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UST Sustainability Report 2025





Transforming Lives

UST is committed to transforming the lives of our customers, employees, and communities.



“

The company should be socially responsible and use most of the wealth created to help people less fortunate than ourselves. We should be involved in something higher than ourselves. If you believe in this aim and you are inspired and motivated by this belief, no one can stop us.

G. A. Menon (1931 - 2003) Founder Chairman, UST

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Executive summary

UST was founded on a clear mission, to transform lives through the power of technology, guided by our core values of Humility, Humanity, and Integrity. Transforming lives means enabling meaningful progress for our clients, our people, and the communities they serve, while addressing long-term structural challenges. This purpose shapes our strategy and embeds sustainability into the fabric of our enterprise.

We see technology not merely as a driver of efficiency, but as a catalyst for responsible progress. In an environment defined by rapid disruption, we partner with organizations to modernize digital ecosystems and operating models, strengthening resilience, enhancing agility, and sustaining competitive advantage in an evolving global market.

In 2025, the shift toward outcome-driven AI accelerated. At UST, we advanced from experimentation to enterprise-scale implementation, integrating advisory, engineering, and platform capabilities to embed intelligence into core business workflows. With agentic AI supported by disciplined human oversight, we are enabling clients to translate innovation into production-ready solutions that deliver measurable business impact.

AI is positioned as an enterprise capability across UST. Through our “Take flight with AI” initiative, we are building organization-wide AI fluency, encouraging applied innovation, and reinforcing accountability, ensuring adoption drives tangible outcomes and long-term resilience.

Responsible innovation underpins this strategy. Our AI governance framework establishes clear guardrails across ethics, risk, security, and compliance. Sustainability is not a standalone ambition; it is embedded within our operating model and reflected in how we manage six forms of capital: financial, manufactured, intellectual, human, social and relationship, and natural.

This report presents our integrated approach to governance, innovation, culture, and sustainability - highlighting the structures, oversight, and strategic priorities that support disciplined risk management and durable value creation for all stakeholders.



Humility

We will listen, learn, be empathetic and help selflessly in our interactions with everyone



Humanity

Through business, we will better the lives of those less fortunate than ourselves



Integrity

We honor our commitments and act with responsibility in all our relationships



Message from the CEO

2025 was a defining year for UST—a year in which we strengthened our commitment to sustainability while accelerating our boldest transformation yet: becoming an AI-empowered, purpose-driven organization. Our progress in 2025 reflects not only technological advancement but also our collective dedication to building a more sustainable, equitable, and resilient future.

Our Re-imagine Strategy unlocked high-impact growth opportunities—extending our market presence, securing marquee deals, and sustaining a robust pipeline. In services, we stayed relentlessly customer-centric, delivering large-scale transformation, AI-driven automation, and optimized right-shoring. We enabled clients to redirect investments toward strategic priorities, accelerated modernization, and deployed next-generation capabilities, including Agentic AI, to drive business reinvention.

At the heart of the year’s journey is **Take Flight with AI**, our organization-wide movement that is reshaping how we think, work, and create impact through AI. Across our global teams, AI has become a force multiplier—helping us improve customer outcomes, enhance internal operations, and unlock new business value. From compassionate behavioural health solutions and predictive network reliability to operational efficiencies in retail, telecom, healthcare, and financial services, our teams have demonstrated how AI can meaningfully transform businesses and lives.

This innovation momentum aligns closely with our sustainability goals. Our commitment goes beyond operational responsibility, it extends to how we empower communities, reduce environmental impact, uphold strong governance, and foster a culture of ethical, human-centered AI adoption. In 2025, we advanced these priorities through climate-conscious innovation, deeper community engagement, and initiatives that amplify transparency and accountability across our operations.

Organizationally, we took an important step forward by strengthening our structure under two strategic pillars - **Transform the Business** and **Grow the Business**. This evolution positions us to scale platform-led solutions, expand our presence in high-growth markets, and deliver domain-led AI innovations that align with global sustainability needs. Whether through intelligent data platforms, AI-driven decisioning, or tools that enhance employee well-being and efficiency, we are embedding sustainability into the core of our business strategy.

Sustainability sits at the core of our vision, guiding our investment in AI-powered solutions and our path to net zero by 2040. UST has led with sustainability since its inception, ahead of industry mandates. Our focus goes beyond innovation, ensuring technology creates positive impact while enabling clients with leading solutions to advance their sustainability goals. Our corporate social responsibility (CSR) efforts remain steadfast, impacting over 127,260 lives through health, education, and disaster relief initiatives.

None of this progress would be possible without our people. Our associates’ ingenuity, passion for learning, and commitment to our purpose of transforming lives with technology have been the driving force behind every milestone. Thank you Ussociates for your commitment, your imagination, and your belief in what we can build together.

As we look ahead, our mission remains clear: to lead responsibly, innovate boldly, and shape a future where technology and sustainability reinforce one another. Let us continue to champion ideas that create positive impact, for our customers, our communities, and our planet.



2025 in review

UST delivered strong FY25 performance, achieving double-digit revenue growth, driven by large AI-led transformation and cost-optimization programs. This momentum was supported by Take Flight with AI, a company-wide initiative advancing AI capabilities across business, talent, domains, service lines, and internal operations, with over 90% of employees trained in AI.

During the year, UST expanded AI-driven modernization across applications, data, and infrastructure, enabling clients to move toward AI-first and autonomous operating models. Domain depth in healthcare, banking, retail, telecom, and asset management supported the growth of industry platforms such as FinX. A significant milestone during the year was the spin-off of UST HealthProof and its strategic combination with HealthEdge, resulting in the creation of one of the largest healthcare payer platforms in the United States, serving over 100 million lives. The transaction also marked Bain Capital becoming the majority investor in the combined entity. UST expanded its fintech capabilities through the strategic acquisitions of Tailwind and Modus.

UST also strengthened hyperscaler partnerships, ER&D capabilities, and targeted M&A, while advancing geographic diversification with increased focus on Australia, Japan, the Middle East, and continued growth in the UK.

Beyond financial performance, UST expanded its social impact through the Colors platform, delivering 150+ CSR initiatives, contributing 10,000+ volunteer hours, and reaching 100,000 lives. By December 2025, we achieved a 50.4% reduction in Scope 1 and 2 emissions from 2023 and reached 73% renewable electricity in our facilities. Additionally, Scope 3 emissions were reduced by 20.5%, reinforcing the company's purpose-led growth and long-term resilience.

Awards and recognitions

Corporate responsibility awards

- CSR Special Recognition Award, National Institute of Personnel Management, Kerala – June 21, 2025
- CSR Award for Social Inclusion, Education from Kerala Management Association – February 28, 2025
- Indian CSR Awards 2025: Most Impactful Save Water Initiative of the Year and Education, Health and Livelihood Initiatives for People with Disabilities (PWDs)
- Mahatma Award 2025 - CSR Excellence category - Digital Transformation and Social Impact
- Special Category Award for Corporate Citizen 2025 - Mother Teresa CSR Award, Loyola Institute of Business Administration, Chennai 2025
- Business Culture Awards, UK 2025 - Overall Winner
- UST received the ACCA Green Leadership Award at the ACCA India Employer Summit 2025, underscoring our long-term commitment to embedding ESG principles across operations, innovation, and growth.
- UST was named one of India's Top 10 ESG companies in the 2025 Avtar & Seramount BCESG rankings, reflecting rigorous evaluation across 100 data points in environment, social, and governance.
- UST has earned the Annual Sustainability Symposium and Excellence Award 2025 by the Indian Chamber of Commerce (ICC) in Delhi.
- UST has been named a highly Commended Finalist at the 2025 UNGC Forward Faster Sustainability Awards, underscoring our leadership in sustainability and governance.

PEOPLE AWARDS

- **Top Employers Institute** – Enterprise Certification (large enterprise), with Regional (North America, APAC) and multi-country recognition across 10 markets
- **Brandon Hall HCM Excellence Awards 2025** – 11/11 wins (8 Gold, 1 Silver, 2 Bronze) across leadership, onboarding, learning, and AI-led programs
- **Economic Times HR Awards** – Leader in Employee Experience; Exceptional Employee Experience (Large Scale)
- **Candidate Experience (CandE) Awards** – #1 EMEA, #4 APAC, #43 North America; recognized across APAC, Americas, EMEA
- **UK's Best Workplaces in Tech 2025** – Recognized for innovation-driven culture
- **Best Companies for Women in India (BCWI) 2025** – Recognized for gender inclusion
- **Most Inclusive Companies Index (MICI)** – Exemplar recognition
- **Top 10 ESG Companies in India** – Ranked by Avtar Seramount

Innovation, Culture & Ecosystem Leadership

- **Business Culture Awards 2025 (London)** – Overall Winner; Best Culture Builder; Best Culture Innovation Initiative
- **Workday Rising 2025** – Innovation Award for AI-led HR transformation
- **Salesforce Partner Innovation Award (Step IT Up)** – Advancing opportunities for underrepresented talent
- **UST Spain** – #1 Best Workplace in Technology (500+ employees), Great Place to Work 2025 (second consecutive year)

AI & Advanced Analytics Recognition (2025)

- **ISG:** Leader – Advanced Analytics & AI; Leader – Generative AI (Global)
- **Quadrant:** Leader – AI Services; Technology Excellence Champion – AIOps
- **Everest Group:** Strong positioning in AI-led Application Transformation; Enterprise QE Leader (AI-driven quality engineering)
- **HFS:** Disruptor – Generative Enterprise Services
- **Forrester:** UST SmartOps recognized in AIOps research
- **Avasant:** Innovator – Data Management & Advanced Analytics; Challenger – Applied AI

Analyst recognition

ISG

- Winner – ISG Paragon Awards 2025 (EMEA), Partnership of the Year (Aptia Group)
- Leader – Healthcare, Automotive & Mobility, Cybersecurity, Manufacturing; Leader/Contender/Challenger – Salesforce Ecosystem; Leader/Rising Star – SAP Ecosystem; Leader/Product Challenger – TMT Services (2025 across regions)

EVEREST GROUP

- Leader & Star Performer – Enterprise QE Services 2025
- Star Performer – Application Management Services 2025
- Major Contender – Across SDV, SAP, Cloud, Retail, 5G, Industry 4.0, MDR, Talent & App Services 2025

QUADRANT

- Technology Excellence Champion in Artificial Intelligence for IT Operations (AIOps) 2025
- Leader in AI Services Q3 2025

HFS

- Enterprise Innovator – ER&D, Retail & CPG, Semiconductor, Life Sciences 2025
- Disruptor – Cybersecurity, Telecom, Generative Enterprise 2025

FORRESTER

- UST SmartOps recognized by Forrester in their Drive IT Excellence With AIOps Report

AVASANT

- Innovator – Retail, UK, Telecom, Data & Analytics, Blockchain 2025
- Disruptor – Sustainability, Manufacturing, IoT, Cybersecurity, AMS, Networks 2025
- Challenger – Banking, Healthcare, Canada Digital Services 2025–26

NELSONHALL

- Leader/Innovator – IT Infrastructure & QE NEAT 2025
- Leader (Overall, AI capabilities, Server Centric Services Capability) and Innovator (Cognitive Service Desk Capability) in Cognitive and Self-Healing IT Infrastructure Management NEAT 2025





About this report

This report presents UST's performance across multiple forms of capital –human, social, natural, manufactured, and intellectual – demonstrating our continued alignment with the UN Sustainable Development Goals (SDGs) and the principles of the UN Global Compact. It outlines our progress on key environmental, social, and governance (ESG) priorities for the reporting period from January 1, 2025, to December 31, 2025.

The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and incorporates climate-related analysis aligned with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). Disclosures are supported by verified internal data systems, subject to periodic review and audit. Methodologies, assumptions, and conversion factors are based on internationally recognized standards and disclosed alongside relevant metrics. Forward-looking statements are identified at the conclusion of this report.

Coverage includes all UST business operations and geographies, excluding financial performance unless explicitly stated. Sustainability performance is evaluated against [material topics](#) that influence long-term value creation, identified through a structured ESG materiality assessment engaging both internal and external stakeholders, as detailed in the appendix.

This sustainability report has undergone independent limited assurance by Ernst & Young, Associates LLP (EY). The assurance statement, outlining EY's conclusions on the completeness and reliability of the disclosures, is included at the end of the report.

Feedback

We appreciate your interest in our sustainability performance and look forward to addressing any questions and feedback you may have. Please write to us at: ESG.core@ust.com

Strategic compass

Who we are

UST is a global provider of digital transformation solutions, collaborating with leading corporations to overcome challenges, foster resilience, and make a positive impact. Our human-centric approach emphasizes partnership, empathetic design thinking, and co-creation. With over 25 years of experience, we have helped companies thrive through agile collaboration, allowing them to turn their future aspirations into reality.

Driven by our conviction in the responsible power of technology, we empower the world’s premium companies to achieve transformative growth. At the intersection of innovation and client centricity, we drive impactful changes. We distinguish ourselves as adept problem solvers, steering toward revolutionary business outcomes driven by technology.

Mergers and Acquisitions (M&A): Another driving force behind our growth has been the strategic acquisition of new companies. We have expanded our capabilities and conquered new goals through mergers and creating synergies. In 2025, we successfully acquired several exceptional companies such as:

Details of what we do are also available on our website at [What We Do](#).

17 Years

Average tenure of client relationships for Top 10 clients

UST’s focus of “**Select Clients, More Attention**” & our customer first approach focused on long term relationship ensured that we haven’t lost a single customer in Top 25 in the last 5 years.

OUR OFFERINGS

Digital Solutions

Turning AI potential into real-world impact

We help organizations adapt, innovate, and scale by connecting technology, data, and domain expertise where it matters most.

AI-first Platforms

Platforms designed for intelligent scale

We combine proprietary technology and advanced AI to turn repeatable solutions into scalable impact.

Engineering, R&D and Products

Smart, connected, and autonomous Design and build next-gen hardware and software solutions leveraging end-to-end capability from design to embedded to application.

WE WORK TOGETHER WITH INDUSTRY LEADERS ACROSS SEVERAL VERTICALS. OUR CLIENTS INCLUDE:

Healthcare

7 of top 10

Healthcare services in the US, covering 80% of Blue Cross plans

80+

Large health systems and academic medical centers in the US

5 of top 10

Bio and pharma companies

Banking and Financial Services

2 of top 3

Global credit bureaus

5 of top 10

Global asset management companies

3 of top 5

European banks

Semicon, Tech and Communication

8 of top 10

Global semiconductor companies

6 of top 10

Global technology companies

3 of top 5

US telecom companies

Retail and Manufacturing

6 of top 10

US retailers

3 of top 5

Global heavy truck manufacturers

5 of top 10

Global automobile manufacturers

We approach every client challenge with an open toolbox and an open mind

- 1 Define the real challenge
- 2 Move fast, and stay flexible
- 3 Apply a human-centered lens
- 4 Put relationships first

UST overview



Establishment in **1999**, Corporate office at **Aliso Viejo, CA**



30,000+ Associates



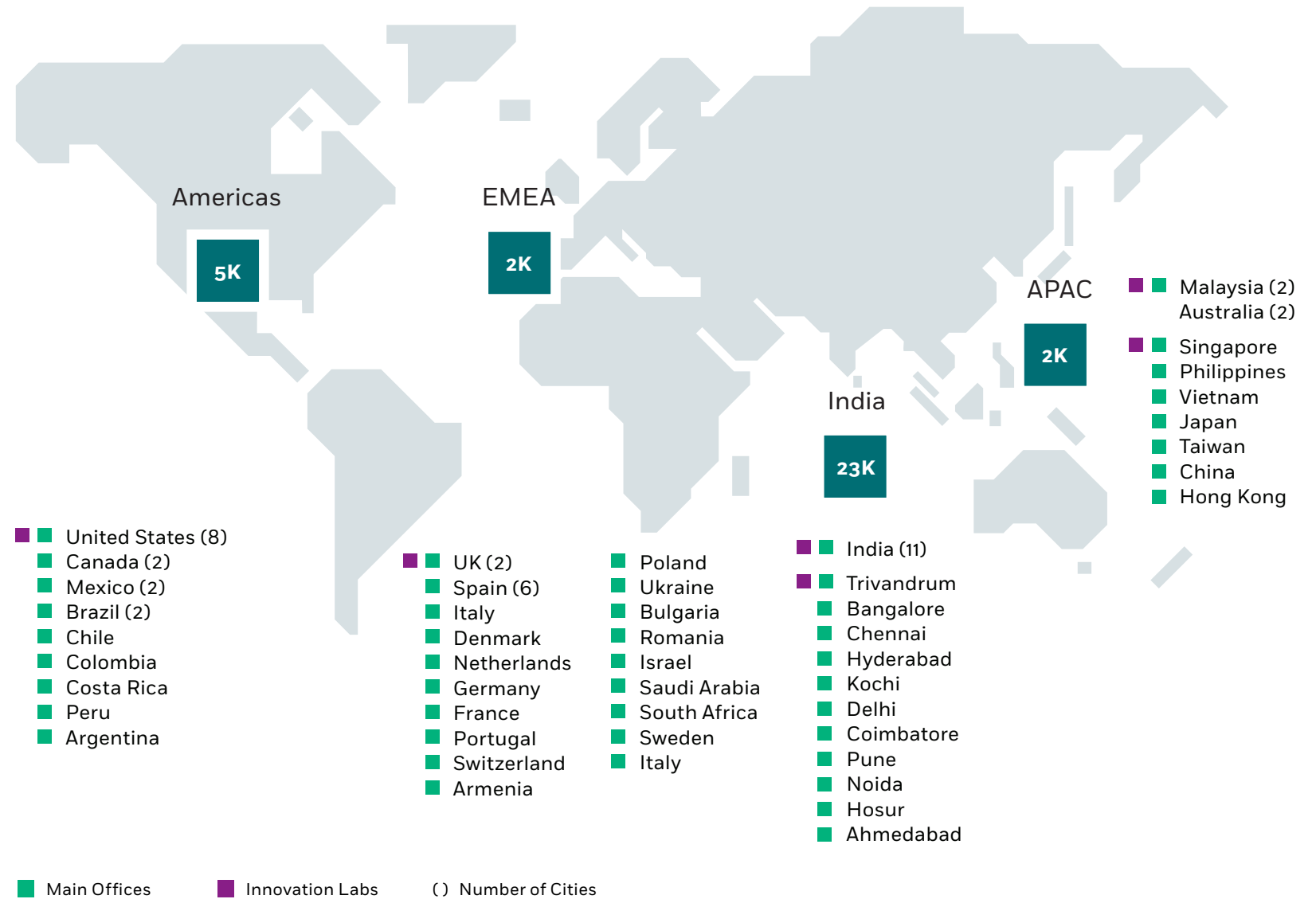
32 countries
Americas, EMEA, Asia Pacific



191+ Global 1000 Clients



14% Average annual growth rate over past 4 years



Our purpose and values

Built on our mission to Transform Lives, we create impact within our organization, for clients, and in communities. Our core values—Humility, Humanity, and Integrity—guide everything we do. We embrace equality across all backgrounds and foster a culture of respect, curiosity, and continuous improvement.

To ensure the enduring promotion of our values, we’ve established an Office of Values and Culture (OVC), actively promoting, appraising, and celebrating the principles we live by. Explore more about our Values and Culture [here](#).

Our approach to sustainability

Our sustainability ambitions are rooted in our purpose of Transforming Lives and are shaped by our business objectives, values, and culture. While our work contributes to all 17 United Nations Sustainable Development Goals (SDGs), we prioritize the most material to our sector and stakeholders. UST focuses on creating long-term, sustainable value across six key capitals, recognizing that strengthening these capitals underpins shared success. By aligning our actions with stakeholder expectations, we seek to responsibly empower and elevate everyone who relies on our services.

