CYIENT



DESIGNING TOMORROW TOGETHER

Sustainability Report 2022 - 2023



Delivering Intelligent Engineering and Technology Solutions

Technology is not only about building new solutions; its fundamental purpose is to improve existing conditions and create opportunities for communities to grow and prosper. It is also critical to ensure that the actual design, build, and maintenance aspect is executed in a relevant and sustainable method. By collaborating with our global customers at every step of the process, we at Cyient aim to deliver intelligent engineering and technology solutions for Digital, Autonomous and Sustainable Future.

The cover image of this report represents the power of accelerating intelligent engineering and technology convergence across product, process, plant and networks. We have used a generative artificial intelligence (Generative AI) tool to visualize the impact of this convergence as we continue to Design Tomorrow Together with our customers and partners.







Table of Contents

Leadership Message	4
Delivering Intelligent Engineering and Technology Solutions	10
Organizational Profile	12
About the Report	28
Value Creation Framework	30
Delivering Value	62
Appendix	122

1. LEADERSHIP MESSAGE

Message from the
Executive Vice Chairman and Managing Director



Dear Stakeholders,

I am pleased to share Cyient's Sustainability Report for FY23, which represents our ongoing journey towards becoming a world-class accountable, responsible, and equitable company. At Cyient, we remain committed to our Environmental, Social, and Governance (ESG) goals, continuously enhancing our framework to balance the needs of our shareholders, associates, customers, and communities.

One of the significant milestones we achieved this year is our participation in the Dow Jones Sustainability Index (DJSI), which benchmarks sustainable business practices critical to generating long-term shareholder value. Participating in DJSI enables us to evaluate how we rank against other companies in our sector. We also gain valuable insights into our sustainability actions, strengths, weaknesses, and opportunities for improvement. I am proud to announce that our inaugural DJSI submission achieved an impressive score of 66.

We have scored significantly higher than the industry means in all categories and aim to achieve an industry

Krishna Bodanapu
Executive Vice Chairman & Managing Director



best score in the next 2 years. Our history of strong governance and social practices has helped us build a solid foundation, and we will continue to increase our focus on equality, data transparency, and human rights advocacy.

We have removed all single-use plastic from all our offices around the globe and invested heavily in renewable energy while continuing to reduce our waste and water usage. Our focus for this year is to undertake a full inventorization of our greenhouse gas emissions and develop a roadmap to achieve carbon neutrality and net zero.

Furthermore, we recognize the pivotal role culture and values play in our success. This year we are focusing on strengthening our culture led by the principle of A G I L E, which stands for ambition, growth mindset, inclusive, lead by example, and empowered. Investing in our culture is paramount, as it sets clear expectations for how we lead, manage, act, and treat each other, our customers, shareholders, and the community.

Overall, we have made significant progress, but we know there is a lot more work to do. Our commitment to being accountable, equitable, and responsible remains steadfast. We will strive for excellence in all ESG aspects and aim to be at the forefront of sustainable business practices. Together, we can shape a better future for our planet and communities.

Sincerely Yours,

Krishna Bodanapu
Executive Vice Chairman & Managing Director

Message from the

Executive Director & Chief Executive Officer



Dear Stakeholders,

Climate change is one of the biggest challenges facing business and society today. It is the collective responsibility of people, governments, and organizations to not only do our part in being stewards of the environment, but it is imperative that we collaborate to leverage technology to reverse the impact of global warming. Cyient is committed to designing a sustainable tomorrow by working with our clients on their sustainability challenges and opportunities, by delivering intelligent engineering and technology solutions across products, processes, plants, and networks.

Cyient is committed to addressing the urgent need for reducing greenhouse gas emissions and actively seeks collaborative opportunities to support sustainable initiatives for a greener future. In 2022, Cyient was chosen as the engineering partner for the city of Oslo's ground-breaking Carbon Capture and Storage (CCS) project. We have designed a solution to help Oslo capture 400,000 tonnes of CO_2 annually. Our subsidiary, Citec, played a pivotal role in leading carbon capture initiatives at Oslo's waste-

Karthikeyan Natarajan
Executive Director &
Chief Executive Officer



to-energy plant. Our commitment to sustainability extends beyond individual projects as we continue to seek opportunities to support initiatives that mitigate climate change and promote environmental responsibility. With over 450 waste-to-energy plants across Europe, we have the potential to make a significant impact on reducing carbon emissions continent-wide.

Cyient is collaborating with our customers to develop and deliver sustainable solutions that leverage technology and accelerate a positive impact on the environment. A key focus area of those solutions is renewable fuels. We are working with clients to scale the potential of clean fuel options like hydrogen, biogas, and bio-LNG and are collaborating with clients to design leading-edge solutions. We are also an active member of the "Ocean Hughway Cluster, promoting hydrogen, ammonia, and LOHC.

We have a multi-year partnership with Hyon, an organization focused on accelerating energy transition for the maritime sector, as part of our efforts to enhance the feasibility of hydrogen to be used as an alternate fuel. In this regard, we have successfully conducted studies for feasibility, concept and FEED projects. These include studies for H2 fuel cell rooms in ships that led to the first DNV approval in principle (AIP), bunkering of hydrogen storage including process, automation and layout and feasibility of developing H2 from electrolyzers, storage for seasonal variations and fuel cells to generate electricity.

We will continue to explore opportunities that will allow us to leverage our intelligent engineering and technology leadership to develop sustainable products, plants, and processes and solve problems that matter to our customers, society, and the planet.

We thank you for your continued trust in Cyient and reiterate our commitment to leverage intelligent engineering and technology synergies to not only build new solutions but improve opportunities for communities to grow and prosper.

Sincerely Yours,

Karthikeyan Natarajan
Executive Director & Chief Executive Officer

Message from the
President & Head of Corporate Functions



Dear Stakeholders,

As we progress on our sustainability journey, it is the determination and talent of our 16,000 associates that empowers us to set higher goals and chart new paths to a resilient future. Providing an empowering and inclusive culture is critical to allowing our associates to thrive, innovate and solve problems that matter. We are proud to announce that we have been certified as a Great Place to Work in India and are working to expand our teams and strengthen our credentials as an employer of choice globally.

Being an equitable company means we celebrate diverse backgrounds, perspectives and leverage those unique experiences to drive innovation. We know that women are under-represented in leadership across business. Cyient has set a goal to be a leader in providing an environment for women to thrive in both technical and leadership roles. We want to attract and retain our female associates across the entire lifecycle of their careers: entry-level to executive and everything in between. For the next 12 months, we have three key goals to build a stronger gender balance across all levels of our organization, including:

Dr. PNSV Narasimham
President & Head of Corporate Functions



- Achieving a 50% gender balance in hiring our entry-level associates.
- Rolling out a Women in Leadership program to develop and mentor our mid-level female associates.
- Focusing on our culture, especially on inclusion, to ensure that all our associates can bring their authentic best selves to work every day.

To attract more female talent for our entry-level roles, we have launched multiple programs, including a tool to ensure our job descriptions are unbiased, enhanced flexibility for working hours and locations and hosted multiple workshops and sessions to discuss ways to address the challenges of balancing home and career opportunities. We have also rolled out several focused training and development programs to equip our women associates to grow professionally.

Cyient has had multiple mentorship programs in the past. This year we are excited to launch our new Women in Leadership program, which will combine a 9-month development program with mentorship. Given that diverse companies are more innovative and perform better, we want to ensure that we have a strong pipeline of empowered, strong female leaders that can bring their unique perspectives to ensure we are leveraging technology and that we build solutions that matter for a diverse set of people.

An inclusive culture is a cornerstone to creating a diverse, innovative environment that inspires growth and associate engagement. We will continue to pursue our aspirations to foster inclusive and holistic development within and beyond the company leveraging our intelligent engineering and technology leadership.

Sincerely Yours,

Dr. PNSV Narasimham
President & Head of Corporate Functions

2. ABOUT THE THEME

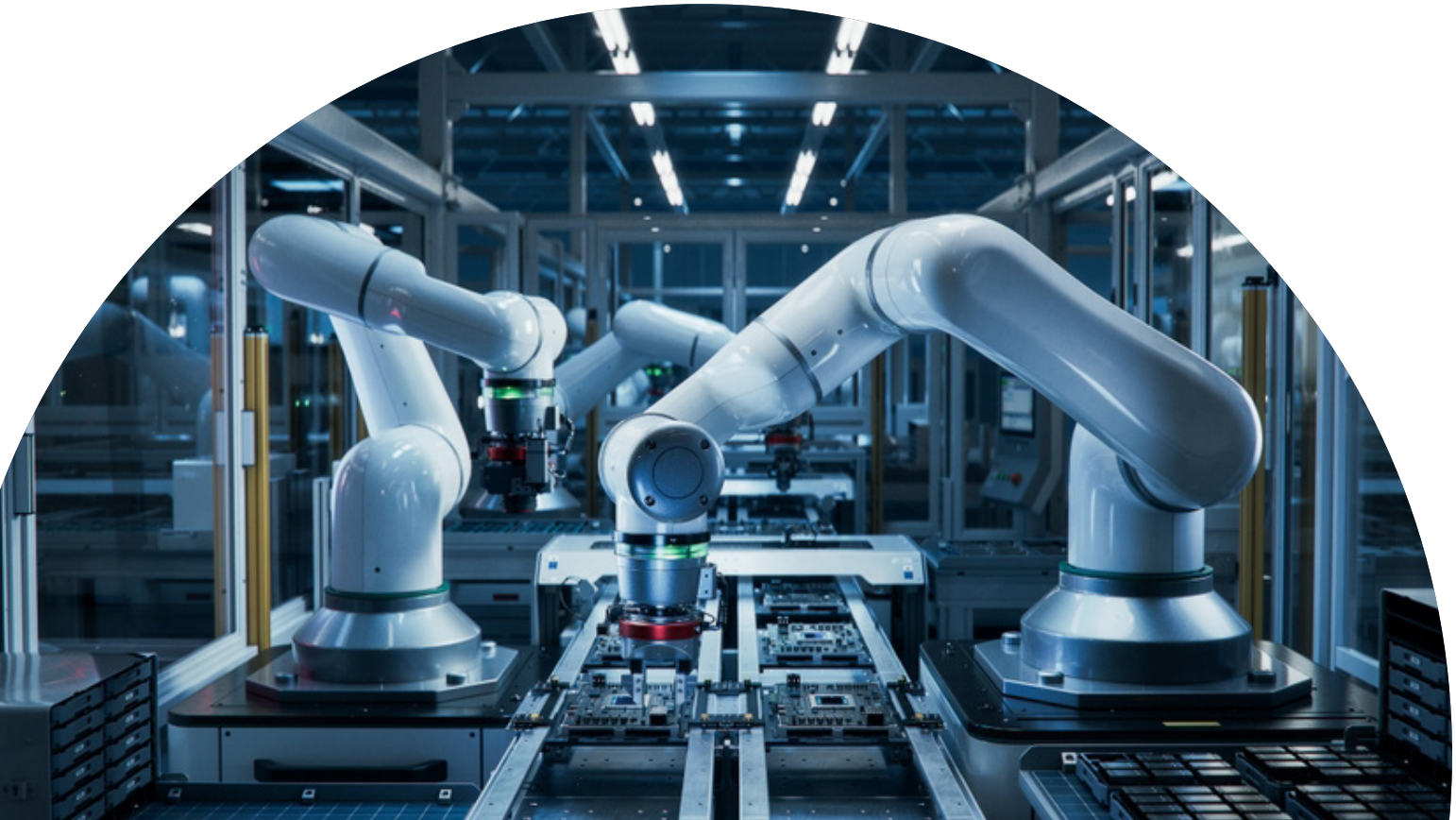
Delivering Intelligent Engineering and Technology Solutions

At Cyient, we are energized by the convergence of intelligent engineering and technology, which harnesses the power of innovation, imagination, and sustainability. The boundless potential of this convergence will unlock new horizons for businesses, people and the planet to thrive holistically.

We collaborate with our customers across sectors and countries to transform technology disruptions into opportunities and architect a resilient future for their companies and people. The strategic acquisitions we closed this year, including Citec and Grit in the Sustainability sector and Celfinet in Connectivity and a strategic buyout in the Automotive industry, will further strengthen our capabilities to design Digital Enterprises, build an Autonomous World, and develop Sustainable products, plants, and processes.

Our focus on megatrends areas such as Human Well Being, Smart Operations, Intelligent Transport, Sustainability, and Meta Mobility and Space drives us to be at the forefront of paradigm-defining transformations that will shape the future of humanity. Our talented associates are already playing a pivotal role in accelerating the city of Oslo's progress towards a greener future and enabling the adoption of hydrogen in Europe.

As a culturally inclusive, socially responsible, organization, we envision a future where groundbreaking solutions and seamless integration shape a better world for all. Join us as we accelerate delivering intelligent engineering and technology solutions to Design a Tomorrow of limitless possibilities.





3. ORGANIZATIONAL PROFILE

3.1 Business Profile

Cyient, established in 1991, is a prominent global technology solutions company with a primary focus on empowering the customers to scale and achieve sustainable growth by enhancing their capabilities. We achieve this through our consulting-first, industry-centric approach, which ensures that we thoroughly understand and address our customers' specific needs.

Our headquarters are based in Hyderabad, India, and we became publicly listed on the National Stock Exchange (NSE: CYIENT) and the Bombay Stock Exchange (BSE: 532175) in March 1997. Our dedication drives us to design and deliver innovative solutions that cater to a diverse base of clients across the globe. We catalyze the convergence of leading-edge intelligent engineering and technology competencies to design, build and maintain innovative solutions to address existing and emerging business needs for a diversified base of over 250+ customers in 22 countries.

16,000+
Associates

22
Countries

250+
Customers



Strategic Acquisitions in FY23

During this fiscal year, we have enhanced our capabilities and broadened our range of services by making strategic acquisitions. We successfully acquired Citec and Grit in the Sustainability sector and Celfinet in Connectivity and completed a Strategic Buyout in the Automotive industry. These acquisitions have played a significant role in Cyient's growth by expanding our portfolio and augmenting our expertise.

Citec, headquartered in Finland, specializes in Plant and Process Engineering, Decarbonisation, and sustainable technologies. By integrating Citec into our organization, we have reaffirmed our commitment to assisting customers in achieving their ESG goals. Citec was the largest outbound acquisition by an Indian engineering services company and Cyient's largest acquisition to date.

Celfinet, based in Portugal, excels in Wireless Communications, end-to-end Network Planning, and Performance Optimization services. The acquisition of Celfinet strengthens our position to be a technology partner with the world's leading Communication Services Providers (CSP) with end-to-end network planning in the rollout of 5G.







Our Vision and Values

'Designing Tomorrow Together' outlines our brand promise and vision to expand our capabilities, drive the adoption of technology solutions, and empower our associates to deliver superior solutions to help our customers and Cyient achieve long-term sustainable growth.

Our fundamentals are linked to our Values FIRST which stands for Fairness, Integrity, Respect, Sincerity, and Transparency. Our ValuesFIRST serves as a guiding light to direct our efforts to differentiate our Company and what we do to continuously adapt and enable our customers to succeed. These values anchor our every action in ethics and integrity, even in challenging times.

ValuesFIRST

fairness integrity respect Sincerity transparency

Values always come **first** at Cyient

ValuesFIRST stands for

fairness
Unbiased in decisions and impartial in actions

integrity
Objectivity, and honesty in every transaction

respect
Dignity at all time, Recognition when it is due

Sincerity
Realistic and reliable at all times

transparency
Open to suggestions, feedback, and ideas



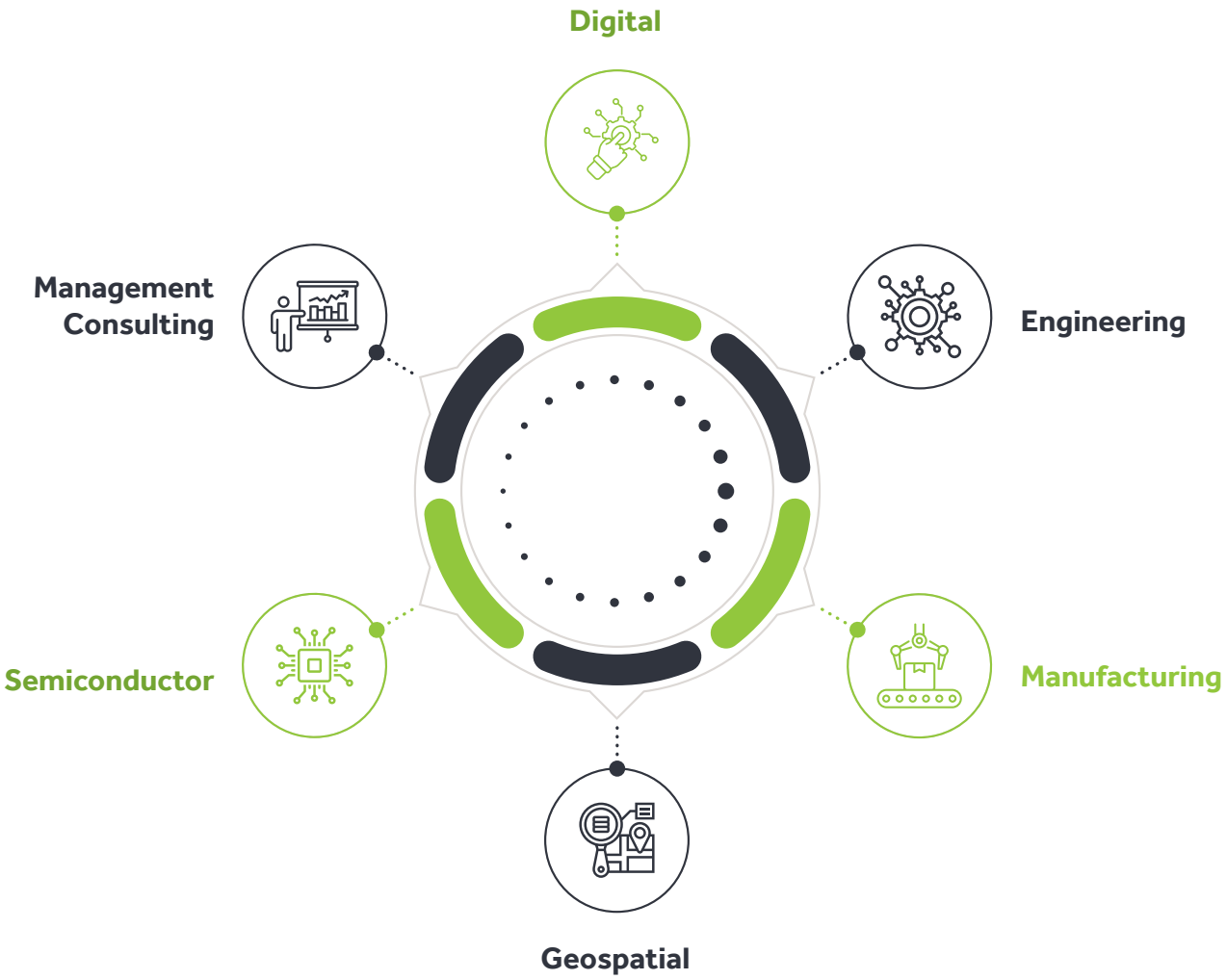
We introduced the ValuesFIRST Navigator to reaffirm our Values and celebrate the 'Cyientists' living these values every day.

Scan the QR code to know more



Our Capabilities

At Cyient, we leverage our proven intelligent engineering and technology expertise to architect solutions that allow our customers to tap the opportunities created by technological disruptions reshaping markets, sectors, and customer needs. We are focused on bringing innovative solutions to help design a digital, autonomous and sustainable future.



Service Portfolio

Our extensive service portfolio is designed to serve a variety of sectors, providing a wide range of tailored solutions to meet the ever-changing needs of these industries.



The Industries We Support

- Aerospace and defense
- Rail transportation
- Communications
- Utilities
- Hi-tech
- Semiconductor
- Energy
- Oil & Gas and Electrofuels
- Industrial and plant engineering
- Geospatial and navigation
- Medical technology and healthcare
- Automotive and mobility
- Mining and natural resources
- Digital sectors
- Machinery & equipment

Engineering

We push boundaries and create engineering marvels like new-generation aircraft engines and 100-ton cross-terrain truck cranes. Our engineering DNA, expertise, and passion drive us to excel in designing, building, and maintaining world-class products. We infuse technology and innovation into every project with unwavering commitment, ensuring engineering excellence. Our partnerships with respected brands reflect our dedication to quality and sustainability. Additionally, we offer plant engineering services for selected industries and focus on basic, extended basic, and detailed engineering, project quality, project engineering, and purchase services. Moreover, our product engineering includes complete packages for selected customers, OEMs, and the vehicle industry, expanding to process equipment engineering. We possess key competencies in engineering frames, bodies, rail vehicles, cabins, and manufacturing tools, incorporating challenging FEM analysis.



Engineering Services

Harnessing the power of information technology, we deliver a comprehensive range of network solutions and services to meet diverse engineering requirements. Our expertise extends across utilities, communications, telephony, structural design, electrical engineering, mechanical engineering, and embedded software. By leveraging these capabilities, we enable our customers to optimize their operations, enhance communication networks, and design robust infrastructure. Our enhanced capabilities include Engineering Consultancy for plant and product engineering, covering feasibility studies, concept design, customer sales support, product development, and site assistance.



Manufacturing

Our comprehensive services encompass design, manufacturing, testing, and certification, ensuring the highest standards of reliability, safety, and performance. With a Design Led Manufacturing (DLM) approach, we support the entire product life cycle, from concept to certification. Our integrated approach ensures reliability, safety, and high-performance standards. We specialize in design-led mechanical, electronics, and additive manufacturing, delivering cutting-edge products for the aerospace, defence, medical, and industrial sectors.

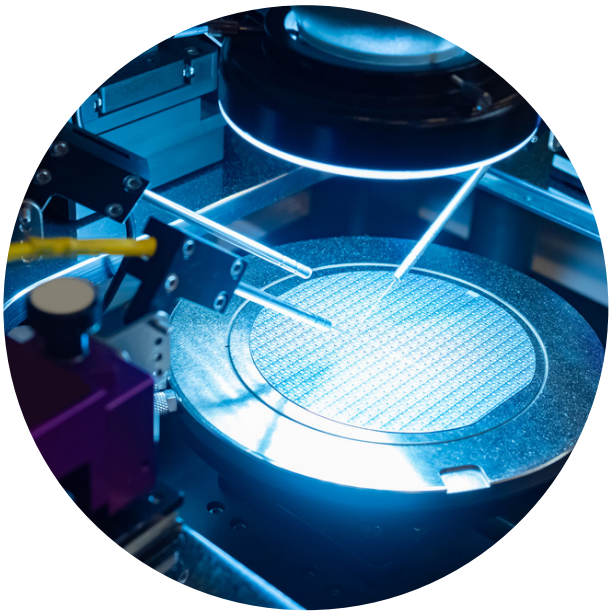
30+
Years of manufacturing experience

350,000
sq ft of manufacturing floor space

7,000+
Design associates through the Cyient Services arm

Design-Led Manufacturing

Our commitment to flexibility allows us to cater to a wide range of business needs, covering the entire product development lifecycle from conceptualization to the maintenance stage. Through our design-led approach, we optimize efficiency, quality, and sustainability, setting the stage for successful manufacturing operations. Leveraging our expertise in systems engineering and manufacturing, we prioritize design-led manufacturing practices to deliver superior outcomes. Our Build-To-Specification (B2S) solution ensures improved production processes, resulting in better products with reduced time to market and lower costs.

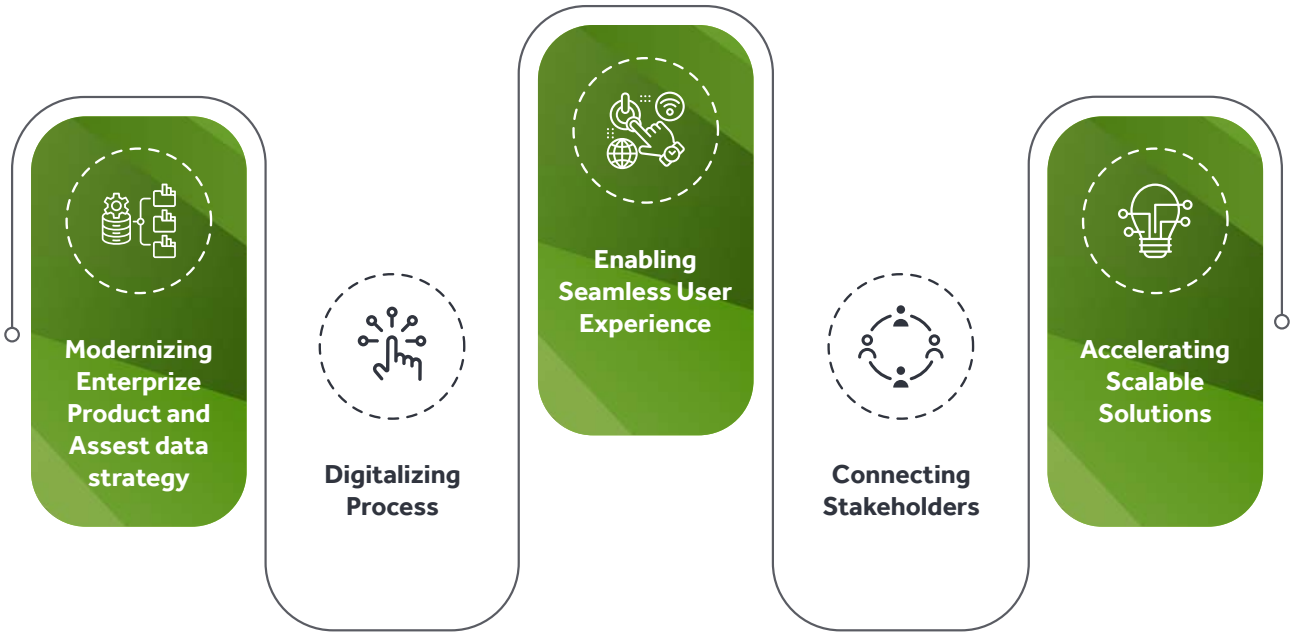


Digital



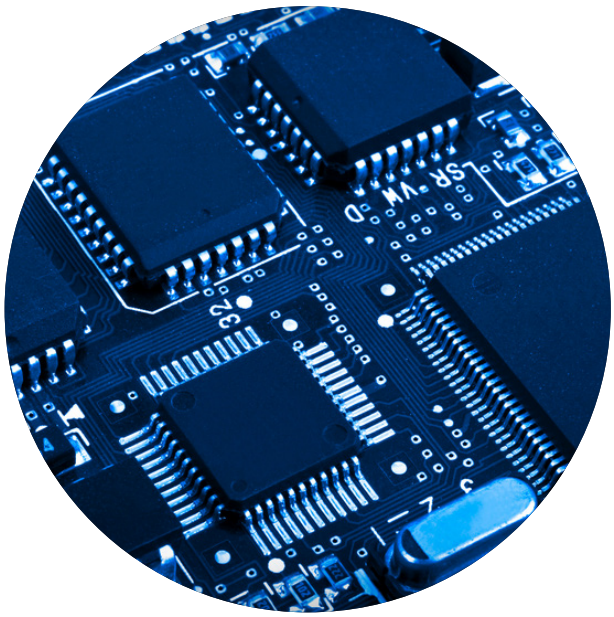
We leverage intelligent and connected products that span the entire product lifecycle and enhance product-customer interactions. With a focus on co-design, security, user experience, and innovation, we help our clients navigate the digital landscape and unlock value across the value chain. We are committed to driving digital transformation and optimizing investments for Fortune 500 companies. Our INTELLICYIENT suite offers six cutting-edge digital solutions powered by Industry 4.0 technologies. These solutions bring non-linear value to manufacturing, industrial, aerospace, utilities, mining, and natural resources sectors as they embark on their digitization journey. To ensure Digital Engineering @ Scale, we emphasize five key elements essential for success.

We provide Digital Solutions, featuring a robust digital twin platform for maximizing plant information utilization and driving business development throughout the plant lifecycle. We also integrate Robotic Process Automation into our engineering and technical documentation services for cost-efficiency, quality, and speedy customer deliveries.



