nagarro

Sustainability Databook

2024

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Reporting Boundary

The reporting boundary for all our major sustainability disclosures, covers the operations of Nagarro SE and its subsidiaries. We are a digital engineering company having leased, rented and shared office spaces. A significant location for our operations is India based on our employee strength. For some environmental parameters, such as water and waste, our boundary does not cover all locations. These exceptions are further explained in the relevant section. In the future, we plan to improve the quality of our disclosure.

Our culture and global footprint

Nagarro SE is a global digital engineering company that provides next-generation technology solutions. As of 2024, Nagarro operates with a team of around 17,695 professionals across 39 countries. This expansive and multicultural footprint positions the company uniquely in terms of regional adaptability and global delivery capability. True to its mission "to make distance and difference irrelevant between intelligent people," Nagarro sets itself apart through agility, entrepreneurial spirit, and global reach. It operates as a transformation partner for clients, embracing complexity and promoting long-term value through digital transformation. The company's lean hierarchy and human-centric design approach permeate both internal operations and client-facing strategies.

Nagarro operates as one global cultural entity organized into business units and service regions. This diversity necessitates a location-sensitive climate strategy that is systematically developed and implemented through internal sustainability mechanisms.

The company's value system is captured in the acronym CARING. These principles are reflected in all dimensions of work, from project delivery to stakeholder relationships and sustainability leadership. Nagarro fosters continuous growth, adaptability, and global inclusion. This cultural foundation drives our sustainability programs and motivates the organization to positively impact clients, communities, and the planet.

The company's flat organizational structure fosters a high level of autonomy among regional offices while maintaining coherence through shared governance and communication frameworks. This decentralized model enhances responsiveness to client needs and enables context-specific sustainability initiatives aligned with the company's core values.

Nagarro's fluidic enterprise vision

To address the opportunities and challenges presented by AI, and GenAI in particular, Nagarro has created a concept called Fluidic Enterprise which depicts how Nagarro aspires to harness GenAI and the improvements we want to deliver to our clients. Sustainability is one of the pillars of the Fluidic Enterprise framework, which shows our commitment not just towards responsible business practices but also towards developing responsible solutions for our customers.

Intimate

Intimacy is the depth of connection and personalization an organization fosters with its customers, employees, and stakeholders. It's about understanding their unique needs and building strong, lasting relationships.

Efficient

Efficiency involves optimizing processes, reducing waste, and maximizing resource utilization to achieve operational excellence. It's about doing more with less and enhancing overall productivity.

Responsive

Responsiveness is the ability to detect and swiftly adapt to changes in the business environment, whether it's market dynamics, customer preferences, or emerging opportunities and risks.

Sustainable

Sustainability encompasses ethical and eco-conscious practices that promote responsible environmental stewardship, social responsibility, and long-term economic viability.

Creative

Creativity is the capacity to innovate, experiment and generate novel ideas, products, and solutions. It's the culture of thinking beyond conventions and continuously exploring new possibilities.

Environment dimension

Eco-digital strategy

Central to our sustainability efforts at Nagarro is eco-digital engineering - building digital solutions that are green and inclusive. It is pivotal to reducing the environmental impact of our IT operations. Our eco-digital strategy is a catalytic framework that fuses sustainability with digital excellence to create measurable business value, operational resilience, and stakeholder trust. It is organized into four reinforcing pillars that translate ambition into execution across the enterprise.

- Responsibility towards business strengthens every client engagement with eco digital delivery, beginning with sustainability maturity assessments, green coding and cloud optimization that cut energy use and cost, sustainability data accelerators to quantify outcomes in software builds and managed services to support measurable value and compliance.

- Responsibility towards environment turns commitments into operational reductions by advancing net zero roadmaps, applying circular practices to extend device life and responsibly manage e waste, designing energy efficient workplaces and cloud architectures, and eliminating single use plastics at hubs and events to reduce waste.

- Responsibility towards people enables high performing, distributed engineering teams through inclusive hiring and career pathways, wellbeing programs tailored for hybrid work, practices which improve employee experience while accelerating innovation and delivery quality for clients.

- Responsibility towards other stakeholders amplifies eco digital impact beyond the enterprise by channeling skills into volunteering and digital inclusion projects, maintaining investor grade sustainability reporting and ratings for transparency, and collaborating with suppliers to promote responsible sourcing of IT equipment and services, thereby lifting standards across the value chain.

Our largest office, located in Gurgaon in India, received a LEED Platinum certification by design in 2024.

Sustainability governance

Sustainability matters are included on the agenda of the board meetings at least once annually and as needed. Dr. Shalini Sarin, a supervisory board member, has been appointed to oversee sustainability performance. With multiple years of leadership in social topics and focus on diverse sustainability topics, she guides our approach to sustainability in ensuring the creation of long-term value. She is also a member of the India Advisory Group of the Climate Group that drives climate initiatives globally.

Corporate sustainability matters relating to regulations and long-term sustainability goals such as climate action, are conducted with oversight of our management board and senior management. Our senior management drives thought leadership with respect to sustainability and good governance across the organization. Sustainability strategy and major decisions are led by senior management with oversight of the management board. A sustainability-linked performance bonus was introduced in 2024 and will be awarded to the management board depending on the achievement of the target of a minimum MSCI “A” rating for the Nagarro group during the relevant year.

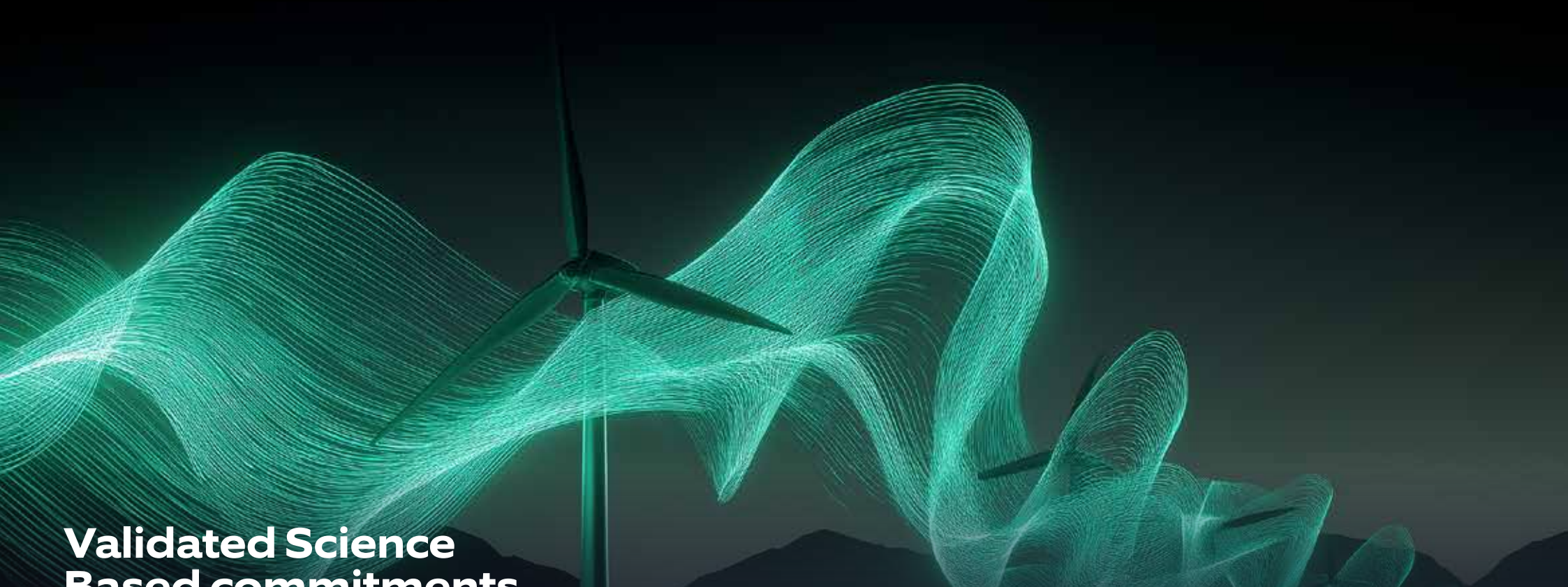
Our dedicated sustainability team supports development and implementation of the sustainability strategy, drives initiatives and coordinates with different locations and functions to align on goals and stakeholder expectations. We have established cross-functional teams for different topics such as finance, legal, people enablement (that is, human resources), administration and so on. This has helped us align quickly and effectively in responding to external stakeholder requests, updating or setting up new processes, and gathering sustainability performance data for disclosures.

Nagarro’s quality assurance, process management, and business process consulting group ensures excellence through robust process compliance and continuous improvement of the sustainability program. This team verifies sustainability data at defined intervals—such as quarterly for environmental KPIs—applying the four-eyes principle to uphold data integrity and reporting quality. Additionally, it also plays a key role in developing and refining sustainability policies and processes, driving alignment with our broader organizational goals.

Nagarro has committed to ambitious, science-aligned climate targets validated by the Science Based Targets initiative (SBTi). These targets translate our environmental responsibility into measurable action and guide our journey toward net-zero emissions. Our commitment is rooted in the urgency to mitigate climate change in line with the Paris Agreement and is supported by data-driven goals across our operations and value chain.

“Technology has the power to reduce emissions at scale, but only if companies commit to real change. SBTi validation affirms that Nagarro’s path to net zero is rooted in science, accountability, and a vision of digital engineering that is green, inclusive, and future-ready”

-Ganesh Sahai, CTO, Nagarro.



Validated Science Based commitments

Near-Term Targets 2033

1

Renewable Electricity

Increase our annual active sourcing of renewable electricity from 8.46% in 2023 to 100% by 2030.

2

Scope 1 Emissions

Reduce absolute Scope 1 emissions by 55% by 2033 (base year: 2023).

3

Scope 3 Emissions

Reduce Scope 3 emissions by 61.07% per unit of operating profit by 2023.

4

Supplier Engagement

Ensure that 25% of our suppliers by spend (covering purchased goods, services, and capital goods) have their own science-based targets by 2029.

Net-Zero Long Term Targets 2050

5

Renewable energy commitment

Maintain 100% renewable electricity sourcing from 2030 onwards.

6

Scope 1 Emissions

Reduce absolute Scope 1 emissions by 97% by 2050.

7

Scope 3 Emissions

Reduce absolute Scope 3 emissions by 97% per unit of operating profit by 2050.