Our sustainability ambitions are directly informed by the ESG material issues identified through our [materiality analysis](#).

UST Sustainability ambitions

1

DELIVER VALUE THROUGH INNOVATION AND CLIENT CENTRICITY

Continue to foster UST’s culture, centered on client-centricity and innovation, to drive our commitment to providing exceptional experiences.

2

NURTURE OUR PEOPLE AND CULTURE

Empower our talent to build rewarding careers by cultivating a culture of continuous learning, innovation, and holistic well-being. Create impactful opportunities for all by fostering a work environment that embraces inclusiveness.

3

ADVANCE SOCIAL IMPACT

Transforming lives through socio-economic endeavors and active volunteering within the community, with a focus on education, health, environment, livelihood, and disaster relief.

4

ACCELERATE ENVIRONMENTAL SUSTAINABILITY

Achieve net zero emissions by 2040. Through impactful science-based action, UST aims to reduce emissions, enhance supply chain efficiency, and support clients in their emission-reduction efforts.

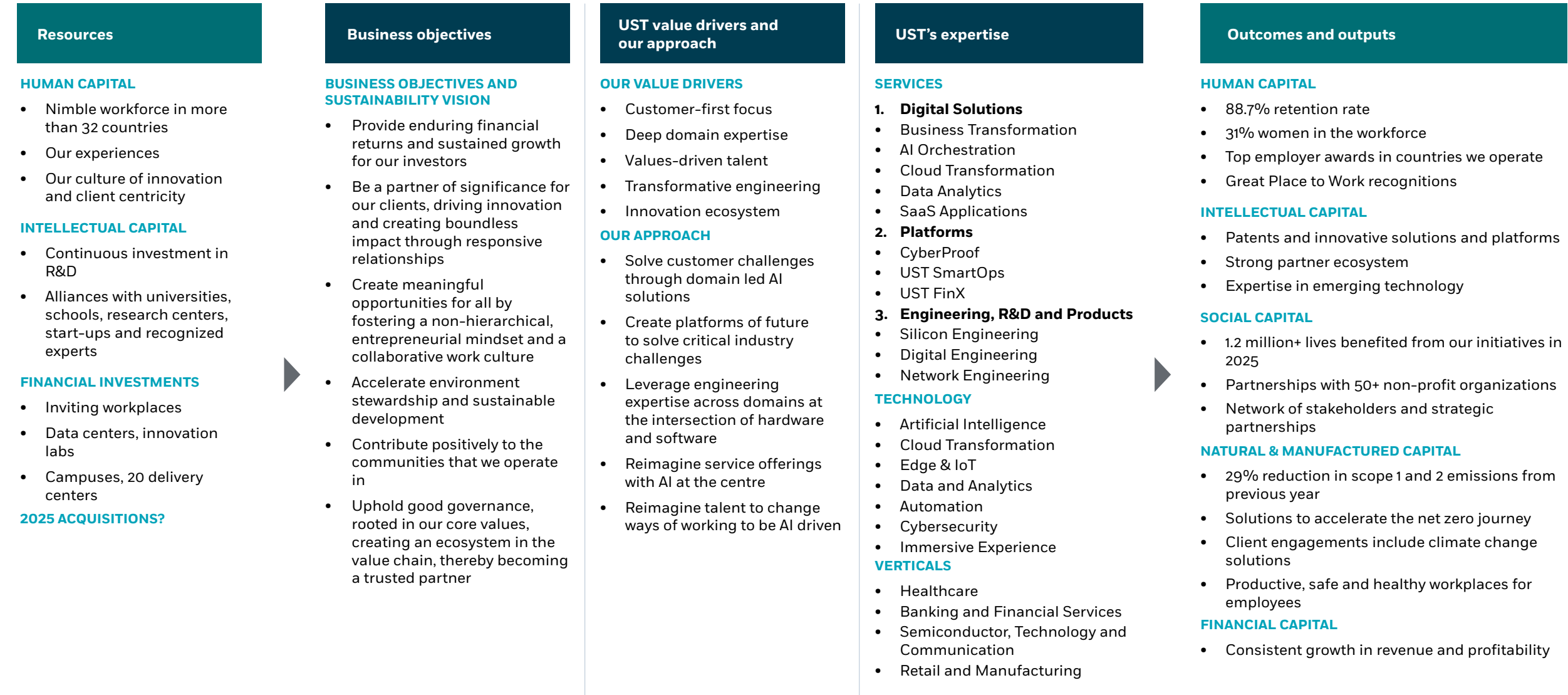
5

UPHOLD GOOD GOVERNANCE

Rooted in our core values, creating an ecosystem that values every stakeholder in the value chain, thereby becoming a trusted partner.



Sustainable value creation model



Deliver value through innovation and client centricity

Driven by our conviction in the responsible power of technology, we empower the world’s premium companies to achieve transformative growth. At the intersection of innovation and client centricity, we drive impactful changes. We distinguish ourselves as adept problem solvers, steering toward revolutionary business outcomes driven by technology.



JUST INNOVATION AT A GLANCE

Our innovation ecosystem supercharges your vision

9

Global innovation
labs and garages

300+

Startup partnerships

Client centricity

At UST, our culture is anchored in customer centricity, continuous learning, and innovation, enabling us to build resilient, digitally empowered organizations. We focus on creating meaningful experiences that strengthen trust with our clients, employees, and partners, transforming business challenges into long-term opportunities. Our sustained client relationships, with an average tenure of 17 years, reflect the depth of trust built through consistent delivery, deep industry expertise, and the application of evolving technologies to real-world business needs.

Customer centricity is institutionalized through structured cultural and operational frameworks. The **UST HandPrint Framework** serves as our cultural blueprint, defining behaviors that align with our values and guide how we collaborate, innovate, and deliver impact. These behaviors foster a cohesive, purpose-driven work environment while reinforcing accountability and client focus across the organization. Our “Select Clients, More Attention” philosophy further strengthens this approach by emphasizing flexibility, agility, and commitment beyond contractual obligations, ensuring we do what is right for our customers.

Through our Client Success program, we embed continuous feedback, engagement, and experience enhancement into client relationships. By integrating innovation, top-tier talent, and customer-focused partnerships, we help clients optimize operations, manage risk, address supply chain challenges, and accelerate growth through technology, data, AI, and security—creating sustainable value for both our clients and our business.

To date, 48% of revenue-generating clients are enrolled in the Relationship Survey program. Among these clients, an NPS score of 66.8 and a CSAT rating of 8.1 highlight the depth of our client trust and consistent service quality.

We have also achieved sustained year-over-year reductions in detractor scores through a closed-loop, 360-degree feedback mechanism that emphasizes active listening and timely response. By leveraging advanced analytics to interpret sentiment across all feedback channels, insights are systematically converted into targeted actions—improving service delivery, optimizing operations, and proactively addressing client priorities. This disciplined approach has reinforced accountability and innovation across the organization, delivering measurable business impact and strengthening UST’s position as a trusted technology partner. Aligned closely with real-time client insights, we continue to elevate service standards, deepen partnerships, and drive sustainable growth.

UST HandPrint

- **Live the values:** Embracing the core values reinforces a culture of integrity, accountability, and ethical behavior. It shapes conduct, impacting decisions, teamwork, and organizational ethics.
- **Put the clients first:** Prioritizing clients reinforces culture of customer-centricity where we focus on understanding, and exceeding client needs. It encourages empathy, open communication, and dedicated value delivery, fostering an environment of service excellence.
- **Inspire(d) People:** Inspiration cultivates a culture driven by motivation and growth. It nurtures purpose, and positive engagement, enriching the workplace atmosphere with dynamism and empowerment.
- **Passionate entrepreneurship** fosters an environment of innovation, embracing risk and creative solutions leading to ongoing learning, adaptability, and forward-looking perspectives, propelling a culture known for its innovation and adaptability.
- **Execution mindset:** Nurturing a mindset of execution molds a culture of accountability, efficiency, and outcomes. Enabling us to focus on translating ideas into tangible outcomes, promoting a sense of ownership, responsibility, and high-performance collaboration.

Innovation

As agentic AI moves toward autonomous, multi-agent orchestration, how are we shifting from process automation to outcome-led workflow redesign that delivers measurable customer value

Innovation at UST goes beyond ideation; it integrates empathy-first design thinking, deep industry insight, and engineering rigor to consistently deliver meaningful, scalable outcomes for clients. Innovation management at UST is anchored in a structured, human-first design thinking, deep industry insight, and engineering rigor to consistently deliver meaningful, scalable outcomes for clients. Innovation management at UST is anchored in a structured, human-centered approach known as UST Innovation Assurance, which systematically bridges imagination and execution.

UST’s innovation ecosystem is built on interconnected proprietary structures that enable end-to-end innovation. These include UST Innovation Pods, UST Innovation Labs, and the digital innovation portal UST Waggle, which together support collaboration, rapid experimentation, and accelerated realization of ideas into viable products. This ecosystem allows teams to move from problem discovery to MVP development in compressed timelines, sometimes within weeks, without compromising quality or relevance.

Collaboration is central to UST’s innovation model. The ecosystem actively engages clients, startups, academic institutions, and technology partners, fostering co creation and shared value generation. Complementing this, UST encourages internal innovation through structured ideation, innovation sprints, and programs such as the UST Patent Program, reinforcing a culture of continuous learning and improvement.

“Take Flight with AI” UST’s enterprise-wide AI transformation initiative, designed to embed artificial intelligence into everyday workflows, engineering practices, and client delivery—moving AI from experimentation to scaled, responsible execution.

Take Flight with AI is UST’s commitment to helping clients move beyond pilots and proofs into real, scalable AI impact. While many organizations are still experimenting, UST has embedded AI into its own daily operations—across productivity, engineering, and decision-making—so clients benefit from practices that are already proven, governed, and production-ready

AI has rapidly moved from exploration to enterprise priority, with rising adoption, investment, and experimentation driven by accessible tools and copilots. Use cases have scaled quickly, delivering early value, shifting CXO focus from advocacy to scaling, adoption, and governance.

The opportunity is to use AI to enhance human potential and modernize systems, improving efficiency, innovation, and customer value. When aligned with human capabilities, AI strengthens experience, loyalty, and business outcomes.

At scale, AI remains complex—requiring diverse data, new architectures, and responsible use. Success depends on strong data strategy, optimized infrastructure, and continuous model improvement, supported by flexible hybrid environments.

We enable this shift through proven AI frameworks, helping enterprises scale value, accelerate outcomes, and lead in an AI-first future.

UST continues to advance its artificial intelligence capabilities through the strategic adoption and deployment of Agentic AI—autonomous, goal-oriented AI systems that plan, reason, and act across enterprise workflows with appropriate human oversight. Agentic AI represents a significant evolution beyond traditional analytics and generative AI, enabling end-to-end automation and decision support across complex business environments—oriented AI systems that tend automation and decision support across complex business environments.

UST supports clients across multiple domains using Agentic AI, including **IT and cloud operations, cybersecurity and threat-led defense, business process automation, customer support, product engineering, and frontline operations**. These solutions combine multi-agent orchestration, contextual intelligence, and integration with enterprise platforms to improve operational efficiency, resilience, and responsiveness.

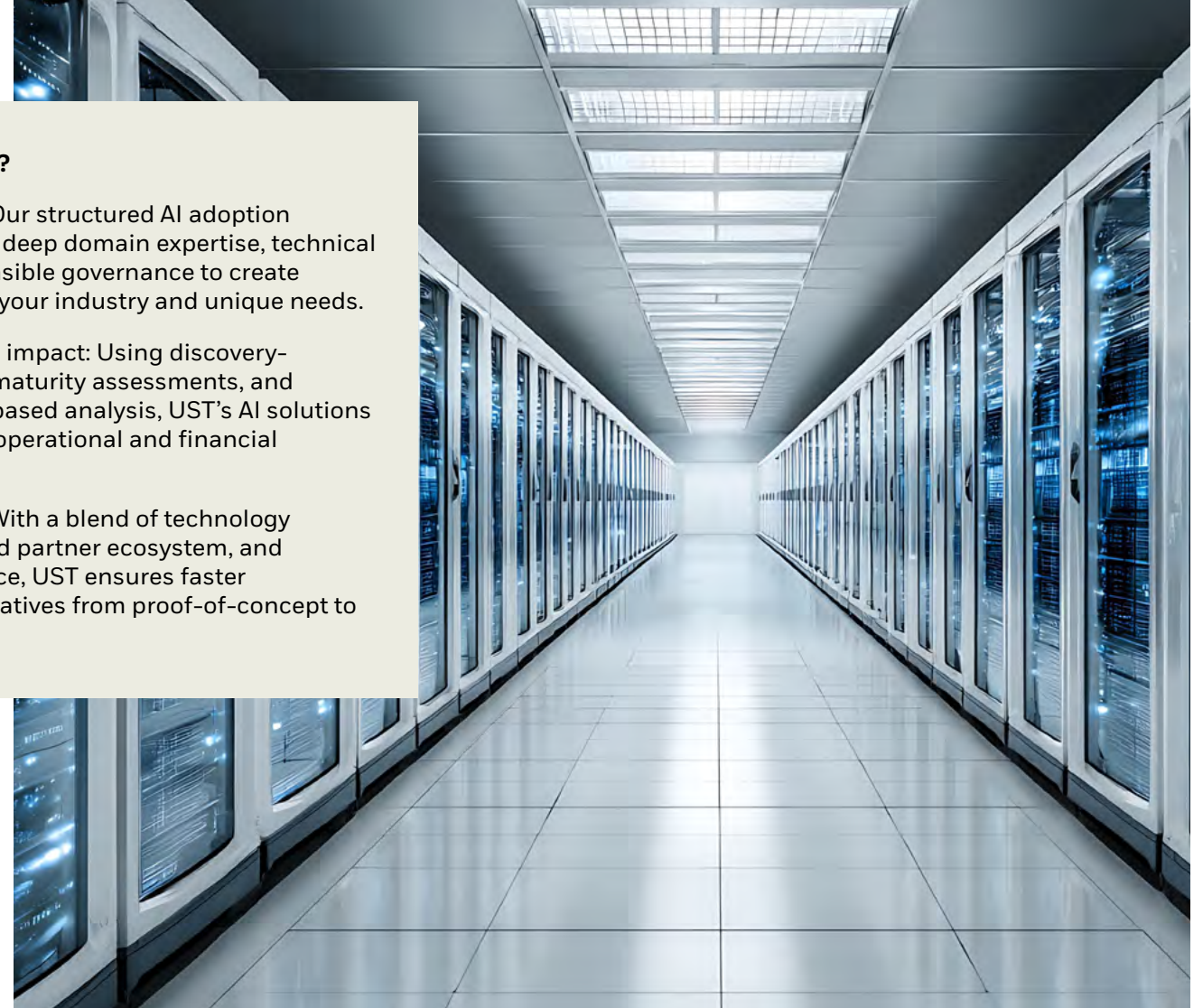
In sectors such as retail, healthcare, manufacturing, and financial services, UST has applied agentic approaches to reduce manual effort, accelerate resolution times, enhance service quality, and enable real-time, data-driven actions—**led defense, business process automation, customer support, product engineering, and frontline operations agent** orchestration, contextual intelligence, and integration with enterprise platforms to improve operational efficiency, resilience, and responsiveness.

Why UST AI services?

Industry alignment: Our structured AI adoption framework combines deep domain expertise, technical expertise, and responsible governance to create strategies tailored to your industry and unique needs.

Measurable business impact: Using discovery-led workshops, data maturity assessments, and comprehensive risk-based analysis, UST's AI solutions are grounded in real operational and financial requirements.

Rapid time to value: With a blend of technology accelerators, a trusted partner ecosystem, and engineering excellence, UST ensures faster deployment of AI initiatives from proof-of-concept to execution.



Innovating with our ecosystem partners

We leverage strong partnerships with leading technology companies and emerging startups to enhance our capabilities and deliver exceptional business value. Collaborating with our ecosystem partners, we drive innovation, accelerate transformation, and empower new ways of working for our clients.

We partner with Adobe, AWS, Google, Microsoft, Oracle, Salesforce, SAP, ServiceNow, VMware, and many more to address critical business needs in Cloud, ERP, Data & AI, and security. We co-create and co-invest with clients, developing industry-specific solutions with our strategic partners.

Building a better world demands diversity of thought. Our partners include leading technology companies shaping our society, prestigious academic institutions honing the cutting edge of research, and nimble startups who know how to get to the market fast.

In 2025, our collaboration with technology and business partners was instrumental in delivering optimal value-added solutions tailored to meet our clients’ specific requirements. We strategically crafted our joint initiatives to guide companies through the essential stages of a comprehensive digital transformation.



Partnership leverages accelerated computing and generative AI to build platforms, and drive joint GTM strategies.



We primarily partner with AWS in the healthcare sector. Our solutions on AWS unlock the power of health data while ensuring secure protection, enhancing the healthcare experience for all stakeholders.



UST is a Microsoft Azure Expert MSP. Our global partnership enhances growth, agility, and resilience. We are recognized for providing scalable solutions, prioritizing flexible engagement models and process adoption.



UST achieved new Google Cloud Specializations for Cloud Migration. UST has also received the GC Expertise designation for GC Analytics and the App Modernization of Legacy Applications.



UST’s SAP practice aids 65+ clients in transformation, SAP optimization, process re-engineering, and productivity enhancement. As a certified RISE partner, we integrate UST IP for advanced analytics, machine learning, automation, and supply visibility.



UST, an ‘Elite’ ServiceNow partner, offers deployment, staffing, innovation, app development, consulting, and support services.



Leadership insights



How do you combine advisory, engineering, and platform capabilities to turn AI use cases into scalable, production-ready solutions that generate measurable impact for clients?

At UST, we scale AI by treating it as a core enterprise capability built for reliability, governance, and measurable outcomes, not as disconnected pilots. Our focus is on embedding intelligence directly into business workflows, so AI drives tangible results such as revenue growth, operational efficiency, risk reduction, and improved customer experience. This requires strong industrial foundations: reusable data architectures, disciplined model engineering, secure cloud platforms, and mature MLOps practices. Through UST AlphaAI and our AI Strategy & Advisory approach, we standardize governed pipelines and domain accelerators that help clients move quickly from proof of value to enterprise-scale deployment.

Trust is designed in from the start through responsible AI controls including bias testing, explainability, cybersecurity, and human oversight, supported by clear accountability and regulatory alignment. This balance of scale, discipline, and responsibility enables AI to deliver sustained business value.

Niranjan Ramsunder
Chief Technology Officer

A core focus of UST’s Agentic AI strategy is **responsible and governed deployment**. We embed robust guardrails, auditability, and human-in-the-loop controls to ensure security, transparency, and compliance as autonomy increases. By pairing advanced automation with strong governance, UST helps clients realize measurable business value while building trust in AI-driven transformation-in-the-loop controls to ensure security, transparency, and compliance as autonomy increases. By pairing advanced automation with strong governance, UST helps clients realize measurable business value while building trust in AI-driven transformation. in the loop controls to ensure security, transparency, and compliance as autonomy increases. By pairing advanced automation with strong governance, UST helps clients realize measurable business value while building trust in AI driven transformation.

UST’s long-term performance depends on our ability to continuously develop our people’s capabilities in line with rapid technological change. As part of the enterprise-wide “Take a Flight with AI” initiative, we are deliberately reshaping our people strategy to build an AI-native workforce—one that combines deep domain expertise, advanced AI skills, and strong ethical judgment.

Why this matters:

In an AI-driven marketplace, sustainable growth depends on turning intelligence into trusted outcomes. By embedding responsible AI within client-centric innovation, UST strengthens differentiation, improves decision quality, and ensures technology-led transformation translates into enduring client value and long-term business resilience.