Semiconductor

With our focus on cutting-edge technology and expertise in ASIC design, we provide innovative solutions for the industrial, medical, automotive, and consumer segments. From developing a satellite transceiver for wildlife tracking to an ultralow-power RF transmitter and analogue front end for aircraft vision systems, we leverage innovation and technology to address complex challenges. Our commitment to best practices in semiconductor development enables us to tackle challenges in areas like AI, IoT, 5G, and mobility. Despite supply chain crises and talent shortages, we strive to deliver quality solutions that drive digital transformation, leveraging personalization, intelligence, and automation to meet evolving industry demands.





Geospatial

We excel in LiDAR, remote sensing, and mapping, applying digital capabilities like data analytics, machine learning, and cloud computing. Our focus is on acquiring, managing, and leveraging geospatial information to deliver actionable insights for improved decision-making and outcomes. From urban digital models for smart cities to monitoring critical assets and developing high-definition maps for autonomous vehicles, our geospatial solutions significantly impact businesses and society in sectors such as automotive, energy, communications, and government.

3.2

Global Presence

With a vast network of over 16,000 associates spread across 22 countries, we harness their collective experience and expertise. This enables us to leverage the power of global delivery while maintaining strong local relationships.



Our Joint Ventures and Subsidiaries

- Cyient Inc.
- Cyient GmbH
- Cyient Australia Pty Limited
- Cyient DLM Private Limited
- Infotech HAL Limited
- Cyient Europe Limited
- Cyient KK
- Cyient Singapore PTE Limited
- Cyient Israel India Limited
- Cyient Solutions and Systems Private Limited
- Cyient Urban Micro Skill Center Foundation
- Cyient Insights Private Limited



Map is indicative and not to scale

Global Presence

Global Headquarters

3.3

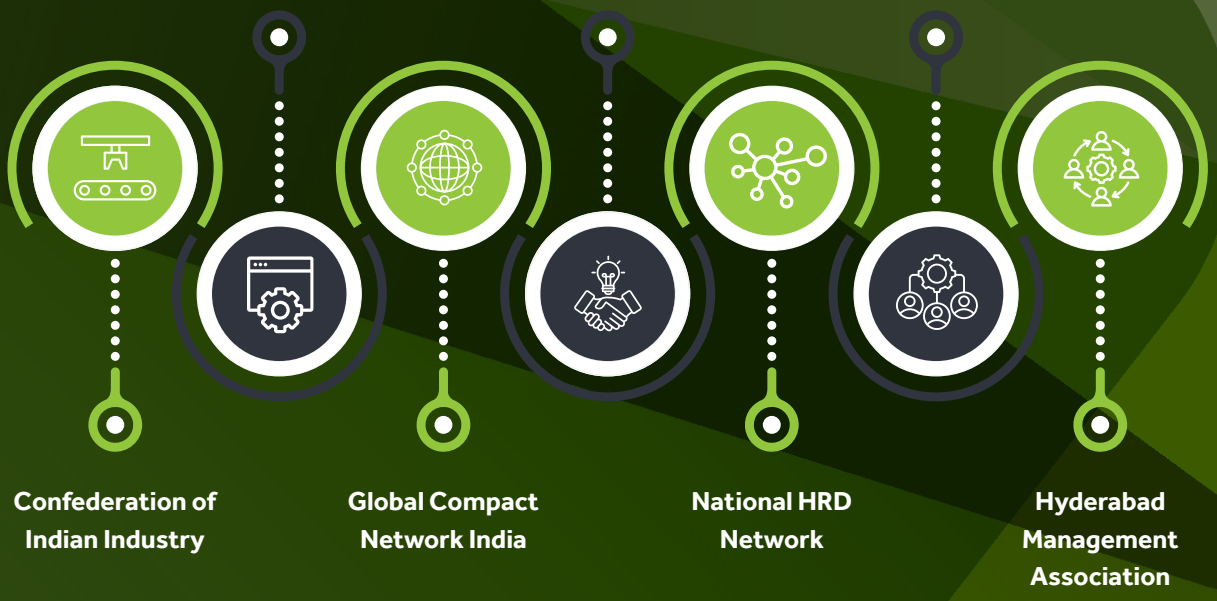
Memberships and Associations

We actively contribute to the industry and larger ecosystem through our involvement in industrial and business associations.

We have fostered valuable relationships with leading academic institutions, think tanks, and industry bodies, creating an intellectual network that empowers responsible and sustainable growth.

Collaborations with renowned organizations like the Indian Institute of Technology, the Indian School of Business, and various regulatory committees reflect our commitment to excellence. These alliances, coupled with the active participation of our senior management, strengthen our ability to navigate regulatory matters and drive positive impact.




National Association of Software and Service Companies
Indo-American Chamber of Commerce
The Federation of Telangana and AP Chambers of Commerce and Industry
Confederation of Indian Industry
Global Compact Network India
National HRD Network
Hyderabad Management Association

3.4

Highlights FY23

Leadership



- Dr. B.V.R. Mohan Reddy was recognized at the recent Outlook Business Icons Awards with the 'Lifetime Achievement Award'

Responsible Sourcing

- Awarded a Gold EcoVadis Medal for our Ethics, Labour, Human Rights, Environment, and Business Sustainability practices and efforts
- The Cyient Foundation was conferred with the Gold Awards for Quality Education and our Go Green Initiative at the National CSR Summit and Awards 2022

Talent Development

Great Place To Work. Certified JAN 2023 – JAN 2024 INDIA

- Certified as a "Great Place to Work" in India. Reinforces our commitment to making Cyient a destination for talent and innovation
- Received the Brandon Hall Group Excellence Award in the L&D Category for 'The Best Advance in Creating a Learning Strategy'
- Received an award for 'Digital Learning Transformation' at the 11th Edition Future of L&D Summit and Awards 2023

Customer Trust

Bosch Global Software Technologies

- Received the Enrico Apex Award for our strategic contributions in scaling up and supporting Bosch Global Software Technologies globally
- Conferred with the 'Partner' status by John Deere for the high standards set in the supply chain charter for quality, cost, and innovation

Brand

- The integrated campaign for the Mirror into the Megatrends report was awarded the "Marketing Campaign of the Year" by ET Ascent

Analysts and Industry Bodies

ISG Provider Lens™

- Recognized as the 'Rising Star' For Managed Services in the US region in ISG Provider Lens™ 2022 report on the Internet of Things – services and solutions
- Named as a 'Leader' in the ISG Provider Lens Quadrant study on Digital Engineering Services in Intelligent Operations

Everest Group

- Named as one of the Top 15 Engineering Services Providers of the Year in Everest Group's Peak Matrix
- Recognized as a Major Contender in the first edition of Everest Group's PEAK Matrix® for Digital Product Engineering Service Provider 2022
- Everest Group's Peak Matrix® 2022 - Major Contender in Industry 4.0 Services and for Connected Medical Device Services

zinnov ZONES zinnov

- Featured in the Leader quadrant (Established & Expansive) on the overall ER&D services ratings from Zinnov Zones 2022



4. ABOUT THE REPORT

We are pleased to present Cyient Limited's (hereafter referred to as 'Cyient,' 'we,' 'Our Company') third sustainability report covering our Environment, Social, and Governance (ESG) performance for the period between April 1, 2022, and March 31, 2023. It has been prepared in accordance with the core criteria of the Global Reporting Initiative (GRI) Standards. The report also aligns with the Business Responsibility and Sustainability Report as required by the Securities Exchange Board of India (SEBI). This report highlights our endeavors towards the United Nations' Sustainable Development Goals (UN SDGs), showcasing our significant contributions in various areas of sustainability.

Scope and Reporting Boundary

We transparently disclose our sustainability performance covering our Engineering Services operations. These operations are widespread, spanning 22 countries, encompassing the United States of America (USA), Europe, the Middle East and Africa (EMEA), North America (NAM), and the Asia Pacific (APAC) regions, including India.

Our reporting scope for all Social and Governance parameters is global and inclusive of our acquisitions of Citec and Celfinet in the reporting year. Our Environment disclosures encompass all our operations within India, including 12 offices across the country. For overseas locations, the scope is limited to selective 12 locations across NAM and EMEA. The disclosure data related to the performance of our different verticals have been highlighted where applicable through relevant indicators.





We look forward to feedback and suggestions from our stakeholders on this report. Please write to:

DR. SUDHEENDHRA PUTTY,
Associate Vice President & Company Secretary,
Cyient Limited
Direct: +91 40 6764 1322
Board: +91 40 6764 1000 x 1691 11
Software Units Layout, Infocity, Madhapur
Hyderabad – 500081
CIN: L72200TG1991PLC013134

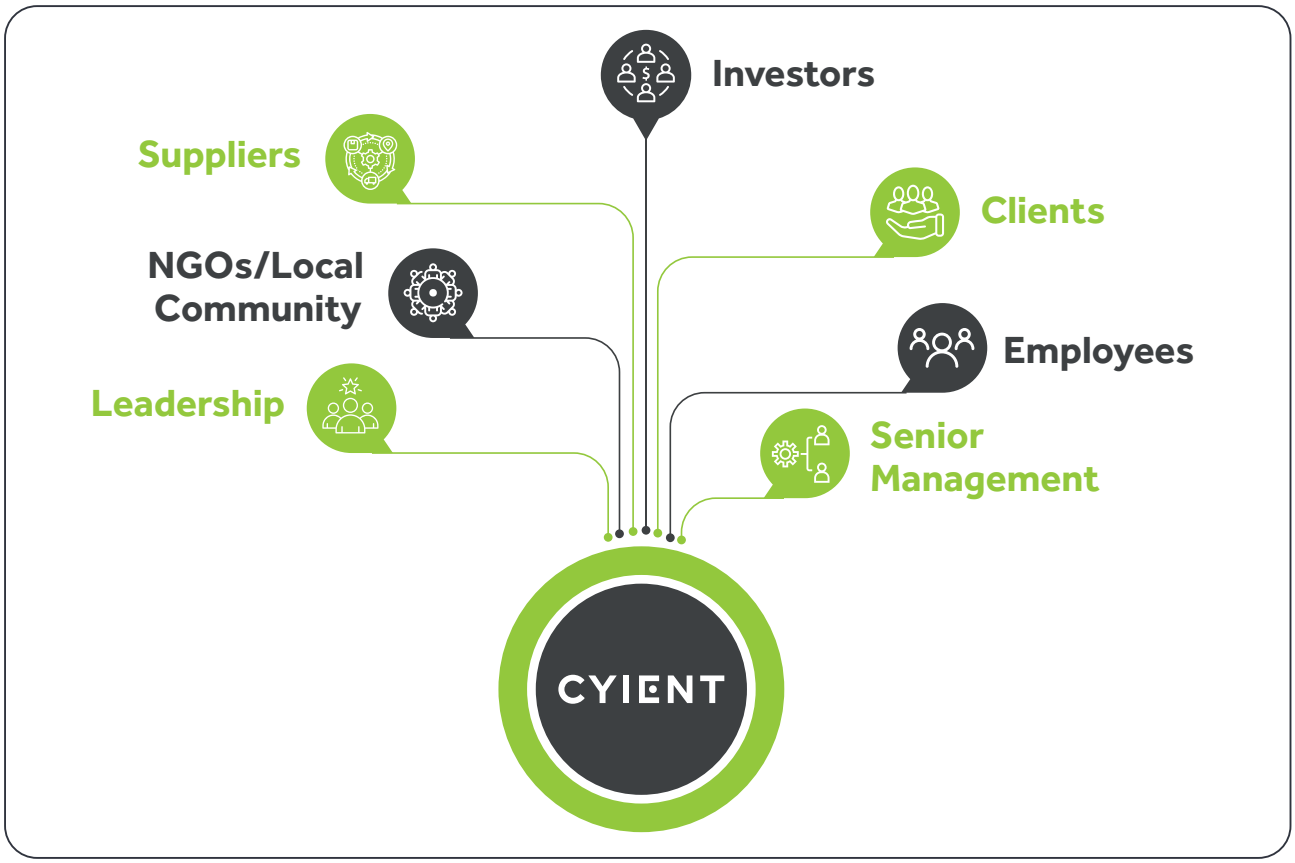
To know more about Cyient, log on to: www.cyient.com

5. VALUE CREATION FRAMEWORK

5.1 Stakeholder Engagement and Materiality Assessment

Our business and sustainability strategy is designed to protect and enhance stakeholder value and address their concerns and asks. We undertake regular and transparent engagement with our stakeholders to drive positive change, create meaningful impact through responsible business, stay accountable and compliant, and minimize our environmental footprint.

We utilize the Global Reporting Initiative (GRI) framework, which serves as a valuable tool for assessing our material issues and guiding our reporting practices. Through careful deliberations with the Cyient board and management, we have identified our key internal and external stakeholders. We engage with them through multiple channels periodically to communicate our progress and seek their insights on material issues.



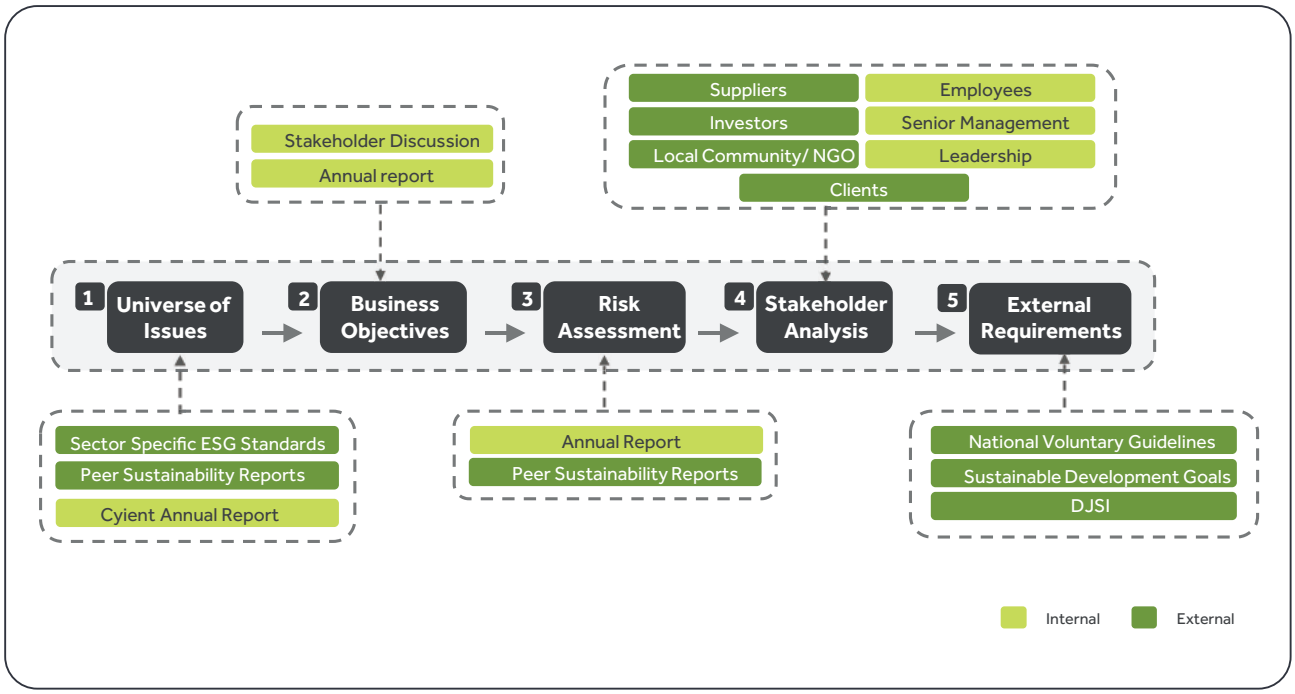
Cyient's Key Stakeholders

Materiality Assessment

We believe that a strong Environmental, Social, and Governance (ESG) framework, rooted in the critical needs of our stakeholders and aligned with our business imperatives, allows us to balance the needs of our people, the planet, and profits most effectively. A materiality assessment conducted in FY21 allowed us to identify and prioritize the material issues that can have the most impact on our organization's long-term sustainability and stakeholder wellbeing through a calibrated approach.

The involvement of external stakeholders is crucial in identifying material issues that have a significant impact on the company's operations and stakeholders. We engage our stakeholders, such as customers, suppliers, investors, and community members, to garner their insights into the issues that are of utmost importance to them. Once the material issues have been identified, they are prioritized using a materiality matrix or another suitable framework. This allows us to assess and rank the issues based on their significance and potential impact on the company's performance and stakeholder interests.

We integrate the materiality assessment findings into the organizational Enterprise Risk Management (ERM) process. This ensures that material issues are considered in the company's overall risk management framework, enabling proactive identification and mitigation of risks associated with these issues. The results of the materiality assessment are formally reviewed and signed off by the Board of Directors and senior management. We conduct and /or review our materiality analysis once every three years to capture any emerging issues or changes in stakeholder expectations.



Materiality Assessment Methodology

Methodology

- **Universe of Issues:** A comprehensive list of ESG issues most relevant to our company and the industry was developed.
- **Business Objectives:** The collated issues were assessed against their impact on our capabilities to grow revenue, ensure business continuity, manage costs, strengthen brand appeal and trust, and long-term strategic goals.
- **Risk Assessment:** The universe of issues was also mapped against our inherent and external risks, ranked according to their ability to impact our business and strategy and readiness to mitigate them.
- **Stakeholder Engagement:** Internal and external stakeholders were consulted to secure their insights and opinions on the criticality and significance of issues identified and collated to form the universe. The feedback was weighted based on the influence of specific stakeholders on our ability to continue running the business seamlessly.
- **External Requirements:** The final list of chosen issues was evaluated for relevance against the UN SDGs, National Voluntary Guidelines (NVGs), and Dow Jones Sustainability Index as well.



Materiality Matrix

20 material issues were identified from the universe of issues, mapped on two axes according to their impact on Cyient business and their influence on stakeholders, and categorized into Environment, Social and Economic and Governance parameters. The final materiality matrix is depicted below:



Materiality Matrix

Material Issues for Enterprise Value Creation	Business Case	Business strategies
Renewable Energy	Investing in renewable energy is material to Cyient's performance as it offers cost savings through reduced energy bills, enhancing revenue. It can also serve as a reliable energy source, mitigating risks associated with power outages or fluctuations in non-renewable energy costs. Furthermore, displaying environmental responsibility can improve the company's reputation, potentially attracting new investors and customers.	As part of our commitment to renewable energy and reducing carbon footprint, we have installed solar panels on our buildings. These panels contribute to a remarkable 31% of our total energy consumption. Additionally, we installed solar panels on school buildings to lessen dependency on grid power and transition to green energy. These installations realized a 44.6% increase in energy savings.
Inclusion & Diversity	Diverse teams often lead to improved creativity and problem-solving skills, enhancing productivity and potentially increasing revenue. Furthermore, an inclusive work culture can reduce employee turnover, lowering recruitment and training costs. Failing to take steps towards diversity and inclusion could also pose reputation risks, affecting the company's standing among potential employees, customers, and investors.	Our D&I council, overseen by a board-level subcommittee, focuses on women empowerment through initiatives providing mentorship and career development. Presently, women comprise 24.25% of our workforce, 10.86% are in management positions in revenue-generating functions, and 24.94% occupy STEM roles. We plan to increase our female representation across the organisation
CSR	Effective CSR practices enhance brand reputation and strengthen customer loyalty, potentially increasing revenue. By positively impacting society and the environment, CSR can also help avoid regulatory fines and litigation risks. Moreover, robust CSR initiatives can attract socially conscious investors, potentially increasing the inflow of capital.	In line with our philosophy of "Empowering Tomorrow Together," we are committed to contributing to society proportionately to our business success. Our CSR initiatives concentrate on advancing quality education, promoting IT literacy, nurturing skill development, protecting the environment, and driving social innovation. We monitor progress in these areas, which align with our Sustainable Development Goals (SDGs).

Material Issues for External Stakeholders	Topic relevance on external stakeholders	Impact Evaluation
Data Privacy & Security	Data privacy is a significant concern for external stakeholders of IT sector organizations due to potential financial, reputational, and legal repercussions of data breaches. This concern is further amplified by regulatory frameworks like GDPR that mandate data privacy compliance. Reducing data breaches cuts back on resource-heavy remediation efforts, lessening environmental impact. Furthermore, responsible data management optimizes data storage and processing infrastructure, thus lowering energy use and carbon emissions.	In compliance with the DPDP Act, we are committed to safeguarding customer privacy by protecting them from scams and spam through our platforms.
CSR	Corporate Social Responsibility (CSR) demonstrates a company's commitment to ethical practices and societal welfare. It strengthens the company's reputation and creates positive public perception, which can influence investment decisions. Cyient's CSR focus areas include Digital Literacy, Quality Education, Social innovation, and community development which lead to sustainable development, indirectly benefiting all stakeholders.	We make significant contributions to the community in areas that enhance their quality of life and household income. At Cyient, Independent Social Impact Assessments are carried out on various initiatives, including environmental programs, education and IT literacy, and skill development efforts.



5.2

Sustainability at Cyient

As a consulting-led, industry-centric, global technology solutions company, our primary goal is to empower our customers to leverage technology creatively and responsibly across their value chain to optimize business potential and stakeholder value.

Our Sustainability Journey

Throughout our evolution journey, we have taken definitive steps to ensure our actions align with our strategic agenda and sustainability goals. Cyient's sustainability journey has been marked by continuous progress and a deep-rooted commitment to creating a better future.



Formalization of Institutions and Policies

Sustainability policy

Cyient has developed a sustainability policy as a guiding principle to ensure consistency and accountability and integrate ESG parameters across our business and value chain. Our publicly available sustainability policy fosters environmental management awareness among stakeholders such as employees, suppliers, investors, through trainings, workshops, and disclosures on sustainability.

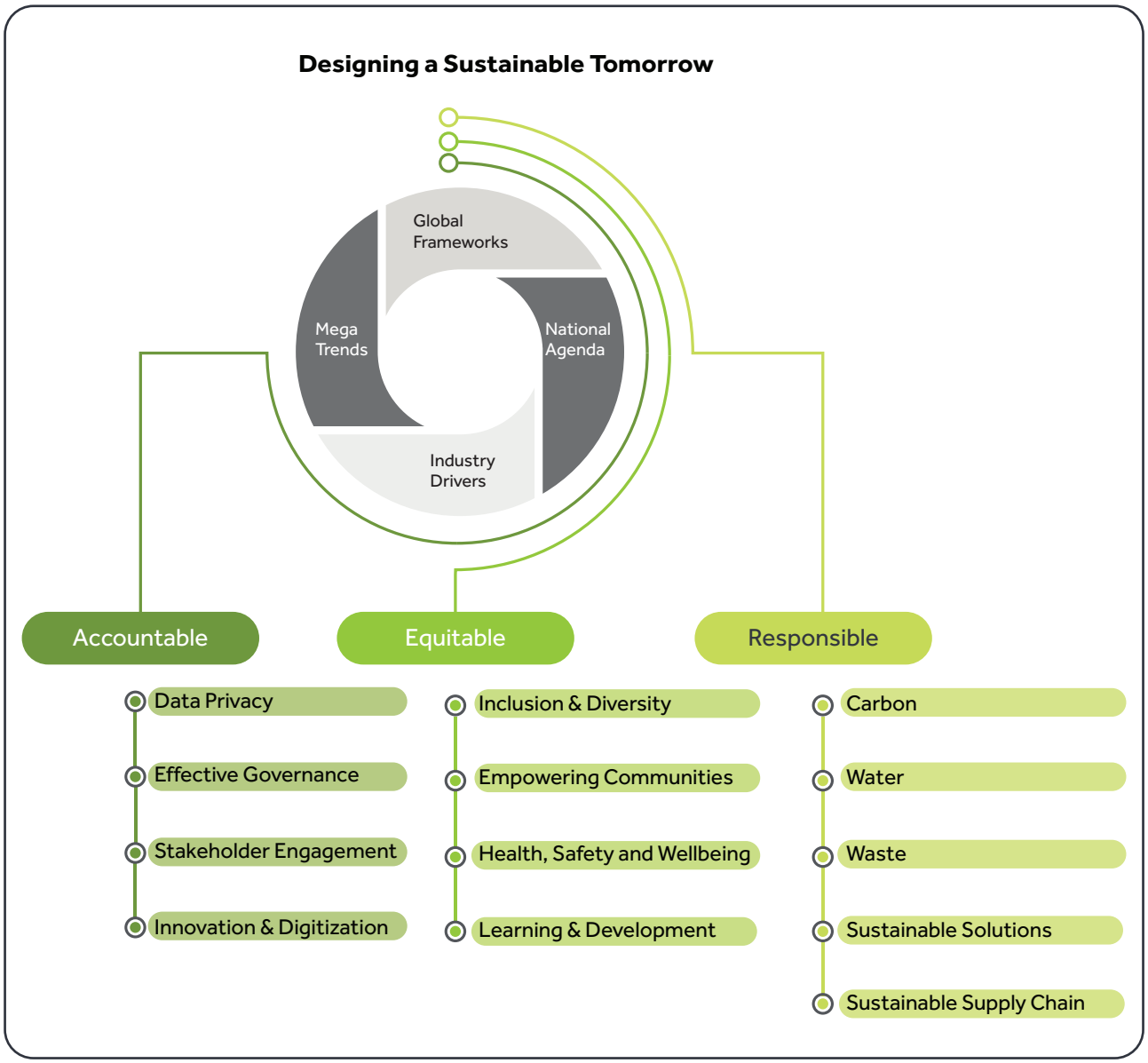
Ten Pillars of our sustainability policy





Sustainability Framework

Cyient has adopted a holistic sustainability framework underlined by a robust policy to foster long-term sustainable value generation for stakeholders and navigate the path toward a carbon-neutral future. Our sustainability framework plays a key role to future-proof our business against the growing risks of climate change. It is founded on the principles of Responsibility, Equity, and Accountability with 13 key focus areas. The objectives outlined within the framework are closely aligned with our material issues, global frameworks and trends, and industry drivers. They are designed to contribute to United Nations Sustainable Development Goals (SDGs). Our executive leadership's unwavering commitment and support empower us to implement the framework's goals to deliver desired impact adhering to global and national standards, regulations, and best practices.



Sustainability Framework



Responsibility: The use of natural resources is critical to run our business, delivering on our commitments to our customers and offer healthy and safe workplaces to our associates. However, being finite resources, these must be preserved and rejuvenated. At Cyient, we have adopted responsible practices, guided by the principles of reduce, switch, innovate, and offset, to minimize the environmental impact of our operations. We are improving water usage efficiency and waste management through process and resource optimization. Additionally, we prioritize sustainable supply chains to decrease our carbon footprint. To reduce our reliance on fossil fuels, we are increasingly integrating renewable energy sources into our operations and employing advanced technological solutions to mitigate emissions.

We also made strategic acquisitions to expand our capabilities to develop sustainable products, plants and processes for our customers. Citec, based in Finland, specializes in Plant and Process Engineering, Decarbonisation, and sustainable technologies. Together with Citec, we are playing an active role in developing carbon capture and storage solutions and promoting the transition of manufacturing processes to be powered by hydrogen, working closely with suppliers and other partners in the ecosystem.

Equitable: Promoting equity and inclusivity lies at the heart of our approach at Cyient, both within our organization and in our external partnerships. We value the people who contribute to our success, whether they are part of our internal team or collaborate with us externally. Recognizing the advantages of a diverse workforce to cater to the varied needs of our customers, we actively strive to attract and nurture a diverse talent pool that brings a broad range of experiences and skills to the organization. We offer an empowering and non-discriminatory work environment that prioritizes the health, safety, and wellbeing of our people. Beyond our operations, we focus on nurturing holistic and inclusive growth of under-served communities around our operations to contribute toward building equitable societies.

Accountability: The accountability pillar guides us to operate with integrity and transparency at all times, led by our commitment to ethical business conduct. We engage with our stakeholders to stay abreast of their needs and assume responsibility for each decision and endeavor we undertake. As a trusted partner in our customers' digital transformation endeavors, safeguarding data privacy and upholding network security is of utmost importance to us. Our sustainability initiatives are boosted by the enthusiastic participation of our associates, who bring their intelligent engineering and technology competencies to not only solve business problems but also broaden opportunities for communities to grow.



Goals and Targets

Well-articulated goals and targets that form part of our sustainability framework serve as important milestones for us to assess the progress and impact of our actions. With timebound and measurable goals set for each pillar of our framework, we ensure that our progress is effectively paced, enabling us to monitor and adjust our efforts accordingly.