Risk Assessment

Our top non-financial priorities

A double materiality assessment exercise was conducted internally in 2023 to identify Nagarro's top non-financial priorities considering impact and financial materiality perspectives. Internal and external stakeholder inputs were considered for the assessment through direct inputs such as surveys, and indirect inputs from engagement formats such as supplier expectations, sustainability goals of clients and our experience from various community initiatives.

Our material topics are visualized in the **materiality matrix**. The matrix provides a clear visualization of the material topics at the intersection of organizational priorities and stakeholder expectations. Eco-digital engineering is a pivotal material topic for Nagarro from both perspectives – own operations and services

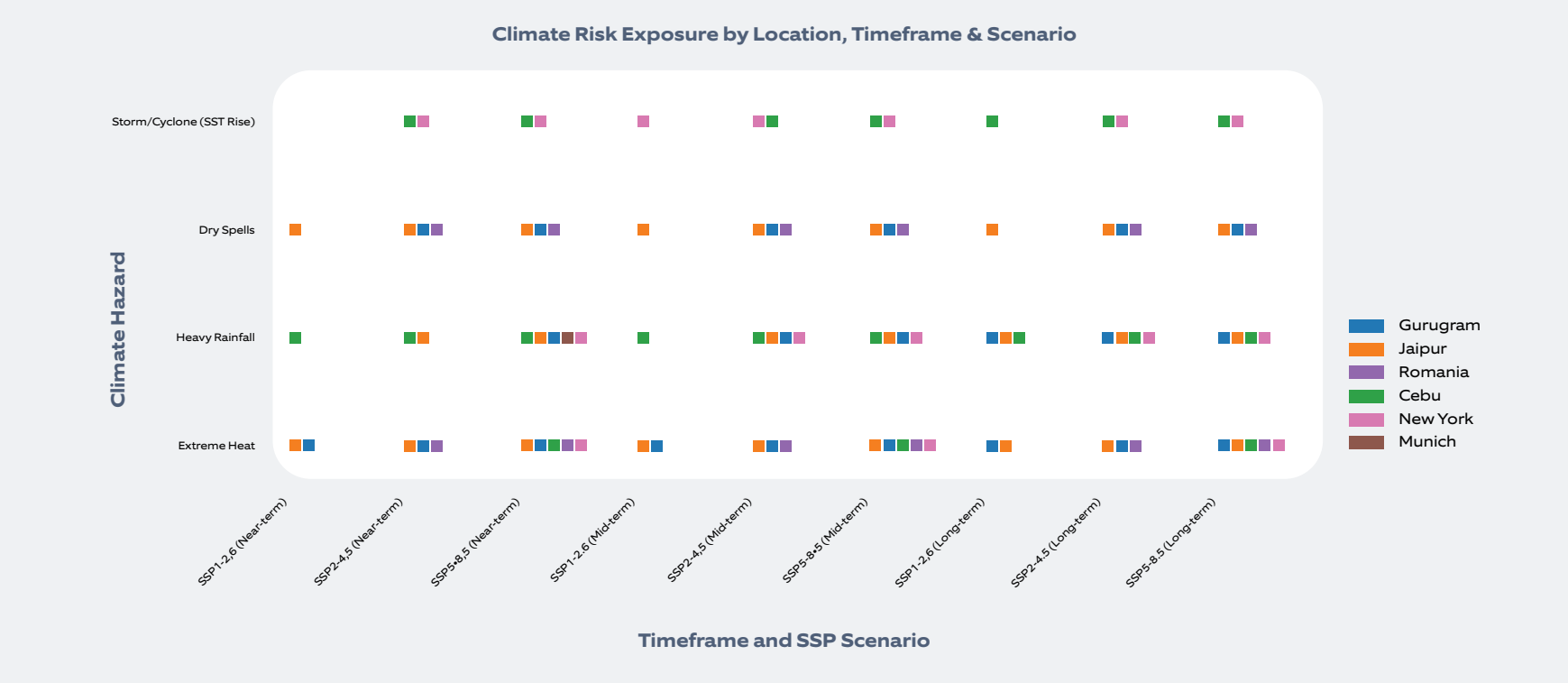
In 2024, a full double materiality assessment was completed to identify Nagarro's most significant sustainability impacts, risks, and opportunities across both impact and financial perspectives, consistent with CSRD principles of double materiality; the methodology and results will be disclosed in the 2025 annual report.

Climate risk assessment(CRA)

For an IT services company like Nagarro, which operates globally with a distributed workforce and is increasingly serving clients with climate-conscious expectations, understanding climate risks is both a responsibility and a strategic necessity. While Nagarro's operations may not be emissions-intensive, exposure to physical climate hazards (e.g., heatwaves, floods, extreme weather) at office locations and transition risks (e.g., evolving regulations, client expectations, and supplier sustainability) can affect operational continuity, well-being of our people, and business resilience.

By conducting a CRA, Nagarro strengthens its ability to proactively manage climate-related impacts, supports its science-based targets, aligns with frameworks such as TCFD and CSRD, and ensures long-term business sustainability in a changing climate landscape. Refer **annexure-1** for climate risk assessment methodology.

The assessment revealed physical risks in several Nagarro locations. Refer annexure-2 for location-wise climate risk heatmaps (2025–2050) – all SSP scenarios



The Climate Risk Exposure Matrix illustrated above provides a comprehensive visual assessment of potential physical climate hazards across Nagarro's global office locations— India (Gurugram, Jaipur), Romania, Philippines (Cebu), Unites States (New York), and Germany (Munich)— covering approximately 93% of employees, and maps those risks across multiple Shared Socioeconomic Pathway scenarios and time horizons to reflect a range of plausible futures and emissions trajectories.

The assessment considers four primary climate hazards: Storms/Cyclones (via Sea Surface Temperature rise), Dry Spells, Heavy Rainfall, and Extreme Heat, across three timeframes (Near-term, Mid-term, and Long-term) and three scenarios (SSP1-2.6, SSP2-4.5, and SSP5-8.5), representing low to high emissions trajectories.

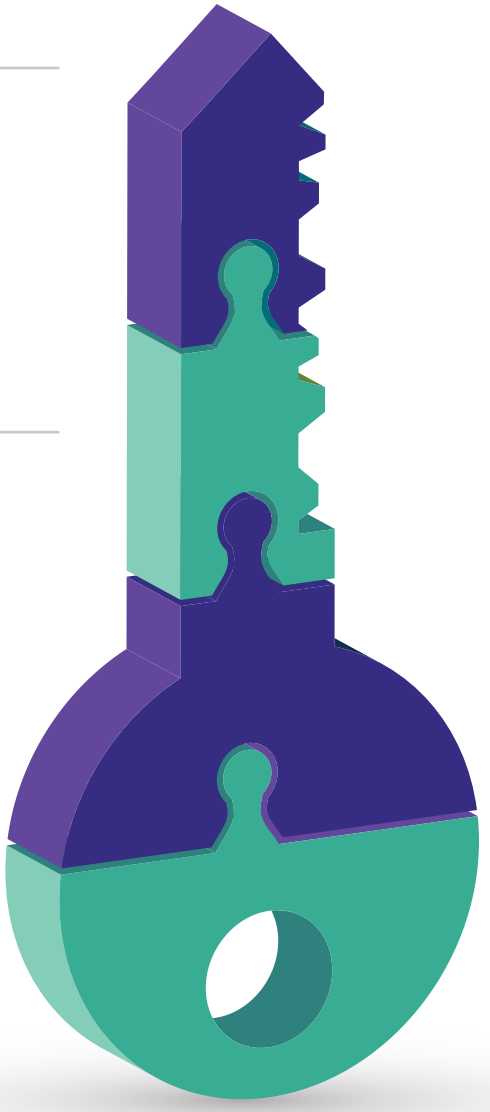
Key findings include:

Extreme Heat emerges as a consistently high-exposure risk across nearly all locations and scenarios, especially in Gurugram, Jaipur, and Cebu. The persistence of this hazard across future timeframes indicates a clear need for adaptive measures related to workforce well-being, energy efficiency, and cooling infrastructure.

Heavy Rainfall poses medium to high risk in regions like Cebu, Romania, and New York, particularly under mid- and long-term projections. This indicates exposure to flood-related disruptions and infrastructure stress.

Dry Spells are projected in Jaipur, Romania, and Cebu, potentially impacting building resilience and water availability.

Storms/Cyclones remain a focused hazard primarily for Cebu and Romania, aligning with their geographic proximity to storm-prone regions and rising sea temperatures.



As climate risks intensify across the globe, businesses are rethinking their strategies, investing in more resilient operations, and confronting the pressing need for environmental stewardship. Nagarro exemplifies this evolving mindset by making strategic investments in adaptation measures to safeguard its operational sites and ensure uninterrupted business continuity. Especially in locations where it has direct operational control—such as facilities in Gurugram, Jaipur, and across Romania—the company has already instituted comprehensive, proactive steps to strengthen infrastructure and guard against climate-induced stressors. These efforts reflect a broader commitment: to integrate resilience-by-design and sustainable practices throughout the organization's global footprint, ensuring that preparedness against climate volatility is not just a matter of compliance, but of strategic advantage and long-term value creation.

Adaptation Measures

Nagarro's response to the evolving landscape of climate risks is characterized by a holistic and anticipatory approach to adaptation. The company systematically fortifies its facilities, equipping them with advanced building technologies expressly designed to withstand a range of environmental threats—from soaring temperatures and heavy rainfall to rapidly changing air quality conditions. A key aspect of Nagarro's adaptation strategy involves the deployment of advanced Variable Refrigerant Flow-based Heating, Ventilation, and Air Conditioning (VRF HVAC) systems. These systems not only provide highly responsive thermal comfort during temperature extremes but are also linked to indoor air quality (IAQ) monitoring feedback loops. Such integration allows ventilation to be dynamically and intelligently adjusted based on real-time pollutant levels, preserving occupant health and productivity even as outside conditions fluctuate.

Building envelopes are further optimized through the utilization of high thermal resistance value (high R-value) insulation and solar-reflective membranes, working in tandem to minimize cooling demand and reduce overall energy consumption during hot spells. Recognizing water security as a growing global challenge, Nagarro has implemented underground rainwater harvesting infrastructure at its sites, bolstering resilience against irregular rainfall and sustaining operations during periods of water scarcity.

Recognizing that operational continuity is critically dependent on digital backbone, Nagarro's data centers are designed with multi-layered resilience in mind. Flood-resistant features—such as elevated server rooms, raised flooring, waterproof enclosures, and redundant, high-capacity cooling units—shield vital infrastructure from both acute shocks and chronic climate risks. Regular emergency drills and mirrored data backups add another layer of assurance, ensuring data integrity and system operationality in the face of adverse events. Beyond the walls of directly managed premises, Nagarro extends adaptation to leased or partnered sites through active advisory, encouraging the embedding of climate-resilient features and management practices tailored to local contexts. This unified approach positions all Nagarro facilities—owned, managed, or influenced—to anticipate and weather a wide spectrum of climate hazards.