Our people and culture

UST HandPrint is the foundation of our organizational culture, shaping behaviors that align with our core values and fostering a cohesive, purpose-driven work environment. Built around five interconnected competencies, this framework defines the behaviors that drive collaboration, innovation, and shared success. Each element of UST HandPrint plays a vital role in shaping our culture, ensuring that our people embody the values that define us. UST HandPrint shapes a culture of collaboration, respect, and excellence, driving innovation and deepening customer loyalty.

USsociates

30,000+

Continuing to deliver to the same vision across geographies.

Retention rate

88.7%

of our workforce are engaged and excited.

*Retention rate calculated as 100% minus voluntary attrition of 11.3%.



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Goals for 2025

Talent management

Empowering our talent to create meaningful careers by fostering a culture of learning, innovation, and holistic well-being.

Enhance an inclusive and collaborative, hybrid work environment.

Commitment

- **Talent development:** By 2025, internal career progression will fulfill 50% of all leadership roles.
- **Employee well-being and engagement:** Continued commitment to providing healthy, nurturing work environments by connecting 100% of employees with innovative health and well-being tools and programs.

We will continue our efforts to foster inclusivity and belonging.

Progress

Structured training and mentorship to prepare junior and mid-level employees for senior roles. Thrive 799 program to empower future leaders to drive impact and expand influence at all levels.

- **67% of leadership roles are fulfilled through career progressions.**
- Employee retention rate of 88.7%.
- UST is consistently recognized by the Brandon Hall Group for excellence in Human Capital Management.
- (T3) certification tracks to build an internal network of AI champions, with certified trainers driving contextualized adoption across accounts—reaching 11,587 engineers within the Software Engineering Job Family.
- We strengthened employee experience and productivity through the implementation of a unified Workday platform, enhancing flexibility and enabling a more seamless, people-centric workplace.
- Our commitment to Equity, Inclusion and Belonging (EIB) is embedded across the organization through strong governance, zero-tolerance policies, inclusive hiring practices, and global programs- supported by EIB Champions, ERGs, and accessible reporting mechanisms.

Employee experience – Associate attraction, engagement, and retention

At UST, we design employee experiences that enable our people to achieve both personal and professional goals while supporting consistent business execution. We actively listen to employees and use data-driven insights to refine policies, strengthen culture, and enhance engagement across the organization.

Attracting exceptional people:

As an innovation-driven organization, we anticipate evolving skill demands and connect the right talent with the right opportunities. Through apprenticeships, strategic sourcing, and internal mobility, we expand access to diverse talent pools and create pathways for growth. Our agile approach ensures employees can learn, adapt, and contribute meaningfully to our shared success.

At UST, our people drive our success. Our global talent acquisition team builds this foundation by sourcing world-class professionals through a **competency-based selection process** aligned with our values and vision.

The **Talent Assessor Community (TAC)** partners with hiring managers to identify top candidates, fostering adaptability, empathy, and strong relationships. Inclusive hiring is central to our approach, supported by learning programs that reduce bias and promote diversity.

From day one, our onboarding process is designed to provide clarity, support, and early connection. New employees are introduced to UST’s values, mission, and culture to foster a sense of belonging. Tailored, account-specific onboarding programs support a smooth transition into roles, accelerating readiness and productivity.

We promote a safe, inclusive, and collaborative work environment across physical and virtual settings. Flexible work models, including remote and hybrid options, support work-life balance, while ergonomically designed workspaces enhance comfort, productivity, and well-being.

Career fulfilment

Delivering an exceptional employee experience is central to our people strategy. From recruitment through career growth and transitions, every interaction is intentionally designed to be engaging, inclusive, and supportive. Our HR Business Success Enablers foster a culture that encourages development, addresses concerns proactively, and creates meaningful growth opportunities.

To retain critical talent and build future leaders, we implemented structured interventions such as the Top Talent and Talent Spotting initiatives. The Top Talent program provides accelerated development, targeted exposure, and tailored growth opportunities for high performers, while Talent Spotting enables continuous identification of emerging talent, strengthening succession planning for critical roles. These initiatives have enhanced internal mobility, career visibility, and long-term retention. Complementing this, the Fast

Track Career Progression program enables junior associates to assume advanced responsibilities, reshaping the talent pyramid and accelerating growth.

Employee contributions are recognized through platforms such as USTAR awards and during town halls, reinforcing a culture of appreciation, boosting morale, and strengthening engagement. Data-driven insights further support informed decision-making, enabling leaders to enhance performance, engagement, and well-being.

Structured succession planning ensures leadership continuity by identifying ready and next-ready successors across technology, domain, delivery, and relationship management roles. Regular Delivery Manager connects to facilitate meaningful discussions on performance, career progression, and talent readiness.

As part of our commitment to a future-ready, people-centric organization, we are strengthening performance enablement and talent management through continuous development, real-time feedback, coaching, and quarterly check-ins. We are also transforming our **Career Architecture** through a **Skill-Powered Talent Ecosystem**, introducing skill-based career lattices with defined skill adjacencies, giving associates greater visibility into emerging opportunities and multiple pathways to grow across functions, domains, and technologies.

We equip teams with **advanced tools and technologies** that simplify workflows, boost efficiency, and drive productivity. Our intuitive collaboration and communication platform, **UST Square**, connects people seamlessly, enabling smarter teamwork and faster decision-making across the organization. UST implemented **Workday** to streamline talent management, optimize workforce planning, and enhance operational efficiency. The platform enables data-driven decisions, AI-driven skills assessment, and seamless employee development. Integrated performance management and compensation ensure competitive rewards, while real-time analytics drive engagement and productivity. This future-ready system strengthens UST’s leadership pipeline and long-term value.

To assess the effectiveness of our human capital strategy and support informed decision-making, UST monitors a set of workforce indicators across attraction, hiring, engagement, and retention. These metrics are routinely reviewed by management and are used to inform talent planning, policy enhancements, and resource allocation decisions.

We measure associate engagement through our yearly **people engagement survey**. On an annual basis, after each engagement survey, we develop action plans to continue building on our strengths and address improvement areas. People managers also assess their scores and build action plans for their teams.



Holistic well-being

UST supports employee well-being through targeted programs and digital tools that address financial security, health, and work-life balance.

Flexible work arrangements enable employees to balance personal, business, and client needs across geographies. Comprehensive benefits include medical coverage and country-specific programs, as well as bereavement, maternity, paternity, and miscarriage leave, where applicable. Programs such as Back from Maternity and Second Career support career continuity for returning professionals.

We uphold pay equity through annual compensation reviews to identify and address gaps and ensure wages exceed statutory minimums, with limited exclusions. Our Total Rewards framework links pay, equity, and benefits to skills, performance, and career progression, calibrated to local markets. Financial wellness programs further strengthen long-term employee resilience through education on savings, credit, and financial planning.

- Country-applicable health plan
- Preventive health promotion
- Virtual health and telehealth
- Maternity programs
- Cancer awareness and prevention
- Nicotine cessation support
- Menopause-in-the-workplace guidelines

- Physical activity challenges and in-person/ virtual classes such as yoga
- Employee Assistance Program (EAP)
- Mental health resources for depression, anxiety, grief and loss, burnout, stress management and more
- Mindfulness program
- Virtual behavioral coaching
- Mental Health Ally program
- Mental health awareness and suicide prevention campaigns
- Mental health awareness trainings
- Retirement programs
- Access to consultations with financial coaches and planners
- Discount programs
- Banking partnerships
- **Discount programs**
 - **Medical:** Multi Specialty hospitals,
 - **Lifestyle:** Salons/Wellness
 - **Hospitality:** Resorts/Restaurant across major metro cities.



Leadership insights



How are we helping our people stay future-ready, especially with rapid changes in technology and skills?

One of our priorities is ensuring our workforce evolves with client and market needs. We continuously strengthen technology capabilities and delivery excellence, so our associates stay relevant in a rapidly changing environment. As AI reshapes how work gets done, we are also building enterprise-wide AI readiness. This includes awareness, adoption, and advocacy across the organization. Through GenAI learning programs, role-based upskilling, and experimentation through sandboxes and ideations, our associates can apply emerging technologies in real-world contexts.

Future readiness also means leadership continuity and career mobility. Through leadership development, succession planning, and accelerated career programs, we prepare our people for evolving roles while fostering a culture of continuous learning and adaptability.

Colleen Doherty
Chief People Officer

Learning and development

At UST, our commitment to learning and development remains one of the strongest levers of our sustainability agenda. We believe that when our people grow, UST grows—responsibly, adaptively, and with long-term resilience. In 2025, we accelerated this philosophy by equipping our associates with the skills, confidence, and mindset needed to thrive in an AI-term resilience. In 2025, we accelerated this philosophy by equipping our associates with the skills, confidence, and mindset needed to thrive in an AI term resilience. In 2025, we accelerated this philosophy by equipping our associates with the skills, confidence, and mindset needed to thrive in an AI powered world. Guided by our enduring principles of Servant Leadership, we expanded capability-building programs, democratized access to future-ready ready skills, and strengthened the talent ecosystem across every layer of our organization.

Skills remain at the heart of our strategy. We actively align talent with client needs while anticipating emerging skill trends. By monitoring the market and offering certifications, learning opportunities, and hands-on experience, we ensure our workforce stays future ready.

Scaling leadership through purpose and professionalism

True to our leadership philosophy, we continued strengthening our **Servant Leadership** model—one that blends empathy with execution, and relationships with results. Building on the **ProEdge** program launched in 2024, we expanded its impact in 2025 by integrating behavioral reinforcement practices for managers across geographies. These modules emphasized professionalism, accountability, role modelling, and the nuances of leading diverse, multi generational teams.

The **Thrive program**, our next-generation leadership accelerator, emerged generation leadership accelerator, emerged as a cornerstone of future leadership development this year. Designed for midcareer and emerging leaders, Thrive focused on adaptive leadership, cross-functional collaboration, and enterprise thinking. Participants engaged in immersive learning experiences, executive mentoring, and real-world problem-solving sprints—preparing them to lead with clarity, courage, and compassion career and emerging leaders,

799 first time leads/managers were trained and certified in 2025

Strengthening technical and delivery excellence

In 2025, we made significant strides in enhancing UST’s core technology and delivery capabilities.

- Architecture capability development provided associates with structured pathways to become solution, technical, and enterprise architects. These programs included cloud modernization, platform engineering, cybersecurity architecture, and design thinking—strengthening our ability to build robust, scalable, and secure solutions for clients.
- Project management capability development equipped delivery professionals with advanced PM skills aligned to global standards. Through certifications, simulations, and client-contextual learning, we improved delivery predictability, stakeholder management, and risk governance.
- Our strategic initiative ScaleEdge played a pivotal role in elevating the capabilities of delivery managers across UST. ScaleEdge strengthened competencies in operational rigor, financial stewardship, client partnership, and team leadership—ensuring our delivery ecosystem remains future-ready and resilient.



Learning that is accessible, self-directed, and sustainable

Our learning philosophy—grounded in accessibility and autonomy—continued to shape our approach in 2025. Associates accessed personalized learning journeys through multiple modalities: self-paced content, cohort-based programs, virtual classrooms, hands-on labs, and hybrid workshops. Our global university partnerships, world-class learning platforms, and certification reimbursement framework further broadened opportunities for continuous development.

We reinforced data-driven measurement of learning effectiveness, linking learning outcomes with productivity, innovation, and client value creation. Across business units, managers observed stronger ownership, higher engagement, and improved quality of delivery—demonstrating the sustained impact of our investments.

By deeply embedding learning into our culture, we strengthen our people’s capabilities and the long-term sustainability of UST.

In 2025, we transformed learning from an activity into an enterprise-wide movement—fueling innovation, enabling adaptability, and preparing our workforce for a world shaped by AI, technology, and purposeful human leadership.

More than 400 graduate recruits were trained as part of the structured training efforts.

Workforce futureproofing and AI adoption

Building an AI-empowered workforce at scale

We are embedding AI literacy and applied AI skills across roles and functions, moving beyond specialist adoption to enterprise-wide capability building. Structured learning pathways, role-based upskilling, and hands-on applications enable associates to integrate AI into daily work—improving productivity, delivery quality, and speed to value.

This approach strengthens workforce resilience, ensures continued relevance in a rapidly evolving market, and enables UST to scale innovation responsibly.

2025 marked a defining year in building scaled AI capabilities across UST. Our flagship initiative, Take Flight With AI, became the organization’s most far-reaching capability development campaign. Through foundational, advanced, and role-specific pathways, tens of thousands of associates built confidence and proficiency in AI adoption.

The program combined hands-on learning, scenario-based assessments, and community-driven practice, enabling meaningful application in client engagements. The impact was clear: delivery teams piloted AI accelerators to optimize workflows; business teams used automation to reduce cycle times, and associates across functions demonstrated measurable gains in productivity and innovation.

Complementing this, our AI Learnathon drove enterprise-wide participation through curated learning sprints, peer discussions, and challenge-based activities, fostering a culture of curiosity and experimentation essential for sustainable talent development.

We also expanded our Train the Trainer (T3) certification tracks to build a strong internal network of AI champions. These certified trainers now drive contextual adoption across accounts, extending the program’s reach while embedding durable AI capability within the organization.

Enabling every role with generative AI

We led a comprehensive AI enablement program for non-engineering associates, extending AI literacy across HR, finance, marketing, delivery, and sales. Through hands-on labs, real-world use cases, and guided practice, teams reimaged everyday workflows—from content creation to data analysis—building a more agile workforce capable of faster, better decisions while upholding UST’s quality and governance standards.

Creating impactful opportunities for all

For UST, transforming lives is not just a statement; it shapes how we lead, care for our people, and create a workplace where everyone has the chance to grow and succeed. Rooted deeply in our values of Humility, Humanity, and Integrity, our commitment to equity, inclusion and belonging (EIB) influences every interaction across our global footprint.

We strive to create a workplace that is safe, inclusive, and respectful for all. Our zero-tolerance stance against discrimination, harassment, and retaliation protects every individual regardless of race, color, gender, age, religion, disability, nationality, sexual orientation, and other protected characteristics. This commitment is reflected in our global policies, which align with international human rights standards and are reinforced through mandatory training, awareness programs, and accessible reporting mechanisms. Our Human Rights Policy, Code of Conduct, employee handbook, and Sustainability report embed these standards across the enterprise, and our job postings and offer letters reflect the same clarity. To ensure that concerns can be raised openly and without fear, we provide a fully confidential platform—EthicsPoint—allowing employees to voice issues safely.

Guiding our EIB efforts is the global EIB committee, which sets the strategic direction and ensures enterprise-wide impact. Through the pillars of Attract, Enable, and Engage, the committee strengthens accountability, embeds inclusive leadership into talent practices, and drives measurable improvements in representation and employee experience. Supporting this governance structure is a vibrant network of EIB champions and Employee Resource Group (ERG) leaders

who bring inclusion to life in every region. They partner with business units to promote equitable hiring and promotion practices, foster community through recognition and awareness activities, and ensure that inclusion is not merely expressed in policy but lived every day.

During the past year, we have strengthened our EIB visibility and credibility through independent rating bodies such as Avtar/Seramount, alongside focused advocacy and awareness efforts. Historically, UST has maintained industry-leading

gender diversity (35%) and has received awards such as Best Companies for Women in India and Most Inclusive Companies in India. We also scored highly in the Diversity category of the Top Employers Audit. Following the recent HealthProof spin-off, our gender diversity stands at 31%, continuing to remain ahead of the global industry benchmark (~28%). This transition has further strengthened our commitment to accelerating women’s representation and expanding opportunities through targeted talent, leadership, and inclusion initiatives.



We nurture gender representation through structured development pathways designed to help women and returning professionals grow with confidence. Intentional Career Pathing provides skill-building building workshops that help women navigate their growth journey with clarity. Rekindle supports women reentering the workforce by providing entering the workforce by offering behavioral skills and leadership-readiness training. Empower Her strengthens project, financial, and people leadership capabilities through mentoring from senior leaders. Meanwhile, SheArchitects advances technical and architectural competencies, preparing women technologists for architect-level roles and reinforcing our internal pipeline. Adding to these efforts, our global Women’s ERG, NowU, expanded into more countries in 2025, extending its community of support and amplifying

UST Step IT Up Impact	
92%	90%
Graduates remain with clients 3+ years	Graduation rate
85%	20+
Hired by clients	IT skills curriculums

[Learn more](#) about the UST Step IT Up program.

women’s voices across new regions, further strengthening our commitment to fostering gender inclusion wherever UST operates. Together, these programs create a strong ecosystem of opportunity, enabling long-term term advancement and leadership development for women at UST.

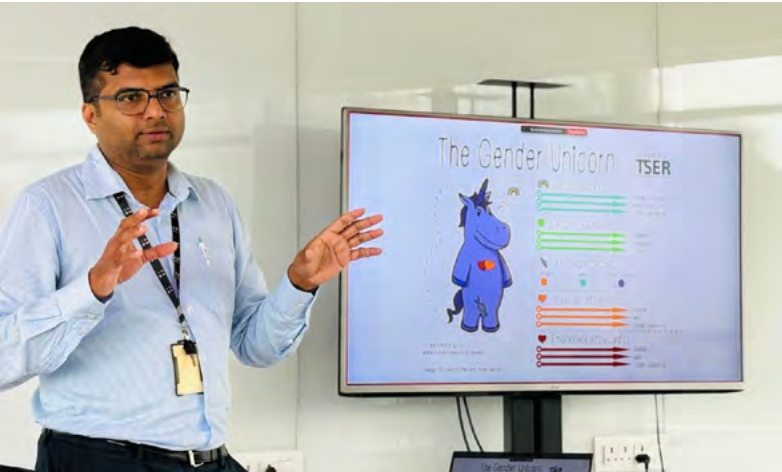
Fairness and objectivity continue to guide our hiring practices. We use Hire Sage, an AI-enabled tool that removes gender identifiers, reduces screening bias, and enables more equitable hiring decisions. Beyond our internal efforts, we also work to expand opportunities across communities through the **UST Step IT Up™** program, which trains talent from underrepresented groups globally and helps clients build diverse, inclusive workforces by opening technology careers to individuals from local communities.

Listening deeply to our people remains central to shaping an inclusive employee experience. We maintain a strong, multichannel feedback ecosystem that includes the Mercer Engagement Survey, open forums, bottom channel feedback, open forums, bottom communication avenues, ERG insights, and anonymous reporting systems. These mechanisms ensure that our culture, programs, and priorities remain up communication avenues, ERG insights, and anonymous reporting systems. These mechanisms ensure that our culture, programs, and priorities remain informed by the real experiences and evolving needs of our employees. up communication avenues. Alongside this, regular reviews of inclusion dashboards with business leaders enable data-driven interventions across the employee lifecycle, helping

us track representation trends, identify driven interventions across the employee lifecycle, helping us track representation trends, identify gaps early, and respond with focused actions.



Our inclusion programs create spaces where multifaceted talent can flourish. Curved Colors, our LGBTQIA+ ERG, fosters belonging and allyship through Pride celebrations, sensitization sessions, wellness programs, SOGIE awareness training, leadership storytelling, and recognition efforts that amplify authentic voices. We continue to expand gender inclusion through initiatives such as Tech She Can in the UK, which aim to inspire women in technology. Our commitment to disability inclusion is reflected in accessible hiring practices, partnerships with skill-building building organizations, sensitization workshops for managers, and support structures tailored for employees with disabilities. This year, we expanded our inclusive learning initiatives by introducing AI and advanced Excel training programs specifically designed for employees with disabilities, supported by interpreters to ensure complete accessibility.



Together, these efforts strengthen belonging across every identity and every community within UST. Our goal remains simple yet profound: to cultivate an environment where every associate feels seen, valued, and empowered to learn, contribute, and grow—bringing their full, authentic selves to a workplace that celebrates individuality and ability equally.

