dependents, cash benefits for specified contingencies, maternity benefits, and dependent pension in the event of employment-injury-related death.
- **Gratuity:** Statutory terminal benefit payable upon separation/retirement as per applicable law.
- **Minimum Wages; Safety & Sanitation:** Compliance with statutory wage floors and workplace health, safety, and sanitation requirements.
- **Maternity Benefit Act:** Paid leave and other protections as per the Act.

MEDICAL, LIFE, AND ACCIDENT INSURANCE

- Employees not covered under ESI are provided group insurance coverage as per grade/role:
- **Group Medclaim Insurance (GMC):** Family floater coverage for employee and eligible dependents; sum insured ranges from INR 100,000 to INR 800,000 (by grade).
- **Group Personal Accident (GPA):** Coverage ranges from INR 1.2 million to INR 5 million (by grade), including additional benefits as per policy terms.
- **Group Term Life (GTL):** Company-provided life cover for the employee; sum insured ranges from INR 200,000 to INR 9.4 million (by grade); paid to the nominee in case of death while in service.

Parental Health Support (Humm Care): As part of our CSR initiative, Sagility provides accessible, high-quality health and individualized support for expectant and returning parents, covering pregnancy, postpartum care, mental health, breastfeeding, nutrition, fitness, relationships, fatherhood, and work-life balance via the Humm Care app.



85+

Women sponsored (FY24)



100

Users sponsored (FY25)



Employee Benefits

Sagility provides a comprehensive suite of benefits supporting physical, financial, and professional well-being:

- **Healthcare & Wellness:** Group Medical Insurance (with optional top-up), hospital tie-ups and periodic health check-ups, wellness awareness initiatives.
- **Relocation & Housing:** Assistance for travel, accommodation, food, and household shipment; house-rent deposit support; hard-furnishing reimbursement; company-leased accommodation (eligibility-based) to ease transitions.
- **Financial Support & Everyday Benefits:** Mobile/data reimbursement, one-time work-from-home settlement allowance, car-lease scheme (grade-based), travel allowances, meal coupons, and wedding gifts.
- **Career Growth & Mobility:** Inter- and intra-process/city movement; internal job opportunities; Higher Education Assistance to support continued learning.
- **Compensation & Performance Rewards:** Variable bonus for certain grades; process/client-specific incentives where applicable; structured Rewards & Recognitions; night-shift allowance for eligible roles.
- **Transport & Commute:** Company-arranged transport depending on process/location/shift; company car-lease option based on grade.
- **Recognition & Engagement:** Employee referral program; periodic appreciation initiatives that strengthen engagement and culture.



Leave and Holiday Framework

- **Privilege Leave:** Casual/Sick Leave of 1 day/month (credited monthly); Earned Leave of 1.5 days/month (4.5 days credited quarterly).
- **National & Festival Holidays:** 10 per year (prorated by eligibility).
- **Compensatory Off:** For approved work on a holiday/weekly off; to be availed within 30 days.
- **Bereavement Leave:** 3 days, to be availed within 30 days.
- **Maternity and allied leaves:** Applicable to women employees and available irrespective of gender identity, subject to adequate medical records and policy terms.
- **Paternity Leave:** 5 days within 3 months of a newborn, as applicable.
- **Adoption Leave:** 6 weeks if the adopted child is <1 year at adoption; 12 weeks if the child is <3 months.
- **Furlough Leave:** May be announced by the business when required for a particular function.
- **Sabbatical Leave:** Available after 3 years of continuous service; 90 days to 1 year in duration.



By promoting a balanced, supportive environment underpinned by statutory compliance and thoughtfully designed benefits, Sagility aims to ensure that every employee feels valued and equipped to succeed – professionally and personally.

Wellness Programs

Sagility's wellness framework addresses multiple dimensions of well-being. Programs include:



Occupational Wellness

- Hybrid Work Model supporting performance and flexibility.
- Appreciation Week and ongoing Rewards & Recognition to reinforce contributions.
- **Employee Camaraderie:** Knowledge transfer and cross-collaboration.
- **HALL** - Healthcare Anytime Learning Library for continuous upskilling.
- **Employee Surveys (ESAT):** Regular assessments to inform improvements.



Intellectual Wellness

- **S.H.E. Leads Academy:** Leadership development for women in junior-mid roles.
- **Healthcare Academy:** Specialized training (e.g., coding, clinical documentation).
- **Everest Cup:** Knowledge-based competition encouraging teamwork and pride.



Financial Wellness

- Investment Masterclasses, Income Tax Simplified, Credit Card & Credit Score Sessions to build financial literacy.
- **Refyne (On-Demand Salary Access):** INR 38.2 million disbursed; 4,200+ employees benefited with flexible access to earned wages.
- **Utsav - 'Utsav with Sagility':** In-house benefits platform offering corporate deals, discounts, and cashbacks.
- Retirement Planning sessions for long-term financial security.



Social Wellness

- **Clubs & Community:** Hobby Clubs, Biking Club, Gardening Together.
- **Culture & Belonging:** Friendship Day and multi-faith festival celebrations.
- **The Forum:** Storytelling, expert talks, and leadership sessions on health and lifestyle.
- **Fun @ Work:** Structured activities for both remote and in-office teams.



Spiritual/Emotional Wellness

- **Acts of Kindness & Community Service:** Employee volunteering (e.g., tree planting, road-safety awareness), donation drives, and engagement with children's initiatives.
- **Detox with Mindfulness - 12-Week Senior Leadership Program:** Yoga, Pilates, stress-management, nutrition guidance, and weekly themes.

Rewards & Recognitions

Sagility recognizes that a culture of appreciation is vital to employee satisfaction, motivation, and retention. Our Rewards and Recognitions (R&R) programs acknowledge outstanding contributions, celebrate milestones, and build a sense of community across functions, geographies, and levels.

Highlights

We continue to institutionalize both formal and informal recognition frameworks. Highlights include:

- **Performance-Based Awards:** Monthly and quarterly awards recognizing top performers against KPIs.
- **Spot Awards:** Instant recognition for extraordinary effort or delivery beyond expectations.
- **Long-Service Awards:** Recognition of employee loyalty and tenure, starting at 5 years of service.
- **Leadership & Values Awards:** Recognition for individuals who exemplify Sagility's core values.



Shared Services

(Global)

1st Global Shared Services Awards

Recognition extends up to AVP/Grade US3.

AWARD CATEGORIES:

- Rising Star Award
- Mentorship Award
- Dream Team Award
- Ace Awards — Associate Level
- Synergy Award — Junior Management
- Torchbearer Award — Middle Management
- Trailblazer Award — Senior Management

Regional R&R events and annual celebrations provide additional platforms for appreciating collective achievements and individual excellence.



Function-specific awards

(as already institutionalized)

SHARED SERVICES

- Ace Award
- Synergy Award
- Mentorship Award
- Rising Star Award
- Torchbearer Award
- Trailblazer Award
- Dream Team.

OPERATIONS

- Top Gun
- Busy Bee
- Best Buddy
- Best Trainee
- Best Trainer
- Hall of Fame
- Leadership Award
- Zero Attrition – Team Leader & Team Members
- Spot Award.



Operations & Shared Services – Frontline

(India)

AWARD CATEGORIES & TYPES

- Ekalavya — Individual
- Eureka Award — Individual
- Dronacharya — Individual
- Top Gun — Individual
- Champion Team — Team
- Hall of Fame — Individual



Health & Safety

At Sagility, the health, safety, and well-being of our people remain a core priority. We are committed to creating a safe, inclusive, and empowering work environment where every individual feels protected and supported. Our Occupational Health and Safety (OHS) approach is guided by our certification to ISO 45001:2018, underscoring our structured commitment to providing and maintaining a healthy and compliant workplace.



100%
ISO 45001 Certified
Delivery Centres



100%
Delivery Centres with
Health & Safety Risk
Assessments



0.067
Lost Time Injury
Frequency Rate
(LTIFR)



6
Total Recordable
Injuries

We believe that safety is a shared responsibility embedded at every level of the organization, championed by leadership, and driven through consistent engagement and awareness.



Creating a Safer Workplace: ISO 45001 Implementation

In line with ISO 45001 standards, we have implemented a comprehensive OHS Management System across our locations. Key elements include:

Hazard Identification and Risk Control

We conduct routine inspections, risk assessments, and seek proactive feedback from employees to identify and eliminate potential hazards. Mitigation measures are implemented and periodically reviewed to maintain a preventive, rather than reactive, safety posture.

In India, this is governed by our Hazard Identification and Risk Assessment (HIRA) procedure. Workers are engaged through fire mock drills, POSH awareness sessions, and site-level feedback systems, with a worker representative designated at each site to collect feedback on occupational health and safety concerns.

In the Americas, occupational health is supported through qualified staff, regular HIRA updates, safety drills (e.g., fire drills at B&M sites), BCP tests, and structured wellness programs. Contractor risks are managed through HIRA methodology during induction, complemented by contractor-led orientation. Communication of safety risks is ensured via email, leadership channels, and visual tools, with updates carried out at least annually or more frequently as required.

In Colombia, HIRA is implemented and reinforced via employee communication and contractor onboarding. A survey tool enables internal employees and contractors to evaluate the Occupational Health and Safety Management System (OHSMS) and submit anomaly reports directly, improving responsiveness and accountability.



Employee Training and Engagement

All employees undergo regular safety training tailored to their roles and risk exposure. Through workshops, knowledge sessions, and open dialogue, we promote a safety-first mindset and empower individuals to actively contribute to workplace safety.

Annual training calendars are developed with topics derived from risk assessments under HIRA. These are initiated from the first day of onboarding and focus solely on OHS-related content, ensuring confidentiality of sensitive company information.

Additionally, Sagility ensures that all non-employee workers and contractors undergo comprehensive safety training to maintain a secure working environment. Regular training sessions are conducted on workplace safety rules, including the proper use of personal protective equipment (PPE) and emergency procedures. These initiatives help reduce risks, enhance awareness, and ensure that external personnel are well-equipped to handle potential hazards on-site. Additionally, targeted training, such as lift entrapment and cyber security awareness, is provided to further promote safety across all levels of operations

Emergency Preparedness and Response

Our emergency response plans are well-defined and regularly tested through mock drills and awareness programs. These include fire safety exercises, first aid training, and response protocols—supported by trained personnel across functions.

In the Americas, fire drills are conducted regularly at B&M sites as part of broader safety engagement programs. Employees are also encouraged to provide feedback through meetings and skip-level interactions to strengthen emergency readiness.

Health and Wellness Programs

Sagility integrates physical and mental wellness into its broader safety framework through a suite of programs focused on preventive care, fitness, emotional resilience, and holistic well-being.



Promoting Physical Wellness

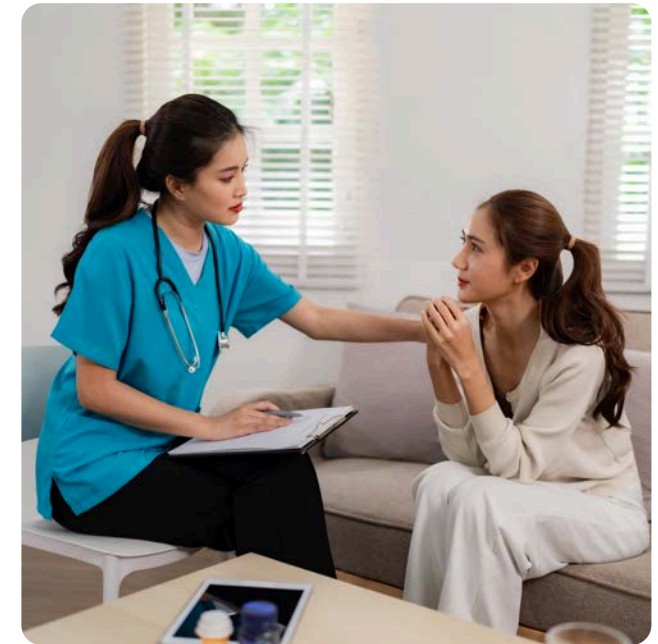
Sagility undertakes a range of initiatives to support and improve the physical well-being of its workforce. These efforts are aimed at encouraging preventive healthcare, promoting active lifestyles, and creating a healthier workplace.

- **Preventive Health Check-ups:** We conducted executive health check-up camps for employees aged 40 and above in partnership with Orange Health Lab. The initiative provided extensive diagnostic screenings and health insights to 356 participants, enabling early identification of health risks.
- **Healthcare Partnerships:** To enhance healthcare access, we partnered with leading multi-specialty hospitals to provide our employees with premium medical services at discounted rates.
- **Fitness and Engagement Sessions:** Through over 30 Zumba sessions, nearly 10,000 employees participated in high-energy group fitness activities designed to promote regular physical activity and team engagement.
- **Virtual Yoga Sessions:** Online yoga classes were conducted to help employees improve flexibility, concentration, and overall mental calmness, regardless of location.
- **Dance Therapy Workshops:** These interactive sessions created a positive space for employees to engage in rhythmic movement, helping relieve stress and promote overall well-being.
- **Ergonomic Workstations:** In addition to physical wellness programs, Sagility promotes ergonomically designed workstations to reduce strain and enhance comfort. Employees are encouraged to maintain proper posture, with screens positioned at eye level and chairs that support optimal alignment.

Supporting Emotional Wellness

Recognizing that mental and emotional health is equally important, Sagility has implemented a comprehensive set of programs aimed at creating a supportive environment where employees can access resources for stress management, mental well-being, and personal development.

- **Employee Assistance Program (EAP):** We offer free, confidential counselling services to employees—and, in India, this support is extended to family members for challenges such as grief, relationship concerns, addiction, and stress. A dedicated helpline is available for any queries. The program saw an average monthly participation of 1,100 employees, with 49 sessions conducted during the year.
- **Awareness and Communication:** A monthly newsletter highlights key takeaways from sessions, participation metrics, and useful wellness articles to keep mental health at the forefront of employee communication.
- **Targeted Stress Management:** Customized workshops were conducted for different employee levels from AGM+ leaders to on-floor staff equipping over 5,000 employees with effective techniques to manage pressure and maintain balance.
- **Life Skills Training:** Workshops were conducted on topics such as conflict resolution, emotional regulation, and communication skills to support both personal and professional growth.
- **Leadership Panels on Work-Life Balance:** Senior leaders participated in open discussions with mental health experts to help employees better navigate personal and work priorities.



- **Suicide Prevention Awareness:** Over 100 awareness sessions were conducted to address early warning signs and provide practical strategies for seeking help and supporting others.
- **Safe and Respectful Workplace Sessions:** Special sensitization programs were held across geographies to encourage inclusive behaviour, respect in the workplace, and a culture of safety.

These initiatives reflect Sagility's sustained commitment to physical & emotional wellness through structured, scalable, and inclusive support systems.

Monitoring and Safety Governance

Sagility has a robust incident monitoring framework in place, tracking and recording all safety-related incidents, including first aid cases, injuries, and fatalities not just for direct employees but also for individuals under Sagility's operational oversight.

Over the past two financial years, Sagility maintained a zero fatality reflecting the effectiveness of our safety systems and employee awareness. All incidents regardless of their origin are treated with the utmost seriousness. In one such instance, although an incident was determined to be unrelated to workplace operations, Sagility extended full support to the affected employee's family and colleagues and conducted an internal review to ensure no workplace factors were involved.

In the USA, Sagility complies with all state and federal regulations by posting OSHA and Workers' Compensation posters in visible common areas at B&M sites and on Sagility Connect for virtual workers. These posters provide employees with information about their rights and the contact details of the workers' compensation carrier.

In Colombia, health and safety governance is further strengthened by the Joint Committee on Occupational Health and Safety (COPASST) and the Workplace Coexistence Committee. COPASST, which meets monthly, promotes OHSMS implementation and risk mitigation, while the Coexistence Committee addresses workplace harassment through quarterly meetings and structured grievance redressal.



Leadership Commitment & Continuous Improvement

Our leadership team is actively involved in setting safety goals and monitoring performance across all business units. Through continuous training, engagement, and reinforcement of best practices, we strive to maintain a culture where safety is embedded in every action and decision.

Leadership plays a preventive role by ensuring risks are reported and addressed proactively through regular feedback, engagement meetings, and follow-ups.

Sagility remains committed to its mission of building a workplace where every individual can thrive physically, mentally, and emotionally within a safe, responsive, and supportive environment.





SOCIAL RESPONSIBILITY & IMPACT

- CSR Strategy** 46
- Sagility's Community Efforts** 47
- CSR Awards & Recognitions** 50
- A Path Forward** 50



CSR for us is more than a mandate, it is a reflection of who we are and the future we aspire to build. Guided by our commitment to inclusive growth, we strive to empower communities with the knowledge, access, and opportunities they need to thrive in a rapidly evolving world.

Our initiatives across education, healthcare, and digital empowerment are rooted in the belief that meaningful change begins locally yet creates ripples globally, aligning closely with the UN Sustainable Development Goals. What truly amplifies our impact is the passion of our people - whose volunteering efforts across geographies embody the spirit of collective progress. Together, we are nurturing resilient communities and shaping a future where opportunity and wellbeing are within everyone's reach.



Aparna Rao Basu

Global Head DEI & CSR



At Sagility, Corporate Social Responsibility (CSR) is an integral part of our identity and purpose, reflecting our continued commitment to advancing societal well-being.

Anchored in a structured CSR policy, our initiatives are designed to enable inclusive development with a strong focus on uplifting economically and socially disadvantaged communities.


As a global organization, we recognize the importance of tailoring our community development efforts to the specific needs of the regions where we operate. By implementing locally relevant programs in education, healthcare, and digital empowerment, we aim to create sustainable impact while aligning with our broader mission of responsible corporate citizenship.

In FY25, we continued to invest in meaningful interventions that benefit underserved populations across our geographies. Our total CSR spent stood at INR 7.91 million channelled into targeted projects that reflect both our compliance with Section 135 of the Companies Act, 2013, and our alignment with global development goals.

The number of beneficiaries reached through CSR initiatives may vary year-on-year depending on the nature and design of programs undertaken. In FY2024–25, while the total CSR spend increased, the focus was on delivering deeper and more targeted impact, rather than solely expanding the scale of outreach.

Key Highlights


18,645
 Employees
 Volunteered


63,170
 Volunteering Hours
 across the globe


4.38/5
 Internal CSR E-NPS


56%
 Employee
 Volunteering
 Participation


2500+
 Beneficiaries in
 India

INR

7.91 mn
 CSR Spending

UN SGDs Mapping



Material Topics

- Corporate Social Responsibility

CSR Strategy

Purpose

As a responsible organization, Sagility recognizes the transformative power of community engagement. We aim to strengthen access to opportunities for underserved populations through purposeful, long-term interventions in collaboration with employees, clients, local governments, and civil society partners.

Our approach is rooted in the belief that sustainable progress must integrate economic growth, social equity, and environmental responsibility.

With this understanding, our CSR programs are implemented on the foundation of sound governance, ethical practices, and transparent monitoring systems that support continuous improvement.