Responsible

- Carbon and water-neutral operations
- Zero waste
- Assess vendors on vendor code of conduct for alignment to Cyient commitments
- Curate sustainable solutions like Design for Circularity, Medtech Solutions, etc.

Equitable

- Achieve gender equity
- Provide continuous learning opportunities
- Ensure that loss time incidents are brought to zero across operations
- Focus on healthcare, education, and IT literacy for the girl child and youth

Accountable

- Drive governance as a habit, not for compliance
- Exhibit zero trust while dealing with stakeholder data
- Achieve top quartile scores in stakeholder satisfaction

Goals

We aim to achieve our stated goals, covering the entire gamut of ESG parameters related to our current and future business objectives.





Goals and Targets

5.3

Sustainable Development Goals

The SDGs, developed by the United Nations, consist of 17 interlinked global goals that tackle urgent social, economic, and environmental issues. They serve as a roadmap towards a sustainable and inclusive future for everyone. At Cyient, our sustainability strategy is closely aligned with the UN SDGs allowing us to translate our aspirations into concrete actions during this critical 'Decade of Action.'

SDG Aligned Initiatives



End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

- Achieved 0% malnutrition in children by providing nutritional supplements in Cyient-adopted schools



Ensure healthy lives and promote well-being for all at all ages

- Achieved 0% preventable infant deaths by supporting Anganwadi Centres with caretakers and nutritional supplements
- Supported Public Health Center doctors in conducting complimentary ECG screenings for 10 to 20 patients every alternate day and offers report generation services at no cost
- Assissted periodic eye and general health checkups and free medical consultations for communities around our operations
- 92.3% of the bedside care attendees were placed through General Duty Assistant (GDA) training in healthcare
- Facilitated education on physical, emotional, and aesthetic development through its CSR volunteer interventions



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

- Attained 86% of IT literacy through e-governance awareness sessions for 3000 community members
- Provides infrastructure like smart classrooms, computer centers, sanitation facilities, and digital classrooms with lab facilities in adopted schools
- Developed a play area on an acre of land donated to the "Sri Bodanapu Nagi Reddy Memorial School" as well as developed infrastructure and appointed additional teaching staff
- 82 Cyient Digital Centres (CDC) operational across communities it supports; 100% of CDCs are functional
- 21615 men & women between 16 - 60 years certified as having acquired L1 & L2 IT literacy levels
- 11,904 adult women certified as part of the L1 literacy program
- 55% share of adult women in IT literacy training
- An impact assessment conducted by Nirman Organization and Teach India revealed that 82% of adults/children found the IT education supported by Cyient useful
- Cyient trained 4106 unemployed men and women at the company's IT and vocational skill centers
  - 681 students across 21 batches were trained at the IT/ITES Skill Centre, with 586 or 86% successfully securing jobs, including with Cyient, with an annual income of over INR 2.5 Lakhs
  - 3772 community members were trained in vocational skills through Cyient CSR programs. Over 45% of our trainees were women, promoting their workforce participation
- 21,129 community members benefitted from Urban Skill Centres in the Papireddy Colony, a large slum
- Built school infrastructure such as compound walls, classrooms, labs, and digital libraries; provided all school children with notebooks, uniforms, school bags, and examination kits
- Appointed full-time computer teachers and provided ICT infrastructure and internet connectivity to all its adopted schools
- Designated Qualified Teaching Staff called "Cyient Vidya Volunteers" in its adopted schools that have a Teacher Pupil Ratio of 1:30 and Classroom Students Ratio of 1:40



Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation

- Cyient has sponsored the CyberKnights Robotics Team for the second time in a row to empower future innovators
- Developed over 6 Kilometers of concrete and blacktop roads in the village



Promote sustained, inclusive, and sustainable economic growth, full and productive employment, training and decent work for all

- CUMSC helped in increasing monthly earnings by at least Rs. 5000 for Below Poverty Line communities
- CUMSC women stitched 36,580 cloth bags and paper bags and promoted products for sale at District Collector Office, Rangareddy, Telangana
- Jobs given to 85.1% of women in vocational courses who are enjoying sustainable incomes and livelihoods



Ensure access to affordable, reliable, sustainable, and modern energy for all

- 2,361 sq. ft of rooftops in 2 schools were installed with solar panels. 44.6% increase in energy savings was achieved in these schools due to 100% usage of green energy
- Generated over 61000 units of excess green energy and distributed to the community



Reduce inequality within and among countries

- 88.6% of the unemployed youth secured jobs in the IT/ITES industry as a result of IT trainings provided by Cyient
- Cyient's adopted schools organized pace-setting activities to benefit the neighborhood schools and offer employment opportunities to parents as Watch & Ward, Security Staff, or Aya/ Attender
- Cyient has achieved zero incidents of discrimination, demonstrating its unwavering commitment to non-discrimination across the entirety of its value chain



Make cities and human settlements inclusive, safe, resilient, and sustainable

- The company has partnered with an agency certified by a pollution control board to manage its e-waste disposal.
- Robust waste management program has been implemented to ensure the safe disposal and management of waste, including the complete elimination of plastic usage throughout our operations
- Cyient Rajbhavan School is producing energy over and above the usage and is certified as a green building by IGBC
- Manikonda office's Tower 2 holds the GOLD Energy and Environment Design certification by the Indian Green Building Council (IGBC)
- In FY23, our Bengaluru office in Electronic City received the LEED Gold certification from the U.S. Green Building Council (USGBC)
- A leased facility accommodating the Citec Mumbai team also holds the LEED Gold certification from the USGBC





Ensure availability and sustainable management of water and sanitation for all

- Water neutrality was achieved in 2 of the adopted schools
- 3093 homes were provided access to toilets and safe drinking water
- 100% of school children between 9 and 15 years provided awareness of water usage and sanitation
- 0% neutralization of water consumption in 7 locations, including schools, community, and skill centers
- 22.1% of the utensil and hand-cleaning water was reused for watering plants, and 78% in washrooms
- Cyient's adopted village of Mokshagundam was declared 100% open-defecation free. The company also built toilets in every house
- Installed 3 Reverse Osmosis filtration Plants and swipe machines to supply water through prepaid cards. Currently, 3000+ households are being supplied with purified water
- Supported digging 4 Bore wells and developed water harvesting pits around the RO Plants and village homes
- Worked with the Panchayati Raj Department to build overhead tanks and provide pumped water through existing pipelines to every home
- Ensured separate sanitation facilities for girl students in all adopted schools. 11,314 girls gained access to clean sanitation facilities

Achieve gender equality and empower all women and girls

- The overall representation of women in the workforce is 24.25%. The detailed breakdown by position is mentioned below:
  - Management roles: 11.95%
  - Top management positions: 18%
  - Junior management roles: 11.85%
  - Revenue-generating functions: 10.86%
  - STEM-related roles: 24.94%





Ensure sustainable consumption and production patterns

- An innovative organic waste conversion program implemented in our Hyderabad and Bangalore facilities aims to convert 42 tons of waste into nutrient-rich manure

Take urgent action to combat climate change and its impacts

- Renewable sources account for 31% of our total energy consumption.
- Over the last 7 years, 79828 saplings have been planted as part of various interventions by Cyient. The plant survival rate has increased from 82.05% to 86.21% in the last 5 years. Over the last 5 years, 31042 square meters of green cover has been developed by the company
- 10,162 children participated in school environmental drives

5.4

Governance

Organization Approach

At Cyient, we are committed to generating long-term value for our stakeholders by embracing ValuesFIRST, which guides every associate, leadership team and the Board to conduct business with unwavering integrity. We have established a strong foundation for our business by adhering to the highest moral and ethical standards, complying with legal and regulatory frameworks, and embracing best practices beyond mere compliance.



Governance Structure

Our robust corporate governance principles and framework empower our associates, value chain partners and leadership team to do the right thing always and protect our business and brand reputation. This framework reflects our guiding values, principles, management policies, and procedures. An efficient and experienced Board of Directors oversees the implementation of our governance mechanisms. We make transparent disclosures on our governance performance in our Annual Report following the Corporate Governance Code outlined in the SEBI Listing Obligations and Disclosure Requirements (LODR) Regulations (2015) and the Business Responsibility and Sustainability Report (BRSR).

A comprehensive Corporate Governance Manual outlines our governance philosophy, approach, and practices. This Manual serves as a guiding document for the Board, management, and employees, providing direction as we strive to achieve our vision, mission, and ESG-led growth agenda.





The Manual

- Incorporates Indian and global corporate governance best practices and aligns with leading Sustainability Frameworks
- Has been prepared in line with India's Companies Act, 2013, SEBI (LODR) Regulations, 2015, Place of Effective Management requirements under Income Tax law and other applicable laws, and the Memorandum and Articles of Association of the Company
- Covers key governance aspects related to the Company's structure and principles, ESG agenda, Board, Committees and management structure, the delegation of authority process, subsidiary operations, and Code of Conduct
- Should be read in tandem with the codes and policies of the Company as approved by the Board from time to time. The links to the codes and policies of the Company are also provided in the Manual for easy reference
- Is a 'living document' and will be evolved to meet the needs of changing regulations and emerging best practices to enhance the Company's governance mechanisms

Board Structure

As we expand our capabilities and footprint, we are accelerating the convergence of intelligent engineering and technology competencies to pursue a sustainable future for our company, customers and stakeholders. Our experienced and empowered Board of Directors guides us on this journey to improve customer experience, the efficacy and efficiency of our solutions and stakeholder value creation while following best practices in corporate governance.

The Cyient Board maintains an optimal balance of executive, non-executive, and Independent Directors, including at least one-woman Independent Director to facilitate objective, free, fair, and non-partisan decision-making. Our aim is to ensure that at least half of the Board consists of Independent Directors. The Board's composition conforms with India's Securities and Exchange Board's Listing Obligations and Disclosure Requirements (LODR) 2015.

We appoint a Non-executive or Independent Chairman who is not related to the Managing Director (MD) or CEO with distinct roles and responsibilities. Furthermore, a Lead Independent Director acts as a bridge between the Non-Executive Directors and the Management team and presides over the annual meeting of Independent Directors as the Chairman. We aim to maintain at least 50% of the board of directors as independent directors.

As of March 31, 2023, the Cyient Board had:

08	04	02	02	01
Directors	Independent Directors	Executive Directors	Non-Executive Directors	Women Board Member(s)

Board Members

The Board is accountable to shareholders and other stakeholders and formulates policies to help the Company deliver on our strategic goals led by our Code of Conduct. They also oversee and manage any potential conflicts of interest that may occur between the parties involved in a transaction. For brief profiles of our board members, visit: https://www.cyient.com/about-us/leadership



B.V.R. Mohan Reddy
Founder Chairman & Board Member



Krishna Bodanapu
Executive Vice Chairman & Managing Director



MM Murugappan
Non-Executive Chairman



Karthikeyan Natarajan
Executive Director & CEO



Matangi Gowrishankar
Independent Director



Ramesh Abhishek
Independent Director



Vikas Sehgal
Independent Director



Vivek Gour
Independent Director

Board Diversity

Cyient focuses on building a diverse Board that brings a rich pool of skills, knowledge, relevant industry experience, age, culture, nationality, ethnicity, race, and gender. The Leadership, Nomination, and Remuneration Committee (LNRC) is responsible for implementing a Board level policy that considers the diversity of members during nomination to the Board. When selecting potential candidates for Board appointments, the LNRC (Nomination and Remuneration Committee) carefully assesses individuals based on their qualifications and abilities, using objective criteria. Moreover, the Committee also recognizes the importance of diversity and considers its benefits when evaluating candidates for Board positions.

Board Effectiveness

The Cyient Board plays a crucial role in safeguarding the interests of all stakeholders and offers entrepreneurial leadership within a framework of prudent decision-making and robust control. It establishes our Code of Conduct, which governs ethical business behavior, and sets the direction for our vision, mission, culture, and values, ensuring responsible growth for the Company. The Board provides guidance to senior management in decision-making processes and establishes necessary frameworks and policies to enable Directors to fulfill their legal responsibilities and uphold effective governance practices. The number of other mandates for non-executive/ independent directors is limited to seven.

Board Accountability

The Board is responsible for ensuring the timely and accurate submission of price-sensitive official filings and reports to regulatory authorities in compliance with legal requirements. It determines the appropriate level of risk the Company is willing to undertake in pursuit of its strategic objectives. Additionally, the Board formulates risk management strategies and implements effective internal control measures to safeguard the organization's interests.

Board Membership Criteria

We have well-defined criteria that outline the qualities, experience and expertise we look for in our Board members. The Leadership, Nomination, and Remuneration Committee (LNRC) is tasked with the responsibility of ensuring we have Directors who bring the right mix of skills and expertise to steer our company on a sustainable growth path led by our values. The LNRC evaluates and recommends new directors to the Board as needed, subject to merit, including diversity of skills, industry experience, and functional knowledge. The Committee also evaluates the Board's performance annually.





Tenure of Board Members

Our Board members are appointed for terms in line with the Companies Act 2013. All Non-Executive and Non-Independent Directors must retire by rotation. The retirement age for Directors is 70 years.

- Executive Directors are appointed for a five-year term and are eligible for reappointment.
- Independent Directors are appointed for a five-year period.

The tenure appointment of Executive and Non-Executive Directors Board is managed by the LNRC. Their appointment or reappointment is undertaken based on a detailed review by the LNRC.

Board Evaluation and Assessment

The Board is evaluated on its membership, structure and the efficacy of processes and functioning annually after collecting input from all Directors. The process is overseen by the LNRC which considers all areas of the Directors' performance through peer and self-evaluation. The Committee also evaluates the effectiveness of the Board, Committees, Executive Chairman, and Managing Director & CEO. The Board's feedback on the efficacy of management support is considered part of the evaluation process. The Directors' input on the Board's composition, induction process, effectiveness, and governance are solicited throughout the review process. Feedback was also sought on the Board and Committee charters, organizational strategy, risk management processes, policies and frameworks, and the quality of the Board's debate and deliberations. The Independent Directors do not take part in the assessment. This approach aligns with the Guidance Note on Board Evaluation issued by the Securities and Exchange Board of India on January 5, 2017, and the amendments brought in by the SEBI (LODR) Regulations in 2018. We conduct regular independent assessment of board performance. KPMG analyzed the responses that were collected as part of the board evaluation exercise and categorized the questions and responses based on a pre-determined framework.

Code of Conduct

All Board members, senior management, and employees of the Company are bound by a comprehensive Code of Conduct that governs ethical behavior and ensures adherence to relevant regulations. This Code reflects the Company's core principles of delivering customer value, fostering respect, and upholding integrity. It also outlines the specific responsibilities of Independent Directors as mandated by the Companies Act of 2013. All Board members and senior management personnel have signed a declaration affirming their adherence to the Code. Only those who complete the mandatory training will be eligible for performance evaluations and the associated remuneration.

The Code of Conduct is available on the Company's website: http://www.cyient.com/investors/corporategovernance/



Board Processes, Procedures, and Practices

Roles and responsibilities of the Board related to governance mechanisms and management and control of the company are clearly and objectively documented. The Board convenes meetings and establishes the meeting agenda, facilitates constructive dialogue and decision-making, and ensures accurate documentation and dissemination of meeting minutes. It collectively assesses the efficacy of policies and operational decisions through participatory discussions on pertinent matters brought to its attention. Additionally, the Board defines and reviews the functioning of various Committees to promote effective oversight and decision-making within the organization.

FREQUENCY OF MEETINGS

- **One Board meeting must be held every quarter.**
- **Through the year, four such meetings are held each year. There must be a gap of no more than 120 days between any two consecutive sessions.**
- **Meetings of respective Committees are held alongside the Board meetings**

Board Committees

Audit Committee: Oversees the statutory auditors who carry out independent audits of the Company's financial statements conforming with Generally Accepted Auditing Practices (GAAP) and publish the findings.

Member	Designation
Vivek N Gour	Chairman, Independent Director
M.M. Murugappan	Member, Non-Executive, Non-Independent Director
Ramesh Abhishek	Member, Independent Director

Audit Committee

Risk Management Committee: Provides oversight of the strategic, financial, credit, market, liquidity, security, property, IT, legal, regulatory, reputational, and all other risks Cyient carries. It approves and reviews a comprehensive risk management framework to adequately mitigate such risks. Our risk committee members have expertise in enterprise risk management. Regular risk management education for non-executive directors is ensured through the Management Risk Committee meetings held every quarter. The chairman of the Risk Management Committee provides important risk updates and educates the Board of Directors at each meeting.

Member	Designation
Vivek N Gour	Chairman, Independent Director
M.M. Murugappan	Member, Non-Executive, Non-Independent Director
Ramesh Abhishek	Member, Independent Director

Risk Management Committee

Leadership, Nomination, and Remuneration Committee: Formulates the criteria for determining qualifications and evaluation criteria of performance for a director and recommends policies relating to the remuneration of the directors, key managerial personnel, and other employees. The policies relating to diversity on the Board are also drafted and implemented by this Committee.

Member	Designation
Matangi Gowrishankar	Chairperson, Independent Director
Ramesh Abhishek*	Member, Independent Director
M.M. Murugappan	Member, Non-executive & Non-Independent Director
Vinai Thummalapally*	Member, Independent Director

Leadership, Nomination, and Remuneration Committee

*The Committee has been re-constituted on change in the composition of board of directors.

Stakeholders Engagement Committee: Engage with stakeholders continuously and resolve their queries and grievances. These instances could be shareholder queries about share transfers, receipt of annual reports, intimation about shareholder meetings, or status of dividend payments. The responsibilities of this Committee are the evaluation of the discharge of duties by the Registrar and Share Transfer Agents of Cyient and providing guidance for upholding the standards of investor service.

Member	Designation
Vikas Sehgal*	Chairperson, Independent Director
B.V.R. Mohan Reddy	Member, Non-Executive Director
Krishna Bodanapu	Member, Executive Director
Vinai Thummalapally*	Erstwhile Chairperson, Independent Director

Stakeholders Engagement Committee

*The Committee has been re-constituted upon a change in the composition of the Board of Directors.



The Environmental, Social, and Governance (ESG) Committee: Oversees Cyient's ongoing efforts around environmental, health and safety, corporate social responsibility, inclusion and diversity, sustainability, and all other matters pertaining to public policy. At a broader level, this Committee evaluates how ESG can be leveraged as part of Cyient's growth strategy for offerings and internal operations.

Member	Designation
Vikas Sehgal	Chairperson, Independent Director
B.V.R. Mohan Reddy	Member, Non-Executive Director
Krishna Bodanapu	Member, Executive Director

The Environmental, Social, and Governance (ESG) Committee

*The Committee has been re-constituted on change in the composition of the Board of Directors.

Sustainability Governance Framework

A comprehensive sustainability governance framework drives our sustainability goals and progress. It includes the Board of Directors, Sustainability Committee, and Working Group, each assigned specific responsibilities and tasks.

- The Board of Directors acts as the apex committee, providing oversight and setting future goals for our sustainability agenda.
- The Sustainability Committee ensures the integration of sustainability and ESG aspects across the organization. It oversees goal setting and reporting processes and fosters strong relationships with external stakeholders while ensuring overall accountability.
- The Working Group consists of representatives from different functions responsible for implementing sustainability initiatives within their respective areas. They manage on-ground teams, gather essential data, and provide inputs on various sustainability programs.

5.5

Enterprise Risk Management

A comprehensive Enterprise Risk Management (ERM) framework designed on industry-leading standards underlines our operations to identify and mitigate risks proactively. This framework encompasses various areas, including operational, financial, reputation, regulatory, employee, and customer risks. The Cyient Board of Directors has established an internal Risk Management Committee for identifying, evaluating, mitigating, and monitoring risks, ensuring a proactive approach to risk management throughout the organization. The company's risk exposure is evaluated on an annual basis. Furthermore, materiality assessment is integrated in company's ERM process.

Risk Description	Risk Impact	Risk Mitigation
Geo-political Risks	The ongoing USA-China trade conflict and potential unrest in Taiwan present geopolitical risks that could pose long-term threats to our internal security and defense. These challenges could significantly impact our industries and pose substantial threats to our revenue.	Monitoring and review at management council levels. We will continue to evaluate the situation of our semiconductor business.
Recessions	The Company's operations may be adversely affected due to increased interest rates, inflation, energy and labor costs, supply chain delays, and geopolitical instability.	Monitoring and review at management council levels. Rigorous implementation of Business Continuity Plans. Regular communication with customers and vendors. Setting up of work-from-home infrastructure. Developing rigorous and innovative talent acquisition plans to mitigate hiring challenges. Mandating appropriate health and safety norms and advisories.
Technology Disruption	The emergence of generative AI technology poses significant risks for our IT services company. This advancing technology can considerably disrupt our customers' businesses, potentially causing client attrition and threatening our company's revenue stream in the long term.	Monitoring and review at management council levels Evaluating investments in generative AI to address the disruption.

Risk Description	Risk Impact	Risk Mitigation
Currency Risk	Exchange rate volatility in various currencies could materially and adversely impact the results of our operations.	Long-term cash flow hedges are taken to minimize the impact of exchange volatility on Net profit. Regular evaluation of hedging policy by the internal Risk Management team to assess the effectiveness.
Inflation Risk	The inability of the future real value of investments, assets, and income to be reduced by unanticipated inflation.	To add inflation premium to the rates in which we sign contracts with our customers and vendors. Adjust cash flows for inflation to prevent changes in purchasing power.
Attrition Risk	Risk of losing talent across levels in the organization.	Focus on employee engagement initiatives.
Developing and Marketing Newer Solutions	In a fast-paced economy, there is constant pressure for innovation on all clients, including the integration of solution capabilities.	Accelerate building next-generation competencies and capability building by investing in our current and future associates. Continue to review our investments in technology practices to develop next-generation services and solutions.
Intellectual Property Risk	The risk of inadequate protection of the intellectual property rights of our customers can lead to reputational damage and litigation.	Robust data security protection and controls to prevent unauthorized access and/or transfer. Strict physical access controls for employees across customer delivery centers and secure areas. Regular internal audits to comply with customer requirements of confidentiality and data protection.
Vendor consolidation Demand for discounts and volume discounts across customers	Pressure on margins due to volume discounts.	Improve efficiency for better economies of scale.
Competition risks	In this highly competitive environment, there may be a severe impact on margins due to pricing pressures.	We are focused on providing higher value and differentiated services and venturing into new business models.

Risk Description	Risk Impact	Risk Mitigation
Compliance risks	Being a global company, we are exposed to the laws and regulations of multiple countries.	An in-house compliance team monitors global compliance. The team receives updates on changes in regulations from specialist consultants and circulates the same internally.
Data Privacy and Cybersecurity	In a connected world, businesses are highly vulnerable to cyber-attacks, leading to data loss and reputation damage.	We have a stringent cybersecurity policy that ensures the timely resolution of incidents.

Risk Management – Risk, Impact and Mitigation



5.6
Corporate Policies

Our governance framework includes documented and objective policies that guide our strategic and operational endeavors and ensure we align with our values, principles and Code of Conduct. Our policies are available on our website: Cyient | Corporate Governance, and easily accessible to internal and external stakeholders.

Policy	Description
Sustainability Policy	This policy drives our actions incorporating sustainability parameters within our operations to achieve long-term growth. This policy brings to life our philosophy of 'Designing Tomorrow Together' by embracing ESG principles such as Risk Management, Regulatory Compliance, Human rights, Business ethics, Stakeholder Engagement, Diversity & Inclusion, Health & Safety, Community, Environmental Stewardship and Sustainable Supply chain.
EOHS Policy	This policy has been developed to guide our progress on environment conservation measures through responsible resource consumption and preventing injuries, accidents and illness. It is designed to strengthen our environmental stewardship and minimize our carbon footprint while prioritizing the health and safety of all employees. The policy ensures that we have adequate management controls in place to stay compliant with regulatory requirements.
Anti-Corruption Policy	We have stringent policies and procedures to prevent bribery or corruption of any kind and have zero -tolerance for such transgressions. This policy details the measures and practices binding on all our associates, leadership team and the Board to prevent violations of the FCPA, UK Act, and other anti-corruption laws. It guides the development of procedures for monitoring, detecting, preventing, and punishing any breaches of the Anti-Bribery and Anti-Corruption laws. Punishments for companies and individuals on the grounds of corruption are listed in the policy.
Whistle Blower Policy	The Whistle-blower Policy offers our associates, clients, and vendors a mechanism to report any instances of unethical behavior, actual or suspected fraud, or violation of the Company's Code of Conduct or policy to the Ombudsperson/Chairman of the Audit Committee. It ensures that the complainants have adequate safeguards and are from reprisals or victimization for whistleblowing in good faith.
Board Diversity Policy	This policy has been developed to ensure our Board has adequate diversity to conduct the affairs of the company led by a vibrant leadership team that brings a broad spectrum of skills, academic backgrounds, geographical and industry expertise, backgrounds, genders etc., to the table.

Policy	Description
Prevention of Sexual Harassment (PoSH) Policy	We believe that all our associates must be treated with dignity. The PoSH policy allows us to offer our associates a safe and inclusive workplace where they can work and express themselves without fear of prejudice, gender bias, and sexual harassment. Even beyond the workplace, any instances of sexual harassment involving associates is considered a grave and punishable offense. A Committee has been constituted to redress complaints of sexual harassment through a structured and transparent process. Such committees may be set up by the Chairman and Managing Director as may be required to implement the provisions of the policy at the various locations of the Company.
Human Rights Policy	Our 'Human Rights Policy' is developed in accordance with the UN Guiding Principles on Business and Human Rights and applies to Cyient Ltd. and all our subsidiaries. It mandates adherence to human rights laws and guidelines of the International Bill of Human Rights. We are focused on expanding the coverage of our human rights policy to the communities in which we operate. Our Human Rights Policy is based on 10 principles: Respect for Human Rights, Community and Stakeholder Engagement, Inclusion and Diversity, Anti-harassment and nondiscrimination, Freedom of Association and Collective Bargaining, Safe and Healthy Workplace, Workplace Security, Modern Slavery and Human Trafficking, Child Labor, Work Hours, Wages and Benefits.
CSR Policy	This policy details the approaches, focus areas and impact goals to take forward our principle of "Empowering Tomorrow Together" through societal development and environmental protection activities. Our CSR programs focus on: Education & IT Literacy, Skill Development, Innovation & Infrastructure, Community Development & Environment, and Healthcare.
Diversity and Inclusion Policy	Our ValuesFIRST principles of Fairness, Integrity, Respect, Sincerity, and Transparency drive our actions on deepening diversity and inclusion across our company. These values help foster a workplace where everyone is welcomed, irrespective of difference of age, background, gender, expertise or experience, physical and mental abilities, language, race, religion, or any other marker. The policy covers all our interactions with associates, customers, shareholders, and society. Such interactions include but are not limited to both policy and practices on recruitment, compensation, recognition, professional development, promotions, transfers, etc.

Corporate Policies

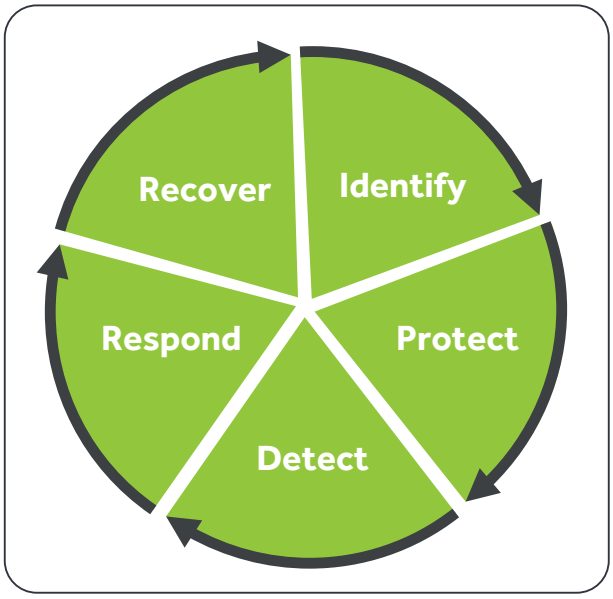
5.7

Information Security & Cybersecurity

We diligently implement and reinforce our Information and Cyber Security framework to safeguard the information and data of our organization, clients, suppliers, and employees. Industry-leading controls, tools, and processes help us stay resilient against internal and external threats. Our Information Security Management System (ISMS) aligns with globally recognized standards such as ISO/IEC 27001:2013 for Information Technology and Security techniques and ISO/IEC 27002:2013 for information security management and protection against threats. These include protocols for password security, device and email security, sensitive data handling, secure data transfers, guidelines for remote working and personal device usage, social media and internet access, incident response plans, security requirements, and disciplinary actions.