Why this matters:

An empowered, inclusive, and continuously learning workforce is fundamental to business resilience and innovation. As AI transforms how work is performed and decisions are made, people remain the ultimate source of accountability and creativity. By futureproofing skills, well-being, and inclusion, UST ensures technology augments human potential—protecting workforce resilience, ethical adoption, and sustained performance.



Purpose-driven employee engagement

At UST, our values come to life through everyday experiences, guiding how we decide, act, and create impact. They are the invisible force behind our resilience, the compass guiding our growth, and the unifying thread that binds our people across geographies, cultures, and communities.

We believe that sustainable success is born from purpose. By nurturing a workplace where people feel deeply engaged, genuinely empowered, and connected to a shared mission, we unlock collective potential that extends far beyond business outcomes. This culture of collaboration and accountability enables us to create meaningful, lasting change—not only within our organization, but also in the communities where we live and work.

Our enduring strength is rooted in an unwavering commitment to transforming lives, guided by the core values of Humility, Humanity, and Integrity. These values are the foundation upon which UST has built trust, longevity, and relevance in an ever-evolving world.

Institutionalizing values through leadership and action

In 2019, UST took a decisive step to institutionalize its values by creating the Office of Values and Culture (OVC)—a bold commitment to ensure that values are not incidental, but intentional. Led by UST’s Chief Values Officer, the OVC is anchored on three powerful pillars:

- **Values and Culture**
- **Employee Engagement – Colors of UST**
- **Corporate Social Responsibility (CSR)**

Values and Culture

The Values and Culture pillar stewards UST’s moral compass, embedding our values across client engagements, internal ecosystems, and external partnerships. Team guides continuous measurement, reinforcement, and integration of values into daily work. This team also acts alongside other functions to address value misalignments reported.

We recognize associates who exemplify integrity, empathy, and leadership through storytelling and formal recognition programs. A structured mentorship network—comprising

Value Ambassadors and Value Partners—supports employees in living UST’s values. Each Value Partner mentors 20–50 employees, while Ambassadors oversee 10–50 partners per geography, ensuring alignment and consistency.

The Value Nurturing program: Embedding Values at Scale translates principles into action. Employees progress through the 4L journey—Learn, Love, Live, Lead—supported by 3I methods: Interactions, Interventions, Initiatives. This drives 3S outcomes—Sustain, Strengthen, Scale, and reinforcing values across UST globally.



Colors of UST

Colors of UST is a purpose-driven, volunteer-led movement that transforms passion into meaningful action. It empowers USsociates to step beyond their formal roles and engage through what truly inspires them—proving that even within a regular job, everyone can contribute through purpose, creativity, and conviction.

Built on active volunteerism and a non-hierarchical structure, Colors of UST fosters deep engagement by enabling employees to lead with intent rather than title. Organized into seven color-led teams, the program unlocks individual strengths and diverse passions, creating a dynamic pipeline of future-ready talent.

This purpose-led engagement delivers tangible impact across the **Three Cs**:

- **Company:** Strengthens culture, accelerates leadership development, and cultivates an entrepreneurial, startup-like mindset.
- **Customers:** Enhances collaboration, innovation, and responsiveness by bringing diverse perspectives and energized teams to client engagements.
- **Community:** Mobilizes passionate volunteers to drive social initiatives and create sustainable, people-centered impact.

More than a program, Colors of UST is a catalyst for change—where passion meets purpose, volunteerism becomes leadership, and collective energy drives lasting value for the business and the world around it.

1. Quartz: Quality and speed
2. Orange: Digital organization
3. Purple: People- fun, family, and wellness
4. Rose: Community relationships
5. Gold: Branding
6. Green: Growth
7. Indigo: Foster innovation

Corporate Social Responsibility - Giving back to community.

UST fosters a purpose-driven culture by embedding meaningful impact into employee experience. Through volunteering opportunities enabled by our Colors framework, employees turn individual purpose into collective action, extending impact from individuals to communities.

Rooted in UST’s purpose of **Transforming Lives**, our CSR strategy is integrated within our sustainability framework and guided by core values, focusing on impact-led solutions that move beyond philanthropy to drive enduring social value.



Leadership insights

2025 Impact at a glance

1. **250+** value partners and 30+ value ambassadors.
2. **140+** timely interventions reinforcing values-based decisions.
3. **510+** meaningful value interactions with Ussociates.
4. **440+** global initiatives, powered by **520+** volunteers contributing more than **8100+** person-hours.
5. **430+** rewards recognizing exemplary values-driven contributions.
6. Approximately **50%** of our associates completed all three modules of values training (and a fourth module will be launched by Q1 2026)
7. **1,800+** associates trained through classroom and instructor-led virtual programs.



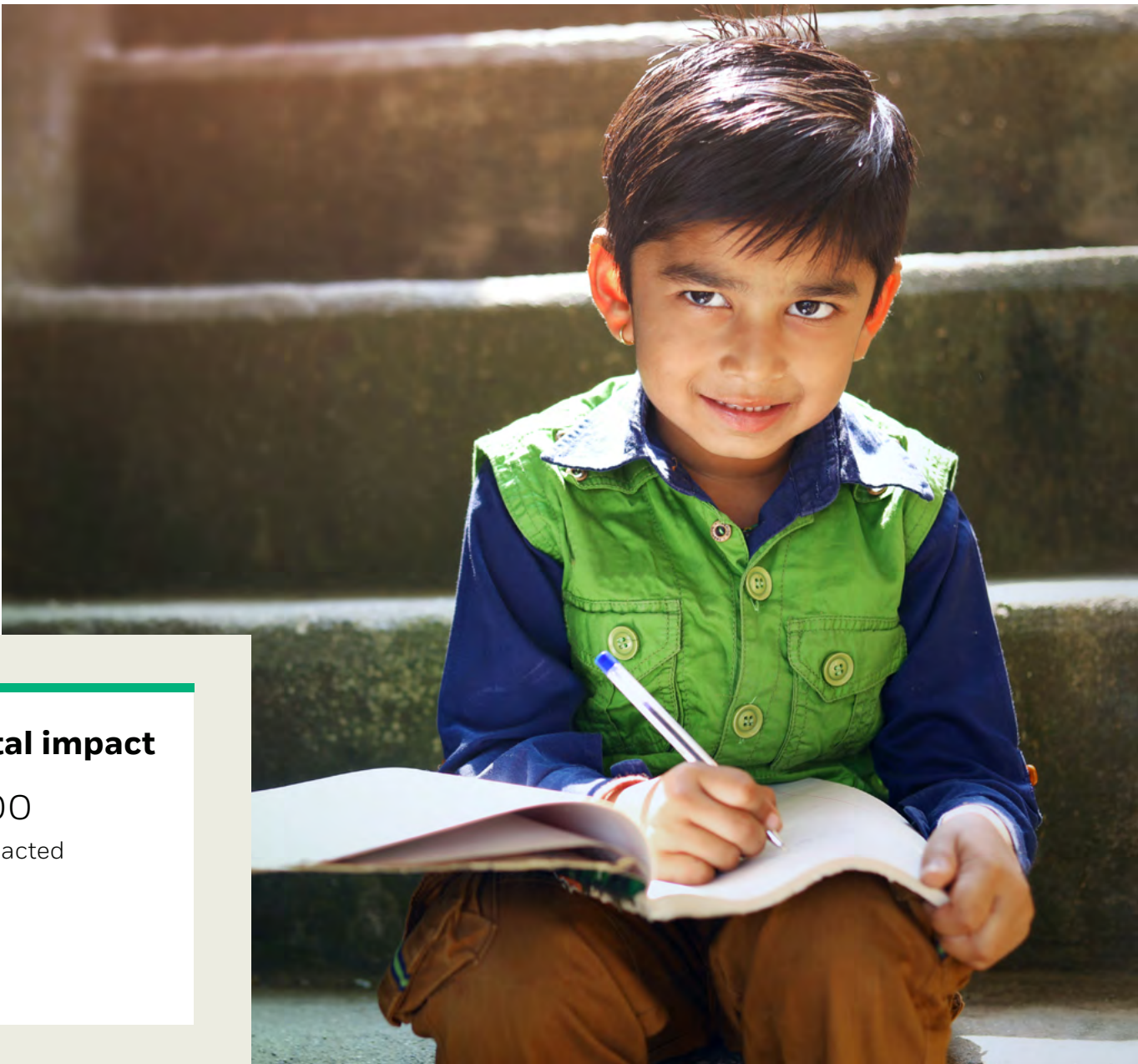
How are our purpose-driven volunteering engagements helping people grow, stay, and lead at UST?

Our purpose-driven volunteering gives people space to grow as individuals, not just professionals. Through Colors, associates get opportunities to choose what matters to them, step up to lead, and build confidence beyond their day jobs. That sense of purpose and belonging leads them to align and stay. At the same time, our community initiatives create real, local impact strengthening trust and connection where we live and work. When people find meaning in what they do, they grow with UST and lead by example.

Sunil Balakrishnan
Chief Values Officer

Advancing social impact

At UST, we believe meaningful transformation begins with people. The commitment of our employees to Corporate Social Responsibility is one of the strongest drivers of our social impact. Our volunteers do more than participate—they build enduring relationships with communities, creating stories of hope, resilience, and empowerment. By contributing their time, skills, and passion, they turn intent into action and values into outcomes. This dedication reflects our purpose-driven culture, where empathy, compassion, and active engagement come together to create lasting change.



Volunteering	Projects	Partnership	Societal impact
16000+ volunteering hours in 10 geographies	170+ community based projects	50+ non-profit partner organizations	114,000 lives impacted

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Goals for 2025

Corporate social responsibility:

Make a meaningful impact by contributing positively to our communities, with 25% of employees volunteering in CSR activities by 2025.

Achieve over 10,000 volunteering hours across key focus areas, including Adopt a School and STEM learning initiatives, Adopt a Village, skill development and livelihood programs for urban youth and rural and tribal communities, as well as health and nutrition, green cover enhancement, forest conservation, and water body rejuvenation.

Commitment

- Educational, health, livelihood, and disaster relief interventions: Programs benefiting 300,000+ lives by 2025.
- Environmental interventions: Planting 75,000+ saplings and conserving 25,000,000+ gallons of water.
- Digital inclusion efforts: expanding our STEM-related volunteering to bridge the digital divide.

Progress

Total 114,000 lives impacted.

Educational intervention: Work in schools, providing scholarships for students in school and pursuing graduation, building rural libraries, supporting community learning centers, pedagogy-based interventions, smart classrooms and computer labs.

Lives impacted: 65,000+.

Livelihood interventions: IT and vocational skills training, job placements, entrepreneurship, and agricultural efforts. Lives impacted: 500+.

Disability and inclusion: Wheelchairs and medical assistive devices, skill development and job placements, ramps for improved accessibility, special education and early intervention, sensory rooms and infrastructure, sports training for para-athletes

Lives impacted: 1,400+

Health interventions: Efforts to enhance the health infrastructure, village adoption program, educate on menstrual and reproductive health, prevent hunger, and support critically ill patients. Lives impacted: 42,000+.

Disaster relief initiatives: Provided food aid and medical supplies for persons affected by, such as landslides in Kerala and floods in Telangana, and livelihood support in Israel.

Lives impacted: 4,800+.

Environmental interventions: Supporting 250 farmers and community members, planted 25,000 saplings, rejuvenated 84 acres of lake, conserved 629,762 million liters of water, and restored 180-acre forest land, volunteer-driven cleanups, water trough renovation.



Our Social Impact initiatives address priority areas including education, livelihoods, health, environment, inclusion of persons with disabilities, and disaster response. Environmental programs support sustainable livelihoods; education initiatives strengthen future readiness, and inclusive interventions promote equitable outcomes across communities.

Education interventions

Every act of service creates a ripple effect—strengthening connections, uplifting communities, and driving collective progress.

Flagship initiative: A cornerstone of UST’s education interventions is the Adopt-a-School program, now spanning Malaysia, Manila, Mexico, Australia, Bulgaria, and the UK. Through this initiative, UST supports 140 schools and has positively impacted 50,000+ students, advancing access to inclusive and quality education.

Key education initiatives include:

- Infrastructure development
- Digitalization of schools
- Teaching and learning materials
- Targeted pedagogical interventions

Scholarship programs:

- GA Menon Scholarship
- UST-Vidhyadhan Scholarship, enabling students to overcome financial barriers

Community-based learning initiatives

- Child-friendly libraries in rural villages
- Community study centers

Together, these efforts reinforce UST’s commitment to education as a catalyst for sustainable, community-led development and long-term social impact.

Health interventions

UST’s health interventions focus on improving access, prevention, and outcomes for vulnerable communities through targeted programs and system-level support.

Key initiatives include:

- Reproductive and maternal health programs that promote safer pregnancies and healthier outcomes.
- Adolescent girls’ health and nutrition initiatives focused on early intervention and sustained well-being.
- Mid-day meal programs address hunger and malnutrition, benefiting 5,000+ students.
- Strengthening government health infrastructure across primary, secondary, and tertiary healthcare levels.
- Support for critically ill patients, enabling access to essential and life-saving care.
- Harnessing the power of sport for health through the VENDA Cup, an annual professional football tournament that engages teenagers in healthy pursuits and helps steer disadvantaged youth from high-risk regions away from substance abuse.

- Adolescent health and nutrition
 - Phase 3 of the Adolescent Girls Health Project is being implemented in 90 tribal villages in Attappady, benefiting 930+ adolescent girls across the 90 hamlets in three panchayats. This flagship initiative, in collaboration with Swami Vivekananda Medical Mission, focuses on nutrition, menstrual and reproductive health, and positive mental health practices.
 - The key activities in the project included identification of additional hamlets, peer group meetings, food festival, dietary interventions through ragi and nutrimix distribution, and annual peer group leaders training.



Livelihood interventions

UST's livelihood interventions enable economic independence, build community resilience, and create pathways to sustainable employment, particularly for women, rural communities, and marginalized groups. By integrating skill development, entrepreneurship, and technology-enabled models, UST helps individuals convert capability into opportunity.

Project Snehitha, registered as the Snehitha Stitching and Charitable Society, is a flagship women entrepreneurship initiative for mothers of children with disabilities. Launched in 2022 and led by UST volunteers, the initiative has evolved into a self-sustaining enterprise that handles bulk jute bag orders for corporate and college events, operates stalls, and runs an outlet at the UST campus. The initiative has received strong appreciation from UST clients for its operational maturity and impact. In 2025, Snehitha expanded with a new unit, onboarding 15 additional beneficiaries and conducting skill-building workshops for 15 mothers to support independent income generation.

KEY LIVELIHOOD INITIATIVES INCLUDE:

- **Women's livelihoods and entrepreneurship:** Skill-based training and job placement; **Basic IT training for 75 women** (ANEW, Chennai); **GDA vocational training for 30 women** in Hyderabad (2025–26), aligned with **HSSC/ NSDC** standards.
- **Agricultural livelihoods for tribal youth:** Medicinal plants farming across five states and forest restoration in Wayanad.
- **Inclusive livelihoods:** Project Snehitha supports economic empowerment and long-term stability for mothers of children with disabilities.



Disability and inclusion

UST is committed to enabling persons with disabilities (PwDs) to live with dignity, independence, and equal opportunity. Our disability inclusion initiatives focus on early intervention, access to education, healthcare and therapy support, skills development, and barrier-free environments.

KEY INITIATIVES INCLUDE:

1. Early intervention and school readiness

- Child-centric, play-based programs for children with autism and developmental delays
- STEPS school readiness initiative supporting integration into mainstream schools
- Education and skills
- Vocational skills and independent living programs for PwDs

- Higher education scholarships through the UST-Vidyadhan VABLE program, supporting 209 students nationwide in partnership with the Sarojini Damodaran Foundation, improving access, confidence, and long-term inclusion

2. Therapy and healthcare support

- Support to Dheemahi Therapy Center (Sakshama, Trivandrum) with physical therapy equipment
- Outcomes include improved mobility, neuromotor control, pain management, and mental well-being
- Enables care for 200 patients annually

3. Accessibility and assistive support

- Provision of mobility and medical assistive devices
- Public space accessibility has been enhanced across 25 facilities in Mysore and Pune through collaboration with RampMyCity Foundation
- Inclusive sports
- Sponsorship support to the Cricket Association for the Blind in Kerala (CABK)



Environmental interventions

UST’s environmental interventions focus on biodiversity conservation, water stewardship, and ecosystem restoration. Through afforestation, mangrove restoration, and freshwater ecosystem revitalization, we protect critical natural assets while strengthening community-led environmental resilience. These efforts were recognized with the Mahatma Award 2025, reaffirming UST’s commitment to responsible environmental action.

KEY INITIATIVES INCLUDE:

1. Lake rejuvenation and water conservation

- Rejuvenation of Hettanahalli Lake (Karnataka) and Karanaithangal Lake (Tamil Nadu) in collaboration with the Environmentalist Foundation of India.
- Restoration has improved water quality and revived aquatic ecosystems, supporting diverse bird species and native biodiversity.
- Area restored: 60 acres.
- Water conserved (post-restoration capacity): 629,762 million liters.

2. Forest and ecosystem restoration – Wayanad

- A three-year habitat restoration project with Forest First Samithi in the catchment of the Kabani and Cauvery rivers.
- Interventions include soil and water conservation, removal of invasive species, plantation of native and RET species, and assisted natural regeneration.
- Active community participation has created conservation stewards and local employment.

3. Eco-restoration and indigenous livelihoods

- Restoration of ~180 acres of degraded forest land in the Tholpetty Range, Wayanad Wildlife Sanctuary.
- Sustainable livelihoods created for 70+ indigenous community members.



Flagship program: Adopt-a-Village

UST’s flagship initiative, Adopt-a-Village, was scaled up from five villages in Kerala in 2025 to 23 villages across Kerala, Karnataka, and Telangana, impacting more than 4,600 lives. The program aims to improve the overall quality of life in a village by addressing development across various aspects holistically. It integrates elements like infrastructure, education, healthcare, livelihoods, and environmental sustainability. The goal is to create a self-sustaining, economically, and socially empowered village.

Today, Adopt-a-Village has a 360-degree approach to rural development—from health camps and financial literacy sessions to livelihood aids. With strong NGO partnerships on the ground and deep volunteer involvement, the program is both grassroots and scalable.

Newly adopted villages in 2025:

Kollengode, Palakkad, Kerala: building 12 lavatories for the tribal homes

Attathodu, Pattanamthitta, Kerala: construction of 15 lavatories

Kuttanad, Alappuzha: installation of RO water treatment plant

Pullukadu Tribal Village at Nelliampathy: enabling livelihood generation for 15 tribal families (~75 members) by supporting cultivation of coffee, black pepper (long-term crops), turmeric, and ginger (short-term crops)

Global impact

Manila, Philippines

Back to School Manila: The Back-to-School program, or Brigada Eskwela, prepared stakeholders from public schools in Metro Manila to contribute their time, effort, and resources to ensure students were ready in time.

Melbourne, Australia

Enhancing technology skills, Melbourne, Australia: The CSR team donated audio and video production equipment to a local school, enhancing its capacity for school productions, podcasts, and other media projects.

OzHarvest's Cook with a Cause: UST teams in Melbourne and Sydney prepared nutritious meals for vulnerable communities in Australia.

Bulgaria

The Bulgaria team visited Foundation Dechitsa, an NGO, learned about their programs, and painted canvas bags for their fundraising art bazaars. The visit offered a small but meaningful way to support the creative and developmental opportunities they provide to children.

Concordia Education through Sport program: Through our CSR funding, we helped equip a boxing gym—an impactful

program that provides mentorship, structure, and confidence-building activities led by a coach who grew up in the same community.

Additionally, members of our UST Bulgaria team joined a ceramics workshop at Concordia's center, raising extra funds and engaging directly with their art director and administrative organizer to better understand the organization's broader support activities.