Focus Areas

Sagility's CSR strategy is structured around three main thematic priorities:



Governance Overview

The global CSR program is governed by the Chief Financial Officer (CFO) through a Global CSR Forum comprising cross-functional leaders across all geographies. The Forum selects up to three CSR themes each year and ensures localized design and implementation of activities aligned to those themes. It meets quarterly (or as needed) to review progress and course-correct where necessary.

Key Focus Areas

These thematic priorities are executed through initiatives across the following key focus areas:



Education



Community Development



Youth Skilling



Sustainable Development



Water



Philanthropic & Humanitarian Efforts

The Global DE&I and CSR Lead maintains a central repository of CSR plans, progress, and reports to enable consistent tracking and transparency. Each year, up to four CSR themes are selected globally, with local teams executing relevant initiatives aligned to those priorities. The CSR Forum convenes quarterly or as required to review implementation and progress.



Sagility's Community Efforts

Our CSR programs are designed to create lasting impact by supporting inclusive, outcome-driven initiatives that address critical social needs. In FY25, our efforts spanned healthcare access, digital skilling, and local community engagement - each aligned with key Sustainable Development Goals (SDGs). These programs were implemented in partnership with credible NGOs and reached over 2,500 beneficiaries across different regions.



650

Direct Beneficiaries



42%

Reduced Stigma



50%

Participants reported increased awareness of preventive health and counselling

Impact Story



Kariyamma once lived in isolation, disconnected from her surroundings and battling emotional distress. After joining the mental wellness sessions conducted by Solidarity Foundation, she found a supportive space where she felt accepted and understood. With time, she rebuilt her confidence, discovered a sense of purpose, and now actively encourages others to participate.

"It's not just a session—it's where I found hope," she shared.

Impact Story



Swapna, a member of the Asha Kiran Community-Based Organization, found the strength to explore her identity and express herself openly through continued participation in Solidarity's workshops. The program helped her better manage her emotions and rebuild relationships with family members—giving her tools to lead her life with confidence and self-awareness.

Inclusive Access to Health

We believe that equitable access to mental and physical healthcare is essential to community well-being. Through targeted awareness campaigns, wellness workshops, and counselling support, our initiatives work to reduce stigma, build emotional resilience, and improve preventive healthcare practices in underserved populations. These efforts aim to empower individuals with the knowledge and confidence to take control of their well-being.

Strengthening Mental Health and Social Inclusion

As part of our commitment to promoting preventive healthcare and mental well-being, Sagility partnered with Solidarity Foundation to deliver targeted community-based interventions focused on awareness and emotional resilience. With a CSR investment of ₹15.01 lakh (approximately \$17,659), the initiative reached 650 direct beneficiaries. The program led to a 42% reduction in stigma related to mental health, while half of the participants reported a significant improvement in their understanding of preventive health practices and increased willingness to seek counselling services. This initiative directly supports SDG 1 (No Poverty), SDG 3 (Good Health and Well-being), and SDG 10 (Reduced Inequalities).



Livelihood Enhancement

Our livelihood enhancement programs are centred around enabling youth from marginalized backgrounds to achieve financial independence through job-relevant skills and direct placement support. By investing in tech-enabled skilling and career readiness training, Sagility creates pathways to sustainable employment, improved income levels, and long-term economic mobility—especially for those facing systemic barriers to opportunity.

Tech-Enabled Skilling

To bridge the employability gap among underprivileged youth, we collaborated with Unnati Foundation to deliver tech-enabled skill development programs.

With a CSR allocation of ₹29.01 lakh (approximately \$34,129), the program trained 140 young individuals in job-relevant skills. Every participant successfully completed the training, and 85% of them secured employment with monthly salaries ranging between ₹8,000 and ₹18,000 – averaging at ₹13,000. The initiative not only enhanced financial independence but also instilled self-confidence and career readiness among participants. It aligned with SDG 1 (No Poverty), SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 10 (Reduced Inequalities).



140

Direct Beneficiaries



100%

Students Successfully Trained



85%

Placement Rate

Impact Story



Forced to drop out of college due to financial challenges, 21-year-old **Anjali** found renewed hope through Unnati. After completing her training, she was placed at Allsec Technologies with a monthly salary of ₹12,000. Today, she supports her younger brother's education and contributes to household expenses.

"Unnati gave me the courage to dream again," she says.

Impact Story



Coming from a daily-wage household, **Ramesh** lacked confidence and language skills. After training at Unnati, he secured a job at Ques Corp with a ₹15,000 salary – and has since been promoted.

"Life changed because someone believed in me," he shared.



Empowering Local Communities

Sagility's community engagement efforts focus on creating inclusive spaces that promote holistic development and social-emotional growth. By supporting structured sports education, leadership-building activities, and school-based interventions, we help children and adolescents build confidence, discipline, and a sense of belonging. Our initiatives are designed to strengthen social cohesion and unlock individual potential within local ecosystems.

Local Community Project

Recognizing the importance of holistic child development, Sagility partnered with Sportz Village Foundation to implement structured physical education and sports programs across government schools. Through a CSR budget of ₹35.13 lakh (approximately \$41,329), the initiative engaged 1,784 students. The program resulted in a measurable 7% improvement in student fitness and a 23% enhancement in social-emotional learning (SEL) abilities. Students actively participated in athletic competitions, winning 175 medals, and two were selected to represent their district in sports. By combining physical activity with life skills and leadership development, this program supported SDG 1 (No Poverty), SDG 4 (Quality Education), SDG 5 (Gender Equality), and SDG 10 (Reduced Inequalities).



1748

Direct Beneficiaries



175

Medals won on competitions



7%

Improvement in Physical fitness

Impact Story



Initially hesitant to participate in sports, **Jeevitha** was encouraged by the inclusive and friendly environment created by the trainers. Today, she dreams of representing India and even motivates other girls in her community to stay active and pursue sports seriously.

"I want to create a healthy, fit India - starting with my school and neighbourhood," she shared.

"SportzVillage is a wonderful initiative. The coaching, sports equipment, and structured training sessions have given our students a new level of confidence and excitement."

Ms. Muthu Maheshwari, HM, Govt High - School Kathirvedu

"The weekly coaching in volleyball and kabaddi has transformed our school environment. Students are now more disciplined and engaged, with a visible uplift in morale."

Mr. Vijayakumar, HM, Govt Boys High School Mogappair East

Impact Story



From casually playing kabaddi at school to representing his district in national tournaments, **Harish's** talent was nurtured by the SportzVillage trainer who helped him identify his strengths.

"I never imagined I could go beyond my school walls. Now, I see a future in sports," he said.



CSR Awards & Recognitions



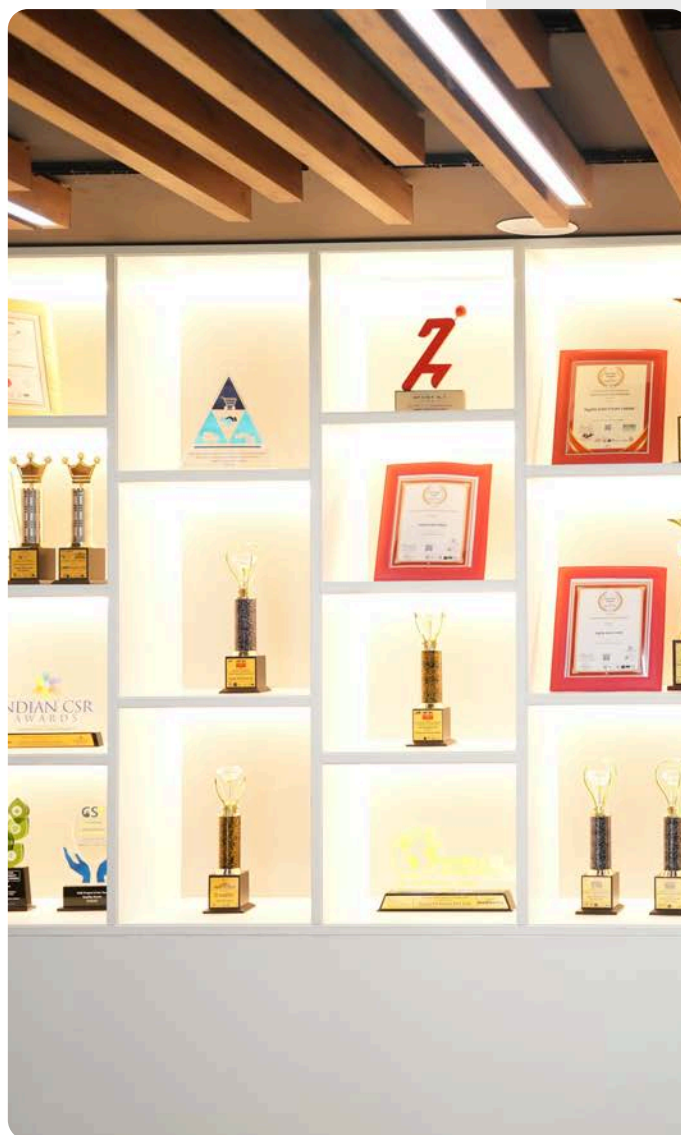
Global CSR & ESG Awards
Awarded by Brand Honchos in 2024



Global CSR and Leadership Excellence Award
Awarded by CSR Congress in 2025



National Awards for Excellence in CSR & Sustainability
Awarded by World CSR Day in 2024



A Path Forward

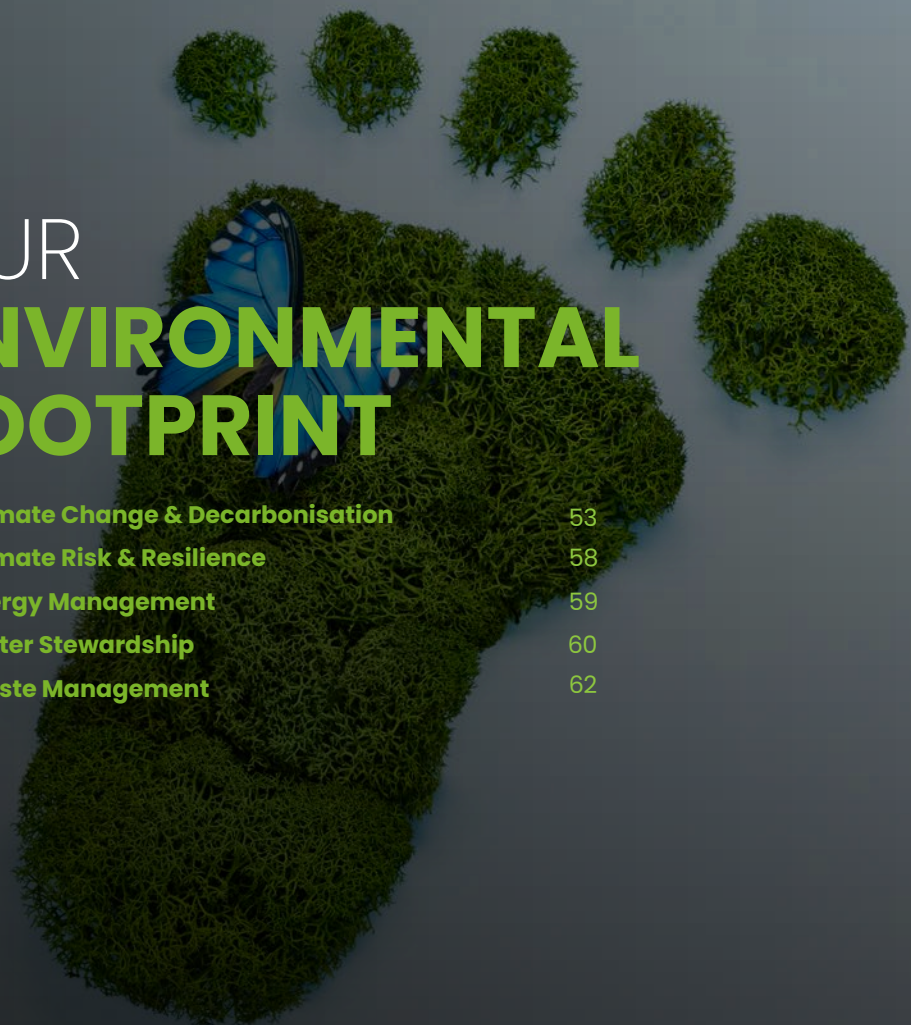
Our community investments in FY25 have not only delivered tangible outcomes - they have also ignited stories of resilience, aspiration, and empowerment. Looking ahead, Sagility will continue to deepen its commitment to creating inclusive and sustainable impact through its CSR and community initiatives.

In FY 2025–26, the company will focus on partnerships that empower underrepresented groups, enhance employability, and nurture environmental stewardship. Planned initiatives include skill development and employment training for persons with disabilities, vocational and life skills programs for youth, entrepreneurship and financial literacy training for women, vision care for working adults, and sports-based empowerment for children. Sagility will also advance its environmental agenda through large-scale urban afforestation efforts across key locations.

Guided by the CSR & Sustainability Committee, these projects aim to foster independence, confidence, and opportunity empowering communities to thrive while contributing to a more equitable and resilient future.



OUR ENVIRONMENTAL FOOTPRINT



Climate Change & Decarbonisation	53
Climate Risk & Resilience	58
Energy Management	59
Water Stewardship	60
Waste Management	62

“

Our environmental commitments are grounded in the belief that responsible operations are essential to shaping a more sustainable and resilient future for our stakeholders.

We recognize the importance of minimizing our environmental footprint. Guided by science-based decarbonization principles, we continue to strengthen our energy efficiency and align our greenhouse gas management with the GHG Protocol to ensure transparency and accountability. Even though our operations are predominantly office-based, we remain dedicated to responsible water stewardship and to optimizing our use of shared resources. We are also advancing our waste management approach. Together, these efforts reflect our long-term commitment to environmental stewardship.”



Ganesh Pandit

Senior Vice President – Global Internal Audit & Sustainability



At Sagility, we fully recognize the critical importance of environmental responsibility, and we are committed to leading the charge in addressing the pressing challenges of global sustainability.

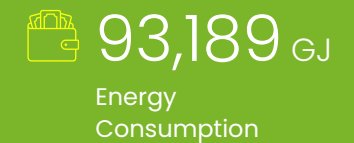
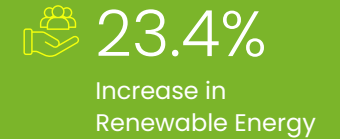
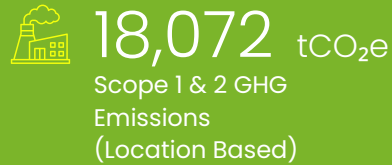
Environmental stewardship is not just part of our business; it is the foundation of our approach to growth and responsibility. We are dedicated to reducing our carbon footprint, advancing energy efficiency, and driving resource conservation across all our global operations.

In an era where climate change, resource depletion, and environmental responsibility are critical issues, Sagility is at the forefront of the healthcare industry. We are committed to a low-carbon, climate-resilient future by aligning our goals with the Science-Based Targets initiative (SBTi). This alignment ensures that our strategies are not only ambitious but scientifically validated to achieve the necessary impact on reducing global warming.

Our Environmental Policy guides these efforts, driving us to exceed regulatory requirements and embrace renewable energy, waste reduction, and sustainable procurement as the cornerstones of our sustainability strategy.

This chapter explores how we are turning our environmental commitments into tangible action. We will highlight our initiatives around energy management, water and waste stewardship, showing our commitment to futureproofing both our operations and the planet.

Key Highlights



UN SGDs Mapping



Material Topics

- Climate Change
- Energy Management
- Water & Waste Management

Climate Change & Decarbonisation

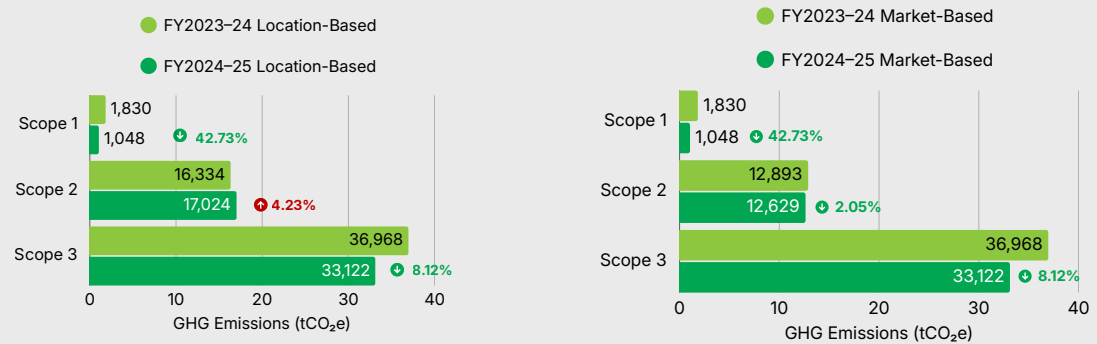
Emission Management

At Sagility, managing greenhouse gas (GHG) emissions is a central pillar of our environmental sustainability efforts. We are committed to minimizing our carbon footprint through effective and transparent emissions tracking across our global operations. Our GHG emissions management framework follows the Greenhouse Gas Protocol guidelines, using the operational control approach to define organizational boundaries and comprehensively quantify Scope 1, Scope 2, and Scope 3 emissions.

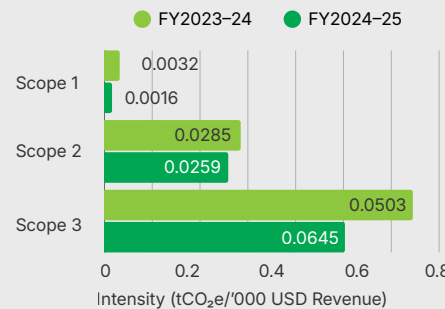
In FY 2024–2025, we strengthened our emissions inventory through a digital platform to streamline ESG data collection and improve reporting accuracy across geographies. Scope 1 emissions include direct emissions from fuel combustion, fleet, and fugitive gases within operational control boundaries. Scope 2 emissions, which account for indirect emissions from purchased electricity, are calculated using both location-based and market-based methods; the marginal increase in location-based emissions during the year is primarily aligned with business growth, and remains lower than the overall rate of expansion, reflecting ongoing efforts to improve energy efficiency and support decarbonization within our operations. Scope 3 emissions are estimated using a hybrid approach, combining spend-based modelling and activity data, particularly for categories such as waste and business travel.