To maintain confidentiality and protect critical information, we have a robust data loss prevention policy that safeguards confidential and business-sensitive data belonging to the Company, associates, customers, vendors, and stakeholders. Our Data Retention policy outlines specific timelines for the permanent deletion of personal data. Furthermore, we comply with the General Data Protection Regulations (GDPR) and are accountable to the respective data protection authorities in countries where we and our customers operate.

Cyient's cyber security strategy is overseen by the Vice President & Chief Information Officer, while the CEO, CIO, and Finance teams provide governance and align the strategy with organizational priorities. The CEO is also a member of the Risk Management Committee, which ensures oversight of cyber security practices.



Cyient's Cyber Security Framework Functions

IT Security/ Cybersecurity Measures

Cyient emphasizes the importance of IT and Cyber security parameters and policies to ensure the protection of data and information handled by our associates. These policies are easily accessible to all associates through a centralized process assets library. We offer comprehensive training programs tailored to different levels of associate tenure. A structured training calendar ensures that associates receive annual refresher training sessions. During onboarding, new associates receive induction training covering fundamental principles and practices.

In addition to regular training, we provide specific on-demand training based on the projects an associate is involved in, aligning with customer security requirements and Master Service Agreements. This targeted approach enables associates to stay updated on the latest security protocols.

We also provide a user-friendly platform for associates to report any potential security breaches. Our intranet portal, compliant with ISO/IEC 27001:2013 standard control network, facilitates efficient security incident management. We have established a clear escalation process for associates to report any suspicious activities. They can submit the incident through our security incident management portal, which our Information Security Management System (ISMS) team promptly investigates and handles accordingly. In case of any IT and cyber security policy violations, appropriate HR disciplinary actions are implemented to ensure compliance and accountability across the organization.

The impact of our resilient and robust information security protocols and systems is best reflected in our consistent performance on this front. Cyient has a business continuity / contingency plans and incident response procedures in place and tests them annually. We also conduct third-party vulnerability analysis We have not experienced information security breaches or other cyber security incidents in the past three years. We have had no incidents of breaches impacting our IT infrastructure in FY23, nor did we incur any fines or revenue losses due to related issues.

5.8 Data Privacy

Cyient employs a comprehensive 'Data Leak Prevention' (DLP) tool to safeguard our customers' intellectual property. This tool plays a crucial role in protecting the personal and confidential data of our customers, as well as any unpublished information that may be price sensitive. We follow all applicable data protection rules in every country where we operate.

We have implemented robust practices and procedures to maintain ethical standards and ensure the fair disclosure and integrity of unpublished price-sensitive information. Throughout FY23, we successfully upheld these standards without any breaches of consumer data.

6. DELIVERING VALUE

6.1 Economic Value

In the fiscal year 2023, Cyient achieved an outstanding financial performance, setting a record with the highest-ever revenue of INR 6,015.9 crores, marking a substantial growth of 32.7% compared to the previous year. Additionally, we achieved the highest-ever normalized Group EBIT of INR 767.7 crores, demonstrating a remarkable increase of 21.9% year-on-year.

Our Order Intake stood at INR 5,807.8 crores, reflecting a significant year-on-year growth of 23.5%. In line with our consistent growth, we achieved our highest-ever normalized net profit at INR 565.1 crores, showcasing a commendable YoY growth of 8.2%. Our Core Services utilization reached its peak levels at 85.8%, witnessing a year-on-year increase of 60 basis points.

This year has been a combination of consolidation and exploration as we solidified our position while venturing into uncharted territories. To pursue our growth and diversification goals, we acquired Citec and Grit in the Sustainability vertical and Celfinet in Connectivity and conducted a strategic buyout in the Automotive sector. These endeavors further strengthen our position in the market to broaden our offerings in the sustainability and wireless 5G space.

Our exceptional financial performance can be attributed to the effective leadership team and Board we have at the helm of our company and the dedicated efforts of the entire team across all divisions, subsidiaries, and partners. Recognizing these accomplishments, the Board of Directors has recommended the highest dividend payout in Cyient's history.

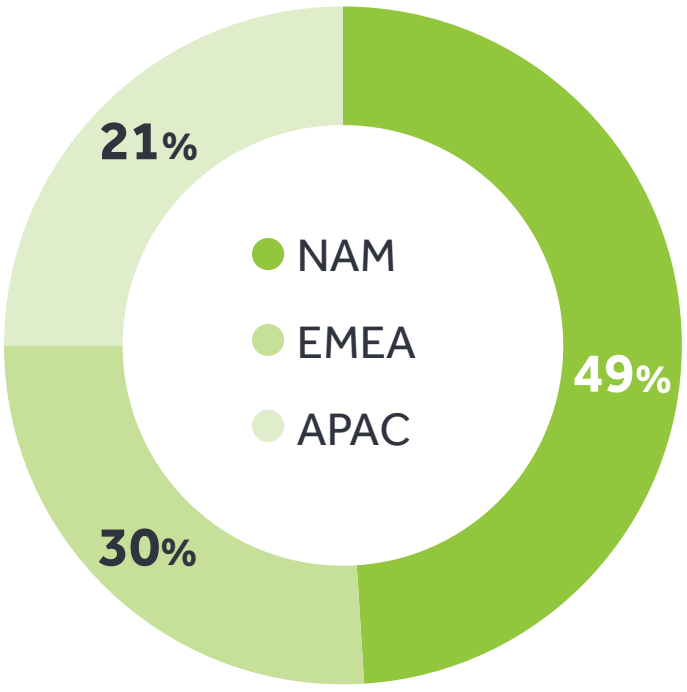


6.1.1 Financial Performance

We have achieved remarkable year-on-year improvements across business parameters, including Group revenue, order intake, and the successful completion of significant deals. Our Group revenue reached $746.3 million, representing a substantial growth of 26.9% in constant currency compared to the previous year. Within this, our Core services business revenue stood at $544.7 million, witnessing a commendable year-on-year growth of 12.1%. This growth was primarily driven by our expansion into New Growth Areas and the Communications and Transportation verticals.

We are proud to announce that we secured five large deals with a combined value exceeding $185 million across our services and design-led manufacturing businesses. Notably, our partnership with Honeywell to manufacture the Honeywell Anthem, the first Cloud-Connected Cockpit System, is a significant achievement. This multi-year agreement enhances our strategic collaboration in the Aerospace and Defence sector and showcases our advanced design-led manufacturing capabilities.

Consolidated Revenue Segmentation by Geography



Highlights from FY 2022-23

Group Revenue

₹ 6,015.9 Cr.

(Growth of 32.7% YoY)

(US$746.3 Mn, a growth of 22.7% YoY)

Dividend Payout

50.9 %

on Normalised PAT

(Highest ever dividend of ₹26 per share)

Normalized PAT

₹ 565.1 Cr.

(US$ 70.1 Mn)
Growth of 8.2% YoY

Normalized EBIT

₹ 767.7 Cr.

(US$ 95.2 Mn; Normalized EBIT margin of 12.8%)

Services Revenue

₹ 5,095.7 Cr.

(Growth of 35.8% YoY)

(US$ 632.4 Mn, growth of 25.6% YoY)

Normalized Free Cash Flow

₹ 546.7 Cr.

(US$ 67.8 million)
Conversion at 50.8%

Economic Value Generated & Distributed (INR million)	FY20-21	FY21-22	FY2022-23
1) Economic Value Generated	**42,723**	**46,465**	**60,973**
Revenue	41,324	45,344	60,159
Other Income	1399	1,121	814
2) Economic Value Distributed	**37,643**	**39,538**	**52,149**
Operating Costs	35,300	37,166	50,128
Payment to providers of capital	949	626	652
Payments to governments (in the form of tax etc.)	1,292	1,652	1,288
Community Investments	102	94	81
Economic Value Retained	5,080	6,927	8,824

Economic Highlights

Note(s):

- The table provides consolidated financials of our operations.
- The total operating costs include employee wages and benefits as well as operating, administration, and other expenses.
- Direct taxes represent the government mandated taxes.
- Economic value retained represents the economic value generated minus the economic value distributed.



6.1.2 Tax Strategy

Cyient remains unwavering in our efforts to adhere to all tax-related laws and regulations. We strive to comply with tax laws diligently, ensuring that our taxes are paid and reported in a timely manner. In line with our principles of ethics and transparency, we recognize the importance of publishing the Tax Transparency Report as a significant step forward. The Tax Transparency Report provides a comprehensive view of our global contribution to taxes, duties, and levies. By voluntarily disclosing this information, we emphasize our unwavering commitment to upholding the highest standards of tax transparency. Moreover, we actively engage in open and constructive dialogues with stakeholders, including governments and tax authorities, fostering a transparent and collaborative environment.

This report will serve as an essential tool that takes forward our commitment to openness and accountability and will strengthen the trust-based relationships we share and the support we receive from our partners and customers.

6.1.3 Going Forward

For Cyient, "The Next Decade" will usher in a connected, intuitive, and sustainable era. Embracing smart manufacturing, 5G technology, clean energy solutions, intelligent mobility, digital healthcare advancements, and the concept of urbanization with the city as the customer, we are poised to drive innovation and shape a future that is technologically advanced, environmentally conscious, and customer centric.



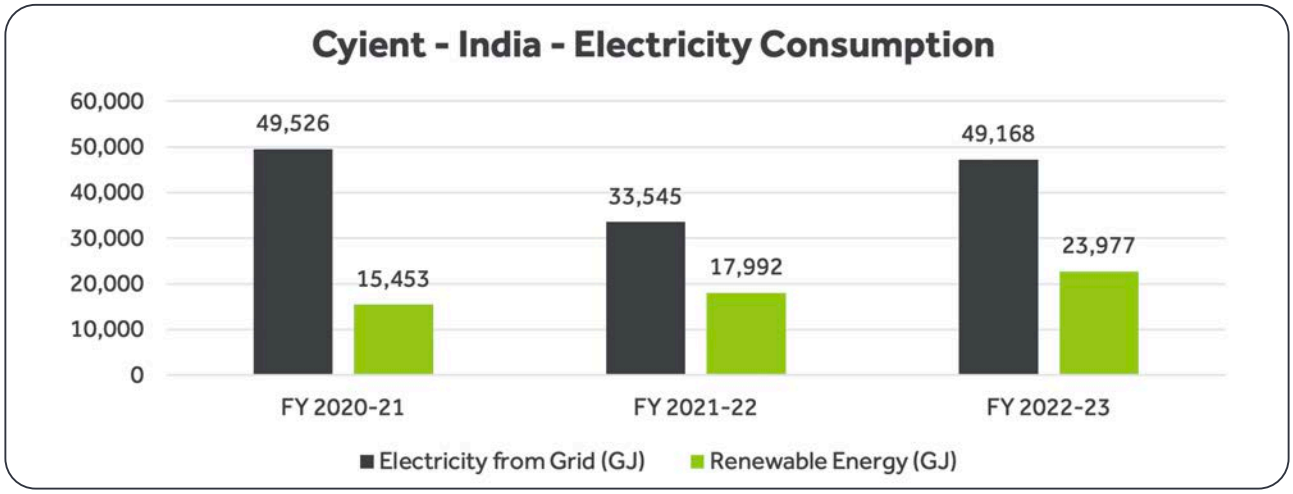
6.2
Environmental Value

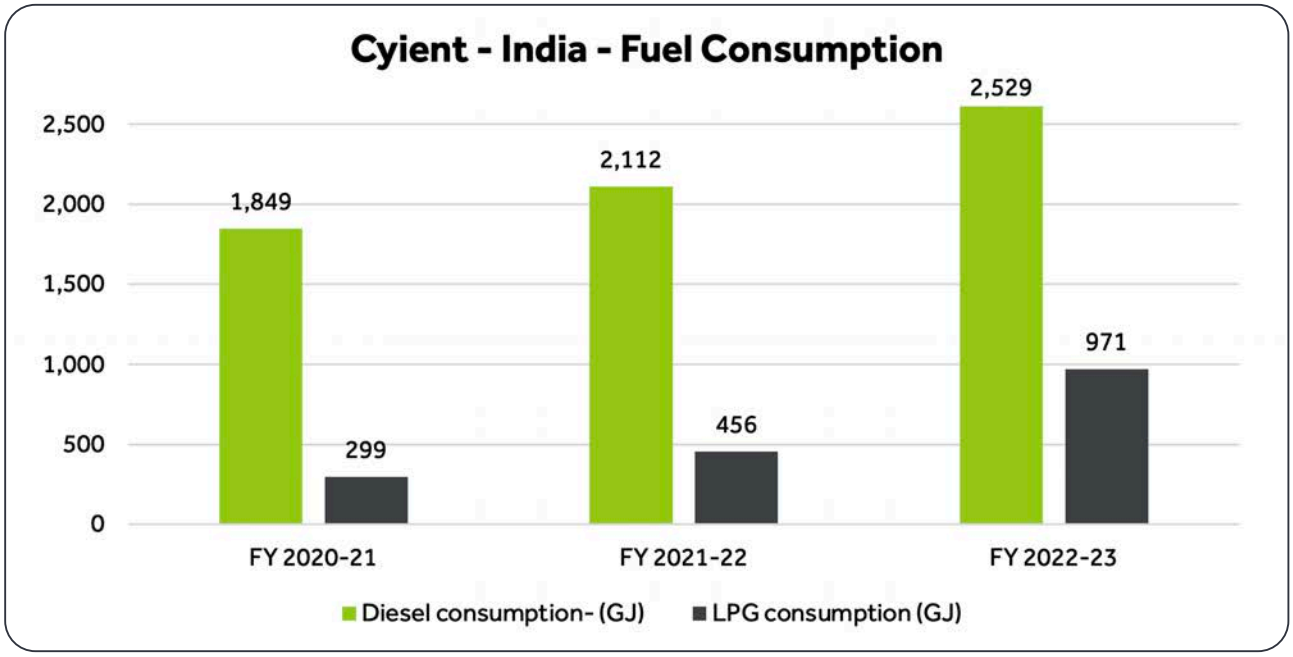
6.2.1 Organizational Approach

The growing challenge of climate change and the resulting disruptions impacting the planet and humanity are mobilizing people, governments, and organizations like Cyient to come together to accelerate collective action to stem the rise of global temperatures to below 1.5 ºC above pre-industrial levels. Redefining the way, we work and live is critical to drive transformational change to achieve this goal. This includes promoting the widespread adoption of innovative solutions to enhance responsible resource utilization, energy and water conservation, waste management, and preserving biodiversity. Led by our commitment to environmental stewardship, we are embedding sustainable principles and green practices within every aspect of our business. With our technical leadership and culture of innovation, we are well-positioned to leverage the synergies of intelligent engineering and technology to reduce the carbon footprint of our products, plants, processes, and networks. Our sustainability focus also permeates the design and implementation of client solutions and managing a responsible value chain to expand the reach and impact of our decarbonization strategy.

6.2.2 Energy

We actively partner with our stakeholders, including clients, associates, communities, suppliers, and regulatory bodies, to use energy judiciously and gradually reduce reliance on fossil fuel-generated power to run our operations to offset our carbon footprint. Our energy consumption is primarily due to our operational activities, data centers we manage, logistic value chain, transportation of our associates, and business travel. To manage our energy usage, we adopt a multi-faceted approach that focuses on reducing demand and increasing the integration of renewable power into our energy mix.





Our overall energy consumption grew by 35 % in FY23 compared to FY22 as increasing numbers of our associates returned to work from offices after the pandemic. We also added two new facilities in Pune and Mumbai due to our acquisition of Citec.

However, during the same period, approximately 31% of our total electricity consumption was sourced from renewable energy in FY23, highlighting our commitment to incorporating sustainable practices and reducing reliance on non-renewable resources.





Global operations:

In FY23, the total energy consumption for 12 offices in EMEA amounted to 5792 GJ, in the form of electricity. Remarkably, a significant 78% of our electricity was derived from renewable sources. This significant figure highlights our commitment to monitoring and managing energy consumption across our diverse office locations, while also emphasizing our efforts to transition towards more sustainable and green energy sources. Additionally, during the same period, electricity consumption of one of our largest offices in NAM was 262 GJ.

Case Study

Increasing the share of renewable energy

We are making strategic investments in renewable energy generation capabilities in line with our sustainability commitments and focus on reducing our carbon footprint. We have installed solar panels on our buildings. The solar power generated contributes to an impressive 31% of our total energy consumption in own buildings. We have set a target to use 70% of green energy to power our operations by 2030.



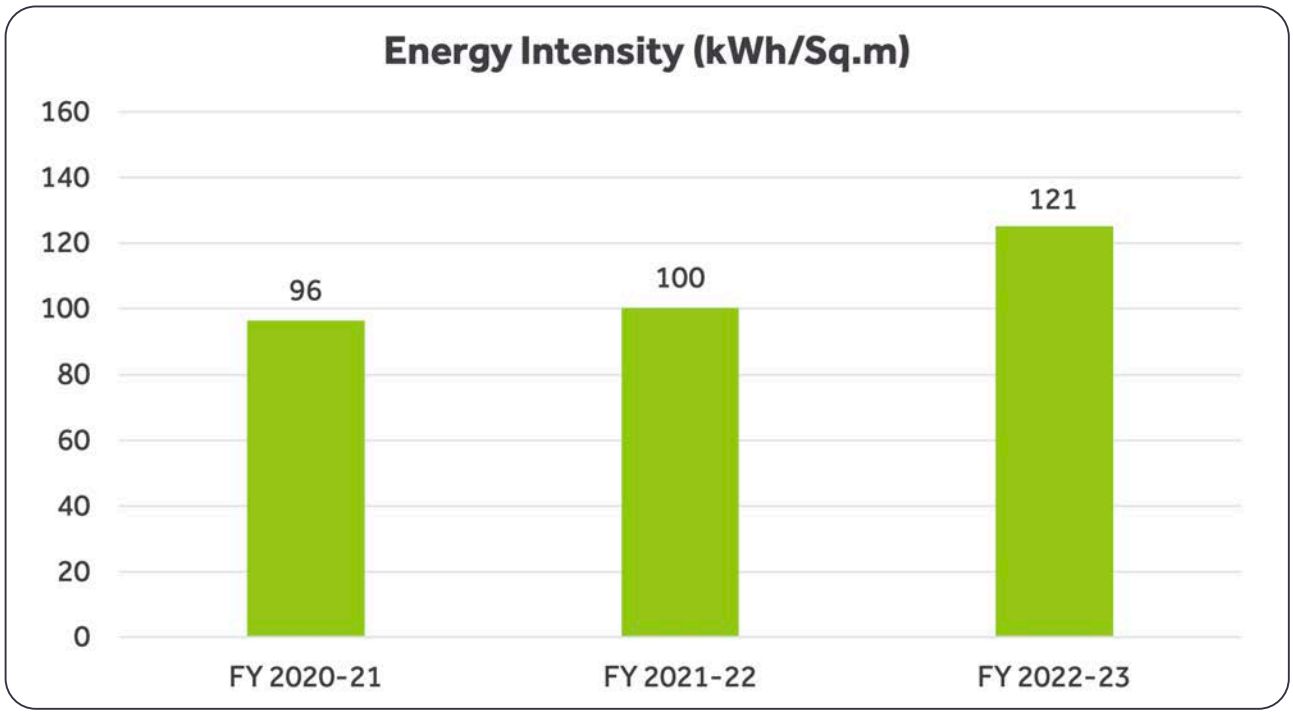
Energy Savings

As we scale our operations to meet growing client demand and our business activities surge, we are accelerating our efforts to improve the efficiency of our operations to save energy. We are realizing the benefits of overhauling our HVAC systems which has improved the overall efficiency of our cooling systems. Additionally, we have implemented energy-saving initiatives such as the adoption of adiabatic cooling systems for the chillers at both our Madhapur and Manikonda locations. These enhancements continue to significantly enhance energy efficiency across the company and reduce our environmental impact.

Energy Intensity

As limitations of mobility reduced, we saw many of our associates coming into our various office locations to work, thereby increasing the energy intensity of our operations in the reporting year to 121 kWh/Sq.m as compared to 100 kWh/Sq.m in FY22.







Green Building

Green buildings prioritize sustainable and eco-friendly design and construction practices to minimize environmental impact. They incorporate energy-efficient systems, renewable energy sources, water conservation measures, and sustainable materials to create healthier and more sustainable living and working spaces. We are taking strategic steps to transition and upgrade our facilities to be certified as green buildings. Tower 2 at the Manikonda office has GOLD under the Indian Green Building Council (IGBC) certification for Energy and Environment Design. In FY23, our office in Electronic City, Bengaluru, was certified LEED Gold by the U.S. Green Building Council (USGBC). One of our leased facilities that house the Citec Mumbai team also has a LEED Gold certification from USGBC.

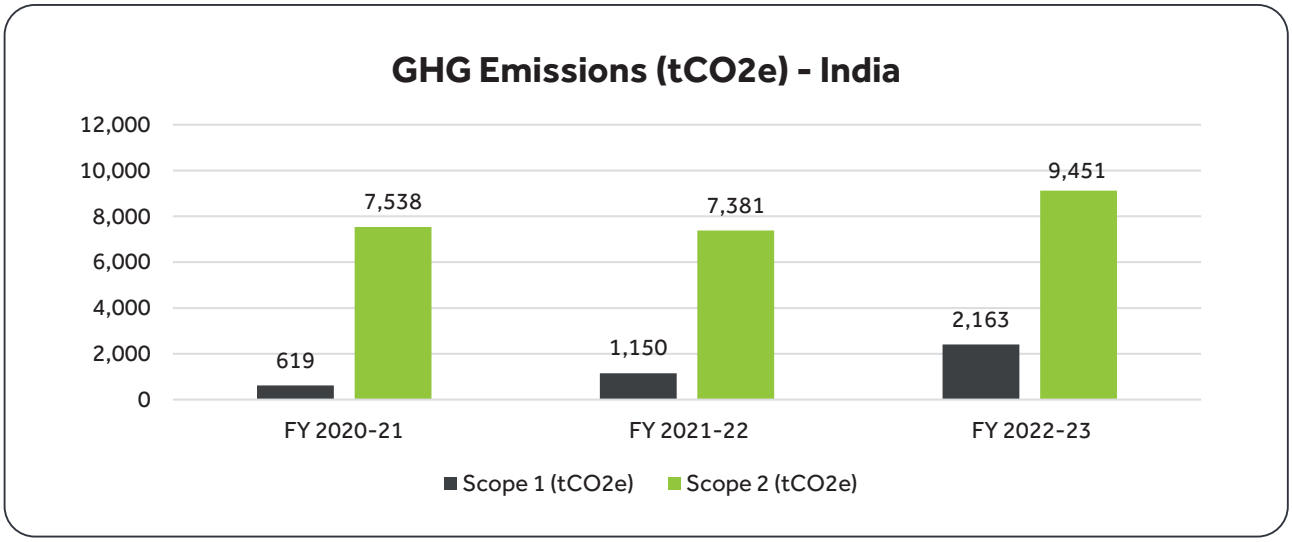
6.2.3 Greenhouse Gas Emissions

Along with a sharp focus on managing our energy usage, we are mindful of and actively monitor and minimize related greenhouse gas (GHG) emissions to protect the health of our people, communities, and the environment. We monitor GHG emissions of our facilities in India and numerous global offices to ascertain our carbon footprint, identify areas to reduce it and track progress towards achieving those goals. We monitor and manage our direct emissions (Scope 1) and indirect emissions (Scope 2 and Scope 3). The widespread adoption of energy-efficient technologies, sustainable procurement and replacing fossil fuels with renewable energy are key to managing our emissions.

Emissions

We are a leading provider of a comprehensive range of engineering services, including electrical, systems, mechanical, plant, manufacturing, and network engineering solutions to clients globally. In terms of emissions, the primary sources of Scope 1 emissions for this business unit are derived from the utilization of Diesel for our Diesel Generators (DG) to power our offices and the usage of LPG for food preparation in our cafeterias. On the other hand, Scope 2 emissions originate from the electricity we procure from the Grid to meet the energy requirements of our offices.





Our absolute GHG emissions in FY23 increased compared to the previous reporting year because of the growing number of associates who resumed working from offices and the establishment of two new facilities in Pune and Mumbai as a result of the Citec acquisition.

For one of our leased facilities, the breakdown of energy consumption from renewable and non-renewable sources is unavailable. Therefore, we have included a consolidated value in our emission calculations to account for this.

Furthermore, in FY23, we implemented a solar rooftop system at our Madhapur facility, contributing to our efforts to incorporate renewable energy sources and reduce our carbon footprint. The acquisition of Citec further broadens our plant and product engineering capabilities in the clean energy space both in India and Europe. We look forward to leveraging these advanced competencies and solutions to better manage the carbon footprint of our operations and that of our customers.





Global Operations

The 12 offices in EMEA and one office in NAM have been considered for scope 2 emission accounting, resulting in 97.22 metric tonnes of CO_2 eq emitted from the EMEA region and 34.10 metric tonnes of CO_2 eq emitted from NAM region.

Scope 3 Emissions

This year, we took a significant step forward by diligently recording our scope 3 emissions. By accounting for scope 3 emissions throughout the value chain, we gain a comprehensive understanding of the environmental impact, identify areas for improvement, and drive sustainability initiatives beyond our direct operations. Effectively managing scope 3 emissions also open opportunities for us in terms of cost savings, innovation, and increased resilience in a rapidly evolving business landscape. In FY23, we focused on capturing data from five categories directly linked to our operations. These categories include Purchased Goods and Services, Capital Goods, Waste Generated in Operations, Business Travel, and Employee Commute.

Scope 3 Categories	Emission ($MTCO_2e$)
Category 1: Purchased Goods and Services	1509.61
Category 2: Capital Goods	76.58
Category 5: Waste Generated in Operations	630.45
Category 6: Business Travel	2002.43
Category 7: Employee Commute	45.68

GHG Emissions – India (Scope 3) FY 2022-23

Case Study

Cyient's Global Carbon Capture and Hydrogen Projects

Cyient is actively involved in multiple carbon capture and hydrogen projects working with a range of customers in Norway, Sweden, Finland and Scotland. Our involvement in these projects taps our growing capabilities and proven expertise in designing intelligent engineering and technology solutions for accelerating the global energy transition to cleaner fuels and reducing the carbon footprint of businesses.

Carbon Capture (CC) Project in Norway

An industrial carbon capture, utilization, and storage cluster is being developed in Norway. Cyient, in collaboration with COWI, is engaged in pre-FEED activities for two potential value chains involving CO_2 source and capture technology. The scope of work includes developing concepts and designs for carbon capture infrastructure at multiple locations, integration with existing plants, pre-treatment of





flue gas, liquefaction and transportation of CO_2, and intermediate storage of liquid CO_2. Cyient is also responsible for providing cost estimates for the projects.

CC in a waste-to-energy plant in Oslo

Oslo, the capital city of Norway, is known for its commitment to sustainability and reducing carbon emissions. As part of their ongoing efforts to combat climate change, the city's waste management authority, Fortum, collaborated with Cyient to implement carbon capture (CC) technology at their waste-to-energy plant.

The Oslo waste-to-energy plant processes a substantial amount of waste to generate electricity and district heating for the city. However, the plant's operations contribute to CO_2 emissions, making it a key area for emissions reduction. Fortum sought the expertise of Cyient to evaluate and integrate CC technology suppliers into the existing plant, aiming to capture and store 400,000 tons of CO_2 annually.