Mitigation Measures

Complementing its adaptation agenda, Nagarro is equally dedicated to reducing its contribution to climate change via an ambitious suite of mitigation initiatives. Key elements include systematic retrofits of lighting infrastructure with energy-saving light-emitting diode (LED) technology, the acquisition of Energy Star-certified appliances, and the deployment of advanced artificial intelligence (AI)-driven Building Management Systems (BMS). These BMS platforms optimize lighting, HVAC, and other major energy-consuming assets, enhancing operational efficiency and curbing waste. As part of its ongoing commitment to renewable energy, Nagarro is scaling up on-site solar photovoltaic (PV) installations, which now supply a significant and growing share of electricity at select locations.

In digital operations, the company migrates compute workloads to cloud service providers running on 100% renewable energy, directly lowering Scope 2 emissions (those associated with purchased electricity) as outlined in the Greenhouse Gas Protocol. Carbon pricing is embedded into procurement processes, rewarding low-carbon suppliers and influencing decision-making throughout the supply chain. Nagarro continuously pilots future-forward solutions—such as lithium-ion uninterruptible power supply (UPS) units, immersion cooling technologies for data centers, and AI-driven controls—to further decrease greenhouse gas emissions. Where it does not own or directly manage infrastructure, Nagarro collaborates with partners to drive the adoption of green procurement, intelligent controls, and sustainable energy choices, ensuring standards are met regardless of location.

Transition Risk Assessment

While physical risks from a changing climate demand immediate action, Nagarro recognizes that successfully navigating the evolving landscape of climate policy and market forces is equally crucial. Transition risk assessment enables the company to stay resilient as clients, regulators, and markets accelerate the global push toward decarbonization and helps identify how policy changes, carbon pricing, emerging technologies, and evolving client or buyer expectations could reshape operating models, data center and cloud footprints, commercial contracts, and brand reputation. By anticipating and preparing for these shifts, Nagarro can implement proactive governance, continue to refine its service offerings, and capture new opportunities—for example, by differentiating through green IT solutions, reporting automation, and supporting climate-aligned growth. This approach not only mitigates risk but also positions Nagarro to lead by helping its clients modernize their technology estates, reduce emissions, and credibly measure sustainability outcomes, sustaining business value in the era of climate transition.

Our Transition risks stem from the shift toward a low-carbon economy

Risk Category	Risk	
Policy and Legal	Mandatory carbon pricing and shadow carbon cost modelling in procurement.	At Nagarro, we acknowledge the rising prominence of carbon pricing mechanisms in both national regulations and client procurement protocols. While we currently do not have an internal carbon price implemented, we are actively exploring models that align with global best practices. Our climate risk assessment framework is being upgraded to incorporate carbon shadow pricing into long-term scenario planning and vendor evaluation. This would allow us to simulate cost impacts, improve forecasting accuracy, and align with carbon-adjusted valuation models expected by climate-conscious investors and partners.
Policy and Legal	Regulatory reporting under CSRD mandate and other applicable reporting framework.	As a publicly listed company in the EU, Nagarro is subject to CSRD requirements starting FY 2025. We have initiated readiness assessments to align with double materiality principles, integrating them into our climate risk disclosure processes and internal controls.
Market	Compliance with renewable energy sourcing expectations	Nagarro has committed to sourcing 100% of its electricity from renewable sources by 2030, in alignment with our SBTi near-term targets. We are expanding our rooftop solar infrastructure in India and entering into Power Purchase Agreements (PPAs) in regions where we have operational control. The RE transition strategy also includes exploring Renewable Energy Certificates (RECs) in cases where direct renewable energy procurement is not possible and prioritizing green leasing models, ensuring we decarbonize our operations across leased assets as well.
Market	Clients preferring climate-aligned suppliers, demanding net zero commitments and supply chain engagement for sustainability.	As clients demand higher climate maturity from their service providers, Nagarro has initiated supplier engagement and internal capacity-building on Scope 3 emissions tracking. We are rolling out a supplier sustainability onboarding program that includes guidance on SBTi commitment. By 2029, we aim for at least 25% of our suppliers by spend (covering purchased goods, services, and capital goods) have their own science-based targets. This will enable a resilient, low-carbon value chain while reducing our Scope 3 impact and enhancing our climate disclosure reliability.
Market	Client-driven procurement filters requiring climate disclosures like CDP, TCFD, sustainability ratings.	Nagarro increasingly sees client procurement teams filtering vendors based on CDP scores, TCFD disclosures, and overall sustainability ratings. We view this shift not as a risk but an opportunity to lead through transparency. We are embedding sustainability KPIs in project bids, building climate scenario models for client risk discussions, and improving our sustainability ratings positioning to remain competitive in sustainability-oriented procurement pipelines.

Risk Category	Risk	
Technology	Technological obsolescence of Office premise infrastructure	Nagarro's building portfolio includes legacy HVAC and lighting in certain leased offices, which can drive operational inefficiencies; in priority regions such as Gurugram and Jaipur, upgrades already include VRF HVAC, LED lighting, and Energy Star–rated IT assets. Where direct retrofits are constrained by operational control, Nagarro engages property owners for co investment, prioritizes green buildings for expansion, and guides the facilities roadmap using RE readiness and GHG intensity ($tCO2e/m^2$) benchmarks. In parallel, Nagarro recognizes the growing role of AI/ML in real time energy optimization: select offices already operate BMS with integrated analytics, while smart BMS pilots are optimizing HVAC, lighting, and plug loads based on occupancy and thermal insights. The intent is to scale these capabilities across sites under operational control and advocate adoption at key third party leased locations to enhance efficiency and resilience.
Reputational	Stakeholder perception risks from poor sustainability scores or lack of disclosure transparency.	Nagarro understands that our brand reputation among investors, clients, and employees increasingly hinges on climate transparency. We have made substantial progress in publishing sustainability data aligned with global frameworks such as CDP, and GRI. By embedding climate into board-level governance and enhancing sustainability engagement across the company, we aim to minimize reputational risks and achieve stakeholder confidence.

Performance snapshot: Environmental

Key Performance Indicators	2024	2023
Carbon footprint by scope (MT CO2e) [1]		
Direct GHG emissions (Scope 1) [2]	**142.1**	**167.4**
Diesel	127.5	85.8
Natural Gas	14.6	81.7
Indirect GHG emissions (Scope 2- location based) [3,4,5]	**2164.9**	**2144.2**
Cooling	35.8	30.8
Grid electricity (non-renewable energy)	2081.0	2083.5
Heating	43.6	23.9
Natural Gas [2]	4.5	6.0
Indirect GHG emissions (Scope 2- market based) [12]	**314.2**	**2181.7**
Other indirect GHG emissions (Scope 3) [6]	**32683.6**	**28574.5**
Category 1: Purchased goods & services [7]	3983.4	2766.4
Category 2: Capital Goods	1985.5	2043.3
Category 3: Fuel and energy-related activities [8]	702.7	654.5
Category 4: Upstream transportation and distribution	175.6	143.8
Category 5: Waste generated in operations	13.5	3.2
Category 6: Business travel [9]	13576.0	10381.5
Category 7: Employee commute [3,10]	1535.9	1530.0
Category 8: Upstream leased assets	1783.4	1599.3

Key Performance Indicators	2024	2023
Category 6: Business Travel (Optional): accommodation [9]	4398.5	4649.3
Category 7: Employee commute (Optional): Work from home [10]	4529.0	4803.2
GHG emissions intensity [4]		
Per colleague (MT CO2e)	1.98	1.68
Per unit revenue (MT CO2e per mEUR)	36.00	33.86
Total energy consumption by (MWh) [11]	**7420.5**	**7169.0**
Grid electricity (non-renewable energy) [4]	3475.4	5671.6
Grid electricity (renewable energy) [4,12]	2973.5	406.1
Heating	234.3	117.4
Cooling	164.3	140.7
Diesel [2]	501.9	337.9
Natural gas [2]	71.0	430.5
Onsite electricity-Renewable energy (Solar)	61.5	64.8
Renewable energy percentage (within scope 2) [12]	86%	9%
Renewable energy percentage (overall)	41%	7%
Energy intensity of offices (kWh/sqft) [4,13]	**5.5**	**5.5**
Carbon intensity of offices- Location based approach (kgCO2e/sqft) [13]	3.0	3.0
Carbon intensity of offices- Market based approach (kgCO2e/sqft) [13]	0.6	3.1

Key Performance Indicators	2024	2023
Water footprint (million liters) [14]		
Office water consumption	15.4	14.7
Purchased drinking water [15]	0.3	0.5
Wastewater- Onsite wastewater treatment plant	1.3	1.5
Wastewater - Offsite wastewater treatment plant (third party or municipal)	5.2	6.1
Total wastewater recycled (million liters)	**1.3**	**1.5**
Waste generated (Metric ton, MT)!		
E-waste	4.7	2.6
Dry Waste (paper, plastic, packaging)	24.5	18.0
Organic Waste	9.7	32.4
Hazardous sanitary waste	0.01	0.04
Mixed waste	31.2	4.4
Waste diverted from landfill (Metric ton, MT)		
E-waste	4.7	2.6
Paper waste	23.1	16.5
Hazardous sanitary waste	0.01	0.04
Circular IT asset management (%)		
Total IT asset procured (Laptops)		
Leased	98.9%	82.6%
Purchased	1.1%	17.4%
End of life management of IT asset – laptops (number of laptops)		
Returned to vendor	3689	1193
Purchased by employees	1537	1143
Sent for recycling to an authorized vendor	519	110
Donated	50	81

Key Performance Indicators	2024	2023
Number of colleagues trained on environmental topics	**97%**	**97%**
Eco-digital engineering training 17	**1440**	**0**
Percentage of operational sites assessed on specific environmental risks	**48%**	**48%**

[1] Calculated as per GHG protocol based on operational control approach

[2] Source of emission factors used for fuel consumption: DEFRA GHG emission conversion factors for the relevant year. Scope 1 emissions exclude fugitive emissions

[3] Conversion factors derived from country-specific electricity emission databases

[4] Since water and electricity bills for our German offices are received one year later, we have used 2023 data from Germany to calculate global emissions and energy consumption for 2024. The 2024 emissions and energy consumption from our German offices will be included in the global data for 2025.