SCOPE	BOUNDARY / APPROACH FY 2024–25	EMISSION SOURCE
Scope 1	Operational Control	Direct emissions from fuel combustion, fleet, fugitive gases
Scope 2	Location & Market Based	Indirect from purchased electricity for offices
Scope 3	Hybrid (Spend & Activity Data); Categories Reviewed	Indirect emissions from supply chain & operational activities

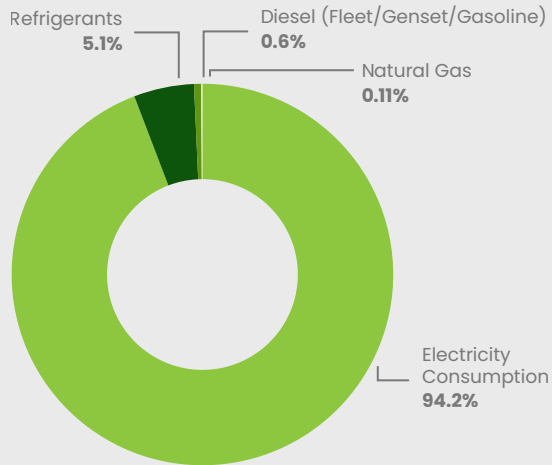
GHG EMISSIONS BY SCOPE AND METHOD: FY2023–24 VS FY2024–25:



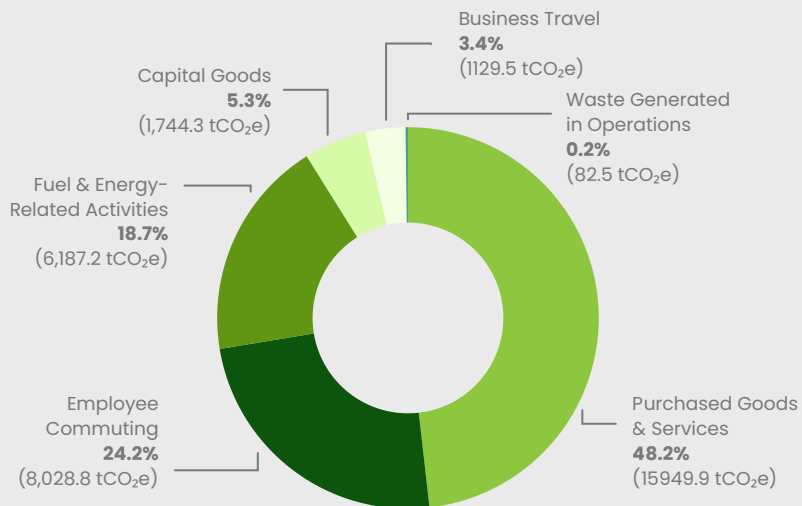
GHG EMISSIONS INTENSITY (LOCATION-BASED) – YOY



KEY SOURCES CONTRIBUTION TO SCOPE 1 & SCOPE 2 EMISSIONS (FY2024-25)



SCOPE 3 EMISSIONS BY CATEGORY (FY2024-25)



Scope 3 Exclusions

Certain Scope 3 categories were excluded from Sagility's GHG inventory in FY2024-25, as they were not material or applicable to the company's operations.

- Upstream and downstream transportation and distribution:** Due to the nature of Sagility's activities, there is no physical transportation upstream or downstream realized in the company's operations.
- Upstream leased assets:** Emissions from leased assets are included under Scopes 1 and 2 per Sagility's organizational boundary, and not under Scope 3.
- Downstream leased assets:** Sagility does not generate profit from leasing out assets, making this category non-applicable.

- Processing, use, and end-of-life treatment of sold products:** These categories are excluded as Sagility does not sell physical products, and therefore no associated emissions arise.
- Franchises:** Sagility is not a franchisor company; this category does not apply.
- Investments:** Sagility did not generate revenue in the reporting period from investments, so these emissions are excluded.

Biogenic CO₂ is treated as "out of scope" in accordance with the GHG Protocol; however, CH₄ and N₂O from bioenergy are included in Scopes 1 and 2 where applicable.

Data Quality Improvements

Significant progress has been made in improving emissions data quality and reporting consistency:

- In FY2022-23, data collection was manual and inconsistent, with standardized inputs available only for electricity use.
- In FY2023-24, we introduced digital ESG reporting systems and aligned with local compliance regulations, notably in the Philippines.
- In FY2024-25, Sagility formalized its near-term SBTi emissions reduction targets, committing to reduce GHG emissions by FY2034 using FY2024 as the base year.

Overall emissions and energy performance are reviewed by the CSR and Sustainability Committee, while GHG emissions are periodically reviewed by the Sustainability Project Team. Regular internal audits ensure site-level data accuracy, with corrective actions implemented promptly as needed.

Decarbonisation: Our Science-Aligned Roadmap

Sagility is passionately committed to science-based decarbonization and responsible climate action. Our journey began in 2022 with a pledge to embed sustainability at the core of our operations. In 2023, we further formalized this intent by signing a commitment letter to the Science Based Targets initiative (SBTi), positioning Sagility among leading organizations dedicated to emissions reductions aligned with climate science.



SBTi Target Submission and Validation

In FY 2024-25, Sagility successfully submitted its near-term emissions reduction targets for independent validation by the SBTi, using its 2023 GHG inventory as the baseline year. This submission and subsequent approval mark a significant milestone in our climate journey, reinforcing our commitment to limit global warming to well below 2°C. The approval has strengthened trust with investors, clients, and stakeholders, providing a clear roadmap for sustained emissions reductions.

Emission Reduction Performance against SBTi Target

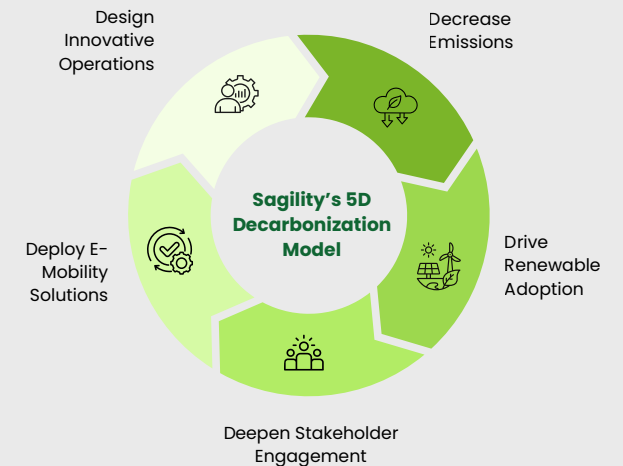
Sagility's performance against its adopted SBTi targets for FY 2024-25 demonstrates meaningful progress:

EMISSIONS CATEGORY	TARGET VALUE (FY 24-25)	ACTUAL VALUE (FY 24-25)	INFERENCE
Scope 1 & 2 Emissions - Market Based (tCO ₂ e)	13,919	13,677	🟢 1.7% Reduction Beyond Target
Scope 3 Emissions (tCO ₂ e)	36,067	33,122	🟢 8.2% Reduction Beyond Target

While a small shortfall in Scope 2 reduction was noted, the overall emissions reduction validates Sagility's commitment to science-based climate action and provides a solid foundation for continued progress. Our validated near-term targets commit to cutting Scope 1 and 2 emissions by 54.6% and Scope 3 emissions by 32.5% by FY 2034 from our 2024 baseline.

Sagility's 5D Decarbonization Model

At the core of our decarbonization strategy is the 5D model, a structured approach guiding emission reductions across operations and value chains. Each pillar reflects critical action areas in our transition to a low-carbon future.



Our 5D model guides focused climate action across five key areas:

- **Decrease:** Cut emissions from operations through energy efficiency.
- **Drive:** Increase adoption of renewable energy.
- **Deepen:** Collaborate with stakeholders across the value chain.
- **Deploy:** Expand e-mobility solutions for clean transportation.
- **Design:** Reimagine operations to be flexible and low carbon.



Key Initiatives in Progress

Sagility is actively advancing multiple initiatives as part of our long-term decarbonization strategy. These efforts are embedded across operations and continue to evolve year-on-year:

- **Operational Energy Efficiency:** We are transitioning to LED lighting, installing occupancy-based controls, upgrading to high-efficiency HVAC systems, and rolling out IT energy-saving measures across all facilities, including those in multi-tenant settings. For new facilities, we deploy design-level interventions such as lighting zone planning and use of efficient refrigerants at the initial stages. Additionally, before scouting for a new office space, we prioritize occupying LEED and IGBC certified buildings.
- **Renewable Energy Adoption:** We continue to partner with landlords and energy providers to explore on-site solar options, invest in off-site renewable energy through Power Purchase Agreements (PPA/VPPA), and increase the share of Renewable Energy Certificates (RECs). As of FY2024-25, 30% of our global electricity consumption is attributable to renewables through EACs.
- **E-Mobility Expansion:** Building on the success of deploying 30 electric vehicles for employee commuting in FY2023-24, we are expanding our EV program to further reduce Scope 3 emissions and support cleaner commuting alternatives.
- **Supplier & Value Chain Engagement:** From FY2024-25 onward, we are conducting capacity-building sessions with key suppliers to enhance their emissions understanding and reporting capabilities, driving alignment with our green procurement and decarbonization goals.
- **Fostering Behavioural Change:** We maintain regular employee outreach and engagement campaigns focused on energy conservation, green transportation, and climate awareness, reinforcing a culture of shared responsibility.



Measuring Impact: Recent Progress

Global Emissions reduced by 9.46% compared to FY2023-24, primarily through efficiency upgrades, decarbonization of the energy mix, and green commuting initiatives.

Sagility's Scope 3 emissions strategy prioritizes three key categories: Purchased Goods & Services, Fuel and Energy Related Activities, and Employee Commuting, which together account for 90% of total Scope 3 emissions. Efforts are underway to improve supplier data quality in these areas and implement a robust green procurement policy to drive accuracy and climate performance across the value chain.

Scope 3 Strategy and Future Direction

Managing Scope 3 emissions is a complex yet vital part of Sagility's decarbonization strategy. It requires extensive data coordination across suppliers, service providers, employees, and landlords, combined with evolving internal systems and clear accountability frameworks. In FY2024-25, Sagility continued to strengthen its Scope 3 emissions accounting processes, with focused efforts on data accuracy and category prioritization.

Our near-term target submission to the Science Based Targets initiative (SBTi) in FY2024-25 will require addressing at least 32.5% of our Scope 3 emissions. To meet this threshold, we are concentrating emissions reduction efforts on three high-impact categories, which together contribute approximately 90% of our total Scope 3 emissions:

- **Purchased Goods and Services (48.2%)**
- **Employee Commuting (24.2%)**
- **Fuel- and Energy-Related Activities (18.7%)**



Category-Wise Action Plan

- Purchased Goods & Services:** In FY2024-25, emissions from Purchased Goods and Services totalled 15,949 tCO₂e, primarily driven by procurement-related activities. To address this, Sagility is prioritizing high-impact suppliers through a sustainability maturity assessment and has introduced a green procurement policy to promote low-emission alternatives, favor suppliers with carbon disclosures, and encourage recycled content. Sagility initiated collecting supplier-specific emissions and Product Carbon Footprint data this year. This is supported by capacity-building initiatives to help suppliers improve their sustainability performance.
- Employee Commuting:** Employee commuting contributed 8028 tCO₂e in FY2024-25, representing 24.2% of total Scope 3 emissions. We have already piloted activity-based data collection to improve accuracy, working closely with HR, travel partners, and facility managers. Building on this, we are further strengthening our approach by formalizing procedures for gathering commuting mode, frequency, distance, and work schedule data, using both "fuel-based" and "distance-based" methodologies.
- Fuel- and Energy-Related Activities (Not Included in Scope 1 & 2):** Emissions from 'Fuel-and-energy related activities not included in Scope 1 and Scope 2' pertain to the production of fuels and energy purchased and consumed by Sagility in FY 2024-25. Four types of activities are reflected in this category: upstream emissions of purchased fuels and electricity; transmission and distribution losses; and the generation of purchased electricity. This category contributes to 18.7% of Sagility's total Scope 3 emissions with 6187 tonnes of CO₂e. Sagility plans to improve emission accuracy by transitioning from generalized emission factors to supplier-specific data collection, allocating emissions based on actual purchased energy shares.

Digital & Asset Strategies

To further reduce emissions from data centres and office infrastructure, Sagility is advancing cloud migration, reducing physical server use, consolidating workplace assets, adopting "device-as-a-service" models, and implementing green IT practices such as energy-efficient virtual machines.

Risk Management

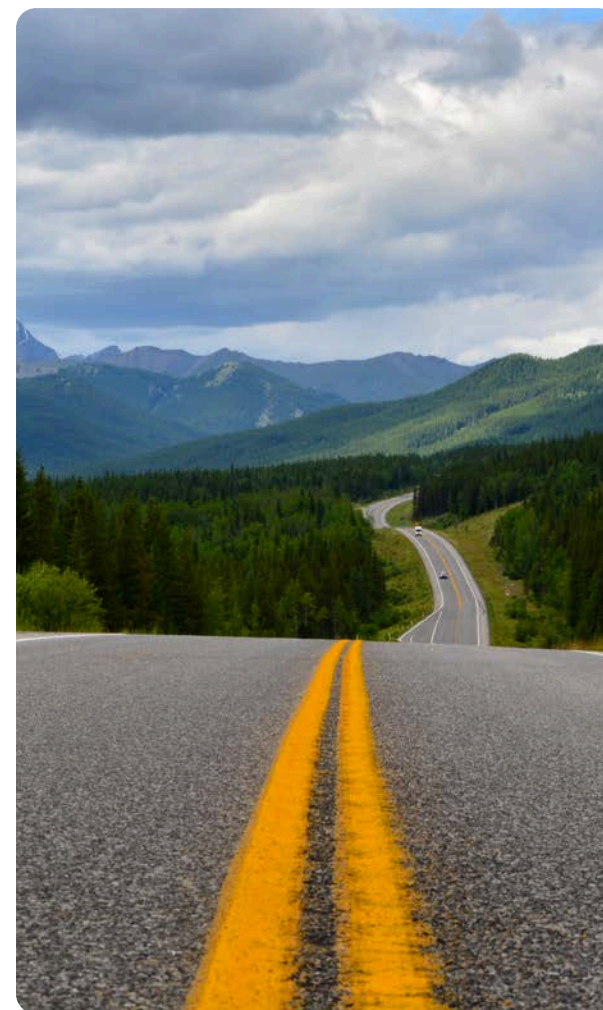
- Sagility acknowledges the growing risks posed by climate change - both physical risks, such as extreme weather events and heatwaves, and transition risks, including evolving regulatory landscapes, shifting investor expectations, and increased disclosure requirements. These risks can directly affect operations, compliance, and long-term value creation.
- To mitigate these impacts, we have embedded structured climate governance through our Sustainability Council, which oversees climate-related risks as part of enterprise-wide risk management. Our annual climate disclosures to platforms such as the Carbon Disclosure Project (CDP) and EcoVadis reinforce our commitment to transparency and accountability, aligning with global investor and stakeholder expectations.

Road Ahead

Our Scope 3 strategy focuses on enhancing data accuracy, operational efficiency, and fostering shared accountability across our supplier and partner ecosystem. By collaborating closely with realtors, clients, employees, and contractors, we are collectively advancing towards lower emissions and building resilient value chains.

As we align our efforts with our validated SBTi targets, these initiatives embody our climate leadership approach - rooted

in credibility, driven by data, and centred on stakeholder engagement. This positions Sagility not only as a climate-conscious organization but also as a forward-thinking partner actively contributing to the global transition toward a low-carbon economy.





Climate Risk & Resilience

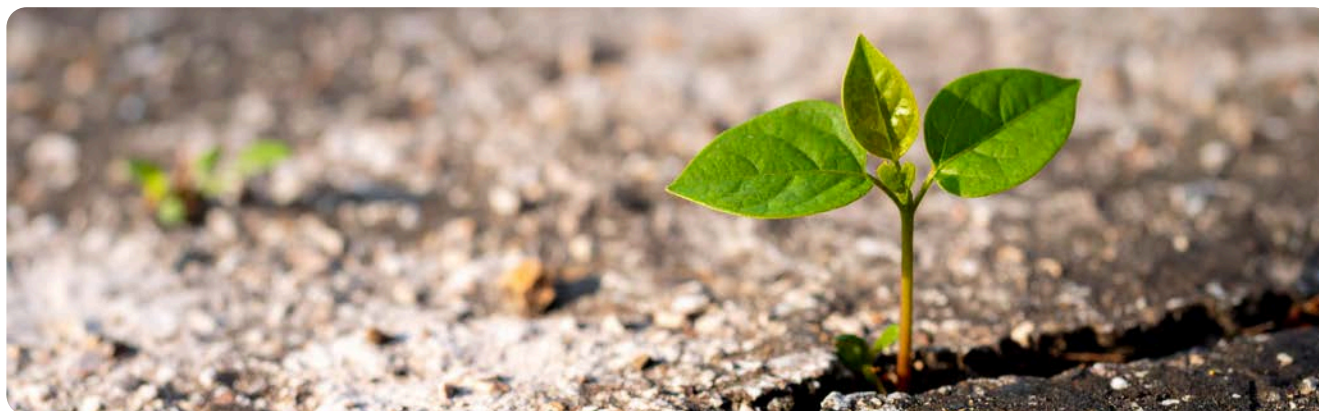
Climate change presents a range of risks that can affect organizations through both physical impacts and transition-related developments. As a global healthcare services provider with operations across multiple geographies, Sagility recognizes that climate-related risks may influence both operational stability and long-term business resilience. Many of the company's delivery centers operate in urban regions where climate-related hazards such as extreme heat, heavy rainfall, and water stress are becoming increasingly prominent.

In addition, the global shift toward low-carbon economies is shaping expectations from regulators, investors, and clients. Organizations across sectors are increasingly expected to understand their climate exposure, manage environmental risks responsibly, and demonstrate progress toward climate-aligned strategies.

Recognizing these developments, Sagility considers climate risk assessment an important component of its broader sustainability and environmental management approach.

Climate Risk Assessments

During the reporting year, Sagility conducted an independent climate risk assessment through a third-party partner to evaluate the potential climate-related risks across its operations and value chain.



The assessment considered multiple dimensions of climate risk, including:

- **Acute physical risks**, such as extreme weather events including intense rainfall, heatwaves, and flooding
- **Chronic physical risks**, such as long-term climate shifts including rising temperatures and changing precipitation patterns
- **Transition risks**, including evolving climate regulations, carbon pricing mechanisms, supply-chain expectations, and changing client and market preferences

Preliminary analysis indicates manageable current physical risk exposure across Sagility's operational footprint. However, under higher-emission climate scenarios, the assessment highlights the potential for increased exposure to hazards such as extreme heat, intense rainfall, and drought conditions in certain regions.

The evaluation also identified several transition-related risk drivers, including emerging climate regulations, stakeholder expectations for decarbonization, and growing client emphasis on responsible environmental practices. These developments reinforce the importance of continuing efforts toward climate mitigation, operational efficiency, and resilience planning.

Strengthening Climate Resilience

The insights from this assessment provide Sagility with a data-driven foundation to strengthen its long-term climate resilience strategy. Understanding potential climate exposures enables the organization to integrate climate considerations into risk management processes, operational planning, and sustainability initiatives.

Sagility is currently reviewing the findings in detail to identify priority areas for action, including opportunities to strengthen climate adaptation, operational resilience, and emissions reduction strategies.

Looking Ahead

Sagility plans to further refine its climate risk analysis and translate the findings into a structured action plan. A detailed summary of the climate risk assessment, along with the mitigation and adaptation actions initiated based on the assessment, will be published in the next Sustainability Report (SR26).

Through this ongoing work, Sagility aims to enhance climate resilience across its operations while contributing to the global transition toward a low-carbon and climate-resilient future.

Energy Management

Sagility's energy management approach revolves around two key principles: reducing overall energy consumption through efficiency improvements and transitioning to cleaner energy sources wherever feasible. With electricity as our primary energy input, we continue to optimize consumption across sites, technologies, and daily operations.

Energy performance plays a central role in our sustainability roadmap, contributing directly to Scope 2 decarbonization and aligning with our long-term climate goals.