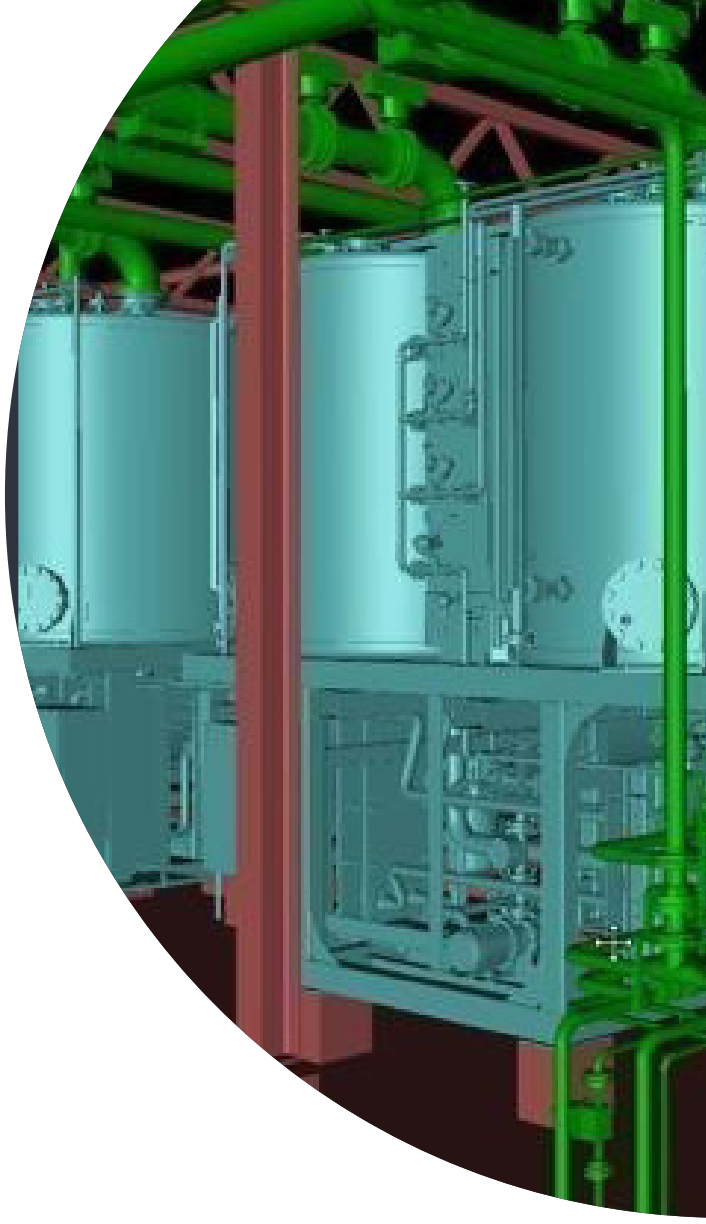
The project's scope encompassed various stages, including concept development, front-end engineering design (FEED), project management, and owner's engineer services. Cyient's role also involved ensuring the balance of plant components, such as heat, cooling, and utility systems, to ensure seamless operation with the newly integrated CC technology. Cyient also thoroughly evaluated various CC technologies and suppliers for the project on factors like efficiency, scalability, compatibility with the existing plant infrastructure, and cost-effectiveness.

Integrating CC technology into an existing waste-to-energy plant posed several challenges. The primary concern was maintaining an uninterrupted district heating supply. Cyient's team of experts and their partner COWI brought their deep knowledge of heating and water systems, CO_2 conditioning, and transfer systems to the project. Our team worked closely with the technology provider, plant operators, and maintenance teams to ensure that the new solution was integrated seamlessly with the plant systems without causing disruptions to the power supply and adversely affecting the community. Our teams and partners worked on upgrading existing systems, modifying interfaces, and implementing necessary infrastructure changes. The integration process required meticulous planning, thorough engineering, and rigorous testing to minimize downtime and maximize operational efficiency. Our expertise in heat integration and developing energy-efficient solutions proved invaluable during the project.

This project brought to fore Cyient's success in bringing together technical expertise, collaborative partnerships, and innovative engineering solutions to address the critical global challenge of reducing carbon emissions.

Hydrogen Projects

Pre-FEED Study for Electrolyzer Plant: Cyient is conducting a pre-FEED study for a 20 MW electrolyzer plant located on the West Coast of Norway. The study involves electrolyzer technology selections, supplier specifications, utilities planning, and cost and quantity estimates.

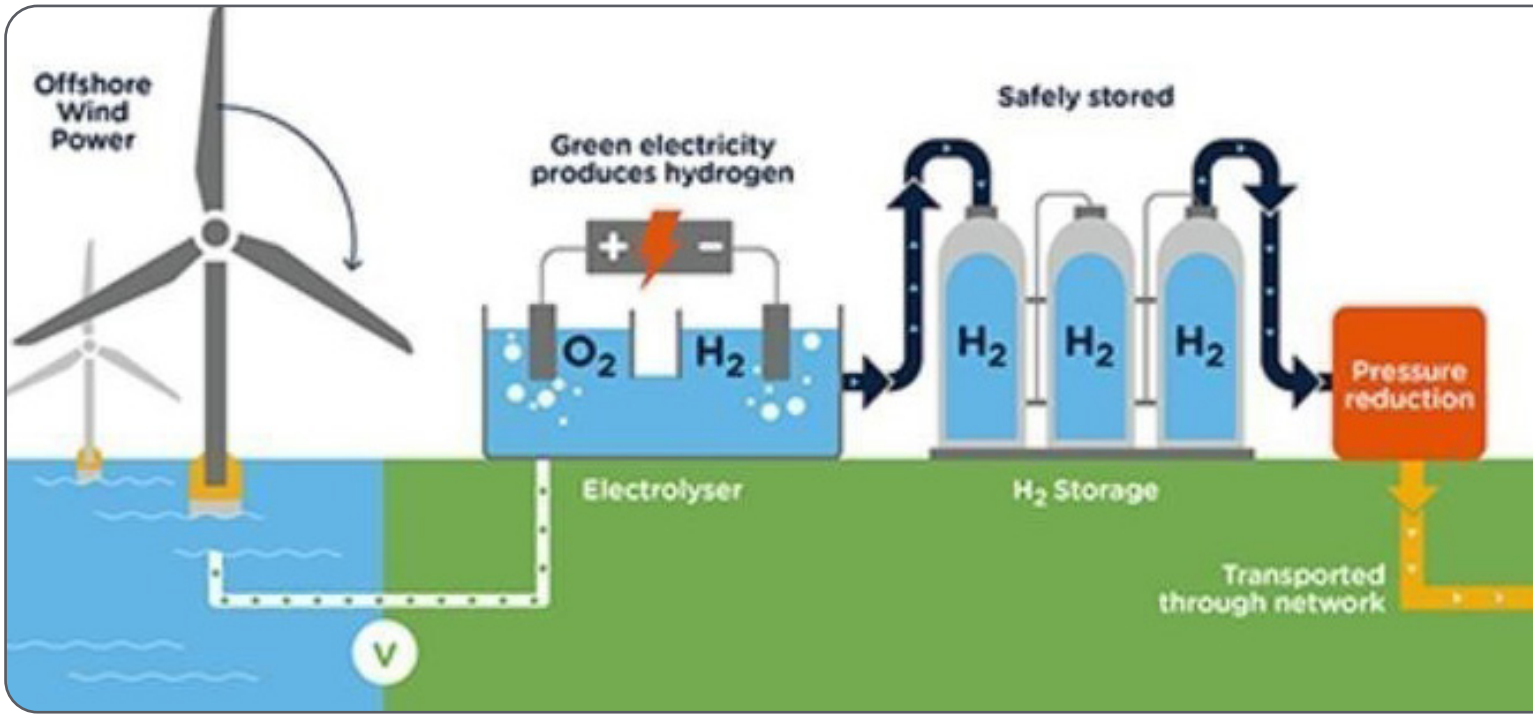


Feasibility Study for Pilot Plant: Cyient is conducting a feasibility study for a pilot plant that aims to provide hydrogen for engine use. The study evaluates the technical and economic feasibility of establishing a complete hydrogen (and LNG) plant for an energy provider in Finland.

Ongoing Work for Varanger Kraft Hydrogen: Cyient is involved in ongoing work for Varanger Kraft Hydrogen, focusing on compression and storage related to PEN Electrolysis. The scope includes supplier specifications, process design, layout planning, and electrical and instrumentation engineering.

CoorsTek's Proton Membrane Reformer Technology: Cyient is responsible for ensuring the balance of plant engineering for a containerized pilot plant utilizing CoorsTek's Proton Membrane Reformer Technology.

Nel Hydrogen's Electrolyzer Plant: Nel Hydrogen has been contracted to deliver an electrolyzer plant for SGN's hydrogen-to-homes heating network on the east coast of Scotland. Cyient is designing interconnecting piping and cabling for the project.





Case Study

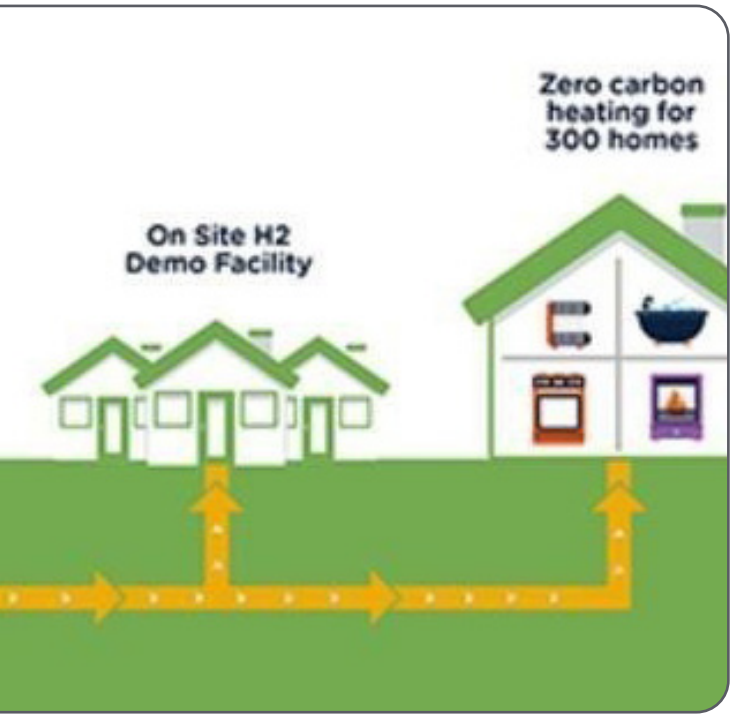
Sweden's Largest Fossil-Free Hydrogen Facility

Sweden is taking significant strides toward reducing CO_2 emissions and building its largest fossil-free hydrogen facility in Hofors. The facility will play a key role in enabling the country to reduce carbon emissions, promote local industrial hydrogen production, and pave the way for a hydrogen-based transport sector.

Ovako, a leading steel manufacturer, is collaborating with other significant industry players, including the Volvo Group, Hitachi ABB Power Grids Sweden, H2 Green Steel, and Nel Hydrogen, to implement this project.

As part of the collaboration, Nel Hydrogen will set up the plant to produce 8 tonnes of hydrogen per day. Ovako has committed to replacing propane with hydrogen in its steel production processes. This shift will substantially reduce CO_2 emissions and promote the use of hydrogen as a viable alternative to traditional fossil fuels for manufacturing.

Cyient has been engaged in the project to handle the interconnecting piping scope. Our expertise in designing and integrating complex piping systems will facilitate efficient and reliable connections within the hydrogen production facility.



Case Study

Energizing Oslo's Decarbonization Project

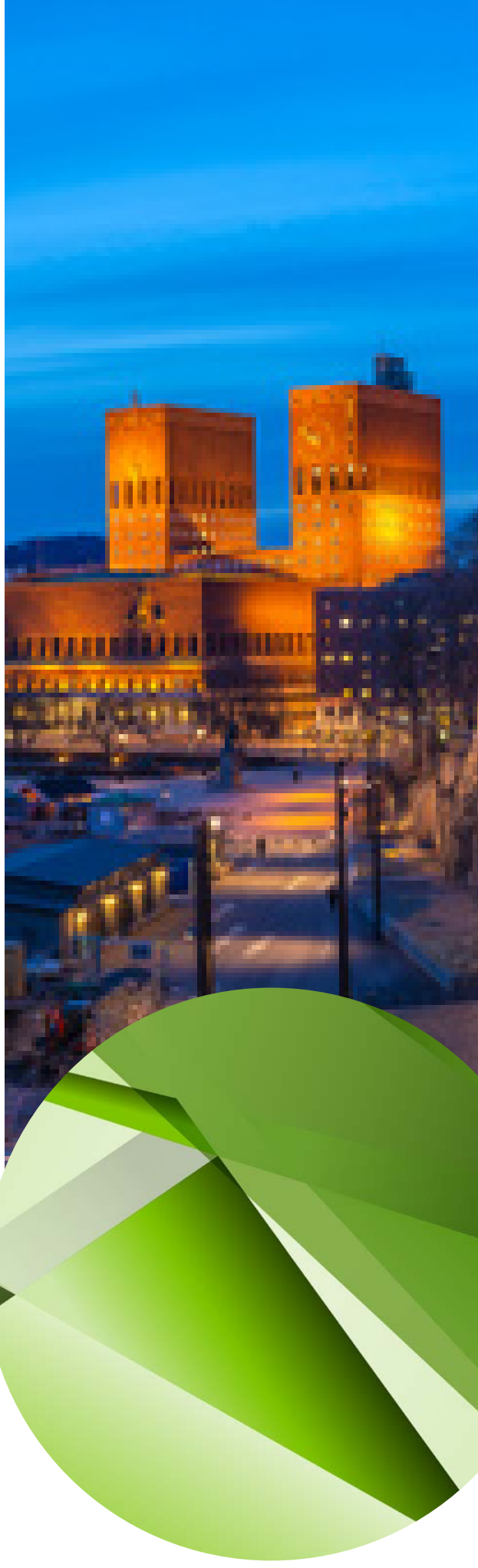
As the global fight against climate change intensifies, Cyient remains committed to driving decarbonization efforts worldwide. Recognizing the urgency of reducing greenhouse gas emissions, Cyient actively seeks opportunities to collaborate on projects that support sustainable initiatives and contribute to a greener future.

Cyient's subsidiary, Citec, played a significant role in leading carbon capture initiatives at Oslo's waste-to-energy plant. Cyient's expertise in feasibility studies, front-end engineering design (FEED), and collaboration with key stakeholders have made a measurable environmental impact.

In 2022, Cyient was chosen as the engineering partner for Oslo's ground-breaking Carbon Capture and Storage (CCS) project. This significant achievement highlights Cyient's expertise and credibility in driving sustainable solutions. The partnership involved collaborating on design optimizations, cost reduction initiatives, and crucial negotiations with key stakeholders.

Our involvement in Oslo's decarbonization project extends beyond the city itself. The knowledge gained from the CCS project has the potential to drive sustainable waste-handling practices not only in Norwegian cities but also across Europe. With over 450 waste-to-energy plants in Europe, we can play an active role in helping reduce carbon emissions across the continent.

We stay committed to driving decarbonization efforts worldwide in collaboration with other like-minded organizations to create a greener future for all.



6.2.4 Data Center Management

Our state-of-the-art, technologically advanced, energy-conscious data centres are pivotal to strengthening our capabilities to host crucial computing applications and data for our clients in India and other parts of the world. These data centres power email servers, financial management architecture, project management systems etc., for some of the leading businesses globally. They provide us with the infrastructure, reliability, scalability, and security we need to protect valuable data and deliver uninterrupted services to our clients and their customers.

We understand that establishing and operating data centres involve significant infrastructure and energy requirements to run 24X7 operations supported by robust cooling systems and uninterrupted power. The energy efficiency of our data centres is benchmarked to set a baseline to design and implement solutions that optimize energy usage and utilization of rack space and improve equipment functionality. This helps us reduce the carbon footprint of our data centres while ensuring uninterrupted support for our clients and optimal operational performance.

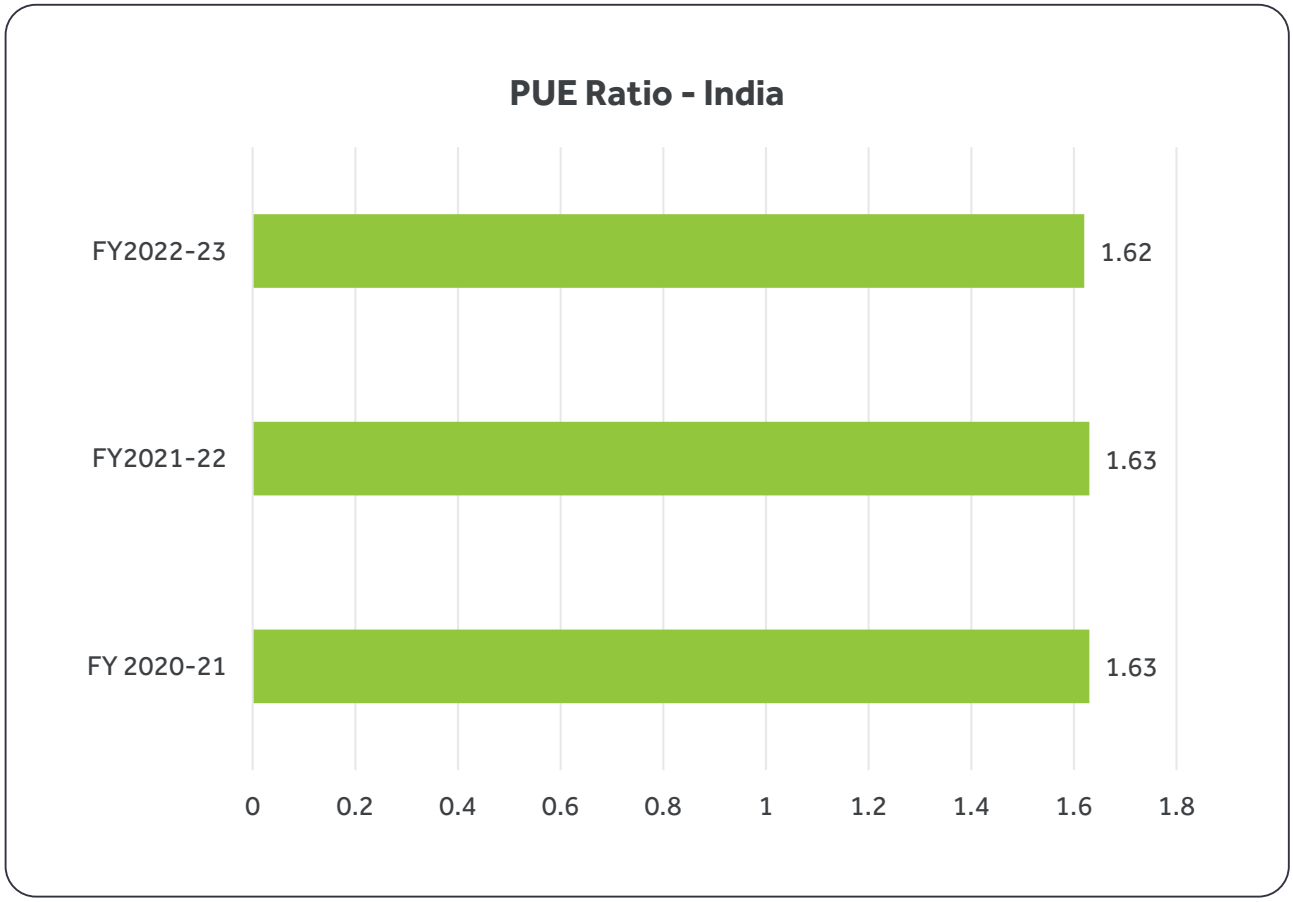
	FY21	FY22	FY2022-23
PUE Ratio (India)	1.63	1.63	1.62
Renewable Energy Contribution (%)	83.6	86.4	71.5

PUE Ratio and Renewable Energy Contribution - India



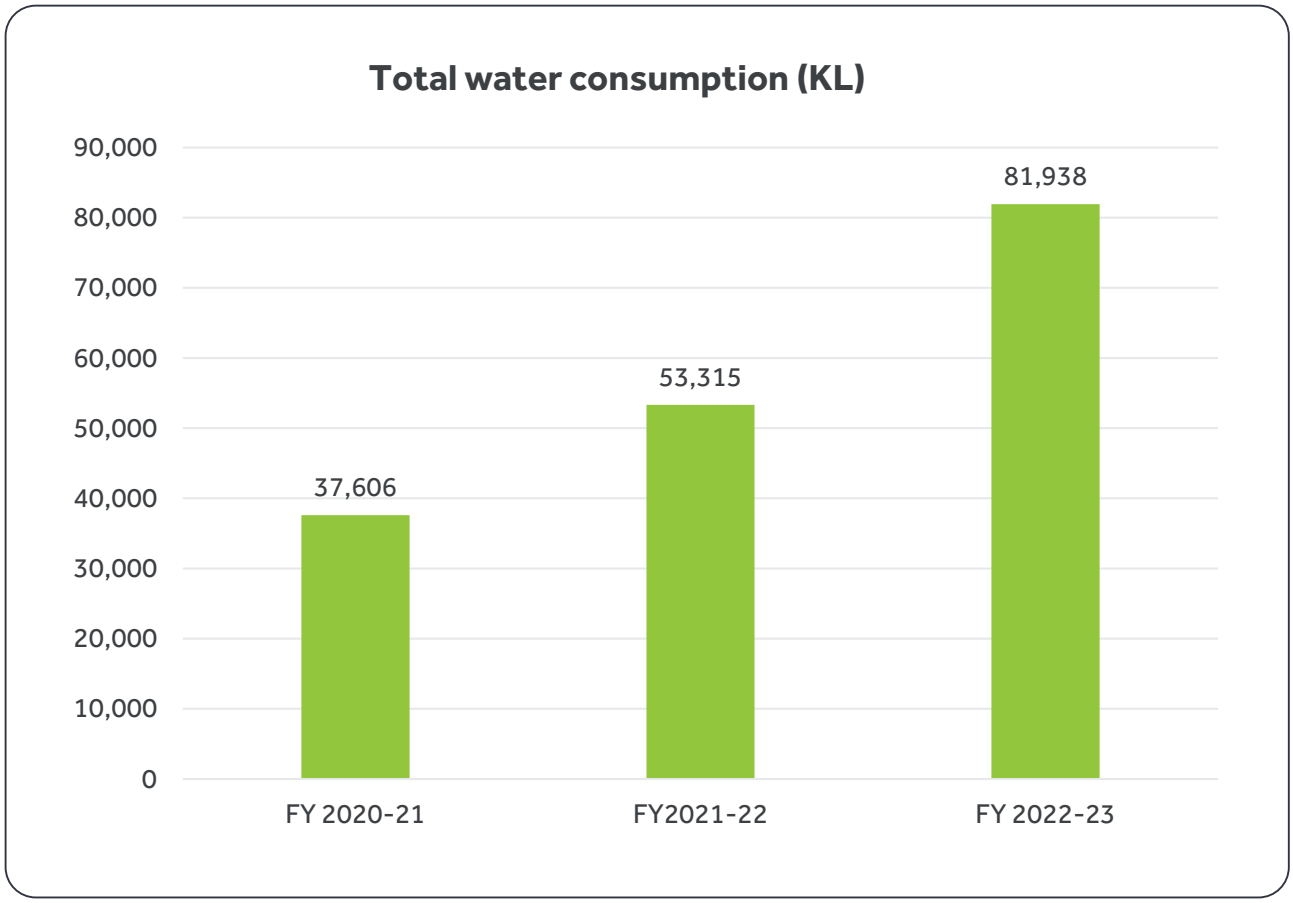
At Cyient, we prioritize effective energy management in our TIA 942 certified corporate data centres, and we utilize the Power Usage Effectiveness (PUE) metric to gauge the efficiency of our energy management efforts. PUE, or Power Usage Effectiveness, is a metric used to assess the energy efficiency of a data center. It is calculated by dividing the total energy consumed by the data center's infrastructure (such as cooling systems, lighting, and power distribution) by the energy consumed solely by the computing equipment (servers, storage devices, and networking equipment). A perfect PUE value of 1 indicates that the data centre consumes only the energy necessary to operate the IT infrastructure. Our PUE ratio has reduced marginally in FY23 compared to FY22, and we will continue to work towards moving it closer to the perfect value of 1.

To achieve an optimal PUE, we focus on two key approaches. Firstly, we ensure our data centres run on optimized core infrastructure through various interventions. These include efficiently utilizing rack space, implementing cold aisle containment, and adopting energy-efficient, smart, and precision Airconditioning systems. Secondly, we harness the power of technology by adopting hypervisors and leveraging the latest advancements in server infrastructure technology. These measures enable us to visualize data effectively while reducing the footprint of servers, minimizing power and cooling requirements, and optimizing rack space utilization.



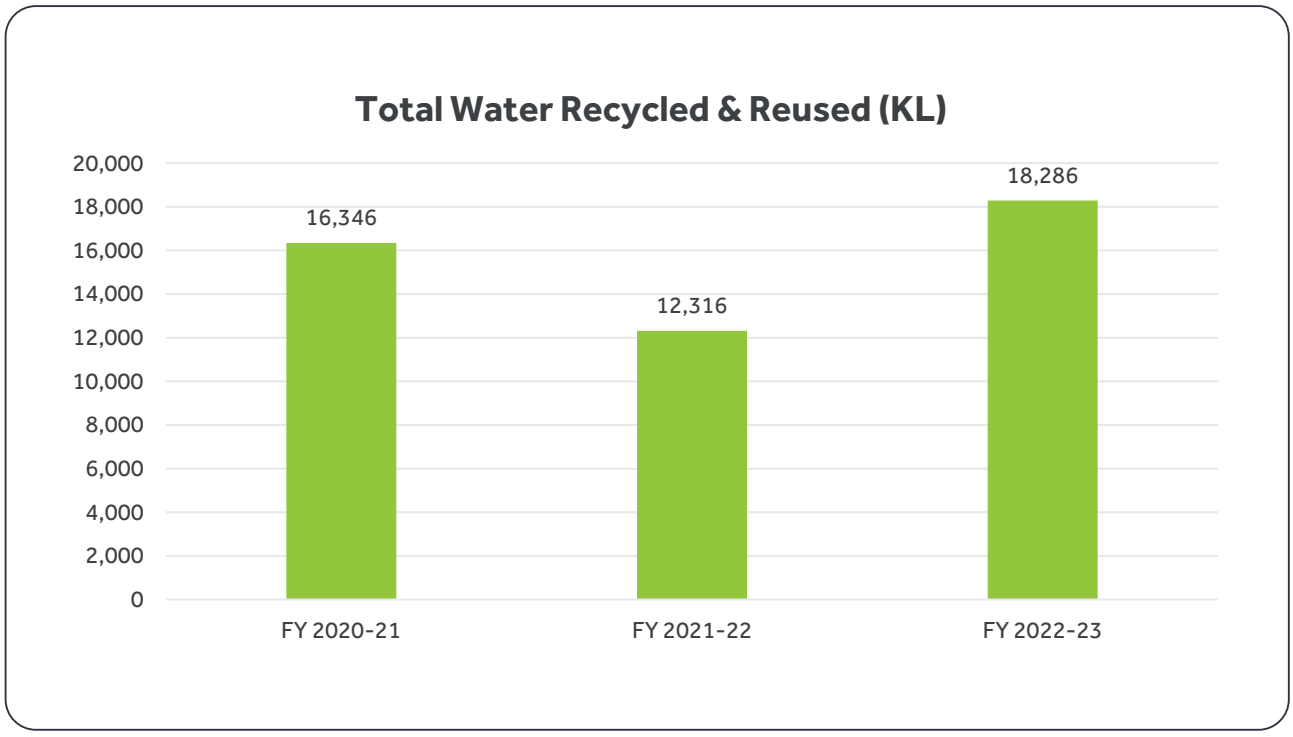
6.2.5 Water

The growing scarcity of water, a finite resource, is a global concern impacting people and communities significantly, with many not having access to potable water. Rapid urbanization, industrialization, and climatic disorders are exacerbating the global water crisis. As a responsible company, Cyient is committed to achieving water neutrality by reducing consumption and promoting the recycling and reuse of water. We monitor water usage and implement recycling and reuse practices across Indian various global locations where we operate. The major share of the water we use is obtained from third-party sources such as Municipal Corporations.





The overall water usage in our business has increased in FY23 due to our associates returning to work from the office and the addition of two new facilities in Mumbai and Pune due to the Citec acquisition. However, we remain focused on reusing and recycling water to manage our consumption. Except for one location, our water consumption includes drinking water and housekeeping purposes such as cleaning and sanitizing. We minimize water run-off by reusing it for cleaning and gardening and directing it to the Common Sewage Treatment Plant (CSTP). The reused water in our sites is sourced from Sewage Treatment Plants (STPs) and utilized for activities like flushing and landscaping. Additionally, we have implemented rainwater harvesting systems and installed aerators in handwashing units to promote water conservation.