[5] For 2023, out of the total Scope 2 emissions, 2079.9 MT CO2e was calculated using consumption data, while the remaining was extrapolated based on regional averages. Similarly, for 2024, 2106.3 MT CO2e was based on consumption data, and the rest was extrapolated.

[6] For FY2024 and FY2023, we have considered all relevant categories (1 to 15) of Scope 3 emissions in our reporting.

[7] The PG&S category includes emissions from IT assets (embodied carbon emissions), software usage and cloud services, consulting, and advertising services. For 2023, 678.4 MT CO2e is calculated from activity-based method and the rest from spend-based as per GHG protocol. For 2024, 2021.2 MT CO2e is from activity-based, and the rest is spend-based.

[8] Source of emission factor is country-specific T&D loss emission databases and IEA 2018 electric power transmission and distribution losses.

[9] For 2023, 4993.9 MT CO2e is calculated from activity-based method and the rest from spend-based as per GHG protocol. For 2024, 6164.0 MT CO2e is from activity-based, and the rest is spend-based. Under optional business travel, 2,353.9 MT CO2e in 2023 was calculated using the activity-based method, with the remaining emissions estimated via the spend-based method. For 2024, 2,106.5 MT CO2e was calculated using the activity-based method, with the balance derived using the spend-based method.

[10] The emissions comprise employee commute and work-from-home emissions which is reported under optional category. Work-from-home emissions have been calculated based on the IEA Key World Energy Statistics 2021 per capita electricity consumption for the relevant countries where employees are located. For each employee commute, a round trip of 30 km is assumed, and the average emission factor for diesel and petrol cars is used from DEFRA for the relevant year.

[11] For 2023, 6702.9 MWh of energy consumption is based on actual data and rest is extrapolated. For 2024, 6798.1 MWh is actual, and rest is extrapolated. As per seating capacity, across our global workspace we collect data from 88% of offices, rest 12% are estimated based on regional average per unit seating capacity energy consumption

[12] In 2024, Nagarro purchased Renewable Energy Certificates (RECs) for its offices in India with operational control. The total RECs acquired are equivalent to 2577 MWh.

[13] Excludes data centers. Includes energy consumed per unit office area which are accounted under scope 1 and scope 2 category

[14] Water consumption data is available only in our India, China, Romania, United Arab Emirates, United States offices. Other locations do not receive water bills as they may be leased offices or shared workspaces where fixed water cost maybe included in the monthly payments. Some locations only receive water usage bills but no information regarding wastewater

[15] Purchased drinking water data is only from China: Beijing, Xi'an, Chengdu, United States: New Jersey, France: Strasbourg offices

[16] Based on recycling certificates received and segregated paper waste assumed to be recycled

[17] To drive sustainable innovation in digital and cloud engineering, we developed comprehensive learning pathways tailored to the principles of eco-digital engineering.

Social dimension

Nagarro is building a modern, agile, entrepreneurial, and humanistic company with a distinctive organizational design and culture. We consider Nagarrians to be our most important assets and invest in creating a caring, safe, healthy, inclusive, stimulating, and empowering work environment for all.

Our hiring strategy

At Nagarro, we believe that innovation starts with people. That's why our Campus Hiring Strategy is a vital pillar in our long-term workforce development and sustainability journey. We actively identify, nurture, and retain young talent from premier academic institutions through a structured process aligned with our core business goals.

1. **Talent Pipeline Development Strategy**
   Nagarro's campus hiring is a year-round, strategically planned initiative executed in two key phases:

   - Planning: Involves annual and quarterly workforce forecasting with business leaders, prioritizing colleges based on historical performance and institute tiring. Branding materials and presentations are regularly updated to reflect Nagarro's culture and technology.

   - Implementation: Monthly campus engagements—both virtual and on-site—include outreach, assessments via Mettl, interviews, and offer rollouts. Selected candidates are onboarded through structured training programs, ensuring their seamless transition from campus to corporate.

2. **Graduate Traineeship/Apprenticeship Program**
   The training duration at Nagarro is three to six months, during which trainees are provided with classroom training, and they also work under designated group heads or mentors who provide monthly performance feedback. This program aims to nurture coding excellence, problem-solving ability, and agile thinking while instilling a deep understanding of Nagarro's tools, technologies, and work culture. Through structured training modules, mentoring, and project-based learning, the program ensures that freshers are job-ready, aligned with business needs, and prepared to contribute effectively from day one. Based on their feedback, the Freshers Project Induction Program (FPIP) either transitions the trainee to regular payroll or extends the training period until performance expectations are met.

2. **Academic Partnership**
   Nagarro actively collaborates with academic institutions globally, including premier colleges and universities such as IIT Delhi, IIT Guwahati, University of Johannesburg (South Africa), University of Colombo (Sri Lanka), University Institute of Lisbon (Portugal), Universityof Tsukuba (Japan), and Singapore Management University (Singapore) to build a strong early talent pipeline. As part of its campus engagement strategy, Nagarro organizes and sponsors hackathons, workshops and coding challenges that serve as platforms to assess technical aptitude, foster creativity, and promote innovation. These initiatives serve as a strategic tool for identifying high-potential talent and fostering alignment with Nagarro's CARING culture. Nagarro's campus hiring strategy is more than just recruitment—it is our people-first investment strategy aligned with corporate success. From robust planning to post-offer learning paths, and from early engagement to academic collaboration, we are building a sustainable, scalable, and skill-aligned workforce.

Health & safety policy

Nagarro's Occupational Health and Safety Management System (OHSMS) Policy is designed to ensure a safe and healthy work environment for all employees, contractors, and stakeholders across its global operations. The primary purpose of the policy is to prevent work-related injuries and illnesses by fostering a proactive, risk-based approach to occupational health and safety, in alignment with the ISO 45001:2018 standard.

The scope of the policy extends to all Nagarro entities and locations, including operations in Germany, India, Romania, South Africa, Poland, Hungary, and Portugal. It applies to all staff, including full-time and contractual employees, and outlines expectations for safe conduct and shared responsibility in maintaining workplace safety.

The core objectives of the OHSMS policy include providing and maintaining safe working conditions; identifying and mitigating workplace hazards; enhancing awareness through training; and ensuring stakeholder engagement in all safety practices. Nagarro emphasizes legal compliance, continuous improvement, and accountability. The policy is closely tied to Nagarro's CARING culture, encouraging collective responsibility, empowerment, and open communication around health and safety matters. This holistic framework ensures that safety is embedded in daily operations and strategic planning.

Please refer section D: V. Social dimension of our annual report 2024 to know more about our health, safety & well-being practices.

Diverse & inclusive workplace

Nagarro is culturally diverse with 17,695 employees across offices in 38 countries. For further information please refer to II. A. organizational legal structure of section A of our annual report 2024. We live by our core values. We do not differentiate between Nagarrians based on their geographic location, race, gender, abilities, or sexuality. In 2024, Nagarro maintained the Broad-Based Black Economic Empowerment (B-BBEE) Level 3 status in South Africa. Diversity is embedded in our way of working. Our teams are global, with each role potentially located anywhere. Inclusivity at the workplace is aligned with Nagarro's Caring core value. We de-emphasize seniority and privilege and create avenues for equal access for colleagues where all Nagarrians feel valued and have a sense of belonging.

Please refer section D: V. Social dimension of our annual report 2024 for more detailed information.

Learning, empowerment and employee satisfaction

Nagarro's commitment for continuous learning and empowerment is further reinforced through our performance development framework, ACE, which emphasizes real-time feedback, reflective conversations, and structured reviews.

At Nagarro, performance development is driven through ACE—a structured feedback framework that integrates Anytime Feedback, CARING Conversations, and the Excellence Review. This model nurtures a culture of continuous learning, self-awareness, and transparent communication.

Anytime Feedback enables employees to give and receive real-time, private feedback at any point in time. This fosters timely recognition and encourages open dialogue outside formal review cycles.

CARING Conversations, held semi-annually, are at the core of the structured feedback process. These involve the Reviewee and an assigned Reviewer, with optional input from selected Contributors such as peers, project members. Feedback is aligned with Nagarro's core CARING values—Client-centric, Agile, Responsible, Intelligent, Non-hierarchical, and Global. These conversations aim to identify strengths and development areas, supporting professional growth and enhanced collaboration.

The formal feedback cycle begins with mapping each employee with a reviewer and, where appropriate, inviting an optional contributor to broaden perspective. The employee submits a concise self-reflection form, after which the reviewer considers all inputs and provides a structured evaluation that highlights key strengths and priority development areas in line with our CARING values, alongside an overall performance summary. A consolidated report is then shared with the employee, and a standard channel is available for clarifications or escalation within the communicated window.

Click here to explore how Nagarro fosters continuous learning, employee empowerment, and organizational growth through its Learning & Empowerment programs.

Performance snapshot: Social

Key Performance Indicators	2024	2023
Colleague Headcount by Employment Type		
Full-time	17695	18413
Interns	9	3
Third party contract	519	477
Country wise full-time workforce distribution		
India	12753	13355
Germany	1067	1032
Romania	855	914
Philippines	563	553
United States	459	476
Turkey	405	397
China	295	469
United Arab Emirates	228	224
Austria	198	194
Mexico	150	174
Spain	143	143
Sri Lanka	83	88
France	68	59
United Kingdom	56	32
Canada	46	48
Portugal	41	42
Hungary	38	1
South Africa	36	27
Japan	30	13
Colombia	28	28
Norway	28	35
Denmark	24	26
Ecuador	17	20
Poland	17	18
Saudi Arabia	17	1
Sweden	15	22
Australia	12	5
Switzerland	7	7
Bahrain	6	5
Singapore	6	2
Malaysia	2	1
Taiwan	2	1
Mauritius	0	1
Total	**17695**	**18413**
Average Employee Tenure by Gender (in Years)		
Average years employed by the company for male employees	4.2	4.5
Average years employed by the company for female employees	4.3	4.6
Overall colleagues' diversity by gender		
Women	28%	28%
Men	72%	72%
Board diversity by gender (%)		
Management Board		
Women	33%	33%
Men	67%	67%
Supervisory Board		