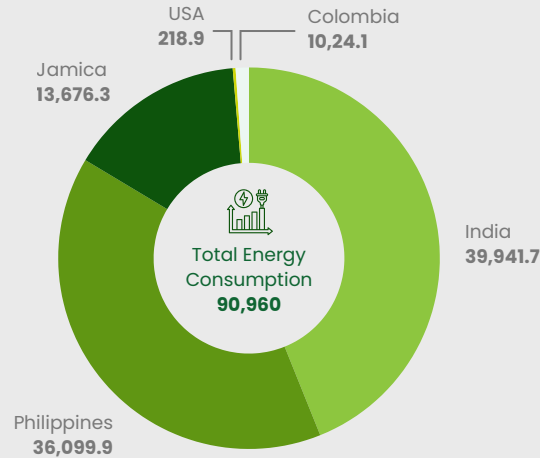
In FY2024-25, 30% of total electricity consumed was sourced from renewable sources. We aim to increase this share annually in alignment with global decarbonization benchmarks.

Key Initiatives Underway

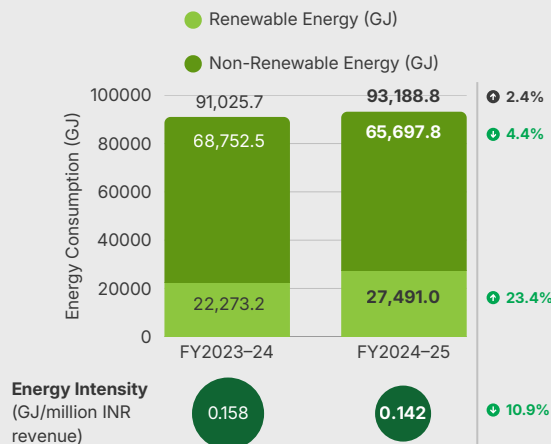
Sagility continues to implement energy efficiency improvements and system optimizations across locations globally. Notable initiatives include:

- Lighting Optimization:** Ongoing replacement of conventional lighting with LEDs, supported by motion and occupancy sensors to reduce unnecessary power use.

ENERGY CONSUMPTION (GJ) BY REGION/LOCATION (FY2024-25)



ENERGY CONSUMPTION MIX (FY2024-25)



- HVAC & Chiller Upgrades:** Replacement of outdated HVAC systems with high-efficiency VRF systems, and targeted upgrades to underperforming chillers for improved cooling control.
- Building Automation & Smart Monitoring:** Use of smart energy meters and Building Management Systems (BMS) to enable real-time tracking and automated optimization of building energy consumption.
- IT & Server Efficiency:** Deployment of virtual servers, PC auto-shutdown programs, and improved server room temperature management to lower energy intensity associated with IT operations.
- Load Management in Multi-Tenant Facilities:** Coordination with landlords to balance power loads more efficiently and limit DG (diesel generator) use during power disruptions.
- Energy Audits:** Periodic energy audits ensure inefficiencies are identified early and prompt action is taken for better performance.

Road Ahead

Looking ahead, Sagility will continue to advance its energy management journey by expanding the deployment of smart solutions, strengthening collaboration with partners, and enhancing performance tracking to drive continual improvement.

While our immediate focus remains on increasing renewable energy sourcing year on year and reducing energy intensity, we regard these efforts as part of a broader, ongoing commitment to environmental leadership.

As technology evolves and opportunities emerge, we remain agile in our approach, ensuring that our energy management strategies support both our near-term climate ambitions and our long-term vision for a sustainable, low-carbon future.

Water Stewardship

At Sagility, we recognize that water is a vital and increasingly scarce resource. Although our operations are primarily limited to domestic and sanitary water use in leased office spaces, we are committed to responsible water stewardship to support both operational resilience and broader sustainability goals. This year, we have taken purposeful steps to deepen our approach, focusing not only on efficiency and compliance, but also on meaningful engagement with property partners and data-driven management.

With global concerns around water stress growing - especially in urban centres - Sagility continues to view water management as an essential part of our environmental strategy. In FY2024–25, aligned with SDG 6 (Clean Water and Sanitation) and SDG 13 (Climate Action), we have prioritized more precise measurement, targeted conservation infrastructure, and amplified employee participation in water-saving efforts.

Sagility operates predominantly from leased office spaces, where water infrastructure and supply systems are typically managed by property owners or building management teams. Water withdrawal across our locations is sourced entirely from third-party municipal utilities or building-level supply systems, and we do not extract water directly from groundwater or surface water sources.

Water consumption reflects only potable water used for drinking, while all other domestic-use water is routed to the building's sewage treatment systems. Since our offices



operate within modern leased premises equipped with STPs, wastewater from restrooms and pantry areas undergoes appropriate treatment either within the building or through municipal systems, before final discharge. This approach ensures responsible water management and compliance while reinforcing our commitment to operating sustainably within shared infrastructure.

Water Performance

In FY2024–25, Sagility reported water data from 24 operational facilities, covering a total leased area of 1,177,335 square feet. Water withdrawals across these locations amounted to 99,463 kilolitres, primarily sourced from municipal or landlord-managed supply systems.

The increase in reported withdrawal compared to FY2023–24 reflects expanded site coverage and improved data availability, rather than a proportional increase in operational demand. Sagility continues to strengthen its internal systems for water monitoring, particularly for facilities where utility data is managed directly by landlords.

Parameters	FY 23-24	FY 24-25
Number of Facilities Reporting	23	24 ◉
Equivalent Leased Area (sq. ft.)	12,98,201	11,77,335 ◉
Water Withdrawal (KL)	46,850	99,463 ◉
Water Consumption (KL)	–	4,977
Water Discharge	–	94,486
Water Consumption Intensity (L/sq. ft.)	–	4.22

Note: For FY 2024–25, water data has been reported for all active operational sites. In cases where offices were in transition and had overlapping periods, only one location has been considered to avoid duplication.

Water Consumption in Water-Stressed Regions

Understanding water availability in operating regions is important for responsible water management. Sagility overlays its facility locations with globally recognised water risk indices such as the WRI Water Risk Atlas to assess exposure to water stress.

In FY2024–25, 53% of total water consumption was located in extremely high water stress regions, underscoring our commitment to responsible usage in these critical geographies.

WATER STRESS ZONE	FY2023–24 WATER USE (KL) (% OF TOTAL)	FY2024–25 WATER USE (KL) (% OF TOTAL)
Extremely High	9,174 (19%)	49,912 (53%)
High	28,805 (62%)	34,831 (37%)
Low–Medium	7,756 (17%)	9,742 (10%)
Low	1,020 (2%)	-
Total	46,755 (100%)	94,486 (100%)

Conservation Measures at Leased Facilities

In collaboration with our landlords, Sagility continues to introduce and promote effective water conservation solutions across our global offices, including:

- Sensor-Based Fixtures:** We have accelerated the rollout of touchless, sensor-activated taps in both India and the USA, minimizing unnecessary water use at the point of consumption.



- Low-Flow and Smart Infrastructure:** In partnership with landlords, we facilitate the installation of low-flow faucets, efficient toilets, and, where feasible, smart irrigation or rainwater harvesting systems.
- Rainwater Harvesting & Smart Irrigation:** Where feasible, rainwater harvesting and weather-responsive irrigation systems are supported by our partners for non-potable use cases such as landscaping. These initiatives are typically undertaken by the builder and third parties. Sagility ensures operation only out of leased or rental spaces where local authorities conduct water pollution monitoring to mitigate any water-related risks to the organisation.
- Routine Maintenance and Leak Prevention:** Continuous engagement with property teams ensures timely repairs and optimal functioning of all plumbing fixtures.

Employee Engagement

This year, water stewardship campaigns reached more employees, leveraging internal channels, visual prompts in restrooms, and in-person events around occasions like World Water Day. These initiatives have helped foster a company-wide awareness that individual action contributes meaningfully to overall conservation goals.

Road Ahead

Sagility is committed to further embedding water responsibility into its facility management and procurement policies. In the coming year, we aim to expand digital water metering, pilot innovative solutions for water recycling and reuse, and improve data transparency for all sites - even where utility details are currently landlord-managed. As we continue to mature our water management framework, our focus remains on supporting resilience, complying with leading sustainability standards, and driving year-on-year improvements in water intensity, especially in high-risk areas.

Waste Management

Globally, the rapid growth of the IT and BPO industry has led to increased generation of various types of waste, especially electronic waste (e-waste). Waste management, particularly in the service sector like BPO has become a critical component of sustainable operations.

Sagility is advancing its waste management practices with a renewed focus on circularity, digital tracking, and responsible material stewardship. As an office-based enterprise, our primary waste streams include electronic waste (e-waste), paper, plastics, packaging materials, and organic waste. Packaging refers specifically to the materials used for shipping and protecting computers and IT equipment, such as cardboard boxes, foam inserts, and plastic wraps. In FY2024–25, we continued to strengthen our systems to minimize waste generation, improve segregation and collection, and ensure safe and compliant disposal through authorized vendors.

In FY2024–25, Sagility generated approximately 271.4 tonnes of waste across its facilities, of which 166 tonnes comprised organic waste. Overall, 51.7% of the total waste was diverted from landfill through recycling, reuse, or composting.

Electronic waste management remains a key priority for us, reflecting our reliance on digital and IT infrastructure. In managing e-waste, we ensure that computers and other electronic assets are fully utilized throughout their intended lifecycle and extended beyond their typical shelf life

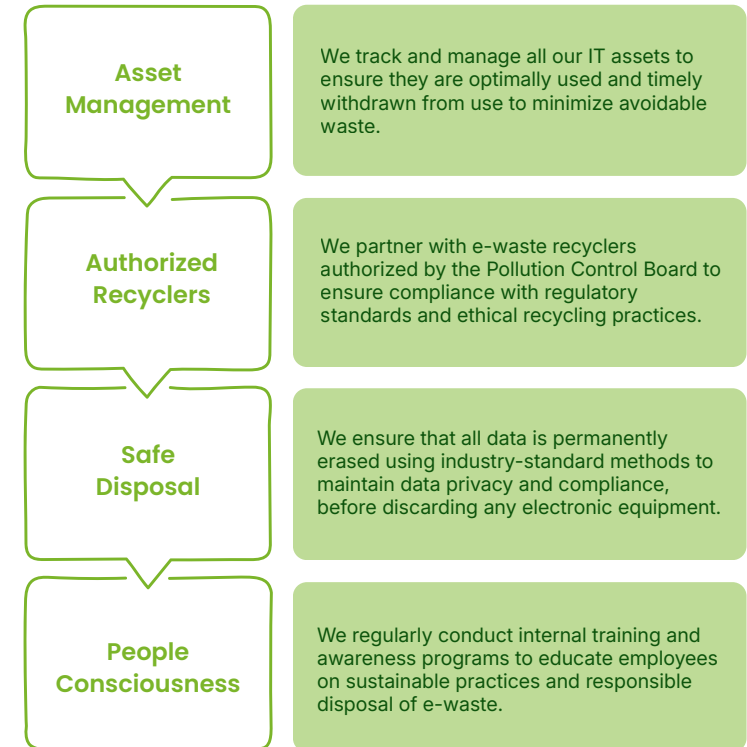


wherever feasible. This practice helps delay disposal and supports resource efficiency. Once equipment reaches end-of-life status, all outdated IT assets including laptops, batteries, and peripherals are routed to certified e-waste vendors for responsible recycling. We strictly adhere to all applicable Indian regulations under the E-Waste (Management) Rules, 2022, working exclusively with government-authorized e-waste recycling partners to ensure safe and compliant disposal.

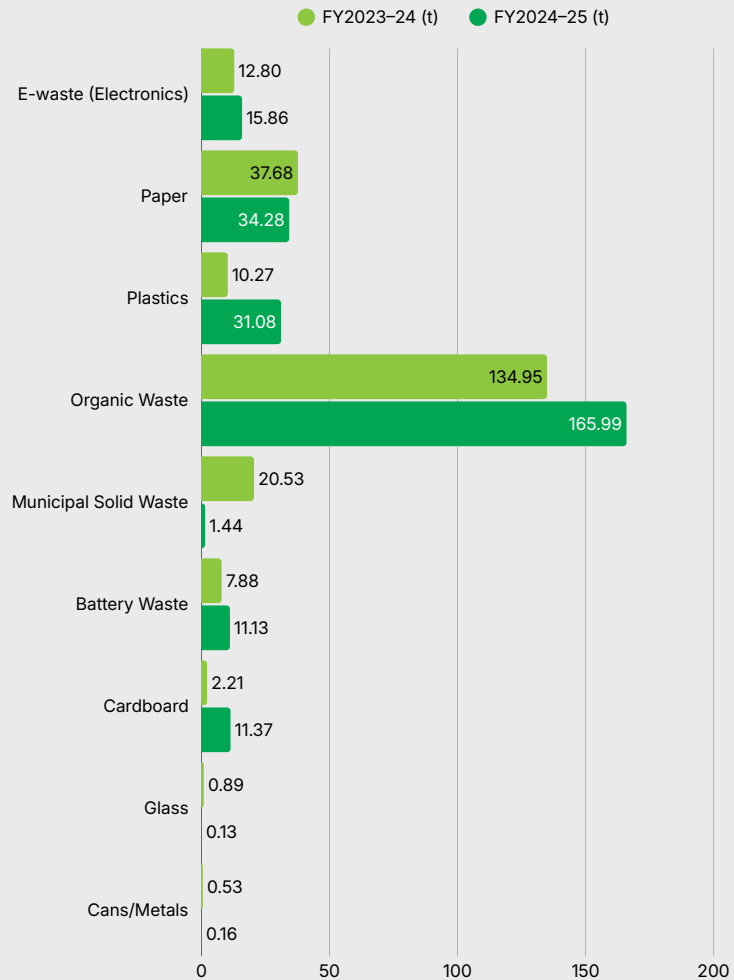
Beyond regulatory compliance, we actively support donation initiatives to extend the useful life of equipment, particularly benefiting underserved school systems. These efforts not only reduce environmental burden but also contribute to advancing digital equity in local communities.

E-waste management Framework

Our approach follows a structured process encompassing collection, segregation, environmentally sound processing, and impactful community engagement, reinforcing our commitment to sustainable resource management. The following four pillars underscore our comprehensive e-waste management framework:



WASTE CATEGORIES (Y.O.Y COMPARISON)



From the above total waste generated details, 31.4% were sent to recycling, 20.3 % were sent for composting and 48.3% were disposed of through landfilling through local municipal waste.

We also made further progress in reducing single-use plastics and packaging waste across our operations. Employees are encouraged to use personal bottles and containers, significantly lowering disposable plastic usage in our offices. Where feasible, we work with food vendors and suppliers to limit plastic packaging and switch to biodegradable alternatives. At select sites, packaging waste is aggregated and sent to recyclers or repurposed into secondary materials - a small but meaningful contribution toward circularity.



Segregation at source continues to form the backbone of our operational waste system. Most sites follow structured sorting protocols for recyclables, organics, and general waste.

We continue to partner with authorized vendors for waste pickup, disposal, and documentation across all relevant categories, including hazardous and regulated waste.

Our employees are key drivers of our sustainability culture. Building on past years' efforts and campaigns around occasions like Earth Day, World Environment Day, and Ozone Day, we promote simple actions such as print minimization, proper disposal of electronic accessories, and waste reduction. Visual reminders and communication drives have helped embed environmentally responsible behaviours in the workplace. These ongoing initiatives have successfully influenced employees to adopt more sustainable practices, making sustainability a part of daily operations and reinforcing our collective commitment.

Looking ahead, Sagility is committed to embedding circular waste principles more deeply into our operations. We plan to expand digital waste tracking capabilities, explore upcycling partnerships, and set performance targets for recycled material use and landfill diversion. As we continue to evolve our waste strategy, we aim to reduce environmental impact while contributing to community development and a more sustainable supply chain.



CLIENT PARTNERSHIPS & EXCELLENCE

Client Satisfaction & Trust

66

Client Testimonials

67



Our operations are built on a simple yet powerful belief, that every interaction is an opportunity to elevate the member and patient experience.

With deep healthcare expertise and a strong foundation in automation, analytics, and AI, we continue to deliver agile, tech-enabled solutions that help our clients achieve better outcomes with greater efficiency. This year, we strengthened longstanding partnerships and guided new ones, united by a shared commitment to transformation and measurable impact. The trust and praise we earn from clients affirm our belief that operational excellence is not a destination but a continuous pursuit. As we look ahead, we remain steadfast in elevating experiences, driving innovation at scale, and setting new benchmarks for the future of healthcare delivery.”



Mohit Saxena

Global Chief Delivery Officer





At Sagility, we enable our healthcare clients to enhance member and patient experiences through agile, tech-enabled, and empathetic service delivery.

Our domain expertise in healthcare operations, combined with digital transformation capabilities, empowers payers, providers, and life sciences companies to deliver better health outcomes, improve care coordination, and optimize administrative efficiency.

Whether we celebrated a 25-year journey with a major U.S. payer or onboarded a new client at the start of their transformation, our commitment remains the same: deliver exceptional outcomes, every step of the way.

Key Highlights

 53
CSAT

 38
New Clients

UN SGDs Mapping



Material Topics

- Client satisfaction & innovation





Client Satisfaction & Trust

At Sagility, deep client relationships are foundational to everything we do. We recognize that true partnership is not transactional or fleeting; it is built over time through mutual trust, consistency in meeting expectations, and a relentless pursuit of shared goals.

These relationships are dynamic, evolving in step with the complex and fast-changing healthcare ecosystem. As our clients pivot and grow, Sagility adapts alongside them, scaling, co-creating, and innovating to meet industry demands. In FY25 alone, we added 38 new clients, 30 of which came through the BroadPath acquisition.

Flagship Summit: Collaborating for the Future of Healthcare

A powerful testament to our strategic client partnerships was the U.S. Customer Summit, which brought together senior stakeholders from some of the most respected payer and provider organizations. The event served as a collaborative platform to address the healthcare industry's most pressing opportunities—from the responsible adoption of generative AI to the advancement of member-centric care models.

Nearly 100 client leaders convened to discuss emerging trends, share insights, and shape the future of healthcare delivery. As a domain-first, transformation-led partner, Sagility facilitated bold conversations on unlocking efficiencies and elevating experiences for members and patients alike

Celebrating Multi-Decade Partnerships

FY25 marked milestone anniversaries in two of our most longstanding relationships—clear evidence of Sagility's trusted role as a strategic partner over time.



25 Years with a Top U.S. Payer

This journey began with a focus on operational excellence and evolved into a collaborative, innovation-led engagement. Today, it spans compliance, analytics integration, and digital transformation—demonstrating our ability to scale with purpose and strengthen outcomes.



10 Years with a Technology & Services Provider to Workers' Compensation Insurers

What began as transactional support is now a multi-faceted partnership rooted in trust, innovation, and digital operations. With a shared transformation agenda, this relationship highlights Sagility's healthcare-only focus and operational agility.



Executive Engagements

Sagility's client-centric philosophy extends across every level of engagement. In FY25, we had the privilege of hosting the CEO of a global healthcare enterprise at one of our India delivery centres. The visit underscored our operational rigor, culture of innovation, and alignment with client vision.