For monitoring the volumes of water recycled and reused, we focused on four locations: Madhapur, Manikonda, Kakinada, and Bangalore. These facilities are equipped with in-house sewage treatment plants, enabling us to treat and recycle water used for landscaping and flushing. A new Sewage Treatment Plant (STP) became operational in Madhapur in FY23. This practice has significantly reduced our reliance on freshwater sources. Wastewater from other offices is treated at the Common Sewage Treatment Plant (CSTP). Since FY21, there has been Zero Discharge of wastewater to surface, sea, or groundwater.

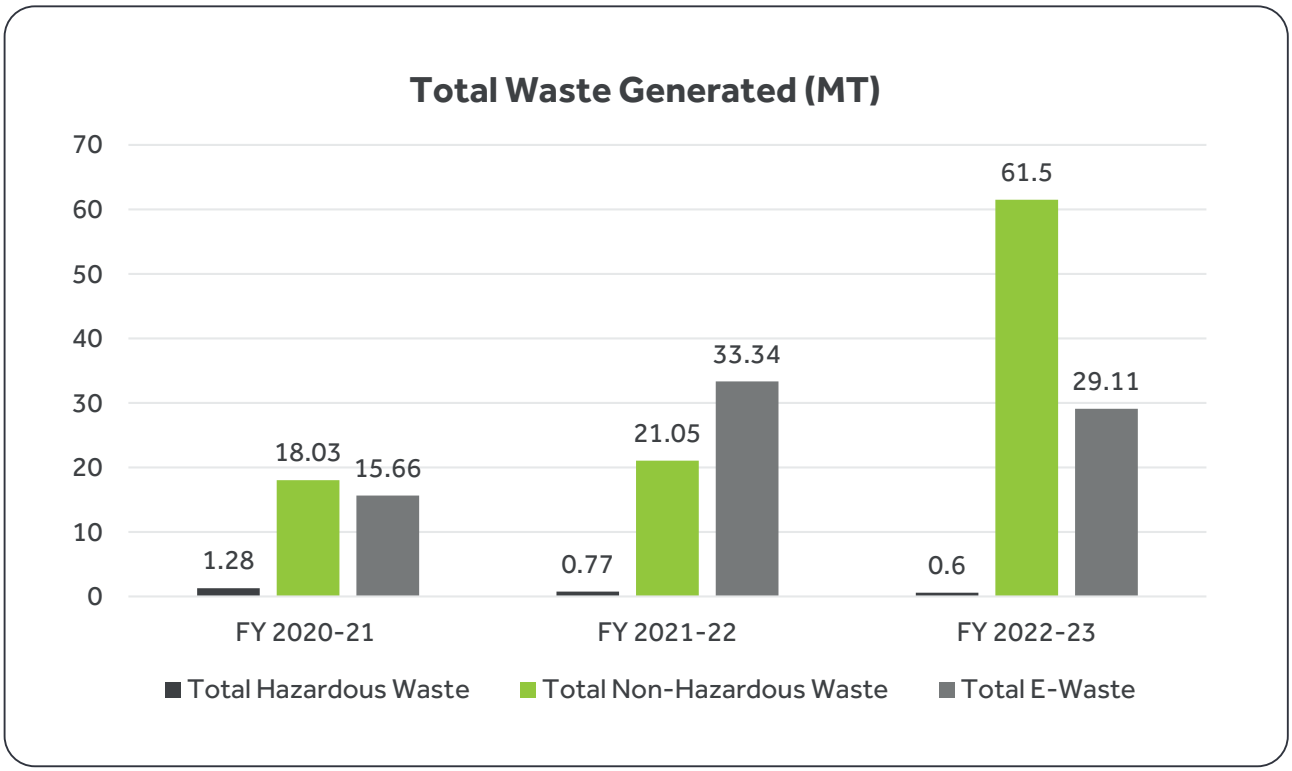
6.2.6 Waste

The growing volumes of waste globally are polluting oceans, decimating flora, and fauna, spreading diseases and harming the food we eat and the air we breathe. Therefore, for Cyient managing waste is an urgent call to leverage our deep technology capabilities and run compliant operations to ensure that we adhere to applicable regulations and design new approaches to responsibly reduce waste generation at source and recycle and reuse what is feasible. Our robust integrated waste management program centered around the principles of Reduce, Recycle, and Reuse strengthen our efforts to reduce the volumes of waste we send to landfill. Practices such as source segregation, safe management, and waste disposal through authorized vendors approved by the Pollution Control Boards (PCB) are integral to our approach. We are actively working on tracing our waste disposal workflow to validate its final use and streamlining processes to reduce waste generation. These efforts are being implemented across all offices in India and some of our global offices.

Our Engineering Services vertical primarily focuses on providing IT services to clients worldwide. E-waste and computer peripherals form the bulk of the waste we generate. The collected e-waste is safely stored for a period of three years in line with regulations. Subsequently, authorized vendors approved by the Pollution Control Board (PCB) dispose of this e-waste once every three years. We disposed our e-waste generated in certain locations during FY23.

Our hazardous waste comprises of lube oil from the DG sets, while non-hazardous waste consists of food, plastic, paper, metal, and scrap. As part of our waste management efforts, we plan to establish organic waste composters to repurpose our organic waste for gardening.





The total hazardous waste generated in FY23 decreased by 22% compared to FY22. The total non-hazardous waste in the reporting year increased due to a higher number of associates working from offices. The total e-waste generated in FY23 decreased by 12% compared to the previous reporting year.



Case Study

Organic Waste Management

We recognize the sustainable waste management practice. An innovative organic waste conversion program implemented in our Hyderabad and Bangalore facilities aims to convert 42 tons of waste into nutrient-rich manure. The waste undergoes a controlled decomposition process facilitated by composting techniques, transforming it into high-quality organic manure. The manure will be used for in-house landscaping and distributed to employees to promote sustainable practices.



6.2.7 Biodiversity

Our facilities, whether owned or leased, are not located near protected areas or areas of high biodiversity value. However, we remain dedicated to preserving and enhancing biodiversity surrounding our operations by actively participating in tree plantation initiatives. We have engaged Cyient Associates and their families in plantation drives and encouraged children in our adopted schools to plant trees and adopt plants in their communities. Over the past 7 years, including the current fiscal year, we have planted more than 79,828 saplings. Additionally, we developed over 31,000 square meters of green cover in and around Telangana and AP in the last 5 years.

Case Study

Expanding Afforestation

Cyient has undertaken a significant afforestation project aimed at reducing carbon dioxide (CO_2) emissions in Telangana and Andhra Pradesh.

We have committed to planting a variety of native tree species to create an ecologically diverse habitat across 10 acres of land in Kakinada and Warangal. Both state governments actively support this initiative to combat climate change and enhance environmental sustainability. The project aims to mitigate approximately 25 tons of CO_2 annually, reduce pollution and prevent soil erosion and land degradation.





6.2.8 Responsible Supply Chain

As part of our endeavors to accelerate the convergence of intelligent engineering and technology to design innovative, scalable, and resilient solutions, we collaborate with our customers and partners to 'Design Tomorrow Together.' The broad range of products and services we bring to our customers is powered by a robust and reliable network of suppliers and partners who share our values and sustainability goals.

We recognize the importance of building and maintaining a responsible supply chain that expands the impact of our sustainability measures and minimizes operational impact on the environment and the community. A detailed Sustainable Supplier Assessment Framework helps us assess and integrate sustainability and ESG considerations across our supply chain. As an initial step, we identified the suppliers that play a critical role in our operations and raised awareness about sustainability and ESG aspects. We then engaged all our suppliers by distributing sustainable supplier questionnaires, which undergo rigorous auditing to ensure accuracy and compliance. This involves carefully considering and mitigating potential environmental and social consequences throughout the entire value chain, from sourcing raw materials to transportation, storage, and customer delivery. These responses are thoroughly assessed and rated based on our predetermined criteria. We have prioritized localized material sourcing, which has yielded significant reductions in our carbon footprint. This approach not only aligns with our sustainability goals but also fosters inclusive economic opportunities for community development.

Our Vendor Code of Conduct (VCoC) promotes an ethical, transparent, and sustainable value chain. We have integrated relevant sustainability parameters into our Vendor Code of Conduct to promote responsible practices across our value chain. Rigorous audits and training programs ensure our vendors understand and adhere to the Code diligently. Regular 'Vendor Meets' help us have open and transparent discussions around our sustainability agenda, reiterate the importance of transparent and ethical business practices and address any queries our partners may have.

As part of the Code, we require our vendors to implement policies that promote fair employee management, including adhering to the principles of 'no-child labor' and 'no forced or compulsory labor.'

We recently conducted a virtual sensitization workshop on "Sustainable Supply Chain" to inform our critical vendors about the latest sustainability trends. The workshop updated our supply chain partners on Cyient' s progress and expectations to accelerate the transition to a sustainable future in collaboration with them.

We encourage our vendors to responsibly run their operations, reducing water and energy consumption, mitigating carbon emissions, and protecting biodiversity. Ongoing review and updation of the Code keep it relevant and ready to address evolving risks and external developments that are material to our business.

We engaged a third-party assessment agency in FY23 to evaluate the risks associated with our portfolio of 100 vendors who account for 70% of our annual spend. The assessment was conducted across three lenses: Overall Risk, Legal and Regulatory Risk, and ESG performance. The assessment results revealed that 50% of our suppliers scored Very Good or Good on these parameters.

	FY22	FY2022-23
Total number of suppliers	1591	4832
Number of local suppliers (India-based)	900	1787
Spending on local suppliers (million INR)	4582	5641.87

Number of Suppliers and Local Suppliers - India

Way Forward

We are currently undertaking a comprehensive update of our broad sustainable supply chain framework to deepen stainability commitments throughout our supply chain. This update encompasses several key aspects to ensure that our suppliers meet the highest standards of sustainability practices.

Firstly, we are reviewing our audit protocols, templates, supplier manual, and reports. This process involves evaluating and refining the assessment criteria to capture a broader range of sustainability factors.

Additionally, we are examining our comprehensive supplier sustainability rating mechanism. This mechanism enables us to assess suppliers' sustainability performance based on predefined criteria. We aim to further refine and strengthen the rating system to provide more accurate and meaningful assessments. This will facilitate better decision-making and allow us to engage with suppliers in a more targeted and effective manner.

Finally, we are also implementing a reward, recognition, and performance improvement program to incentivize and recognize suppliers who excel in sustainability practices.

6.3
Social Value

6.3.1 Organizational Approach

As a global intelligent engineering and technology solutions company, our associates innovate solutions to accelerate the convergence of intelligent engineering and technology and solve critical problems that matter the most to our customers. Led by our people-centric values of FIRST (Fairness, Integrity, Respect, Sincerity, and Transparency), we have successfully attracted, developed and retained some of the brightest minds in the industry. We invest in the power of ideas and imagination to help our customers transform and thrive by tapping the ever-emerging opportunities of the digital world. Underlying our endeavors is a commitment to leverage the power of technology to design transformative social solutions that broaden opportunities for the inclusive growth and prosperity of our communities, partners and the larger ecosystem.

We embrace progressive and equitable practices to offer our associates a safe workplace that respects diversity, promotes equity and inclusion, and celebrates the achievements of all associates. Empowerment and enablement are key to our successful retention policy. As an equal-opportunity employer, we hire based on merit alone. World-class learning programs equip our associates with relevant skills so they can scale their capabilities to build fulfilling careers and lives with Cyient. Our focus on strengthening our pool of future leaders through industry-best training and development frameworks contributes to a robust leadership bench and succession planning. By thoughtfully crafting policies and aligning them with actionable steps, we create a workspace that fosters a sense of pride among our associates. Cyient conducted a survey involving all associates, following the Great Place to Work framework.

CYIENT HAS BEEN CERTIFIED AS A "GREAT PLACE TO WORK" IN INDIA



The survey assessed aspects of our values as well as trust in management, and how our associates feel about their roles and workplace. This certification is testament to our **AGILE Culture** and **ValuesFIRST** initiatives. We are committed to be an employer that drives talent and innovation.

#ProudtobeaCyientist

6.3.2 Human Rights

We implement stringent policies to uphold human rights and fair work practices across functions, locations, and hierarchies. We firmly condemn all forms of discrimination and prioritize the well-being of those we collaborate with, safeguarding their physical and mental health. We offer our associates a conducive workplace where they feel safe, can give their best to their customers, and have fulfilling careers with us. Our suppliers and contractors are also encouraged to embrace human rights across their value chains as well. By aligning our actions with these principles, we create a culture that upholds and promotes the fundamental rights and dignity of individuals within and beyond organizational boundaries.

Our comprehensive human rights policy, aligned with the International Bill of Human Rights and UN Guiding Principles, governs all associates and the entire value chain. It encompasses key aspects such as respecting human rights, engaging with communities and stakeholders, promoting inclusion and diversity, ensuring a safe workplace, addressing modern slavery and human trafficking, prohibiting child labor, and upholding fair work hours, wages, and benefits. Our human rights policy encompasses anti-harassment (sexual and non-sexual) and non-discrimination principles as well. We also enforce a distinct prevention of sexual harassment through our POSH policy, with related training provided to employees.

Anti- Discrimination

We treat everyone equally without bias or regard for race, gender, culture, or other personal characteristics. A zero-tolerance policy for discrimination across all locations reiterates our commitment to fair employment practices. Communication channels are available to all associates and suppliers to raise complaints about any discrimination felt or observed at the workplace. We ensure our associates, suppliers, and other stakeholders know and adhere to the Cyient Business Code of Conduct and Human Rights policies. Any reported violations of these policies are thoroughly investigated. The recommendations from the review conducted by the appropriate committee are implemented in alignment with our policy.

Cyient provides a platform for indigenous peoples to raise concerns and escalate cases where their rights may have been violated. We are pleased to report that during the current reporting period, there were no incidents of violations related to our Business Code of Conduct, Human Rights policies, diversity, or non-discrimination.

S.No	Category	No. of Complaints filed during FY22	No. of Complaints during FY2022-23
1	Child/forced/involuntary labor	Nil	Nil
2	Sexual Harassment	1	Nil
3	Discriminatory employment	Nil	Nil

Number of Incidents

Freedom of Association and Collective bargaining

We actively support the freedom of association and collective bargaining. Legally recognized associations are encouraged to engage in discussions with management to address collective concerns. These associations select representatives from amongst our associates who engage in collective bargaining discussions with us on matters relevant to their members. We have established dedicated committees to address issues that directly impact our associates, such as transportation facilities and canteens. These committees work closely with the representatives to address and resolve these issues following our policies. There were no issues that required collective bargaining in the reporting year.

Child Labor

Cyient has stringent measures to prevent the use of child labor. We do employ anyone below the legally permissible age within our operations. This commitment aligns with the guidelines set forth by the International Labor Organization (ILO) and the regulations enforced by the governments of the countries where we operate. We extend this mandate to our suppliers and the entire value chain. To enforce this policy, relevant clauses are incorporated into our agreements with suppliers, emphasizing their responsibility to comply with child labor laws and regulations.

Forced and compulsory labor

We have implemented a strict policy that unequivocally prohibits human trafficking, slavery, forced labor, forced marriage, debt bondage, and deceptive recruiting across our operations and supply chain. Our Modern Slavery Statement, compliant with regulations in the UK and Australia, guides our actions in those countries. We work closely with third-party vendors to provide necessary resources and promote ethical practices throughout our value chain.



Security practices

We understand the significance of our security personnel's role in enforcing human rights practices and serving as the first line of defense to implement these policies. Our security personnel undergo extensive training and sensitization on relevant policies and operational procedures. This training enables them to handle situations with the utmost respect for human rights and adhere to ethical standards.

100% of our security personnel have been trained on human rights across our operations in FY23 .

Anti-Corruption and Anti-Bribery

Cyient maintains a robust and all-pervasive policy to prevent corruption in our operations and value chain. This policy covers the requirements of the countries where we operate and incorporates relevant provisions from key anti-corruption legislation, such as the US Foreign Corrupt Practices Act of 1977 and the UK Bribery Act of 2010. As we expand our business globally, it is imperative that our associates and vendors conduct business ethically and in compliance with our anti-corruption policy. We encourage all stakeholders to familiarize themselves with this policy and uphold its principles. There were no reported cases of corruption or bribery within Cyient in the reporting year.

Cyient refrained from making any monetary contributions to lobbyists, politicians, trade associations, or other tax-exempt groups during the reporting year.



6.3.3 Associates

Our people-focused practices are designed to create a safe and empowering workplace that inspires them to deliver on our sustainable business goals. We offer our associates the opportunities of working on paradigm-changing solutions for customers, continuous learning and professional development. This helps us attract talent who are driven by a passion for solving complex business challenges, possess a hunger for innovation, and thrive on pushing boundaries.

We have a global workforce of 14,831 associates spread across 22 countries. While our customer base spans multiple countries, a significant portion of our workforce is based in India. Over 83% of our associates are based in India. The abundance of technical talent in India grants us convenient access to the resources we need to cater effectively to our customers' needs.

As we expand our business globally, we are also increasing our headcount in the APAC (Asia-Pacific), EMEA (Europe, the Middle East, and Africa), and NAM (North America) regions so we can strengthen our near and on-shore capacities to deliver localized and strategic support to our customers.

		Age Group (no.)			Gender (no.)		
Associates' category		<30 yrs.	30-50 yrs.	>50 yrs.	Male	Female	ND*
Regular	Full time	6181	7117	720	10584	3397	37
	Part-time	7	19	81	77	29	1
Contract	Full-time (Fixed Term)	290	146	252	394	136	158
	Part-time	0	5	13	11	6	1
	Total	6478	7287	1066	11066	3568	197

Associates Breakup by Age Group and Gender (FY2022-23)

* **Not Defined (ND):** At Cyient, the choice of revealing the gender is left to the associates hired. For associates who choose not to disclose their gender, we place them in the 'Not Defined' category. This category could include men, women, and individuals of other genders.

Hiring

Cyient's consistent success results from the industry-leading competencies and valuable contributions of our associates. A comprehensive hiring strategy supported by fair employment practices allows us to attract and hire the talent we need to realize our aspirations. Cutting-edge technology tools and digital platforms enhance the efficacy of our recruitment process.

Innovative hiring practices help us meet our recruitment objectives across campus, contingent and lateral hiring. These approaches allow us to reduce the time taken to fill positions with high-quality talent that brings a broad range of skills and expertise in various domains, including data & network, mechanical, embedded, VLSI, automotive, plant engineering, and digital technology.



Campus Hiring

We actively engage with leading institutes to recruit talent from campuses and foster long-term collaborations through internship programs and facilitating guest lectures by industry experts. Our strong campus presence helps us identify and onboard top talent as well as strengthen brand awareness and our position as an employer of choice in the market. We leverage technology-driven platforms to conduct assessments and campus drives, enabling seamless engagement with candidates across tier 2 & tier 3 cities. With a comprehensive assessment process that includes technical interviews and other selection processes, we meticulously evaluate the aptitude and skills of candidates and hire high-caliber freshers from campuses.

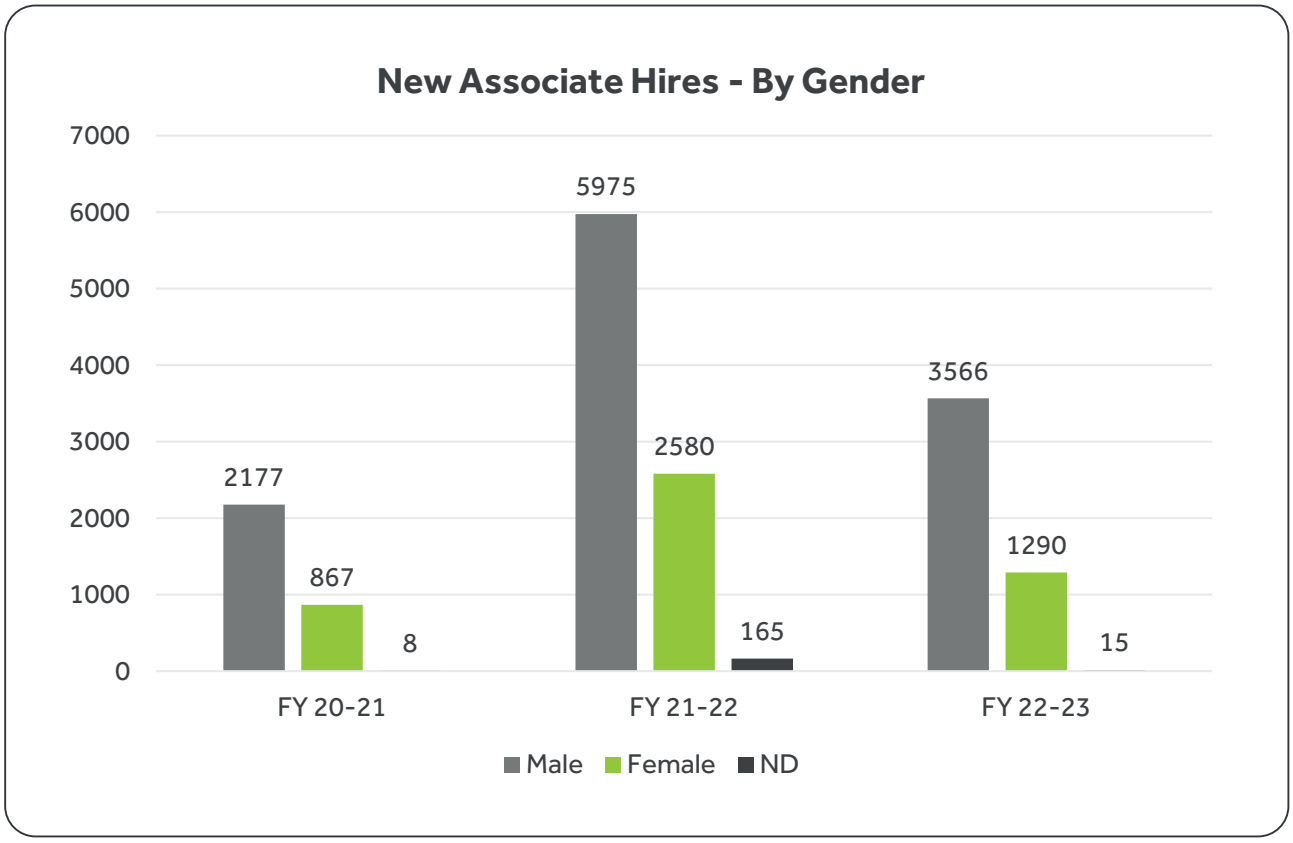
Contingent Hiring

Along with campus recruitment, we also undertake contingent hiring to meet resource requirements for specific projects swiftly. Cyient has gained access to a diverse pool of contingent workers possessing niche skills and expertise through partnerships with specialized staffing agencies across the globe. By leveraging flexible employment arrangements, such as contract-based or project-based engagements, Cyient has efficiently onboarded talent for short-term assignments or specialized billable and non-billable projects. Furthermore, Cyient has deployed rigorous selection procedures, which often include technical evaluations and domain-specific assessments, to ensure that contingent workers possess the requisite competencies to deliver exceptional results within defined timelines.

Lateral Hiring

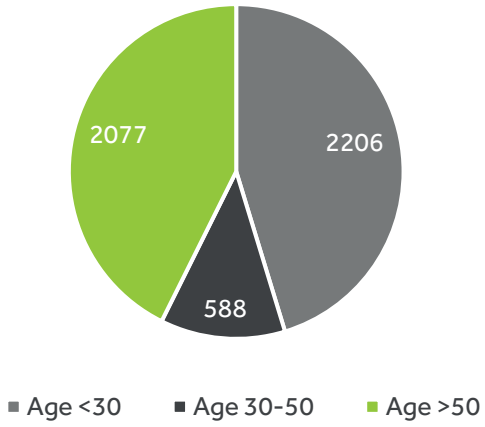
Recognizing the value experienced professionals bring to our organization, we design opportunities to offer them viable career options that recognize and reward their skills and accomplishments appropriately. At Cyient, we leverage proactive sourcing methods and targeted talent acquisition strategies to identify and attract experienced talent. We proactively reach out to potential candidates with the desired technical and behavioral skill sets and experience through professional networking platforms, industry-specific forums, and job portals, engaging with professionals.

In our pursuit of exceptional talent, Cyient has adopted innovative hiring practices that span campus recruitment, lateral hiring, and contingent hiring. These approaches enable us to attract and acquire top-notch professionals who bring valuable skills and expertise to our organization.

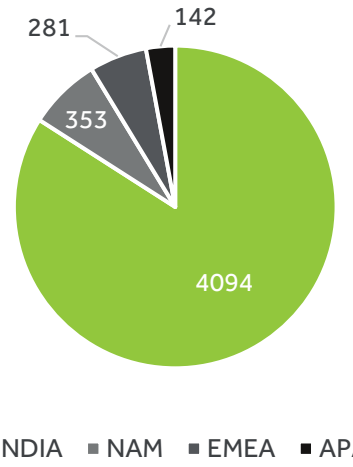




New Associate Hires - By Age FY 2022-23



New Associate Hires - By Region FY 2022-23



To meet our growing business needs and expansion goals, in FY22 we ramped up hiring by almost three times, which is more than the combined hiring of the previous two years. With our focus on building a diverse workforce, nearly 30% of the new hires in FY22 were women, a significant jump over previous year.

We actively promote internal talent by encouraging individuals with the required skills and experience to apply for open positions. In FY23, the percentage of internal candidates filling open positions increased to 1.72%, representing significant growth compared to 0.31% in FY22 and 1.05% in FY21. This highlights our commitment to fostering career growth and recognizing the potential of our existing workforce. During FY 23, the voluntary turnover rate was 24.8%.

Associate Turnover

Age category	Turnover FY 2022-23	Turnover Rate FY 2022-23
INDIA	3727	30.8%
NAM	465	36.6%
EMEA	136	32.1%
APAC	89	26.3%
Overall Employee Turnover	4417	31.3%

Associates Turnover Rate by Region

Age category	Turnover FY 2022-23	Turnover Rate FY 2022-23
<30	2184	36.7%
30-50	2029	27.7%
>50	204	25.8%
Overall Employee Turnover	4417	31.3%

Associates Turnover Rate by Age

Gender	Turnover FY 2022-23	Turnover Rate FY 2022-23
Male	3416	31.5%
Female	966	29.4%
Overall Employee Turnover	4417*	31.3%

Associates Turnover Rate by Gender

Note: The scope for disclosing data for the social performance has changed from earlier years wherein Cyient DLM was included along with Cyient Limited India & Overseas. This year the scope of the report covers Cyient Limited's operations in India and overseas. Therefore, the comparative hiring, and turnover data would reflect the variance in scope compared to the previous reporting year.