	2024	2023
Women	25%	25%
Men	75%	75%

Key Performance Indicators	2024	2023
Diversity in leadership roles by gender (%)		
Women	21%	19%
Men	79%	81%
Diversity in tech roles by gender (%)		
Women	26%	26%
Men	74%	74%
Gender diversity in new hires [1]		
Women	28%	26%
Men	72%	74%
Overall colleagues' diversity by age group (in years) [6]		
20-30	31%	39%
30-40	50%	46%
40-50	10%	8%
50-60	3%	3%
Not disclosed	5%	4%
Overall colleagues' diversity (band-wise)![1]		
Band 1		
Women	35%	30%
Men	65%	70%
Band 2		
Women	33%	33%
Men	67%	67%
Band 3		
Women	27%	27%
Men	73%	73%
Band 4		
Women	25%	24%
Men	75%	76%
Band 5		
Women	20%	20%
Men	80%	80%
Band-wise employee distribution (percentage) [1]		
Band 1	1%	1%
Band 2	23%	26%
Band 3	56%	54%
Band 4	15%	14%
Band 5	5%	5%
No. of women colleagues enrolled in Glass window and Glass lens programme		
Glass window	41	32
Glass lens	83	110
Total percentage share of promotions [2]	**21%**	**20%**
Women	26%	21%
Men	21%	19%
Diversity Training and Gender Pay Gap Overview		
No. of colleagues trained on diversity related topics	1616	1484
Estimated gender pay gap (percentage of men's earnings women lack) [3]	3%	3%

Learning and development		
Average learning per employee (in hours) [4]	37	36
Badges earned	33266	30918
Total levelups	46832	46640
Percentage of total employees receiving training	71%	70%

Key Performance Indicators	2024	2023
Training and development expenditure in million Euro	1.6	2.1
Total percentage of colleagues went under performance review	**96%**	**96%**
Percentage of supplier signing Nagarro's code of conduct	**100%**	**100%**
Number of suppliers	**9719**	**4353**
Number of local suppliers	**8758**	**3965**
Amount spent in million Euro [5]	**838**	**794**
No. of suppliers violating Nagarro's supplier code of conduct	**0**	**0**
Percentage of operational sites for which an employee health and safety risk assessment has been conducted	**48%**	**48%**
No. of work-related injuries [6]	**11**	**12**
Percentage of colleagues went under health & safety training	**97%**	**97%**

No. of colleagues availing parental leaves		
Maternity leaves	353	313
Paternity leaves	724	621

Number of sabbaticals		
Women	62	62
Men	61	43

Key Performance Indicators	2024	2023
No. of colleagues joined post maternity leaves	**378**	**308**
The number of employees still employed 12 months after joining back from maternity leaves	**91%**	**85%**
Percentage of full-time colleagues covered under health insurance [6]	**100%**	**100%**
Percentage of full-time colleagues trained on harassment related topics [6]	**91%**	**90%**

[1] The data presented covers 97% of Nagarro's global workforce, with the remaining percentage representing colleagues from a recently acquired entity whose demographic data integration is currently in progress.

[2] The calculation logic for reporting promotion rates was revised for a more appropriate reflection of gender wise promotion. The updated logic calculates percentage of women promoted within the total number of women who stayed in the organization throughout the year, likewise for men.

[3] This is comparison of salaries of people with similar skills in same geography, this way it helps avoiding pay gap due to different skills across different genders.

[4] Includes data related to LinkedIn learning, Learn Socialize Disrupt series, virtual instructor led sessions and self-learning modules.

[5] Due to the complexity and decentralization of global sourcing and invoicing practices across multiple geographies, there may be minor discrepancies between reported and actual values. In particular, the classification of suppliers as "local" is based on available registration and billing address data, which may not always fully reflect operational or supply chain realities. Continuous improvements are being made in data tracking and reporting mechanisms to enhance accuracy and granularity in future disclosures.

[6] The data scope encompasses 95% of our global workforce, covering colleagues from Germany, Austria, Poland, Romania, Switzerland, Sri Lanka, the Philippines, the United States of America, China, Hungary, India, and Turkey.

Governance dimension

Nagarro's Constitution

The **Nagarro Constitution** is our code of conduct, written as a first-person declaration to ensure clarity and ease of application. It outlines our core values and provides clear guidance on handling sensitive issues such as personal data and privacy, intellectual property, discrimination and harassment, conflicts of interest, unfair competition, and corruption. It also emphasizes the special responsibilities of management. It serves as a framework for all Nagarrians, establishing contextual rules on nondisclosure, data protection, IP ownership, and ethical behavior in professional relationships.

We uphold a strict zero-tolerance policy against all forms of discrimination—verbal, non-verbal, direct, or indirect—based on race, color, marital or parental status, ancestry, income source, religion, sex, age, national origin, disability, sexual orientation, medical condition, union affiliation, or veteran status.

Building on the foundational principles outlined in the Nagarro Constitution, our broader governance framework reinforces these commitments through a series of integrated policies, procedures, and programs. These span across human rights, anti-corruption, data protection, ethical sourcing, and supplier engagement—ensuring our values are embedded not only within our organization but also throughout our global value chain.

Declaration of principles for the protection of human rights and the environment

Our commitment to upholding human rights and environmental responsibility across our operations and value chain. Guided by our core values under the CARING framework, we ensure fairness, non-discrimination, and ethical labor practices. Nagarro aligns with international standards such as the International Bill of Human Rights, ILO conventions, and the UN Sustainable Development Goals.
We monitor our greenhouse gas emissions across Scopes 1, 2, and partially Scope 3, and have joined the Science Based Targets initiative (SBTi) to work towards net-zero goals in line with the Paris Agreement. To identify and address risks in our supply chain, we conduct regular risk assessments based on external indices and implement targeted preventive measures.

Anti-corruption and Anti-bribery

Nagarro is committed to honest and fair competition and maintains zero tolerance for corruption, bribery, cartel arrangements, tax evasion, and money laundering. Colleagues must not engage in, facilitate, or enable such practices for personal benefit, the company's advantage, or on behalf of any third party.

Offering o r a ccepting g ifts, r ewards, p ayments, o r hospitality intended to influence a decision is strictly prohibited. Only small, low value promotional items or modest hospitality (for example, a simple meal within a nominal limit such as EUR 25) may be permissible, and heightened caution is required when interactions involve public officials.

Colleagues must promptly report any suspicious or unusual transactions especially those involving cash through the company's whistleblower channel. This policy, which forms part of the binding **Nagarro Constitution**, prohibits all forms of corruption and is communicated to employees on a regular basis, with periodic reminders issued at least annually.

Responsible Sourcing and Supplier Governance

Supplier code of conduct

At Nagarro, we are committed to ethical business practices and responsible sourcing. Our Supplier Code of Conduct, which is inspired by ISO 20400 guidelines and applies to all suppliers and their affiliated entities, sets expectations for all our business partners to uphold high standards in legal compliance, human rights, environmental sustainability, and ethical behavior.

We require our suppliers to comply with laws related to anti-corruption, anti-competition, transparency, confidentiality, and data protection. They must avoid conflicts of interest and refrain from using non-public information or misusing Nagarro's brand. Suppliers must respect labor rights, prohibit forced and child labor, ensure non-discrimination, and provide safe, healthy workplaces. They should protect workers' rights, support freedom of association, and implement grievance mechanisms.

Suppliers are expected to source minerals responsibly, avoid links to human rights abuses, and strive to make a positive social impact in their communities. On the environmental front, they should hold required permits, adopt management systems such as ISO 14001, reduce emissions and waste, conserve water, and enhance biodiversity. Nagarro encourages reporting through CDP or similar platforms and seeks continuous improvement.

Sustainable procurement policy

Nagarro's Sustainable Procurement Policy is designed to guide responsible purchasing decisions across our global operations. The purpose of this policy is to drive positive environmental, social, and economic change, reduce sustainability-related risks, and support Nagarro's broader climate and sustainability goals. It is based on international standards such as ISO 20400 and the German Supply Chain Act (LkSG).

Scope: This policy applies to all Nagarro offices and procurement teams worldwide covering the procurement of products, services, and partnerships, ensuring that sustainability is considered at every stage from planning and budgeting to vendor selection and engagement.

Objectives: Practice responsible corporate citizenship, promote sustainability in value chain, manage sustainability risks and deliver on stakeholder interests.

The policy defines implementation guidelines for environmental and social topics aligned with Nagarro's business context. For example: procuring long lasting IT equipment with circular design principles, energy efficient products, responsibly sourced paper produicts, sustainably managed data centers and choosing suppliers that respect human rights, follow legal requirements, contribute to local economy, etc.

The policy defines a monitor and review process with measurable KPIs. Regular trainings and meetings with procurement teams are to be conducted to ensure effective implementation and continuous improvement.

Supplier sustainability assessment

As part of Nagarro's responsible sourcing and sustainability efforts, we conduct a structured supplier assessment to understand the environmental, social, and governance (sustainability) performance of our key suppliers. The purpose of this assessment is to ensure that our suppliers align with Nagarro's sustainability goals, ethical business practices and help us meet supply chain compliance requirements.

Our target supplier group is selected based on annual expenditure and the frequency of transactions or invoices raised. This helps us focus on activities which may have a higher impact and where we have a higher responsibility.

The assessment covers various sustainability topics such as, but not limited to:

Environmental topics:
Greenhouse gas (GHG) emissions, decarbonization, energy use, renewable energy, plastic use, and environmental risk assessments.

Governance topics:
Compliance with taxation and implementation of grievance mechanisms.

Social topics:
Diversity, child and forcetd labor prevention, equality and wage practices, freedom of expression and collective bargaining, social risk assessments, anti-corruption mechanisms, fair competition, and grievance redressal.

Program covering training to employees on ethical standards

At Nagarro, ethical behavior, compliance with legal standards, and mutual respect form the foundation of our organizational culture. To ensure that these values are understood and practiced consistently across the company, we have established a comprehensive framework of policies and training programs.

All new colleagues are required to complete mandatory training on information security, data protection, client intellectual property, and privacy within the first three months of joining. Additionally, refresher trainings are conducted annually. In 2024, over 97% of employees successfully completed these modules, with the remaining primarily consisting of individuals on extended leave. Regular phishing simulations are also conducted, with an average pass rate exceeding 93%, contributing to improved awareness and vigilance.

To complement this structured learning, we deploy our enterprise AI chatbot, Ginger, which delivers periodic, contextual nudges on ethical topics such as conflicts of interest, unfair competition, and corruption. These nudges are based on sections of the Nagarro Constitution and serve as timely reinforcements of expected behavior.

Our Code of Conduct is available to all employees globally via our internal intranet, including acknowledgement sections to confirm understanding and compliance. Protection of client data and intellectual property is reinforced through restricted access, internal audits, and targeted awareness efforts.

We maintain a zero-tolerance approach to any form of discrimination or harassment. Mandatory training, enhanced with scenario-based learning supports employees in identifying inappropriate behavior and encourages a culture of respect. Multiple reporting channels, including a central whistleblower platform, are available to raise concerns confidentially.