In addition to this marquee engagement, we also welcomed numerous clients and prospects across our global locations. These touchpoints demonstrated Sagility's capabilities in global reach, domain-aligned service delivery, and seamless collaboration.



Client Testimonials

Sagility's consistent delivery, deep healthcare expertise, and commitment to co-innovation have earned praise from clients across sectors. Their words reflect the trust and impact we aim to deliver in every engagement.

Client Centricity

"I love working with the Sagility team. They are wonderful, caring, friendly, and willing to help wherever needed. They perform high-quality work in a timely fashion and consistently exceed expectations."

Senior Payment Integrity Professional, Top U.S. Payer

"They have done a great job of being the main point of contact for us and delivering more than expected. They significantly help champion our requests and help us hold other folks accountable, including themselves."

Director, Partner Operations, U.S.-based Provider Company

"Sagility goes against mainstream vendor mindset. Their service standards, flexibility and willingness to assist when needed truly set them apart."

Manager, Top U.S. Payer Company



Excellence in Delivery

"Their strength is their consistent flexibility and adaptability to help out in any situation and respond to issues or errors. The India location in Bangalore is a strength of the overall Sagility organization."

Vice President, Operations Technology and Services Provider to Workers' Compensation Insurers

"Sagility has deep knowledge of operations, process and is able to pivot quickly on emerging asks. The teams are incredibly reactive, responsive, and professional."

Associate Director, Payment Integrity, Top U.S. Payer

"Sagility is a team I know I can count on to give their best effort and work hard to complete any task that is assigned. They do an amazing job of utilizing all the resources available to them."

Operations Specialist, Implementation and Strategic Projects, A Non-Profit Health Plan

Tech-Enabled Transformation

"They are technology-enabled but put business/partner needs and outcomes first. Sagility leverages a vast array of capabilities to create solutions that drive success."

Executive Director, Business Operations, Provider of Consumer Directed Benefits and Payment Solutions

"Sagility makes an effort to understand the business and create innovative solutions that otherwise would not be possible without the business knowledge they have."

Payment Integrity Lead, Top U.S. Payer

"The new developments with the corrected claims automation bot are excellent. I also believe that those who have been chosen to lead calls are great."

Manager, Top U.S. Payer



RESPONSIBLE BUSINESS

Governance Overview	71
Risk Management	78
Policies & Ethics	82
Stakeholder Greivance Redressal Mechanism	87
Data Privacy & Cybersecurity	88
Responsible Procurement	90

“

Strong corporate governance remains central to our ability to create sustainable value and uphold the confidence of our stakeholders.

As we advance our mission in healthcare transformation, we continue to refine our governance systems to meet evolving regulatory expectations, deepen transparency, and reinforce a culture of ethical and responsible conduct across all our geographies. Our governance framework is designed not only to ensure compliance, but to anticipate emerging risks, strengthen board oversight, and integrate sustainability considerations into strategic decision-making. As we look ahead, we remain committed to fostering an environment where integrity, accountability, and forward-looking governance practices drive long-term resilience and responsible growth.



Satishkumar S S
Company Secretary and
Compliance Officer





At Sagility, our corporate governance approach is rooted in transparency, ethical conduct, and accountability.

We are committed to upholding the highest standards of integrity while ensuring full compliance with applicable legal and regulatory frameworks.

Through robust governance structures, active board oversight, and a strong policy framework, we drive responsible decision-making across all levels of the organization.

Our focus on risk management, data privacy, stakeholder trust, and ethical business practices reinforces our commitment to long-term value creation and sustainable growth.

Key Highlights



2
Board Members are women



5
Independent Directors



Zero
Data breaches, fines and non-compliance



98%
Completion rate on Compliance Training



UN SGDs Mapping



Material Topics

- Cybersecurity & Data Privacy
- Corporate Governance
- Compliance
- Responsible Procurement
- Ethics & Integrity
- Risk Management
- Stakeholder Grievance Redressal Mechanism



Governance Overview

Board of Directors

The Board of Directors at Sagility plays a central role in guiding our strategic direction and ensuring that long-term stakeholder value remains at the core of our decision-making. The Board comprises individuals with deep expertise in business operations, finance, human capital management, risk oversight, and technology.

The Board is supported by key sub-committees, including the Audit Committee, Finance & Risk Committee, Nomination & Remuneration Committee, and Sustainability Committee. These committees are chaired by independent directors and include members with domain expertise to ensure independent oversight and effective governance.

Our governance extends to sub-entities across key operational geographies including India, the Philippines, Jamaica, and Colombia, with regional Boards of Governance established to ensure consistent practices.

The Key Managerial Personnel and Senior Management team bring a wealth of industry experience to governance and strategic execution. Their collective expertise spans multiple decades across healthcare, operations, legal, finance, and human resources. This enables the organization to navigate sectoral complexities and deliver resilient performance.



Mr. Ramesh Gopalan
Managing Director
and Group CEO



Mr. Hari Gopalakrishnan
Non-Executive
Non-Independent Director



Mr. Martin I. Cole
Chairman, Non-Executive
Non-Independent Director



Mr. Jimmy Mahtani
Non-Executive
Non-Independent Director



Mr. Anil Chanana
Independent Director



Mr. William Winkenwerder
Independent Director



Ms. Ginger Dusek
Independent Director



Mr. Venkat Krishnaswamy
Independent Director



Dr. Shalini Sarin
Independent Director

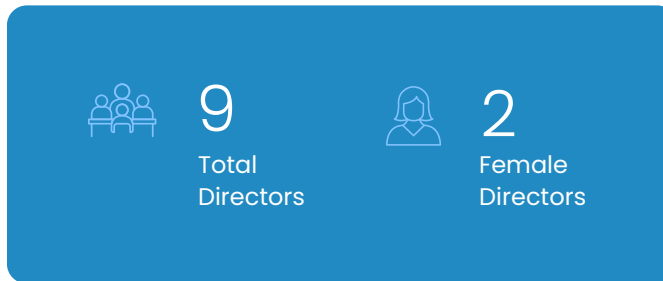
Board Diversity

At Sagility, we believe that a diverse Board reflects our commitment to inclusivity and balanced representation across the organization.

Diversity at the Board level enhances our corporate governance framework by bringing together a broad range of experiences, expertise, and perspectives, leading to more informed decision-making and contributing to sustainable business performance.

Our approach to diversity encompasses a broad set of attributes, including gender, age, independence, residency, experience, functional expertise, knowledge, and educational background. We believe that the presence of individuals with varied professional and personal experiences leads to more balanced and well-informed decision-making processes.

We are committed to ensuring that our Board comprises members who reflect this broad definition of diversity. This includes diversity in thought, perspective, leadership experience, independence, and technical knowledge - each of which plays a critical role in shaping Sagility's direction and sustainability goals.



Diversity Objectives

The purpose of promoting diversity on Sagility's Board is to achieve the following objectives:

- Enhance Board Performance:** Diverse Board members contribute a range of experiences and viewpoints, enabling more effective oversight and higher-quality decision-making.
- Industry Expertise and Strategic Guidance:** A diverse Board brings industry-specific insights that enable the company to respond effectively to emerging risks and opportunities.
- Regulatory Compliance:** We ensure compliance with applicable laws and governance guidelines, supporting strong corporate accountability.

EMPLOYEE CATEGORY	FY 2024-25
Executive Director	1
Non-Executive & Non-Independent Directors	3
Independent Directors	5

Impact of Diversity

- Gender Equality and Representation:** A balanced Board composition reduces potential bias and ensures impartial, objective decision-making - particularly among independent directors.
- Sustainable Growth:** Diversity supports responsible business practices and inclusive leadership, which are key to Sagility's long-term performance.
- Independent Oversight:** A variety of perspectives contributes to a higher standard of corporate governance and oversight.
- Strategic Alignment:** A diverse Board is better equipped to understand stakeholder expectations and steer the company toward its strategic goals.





Board Competencies

The Board of Directors at Sagility brings together a diverse mix of competencies spanning Healthcare Services, Technology, Risk Management, Finance, and CSR. The Board comprises qualified members with the requisite skills, competencies, and expertise to discharge their duties as Directors of the Company. Together, they enable effective oversight and well-informed decision-making, ensuring that governance responsibilities are carried out in the best interests of the Company and its stakeholders.

Competencies	Ramesh Gopalan	Martin I. Cole	Jimmy Mahtani	Hari Gopalakrishnan	Venkat Krishnaswamy	Dr. William Winkenwerder	Anil Chanana	Dr. Shalini Sarin	Ginder Duesek
Business Process Management (BPM) Services	●	●	●	●	●	●	●	●	●
US-based Healthcare payer/provider services or in health systems	●	●	●	●	●	●	●	●	●
Global Operations	●	●	●	●	●	●	●	●	●
Global Professional Services	●	●	●	●	●	●	●	●	●
Worked across global delivery networks	●	●	●	●	●	●	●	●	●
Finance & Accounting in India	●	●	●	●	●	●	●	●	●
Human Capital Management	●	●	●	●	●	●	●	●	●
Technology / Innovation	●	●	●	●	●	●	●	●	●
Risk Management	●	●	●	●	●	●	●	●	●
Strategic Transactions (M&A)	●	●	●	●	●	●	●	●	●
Corporate Social Responsibility	●	●	●	●	●	●	●	●	●
Cybersecurity	●	●	●	●	●	●	●	●	●

● Expertise derived from direct and hands-on experience or direct managerial experience with the subject matter during his/her career.

● Experience derived through (i) board or relevant committee membership at our company or another company, (ii) executive leadership or board membership of another company in the industry or (iii) consulting, investment banking, private equity investing or legal experience



Board Oversight on Sustainability

Sagility has established a robust three-tiered sustainability governance structure to ensure strategic direction, operational execution, and continuous alignment of ESG priorities across the organization. This governance model enables cross-functional integration of sustainability into the company's core operations and long-term value creation strategy.

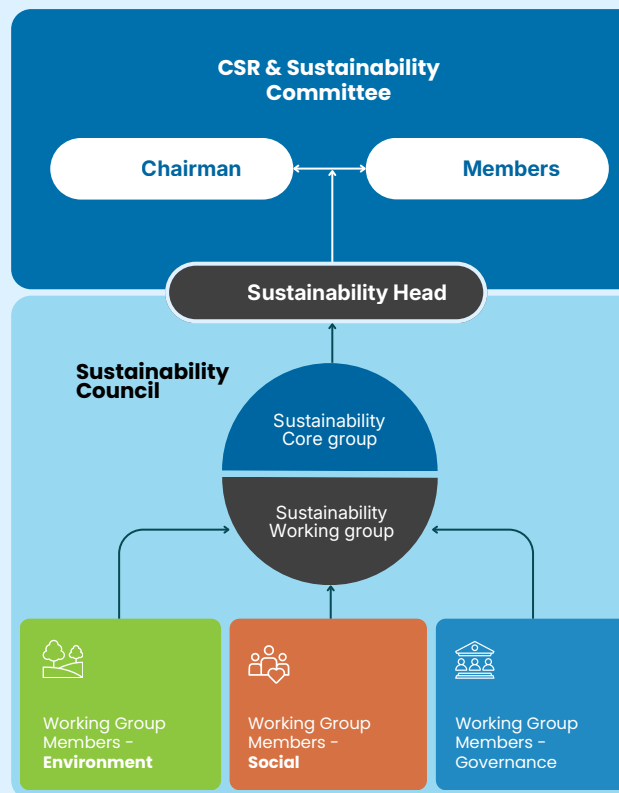
The governance structure comprises:

1. Board-Level CSR & Sustainability Committee
2. Sustainability Core Group (Executive Level)
3. Sustainability Working Group (Cross-functional representation)

Each level of governance plays a distinct and complementary role in translating Sagility's Sustainability vision into practice, strengthening accountability, and fostering continuous improvement.

Each level of sustainability governance plays a distinct and complementary role in embedding sustainability principles into the Company's DNA. The key responsibilities of the CSR & Sustainability Committee, Sustainability Core Group and Sustainability Working Groups are briefly explained below.

Governance Structure of Sustainability



Sagility's Sustainability Program is governed by the Committee, with a layered governance structure to streamline sustainability efforts across various levels:

Sustainability Council

This Council, led by the Sustainability Head and presided over by the CEO, supports the Committee in executing sustainability initiatives and goals. The Sustainability Head has the authority to modify the Council's membership with CEO alignment.

Core Sustainability Group

Provides leadership in sustainability strategy.

Sustainability Working Groups

Board-Level CSR & Sustainability Committee

The CSR & Sustainability Committee ("the Committee") is constituted per the Companies Act, 2013 and SEBI LODR, reports to the Board, and comprises at least three directors, including at least one independent director. It meets as needed per the annual schedule at the call of the Chair or a majority of members. The Group CFO is designated as the Sustainability Head, who monitors performance, reports periodically to the Board/CEO, and oversees ESG policies, strategies, and programs.



CSR RESPONSIBILITIES (PER CHARTER)

- Formulate and recommend the CSR Policy and annual action plan (activities under Schedule VII, execution modality, fund utilization, timelines, monitoring, and need/impact assessment).
- Review and recommend CSR budgets; identify CSR partners/programs; delegate to the CSR team and supervise execution; review implementing-agency compliance.
- Monitor CSR Policy implementation and issue directions to ensure timely completion; perform other Acts/SEBI LODR-mandated functions.

SUSTAINABILITY RESPONSIBILITIES (PER CHARTER)

- Guide the creation of Sagility's Sustainability Vision & Goals and promote a Sustainability Council.
- Oversee progress on the sustainability agenda and stakeholder sustainability metrics.
- Approve budgets (as proposed by the Sustainability Core Group) and all material sustainability disclosures.
- Report periodically to the Board; flag emerging sustainability matters; and advise the Sustainability Head/Council on policy, practice, and disclosure enhancements.

Sustainability Core Group

The Core Group operates within the Sustainability Council (led by the Sustainability Head and presided over by the CEO) and supports the Head in translating strategy into enterprise-wide action. It meets and reports progress to the Committee at least once a year, reviews periodic updates from the Working Group, and the Project Lead provides monthly updates to the Sustainability Head and CEO.

Key responsibilities include:

- Co-develop sustainability ambitions and goals with the Sustainability Head and Working Group.
- Review stakeholder-engagement plans on material topics; monitor performance across sustainability metrics; periodically review external sustainability ratings.
- Present budgetary plans for sustainability initiatives to the Sustainability Head and CEO; periodically review sustainability risks & opportunities; and perform other functions delegated by the Board.

Sustainability Working Group

The Working Group is the execution arm of the program, with representation from departments across all geographies and across E, S, and G focus areas. It meets monthly to track progress and next steps on the defined action plan.

Key responsibilities include:

- Establish and standardize sustainability processes across geographies.
- Gather ESG data, monitor and report to the Core Group; identify improvement opportunities and assess cost-benefit prior to implementation.
- Drive organization-wide sustainability awareness and culture; identify sustainability risks and mitigation; analyse emerging trends and their implications.



Integration of ESG into Budgeting and Investment

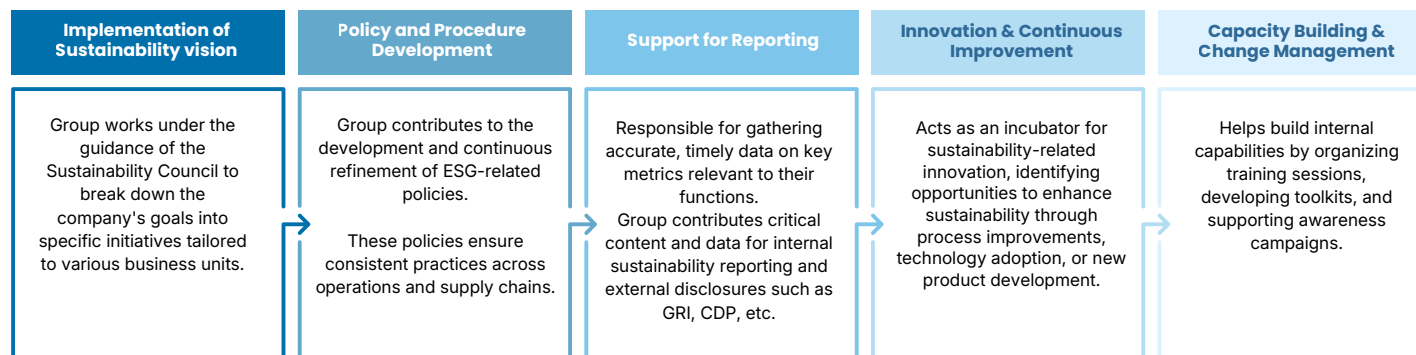
We believe that the successful integration of ESG into business operations requires dedicated resources. Recognizing the strategic importance of sustainability to stakeholder trust, regulatory readiness, and long-term business viability, Sagility has allocated a dedicated ESG budget.

These funds are used to:

- Develop sustainability systems and infrastructure
- Conduct capacity-building and awareness programs
- Enable data management and reporting capabilities
- Drive sustainability-linked projects including energy efficiency initiatives, community outreach, diversity and inclusion programs, and employee development

The Sustainability Working Group works closely with the Sustainability Council, Finance, and operational teams to ensure sustainability priorities are embedded in functional budgets and capital allocation decisions. This alignment ensures sustainability considerations are not standalone initiatives but are integrated into the company's core planning and investment framework.

Key ways in which the Working Group supports ESG adaptation



Sustainability Committee Responsibilities

At Sagility, the CSR & Sustainability Committee ("the Committee") reports to and is accountable to the Board of Directors. The Committee governs the company's Sustainability Program through the Sustainability Council, which is led by the Sustainability Head and presided over by the CEO. The Council's membership may be adjusted by the Sustainability Head with the CEO's alignment and approval. The Committee comprises at least three directors, including at least one independent director, and meets as needed per the annual meeting schedule at the call of the Chair or a majority of members.

Committee's Core Functions

STRATEGIC DIRECTION AND OVERSIGHT

- Guide the creation and ongoing refinement of Sagility's Sustainability Vision and Goals, ensuring alignment with stakeholder expectations and regulatory requirements.

- Maintain oversight of company-wide sustainability progress, including stakeholder sustainability metrics and key ESG risks, and recommend interventions to improve performance and impact.

BUDGET AND DISCLOSURE GOVERNANCE

- Review and approve budgets proposed by the Sustainability Core Group for priority sustainability initiatives.
- Review and approve all material disclosures related to sustainability matters to ensure accuracy, transparency, and consistency.

REPORTING AND REVIEW

- Receive periodic updates from the Sustainability Head and provide advice to the Sustainability Head and Sustainability Council on adjusting policies, practices, and disclosures.
- Periodically report to the Board on sustainability matters; flag current and emerging issues that may affect the company's business, operations, performance, or public image; and recommend improvements to strengthen governance and risk management.





Board Performance Evaluation and Remuneration

The Nomination and Remuneration Committee (NRC) plays a vital role in maintaining Sagility's strong governance practices by ensuring a transparent, merit-based approach to Board and senior management appointments, while also overseeing the performance evaluation of directors. The committee's responsibilities are aligned with the requirements of Section 178 of the Companies Act, 2013, and support Sagility's commitment to diversity, ethical leadership, and long-term value creation. Further, the company adheres to the applicable minimum wage regulations across all countries and states where it operates, ensuring fair and equitable compensation for all employees, irrespective of gender.