UK

Insight Day, the UK- a monthly hands-on workshop hosted at UST's London Innovation Lab, offers students a practical introduction to technology, creativity, and career possibilities. The recent session welcomed 25 students from St Marylebone CE School, giving them exposure to innovation and diverse career paths.

Why this matters:

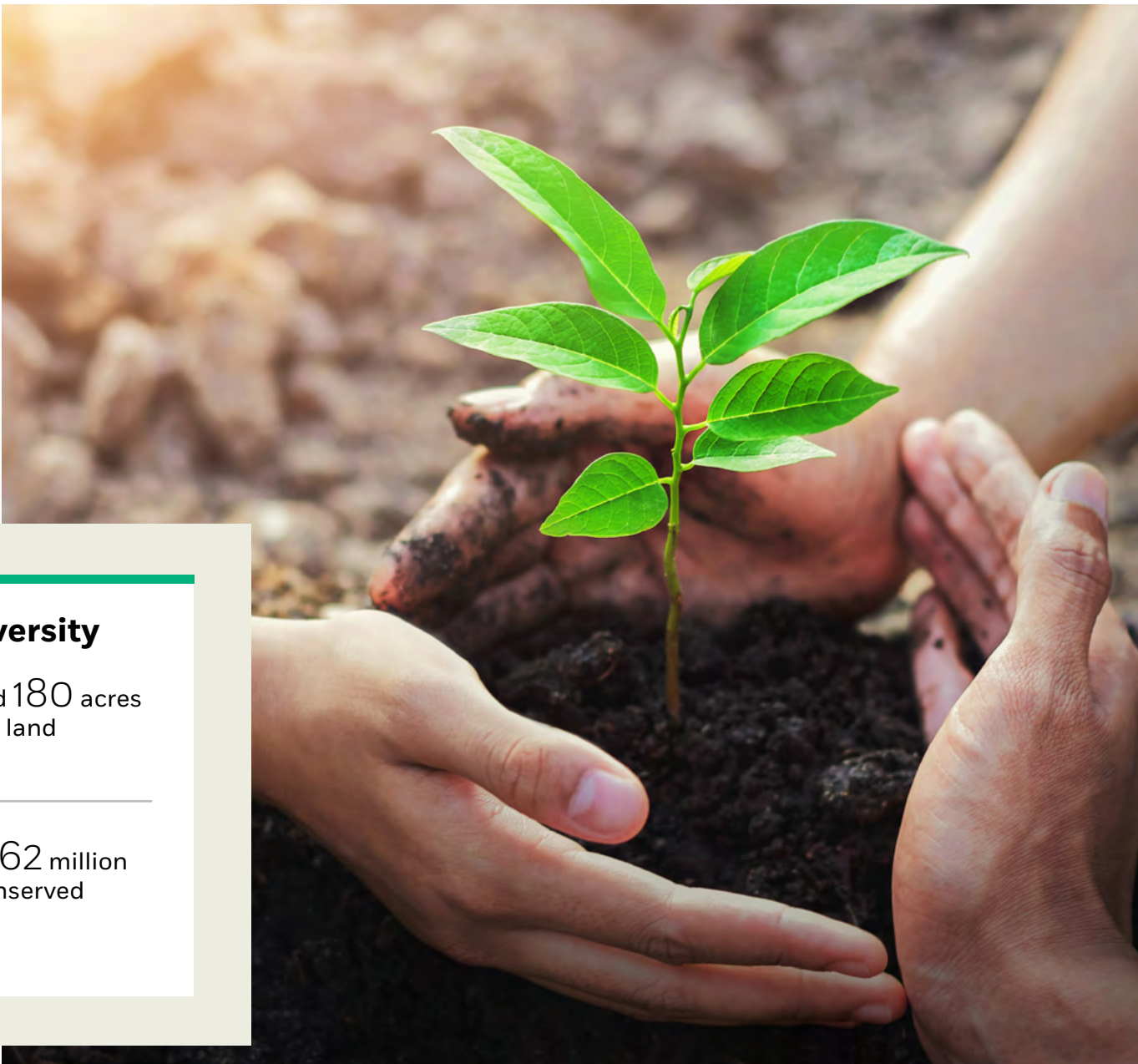
Strong communities create stable ecosystems for businesses and society to thrive together. Through targeted social investments and employee volunteering, we contribute to inclusive development, strengthen social resilience, and reinforce trust with the communities we serve.



Accelerate environmental sustainability

Advancing our net-zero journey

Achieving net-zero emissions is a long-horizon transformation—one that demands disciplined execution across operational, financial, and regulatory dimensions. At UST, we view these challenges as catalysts for innovation, operational resilience, and long-term value creation. Our commitment to the Science Based Targets initiative (SBTi) anchors our strategy in credible climate science, ensuring every reduction we pursue is measurable, material, and aligned with global decarbonization pathways.



Emissions

50.4% reduction in Scope 1 & Scope 2 from 2023

60.4% reduction in Scope 2 emissions from 2023

Water

100% of wastewater generated is treated and recycled within our campus

Waste

100% of e-waste diverted from landfills

Biodiversity

Restored 180 acres of forest land

629,762 million liters conserved

E

Goals for 2025

Transitioning to net zero Accelerate our commitment toward achieving net-zero emissions by 2040 by setting a target to reduce our emissions by 25% from the baseline by 2025.

For a sustainable supply chain by 2025, 100% of critical suppliers will be assessed using the Supplier Assessment Framework.

Sustainability service offerings help our clients achieve their environmental and social commitments.

Commitment

- Climate action: Switching to renewable energy for 25% of power needs by 2025. 25% GHG reduction in Scope 1 and Scope 2 emissions, and 5% Scope 3 emissions by 2025. SBTi Commitment to be validated by 2025.
- Waste management: Enabling employees to manage e-waste; maintaining 100% E-waste recycling through WEEE-certified partners. Elimination of single-use plastics in our facilities.
- Water management: Reducing the volume of water usage drawn from municipal water systems and improving recycling/reusing water from waste streams.
- Biodiversity: Continuing afforestation programs for biodiversity protection and restoration under CSR.
- By 2025, we intend to have 50% of our critical suppliers be a part of SBTi/CDP assessment and all others by internal supplier assessment.
- By 2025, we intend to provide awareness sessions covering 60% of our critical suppliers.
- Strengthen the value generated by our sustainability service offerings.
- By 2025, 90% of our technology workforce will be trained in green IT.

Progress

- 60.4% reduction in Scope 2 emissions from 2023.
- 50.4% reduction in Scope 1 & Scope 2 emissions from 2023.
- 20.5% reduction in Scope 3 emissions compared to 2023.
- We have signed and validated SBTi commitment.
- 100% of e-waste is diverted from landfills. Was able to reduce water consumption by 65%.
- Rainwater harvest increased 71%, while third-party water withdrawal reduced by over 40%.
- Restored 180 acres of forest land at Wayanad Wildlife Sanctuary in Kerala between 2021 and 2025.
- We conduct ESG due diligence for our business partners during onboarding and periodically to identify and address risks. 60% of our critical suppliers* screened for ESG.
- Created solutions to solve sustainability challenges faced in financial services, retail, manufacturing and supply chain.
- Partnered with niche startups and solved customer challenges.
- A curated sustainability learning path for UST associates, focusing on green IT.

* A critical supplier is a vendor essential to operations due to irreplaceability— meaning no viable alternatives exist, their are high in spend and disruption could significantly impact business continuity, costs, or regulatory compliance.

Our net-zero roadmap reflects a clear and sequenced glidepath: net-zero by 2040 across Scope 1, 2, and 3 emissions.

- **Scope 1:** We continue to modernize our operations by deploying high-efficiency technologies, phasing in lower-carbon fuels, and optimizing on-site energy use to systematically reduce direct emissions. We achieved a 20% reduction in combined Scope 1 and 2 emissions from the previous year.
- **Scope 2:** We are accelerating our transition to renewable electricity and steadily reducing the carbon intensity of our global facilities. We achieved 70% renewable electricity across our facilities and are elevating energy-efficiency measures wherever feasible. As part of our transition pathway, we have proposed developing a 1.5 MW renewable energy facility, strengthening energy resilience, and supporting the shift toward lower-carbon operations. This initiative contributes to emissions reduction while positioning UST to benefit from evolving energy markets and regulatory incentives.
- **Scope 3:** Recognizing that indirect emissions make up most of our footprint, we are strengthening supplier engagement, embedding sustainable procurement principles, and advancing circularity across our value chain. Scope 3 emissions declined 11.53% year –over year.

UST prioritizes **Scope 3 emissions**, recognizing their materiality within our value chain. Our strategy focuses on responsible hardware and digital lifecycle management, including energy-efficient procurement, extended asset life through proactive maintenance, and strict e-waste management protocols. These actions reduce resource intensity while supporting compliance with evolving circular economy and waste regulations.

Business travel and employee commuting represent additional material in Scope 3 categories. We mitigate travel-related emissions through expanded digital collaboration, supported by analytics that guide lower-carbon travel choices. To address commuting emissions, we promote public transport and cycling initiatives and have introduced on-campus electric-vehicle charging infrastructure, delivering emissions reductions alongside employee well-being benefits.

Sustainable infrastructure and operational efficiency

UST is committed to developing **green, intelligent, and future-ready campuses**, that align operational efficiency with climate goals. Our strategy includes high-performance building design, deep green retrofits, next-generation data centers, and automation across lighting, HVAC, UPS, and façade systems to deliver measurable energy efficiency.

The **Trivandrum campus** exemplifies this approach. Certified **LEED Gold** by the Indian Green Building Council, the facility incorporates floor-based cooling and a flywheel-powered UPS system, achieving an estimated **75% reduction in CO₂ emissions** compared with conventional battery-based systems. Across global offices, LED adoption and efficiency measures have contributed to a **20% reduction in per-capita energy consumption since 2020**, demonstrating consistent performance improvement.

SBTi Validated net-zero targets

UST has committed to achieving net-zero greenhouse gas emissions across its entire value chain by 2040. SBTi-Approved net-zero targets:

Fiscal 2033 Near-term targets

- 60% reduction of absolute Scope 1 and 2 GHG emissions from 2023 base year.
- 35% reduction of absolute Scope 3 GHG emissions from 2023 base year.

Fiscal 2040 Long-term targets

- 90% reduction of absolute Scope 1 and 2 GHG emissions from 2023 base year.
- 90% reduction of absolute Scope 3 GHG emissions from 2023 base year.



While UST’s transition strategy is well established, external factors influence progress. including supplier decarbonization readiness, emerging technology maturity, and evolving regulatory requirements. As the business continues to scale and digital transformation accelerates, emissions profiles may change. These dynamics underscore the importance of continuous innovation, disciplined governance, and active value-chain engagement to meet both **regulatory expectations** and stakeholder expectations during the near and long term.

Aggregate Emissions and Emissions Intensity (YoY)

Year	Scope 1	Scope 2	Scope 3	Total	FTE*	Intensity (Scope 1 & 2)	Total intensity
Unit	(tCO2e)	(tCO2e)	(tCO2e)	(tCO2e)	(Nos)	(tCO2e / FTE)	(tCO2e / FTE)
2023	840	10,037	36,940	47,817	31,243	0.348	1.53
2024	1,214	6,478.28	38,681.71	41,381.71	33,774	0.257	1.22
2025	1,421.68	3,968.84	29,350.44	34,741.43	31,644	0.243	1.09

Renewable energy component in the total energy mix

Energy (GJ)	2023	2024	2025
Non-renewable grid	48,321	33,609.4	19,544.43
From the GRID	61,989	76,730	74,005.68
Renewables in the total energy mix	12,296	40,272.86	54,461.25
Percentage of renewables	20.09%	54.5%	73.59%

Table showing energy savings initiatives

Initiatives	Emissions avoided (tCO2e)
Flywheel UPS system to reduce dependence on batteries	1,150
Effective floor cooling system to reduce Air conditioning load	1,491
Battery operated vehicles to commute within premises	2.8
LED bulbs installed	131
Aisle cooling for data centers	282
Building design and energy management system	700



*FTE: Energy and Emission metrices identifies FTE's as Regular Employees + Contingent workers.
Regular employees: 29,609, CWR: 2,035. Total: 31,644

Leadership insights



How is UST improving energy use across both owned campuses and leased offices, and what progress are we seeing so far?

Energy management at UST is closely linked to operational efficiency and our long-term climate goals. Over the past year, we have moved from setting targets to delivering measurable progress across our global offices.

At our Trivandrum campus, we have deployed smart building management, high-efficiency cooling, and flywheel-based UPS systems, improved reliability while reducing energy intensity and emissions. We have invested in a 1.54 MW solar plant, expected to be operational by Q3 2026. The campus also has a closed-loop biological waste management plant that generates energy from biogas. Across leased offices, we focus on demand reduction through space optimization, hybrid work, and HVAC efficiency, while engaging landlords through green lease frameworks to support renewable energy adoption.

As of December 2025, over 70% of our global energy consumption comes from renewable sources, and our climate targets are validated by the Science Based Targets initiative.

Alexander Varghese

President

Climate risk governance and disclosure readiness

UST's climate strategy integrates decarbonization, risk management, and operational efficiency to support long-term value creation and regulatory readiness, reflecting increasing investor expectations for transparent, decision-useful climate information. Our ISO 14001-certified Environmental Management System provides structured oversight, clear accountability, and continuous improvement in environmental risk management, supporting audit readiness and consistency across global operations. UST integrates climate-related risks and opportunities into its enterprise risk management (ERM) framework, aligned with TCFD recommendations. Through materiality assessments and scenario analysis, we assess physical and transition risks across operations and the supply chain, enabling proactive mitigation and strategic planning. (TCFD)



Supply chain efficiency enhancement

UST is committed to building a transparent, responsible, and sustainable supply chain.

We focus on traceability, quality, and safety, leveraging smart technologies to measure the environmental and social impact of our services throughout their lifecycle. We partner only with ethical suppliers and prioritize local sourcing, with **94% of procurement sourced regionally**.

All suppliers are required to adhere to **UST's Supplier Standards of Conduct and the UN Global Compact principles**, ensuring ethical, sustainable operations. UST explicitly prohibits child and forced labor and evaluates suppliers against key social and environmental criteria. To strengthen value-chain accountability, we have fully digitized **Scope 3 data capture**, enabling real-time tracking of emissions and facilitating collective climate action across our vendor ecosystem.

Supplier engagement is a critical enabler of our environmental sustainability ambitions and regulatory alignment. While we aimed to have **100% of critical suppliers** disclose environmental targets and emissions-reduction actions by 2025, this commitment has not yet been fully realized. We continue to observe differences in data readiness and varying levels of willingness among some suppliers to share climate-related information.

UST is actively addressing this gap through:

- Enhanced supplier engagement and awareness programs

- Capability-building initiatives to improve reporting readiness.
- Progressive integration of sustainability criteria into procurement processes

These efforts ensure ongoing alignment with CSRD value-chain disclosure expectations and reinforce our commitment to a responsible, resilient, and climate-conscious supply chain.



Water and waste management

Championing water stewardship at UST

At UST, water is a vital resource for communities, ecosystems, and economic activity. We embed responsible water stewardship across operations through efficient consumption, advanced treatment, and sustainable sourcing.

Key initiatives:

- Rainwater harvesting and groundwater recharge:** Rainwater harvesting and groundwater recharge systems strengthen water resilience across campuses. At Trivandrum, an artificial lake replenished by rainwater supports groundwater recharge, reduces extraction, and benefits local ecosystems. **Rainwater harvest increased 71%** from 43,558 kl in 2023 to 74,347 kl in 2025, while third-party water **withdrawal reduced by over 40%**.
- Wastewater treatment and reuse:** Our campuses implement sewage treatment and water recycling initiatives to reduce freshwater demand through non-potable reuse. **Recycled and reused water more than doubled** from 24,711 kl in 2023 to 57,124 kl in 2025.

A high-capacity ultrafiltration plant at Trivandrum meets 80% of the campus' water needs. Smart meters, sensor-based taps, and retrofitted fixtures enable leak detection and efficiency, achieving $\geq 5\%$ per capita water reduction across locations.

All our projects prioritize community impact, ensuring that the benefits extend beyond company boundaries. Through targeted initiatives, UST is committed to enabling potable water and sanitation for 1.5 million people. Access to safe water underpins UN SDG 6. Our Adopt-a-Village and Project Paryavarana programs strengthen rural infrastructure, primarily by providing filtered drinking water and restoring water bodies.

Waste management and circularity

UST applies circular economy principles to minimize waste, emphasizing reduction, reuse, and recycling across operations. We integrate technology to optimize material processing, lower waste output, and educate employees on reducing paper and plastic use.

Hazardous waste, including diesel generator oil, is managed through licensed partners in compliance with local regulations. E-waste, such as printer cartridges and data storage devices, is returned to manufacturers or responsibly recycled in collaboration with leading IT recycling firms, minimizing environmental impact.

Source and secondary segregation, efficient collection, and responsible disposal underpin our comprehensive approach.

A new solid waste facility, developed with the University of Florida, incorporates renewable energy technologies, waste-to-energy systems, and continuous environmental monitoring to drive sustainable waste management.



Biodiversity conservation

UST recognizes the intrinsic link between business operations and biodiversity and is committed to conservation beyond regulatory compliance. Biodiversity loss presents material risks to ecosystems and communities, which we address through nature-positive initiatives.

Our Trivandrum campus reflects this commitment through a nature-integrated design, anchored by a rain-fed artificial lake covering nearly one-third of the campus. The lake supports groundwater recharge, local biodiversity, and meets ~80% of campus water needs, while balanced land use integrates built spaces, tree cover, and water bodies.

Beyond campus boundaries, UST undertakes habitat restoration and afforestation in partnership with conservation organizations. A three-year project restored over 180 acres of forest in Wayanad, Kerala, promoting biodiversity and community stewardship.

Our carbon sequestration strategy includes Miyawaki and dense forest plantations across Kerala and Tamil Nadu. As a 1T.org partner, we contribute to the Trillion Trees initiative and support river basin and lake restoration, as well as environmental education projects that enhance biodiversity, water security, and climate resilience.

Employee engagement in climate action

Employees continued to play a vital role in advancing UST’s sustainability, climate awareness, and future-ready innovation agenda through the Colors platform. In 2025, Colors scaled into a truly global movement, delivering more than 300 initiatives and engaging more than 20,000 associates across regions. The focus expanded beyond awareness into action, combining climate literacy, responsible innovation, community impact, and AI-driven sustainability solutions.

Through hackathons, ideation sessions, workshops, and volunteer programs, employees were empowered to co-create digital solutions to environmental challenges, adopt sustainable practices, and contribute directly to community well-being.

Regional Colors teams across Europe, Canada, the UK, and APAC strengthened local ownership of sustainability and engagement programs, while global governance frameworks, toolkits, and leadership workshops ensured consistency, quality, and scale. Volunteer-led initiatives focused on biodiversity, food waste, blood donation, community health, and literacy, reinforcing environmental stewardship and social responsibility.

By embedding sustainability into its culture, innovation agenda, and leadership development programs, UST continued to mitigate climate and social risks while empowering associates and communities to build long-term, inclusive impact together.

The SIGHT Hackathon at UST is a major sustainability-driven innovation program that gathers student innovators across India to build technology solutions for environmental and societal challenges. It promotes UST’s ESG vision, talent engagement, and community impact.

Driven innovation program that gathers student innovators across India to build technology solutions for environmental and societal.

In 2025, employee engagement in climate action was strengthened through sustainability-driven innovation and volunteering. The Zero Waste hackathon engaged 88 global teams to develop technology solutions addressing food waste, the circular economy, and responsible resource use. SIGHT 2025 expanded sustainability-led innovation by engaging more than 1,000 student teams from leading institutions across India, reinforcing academia–industry collaboration on climate and social challenges. Collectively, employees contributed 10,000+ volunteering hours globally across sustainability, health, and community initiatives.