Through this multifaceted approach, Nagarro ensures that all colleagues are aware of and comply with the ethical and behavioral standards expected of them, thereby reinforcing a responsible and resilient work environment.

Policies and documents

Click on the policy or procedure below to access the document on our website

1. 2024 annual report
2. Remuneration report
3. Nagarro constitution
4. Declaration of principles for the protection of human rights and the environment
5. Data privacy policy
6. Whistleblower policy
7. Policy for Complaints Procedure under the Supply Chain Due Diligence Act
8. Environmental policy statement

Perfomance snapshot: Governance	2024	2023
Number of confirmed corruption incidents	0	0
Training and sensitisation on ethics (Include footnotes covering ethics topics)	100%	100%
Number of significant data security breaches	0	0
Percentage of colleagues trained on information and security and data privacy compliance training	97%	95%
Total monetary losses from legal proceedings associated with environmental regulations (Euro)	0	0
Total monetary losses from legal proceedings associated with corruption (Euro)	0	0
Ratio of the annual total compensation of the highest paid individual, to the average annual total compensation for all employees	12.1	9.3
Ratio of the annual total compensation of the highest paid individual, to the median annual total compensation for all employees in 2024	13.6	

Annexure- 1

Climate risk assessment methodology

Nagarro's climate risk assessment applies to a structured, multidimensional methodology using both qualitative and quantitative approaches. Each major office is assessed for exposure to climate hazards using:

- Copernicus CMIP6 climate models (multi-model ensemble)
- Time-horizon framing: 2025–2030 (near-term), 2031–2040 (mid-term), 2041–2050 (long-term)
- Scenario framing: SSP1-2.6 (Sustainable), SSP2-4.5 (Stabilized), SSP5-8.5 (High-Emission)

Each regional risk was evaluated based on the annual frequency and severity of key climate hazards:

- Extreme hot days (>35°C and >40°C) along with surface thermal radiation
- Heavy precipitation days (>20mm) along with sea temperature rise for coastal regions
- Consecutive dry days (drought)
- Frost days (cold)

For each hazard:

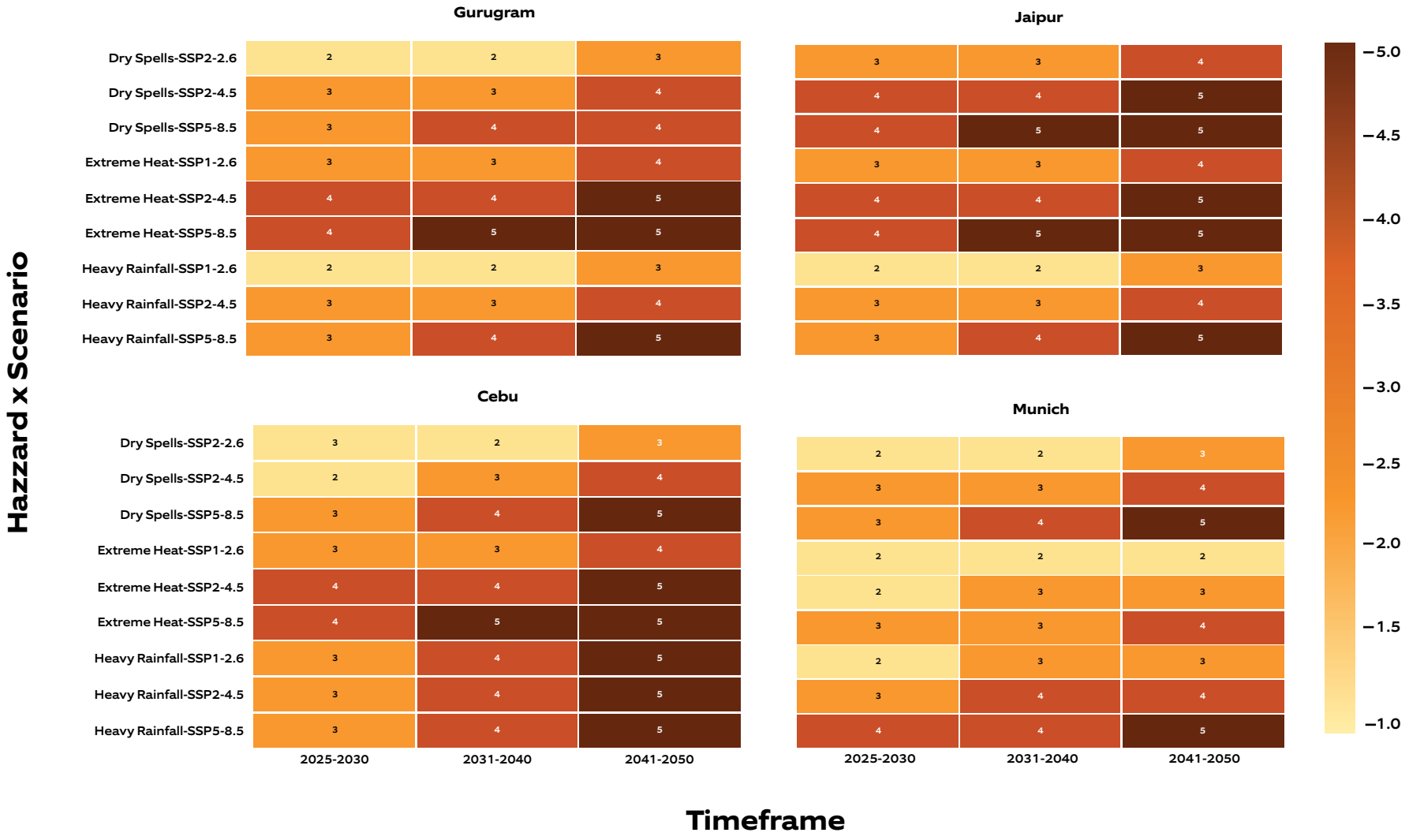
- Historical baselines (1995–2014) were established.
- Hazard deltas were computed across SSP × timeframe × region.
- Normalized annual exposure values were assigned for inter-city comparability.

Each hazard was scored on a 1–5 scale:

Score	Risk Level	Criteria Example
1	Very Low	<5% increase from historical values
2	Low	5-15% increase or minor hazard introduction
3	Moderate	15-30% increase in frequency or intensity
4	High	30–60% increase, recurring disruptive conditions
5	Very High	>60% increase or compounding multi-hazard impacts

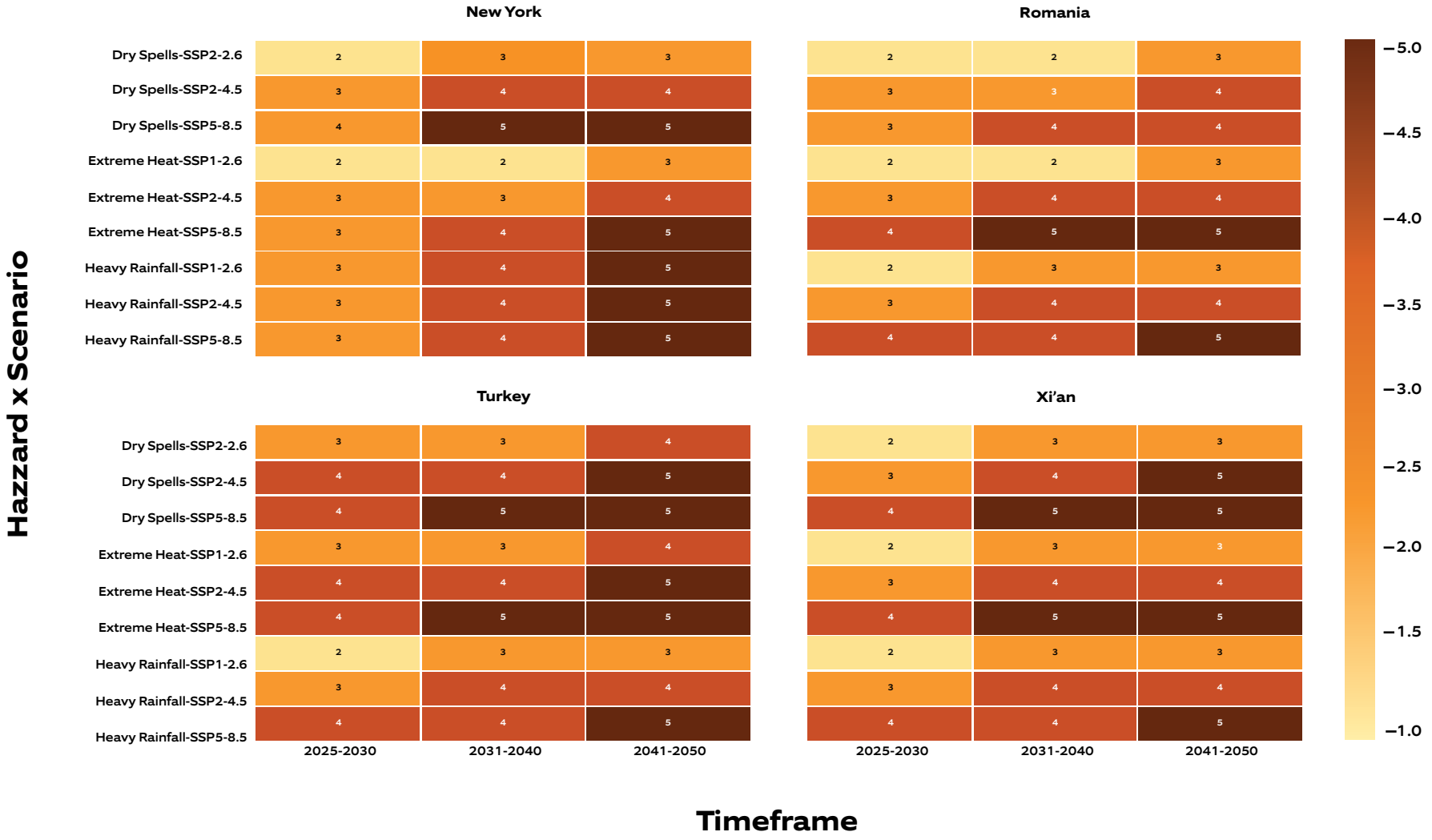
Annexure- 2

Location-wise Climate Risk Heatmaps



Annexure- 2

Location-wise Climate Risk Heatmaps



GHG emission calculation methodology

Direct GHG emissions (Scope 1)

Quarterly diesel and natural gas used in generator sets are collected from office contacts, converted to kilowatt-hours with standard fuel-to-energy ratios, and multiplied by year-specific emission factors before aggregating across sites.