** Overall employee turnover includes "Not Defined" category as well*

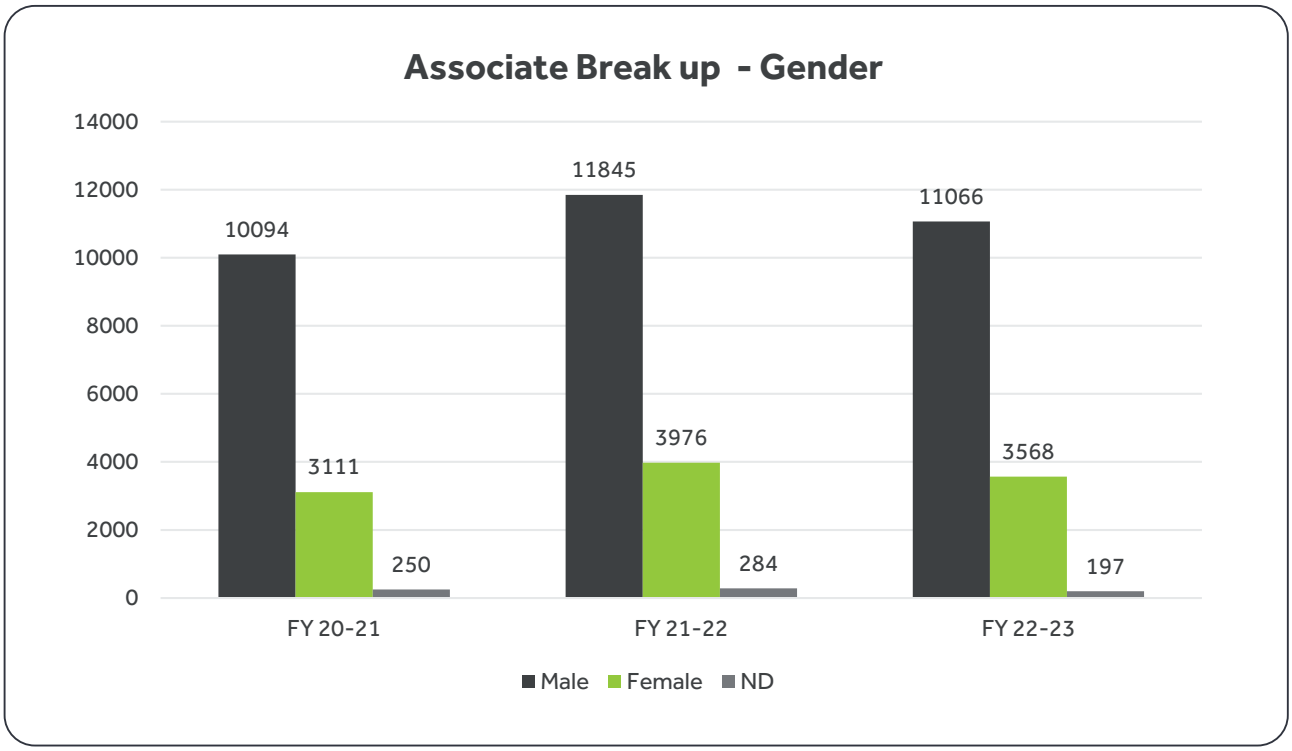
Diversity and Inclusion

At Cyient, we believe a diverse and inclusive workplace is essential for fostering innovation, creativity, and collaboration to realize our promise of 'Designing Tomorrow Together.' We value and embrace the diversity of thought, experiences, backgrounds, cultures, and identities within our workforce. We provide equal opportunities to all our associates without discrimination on any grounds, including age, color, disability, ethnicity, gender identity or expression, marital status, national origin, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and more.

A Board-level subcommittee provides oversight of our activities on this front, while our D&I council leads the implementation of initiatives with a special focus on empowering women. The council identifies talented women associates and provides them mentorship and development opportunities to nurture their leadership potential.

24.25 % of our total workforce are women. The share of women across management roles stands at 11.95%. Women leaders hold 18% of top management positions and 11.85% of junior management roles.

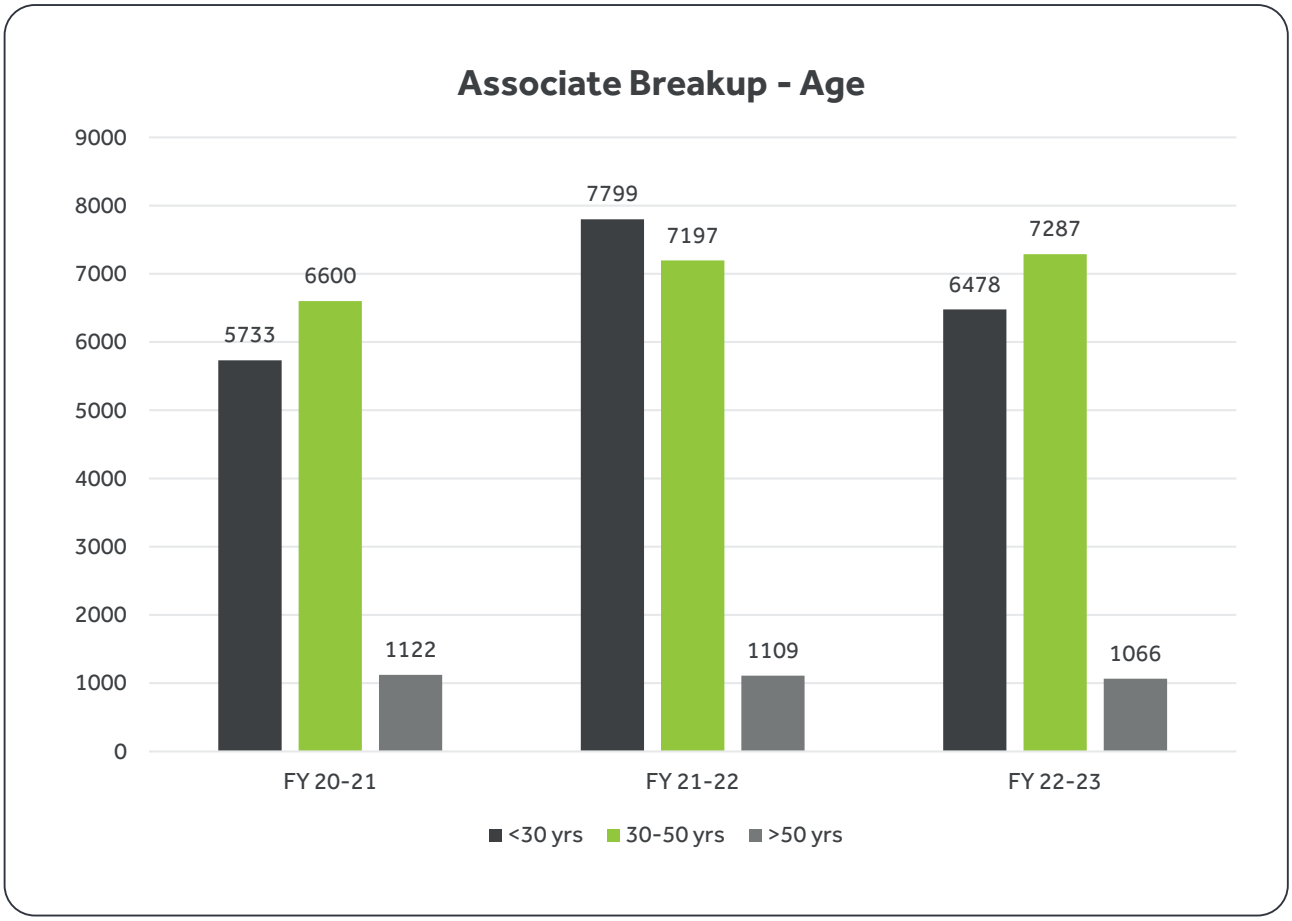
The percentage of women in management positions in revenue-generating functions is 10.86%, and in STEM-related roles is 24.94%.



Category	Gender		Age		Total
	Male	Female	30-50	>50	
Board of Directors	7	1	3	5	8
Senior Management	12	1	8	5	13

Associates Breakup by Age

Our commitment to diversity and inclusion opens new growth opportunities for individuals from varied backgrounds. A diverse workforce also strengthens our ability to access a broader range of skills, experiences, cultures, and perspectives that foster innovation to meet the broad spectrum of customer needs and accelerate our collective wellbeing and prosperity. We conduct Associate Satisfaction Surveys (ASAT) where the engagement score combines job satisfaction and happiness, purpose is assessed through questions on company culture and goal-setting, and stress levels are gauged by inquiring about energy at work.



Gender Pay Indicators

We provide fair and market-competitive compensation to all our associates. Our approach to compensation follows the principle of pay parity, where individuals with similar education, experience, and job roles are offered comparable salaries across all levels within the organization. Our remuneration package includes basic salaries, non-monetary incentives, and allowances while excluding bonuses, benefits, or any other compensation from the employer.

We ensure there is no gender-based salary disparity among associates with comparable experiences and responsibilities. Organizational data shows that, on average, women at almost all levels within the organization receive salaries that are comparable to their male counterparts.

Associate Level	Average Women Salary	Agerage Men Salary
Executive level (base salary only)	1,16,273	1,49,389
Executive level (base salary + other cash)	1,63,820	1,83,917
Management level (base salary only)	30,422	32,670
Management level (base salary + other cash incentives)	32,136	34,700
Non-management level	10,069	11,312

Associate Category	Ratio of Basic Salary of Women to Men	Ratio of Remuneration of Women to Men
Senior Management	0.78	0.89
Middle Management	0.96	0.96
Junior Management	0.96	0.96
Staff	0.89	0.89

Gender Pay Indicator FY 2022-23



Creating opportunities for People with Disabilities (PwD)

Our people practices are designed to create employment opportunities for PwDs so they can earn sustainable livelihoods and live with dignity. We have partnered with an external agency specializing in the training and placement of PwDs to address their unique requirements and overcome challenges.

Sensitization and awareness activities are conducted for our managers and senior leaders to ensure the successful integration of PwDs into our organization and create an environment where they feel welcome and supported. Provisioning for accessibility and accommodation helps us meet their specific needs and enables them to thrive in their roles.

Benefits for Associates

We offer a comprehensive range of benefits over and above compensation to help associates and their families during challenging times. Life, health, and disability insurance coverage are extended to all our permanent employees. We provide the options of work-from-home, flexible working hours and part-time working options to our associates. Stock options are provided to Permanent Associates in accordance with their eligibility, along with allowances for food and conveyance. Both permanent and temporary associates are eligible for retirement provisions and transportation.



Our Workplace stress management and Sport & health initiatives include , Yoga, First Aids, Monsoon Precautions, Back Pain, Mental wellness, Paediatrics, Liver Health, Kidney Health, IVF are held both on-campus and virtually, encouraging active participation from associates operating from home. Furthermore, we offer rejuvenating Yoga and Zumba fitness series, such as Surya Namaskar and plank challenges, we also organise Corporate Greenathon (3K,5K, 10K Run), International Chess Championships, etc . For personalized support, we have outsourced our Employee Assistance Program (EAP) to provide one-on-one help and assistance.

Our associates, whether permanent or temporary, are encouraged to take advantage of parental leave options. Maternity Leave - Women associates on the rolls of the company can avail maternity leave of 26 weeks (182days).

Family and Caregiver Leaves - Cyient provides below leave types to provide employees with time off to care for heir children:

Paternity Leave - Male associates are eligible for 2 weeks of paid paternity leave.

Paternal Leave - given in the first year of parenthood up to 12 weeks of 100% paid time off for primary caregiver and 2 weeks of 100% paid time off for secondary caregiver. In addition, Cyient also provides Adoption leave and surrogacy leave To support our women employees with young children aged 6 months to 6 years, we have implemented a Crèche-Expense Reimbursement Policy that facilitates access to daycare facilities. Additionally, we ensure the availability of breastfeeding/lactation facilities across all our office locations. These initiatives are aimed at promoting a family-friendly work environment and supporting the needs of working parents. In the case of the loss of loved ones, we offer bereavement leaves beyond the regular allocation of leave to support our associates during difficult times.



Category	Total (A)	% of employees covered by							
		Health insurance		Accident insurance		Maternity benefits		Paternity Benefits	
		No. (B)	% (B/ A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/ A)
Permanent employees									
Male	9068	8354	92	9068	100	-	-	9068	100
Female	2947	2300	78	2947	100	2947	100	-	-
Total	12042	10654	88	12042	100	2947	100	9068	100
Other than Permanent employees									
Male	467	22	5	24	5	-	-	-	-
Female	328	11	3	13	4	-	-	-	-
Total	873	33	4	37	4	-	-	-	-

Gender	Permanent employees	
	Return to work rate	Retention rate
Male	100%	85.50%
Female	96.75%	58.02%
Total	**99.24%**	**77.62%**

Return to work and Retention rates of permanent associates' parental leave

The return to work rate for male employees is at a commendable 100%, whereas for female employees, it is slightly lower at 96.75%. Overall, the combined return to work rate for all permanent employees is 99.24%. When it comes to retention, we observe a retention rate of 77.62% for all employees. These figures indicate a commitment to gender diversity and highlight the need for continued efforts to create an inclusive and supportive workplace for all.





6.3.4 Learning and Development

We offer our associates a wide range of specially tailored training and development programs to nurture their holistic development and foster continuous professional growth.

Mentorship Program

The BLP (Business Leader Program) and ELP (Emerging Leader Program) are integral to our efforts to nurture leadership excellence within Cyient. These programs include workshops, leader talks, and action learning projects carefully designed to cultivate and hone leadership talent. The selection, sponsorship, and mentorship of these action learning projects are entrusted to our Senior Leaders and provide an excellent platform for participants to contribute to significant projects of strategic importance for Cyient.

Program participants form part of diverse teams and draw on our leaders' invaluable support and guidance to scale their professional and personal development and growth. Moreover, the outcomes generated through these projects are actively integrated into Cyient's operations, ensuring tangible contributions to our organizational progress.

In FY23, the ELP boasted an impressive participation of 103 Associates actively involved in 11 Action Learning Projects. The BLP aims to fill up to 75% of our open leadership positions with internal candidates. 24 participants diligently working on 4 different projects as part of this program that advance our leadership development goals.

The TLP (Technical Leader Program) is designed for subject matter experts (SMEs) in various job bands across sectors to keep their awareness and understanding of the latest technology trends up to date. The program equips them with skills to better understand customer needs, enhance their experience, manage Intellectual Property, and develop consultative leadership abilities.

Associate category	Number of Participants	Training Hours
Male	12965	236367
Female	4342	68305
ND	13	471

Hours of training given to associates in FY 23 by Gender

In addition to our internal training programs, we extend financial support to our associates to pursue courses at external institutions and access specialized training and education in specific areas.

In FY23, there was an improvement in the total number of training hours utilized by associates, irrespective of job levels and gender. On average, each Full-Time Employee (FTE) availed of 17 hours of training. The average expenditure on training per FTE during this period was INR 1800.

Sr. No.	Description of the Course	Total Training Hours	No. of Attendees
1	Internal Courses for Skill Upgradation	674263	8877
2	External Courses for Skill Upgradation	308139	17608

Associates Turnover Rate by Gender - FY 2022-23

Associate Category	Participants (No.)	Training Hours in FY 2022-23
Senior Management (General Manager & Above)	87	601
Middle Management (Senior Manager to Deputy General Manager)	365	6000
Junior Management (Assistant Manager, Deputy Manager & Manager)	4262	72206
Staff (All Executives, Assistants & Trainees)	12299	226922

Hours of Training given to Associates in FY 2022-23 by Management Level



Training Feedback

We employ the globally recognized Kirkpatrick Model to evaluate the effectiveness of our training programs. This model considers multiple levels of assessment, including participants' reactions (L1), learning outcomes measured through tests or interviews (L2), feedback from managers regarding the application of learning in the workplace (L3), and measurable business goals achieved as a result of the training (L4).

At Cyient, we primarily focus on evaluating the effectiveness of our training programs using L1 and L3 feedback. L1 feedback is obtained directly from the participants, allowing us to assess their perception of the session's engagement and relevance to the workplace. Additionally, we gather L3 feedback from the respective managers of all participants to gain insights into whether the training has led to any observable behavioral transformation at the workplace.

Associates receiving regular performance and career development reviews

Our associates benefit from the robust feedback system that includes regular performance evaluations and career development reviews conducted at least once a year. Our performance appraisal process incorporates diverse methods, such as management by objectives and holistic feedback from managers, peers, and other associates. Additionally, team-based performance reviews and agile conversations contribute to comprehensive performance assessments. These reviews allow our associates to gain valuable insights into their strengths and areas for improvement, empowering them to enhance their career paths.

Sr. No.	Category	Male	Female	Not Defined
1	Senior Management (General Manager & Above)	73	6	0
2	Middle Management (Senior Manager to Deputy General Manager)	252	29	0
3	Junior Management (Assistant Manager, Deputy Manager & Manager)	2935	565	3
4	Staff (All Executives, Assistants & Trainees)	5186	2068	25

Number of Associates Receiving Regular Performance and Career Development Reviews in FY 2022-23



Wellbeing of associates

At Cyient, we place great importance on fostering associate Connect & Engagement. Town Halls are held where leaders such as the CTO, CEO, and BU Heads share insightful updates on the latest technological advancements. Additionally, we organize enriching panel discussions led by subject matter experts, discussing upcoming initiatives across different geographies. These interactive forums catalyze knowledge exchange and collaboration and build a strong sense of community.

We deeply value the health and wellbeing of our associates at Cyient. Our Wellbeing Wednesday sessions feature expert guidance from renowned medical professionals affiliated with various hospitals.

In addition to the above initiatives, we organize health camps and provide access to mind and soul health resources through our intranet and Practo app that offer online consultations. Our wellness challenges and programs, including Yoga, First Aid, Monsoon Precautions, Back Pain, Mental Wellness, Paediatrics, Liver Health, Kidney Health, and IVF, are conducted on-campus and virtually, encouraging participation from associates working remotely. We have appointed an expert agency to provide personalized support to our associates as part of the Employee Assistance Program (EAP).

Celebrating together is an integral part of our culture, and we host events like Festival Flavours, Cyient Talent Hunt, Fun competitions during festivals, and Cyient Dancing Idol, providing a platform for associates and their families to come together and celebrate their diverse cultures.

In FY23, we conducted 84 engagement programs for our associates, with 45 focusing on Festive, Fun, Information, Awareness, and Connect Initiatives, and 39 were Health & Wellbeing activities.



6.3.5 Occupational Health and Safety

A workplace with benchmarked occupational health and safety (OHS) practices assures our associates of their safety so they can focus on delivering their best to meet customer commitments. Employee Health and Safety (EHS) parameters have been made a part of the HR framework to create an integrated approach. An Environmental, Occupational Health and Safety (EOHS) policy incorporates effective controls, checks, and interventions to address and eliminate EHS risks and is available at: https://www.cyient.com/investors/corporate-governance/.

Regular meetings between the management teams, associates and workers' representatives help deepen understanding and adhere to the policy. Safety champions trained on EOHS norms are available on each office floor. Half-yearly mock drills and safety training programs every quarter keep our employees updated on safety protocols, including evacuation and fire safety procedures. Automating our transportation system and strengthening security systems have improved employee safety during their commute. Additionally, we are focused on preventing kitchen hazards.

Free regular medical check-ups for associates are conducted to check on their physical and mental wellbeing. Our vendors are encouraged to extend such check-ups for their workers. All Cyient locations in India are equipped with Automated External Defibrillators (AEDs) and fire evacuation chairs designed for navigating steps so our employees can access these life-saving devices in the event of sudden cardiac arrest at the workplace.

We have revamped our online EHS incident reporting tool and incident management procedure to ensure a more robust incident reporting process to reach our fire and safety teams. Individuals or teams reporting incidents are kept abreast of the actions being undertaken from the commencement of the investigation and notified of incident closure.

80% of our offices in India have implemented the OHS management system and are EMS ISO 45001:2018 certified.

Facilities certified under ISO 45001

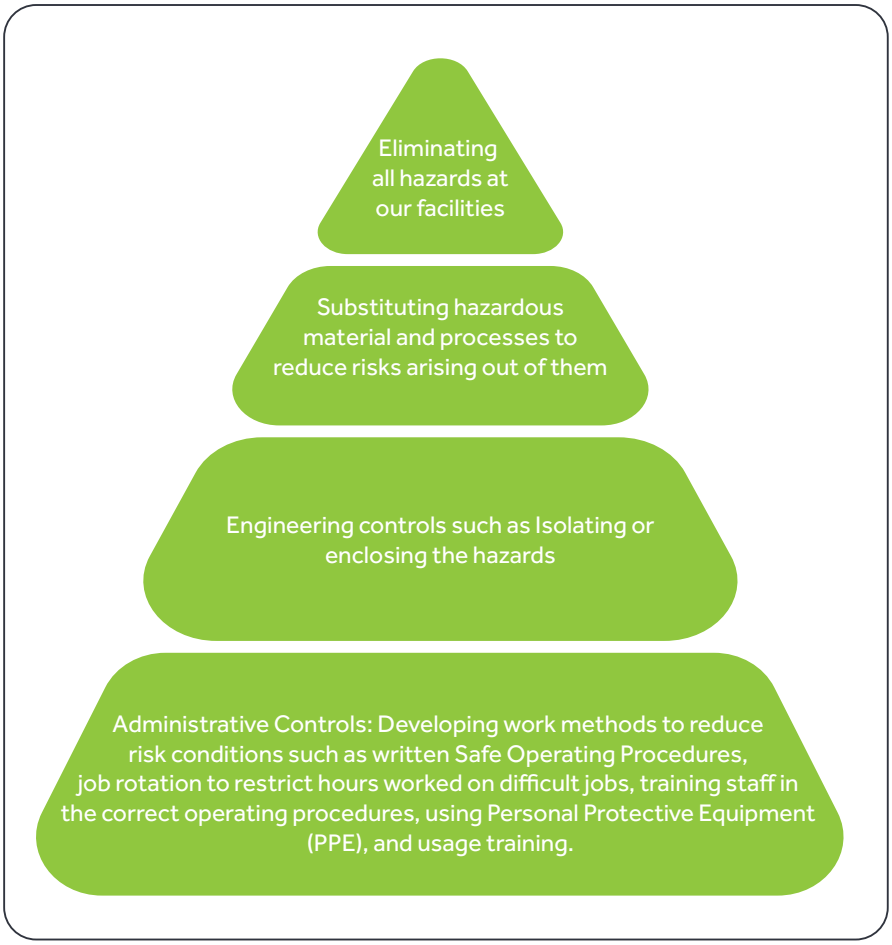
- **Cyient Limited Corporate Office, Madhapur**
- **Manikonda**
- **Uppal**
- **E-City, Bengaluru**
- **Kakinada**
- **Vizag**
- **Warangal**
- **Noida**
- **Cyient Australia Pty Ltd., Melbourne**
- **Cyient Australia Pty Ltd, Sydney**
- **Cyient Europe, Cheddar**

We continually evaluate our progress in reducing and preventing health issues and risks, comparing it against predefined targets. Regular internal inspections are conducted to identify and address EOHS risks and hazards within our operations. Additionally, we have established procedures to investigate work-related injuries, ill health, diseases, and incidents, enabling us to take appropriate corrective measures. EOHS criteria have been introduced into our procurement and contractual requirements, reinforcing our commitment to prioritizing safety and health throughout our supply chain.

Regular communication mailers, posters, and other visible communications materials are shared with associates and workers on health and safety topics such as heat stress, ergonomics, road safety and staying safe during holidays. HR Business Partners organize 'Well Being Wednesday' sessions on health-related issues for all associates.

In FY23, zero injuries and fatalities were reported across Cyient.





Cyient's hazard management framework



Cyient's EOHS Policy

Cyient shall strive to have a minimal impact on its operations on the environment. We shall ensure the health and safety of all our associates and interested parties in line with our business objectives. Cyient shall implement and comply with applicable legal and regulatory requirements. Our EOHS policy is committed to continuously improving the EOHS management system to prevent any injury to people and minimize pollution. The policy is reviewed periodically to stay relevant to changing times and needs.

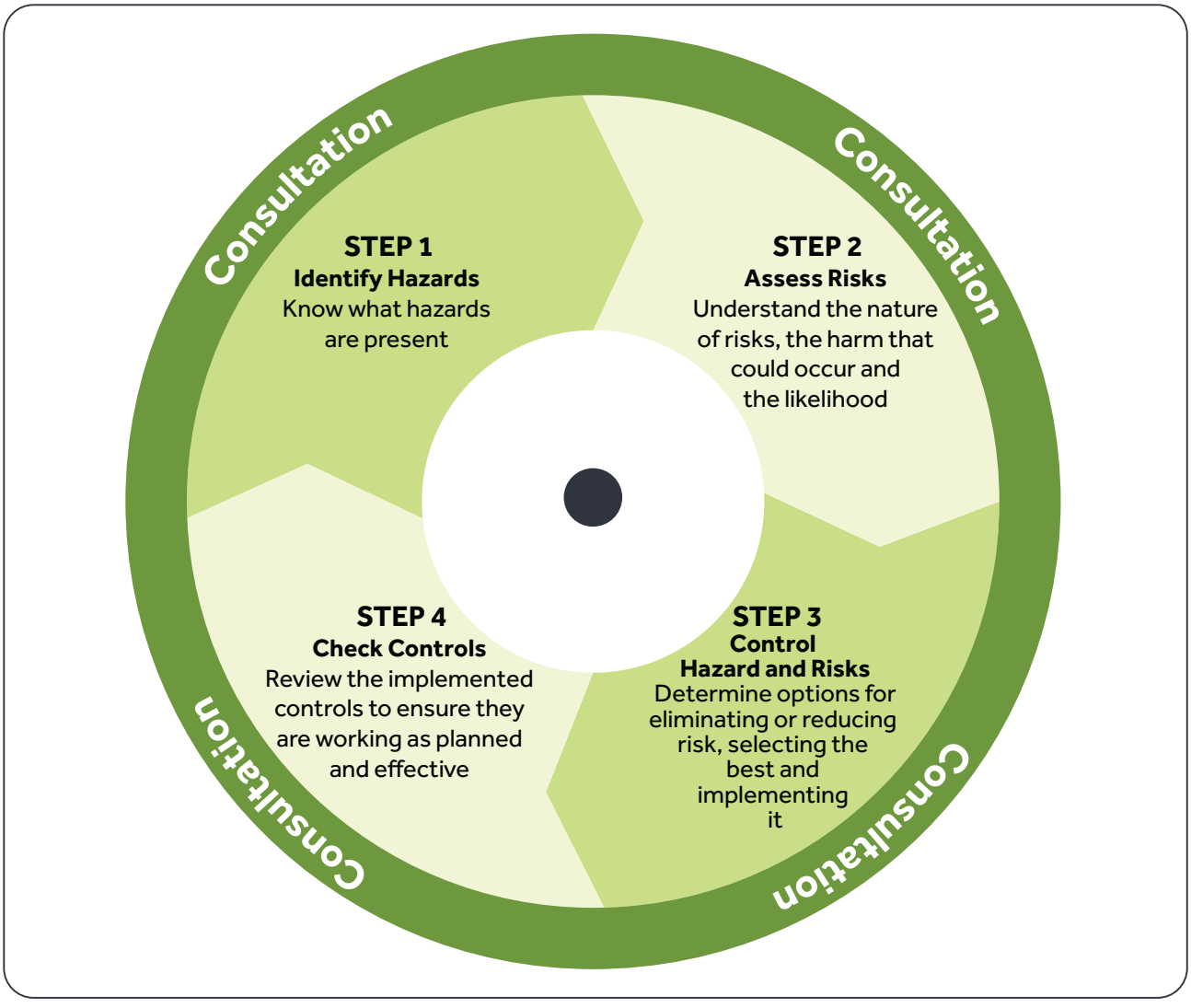
Policy Objectives

- Manage environmental, health, and safety system effectively by monitoring the processes and achieve continual improvement
- Provide and maintain a safe work environment
- Protect the environment by minimizing pollution and strive towards optimum consumption of natural resources and energy
- Provide the necessary information, instruction, training, and supervision to ensure the health and safety of all stakeholders
- Elimination of accidents and incidents

Framework for robust EOHS Management at Cyient

We have implemented the Aspect Impact, Hazard Identification, and Risk Assessment (AIHIRA) process to identify potential hazards and risks and take necessary actions to contain or mitigate them following regulations. This process establishes specific objectives, responsibilities, and operational control frameworks to minimize our impact on the environment and the health and safety of our associates. These measures are implemented throughout our owned and leased facilities, with the location Head of Fire & Safety being responsible for their implementation.

As part of the AIHIRA framework, we also utilize a Hazard Identification and Risk Assessment (HIRA) framework. This assessment identifies and categorizes potential hazards documented in the OR-002-AIHRA statement and considers factors such as workplace organization, social aspects, routine and non-routine activities, and past incidents.



AIHRA procedure

Hazard Classification	
Chemical hazards Caused by the physical, chemical, and toxic properties of chemicals, reactive, corrosive, and flammable substances	**Biological hazards** Animal and insect bites such as snakes, dogs, bees, and rats, exposure to contagious diseases, viral infections, and allergies
General hazards Falling on slippery areas, tripping on obstacles in walkways, open pits & drains, improper housekeeping, contact with sharp objects	**Exposure to energy sources** Falling objects, entanglement of rotating machinery, falling from heights while working
Ergonomic Repetitive movements, improper set up of workstation, working in confined space and awkward postures, congested place work, inadequate headspace, manual lifting of heavy loads in wrong postures	**Exposure to heat** Steam, hot oil, fire, explosion, electrical shock due to defective electrical appliances, improper maintenance, open electrical circuits
Human behavior Carelessness, not adhering to rules or practices, unskilled staff, employees with medical problems **Mental capabilities** Stress, low understanding, lack of proper communications, disheartened, improper work planning leading to workload, etc.,	**Job factors** Missing or unclear instructions; Poorly maintained equipment; High workload; Noisy and unpleasant working conditions; Poor design of plant and equipment; ineffective training. Inadequate supervision; Inadequate resources (e.g., people and equipment);

Hazard Classification



6.3.6 Community

We strongly believe in giving back to society in proportion to our success in business. Aligned with our philosophy of "Empowering Tomorrow Together," our CSR initiatives facilitate access to quality education, promote IT literacy, foster skill-building, safeguard the environment and drive social innovation.