Driving sustainable transformation through technology

Technology is both a lever for decarbonization and a source of competitive advantage. UST equips its engineers with Green IT training, embedding energy efficiency into software design, cloud architecture, and digital delivery models. Optimized coding practices, energy-aware cloud utilization, and streamlined software distribution reduce energy consumption while improving client outcomes—demonstrating how sustainability and performance can be mutually reinforcing.

This integration of sustainability into technology development strengthens UST’s market positioning as a partner capable of enabling clients’ own climate and regulatory objectives.

At UST, sustainability is integral to business transformation. Our technology-driven solutions—spanning cloud platforms, AI and data analytics, IoT, and enterprise systems—help organizations to reduce environmental impact and achieve measurable progress toward their goals.

Clients engage UST to advance their climate and sustainability agendas by tackling asset integrity and process inefficiencies, reducing energy and resource waste, improving supply chain performance, and strengthening regulatory compliance—enabled through integrated sustainability data platforms, analytics, and low-carbon, circular business models. Through our ESG and sustainability services, we provide advisory expertise and innovative tools for data management, performance analytics, and operational transformation, enabling clients to embed sustainability into core business strategies and meet regulatory requirements.

We combine digital innovation and environmental responsibility to deliver solutions that enhance energy efficiency, optimize resources, and build climate resilience. By leveraging AI-powered insights, we help organizations accelerate progress toward net-zero targets and Sustainable Development Goals (SDGs).

Our services focus on three pillars:

Enable: Equip organizations with tools to measure, monitor, and report environmental impact aligned with global standards.

Transform: Leverage ecosystems of integrators, startups, hyperscalers, and academia to design and implement strategies that reduce operational and supply chain footprints.

Sustain: Move beyond compliance by using ESG principles to reshape business models, foster trust, and build resilient stakeholder ecosystems.

Why this matters:

Addressing climate change is essential to safeguarding long-term economic and ecological value. Leveraging advanced technologies, UST protects long-term enterprise value, enhances supply-chain resilience, and supports clients in navigating a low-carbon future.



A glimpse into some of our technology platforms in this space

UST Ecowoven:

UST Ecowoven, a Composable sustainability platform, transforms ESG data with a strategic business focus, ensuring maximum impact for stakeholders. Tailored technology recommendations facilitate seamless implementation and widespread adoption across relevant teams, optimizing sustainable practices.

UST Transein:

UST Transein platform is an ecosystem aggregation powerhouse that seamlessly connects companies in the value chain from diverse domains, delivering tangible outcomes measured by KPIs that none of these companies can achieve in isolation. With UST Transein, businesses can fine-tune their ecosystems, ensuring trust and reliability through blockchain based verification. They can track and achieve their sustainability goals by leveraging the platform’s features, including sustainable product and service, veracity checks, validation, lifecycle assessment, value chain digitization, and real-time monitoring of sustainable KPIs.

UST EcoProcure:

UST EcoProcure is a pioneering concept that integrates real-time Environmental, Social, and Governance (ESG) data directly into your procurement process as a simple metric created from a weighted index. This innovative approach empowers procurement managers to make informed, sustainable sourcing decisions with ease. By embedding indexed ESG data directly into the procurement journey,

EcoProcure transforms procurement into a powerful tool for positive change. It aligns sourcing decisions with your sustainability goals, promoting responsible procurement practices.

ESG data orchestration for asset managers:

ESG Data Orchestrator leverages cognitive analytics and alternative data to deliver insights for informed ESG investments. It empowers asset managers to align with ESG goals, build taxonomies, identify data sources, bridge gaps through web analysis, and benchmark insights against standards—enabling comprehensive, data-driven decisions

UST Optum:

UST Optum provides outcome-based optimization as-a-service, for different areas of supply chain and operations like inventory management, network design and flow optimization, route and logistics and shop floor sequencing among others. By optimizing productivity, Optum helps reduce emissions, improve utilization and minimize wastage.

UST Omni:

UST Omni is a cognitive solution leveraging cloud, big data and IoT to provide a consolidated, global supply chain visibility while enabling responsive orchestration and predictive analytics. Using digital experience and real-time API integration, Omni helps monitor and reduce the carbon emissions of our clients’ inventory and assets across the supply chain.

UST AutoHawk: Telematics based fleet solution for reducing fuel consumptions

UST Sentry vision AI:

Smart vision solutions to reduce wastage. Machine vision coupled with AI/ML has enabled our clients to cut down on wastages and improved productivity

UST iDec Digital twin:

iDec (Intelligent Data Engineering and Computation) is UST’s IOT platform and serves as the backbone for connected vehicles, assets, people, and retail. A key proposition for the platform is improving sustainability through better energy utilization, improved resource utilization, and tracking of assets to reduce wastage.

Solutions built on the iDec platform include, but are not limited to:

UST DCOps: Data Center Operations and Management solution focusing on reducing energy consumptions from Data Centers

UST NaviSafe:

An industry 4.0 Connected Worker Solution, proactively preventing incidents with real-time data analytics and advanced machine learning. The platform includes the Smart wearable device (TagWe), Web Apps, and Mobile Apps, featuring Geo-fencing, Time Utilization, and KPIs for deep safety insights, ensuring a safer, more productive work environment.

Upholding good governance

Our governance reflects our core values, with highest priority on integrity and transparency. At UST, we are dedicated to setting, embracing, and upholding the most rigorous standards of governance.



Business ethics

Zero claims from clients or suppliers related to corruption

Risk management

Strong Enterprise Risk Management (ERM) framework, including ESG risks

Data privacy and security

In 2025, UST recorded no complaints related to breaches of customer privacy from regulatory bodies or external sources

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Goals for 2025

Business ethics and values. Uphold good governance and maintain high ethical standards rooted in our core values, creating an ecosystem that values every stakeholder in the value chain.

Risk management: Enhance risk-based culture and manage our key risks and opportunities transparently and proactively.

Protect and secure data, infrastructure, and identity. Uphold the digital trust of our stakeholders. Monitor and stay abreast of the latest threats and trends in the cybersecurity landscape and adjust the company’s security posture accordingly.

Commitment

- Each year through 2025, maintain 100% compliance with business ethics training. Minimize incidents of breach of the Code of Conduct and incidents of non-compliance.
- Maintain more than 80% of the workforce with an ethics score between 7-10.
- Each year through 2025, we intend to have 90% of UST Values Survey respondents affirm the positive impact of aligning with our values and maintaining valid value misalignments (VVMs) reported to a UST headcount below 2% annually.

- Each year through 2025, we intend to perform periodic risk assessment surveys and include relevant internal and external stakeholders, covering ESG and enterprise risks. The gaps identified under ESG risk assessment need to be addressed by 2024.
- 50% reduction in prominent risks.

- By 2025, bring all UST entities under the corporate Data Security and Privacy program.
- By 2025, establish and maintain compliance with industry standard security protocols such as ISO 27001, 27017, and 18.

Progress

- Zero claims from clients or suppliers related to corruption.
- 73% of survey participants affirmed that our values and ethical principles are consistently reflected in everyday practices.
- 81% of survey participants confirmed the presence of clear and accessible channels to report ethical concerns or misconduct.
- 76% of survey participants indicated that senior leadership’s decisions are ethical and aligned with our mission and values.

- ERM framework, including ESG risks, was established.
- ESG governance: Steering committee that oversees sustainability strategies and progress in meeting our sustainability-related commitments and cascades throughout the business
- Board oversight of sustainability performance

- Internal audits for projects, support functions, and IT services based on the ISO 27001:2022 standard and customer security requirements,
- Annual external audits are conducted by independent third parties for ISO 27001:2022, ISO 22301:2019, SOC1, SOC2 Type2, and HITRUST. UST has been certified for ISO 22301, SOC 1, SOC 2, and ISO 27701 in the data processor role, ISO 27701 (Data Processor): Norflok, US , Data Controller: India, UK 2024 ISEC , Certifications: ISO 27701, ISO 27017/18 (Cloud Security)
- Continuous delivery of data privacy and security training. Implementing Hyperproof in the Audit process transformed compliance and audit evidence management by using a centralized system

Leadership insights



How do you bring together your CIO and CSO responsibilities to embed ESG and responsible AI into corporate and business strategy?

At UST we don't treat ESG as a parallel agenda. Our material ESG priorities are integrated directly into both our corporate and business strategy, which means they influence how we allocate resources and drive long-term growth. From a strategy standpoint, we focus on setting clear ambitions, defining measurable targets, and establishing governance structures that make accountability visible across the enterprise.

At the same time, our technology teams enable real-time data capture, enabling AI and analytics so that sustainability commitments translate into measurable progress. Additionally, these same capabilities allow us to support our customers in addressing their sustainability challenges. By leveraging digital twins, data, and AI, we help organizations reduce their environmental impact while improving operational efficiency.

We believe sustainability is about balancing performance with responsibility while creating long-term value for all our stakeholders.

Krishna Prasad

Chief Strategy Officer | CIO

Corporate governance

Governance for long-term value creation

At UST, governance is a core enabler of trust, resilience, and sustainable value creation. Our framework is designed to support disciplined decision-making, protect stakeholder interests, and align strategy, risk, and performance with long-term growth objectives. We view strong governance not as a static set of policies, but as an operating system that drives accountability, transparency, and execution at scale.

Board oversight and strategic stewardship

UST is governed by a diverse, independent Board of Directors with deep expertise across digital technology, cybersecurity, finance, go-to-market strategy, and mergers and acquisitions. The Board provides active oversight while serving as a strategic partner to management, guiding capital allocation, risk management, innovation, and enterprise transformation. Regular board refreshment, independent committee leadership, and annual self-evaluations ensure continued effectiveness and independence.

Board committees and accountability

Board committees provide focused oversight across critical areas:

Audit committee: Financial integrity, controls, and compliance

Compensation and talent committee: Executive pay, succession, and workforce strategy

Investment and finance committee: Capital allocation and financial discipline

Stock option committee: Alignment of incentives with performance and shareholder value

Together, these governance mechanisms reinforce disciplined execution, risk management, and sustainable growth.

Leadership and ethical conduct

Our [senior leadership team](#) sets the tone at the top, embedding integrity, accountability, and ethical conduct into day-to-day operations. Decision-making is guided by clear values and reinforced through policies, controls, and leadership accountability, ensuring alignment with stakeholder expectations and long-term enterprise value.

ESG governance and oversight

In 2022, UST established a formal ESG governance structure led by the Executive Leadership through the ESG Steering Committee chaired by the CEO, representing the Board, with the Chief Strategy Officer serving as the executive sponsor for ESG. The committee oversees ESG strategy, due diligence, and processes to identify and manage economic, environmental, and social impacts, including risk and opportunity assessment, disclosure integrity, and periodic review of ESG governance effectiveness. Implementation and monitoring responsibilities are delegated through a cross-functional ESG Core Committee, which regularly reports progress and key risks to executive leadership. Material ESG topics, disclosures, and reporting outcomes are reviewed and approved by executive leadership prior to publication to ensure accuracy, completeness, and alignment with organizational priorities. This structure integrates ESG considerations into business strategy, operations, decision-making, and reporting

We are committed to SBTi, RBA, and UNGC. We voluntarily disclose climate performance through **CDP and EcoVadis**, reinforcing transparency and accountability across our net-zero journey and enabling comparability across markets.

Code of Conduct and Governance framework

UST’s Code of Conduct establishes clear standards for ethical behavior and responsible decision-making across the organization. Supported by governance policies covering whistleblower protection, anti-bribery, anti-corruption, and anti-money laundering, the framework provides employees with practical guidance to act with integrity in all business interactions.

The governance framework is overseen by the Governance, Risk, and Compliance (GRC) team and is reviewed annually by the Board of Directors to ensure continued relevance, effectiveness, and alignment with evolving regulatory expectations.

All governance policies are centrally accessible through UST’s intranet policy portal. Employees are required to review and attest to applicable policies annually and whenever updates are issued. New hires complete the Code of Conduct acknowledgment during onboarding.

UST reinforces ethical standards through mandatory governance training, that covers ethics, anti-bribery, corruption, and conflicts of interest. Training completion rates remain high, and no material non-compliance was reported during the year.



Business ethics

At UST, our values guide how we lead, collaborate, and make decisions, reinforcing a culture in which ethical conduct is embedded throughout the organization. Senior leadership sets the tone, ensuring integrity and accountability underpin daily operations and long-term trust.

Our ethical framework is anchored in the Code of Business Ethics and the Governance, Risk, and Compliance (COBE-GRC) program, which provides clear guidance for responsible behavior. Defined governance policies assign accountability at every level, supported by management oversight, CEO accountability, and a structured escalation process.

To help employees navigate an evolving regulatory landscape, UST delivers mandatory Ethics and Compliance training, practical decision-support tools such as Making Good Decisions, and the COBE toolkit. Multiple confidential and anonymous reporting channels are available, with strong protection against retaliation.

UST maintains a zero-tolerance approach to unethical conduct. During the reporting period, COBE-GRC training on anti-corruption, anti-bribery, and ethical practices reached approximately 80% of the workforce, with no corruption-related incidents reported.

Respect for human rights is integral to our operations and value chains. Our policies and due diligence processes align with globally recognized standards, including the UN Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights, and ILO Fundamental Principles and Rights at Work.

In addition to COBE-GRC, UST policies empower employees to maintain the highest standards of professionalism while adhering to a core set of values. These policies are categorized across business interactions, data privacy and global assets, external communications, people, and health and safety.

UST has implemented a comprehensive Occupational Health and Safety (OHS) management system aligned with applicable legal requirements and best practices. This system includes an Occupational Risk Prevention Policy, defined procedures, internal and external prevention services, risk assessments, health surveillance, training, and continuous performance review to ensure a safe and healthy workplace for all employees.

Various policies at UST are mentioned below:

- Business interactions
- Anti-Money Laundering Policy
- Whistleblower Policy
- Anti-corruption and Anti-bribery Policy
- Supplier Code of Conduct Data privacy and global assets
- Data Privacy Policy
- Encryption Policy
- Global Assets Policy
- Employee Media and External Communications Policy
- Child Labor Policy
- Belonging and Inclusion Policy

- Equal Employment Opportunity Policy
- Human Rights Policy
- Statement on Modern Slavery
- Gifts and Gratuity policy
- Corporate Social Responsibility Policy
- Global Health and Safety Policy



Risk management

At UST, risk management is a strategic discipline that underpins resilience, value protection, and long-term performance. Our independent Enterprise Risk Management (ERM) function systematically identifies, assesses, and monitors enterprise risks, enabling informed decision-making in a rapidly evolving business and regulatory environment. ERM reports to the Audit Committee, ensuring independent oversight and strong Board accountability.

In line with CSRD and ESRS requirements, sustainability-related risks are embedded within our enterprise risk framework. UST conducts structured assessments across environmental, social, and governance risks, with defined mitigation actions tracked through ERM processes. Climate-related risks are a priority, and our approach aligns with the TCFD, with governance, risk identification, and mitigation strategies disclosed through our climate risk assessment.

Technology-driven risks are managed through a responsible innovation lens. We apply risk-based controls across data privacy, cybersecurity, and AI deployment to protect individuals, clients, and society. Transparency, bias mitigation, and secure-by-design principles are integrated from solution design through implementation, reinforcing trust and regulatory readiness.

Through this integrated approach, UST ensures that material risks—financial and non-financial—are identified early, governed consistently, and managed in alignment with stakeholder and regulatory expectations.

Protect and secure data, infrastructure, and identity

Protecting data, infrastructure, and digital identity

Safeguarding data and digital assets are central to UST’s commitment to trust, resilience, and responsible growth. We protect data privacy, information security, and cybersecurity across our operations, ensuring clients, employees, and partners are secure from evolving digital threats. This disciplined approach enables UST to operate as a trusted extension of our stakeholders’ ecosystems.

Our Data Privacy policy defines clear responsibilities for the collection, use, and protection of information across digital platforms and is reviewed regularly to reflect regulatory and risk developments. Data privacy, information security, and cybersecurity risks are fully integrated into our Enterprise Risk Management (ERM) framework, enabling proactive identification and mitigation of emerging threats.

Cybersecurity oversight is led by the Chief Information Officer, supported by the Chief Information Security Officer (CISO) and dedicated security teams. UST aligns its security controls with globally recognized standards, including ISO 27001, ISO 22301, ISO 27701, ISO 27017, ISO 27018, ISO 9001, HITRUST, and SOC 2 Type II. Security risk indicators are reviewed biannually by senior management, supported by annual internal and independent third-party audits conducted through our ISMS program.

We strengthen cyber resilience through business continuity and disaster recovery centers, supported by cross-functional teams covering IT, information security, human resources, and facilities management. Associates receive regular cybersecurity and phishing awareness training, reinforcing secure behaviors across the organization.

UST maintains streamlined incident and breach reporting processes through multiple channels, including ServiceNow, enabling rapid investigation and response. External incidents are supported by collaboration with Cyberproof, our cybersecurity partner. During the reporting period, UST recorded no substantiated complaints or regulatory findings related to customer data breaches, leaks, or losses, underscoring the effectiveness of our security and governance practices.



Responsible innovation and AI risk management

At UST, responsible innovation means advancing technologies like artificial intelligence in ways that are ethical, secure, and aligned with societal good. As AI becomes increasingly embedded in business operations and client solutions, we apply disciplined governance to manage risk while enabling innovation at scale.

Our approach to AI risk management aligns with the NIST AI Risk Management Framework, emphasizing governance, risk identification, and continuous monitoring across the AI lifecycle. Risks related to bias, transparency, data quality, privacy, cybersecurity, and unintended outcomes are assessed during solution design, development, and deployment. Clear accountability structures ensure that AI-related risks are owned, escalated, and addressed through established enterprise risk processes.

Responsible AI oversight is integrated into UST’s Enterprise Risk Management (ERM) framework, enabling consistent evaluation of material impacts, risks, and opportunities in line with CSRD requirements. Controls include model documentation, validation checkpoints, human oversight mechanisms, and data governance standards to support explainability and fairness.

We prioritize transparency and trust by applying secure-by-design and privacy-by-design principles, supported by employee training and ethical decision-support tools. Cross-functional collaboration between technology, risk, legal, and business teams ensures responsible deployment across geographies and regulatory environments.

Through this structured and proactive approach, UST balances innovation with accountability—protecting stakeholders, supporting regulatory readiness, and enabling AI-driven growth that is resilient, responsible, and sustainable.

Why this matters:

As digital and AI systems increasingly influence outcomes, trust becomes a differentiator. Strong governance ensures responsible AI use, regulatory readiness, and ethical decision-making across the value chain. This discipline safeguards reputation, mitigates emerging risks, and underpins sustained stakeholder confidence.



Appendix

Exhibits: Key Performance Data (as per GRI standards)

ENERGY CONSUMPTION AND GHG EMISSIONS

Exhibit 1: Energy Consumption (GRI 302-1, 302-4 Energy consumption within the organization and Reduction in energy consumption). Table showing fuel consumption, by source of energy round all numbers to the nearest integer. Our mobile fuel increased this year due to leased vehicles leveraged for employees.