Indirect GHG emissions (Scope 2 – location based)

Country-level electricity consumed in offices and data centers, including heating and cooling where applicable, is multiplied by the corresponding national grid emission factor and consolidated into the total; purchased natural gas or heating, where relevant, follows the same calculation approach as Scope 1 for combustion.

Indirect GHG emissions (Scope 2 – market based)

The same electricity activity data are paired with supplier- or market-based emission factors that reflect contractual instruments, and the resulting emissions are reported alongside the location-based figure; purchased natural gas or heating follows the Scope 1 combustion method.

Other indirect GHG emissions (Scope 3)

Category 1 (Purchased goods and services)

IT laptops: Laptop procurement is mapped to manufacturer product carbon footprints for top models to derive a weighted average manufacturing factor; residual spend without model data is estimated with a derived emissions-to-spend factor from the known dataset.

Non-laptop IT assets: Each IT subcategory uses a tiered hierarchy—direct product footprints when available, extrapolation from partial datasets, weight-based embodied factors when product data are absent and spend-based factors for service-like items, with emission factors refreshed on a three-year cycle.

Software and cloud services: Annual spend on software and cloud services is multiplied by a spend-based factor aligned to software publishing, using US EEIO-derived factors to estimate emissions for inclusion in the category.

Other purchased goods and services: Finance-flagged spend (e.g., legal, advertising, maintenance, supplies, entertainment, accounting, insurance, postal) is multiplied by appropriate spend-based factors and summed, using US EEIO-derived factors for this category.

Category 2 (Capital goods)

Spend on property, plant and equipment, intangible assets, and right-of-use assets is multiplied by relevant spend-based factors and aggregated to represent the category, using US EEIO-derived factors.

Category 3 (Fuel- and energy-related activities)

Upstream emissions of purchased fuels are calculated by converting diesel and natural gas to kilowatt-hours and multiplying by well-to-tank factors; transmission and distribution losses are calculated by applying country loss factors to purchased electricity; upstream emissions of purchased electricity are calculated with upstream lifecycle factors that exclude generation emissions already counted in Scope 2, consistent with GHG Protocol guidance and supported by the IEA upstream lifecycle database (e.g., 2022 global figures of approximately 462 gCO2e/kWh at generation and 82 gCO2e/kWh upstream).

Category 4 (Upstream transportation and distribution)

For IT assets, supplier transport and distribution data from product footprints are used where available, with gaps filled using well-to-tank factors; for office supplies and maintenance, transport activity is estimated using relevant references and combined with well-to-tank factors to quantify emissions, consistent with accepted fuel-/distance-/spend-based methods.

Category 5 (Waste generated in operations)

Quarterly quantities for hazardous, sanitary, dry plastics and paper, mixed dry, organic, and mixed streams are multiplied by disposal-route factors appropriate to each country and summed to the category total.

Category 6 (Business travel)

Air travel activity-based: Distance-based flight records are multiplied by passenger-kilometer factors including well-to-tank and tank-to-wheel components and summed by itinerary; when distance data are missing, a derived emissions-to-spend ratio from known flights is applied to residual spend while maintaining WTT/TTW coverage.

Event-based travel: For large internal events, employees provide travel mode and origin; distances are calculated (e.g., haversine) and adjusted by mode multipliers; mode-specific factors are applied to derive the event total.

Land and train travel: Quarterly bookings and reimbursements for cabs, metro, and trains are multiplied by distance-based factors representing tank-to-wheel emissions; ride-hailing spend is converted using the provider's emissions-to-revenue ratio with well-to-tank additions.

Spend-based: Remaining travel costs lacking itemized records are multiplied by a derived spend-based factor built from known emissions–cost relationships to complete the inventory.

Category 7 (Employee commute)

Timesheet attendance identifies commuting instances; an average round-trip distance per commuting day is applied and combined well-to-tank and tank-to-wheel factors for a representative vehicle are used to quantify emissions.

Category 8 (Upstream leased assets)

For offices not under direct operational control (often coworking), where energy data are not provided or are embedded in rent, electricity use is estimated using regional kilowatt-hour-per-seat averages, multiplied by the applicable country factor and included in the total.

Category 9 (Downstream transportation and distribution)

Not applicable, as software services do not involve physical product distribution downstream of operations.

Category 10 (Processing of sold products)

Not applicable, since IT services do not require physical processing before use.

Category 11 (Use of sold products)

Not included at this stage, as software use depends on customer usage and data remain with customers.

Category 12 (End-of-life treatment of sold products)

Not applicable for software solutions that do not create physical waste streams for disposal.

Category 13 (Downstream leased assets)

Not applicable, since no products are leased to clients/customers.

Category 14 (Franchises)

Not applicable, as the company does not operate a franchise model.

Category 15 (Investments)

Not applicable, due to absence of significant financial holdings or subsidiaries outside the core business that would trigger investment category accounting under the GHG Protocol.

Category 6 (optional)

Accommodation emissions are calculated by multiplying booked room nights by country-specific hotel factors and presented separately as an optional boundary; when booking records are unavailable, a spend-based estimate allocates a share of travel spend to hotels using a ratio derived from activity data and applies an emissions-to-spend factor; for large events, accommodation is estimated by multiplying the number of traveling employees by a standard two-night assumption and the relevant hotel factor.

Category 7 (optional, work from home)

Remote work time is identified from timesheet entries outside office locations and converted to typical full-time equivalent workdays; home energy attributable to an eight-hour workday is then estimated and multiplied by appropriate residential factors before aggregating into the optional total.

Annexure- 4

Restatement

Nagarro has restated portions of its greenhouse gas (GHG) inventory in the sustainability databook 2024 to enhance transparency and align with updated GHG Protocol guidance. The restatement reflects reclassification and methodological refinements to ensure consistency with financial accounting classifications and the application of more appropriate emission factors.

For Scope 1 and Scope 2 emissions, an error in the fuel consumption calculation approach was identified, which results in differences relative to the 2024 Annual Report. The most significant change is observed in Category 1: Purchased Goods and Services, where emissions have decreased due to a refined categorization approach. Specifically, emissions associated with long term tangible assets manufacturing have been reclassified under Category 2: Capital Goods, aligning with their similar categorization in financial accounting as capital expenditures. Furthermore, emissions linked to the transportation of procured items have now been appropriately reassigned to Category 4: Upstream Transportation and Distribution, in line with updated activity boundaries.

In Category 2: Capital Goods, emissions have increased due to the inclusion of IT asset purchases and a broader scope of capital expenditures. This now encompasses emissions from Property, Plant, and Equipment (such as office furniture, hardware, and building materials), Intangible Assets (including software and licensing), and Right-of-Use Assets under operating lease agreements. This refinement offers a more accurate reflection of embedded emissions in Nagarro's capital investments.

Category 3: Fuel- and Energy-Related Activities now capture (along with transmission and distribution loss) upstream emissions from the extraction, production, and transportation of fuels and electricity consumed by Nagarro. This includes emissions from coal mining, oil refining, gas transmission, and upstream biofuel processes—components previously omitted.

Similarly, Category 4: Upstream Transportation and Distribution emissions have risen due to the inclusion of logistics-related emissions from the procurement of IT hardware, office supplies, and maintenance goods—previously aggregated elsewhere.

Changes in Category 6: Business Travel stem from the adoption of revised emission factors that now include both well-to-tank (WTT) and tank-to-wheel (TTW) components. Additionally, emissions from business travel accommodation are now reported separately (as an optional category), as recommended by the GHG Protocol.

Category 7: Employee Commute also reflects methodological updates. The new approach integrates WTT and TTW emission factors and introduces separate reporting (as an optional category) for work-from-home emissions.

Assurance statement on third-party verification of sustainability information

To
Leadership team of Nagarro SE
Unique identification no.: 3153156280

TÜV SÜD South Asia Pvt Ltd. (hereinafter TÜV SÜD) has been engaged by NAGARRO SE, Baierbrunner str.15, 81379 Munchen, Germany to perform a limited assurance verification of sustainability information in the Sustainability Databook 2024 by NAGARRO SE (hereinafter "Company") for the period from 01st January 2024 to 31st December 2024. The verification was carried out according to the steps and methods described below.

Scope of the verification

The third-party verification was performed to obtain limited assurance on whether the sustainability information presented in the Sustainability Data Book—including both the selected Key Performance Indicators (KPIs) aligned with the Global Reporting Initiative (GRI) Standards and the company-specific KPIs (hereinafter referred to as the reporting criteria)—has been prepared in accordance with the applicable reporting criteria. The Key Performance Indicators (KPIs) are listed in Annexure A.

The selected sustainability disclosures, as Listed in Annexure- A and presented in the Sustainability Databook 2024 for the reporting period from 01st January 2024 to 31st December 2024, are included within the scope of this assurance engagement.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Sustainability Databook 2024, and accordingly, we do not express a conclusion on this information. It was not part of our engagement to review product- or service-related information, references to external information sources, expert opinions and future-related statements in the Report.

Responsibility of the Company

The management of the company is responsible for the preparation of the sustainability information in accordance with the reporting criteria. This responsibility includes, in particular, the selection and use of appropriate methods for the Sustainability Data Book 2024, the collection and compilation of information, and the making of appropriate assumptions or, where appropriate, estimates. Furthermore, the management of the company is responsible for the necessary internal controls to enable the preparation of the Sustainability Data Book 2024 that is free of material — intentional or unintentional — erroneous information.

Verification methodology and procedures performed

The verification engagement has been planned and performed in accordance with the verification methodology developed by the TÜV SÜD Group, which is based upon the International Standard on Assurance Engagements ISAE 3000, and ISO 17029 (Conformity assessment — General principles and requirements for validation and verification bodies). The applied level of assurance was "limited assurance". Because the level of assurance obtained in a limited assurance, the engagement is lower than in a reasonable assurance engagement, the procedures the verification team performs in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. A limited assurance engagement consists of making inquiries, primarily of persons responsible for the preparation of the sustainability information and applying analytical and other limited assurance procedures.
The verification was based on a systematic and evidence-based assurance process limited as stated above. The selection of assurance procedures is subject to the auditor's own judgment.
The procedures included amongst others:

- Inquiries of personnel who are responsible for the stakeholder engagement and materiality analysis to understand the reporting boundaries.
- Evaluation of the design and implementation of the systems and processes for compiling, analysing, and aggregating sustainability information as well as for internal controls.
- Inquiries of company's representatives responsible for collecting, preparing and consolidating sustainability information and performing internal controls.
- Analytical procedures and inspection of sustainability information as reported at group level by all locations.
- **Assessment of local data collection and management procedures, along with control mechanisms, through onsite and offsite verification and Below sites are selected for Onsite Visit and List of Offsite is annexed in Annexure-B.**

Sr. No.	Company Name	Site Address
1	NAGARRO SE	Nagarro Software Pvt. Ltd Plot 6B, Sub. Major Laxmi Chand Rd, Maruti Udyog, Sector 18, Sarhol Gurugram-122015 Haryana India
2		Advanced Technology Consulting Service Private Limited Plot ITA014 - IT/ITES Zone, SEZ Mahindra World City, Jaipur 302037, Rajasthan, India
3		Nagarro Enterprise Services Pvt. Ltd. Plot ITA012 - IT/ITES Zone, SEZ Mahindra World City, Jaipur 302037, Rajasthan, India

Conclusion

On the basis of the assessment procedures carried out from 28th July 2025 to 13th August 2025, TÜV SÜD has not become aware of any facts that lead to the conclusion that the selected sustainability information in its Sustainability Databook 2024 (As per Annexure A) has not been prepared, in all material aspects, in reference to the reporting criteria.