COMMITTEE COMPOSITION AND STRUCTURE

The NRC is composed of three or more non-executive directors, with at least two-thirds being independent, as mandated. The Chairperson of Sagility may be a member but is not permitted to chair the committee, ensuring independent oversight. Membership details are disclosed in Sagility's Annual Report.



NON-DISCRIMINATION

Sagility supports non-discrimination in all Board selection processes. All candidates, regardless of gender, marital status, age, race, religion, or medical condition, are evaluated solely on their ability to contribute meaningfully as Board members.



COMMITMENT TO TRANSPARENCY AND POLICY AVAILABILITY

Sagility has adopted a Nomination and Remuneration Policy and Evaluation of Board, which sets out the principles governing Board composition, diversity, director remuneration, and performance evaluation. The policy is approved by the Board and periodically reviewed by the Nomination and Remuneration Committee to ensure alignment with regulatory requirements and governance best practices. The policy is publicly available on the Company's website [here](#).



EVALUATION OF DIRECTORS AND SENIOR MANAGEMENT

The NRC undertook performance assessments of directors, Key Managerial Personnel (KMP), and members of senior management during FY25. These evaluations measured the contribution, effectiveness, and alignment with Sagility's governance and sustainability goals. They served as the basis for reappointment decisions and for setting or modifying performance-linked objectives.

Board and NRC members were subject to retirement by rotation, in line with the Companies Act, 2013. The NRC retained discretion to recommend reappointments or changes based on performance outcomes.

NRC Responsibilities Summary

INDEPENDENT DIRECTOR APPOINTMENTS

- Assessment of skills, experience, and knowledge to ensure alignment with strategic needs.
- Independent directors are appointed for a tenure of up to five years, based on a formal evaluation process.

COMPENSATION FOR NON-EXECUTIVE AND INDEPENDENT DIRECTORS

- Eligible for sitting fees and additional remuneration, in line with Section 197(5) of the Companies Act, 2013.
- Professional services are remunerated based on qualifications and market norms.

EVALUATION OF DIRECTORS AND SENIOR MANAGEMENT

- Annual performance reviews conducted for directors, KMPs, and senior management.
- Metrics include strategic alignment, contribution to company goals, and role effectiveness.

NOMINATION AND APPOINTMENT PROCESS

- The NRC defines qualifications, positive attributes, and diversity considerations to recommend suitable appointments.

REMUNERATION POLICY

- Structured to attract and retain talent through a fair and balanced mix of fixed and variable pay.
- Compliant with regulatory standards and designed to drive long-term performance.



Risk Management

Risk management process

Our Risk Management Policy, approved by the Board of Directors, forms the foundation for identifying, assessing, and mitigating risks across the organization. This policy is central to safeguarding stakeholder interests and ensuring business resilience. The Enterprise Risk Management (ERM) framework enables structured evaluation of potential risks by identifying key events and circumstances that could impact operations, financial outcomes, and overall performance.



Regular assessments under this framework strengthen internal controls, support preventive and detective measures, and reinforce our commitment to operational stability. Originally undertaken in FY23 and re-evaluated in FY25, our sustainability risk assessment aligns with SEBI's BRSR framework and TCFD recommendations, covering all material ESG topics across our value chain. This approach ensures that climate-related risks and broader sustainability concerns are transparently addressed as part of our long-term sustainability strategy.

We have identified 17 key risk areas, including evolving regulations, sustainability, information security, employee-related risks, and operational challenges. Specific mitigation plans are in place for each, underscoring our commitment to a resilient and forward-looking risk management approach.

Risk and Opportunity Assessment

Sagility adopts a structured approach to identifying and evaluating both risks and opportunities that could influence the achievement of its strategic, operational, and sustainability objectives. Our assessment process integrates business-specific insights with broader environmental, regulatory, and stakeholder considerations to ensure a holistic view of our risk landscape.

By systematically mapping key risks and emerging opportunities, we aim to strengthen resilience, improve responsiveness to change, and support long-term value creation across our operations.

The risk management process is implemented in four key phases:



Identify

Industry-specific and organization-level risks are identified through internal research and ERM inputs. Senior leadership and domain experts are engaged to validate and finalize the most relevant risks for the reporting year.



Evaluate

Risks are prioritized based on their likelihood of occurrence and potential impact on operational and strategic objectives.



Mitigate

Tailored mitigation plans are developed to address identified risks, with the objective of enhancing business continuity and resilience.



Monitor

Mitigation plans are monitored and reviewed on a quarterly basis under the supervision of the Chief Risk Officer. The Risk Management Committee oversees this process to ensure ongoing relevance and effectiveness.



MATERIAL ISSUE IDENTIFIED	RATIONALE FOR IDENTIFYING THE RISK / OPPORTUNITY	IN-CASE OF RISK, APPROACH TO ADAPT OR MITIGATE	FINANCIAL IMPLICATIONS OF THE RISK OR OPPORTUNITY
Cybersecurity and Data Privacy	Risk <ol style="list-style-type: none"> Remote work increases vulnerability to data breaches. Cyber incidents can cause significant reputational damage. Breaches may lead to financial penalties under global data privacy laws like GDPR. Delayed reporting of incidents risks non-compliance and regulatory action. 	Stringent governance and oversight are maintained through well-defined data security policies and procedures, supported by regular training, awareness programs, privacy impact assessments, data mapping, third-party data sharing controls, and incident management-managed by the Compliance and Cybersecurity teams. Additionally, continuous tracking of changes in applicable regulatory and standard frameworks ensures ongoing compliance and effective data protection.	Negative <ol style="list-style-type: none"> Any incident affecting client data can result in lost business opportunities, leading to significant revenue losses. Non-compliance with data security and privacy regulations can lead to financial penalties and reputational damage, resulting in financial losses.
Client Satisfaction & Innovation	Opportunity <ol style="list-style-type: none"> Skill upgrades and tech adoption align with market shifts. Client surveys help track evolving needs and expectations. Timely responses strengthen client satisfaction and retention. 	Robust service and process studies are planned to be conducted from an early stage to ensure strategic alignment and efficiency. In addition, frequent reviews of services under development will help tailor offerings to meet specific client needs, enabling more customized and value-driven solutions.	Positive <p>Increased profitability can be achieved by attracting customers who prioritize sustainability, leading to greater demand for eco-friendly products and services.</p>
Ethics & Integrity	Risk <ol style="list-style-type: none"> Unethical practices invite regulatory scrutiny and penalties. Misconduct damages brand reputation and stakeholder trust. 	Sagility has a defined whistleblower mechanism in place, enabling employees and all other stakeholders to freely report any unethical practices observed. This system promotes transparency, accountability, and ethical conduct across all levels of the organization.	Negative <p>Loss of investor confidence due to unethical issues within the organization can lead to a reduction in financing, impacting growth and financial stability.</p>
Compliance	Risk <ol style="list-style-type: none"> Frequent regulatory changes create compliance complexity. Operating across various geographies increases legal exposure. Risk of non-compliance may result in penalties and reputational damage. 	Periodic oversight by the Legal team is in place to proactively identify and address any potential instances of non-compliance. Regular reporting of the compliance status, including any exceptions, is conducted by the Compliance team and shared with Senior Management, the Audit Committee, and the Board of Directors to maintain transparency and accountability. Additionally, compliance frameworks are refreshed as and when required to align with evolving regulatory requirements, reinforcing Sagility's commitment to ethical and lawful operations.	Negative <p>Fines or penalties may be imposed in the event of failure to adhere to regulatory compliances, resulting in financial strain and potential reputational damage.</p>
Health, Safety & Wellbeing	Opportunity <ol style="list-style-type: none"> Health and safety initiatives improve employee well-being. Safe workplaces reduce absenteeism and turnover. Enhances emotional and physical wellness thus increasing productivity. 	The organisation has defined and implemented a global health and safety policy to foster a culture of safety and wellness across the organization. In addition, the company plans to investigate any health incidents that occur and develop an action plan to mitigate future risks, ensuring a proactive approach to employee well-being.	Positive <p>Increased productivity from satisfied and happy employees leading to increased operational efficiency and growth</p>
DEI (Diversity, Equity & Inclusion) Environment	Opportunity <ol style="list-style-type: none"> Equitable practices boost employee morale and engagement. Diverse participation drives innovation and productivity. Inclusive teams strengthen organizational resilience and performance. 	Sagility has designed a comprehensive global Diversity, Equity, and Inclusion (DEI) policy to promote a culture of inclusivity and fairness across the organization. To track progress and ensure accountability, a DEI council has been established, tasked with monitoring the achievement of Sagility's DEI goals and driving ongoing improvements in this area.	Positive <p>Increased profitability driven by innovation and improved ideas will enhance productivity and market competitiveness.</p>



MATERIAL ISSUE IDENTIFIED	RATIONALE FOR IDENTIFYING THE RISK / OPPORTUNITY	IN-CASE OF RISK, APPROACH TO ADAPT OR MITIGATE	FINANCIAL IMPLICATIONS OF THE RISK OR OPPORTUNITY
Risk & Opportunities Management	<p>Risk</p> <ol style="list-style-type: none"> 1.Lack of transparency, fairness, and accountability disrupts business continuity. 2.Absence of regular risk assessments weakens the organization's preparedness. 3.Poor governance practices undermine trust and operational stability. 	Sagility plans to develop an Enterprise Risk Management (ERM) system to systematically identify potential risks across the organization. This system will enable the company to prioritize and implement mitigation actions for the most critical risks, ensuring comprehensive risk management and enhanced business resilience.	<p>Negative.</p> <p>Financial losses may occur due to potential risks faced by the organization, including operational disruptions, legal liabilities, and reputational damage.</p>
Corporate Governance	<p>Risk</p> <ol style="list-style-type: none"> 1.Lack of transparency, fairness, and accountability disrupts business continuity. 2.Absence of regular risk assessments weakens the organization's preparedness. 3.Poor governance practices undermine trust and operational stability. 	The company has defined policies and procedures to ensure stringent governance and controls are in place, with ongoing efforts to maintain and improve these frameworks. Additionally, a whistle-blower mechanism has been established as a confidential channel for reporting any governance-related incidents, reinforcing accountability and transparency within the organization.	<p>Negative.</p> <p>Non-compliance with corporate governance regulations can lead to legal actions against the company, resulting in financial penalties and damage to its reputation.</p>
Employee Engagement	<p>Risk</p> <ol style="list-style-type: none"> 1.Ignoring employee feedback risks dissatisfaction. 2.Failure to meet employee expectations leads to high turnover disrupts continuity and increases costs. 	The company regularly conducts Voice of Employee and employee engagement surveys to gauge satisfaction levels and gain valuable insights into employee needs and expectations. These ongoing efforts enable the organization to identify areas for improvement, enhance the work environment, and strengthen employee morale and retention.	<p>Negative</p> <p>Higher attrition rates lead to increased re-hiring costs, loss of productivity, and wage inflation, impacting overall operational efficiency and profitability.</p>
Human Capital Management	<p>Risk</p> <ol style="list-style-type: none"> 1.Limited remote work options may drive higher attrition. 2.Absence of upskilling hampers employee performance. 3.Skill gaps reduce adaptability to new technologies. 	The organisation is committed to continuous employee growth through ongoing upskilling and development programs designed to enhance workforce capabilities and adaptability. To ensure these initiatives drive meaningful impact, the organization plans to conduct periodic assessments that evaluate their effectiveness and alignment with desired employee development outcomes, thereby fostering a culture of learning and long-term career progression.	<p>Negative</p> <p>Inefficient human capital management can lead to higher attrition rates, resulting in increased re-hiring costs, loss of productivity, and wage inflation.</p>
Stakeholder Grievance Redressal Mechanism	<p>Risk</p> <ol style="list-style-type: none"> 1.Delayed grievance redressal erodes stakeholder trust. 2.Ineffective response systems harm organizational credibility. 3.Unaddressed concerns impact employee and client confidence. 	Sagility has established a stringent grievance redressal mechanism to ensure that all reported concerns are promptly reviewed, addressed, and resolved. This ongoing system reinforces transparency, strengthens stakeholder trust, and fosters a responsive and accountable organizational culture.	<p>Negative</p> <p>Regulatory action and potential compensation costs may arise if stakeholders escalate grievances, leading to legal consequences and financial liabilities for the organization.</p>
Responsible Procurement	<p>Risk</p> <ol style="list-style-type: none"> 1.Resource scarcity and supplier risks threaten business continuity. 2.Failure to adapt to stakeholder expectations may lead to reputational and operational setbacks. 	The organization is actively identifying and engaging with vendors and suppliers on their sustainability initiatives, encouraging them to provide environmentally responsible materials and services. As a next step, Sagility plans to transition towards sourcing from suppliers and service providers who meet defined sustainability criteria, thereby enhancing overall supply chain resilience and contributing to long-term environmental and social goals.	<p>Negative</p> <p>Failure to transition to ESG-compliant vendors in the supply chain can lead to business continuity issues, resulting in disruptions and potential revenue losses.</p>



MATERIAL ISSUE IDENTIFIED	RATIONALE FOR IDENTIFYING THE RISK / OPPORTUNITY	IN-CASE OF RISK, APPROACH TO ADAPT OR MITIGATE	FINANCIAL IMPLICATIONS OF THE RISK OR OPPORTUNITY
Human Rights	<p>Risk:</p> <ol style="list-style-type: none"> Human rights violations attracts regulatory scrutiny. Non-compliance may lead to legal and financial penalties. 	<p>The company has established a global Human Rights Policy aimed at fostering a culture of respect, fairness, and transparency across the organization. To reinforce this commitment, training on key human rights issues is embedded within the Code of Business Ethics and Conduct (COBEC) training program. These ongoing efforts help raise awareness, promote ethical behaviour, and ensure alignment with international human rights standards throughout the workforce.</p>	<p>Negative</p> <p>Loss of customer trust due to human rights issues can damage the organization's reputation, leading to decreased sales and a negative impact on profitability.</p>
Corporate Social Responsibility	<p>Opportunity</p> <ol style="list-style-type: none"> Social contributions enhance the organization's reputation. Community engagement builds strong local relationships. Strong social capital strengthens long-term stakeholder trust. 	<p>Sagility actively partners with various NGOs and social organizations to support community development initiatives, with a strong focus on education and access to clean water for marginalized communities. These ongoing efforts reflect the company's commitment to social responsibility and creating a positive impact beyond its core operations, thereby fostering goodwill and strengthening its relationship with local communities.</p>	<p>Positive</p> <p>Increased credibility and trust from active community engagement can enhance market reputation, leading to greater client acquisition and expanded business opportunities.</p>
Water & Waste Management	<p>Risk</p> <ol style="list-style-type: none"> Water scarcity in key locations may disrupt operations. Extreme weather amplifies local water stress and supply risks. Non-compliance with waste regulations leads to penalties. Improper disposal practices damage brand reputation. 	<p>Plans are underway to initiate water and waste recycling initiatives at existing facilities to enhance circularity and reduce environmental impact. In parallel, strict procedures for compliant disposal of waste are being implemented in accordance with applicable regulations, ensuring ongoing adherence to environmental norms and minimizing potential legal or reputational risks. This dual approach supports operational efficiency and contributes to the organization's overall sustainability goals.</p>	<p>Negative</p> <ol style="list-style-type: none"> Financial penalties may be imposed for non-compliance with waste disposal regulations, increasing operational costs. Repeated violations can lead to legal liabilities and restrictions on operations, impacting overall business performance.
Energy Management	<p>Opportunity</p> <ol style="list-style-type: none"> Energy use impacts operational efficiency and cost. High consumption strains resources and raises expenses. Inefficient systems reduce performance and sustainability. Energy management improves output and lowers overheads. 	<p>Managing energy consumption and transitioning to renewable sources is critical for long-term sustainability and reducing environmental impact. By assessing the current energy usage and identifying opportunities for improvement, Sagility is taking proactive steps to mitigate risks associated with energy inefficiency. The next phase involves defining a clear plan with set timelines for installing renewable energy infrastructure at all feasible sites, which will further minimize resource consumption, reduce the carbon footprint, and contribute to ongoing improvements in environmental performance. This approach ensures the organization aligns with sustainability goals and enhances its resilience against energy-related risks.</p>	<p>Positive</p> <ol style="list-style-type: none"> Long-term financial savings achieved through reduced energy consumption and lower operational costs associated with renewable energy. Additional financial benefits from tax credits and government incentives available in certain geographies for adopting renewable energy solutions.
Climate Change	<p>Risk</p> <ol style="list-style-type: none"> Extreme weather events disrupt operations and increase costs. Clients and investors expect transparency and climate action. Failure to act risks non-compliance and reputational damage. 	<p>Internal decarbonisation targets have been set to reduce carbon emissions and optimise energy usage. The Sustainability Council provides ongoing oversight of climate change mitigation initiatives, with a formal commitment submitted to the Science Based Targets initiative (SBTi). In addition, Sagility ensures timely reporting and disclosure of climate-related parameters to relevant standards and rating agencies, including CDP and EcoVadis, particularly in response to client requirements. This integrated approach strengthens transparency, accountability, and progress toward a low-carbon future.</p>	<p>Negative</p> <ol style="list-style-type: none"> Increased operational costs due to higher energy demand, infrastructure adaptation, and potential service disruptions. Lost opportunity costs can result from failure to meet committed climate-related actions

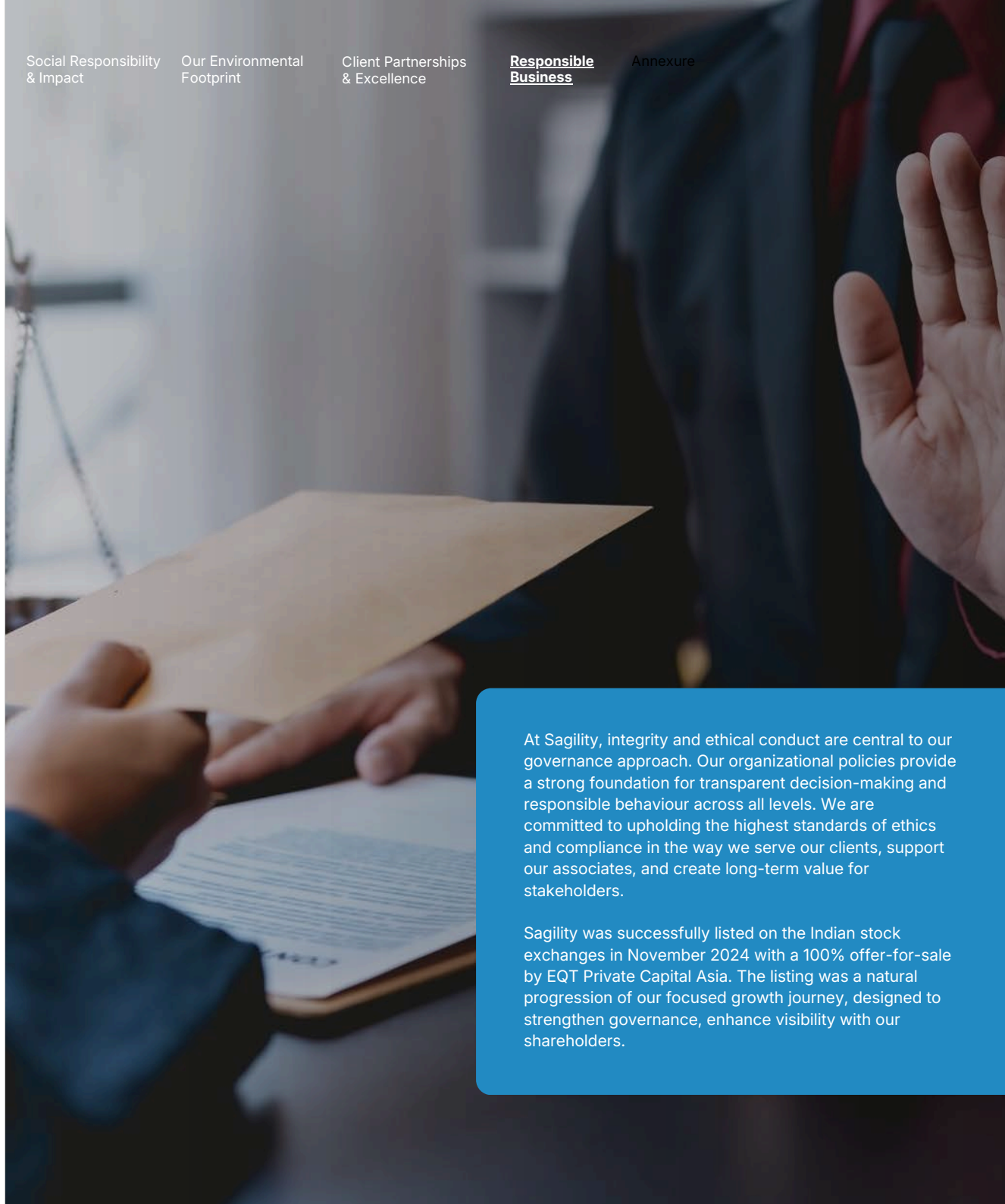
Policies & Ethics

“ In a rapidly evolving global regulatory landscape, our commitment to ethics and compliance is not merely about meeting requirements – it is about shaping a culture where integrity defines how we operate and innovate.