Energy source	Unit	2023	2024	2025
Diesel	GJ	1,372	11,007	16,584.83
Grid electricity	GJ	48,321	76,730	74,005.68
Renewable electricity	GJ	12,296	40,273	54,461.25
Natural gas	GJ	0	911	1,696.32
Total	GJ	61,989	128,921	146,748

Exhibit 2: Energy intensity (GRI 302-3)

Intensity	Unit	2023	2024	2025
Energy intensity	GJ/FTE*	1.984	2.542	4.637

Exhibit 3: Scope 1,2,3 (GRI 305-1, 305-2, 305-3)

Emissions (tCO ₂ e)	2023	2024	2025
Scope 1	840	829.39	1,421.68
Scope 2	10,037	7,870.82	3,968.84
Scope 3	36,940	32,688.64	29,350.44
Total	47,817	41,388.85	34,741.43

Exhibit 4: GRI 305-4, 305-5 (GHG emissions intensity & Reduction of GHG emissions)

Intensity	Unit	2023	2024	2025
Emission intensity per employee	Emissions (S1 +S2)/FTE*	0.3481	0.254	0.170

SUSTAINABLE SUPPLY CHAIN

Exhibit 5: Proportion of spending on local supplies (GRI 204). Local suppliers refer to country boundaries.

	2023	2024	2025
Percentage of procurement budget allocated to local suppliers in significant operational locations (such as % of products and services purchased locally).	94	80.08	91.7

Exhibit 6: GRI 308-1 (New suppliers that were screened using environmental criteria) & GRI 414-1 (New suppliers that were screened using social criteria) Table indicating new suppliers screened using social and environment criteria

	2023	2024	2025
Percentage of new suppliers that were screened using environment criteria	27.5%	57.5%	35.99%
Percentage of new suppliers that were screened using social criteria.	27.5%	57.5%	35.99%

***FTE: Energy and Emission metrics identifies FTE's as Regular Employees + Contingent workers. Regular employees: 29,609, CWR: 2,035. Total: 31,644**

WATER

Exhibit 7: GRI 303-4 water discharge. Table showing water recycled and reused.

* For the year 2025, rainwater harvest is excluded from water withdrawn.
** Water discharged assumption: For facilities where operational control or visibility is limited, discharge is assumed to be 90% of water consumption.

Parameter	Unit	2023	2024	2025
Rain water harvest	kl	43,558	66,744	74,347
Total water withdrawn = Third-Party Water (Municipality, IDC Water supply)*	kl	46,534	32,531	27,607.55
Total water usage	kl	90,092	99,275	101,954.55
Total water recycled and reused (Gardening + Cooling tower)	kl	24,711	31,949	57,124
Total water discharged**	kl	32,919	27,749	4,310.72

Exhibit 8: GRI 303-5 water consumption. Table showing water consumed.

Requirement	Unit	2023	2024	2025
Total water consumption (Withdrawn-discharged)	kl	13,615	4,782	23,296.84

WASTE

Exhibit 9: GRI 306-3 waste generated. Table showing waste generated by type of waste.

Waste type	Source of waste (e.g., office space / utility area)	Classification (hazardous / non-hazardous / Bio-medical / E-waste / battery waste)	2023 (MT)	2024 (MT)	2025 (MT)
Biodegradable waste	Office space	Food waste	26.44	61.04	120.15
Non-biodegradable waste	Office space	E-waste, plastic, battery	34.38	31.75	50.69
Biodegradable waste	Office space	Paper	40.19	29.34	46.92

Exhibit 10: GRI 306-4. Table showing waste directed from disposal.

Type of Waste	Recovery options (preparation for recycling/ recovery/ other recovery options)	Onsite/ offsite	Classification (hazardous / non-hazardous / bio-medical / E-waste / battery waste)	2023 (MT)	2024 (MT)	2025 (MT)
E-Waste, battery	Recycling/ recovering	Offsite	E-Waste	31.20	9.86	23.73
Paper	Recycling	Offsite	Non-hazardous	40.19	29.34	46.92

Exhibit 11: GRI 306-5. Table showing waste directed to disposal by type.

Type of Waste	Disposal (Incineration with energy recovery / Incineration without energy recovery / landfilling / other disposal operations)	Disposal operation (onsite/ offsite)	Classification (hazardous / non-hazardous / bio-medical / e-waste / battery waste)	2023 (MT)	2024 (MT)	2025 (MT)
Waste oil	Incineration	Offsite	Hazardous	0.95	1.670	0.88
Composted waste	Composting	Offsite	Non-hazardous	26.441	61.04	120.15

EMPLOYEE DATA

HR metrics identify FTE’s as only regular employees: 29,609. This excludes contingent workers and employees from companies undergoing M&A activities in 2025.

Total FTEs, including regular employees and contingent workers, decreased from 33,774 in FY2024 to 31,644 in FY2025, due to HealthProof spin-off.

2025 Employee count by region: Asia (incl. Middle East): 24,321 , Americas: 3,329, Europe: 1,710, Others: 249

*Employees, are not mandated to provide their personal details such as age, gender at the time of joining, hence there may be discrepancies in the numbers presented across various categories.

Exhibit 12: Number of employees by job category and age, gender group GRI 405-1.

2025																
Category		Age Group								Unknown						
		<30		30-40		40-50		>50		Unknown -Age		Unknown- Gender				Unknown-Age, Gender
1	Non-Managerial	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	<30	30-40	40-50	>50	Any
		6480	3909	8222	3727	2385	862	399	139	5	3	75	82	59	31	206
		62%	38%	69%	31%	73%	27%	74%	26%	63%	38%	-	-	-	-	-
2	Managers	5	2	352	104	1131	347	402	103	0	0	2	12	7	8	27
		71%	29%	77%	23%	77%	23%	80%	20%	-	-	-	-	-	-	-
3	Sr. Managers	0	0	18	5	157	28	165	28	0	0	0	2	2	6	3
		-	-	78%	22%	85%	15%	85%	15%	-	-	-	-	-	-	-
4	Corporate Executives	0	0	0	0	27	3	68	9	0	0	0	0	0	2	0
		-	-	-	-	90%	10%	88%	12%	-	-	-	-	-	-	-

NEW HIRE DATA

Exhibit 13: New employee hires by gender, (GRI 401-1a).

Percentage of new employee hires*		
2025		
Male		67.6%
Female		27.4%
Employees with gender not disclosed		5.0%

New employee hires by region

*Hire rate is calculated based on end of period headcount

Percentage of new employee hires by region*		
2025		
India		28.2%
US		22.9%
UK		26.2%
Australia		16.2%
Spain		27.1%
Mexico		27.8%
Others		47.5%

TALENT MANAGEMENT DATA

Exhibit 14: Scope of employee turnover data includes employees (inclusive of subsidiaries) and excludes contingent workers. (GRI-401-1b).

Voluntary attrition is reported on a Last Twelve Months (LTM) basis.

Voluntary attrition (LTM) 2025: 11.3%

Exhibit 15: Employee attrition rate by gender (GRI- 401-1)

Employee attrition rate by gender		
2025		
Male		11.4%
Female		11.1%

Exhibit 16: GRI 404-3 (percentage/number of employees receiving regular performance and career development reviews). All eligible employees (100%) received an invitation to participate in the check-in process. At junior levels, this is more prevalent through our quarterly performance check-ins through our online feedback system. Senior Managers and portfolio leaders engage in periodic AOP and Quarterly Business Reviews where they receive feedback and coaching.

Performance checkin	2025			
	Male	Female	Unknown	
Q1	90%	90%	81%	89.9%
Q2	88%	83%	80%	84.7%
Q3	81%	78%	66%	78.7%
Q4	94%	92%	86%	92.74%

Performance checkin	2025			
	Non-Managerial	Managers	Sr. Managers	Corporate Executives
Q1	91%	81%	49%	43%
Q2	86%	77%	39%	33%
Q3	81%	68%	31%	33%
Q4	94%	91%	63%	30%

Exhibit 17: Employee benefits – Parental leave (GRI- 401-3). Return to work and retention rates after parental leave, by gender, India.

Note: The number of employees who returned to work and were retained for 12 months following parental leave does not fully reflect all individuals who commenced leave during the reporting year, particularly those whose leave extended into the following year.

Return to work rate - 87.41% | Retention rate - 100%

	No. of employees, by gender, entitled for parental leave		No. of employees, by gender, taken parental leave		Total no. of employees that returned to work in the reporting period after parental leave ended		No. of employees returned to work after parental leave ended who were still employed 12 months after their return to work	
	Male	Female	Male	Female	Male	Female	Male	Female
2025	15,072	7,139	577	400	577	277	577	277

Exhibit 19: Skills upgradation programs (GRI 404-2 Programs for upgrading employee skills and transition assistance programs)

Description of the course	Total number of hours offered	Number of Programs	Number of persons attended
Graduate recruits	6192	18	401
Servant leadership	12,902	36	769
Thrive	15720	28	786

Exhibit 18: Hours of training by employee category (GRI 404-1)

2025		
Description	Unit	
Employee categories	Hours of training by employee category	
Senior Management (General Manager and Above)	No of participants	405
	Hours	4,089
	Average learning hours	10.1
Middle Management (Senior Manager to Deputy General Manager)	No of participants	2,364
	Hours	45,818
	Average learning hours	19.4
Staff and Junior Managers (All Executives, Assistants & Trainees)	No of participants	24,892
	Hours	778,211
	Average learning hours	31.3
Gender	Hours of training by gender	
Male	No of participants	18,371
	Hours	550,062
	Average learning hour	29.9
Female	No of participants	8,867
	Hours	275,449
	Average learning hour	31.1

GRI Index

General Disclosures	Description	Status	Cross reference/ Direct answer/Remarks	Page number
Organization Profile				
GRI 2-1	Organizational details	Reported	Who we are	10
GRI 2-2	Entities included in the organization's sustainability reporting	Reported	About this report	9
GRI 2-3	Reporting period, frequency and contact point	Reported	UST's annual sustainability report with ESG and material non-financial disclosures are published end of Q1. As a privately held company, financial reports are not publicly disclosed.	9
GRI 2-6	Activities, value chain and other business relationships	Reported	Who we are	10-12
GRI 2-7	Employees	Reported	Number of employees by job category and age	59
GRI 2-9	Governance structure and composition	Reported	Governance	52
GRI 2-11	Chair of the highest governance body	Reported	Governance	52
GRI 2-12	Role of highest governance body in overseeing the management impacts	Reported	Governance	52
GRI 2-13	Delegation of responsibility for managing impacts	Reported	Governance	52
GRI 2-14	Role of the highest governance body in sustainability reporting	Reported	ESG Governance	52

General Disclosures	Description	Status	Cross reference/ Direct answer/Remarks	Page number
Governance				
GRI 2-22	Statement on sustainable development strategy	Reported	Executive summary	5-6
GRI 2-23	Policy commitments	Reported	Our publicly required policies can be found under https://www.ust.com/en/legal-notice . All other policies are accessible to internal stakeholders via Policy portal intra-site.	54
GRI 2-25	Processes to remediate negative impacts	Reported	Stakeholder Engagement Business Ethics	54
GRI 2-26	Mechanisms for seeking advice and raising concerns	Reported	Business Ethics	54
Economic Disclosures				
GRI 3-1	Process to determine material topics	Reported	Stakeholder Engagement Materiality Assessment	66-67
GRI 3-2	List of material topics	Reported	Stakeholder Engagement Materiality Assessment	67
GRI 3-3	Management of material topics	Reported	Stakeholder Engagement Materiality Assessment	67
GRI 204: Procurement Practices				
GRI 204-1	Proportion of spending on local suppliers	Reported	Exhibit 5	57
GRI 205: Anti-Corruption				
GRI 205-2	Communication and training about anti-corruption policies	Partially reported	Governance. All points under GRI 205-2 is covered, except for business partner trainings, we do not track it.	54

General Disclosures	Description	Status	Cross reference/ Direct answer/Remarks	Page number
Environmental Disclosures				
GRI 302: Energy and Emissions				
GRI 302 - 1	Energy consumption within the organization.	Reported	Exhibit 1	57
GRI 302 - 3	Energy intensity	Reported	Exhibit 2	57
GRI 302 - 4	Reduction of energy consumption	Reported	Energy and Emissions	43
GRI 303: Water and Effluent				
GRI 303 - 3	Water Withdrawal	Reported	Water	58
GRI 303 - 4	Water Discharge	Reported	Exhibit 7	58
GRI 303 - 5	Water consumption	Reported	Exhibit 8	58
GRI 305: Emissions				
GRI 305 - 1	Direct (Scope 1) GHG emissions	Reported	Exhibit 3	57
GRI 305 - 2	Energy indirect (Scope 2) GHG emissions	Reported	Exhibit 3	57
GRI 305 - 3	Other indirect (Scope 3) GHG Emissions	Reported	Exhibit 3	57
GRI 305 - 4	GHG emission intensity	Reported	Exhibit 4	57
GRI 305 - 5	Reduction of GHG Emissions	Reported	Exhibit 4	57
GRI 306: Waste				
GRI 306 - 3	Waste generated	Reported	Exhibit 9	58
GRI 306 - 4	Waste directed from disposal	Reported	Exhibit 10	58
GRI 306 - 5	Waste directed to disposal	Reported	Exhibit 11	58

General Disclosures	Description	Status	Cross reference/ Direct answer/Remarks	Page number
GRI 308: Supplier Environmental Assessment				
GRI 308 - 1	New suppliers that were screened using environmental criteria	Partially reported	Exhibit 6	57
Social disclosures				
GRI 401-1	New employee hires and employee turnover	Partially reported	Exhibit 13,14,15	60
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Reported	Benefits vary across countries; this report covers major operating regions including India, the US, and the UK.	21, 24
GRI 401-3	Parental leave	Reported	Exhibit 17	61
GRI 403-1	Occupational health and safety management system	Reported	Zero incident reported	54, 24
GRI 404-1	404-1 Average hours of training per year per employ	Reported	Exhibit 18	61
GRI 404-2	404-2 Programs for upgrading employee skills and transition assistance programs	Reported	Exhibit 19	61
GRI 404-3	404-3 Percentage of employees receiving regular performance and career development reviews	Reported	Exhibit 16	60
GRI 405: Diversity and equal opportunity				
GRI 405-1	Diversity of employees	Reported	Exhibit 12	59

General Disclosures	Description	Status	Cross reference/ Direct answer/Remarks	Page number
GRI 405-2	Ratio of basic salary and remuneration of women to men	Reported	In all the locations where we operate, we ensure that there is no gender-based differentiation in our compensation offerings to employees, including basic salary and remuneration. Our remuneration structure is determined by the employee's role and their overall years of work experience.	
GRI 406-1	Incidents of discrimination and corrective actions taken	Reported	In 2025, UST had 4 reported claims of discrimination. Course of action: - One claim resulted in the termination of the accused individual - One matter resulted in final, written warning issued (discipline) - Two of the claims resulted in specific coursework assignments and manager training. Follow up after 3 and 6 months showed marked improvement.	
Child Labor and forced or compulsory labor				
GRI 408-1	Child Labor: Operations and suppliers at significant risk for incidents of child labor	Reported	We have this mentioned in our supplier code of conduct even though Not Applicable to our sector: IT services.	54

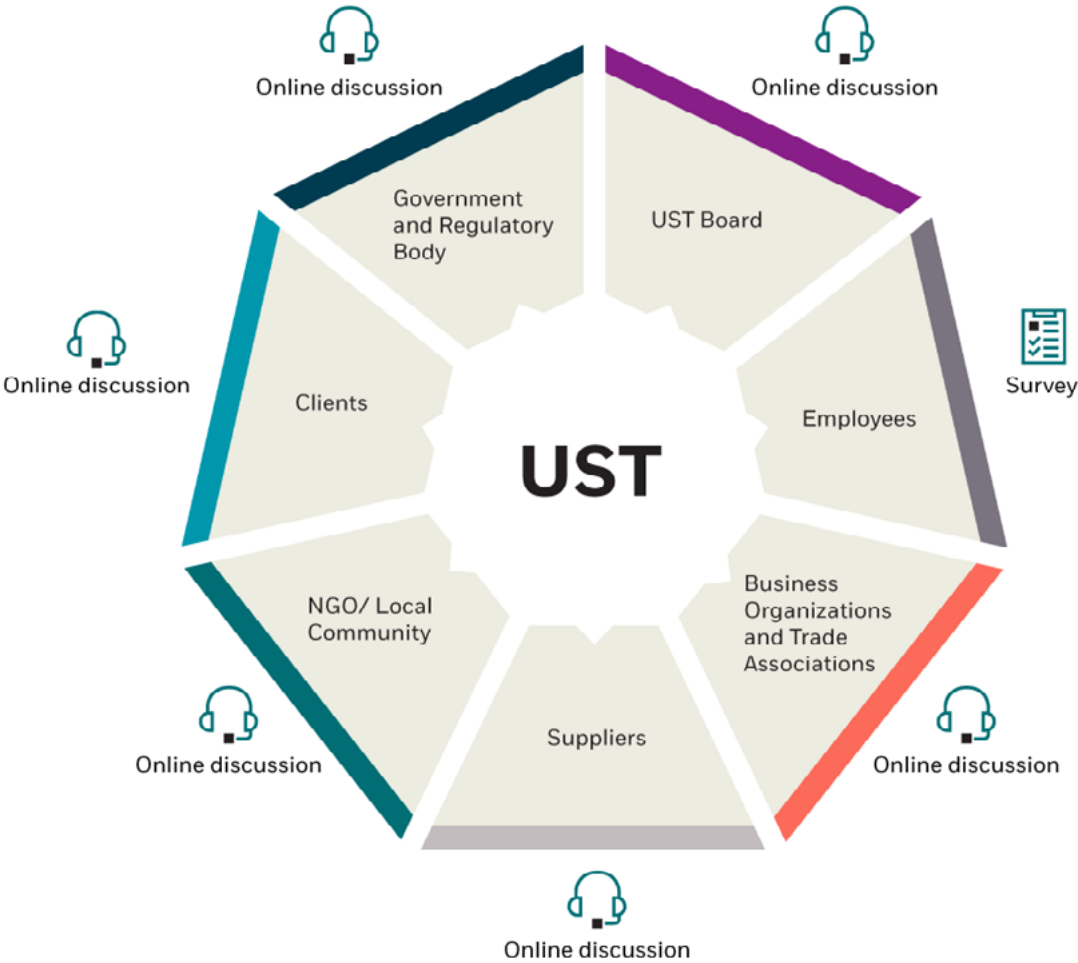
General Disclosures	Description	Status	Cross reference/ Direct answer/Remarks	Page number
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		We have this mentioned in our supplier code of conduct even though Not Applicable to our sector: IT services.	45
GRI 412-2	Employee training on human rights policies or procedures	Reported	Governance	54
Local Communities				
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	Reported	Our community impact. Detailed impact assessment is available in the CSR Report at https://www.ust.com/en/who-we-are/ust-social-commitment	34-39
Supplier social screening				
GRI 414-1	New suppliers that were screened using social criteria	Reported	Sustainable Supply chain	57
Political contributions				
GRI 415-1	Political contributions	Reported	No political contributions were made during the reporting period	
Customer privacy				
GRI 418	Substantiated complaints regarding breaches of customer privacy and losses of customer data	Reported	Zero incidents of non-compliance	
419-1	Non-compliance with laws and regulations in the social and economic area	Reported	Zero incidents of non-compliance	

Stakeholder engagement and materiality assessment

Stakeholder engagement

At UST, we prioritize partnerships based on trust and transparency, resulting in boundless impact. We maintain ongoing engagement with stakeholder groups through diverse communication channels, including digital and conventional platforms, in-person interactions, socially relevant projects, and statutory requirements such as reports. UST’s achievements are firmly rooted in its capacity to establish trustworthy relationships with all stakeholders, guided by core values, ethical principles, and performance standards. As an active participant in the regions where we operate, our organization is dedicated to maintaining regular communication with all parties involved, ensuring that our digital and technological transformations contribute to sustainable long-term growth. Through ongoing dialogue, we can provide tailored solutions that meet the unique needs of each stakeholder, regardless of the frequency of our

interactions. In line with our commitment to Environmental, Social, and Governance (ESG) principles, we conducted interviews with key external and internal stakeholders in the first half of 2021 to gain insight into emerging risks and opportunities impacting our business. UST’s analysis to prioritize material issues involved 284 stakeholders across seven groups, conducted through online discussions and employee surveys.