CSR Governance

Our CSR policy is aligned with Section 135 of the Companies Act 2013. An ESG Committee at the Board level oversees our community development activities and progress. Our efforts on the ground are spearheaded by the Cyient Foundation and the Cyient Urban Micro Skill Center (CUMSC), supported by a network of efficient NGO partners. The enthusiastic participation of our associate volunteers further enhances the reach and impact of our CSR programs.

CSR Vision

Our CSR vision is to empower the community through education and sustainable employment. We believe education and skill development can empower any individual. Empowered individuals make a better nation. We are committed to turning our vision into reality by:

- Helping underprivileged children to access quality education
- Enhancing the skills of unemployed women and youth to gain a sustainable livelihood
- Participating in projects with social innovation aligned with business innovation.

CSR Mission

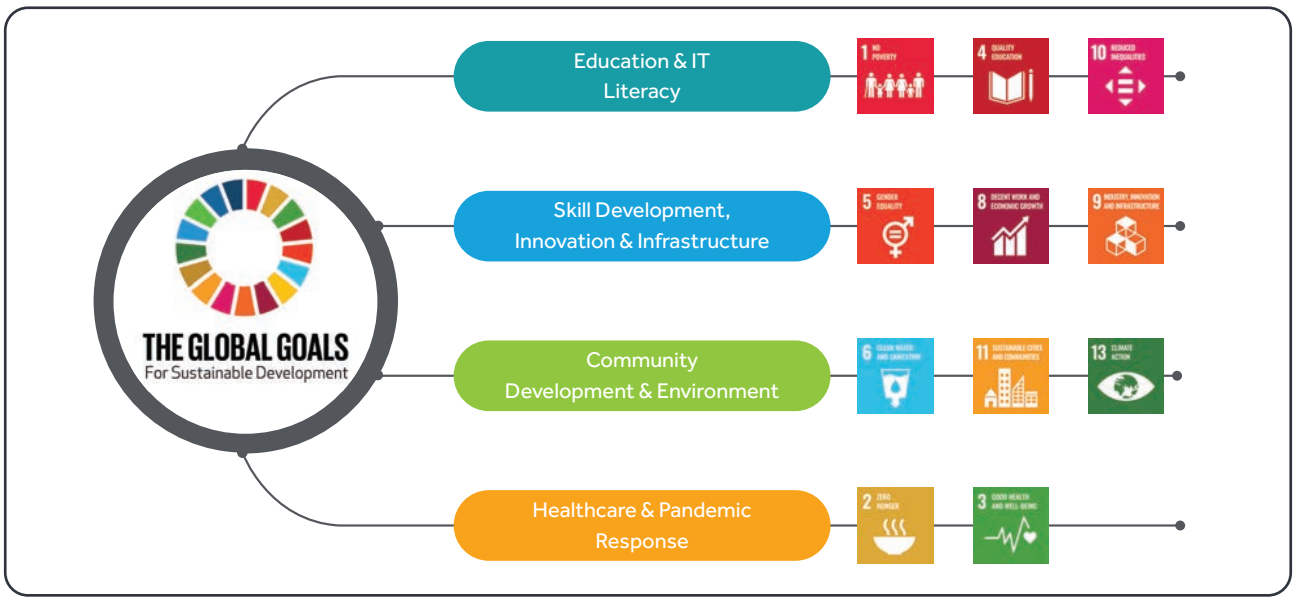
We aim to achieve long-term, holistic development of the community around us and create and support programs that bring about sustainable changes through education, skills, community development, and quality healthcare systems. Our CSR Policy, projects, and programs may be accessed at About Us | Corporate Social Responsibility (cyient.com)

Organizations supported

- Governments of Andhra Pradesh and Telangana
- Indian Institute of Technology (IIT), Hyderabad
- Telangana State Aviation Academy
- Greater Hyderabad Municipal Corporation
- Indian School of Business (ISB)



CSR Intervention



SDG Aligned CSR focus areas

Education and IT Literacy

Cyient has been actively involved in adopting government schools to improve the quality of primary and secondary education. Our efforts aim to expand access to education, upgrade infrastructure, and create inclusive and secure learning environments. We also prioritize the enhancement of teacher capabilities and competencies, along with the implementation of STEM programs.

We have established Cyient Digital Centers (CDCs) to equip youth and adults with essential IT skills, enhancing their employability. These CDCs deliver Level 1 and 2 courses based on the National Digital Literacy Mission curriculum, facilitated by qualified faculty members.







Skill Development, Innovation, and Entrepreneurship

We focus on enhancing the employability of underserved communities and provide vocational training to youth and women through the Cyient Urban Micro Skill Center (CUMSC). These initiatives also play a vital role in eliminating gender discrimination by empowering women and girls. We have forged strategic collaborations with esteemed institutions like IIT Hyderabad to provide aspiring entrepreneurs with a technology platform to develop innovative solutions and promote industrial diversification.

Community Development and Environment

Balancing economic prosperity with environmental protection and sustainability is critical to ensure the wellbeing of both people and the planet. Our CSR interventions focus on broadening access to safe drinking water, implementing effective wastewater management, and promoting water reuse in the villages and schools adopted by Cyient. To address the issue of open defecation, we have launched comprehensive Water, Sanitation, and Hygiene (WASH) programs, such as the one in Serilingampally, Telangana, to improve community sanitation and hygiene practices. We are also creating urban forests to rejuvenate nature and provide inclusive and green public spaces for communities to enjoy.

Healthcare

At Cyient, our CSR endeavors are dedicated to enhancing community health, focusing on women and children. We actively contribute to reducing maternal and infant mortality rates by providing nutritional supplements through Anganwadis in the villages we have adopted. Additionally, we support research initiatives to develop affordable medicines and expand sustainable food production and agricultural practices.





Employee Volunteerism

We encourage our associates to participate in our CSR programs leveraging their expertise and experience and giving back to society.



Case Study

Promoting a Greener Community

Since 2017, we have witnessed an increase in climate-related challenges in Telangana where our operations are located due to a reduction in green cover leading to poor air quality, groundwater depletion and high energy consumption due to rapid urbanization. This reduction has had diverse consequences, such as increased carbon emissions, pollution, destruction of natural habitats for animals and birds, and soil erosion. Cyient Foundation undertook several measures to address these issues.

Between 2016-17, Cyient Foundation initiated tree plantation drives involving associates, their families, and adopted schools that saw almost 16000 saplings being planted. Since then, the Foundation's efforts have seen 79,828 plant samplings being planted with a survival rate of 86%. Together, these efforts resulted in the development of approx. 31,000 square metres of green cover in Telangana and Andhra Pradesh.

Rainwater harvesting in 12 schools to recharge groundwater and reuse for permissible purposes like horticulture. This led to water neutrality in 2 schools and in community and skill centres across 7 locations.

Solar panels were installed on school buildings to reduce dependency on grid power and transition to green energy. These installations distributed over 61,000 units of excess green energy and achieved a 44.6% increase in energy savings in 2 schools in the reporting year.

We partnered with NGOs to conduct programs to increase awareness about conservation practices amongst the communities so there could be a collective move to expand impact of our initiatives.

The project was recognized by the Haritha Haram award for the 7th Consecutive year. The Cyient Rajbhavan School was certified as a green building by IGBC and received appreciation from CII Telangana.

Case Study - Cyient CSR - Environmental Development Initiatives - FY23 Version 1.0.pdf

79,828
Planted samplings in the last 7 years, since FY16-17

Developed **31,042** Sq. Mtr.
of Green Cover since last 5 Years

10,162
Children participated in plantation drives across the community in FY2022-23

86.2%
Plants survival rate increased from 82.05% to 86.21% in the last 5 years

41.3%
of the school children participated in environmental protection awareness sessions

81.3%
of the school children participated in environmental protection drives in schools.



Case Study

Encouraging Science, Technical, Engineering and Mathematics (STEM) Education

Cyient has sponsored the Connecticut Science Center for more than three years, led by our focus on promoting STEM education and inspiring young learners.

The Connecticut Science Center is a 154,000 sq.ft hands-on museum that serves as a hub for interactive and immersive educational experiences. Through its community outreach programs, the Science Center extends its impact by engaging selected schools in the region. The Center also actively works to address gender disparities in the scientific community. Annually, the Center engages more than 250,000 visitors of all ages in learning activities through various interventions.

Over 5,000 households from CT and MA hold family memberships, of which 15% are in the "Access Program" designed specifically for underprivileged families and includes additional engagement efforts.

Encouraging Women in STEM

Recognizing the underrepresentation of women in STEM fields, the Center has developed specific curricula designed to encourage women to pursue careers in science. These programs, attended by over 1,100 women annually, create a supportive and empowering environment where participants can engage in scientific exploration, gain confidence, and connect with female mentors in the field.

School Field Trips

The Center offers school field trips that are designed to align with age and grade-appropriate curriculums. These field trips allow students to engage in hands-on experiments and explore scientific phenomena in a supportive environment. By integrating classroom learning with practical experiences, the Science Center enhances students' understanding and enthusiasm for science.

Career Showcases

To inspire students and provide them with insights into STEM careers, the Science Center organizes career showcases involving professionals from local technology and aerospace companies. These showcases include keynote speakers, technology demonstrations, and one-on-one interactions, allowing students to learn about various STEM fields and clarify their queries.

Special Needs Events

The Science Center is committed to creating inclusive experiences for students with special needs, particularly those with Autism and sensory disorders. During dedicated events, the Center modifies the environment by lowering lights and removing exhibits that may be overwhelming for these students. By providing a sensory-friendly atmosphere, the Science Center ensures that students with special needs can fully participate in scientific learning and exploration.

Case Study

Connecticut Science Center

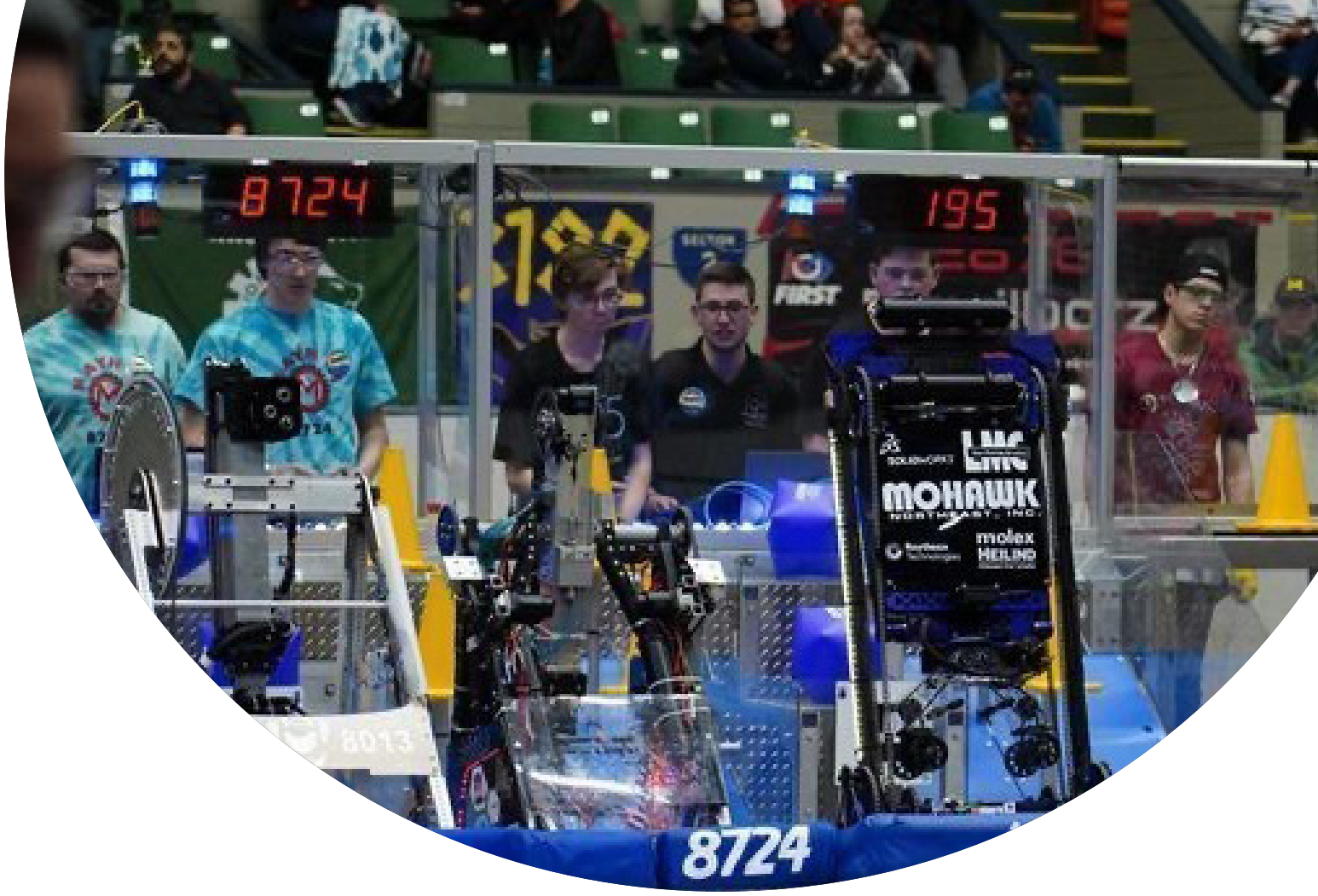
Cyient sponsored the Connecticut Science Center for more than 3 years because of their focus on both STEM topics and enriching the education of the youth in the area. We are also very excited to collaborate with them on sustainability.

The Connecticut Science Center is a 154K square foot hands-on museum that engages visitors of all ages in learning activities. The Center will host 250K visitors annually, both at the Center and through their community outreach programs in selected schools throughout the region. Over 5,000 households from CT and MA hold a family membership, of which 15% are in the "Access Program" which is designed specifically for underprivileged families and includes additional engagement efforts.

The Science Center offers dozens of specific age appropriate programs. Some examples include:

- School Fieldtrips that align with age/grade appropriate school curriculums that encourage hands on experimentation.
- Career Showcases for students to learn more about STEM careers led by STEM professionals from local technology and aerospace companies. The programs include keynote speakers, technology demonstrations (Sikorsky brings a wind tunnel) and one-on-one interactions throughout the Science center where students can ask questions about STEM Fields.
- Curriculums designed to encourage woman in science – Over 1,100 women attend these classes each year.
- Special Needs events where the Center is dedicated to students with Autism and other sensory disorders (lower lights and remove non-compatible exhibits).





Empowering Future Innovators: Sponsoring the CyberKnights Robotics Team

The CyberKnights organization is a robotics team from Southington, CT. The team has actively participated in regional and championship for 25 years! Each year, the FIRST Robotics Competition releases a new game that challenges teams of young people to build a robot using a common set of rules. Over 2000 teams around the world design, build, and program robots to compete in the challenge.

This year's challenge started in the Northeast, where the Cyberknights competed with 90 teams and placed 4th in their division. That result was good enough to send the Cyberknights on to the World competition where they gained more experience by competing with more than 600 teams from 20+ countries around the world.

The organization provides tremendous value to students. It offers hands-on learning and preparation for their future in the STEM field. The program is designed to help young people discover the challenges and rewards facing engineers and scientists today. Our team is made up of 60 students on different sub teams and 42 mentors of various skill sets.

The Cyber Knight's mission is to bring the celebration of science and technology to the forefront of our community. The organization is dedicated to providing STEM opportunities to everyone who joins, and currently supports 7 "Lego League" teams at local elementary schools. The organization also runs community outreach events and have strong relationships with local assisted living centers, Veteran organizations, and the local food pantry. Their international outreach efforts expand all the way to Uganda, where they partner with Guiding Light Orphans. All of this work, along with the costs of building a robot, requires funding, and Cybernights relies on over 50 sponsors. This is the second year that Cyient has sponsored the organization.

Social Impact Assessment

Regular Social Impact Assessments (SIA) help evaluate the effectiveness of our community development initiatives across our focus areas and identify ways we can improve outcomes.

Social Impact Assessment on Cyient's CSR Programs for Education and IT Literacy

In India, government schools lack basic infrastructure and Information and Communication Technology (ICT) facilities, hindering underprivileged children to access quality education. Students from disadvantaged backgrounds and the SC/ST community are the most adverse affected, who struggle to meet the eligibility criteria for securing employment opportunities.

Cyient Foundations programs aim to enhance the quality of education and reduce dropout rates by supporting underprivileged children through our adopted schools.

Methodology:

We have implemented technology-based solutions to make the existing education infrastructure more equitable and effective. Our School Adoption initiative, which began in 2007-08, has grown to support 30 schools with 20,600+ children. We conducted intense studies to identify gaps and issues, adopted government schools near our facilities and adopted villages, and collaborated with CSR volunteers and implementation partners to drive sustainable change. We have added classrooms, blackboards, water, toilets, and sanitary facilities and also focused on creating a child-friendly environment with green spaces and sports facilities.

By investing in ICT infrastructure like Cyient Digital Centers and Digital Libraries, we are empowering students through technology-based learning. We prioritize the enrollment of girls by offering clean sanitation facilities, safe compound walls, and addressing open defecation. Necessary teaching



aids, materials and qualified supplementary staff, the Cyient Vidya Volunteers, were provided at these centers.

Analysis and Findings:

- Holistic Development: Focus on sports and co-curricular activities, ensuring a well-rounded education. We also ensure access to clean sanitation, drinking water, electricity, and nutritious food prevents malnutrition.
- ICT Infrastructure: Dedicated computer teachers, and improved student-teacher ratios.
- Curriculum: Providing bridge courses (with special emphasis on Science, Maths and English) for weaker students, supported by dedicated "Cyient Vidya Volunteers and Cyient CSR Volunteers."
- Volunteering: Our curriculum is designed to instill leadership qualities, team spirit, and participation abilities while developing soft skills through engaging volunteering activities.
- Health: Conducted periodic eye check-ups, general health check-ups, and free consultations.
- Digital Libraries: Made state-of-the-art digital libraries accessible to students and teachers, with the community benefiting from National Digital Literacy Mission courses.
- Medium of instruction: In our adopted schools, we focus on English (written and spoken) and teaching in local languages.
- Pedagogy: Maximized the utilization of Atal Tinkering Labs and our Cyient Digital Centers.
- Local Economy: Provided employment opportunities to parents through roles such as Watch & Ward, Security Staff, or Aya/Attender.



Operating **82**

Cyient Digital Centers across communities

21,615

Adults (Men & Women) age from 16 to 60 years are certified L1&L2 IT Literacy

11,904

Adult women certified L1 program for the AY 2022-23

55%

AY2022-23 Adult women participation % in IT Literacy Trainings

82% of Adults/ Students

Found IT Education useful, impact assessment – Nirmaan & Janma Foundation

100%

All the CDC's are functional across the district

Further details on SIA can be accessed at Corporate Social Responsibility (cyient.com) under CSR Documents Tab.

7. APPENDIX

7.1. Abbreviations

Abbreviation	Full Form
AED	Automated External Defibrillator
AIHIRA	Aspect Impact, Hazard Identification, Risk Assessment
ASIC	Application-Specific Integrated Circuits
APAC	Asia-Pacific
AHF	Asian Healthcare Foundation
BLP	Business Leadership Program
BSE	Bombay Stock Exchange
C&U	Communication and Utilities
CEO	Chief Executive Officer
CETP	Common Effluent Treatment Plant
CDC	Cyient Digital Centers
CII	Confederation of Indian Industry
CoE	Center of Excellence
COVID-19	Corona Virus Disease
CNG	Compressed Natural Gas
CSR	Corporate Social Responsibility
CSP	Communication Service Providers
CUMSC	Cyient Urban Micro Skill Center
CSAT	Customer Satisfaction
D&I	Diversity and Inclusion
DIEL	Diversity, Inclusivity, Equity driven Leadership
DG	Diesel Generators
DLM	Design-led Manufacturing
DLP	Data Leak Prevention
EHS	Environment, Health and Safety
ELP	Emerging Leader Program
EMEA	Europe, the Middle East, and Africa
EOHS	Environmental, Occupational, Health and Safety
ERM	Enterprise Risk Management

Abbreviation	Full Form
ER&D	Engineering and Research and Development
ESG	Environment, Social and Governance
EU-GDPR	European Union - General Data Protection Regulation
FCPA	Foreign Corrupt Practices Act
FIRST	Fairness, Integrity, Respect, Sincerity, Transparency
FOTA	Firmware over-the-Air
FTE	Full-Time Employee
GJ	Giga Joules
GHG	Green House Gas
GRI	Global Reporting Initiative
GDPR	General Data Protection Regulations
HMA	Hyderabad Management Association
HMLR	HM Land Registry
HRD	Human Resource Development
ICT	Information, Communication and Technology
IC	Integrated Circuit
IGBC	Indian Green Building Council
IIT	Indian Institute of Technology
INR	Indian Rupee
IoT	Internet of Things
ISB	Indian School of Business
ITES	Information Technology Enabled Services
IAQG	International Aerospace Quality Group
ISMS	Information Security Management System
KL	Kilo Litre
LEAP	Leadership Accelerator Programme
LED	Light-emitting diode
LEED	Leadership in Energy and Environmental Design
LODR	Listing Obligations and Disclosure Requirements

Abbreviation	Full Form
LPG	Liquefied Petroleum Gas
MSA	Mail Submission Agent
MD	Managing Director
MoU	Memorandum of Understanding
MT	Metric Ton
NAM	North America
NIA	National Investigation Agency
NVGs	National Voluntary Guidelines
NDLM	National Digital Literacy Mission
NGO	Non-Governmental Organization
NHRD	National Human Resource Development
NSE	National Stock Exchange
OEM	Original Equipment Manufacturer
PUE	Power Usage Effectiveness
PCB	Pollution Control Board
PCBAs	Printed Circuit Board Assemblies
PoSH	Prevention of Sexual Harassment
PPE	Personal Protective Equipment
PWD	Persons with Disability
RT-PCR	Reverse Transcription-Polymerase Chain Reaction
SaaS	Software-as-a-Service
SEBI	Securities and Exchange Board of India
S&P	Standard and Poor
SME	Subject Matter Experts
SPDP	Smart Power Distribution Panel
STP	Sewage Treatment Plant
STEM	Science, Technology, Engineering, and Mathematics
SSC	Secondary School Certificate
UK	United Kingdom
UN SDGs	United Nations Sustainable Development Goals
USA	United States of America
USGBC	U.S. Green Building Council

7.2

GRI Content Index

General Disclosures	Description	Page Number
	GRI 2: GENERAL DISCLOSURES	
	The organization and its reporting practices	
GRI 2-1	Organizational details	12
GRI 2-2	Entities included in the organization's sustainability reporting	28
GRI 2-3	Reporting period, frequency and contact point	28,29
GRI 2-4	Restatements of information	-
GRI 2-5	External Assurance	-
	Activities and Workers	
GRI 2-6	Activities, value chain and other business relationships	16,17
GRI 2-7	Employees	91
GRI 2-8	Workers who are not Employees	91
	Governance	
GRI 2-9	Governance structure and composition	44-47
GRI 2-10	Nomination and selection of the highest governance body	46
GRI 2-11	Chair of the highest governance body	50
GRI 2-12	Role of highest governance body in overseeing the management impacts	50
GRI 2-13	Delegation of responsibility for managing impacts	50
GRI 2-14	Role of the highest governance body in sustainability reporting	52
GRI 2-15	Conflicts of interest	47

General Disclosures	Description	Page Number
	Strategy, Policies and Practices	
GRI 2-22	Statement on sustainable development strategy	37
GRI 2-23	Policy commitments	56, 57
GRI 2-26	Mechanisms for seeking advice and raising concerns	51, 88
GRI 2-27	Compliance with laws and regulations	88
	Stakeholder engagement	
GRI 2-29	Approach to stakeholder agreements	30
GRI 2-30	Collective bargaining agreements	89
	ECONOMIC DISCLOSURES	
	GRI 3: Material Topics	
GRI 3-1	Process to determine material topics	31, 32
GRI 3-2	List of material topics	34
GRI 3-3	Management of material topics	33
	GRI 201: Economic Performance	
GRI 201-1	Direct economic value generated and distributed	63
	GRI 204: Procurement Practices	
GRI 204-1	Proportion of spending on local suppliers	86



General Disclosures	Description	Page Number
	GRI 205: Anti-Corruption	
GRI 205-1	Operations assessed for risks related to corruption	92
GRI 205-2	Communication and training about anti-corruption policies and procedures	56
GRI 205-3	Confirmed incidents of corruption and actions taken	90
	GRI 207: Tax	
GRI 207-1	Approach to tax	64
GRI 207-2	Tax governance, control, and risk management	64
	ENVIRONMENTAL DISCLOSURES	
	GRI 302: Energy and Emissions	
GRI 302 - 1	Energy consumption within the organization	65, 68
GRI 302 - 2	Energy Intensity	68
GRI 302 - 4	Reduction of energy consumption	68
	GRI 303: Water and Effluent	
GRI 303-1	Interactions with water as a shared resource	79
GRI 303-3	Water withdrawal	79
GRI 303 - 4	Management of water discharge related impacts	80
GRI 303 - 5	Water Consumption	79



General Disclosures	Description	Page Number
	GRI 305: Emissions	
GRI 305 - 1	Direct (Scope 1) GHG emissions	70
GRI 305 - 2	Energy indirect (Scope 2) GHG emissions	70
GRI 305-5	Reduction of GHG Emissions	70
	GRI 306: Waste	
GRI 306 - 3	Waste generated	82
GRI 306 - 5	Waste Directed to Disposal	81, 82
	GRI 308: Supplier Environmental Assessment	
GRI 308 - 1	New suppliers that were screened using environmental criteria	86
	SOCIAL DISCLOSURES	
	GRI 401: Employment	
GRI 401-1	New employee hires and employee turnover	94, 95
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part time employees	99
GRI 401-3	Parental leave	100





General Disclosures	Description	Page Number
	GRI 403: Occupational Health and Safety	
GRI 403-1	Occupational health and safety management system	105
GRI 403-2	Hazard identification, risk assessment, and incident investigation	108
GRI 403-3	Occupational health services	108
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	105
GRI 403-5	Worker training on occupational health and safety	105
GRI 403-6	Promotion of worker health	105
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	108
GRI 403 - 8	Workers covered by an occupational health and safety management system	108
GRI 403 - 9	Work-related injuries	106
GRI 403 - 10	Work-related ill Health	106

General Disclosures	Description	Page Number
	GRI 404: Training and Education	
GRI 404-1	Average hours of training per year per employee	102
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	102
GRI 404 - 3	Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period	103
	GRI 405: Diversity and Equal Opportunity	
GRI 405-1	Diversity of governance bodies and employees	96, 97
GRI 405-2	Ratio of basic salary and remuneration of women to men	98
	GRI 406: Non-discrimination	
GRI 406-1	Incidents of discrimination and corrective actions taken	88



General Disclosures	Description	Page Number
GRI 407: Freedom of Association and Collective Bargaining		
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	89
GRI 408: Child Labour		
GRI 408-1	Operations and suppliers at significant risk for incidents of child labour	89
GRI 409: Forced or Compulsory Labour		
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	89
GRI 411: Rights of Indigenous Peoples		
GRI 411-1	Incidents of violations involving rights of indigenous peoples	88
GRI 413: Local Communities		
GRI 413 - 1	Operations with local community engagement, impact assessments, and development programs	110-119
GRI 413 - 2	Operations with significant actual and potential negative impacts on local communities	None of our operations have a negative impact on the local communities
GRI 414: Supplier Social Assessment		
GRI 414-1	New suppliers that were screened using social criteria	86
GRI 415: Public Policy		
GRI 415-1	Political contributions	90
GRI 418: Customer Privacy		
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	59

cyient.com

Global Headquarters
Cyient Limited, Plot No. 11, Software Units Layout,
Infocity, Madhapur, Hyderabad - 500 081, India | T: +91 40 6764 1000