As a healthcare transformation partner, we continue to strengthen our adherence to HIPAA, protections against fraud and abuse of healthcare resources and other critical frameworks, ensuring that data privacy, security, and client member trust remain uncompromised. We are embedding ethical principles and proactive risk management into every decision, empowering our teams to lead with responsibility and foresight. Looking ahead, we remain dedicated to advancing a compliance environment that not only protects our stakeholders but also enables sustainable innovation and long-term resilience.”

Daniel B. Bailey

EVP, Global General Counsel



At Sagility, integrity and ethical conduct are central to our governance approach. Our organizational policies provide a strong foundation for transparent decision-making and responsible behaviour across all levels. We are committed to upholding the highest standards of ethics and compliance in the way we serve our clients, support our associates, and create long-term value for stakeholders.

Sagility was successfully listed on the Indian stock exchanges in November 2024 with a 100% offer-for-sale by EQT Private Capital Asia. The listing was a natural progression of our focused growth journey, designed to strengthen governance, enhance visibility with our shareholders.



Business Ethics and Compliance

Our commitment to sustainability and corporate responsibility is anchored in a rigorous legal and compliance framework. Across the diverse geographies in which we operate, we uphold local and international regulatory standards with the highest levels of integrity.



GLOBAL REGULATORY ADHERENCE

In a rapidly evolving landscape of healthcare and information technology, our operations span geographies with distinct legal and regulatory requirements. We are steadfast in our compliance efforts, aligning our practices with applicable laws on data privacy, security, healthcare, and technology. This ensures our operations meet the highest standards of legal integrity and resilience across regions.



ETHICAL GOVERNANCE AND TRANSPARENCY

Sagility's sustainability agenda places strong emphasis on transparency and ethical governance. Across all engagements, we uphold principles of honesty, accountability, and fairness. This is reinforced by comprehensive internal controls and anti-corruption safeguards. We conduct regular assessments and provide guidance to business units to ensure all practices are legally and ethically sound.



RISK MITIGATION AND LEGAL RESILIENCE

Our legal risk management framework enables early identification, assessment, and mitigation of legal and compliance risks. This proactive approach integrates compliance considerations into strategic decisions, allowing us to navigate evolving regulatory landscapes with agility. Through regular updates and legal reviews, we build resilience to address global legal complexities effectively.



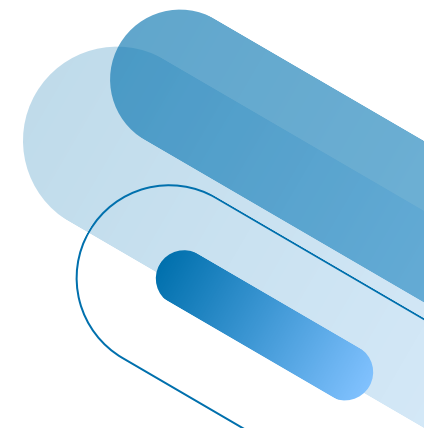
STAKEHOLDER TRUST AND COLLABORATION

Our legal and compliance teams engage with regulators, customers, and industry partners to ensure alignment with best practices and shifting legal standards. Through structured legal reviews and strategic inputs, we support the Board of Governors in embedding legal integrity into decision-making. These efforts demonstrate Sagility's strong alignment with stakeholder expectations for ethical conduct and transparency.



TEAM STRUCTURE AND LEGAL GOVERNANCE

The legal affairs function at Sagility supports all operating entities, providing compliance oversight and subject matter guidance to over 16 subsidiaries and 33 business delivery centres. The team collaborates closely with governance bodies, holding regular review meetings to discuss emerging risks, regulatory updates, and ethical standards.





Code of Conduct

Our Code of Conduct lies at the core of our governance framework, reinforcing ethical behaviour and professional standards across the organization.



COMMITMENT TO PROFESSIONALISM

All employees are required to act with discretion, integrity, and respect while upholding Sagility's values. Professional conduct applies equally to internal interactions and external client engagements. This includes maintaining a respectful, inclusive, and productive work environment. Employees are expected to avoid behaviour that could disrupt operations, harm colleagues, or damage the organization's reputation.



ETHICAL WORKPLACE BEHAVIOUR

Employees are guided to uphold the highest ethical standards by complying with all laws relevant to their jurisdiction. Specific focus is placed on responsible conduct during proposal development, agreement discussions, and negotiations, where transparency and truthfulness are paramount. This approach helps build lasting trust with clients and reinforces our reputation as a reliable and ethical partner.



ZERO TOLERANCE FOR HARASSMENT

Sagility enforces a strict zero-tolerance policy against harassment in all forms - verbal, physical, written, or sexual. This policy is integral to ensuring employee dignity and safety. Any violation is addressed promptly and in accordance with company policies, ensuring swift redressal and appropriate disciplinary action.



DISCIPLINARY ACTIONS

We have well-defined procedures to handle any breaches of the Code. Actions include warnings, reassignment, demotion, or termination based on the severity of the issue. Incidents may also be reported to appropriate authorities when warranted.



57,310

Training hours on Code of Conduct and Ethics Policies



5

Whistleblower Reports and Investigations completed



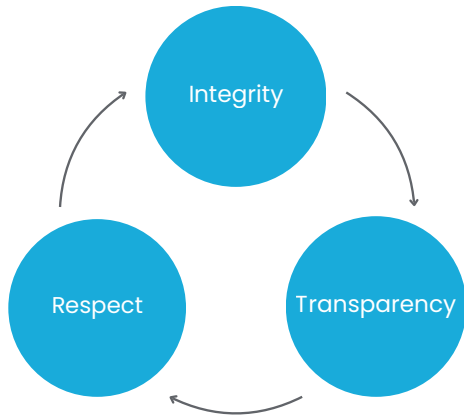
PROHIBITION ON DRUGS

To ensure a safe and productive environment, Sagility prohibits the use, possession, or distribution of illegal substances and alcohol on company premises. Employees are subject to drug and alcohol testing under predefined conditions and are expected to maintain compliance with company policies regarding substance use.

Policy Framework

Sagility has implemented a robust framework of centrally governed policies that are regularly reviewed and updated to remain aligned with evolving legal and regulatory standards.

These policies guide business operations and reinforce our commitment to:



We ensure that all policies are effectively implemented through comprehensive awareness campaigns, mandatory training, and leadership accountability.



Core Policies at Sagility

- Code of Conduct
- Sustainability Policy
- CSR Policy
- Global Privacy Policy
- SCoC & Sustainability Guidelines
- Employee Health & Safety Policy
- Human Rights Policy
- Whistleblower Policy
- Anti-Money Laundering Policy
- Environmental Policy

Conflict of Interest and Anti-Corruption

CONFLICT OF INTEREST

To uphold objectivity in business conduct, Sagility requires all employees to avoid activities or relationships that could conflict with company interests. Financial disclosures, gift reporting, and approval protocols are mandated to mitigate such risks.

INSIDER INFORMATION AND MARKET INTEGRITY

Sagility enforces strict guidelines against insider trading. Employees and key shareholders are subject to trading windows and disclosure regulations to ensure fair market practices.

ANTI-CORRUPTION

Sagility maintains zero tolerance for bribery, corruption, and unethical business conduct. Our compliance extends to international laws including the U.S. FCPA and Indian regulations. Awareness and training on anti-corruption principles are regularly conducted to reinforce our commitment to ethical operations.



Compliance Management

Our multi-layered compliance structure ensures comprehensive adherence to local and international regulatory requirements across healthcare, IT, and industry-specific mandates.



Key Areas of Compliance

- Data Protection & Privacy
- Cybersecurity and IPR
- Labor Laws and Equal Opportunity
- Healthcare Compliance (e.g., HIPAA, FISMA)
- Anti-Money Laundering and Anti-Bribery Laws
- Competition, Taxation, and Environmental Compliance

Our Approach to Compliance

TRAINING AND AWARENESS

Sagility promotes a culture of compliance through frequent awareness drives and structured training programs for all employees.

POLICY DEVELOPMENT AND IMPLEMENTATION

Policies are revised regularly in line with regulatory updates. Internal controls ensure effective deployment and monitoring.

STAKEHOLDER ENGAGEMENT

We actively engage with customers, regulators, and employees to gather feedback and refine our compliance approach. Stakeholder feedback is incorporated into risk mitigation and operational strategies.

TECHNOLOGY AND TOOLS

Sagility leverages digital platforms for monitoring compliance, managing data privacy, and ensuring cybersecurity. These tools enhance the accuracy and timeliness of compliance monitoring across all locations.

REGULAR AUDITS AND RISK ASSESSMENTS

Sagility operates a risk-based audit universe covering all material issues in the risk matrix. Each year, the Compliance/Risk teams complete a risk and control self-assessment (RCSA) with business owners to determine inherent risk, control effectiveness, and residual risk against defined risk appetite thresholds. Results feed a Board-approved Internal Audit Plan focused on higher-risk topics and entities.

Audits are conducted through a three-lines model:

- 1st line (management): owns day-to-day controls, executes quarterly control self-tests and corrective actions.
- 2nd line (Compliance, Privacy, Information Security, EHS, HR, Procurement): sets policy, performs thematic reviews (e.g., DPIAs, supplier ESG screenings, H&S site inspections), monitors key risk indicators (KRIs), and tracks remediation.
- 3rd line (Internal Audit): performs independent, risk-based audits; reports findings and aging to the Audit Committee; validates closure of corrective actions. Select topics (e.g., information security, GHG data) may be externally assured or independently tested where appropriate.

CADENCE & SCOPE

High-velocity or high-impact areas (e.g., cybersecurity/privacy, regulatory compliance, third-party risk, H&S) undergo annual or more frequent audits and scenario tests (e.g., phishing simulations, BCP/DR table-tops). Medium-risk areas are reviewed on a multi-year cycle with interim monitoring by 2nd line functions. Each audit includes root-cause analysis, severity ratings, and time-bound action plans owned by management and tracked to closure.

CONTINUOUS MONITORING

KRIs and control dashboards (e.g., critical vulnerability counts, % DPIAs completed pre-go-live, supplier corrective-action completion, lost-time incident rate, whistleblower case cycle time, Scope 3 estimation coverage) are reviewed monthly/quarterly, with escalation triggers to management and the Audit Committee when thresholds are breached.

Stakeholder Grievance Redressal Mechanism

At Sagility, we recognize that a transparent, secure, and responsive grievance redressal system is essential to maintaining stakeholder trust, upholding ethical conduct, and ensuring long-term organizational sustainability.

Our grievance redressal framework is rooted in our core values of fairness, integrity, and accountability, and is designed to empower all stakeholders to voice concerns without fear of retaliation.

Whistleblower Policy and Ethical Conduct

To ensure accountability and provide all stakeholders with a secure and responsive avenue for raising concerns, Sagility has instituted a formal Whistleblower Policy. This mechanism is designed to address any misconduct, unethical behaviour, or improper state of affairs related to the Company's business in a manner that is secure, confidential, and compliant with applicable laws and regulations.

The policy reinforces three key principles:

- Reporting is actively encouraged by the Company for any genuine concerns raised in good faith.
- Retaliation is strictly prohibited, and Sagility maintains a zero-tolerance stance toward victimization of whistleblowers.
- Confidentiality is respected, and all reasonable efforts are made to protect the identity of whistleblowers, unless disclosure is consented to or legally required.

The scope of the policy includes a wide range of individuals associated with the organization current and former employees (temporary and permanent), officers, directors, contractors and sub-contractors, suppliers and their employees, consultants, auditors, associates, and their immediate family members such as dependents or spouses.

Dedicated whistleblower email addresses have been established across all geographies of Sagility's operations to facilitate timely, location-specific, and confidential reporting of concerns.

The Company strongly encourages the use of these channels for the disclosure of any suspected:

- Unethical, corrupt, or fraudulent behaviour.
- Breach of company policy or code of conduct.
- Financial irregularities or manipulation of records.
- Environmental, safety, or legal violations.
- Misuse of company assets or proprietary information.
- Other improper conduct adversely affecting Sagility's operations or reputation.

Governance, Training, and Monitoring

Sagility promotes continuous awareness and education around this policy by inviting officers, senior management, and employees to attend periodic training and sensitization sessions. These sessions are aimed at reinforcing understanding of the policy's scope, the importance of ethical behaviour, and the protections available under the policy.

Oversight and governance of the whistleblower mechanism is the responsibility of the Audit Committee, which plays a critical role in:

- Reviewing the effectiveness of the whistleblower framework at least annually.
- Monitoring and tracking reported cases on a quarterly basis.
- Reviewing final investigation reports submitted by an independent investigation agency.
- Recommending and deciding on disciplinary or corrective actions, as necessary.

This stakeholder grievance redressal mechanism reflects Sagility's ongoing efforts to build a safe, transparent, and compliant workplace environment one that supports ethical decision-making and safeguards the rights and voices of all individuals connected to our operations.



Data Privacy & Cybersecurity

“ In today’s digital healthcare landscape, safeguarding our systems, intellectual property, and sensitive information is fundamental to sustaining the trust of our clients and their members.

We strengthened our security posture this year through structured internal controls, advanced technical safeguards, and rigorous data protection practices. Continuous security training ensures every employee plays an active role in preventing breaches and upholding confidentiality. As we look ahead, we remain committed to building a resilient, secure, and future-ready technology environment that enables innovation while protecting what matters most.”

Shwetank Verma

Global Head Technology Infrastructure & CISO



At Sagility, protecting the privacy and security of sensitive information including customer data, personal health information (PHI/ePHI), and intellectual property is integral to our operations and client trust. Our comprehensive Global Privacy Policy and cybersecurity protocols are designed to ensure responsible data stewardship, regulatory compliance, and organizational resilience in an increasingly digital landscape.

We are committed to upholding the principles of confidentiality, integrity, and transparency through clearly defined policies, mandatory employee training, and secure data-handling practices. These measures are aligned with our legal and regulatory obligations, including compliance with ISO 27001, the Health Insurance Portability and Accountability Act (HIPAA) for operations in the United States and other globally recognized standards



Structured Internal Controls

Sagility's privacy and security controls are built on a structured governance model that outlines employee responsibilities, data-handling protocols, and reporting procedures. All employees are expected to manage client and proprietary information with discretion, limiting access and sharing based on legitimate business needs.

To reduce risk, our Minimal Data Usage Principle ensures employees access only the data necessary for their roles. Regular training on data protection and information security is mandatory across all functions and geographies, reinforcing awareness of applicable obligations.

We have defined protocols for incident reporting, investigation, and resolution, supported by dedicated internal teams. Employees are encouraged to report suspected violations through formal channels without fear of retaliation. All reported incidents are documented, assessed, and addressed in accordance with legal and regulatory expectations.

Violations of privacy and security policies may result in corrective measures, which include disciplinary action and targeted re-training based on the nature and severity of the issue

Global Privacy Policy

PARAMETER	FY 2024	FY 2025
Incidents of Breaches of Customer Privacy	0	0
Data Protection and Security Training Hours	16338	43659

Note: in FY2024 the Incidents of Breaches of Customer Privacy was misquoted. Same being represented correctly now.

Intellectual Property and Confidential Information

Sagility recognizes intellectual property (IP) as a critical organizational asset. Our IP protection framework ensures that proprietary knowledge, technical documentation, pricing data, and business methodologies are handled securely throughout an employee's tenure and beyond.

All employees are required to sign non-disclosure agreements (NDAs) and receive structured onboarding on confidentiality and IP protocols. Unauthorized access, use, or dissemination of confidential data whether internal or client-related is strictly prohibited and subject to disciplinary consequences.

Communication of Company information to external parties is governed by clearly defined procedures. Only authorized personnel are permitted to speak on behalf of the Company, and all public disclosures are subject to legal and compliance review.

Technical Safeguards & Security Practices

Our information security framework enforces role-based access controls, ensuring employees only interact with information necessary to perform their duties. Data handling is restricted to approved platforms, and informal sharing across unauthorized channels is explicitly prohibited.

Training is a cornerstone of our security posture. Employees are required to undergo periodic awareness sessions covering data protection, cybersecurity threats, phishing awareness, and secure work practices.

We also ensure alignment with global privacy standards and local regulations. Across our U.S. operations, compliance

Non-Disclosures of Intellectual Property

PARAMETER	FY 2024	FY 2025
Employees Signed NDAs (%)	100	100
Number of Reported IP Breaches	0	0
New Joiners trained on IP and Confidentiality Protocols (%)	100	100

with HIPAA is a key priority, ensuring secure handling of protected health information (PHI/ePHI) in accordance with federal guidelines.

Commitment to Operational Excellence and Security

At Sagility, we are dedicated to operational excellence, innovation, and delivering client value. Our investments in automation and intelligent operations spanning Robotic Process Automation (RPA), advanced analytics, and intelligent content processing are transforming workflows and driving efficiencies across our ecosystem. These technology-driven enhancements are supported by disciplined cost optimization, enabling us to scale with agility while maintaining service excellence.