Limitations

The assurance process was subject to the following limitations:

The subject matter information covered by the engagement are described in the "scope of the engagement". Assurance of further information included in the Sustainability Databook 2024 was not performed. Accordingly, TÜV SÜD do not express a conclusion on this information.

Financial data were only considered to the extent to check the compliance with the economic indicators provided by the Reporting Framework and were drawn directly from independently audited financial accounts. TÜV SÜD did not perform any further assurance procedures on data, which were subject of the annual financial audit.

The assurance scope excluded forward-looking statements, product- or service-related information, external information sources and expert opinions.

Use of this Statement

The company must reproduce the TÜV SÜD statement and possible attachments in full and without omissions, changes, or additions.

This statement is by the scope of the engagement solely intended to inform the company as to the results of the mandated assessment. TÜV SÜD has not considered the interest of any other party in the selected sustainability information, this assurance report or the conclusions TÜV SÜD has reached. Therefore, nothing in the engagement or this statement provides third parties with any rights or claims whatsoever.

Independence and competence of the verifier

TÜV SÜD South Asia Pvt Ltd. is an independent certification and testing organization and member of the international TÜV SÜD Group, with accreditations also in the areas of social responsibility and environmental protection. The assurance team was assembled based on the knowledge, experience and qualification of the auditors. TÜV SÜD South Asia Pvt Ltd hereby declares that there is no conflict of interest with the Company.

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Place, Mumbai,
Date *28-08-2025*

Prosenjit Mitra
General Manager- Verification, Validation and Audit
Management System Assurance

Sanjeev Sharma
Verification Team Leader, TÜV SÜD
Management System Assurance

Annexure A

TUV SUD South Asia verified the following GRI and Company Specific Indicators given in the Table below:

Category	GRI Indicators	Metrics
Environment	GRI 302-1	Total energy consumption (MWh)
		Renewable energy percentage (within scope 2)
		Renewable energy percentage (overall)
	GRI 302-3	Energy intensity of offices (MWh/sqft)
	GRI 303-5	Water footprint (million liters)
	GRI 303-5	Total wastewater recycled (million liters)
	GRI 305-1	Carbon footprint by scope (MT CO2e)
		Direct GHG emissions (Scope 1)
	GRI 305-2	Indirect GHG emissions (Scope 2 – location based)
		Indirect GHG emissions (Scope 2 – market based)
	GRI 305-3	Other indirect GHG emissions (Scope 3)
	GRI 305-4	GHG emissions intensity
	GRI 305-4	Carbon intensity of offices – location based
		Carbon intensity of offices – market based
	GRI 306-3	Waste generated (MT)
	GRI 306-4	Waste diverted from landfill (MT)
	GRI 404-2	Number of colleagues trained on environmental topics
Labour & Human Rights	GRI 2-7	Headcount
		Country-wise workforce distribution
		Colleague headcount by employment type
	GRI 401-2	Number of sabbaticals
	GRI 401-2	Percentage of full-time employees with health insurance
	GRI 401-3	Number of colleagues availing parental leave
	GRI 401-3	Number joined post maternity leave
	GRI 401-3	Number retained 12 months after maternity return
	GRI 403-2	Percentage of operational sites for which an employee health and safety risk assessment has been conducted
	GRI 403-9	Number of work-related injuries
	GRI 404-1	Average learning per employee (hours)
	GRI 404-2	Number of colleagues trained on diversity topics
	GRI 404-3	Percentage of employees with performance review
	GRI 405-1	Overall colleagues' diversity by gender
		Board diversity by gender (%)
		Diversity in leadership roles by gender (%)
		Diversity in tech roles by gender (%)
		Gender diversity in new hires (%)
		Overall colleagues' diversity by age group
		Overall colleagues' diversity (band-wise)
		Band wise employee distribution (%)
	GRI 405-2	Estimated gender pay gap (%)
Ethics & Governance	GRI 205-2	Training on ethics
	GRI 205-3	Number of confirmed corruption incidents
	GRI 418-1	Number of significant data security breaches

Company-specific Indicators

Category	Metrics	UOM	Assured Values
Environment	Circular IT asset management – Leased	%	98.9
	Circular IT asset management – Purchased	%	1.1
	End of life management of IT assets – laptops (Returned to vendor)	Nos	3689
	End of life management of IT assets – laptops (Purchased by employees)	Nos	1537
	End of life management of IT assets – laptops (Returned to vendor)	Nos	519
	End of life management of IT assets – laptops (Donated)	Nos	50
	Percentage of operational sites assessed on environmental risks	%	48
Labour & Human Rights	Average employee tenure – Male employees	Years	4.2
	Average employee tenure – Female employees	Years	4.3
	Number of women colleagues in Glass Window program	Nos	41
	Number of women colleagues in Glass Lens program	Nos	83
	Promotion share – Women	%	26
	Promotion share – Men	%	21
	Percentage trained on harassment-related topics	%	91

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	Percentage of employees receiving training	%	71
	Training and development expenditure	Million €	1.6
Ethics & Governance	Total monetary losses from legal proceedings associated with environmental regulations	€	0
	Total monetary losses from legal proceedings associated with corruption	€	0
	Ratio of annual total compensation of highest paid individual, to the average annual total compensation for all employees	Ratio	12.1
	Percentage trained on information security/data privacy compliance training	%	97
Supplier engagement	Percentage of suppliers signing Code of Conduct	%	100
	Amount spent on suppliers	Million €	838.2
	Number of suppliers violating Code of Conduct	Nos	0

Annexure B
Legal entities as per the consolidated financial statement

- Nagarro SE, Munich, Germany
  - Nagarro Inc., San Jose, USA
    - Nagarro Software Pvt. Ltd., Gurugram, India
    - Nagarro Software S.A. De C.V., Monterrey, Mexico
    - Nagarro Software Inc., Fishers, USA
      - Nagarro Software Solutions (Beijing), Inc. (China)
        - Nagarro Software Solutions (Xi'an), Inc. (China) [1]
    - Advanced Technology Consulting Service Inc., New Jersey, USA
      - Advanced Technology Consulting Service Canada Inc., Toronto, Canada
      - ATCS (Beijing) Technology Consulting Company Limited, Beijing, China [1]
    - Ace Outsource LC, Salt Lake City, USA
    - RipeConcepts Incorporated, Cebu, Philippines
    - Nagarro GS Inc., San Jose, USA
    - Telesis7 LLC, Missouri, USA
  - Nagarro Global Services Asia Pte. Ltd., Singapore
    - Nagarro Enterprise Services Pvt. Ltd., Gurugram, India
      - Advanced Technology Consulting Service Private Limited, Jaipur, India
    - Nagarro SDN. BHD., Kuala Lumpur, Malaysia
    - Nagarro K.K., Tokyo, Japan
    - Nagarro (Private) Limited, Colombo, Sri Lanka
    - Techmill Global Pte Ltd, Singapore
      - Tech Mills (Australia) Pty Ltd, Sydney, Australia
  - Nagarro Software AB, Stockholm, Sweden
  - Nagarro GmbH, Vienna, Austria
  - Nagarro ATCS GmbH, Stuttgart, Germany
  - Nagarro GmbH, Munich, Germany
    - Nagarro SRL, Cluj-Napoca, Romania
    - Nagarro iQuest Schweiz AG, Zurich, Switzerland
    - iQuest SPZOO, Warsaw, Poland
    - Livisi GmbH, Munich, Germany [2]
  - Nagarro Software Ltd., London, United Kingdom
    - FWD View Ltd., London, United Kingdom [3]
  - Nagarro AS, Oslo, Norway
  - Nagarro Pty. Ltd., Sydney, Australia
  - Nagarro Oy, Espoo, Finland
  - Nagarro Ltd., Valetta, Malta
  - Nagarro Pty. Ltd., Pretoria, South Africa
  - Nagarro Company Ltd., Bangkok, Thailand
  - Nagarro Ltd., Port Louis, Mauritius
  - Nagarro MENA LLC, Dubai, UAE
    - Nagarro Software Co. W.L.L, Bahrain
    - Nagarro for Information Technology, Riyadh, Saudi Arabia
    - Nagarro Software FZCO, UAE
    - Nagarro Software Co. W.L.L, New Cairo, Egypt [4]
  - Nagarro ES GmbH, Kronberg im Taunus, Germany
    - Nagarro ES France SAS, Entzheim, France
    - Nagarro Denmark A/S, Herlev, Denmark
  - Nagarro S.A.S., Quito, Ecuador
  - Nagarro Software S.A.S., Bogotá D.C, Colombia
  - Nagarro, UNIPESSOAL LDA, Funchal, Portugal
  - Nagarro Software, S.L., Madrid, Spain
  - Nagarro Co., Ltd., Taipei, Taiwan
  - Infocore Engineering & IT Services GmbH, Kronberg im Taunus, Germany
    - Infocore Engineering & IT Services Inc, Frisco, USA [5]
  - Advanced Programming Solutions, S.L., Palma de Mallorca, Spain
  - M.B.İ.S Bilgisayar Otomasyon Danışmanlık ve Eğitim Hizmetleri Sanayi ve Ticaret A.Ş., Istanbul, Türkiye
    - Novaline Bilişim Teknolojileri Danışmanlığı A.Ş., Istanbul, Türkiye
    - Analytica Bilgi Teknolojileri A.Ş., Istanbul, Türkiye
  - Nagarro Korlátolt Felelősségű Társaság, Budapest, Hungary
  - Nagarro Software Limited, Dublin, Ireland [4]

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