Our quality and compliance framework is built on globally recognized standards, including ISO 27001, SOC 1 and SOC 2, HIPAA, and NCQA. These benchmarks are integrated into our operating model and customized to meet the unique needs of each service line, ensuring the highest levels of security, reliability, and regulatory compliance.

Responsible Procurement

“Our vision for a resilient and responsible supply chain is anchored in globally recognized frameworks, including the UN Global Compact, the Sustainable Development Goals, the Universal Declaration of Human Rights, and others.

This year, we strengthened our Supplier Code of Conduct and sustainability guidelines, embedding thorough due diligence to ensure our partners uphold the highest ethical and environmental benchmarks. We actively encourage vendors to embrace greener practices and minimize their ecological footprint, cultivating a network of suppliers united by our commitment to sustainable progress.”

Prasad Mathakari
Head of Global Procurement



At Sagility, we are committed to building a responsible and resilient supply chain aligned with our core values and global sustainability standards. Our responsible procurement approach emphasizes transparency, compliance, and ethical business practices across the value chain. Guided by the principles of the United Nations Global Compact (UNGC), the Sustainable Development Goals (SDGs), the Universal Declaration of Human Rights, and ISO standards, we have established a comprehensive Supplier Code of Conduct and Sustainability Guideline that all our suppliers and their sub-contractors are expected to follow.

1491
Total Suppliers

1.1%
Suppliers subject to human-rights reviews/impact assessments

1327
Suppliers received training on anti-corruption policies and procedures

100%
Suppliers covered under anti-corruption policies

Sagility continues to prioritise responsible and local sourcing across its operations. During FY 2024–25, the Company increased procurement from MSMEs and small producers while maintaining a predominantly domestic supplier base for its Indian operations.

Sourcing from MSMEs & Domestic Suppliers

CATEGORY	FY 2024	FY 2025
Directly sourced from MSMEs / Small Producers (Global)	8.1%	13%
Directly sourced from within India (Indian operations)	99.2%	99.97%

Supplier Code of Conduct

We strongly believe that having a clear guideline on Supplier Code of Conduct and sustainability is essential to promoting responsible business practices, also ensuring reduced environmental impact and enhanced social responsibility across the supply chain. A structured framework/guideline also helps align supplier’s way of conduct and behaviour with our core values, mitigates risks and contributes to long-term operational resilience.

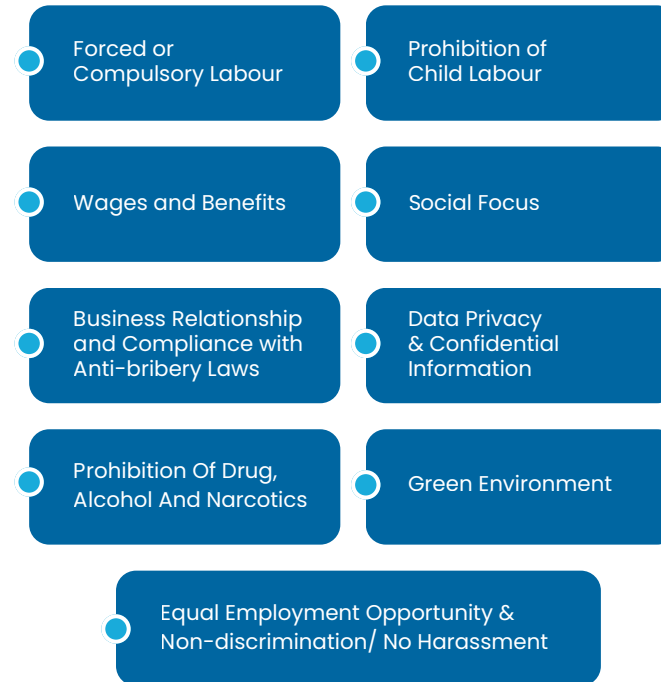
At Sagility, we have established a Guideline for Supplier Code of Conduct and Sustainability to ensure that our supply chain is also sustainable. The Code has been drafted in accordance with global standards and guidelines such as The United Nations Global Compact (UNGC), the Sustainable Development Goals (SDGs), the Universal Declaration of Human Rights and ISO (International Standards Organization).

A key component of this guideline is outlining our expectations vis-à-vis labour practices, environmental management, business ethics, and compliance with applicable laws.

The code of conduct applies to all our suppliers, vendors and companies who supply us with products and services including their respective sub-suppliers, sub-vendors and sub-contractors.



The key aspects of the Code are:



Our social and green focus are elaborated further below:



GREEN ENVIRONMENT

- Reducing Carbon Emission & Water Intake
- Efficient Systems and Processes
- Reducing Usage of Hazardous Materials
- Disposal of E-Waste & Hazardous Waste
- Renewable Energy
- Reduce, Reuse, and Recycle
- Adopting Green Initiatives and Practices



SOCIAL FOCUSED

- **Diversity in workforce:** Suppliers are expected to take initiatives to have a diverse and inclusive workforce in terms of age, gender, experience, ethnicity etc.
- **Engage and involve local communities:** Encourage our suppliers to address issues and concerns of the community influenced by operations of the supplier.
- **Environment, Health and Safety:** Suppliers are expected to contribute to preserving nature and be responsible for conducting safe and environmentally – sound operations.

Sagility Suppliers are expected to read, always understand and affirm compliance with the Code during their engagement with Sagility. We encourage our suppliers to notify the senior management of Sagility of any non-compliance, violation, or irregularities.

We undertake periodic assessments, including audits and supplier self-evaluations, and uphold open communication with our suppliers to support compliance and adopt best practices. This method aids in building responsible supply chains that contribute positively to both business and wider societal goals.

We also encourage our suppliers to promptly notify us regarding any known or suspected improper behaviour by any other Supplier/ Employee/ Officers relating to the dealings with Sagility, or any known or suspected improper behaviour by Sagility employee/s/ officers by sending an email to the dedicated email id created for our suppliers. Reported concerns are treated with utmost confidentiality and without any retaliation.



Due Diligence and Risk Management

Sagility's supplier management process integrates rigorous due diligence mechanisms to evaluate risks and ensure ethical sourcing. We maintain a comprehensive pre-qualification and ongoing monitoring framework, assessing suppliers on key dimensions such as compliance, performance, and ESG alignment.

As part of our due diligence, suppliers must:

- Adhere to documentation standards regarding wage payments, health and safety, benefits, and working hours.
- Comply with the Modern Slavery Act (UK) and similar international frameworks to prevent labour exploitation and human trafficking.
- Certify non-involvement in any unethical practices, including the offering of gifts or bribes to influence Sagility's procurement decisions.

Suppliers are also evaluated on their commitment to equal opportunity hiring and workplace diversity. Sagility expects its partners to actively promote inclusive hiring practices and demonstrate accountability through policy declarations.

Sustainability Across the Value Chain

Sagility is committed to integrating sustainability throughout our supply chain operations. In FY25, we encouraged our vendors to adopt environmentally conscious practices and reduce their ecological impact across key touchpoints.



Our sustainable sourcing priorities include:

- **Reducing Carbon and Water Footprint:** Suppliers are urged to monitor and reduce their emissions and water consumption. We support implementation of efficient systems and technologies that drive long-term conservation.
- **Waste Management:** Vendors are expected to manage e-waste and hazardous waste responsibly through certified agencies. This includes following proper disposal protocols and minimizing the use of non-recyclable materials.
- **Green Packaging and Zero Waste to Landfill:** Suppliers are encouraged to reduce single-use packaging and move toward zero-waste practices through reuse, recycling, and sustainable alternatives.
- **Renewable Energy Adoption:** Where feasible, suppliers are incentivized to incorporate clean energy sources in their operations to improve energy efficiency and reduce dependence on fossil fuels.
- **Workforce Safety and Community Engagement:** Suppliers must provide adequate safety equipment, health insurance, emergency preparedness measures, and engage constructively with local communities impacted by their operations.

These sustainability guidelines are part of our broader approach to ethical procurement and supply chain responsibility, aligned with Sagility's commitment to the United Nations Sustainable Development Goals (SDGs).



Introduction

Sustainability
Highlights

About
Sagility

Our Sustainability
Roadmap

Strengthening
People & Culture

Social Responsibility
& Impact

Our Environmental
Footprint

Client Partnerships
& Excellence

Responsible
Business

[Annexure](#)

ANNEXURE



Annexure A: GRI Content Index

GRI 2: General Disclosures 2021

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
2-1	Organizational details	-	A2, A5	13-17
2-2	Entities included in the organization's sustainability reporting	Compliance	A13, A21	7
2-3	Reporting period, frequency and contact point	Compliance	A7, A9, A10	7, 20
2-4	Restatements of information	Compliance	-	NA
2-5	External assurance	Compliance	B11	7, Ann. B
2-6	Activities, value chain and other business relationships	-	A14, a15, a16, A17a, a17c, p9-11	15-16
2-7	Employees	Human capital management	A18a	25-28
2-8	Workers who are not employees	Human capital management	A18a	25-28
2-9	Governance structure and composition	Corporate governance	B9	71-77
2-10	Nomination and selection of the highest governance body	Corporate governance	P1-I2	77
2-11	Chair of the highest governance body	Corporate governance	-	71
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate governance	-	74-76 AR- Directos Responsibility
2-13	Delegation of responsibility for managing impacts	Corporate governance	-	74-76 AR - Board's Report

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
2-14	Role of the highest governance body in sustainability reporting	Corporate governance	-	74-76
2-15	Conflicts of interest	Compliance	P1-I2	85
2-16	Communication of critical concerns	Corporate governance	-	84
2-17	Collective knowledge of the highest governance body	Corporate Governance	P1-e1	73
2-18	Evaluation of the performance of the highest governance body	Compliance	-	77 AR- Perform. Eval.
2-19	Remuneration policies	Human capital management	P5-e3	77
2-20	Process to determine remuneration	Human capital management	-	77
2-21	Annual total compensation ratio	Human capital management	P5-e3	30
2-22	Statement on sustainable development strategy	Compliance	B7, p5-e8	5,6,18,23,4 4,51,64,69, 82,88,90
2-23	Policy commitments	Ethics & integrity	B1 a,b,c, b3, p1-e4, p5-e8, p9-e5	82-86
2-24	Embedding policy commitments	Ethics & integrity	B2, p1-e1, p1-I1, p5-e1,	9
2-25	Processes to remediate negative impacts	Stakeholder grievance redressal mechanism	A23, p1-e6, p1-e6, p3-e6, p3-e13, p5-e5, p5-e6, p5-e7, p5-I1, , p8-e3, p9-e1	87
2-26	Mechanisms for seeking advice and raising concerns	Stakeholder grievance redressal mechanism	-	87

*AR refers to Annual Report 2024-25



Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
2-27	Compliance with laws and regulations	Compliance	P1-e2, p1-e3, p6-e12	83, 86
2-28	Membership associations	-	P7-e1, p7-l2	NA
2-29	Approach to stakeholder engagement	Client satisfaction & innovation	P4-e1, p4-e2, p4-l1	20
2-30	Collective bargaining agreements	Human capital management	P3-e7	NA

GRI 3: Material Topics 2021

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
3-1	Process to determine material topics	-	A24, p4-e2, p4-l2, p5-l2	21
3-2	List of material topics	-	A24	10

GRI 201: Economic Performance 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
201-1	Direct economic value generated and distributed	Risk & opportunities management	A22, p8-l4	16-17
201-2	Financial implications and other risks and opportunities due to climate change	Risk & opportunities management	A24	78-81
201-3	Defined benefit plan obligations and other retirement plans	Risk & opportunities management	P3-e2	NA
201-4	Financial assistance received from government	-	-	NA

GRI 202: Market Presence 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Human capital management	P5-e1	30
202-1	Proportion of senior management hired from the local community	Human capital management	-	26

GRI 204: Procurement Practices 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
204-1	Proportion of spending on local suppliers	Responsible procurement	P8-e4, p8-l3	90

GRI 205: Anti-Corruption 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
205-1	Operations assessed for risks related to corruption	Ethics & integrity	-	78-81
205-2	Communication and training about anti-corruption policies and procedures	Ethics & integrity	P5-e1	84, 90
205-3	Confirmed incidents of corruption and actions taken	Ethics & integrity	P1-e5, p1-e7	84



GRI 206: Anti-Competitive Behaviour

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Ethics & Integrity	-	NA

GRI 207: Tax 2019

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
207-1	Approach to tax	-	-	AR - Taxation
207-2	Tax governance, control, and risk management	-	-	AR - Taxation
207-3	Stakeholder engagement and management of concerns related to tax	-	-	AR - Taxation
207-4	Country-by-country reporting	-	-	AR - Taxation

GRI 302: Energy 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
302-1	Energy consumption within the organization	Energy management	P6-e1, p6-l1	59
302-2	Tax governance, control, and risk management	Energy management	-	59
302-3	Energy intensity	Energy management	P6-e1	59
302-4	Reduction of energy consumption	Energy management	-	59
302-4	Reductions in energy requirements of products and services	Energy management	-	59

GRI 303: Water and Effluents 2018

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
303-1	Interactions with water as a shared resource	Water & waste management	P6-e3, p6-e11	60-61
303-2	Management of water discharge-related impacts	Water & waste management	P6-e3	60-61
303-3	Water withdrawal	Water & waste management	P6-e2, p6-l3	60-61
303-4	Water discharge	Water & waste management	P6-l2, p6-l3	60-61
303-5	Water consumption	Water & waste management	P6-e2	60-61

GRI 305: Emissions 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
205-1	Direct (scope 1) ghg emissions	Climate change	P6-e6	52-58
305-2	Energy indirect (scope 2) ghg emissions	Climate change	P6-e6	52-58
305-3	Other indirect (scope 3) ghg emissions	Climate change	P6-l4	52-58
305-4	GHG emissions intensity	Climate change	P6-e6, p6-l4	52-58
305-5	Reduction of ghg emissions	Climate change	P6-e7	52-58
305-6	Emissions of ozone-depleting substances (ods)	Climate change	-	52-58
305-7	Nitrogen oxides (nox), sulfur oxides (SOx), and other significant air emissions	Climate change	P6-e5	52-58



GRI 306: Waste 2020

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
306-1	Waste generation and significant waste-related impacts	Water & waste management	-	62-63
306-2	Management of significant waste-related impacts	Water & waste management	P2-e3, p2-l2, p6-e9	62-63
306-3	Waste generated	Water & waste management	P6-e8	62-63
306-4	Waste diverted from disposal	Water & waste management	P6-e8	62-63
306-5	Waste directed to disposal	Water & waste management	P6-e8	62-63

401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human capital management	P3-e1a	35-39
401-3	Parental leave	Human capital management	P3-e5	35-39

GRI 402: Labor/Management Relations 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
402-1	Minimum notice periods regarding operational changes	Human capital management	-	NA

GRI 308: Supplier Environmental Assessment 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
308-1	New suppliers that were screened using environmental criteria	Responsible procurement	P2-e2, p6-l9	91
308-2	Negative environmental impacts in the supply chain and actions taken	Responsible procurement	P2-e2, p6-l9	90-92

GRI 403: Occupational Health and Safety 2018

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
403-1	Occupational health and safety management system	Health, safety & wellbeing	P3-e10a	40-43
403-2	Hazard identification, risk assessment, and incident investigation	Health, safety & wellbeing	P3-e10b, p3-e10c, p3-e12	40-43
403-3	Occupational health services	Health, safety & wellbeing	-	40-43
403-4	Worker participation, consultation, and communication on occupational health and safety	Health, safety & wellbeing	-	40-43
403-5	Worker training on occupational health and safety	Health, safety & wellbeing	P3-e8, p5-e1	40-43
403-6	Promotion of worker health	Health, safety & wellbeing	P3-e10d	40-43

GRI 401: Employment 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
401-1	New employee hires and employee turnover	Human capital management	A20	35-39



Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	-	-	40-43
403-8	Workers covered by an occupational health and safety management system	Health, safety & wellbeing	-	40-43
403-9	Work-related injuries	Health, safety & wellbeing	P3-e11, p3-e12,p3-e15	40-43
403-10	Work-related ill health	Health, safety & wellbeing	P3-e11, p3-e15	40-43

GRI 404: Training and Education 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
404-1	Average hours of training per year per employee	Employee engagement	P3-e8, p5-e1	27
404-2	Programs for upgrading employee skills and transition assistance programs	Employee engagement	P3-e8, p3-l4	27
404-3	Percentage of employees receiving regular performance and career development reviews	Employee engagement	P3-e9	24-28

GRI 405: Diversity and Equal Opportunity 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
405-1	Diversity of governance bodies and employees	DEI	A18b, a19	72
405-2	Ratio of basic salary and remuneration of women to men	DEI	P5-e2	32

GRI 406: Non-discrimination 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
406-1	Incidents of discrimination and corrective actions taken	DEI	P5-e3	31

GRI 407: Freedom of Association and Collective Bargaining 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human rights	-	NA

GRI 408: Child Labor 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
408-1	Operations and suppliers at significant risk for incidents of child labour	Human rights	-	29-31



GRI 409: Forced or Compulsory Labor 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Human rights	-	29-31

GRI 410: Security Practices 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
410-1	Security personnel trained in human rights policies or procedures	Human rights	-	29-31

GRI 411: Rights of Indigenous Peoples 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
411-1	Incidents of violations involving rights of indigenous peoples	Human rights	-	29-31

Gri 413: Local Communities 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
413-1	Operations with local community engagement, impact assessments, and development programs	CSR	P6-e11, p8-e1, p8-e3, p8-11, p8-12, p8-16	44-50
413-2	Operations with significant actual and potential negative impacts on local communities	CSR	P8-e2	44-50

GRI 414: Supplier Social Assessment 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
414-1	New suppliers that were screened using social criteria	Responsible procurement	P2-e2, p5-14	90-92
414-2	Negative social impacts in the supply chain and actions taken	Responsible procurement	P3-15, p3-16, p5-14, p5-15	90-92

GRI 415: Public Policy 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
415-1	Political contributions	-	-	NA

GRI 416: Customer Health and Safety 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
416-1	Assessment of the health and safety impacts of product and service categories	Na	-	NA
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Na	P9-e4	NA

GRI 417: Marketing and Labelling 2016

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
417-1	Requirements for product and service information and labelling	Na	P9-e2, p9-14	NA



Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
417-2	Incidents of non-compliance concerning product and service information and labelling	Na	-	NA
417-3	Incidents of non-compliance concerning marketing communications	Na	-	NA

GRI 418: **Customer Privacy 2016**

Indicator	Disclosure	Sagility Material Topic Alignment	BRSR Alignment	Page Number
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity and data privacy	P9-e3, p9-I5	88-89



Annexure B: **Independent Assurance Statement**



Annexure B: **Independent Assurance Statement**



Sustainability- For Impact & Action

We have embarked on our journey towards climate action and sustainable impact for the environment and society. We are continuously exploring innovative solutions to address climate challenges and align with the Sustainable Development Goals (SDGs). Our commitment to the Science Based Targets initiative (SBTi) underscores our determination to achieve meaningful decarbonization goals.

With a clear vision and strategic focus, we are poised to enhance our ESG scores further in the coming years. Our journey is not just about improving our performance among peers; it is about fostering a culture of sustainability that permeates every aspect of our operations.