UST conducted a materiality assessment to identify and prioritize the most significant economic, environmental, and social impacts arising from its operations and business relationships. The assessment considered actual and potential positive and negative impacts linked to service delivery, workforce practices, technology operations, supply chain interactions, governance practices, and client engagements, including impacts on people and human rights.

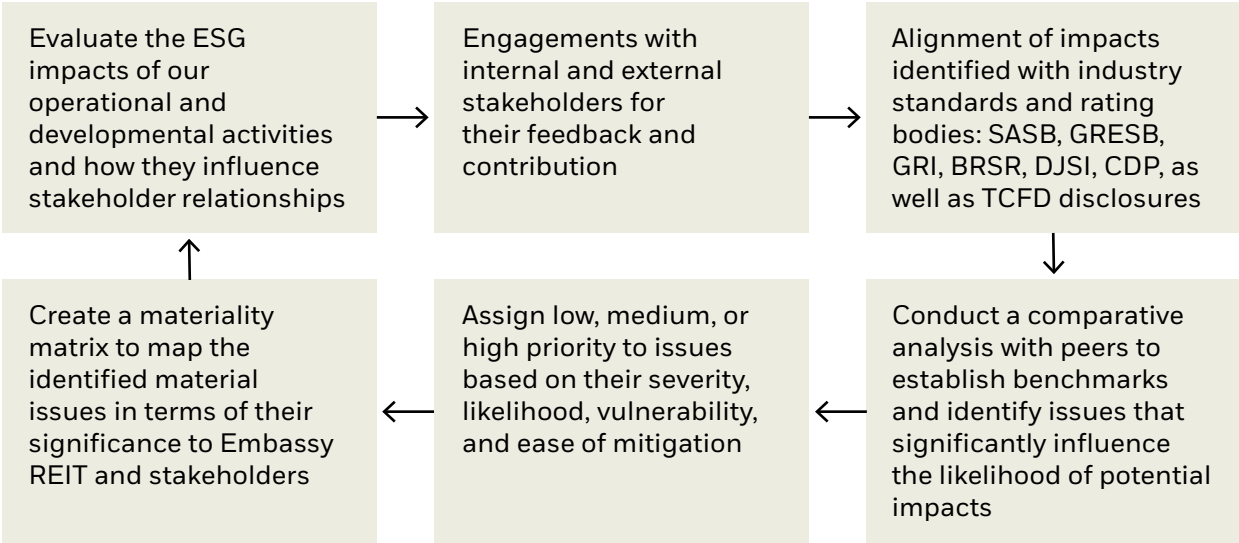
The process involved engagement with key stakeholder groups, including employees, customers, investors, suppliers, industry associations, NGOs, and government bodies through surveys, interviews, leadership discussions, peer benchmarking, and internal assessments. Topics were prioritized based on impact significance, stakeholder relevance, and business importance, and validated through leadership review.

The assessment identified the following material topics for management focus and reporting: Climate Action and Energy Management, Talent Management, Human Capital Development, Diversity, Equity and Inclusion, Innovation Management, Risk Management, Business Ethics, and Data Privacy and Data Security.

Materiality assessment

Sustainable value creation is derived from a process that identifies various issues material to performance or impact coupled with stakeholder engagements on their priorities. (summarized below).

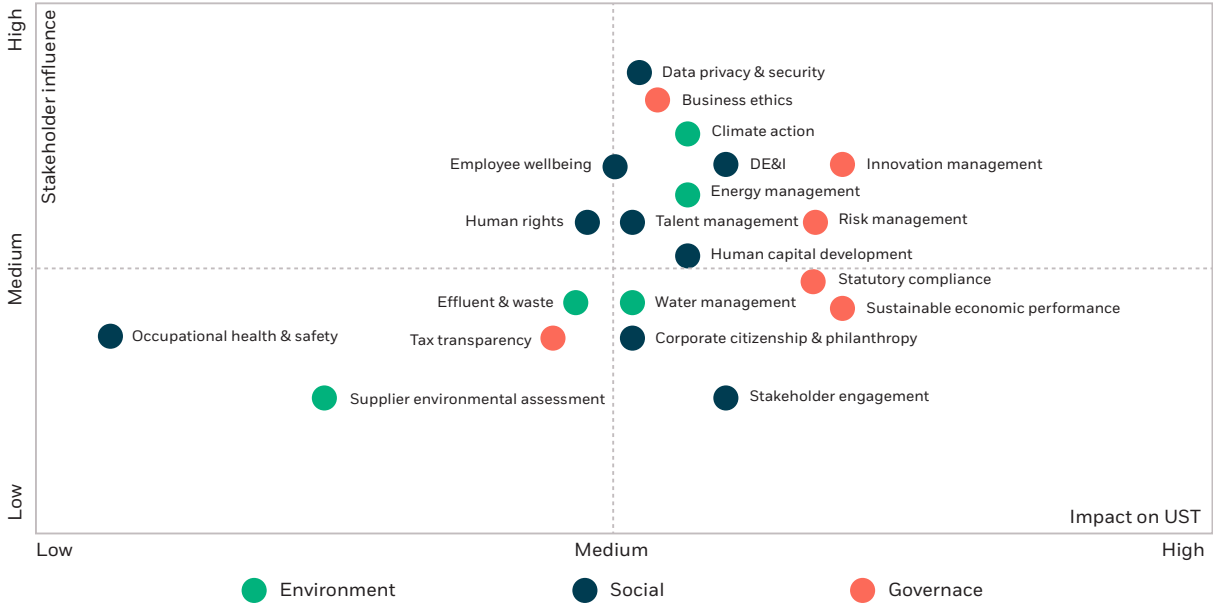
Materiality methodology



Stakeholder consultation

Recognizing our stakeholders as key influencers in our decision-making process, we collaborated with them through comprehensive dialogues in the course of the materiality assessment. We engaged in detailed discussions with both internal stakeholders such as our employees, and external stakeholders including unitholders, suppliers, customers, and local communities.

Subsequently, the prioritized material issues were mapped on two axes – Stakeholder Influence and Impact on UST that helped develop a Materiality Matrix.



Materiality Validation and Integration with Enterprise Risk Assessment (2025).

UST conducted its most recent enterprise-wide ESG materiality assessment in 2022, which identified key environmental, social, and governance topics relevant to our business and stakeholders. Since then, our focus has been on deepening our performance and management approach for these material topics.

In 2025, we undertook an Enterprise Risk Assessment (ERA) to refresh our understanding of strategic and operational risks across the organization. As part of this process, we validated the continued relevance of the 2022 ESG material topics and mapped them against the enterprise risk register to ensure alignment between sustainability priorities and business risk management.

This validation exercise confirmed that the material topics identified in 2022 remain significant. Two emerging governance-related risks identified through the ERA originating from Internal/ External Risk of AI and Strategic Technology Disruption, leading to 1. Workforce Futureproofing & AI Adoption 2. Responsible Innovation with AI risk Management>> – were found to be closely aligned with our ESG priorities and have been incorporated under the Governance pillar of our materiality framework. These two material issues will be reported starting 2026.

By integrating enterprise risk and ESG materiality, we have strengthened our governance model, ensuring that sustainability priorities are embedded into the company’s overall risk management and strategic decision-making processes.

Material topic	Positive/Negative impacts	Operations and value chain	Commitments
Climate action and energy management	Positive: Operational efficiency and emission reduction. Negative: Energy consumption and GHG emissions.	Facilities, travel, and suppliers.	Climate action and carbon neutrality initiatives.
Talent, human capital and DE&I	Positive: Workforce growth, inclusion, and well-being. Negative: Attrition, burnout, and inequity risks.	Hiring, workforce practices, and contractors.	Talent, DE&I, and employee wellbeing programs.
Business ethics and risk management	Positive: Trust, compliance, and resilience. Negative: Ethical and regulatory risks.	Operations, suppliers, and client engagements.	Ethics, compliance, whistleblower, and risk frameworks.
Data privacy and security	Positive: Customer trust and secure services. Negative: Cybersecurity and privacy risks.	IT systems, vendors, and client data handling.	Information security and data privacy frameworks.
Innovation management	Positive: Digital transformation and growth. Negative: Technology-related ethical and operational risks.	Technology delivery and partnerships.	Responsible innovation and governance practices.

Taskforce on climate-related financial disclosure assessment for UST

The Task Force on Climate-related Financial Disclosure is an organization that has developed a framework to help organizations disclose climate-related opportunities and risks. This informs stakeholders on what companies are doing to mitigate climate change risks. Based on TCFD recommendations, we have disclosed climate-related risks, opportunities and mitigation actions.

UST targeted climate change management commitments for 2025. The company’s strategy covers risks, opportunities and associated sustainability and planned resilience measures. Aligning with best practices on identified issues will be important to achieve sustainability across our value chain.

ESG governance

Our ESG Governance committee oversees the risks, opportunities, and mitigation plans related to our sector and business. To learn more about our ESG Governance, [click here](#). The analysis of climate risks and opportunities is reviewed annually, and results are embedded into the organization’s overall enterprise risk management (ERM) framework.

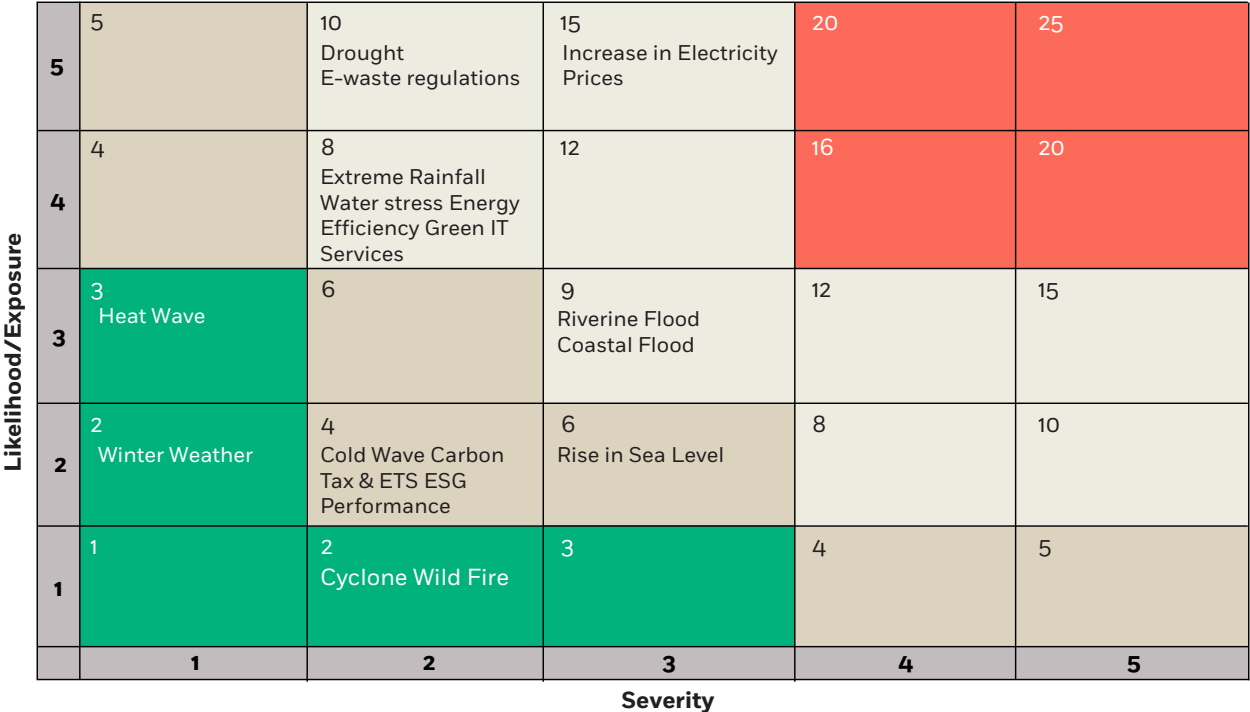
Our strategy and risk mangement

UST’s strategy is to understand the risks, opportunities, and risk mitigation actions. The identified risks influence decision-making. We assessed physical and transition risks, assessing their impact, opportunities, and mitigation actions.

Physical risks were evaluated for each location (site) of our presence. These risks arise from the physical effect of climate and environmental change and cascade from droughts, floods, and temperature changes. As each site is unique regarding temperature, precipitation, and other climatic parameters, our analysis factors a range of such risks. Our assessment covered 45 locations across 17 countries and generated 12 key environmental risks.

Transition risks arise from the transition to a green economy or business. They could vary - technological, regulatory, financial and resources - and our risks identification is based on a benchmarking with industry peers, Network for Greening the Financial System (NGFS) scenario explorer, regulations, and trend analysis (from International Energy Agency’s World Energy Investment Report 2022 and the World Bank’s State and Trend of Carbon Pricing 2022).

The physical and transition risks are plotted on two axes – the likelihood of exposure and severity – and the risk matrix is depicted below.



The following tables outline the details of physical and transition risks, opportunities, and mitigation plans.

Physical risks: Impact and mitigation

Risk		Impact	Opportunity	Mitigation actions
Acute Risk	Drought	- Restricted or no access to groundwater withdrawal due to increased regulations - Increased cost of resources (water/electricity)	Efficient use of water resources	- Identify the potential to use treated wastewater - Installation of rainwater harvesting structures - Recharge existing borewells if available
	Riverine Flood Risk	- Temporary shutdown of affected offices - Damage to infrastructure and assets - Increased post-flood cleaning cost - Power supply disruption	Increased resiliency and shifting to safe locations	- Development of a detailed business continuity plan - Use of an early warning system - Insurance against riverine flood risk
	Coastal Flood Risk	Permanent shutdown of offices in low-lying areas due to coastal flooding. Damage to transport or utilities infrastructure (electricity, gas and water supply) could result in employee relocation and attrition	Increased resiliency and shifting to safe locations	- Insurance against riverine flood risk - Development of flood protection safeguards like the construction of dikes and sea walls based on a cost-benefit analysis
	Cyclone	- Loss of productivity due to disruption in the power supply or additional costs for power backup - Building damage and temporary shutdown	Resilient buildings	- Use of prediction and early warning system - Retrofitting of non-engineered structures - Ensuring cyclone-resilient structures while selecting new assets
	Extreme Rainfall or Flash Flood	- Damage to buildings and IT infrastructure - Loss of working hours due to disruption in employee transportation	Increased resiliency and shifting to safe locations	- Selecting office buildings with elevated construction and away from floodplains - Elevate electrical panels and generators to prevent power blackout - Use of an early warning system and temporary flood barriers
	Wildfire	- Damage to buildings and IT infrastructure - Increased insurance premiums originating from an increased risk of wildfire. Increased air pollution posing health hazards to employees leading to absenteeism	Increased resiliency of the building against fire	- Use of an early warning system, especially during heat waves and drought conditions - Creating a fire-safe zone around the building - Selecting assets with fire-resistant building materials
	Winter Weather	- Increased absenteeism due to potential respiratory diseases and other cold-related illnesses - Increased workplace injuries caused by falling snow/ ice slabs from building roofs. Loss of working hours due to an increase in road accidents caused by decreased visibility and slippery road surfaces		- Discouraging flat roofs and ensuring enforcement of building codes for roof snow loads - Using snow fences or “living snow fences” (e.g., rows of trees or other vegetation) to limit the blowing and drifting of snow near office locations
Chronic Risk	Cold Wave	Increased heating costs	Promote passive heating	Select buildings with insulation to walls and attics
	Heat Wave	- Increased cooling costs - Increased water sourcing costs	Use of renewable products like solar AC and solar rooftop panels	- Adoption of renewable energy resources and energy efficiency measures - Prediction and preparedness for heatwaves
	Water Stress	- Increased water sourcing costs - Restricted groundwater withdrawal due to regulations in water-stressed areas	Enhanced water efficiency	- Installation of rainwater harvesting structures in buildings - Identify the potential to use treated wastewater
	Rise in Sea Level	- Permanent shutdown of offices due to coastal flooding - Higher operational costs due to supply chain disruptions	Increased resiliency and shifting to safe locations	Coastal hazard zoning and future prediction on sea-level rise

Transition risks: Impact and mitigation

Risk	Impact	Opportunity	Mitigation actions
Policy and Legal Risk • Carbon tax & ETS • E-waste laws & regulations	• Increased costs due to the purchase of carbon credits • Increased regulatory costs • Penalty for improper waste disposal • Increased cost of waste disposal	• Capitalizing on the carbon market • Investments in renewable energy resources • Promote energy efficient buildings & IT infrastructure • Improved waste management	• Energy-efficient data centers • Adoption of renewable energy • Strict adherence to regional regulatory laws to avoid penalties • Purchasing environmentally friendly electronics with extended life, reduced energy usage & other eco-friendly attributes
Technology Risk • Increased Investment In energy efficiency of data centres & buildings	• Increased Capital investment • Research and development (R&D) expenditures in new and alternative energy-efficient technologies	• Reduction in operation costs • Using resource-efficient devices might reduce investments in multiple devices e.g.: Efficient cooling systems	• Enhancing performance efficiency through server virtualization, edge computing & AI monitoring • Selecting green buildings for office locations
Market Risk • Increased Investment In energy efficiency of data centres & buildings	• Increased operational expenses • Need for Capital investment in renewable sources & energy efficient devices • A decline in sales for not meeting low-carbon product or service requirement • Reduction in demand for conventional products or services	• Opportunity to move towards renewable energy sources and energy-efficient devices • Increase in demand for sustainable products & services • Appropriate product-market fit may lead to an increase in market share	• Use of renewable energy sources through CAPEX or OPEX financing as suitable • Purchasing energy-efficient devices • Increased investment in R&D • Regular client feedback & satisfaction surveys
Reputation Risk • Increased stakeholder concern towards ESG performance	• Reputation damage for not meeting the stakeholder demand	• Resilient operation • Improved stakeholder engagement on ESG	• Early adoption and development of sustainable products & services to enhance the company's reputation • Consistent disclosure to the stakeholders on non-financial Key Performance Indicators (KPI) • Enhance brand reputation by introducing products in line with the customer preference

Metrics and Targets

The section dedicated to Environmental Sustainability in this report outlines the goals and targets we have set. To refer to our calculated Scope 1, 2, and 3 carbon emissions, please consult the Greenhouse Gas Emissions section below, where we have followed the GHG Protocol methodology.

Greenhouse Gas Emissions

Period: January 1, 2025 – December 31, 2025 | **Protocol:** Greenhouse Gas Protocol™ | **Consolidation approach:** Operational Control

Scope	Emission source category		tCO2e
1	Direct emissions from owned, leased, or directly controlled stationary sources that use fossil fuels (DG Diesel, HVAC Natural Gas)		208.26
	Direct emissions from owned, leased, or directly controlled stationary sources that emit fugitive gases		93.9
	Direct emissions from owned, leased, or directly controlled mobile sources		1,119.96
2	Emissions from the generation of purchased electricity, heat, steam, or cooling (Market based)		3,968.84
3	Purchased goods*	-	-
	Capital goods	Computers, Laptops, Printers, etc.	601.55
	Fuel and energy related activities	Upstream emissions from purchased fuels	294.89
		Upstream emissions from purchased electricity	932.77
		Transmission and Distribution (T&D) losses	1081.74
	Upstream transportation and distribution	Outbound courier deliveries of packages	48.87
		Third-party transportation and storage of inbound production-related goods	-
	Waste generated in operations	Waste water	-
		E-waste, plastic, food, furniture, battery, other waster etc.	1.97
	Business travel	All transport by air, public transport, rented/leased vehicle, and taxi	8,604.66
		Emissions from hotel accommodation	1,522.05
	Employee commuting	Employee transport between home and places of work	13,800.19
		Emissions arising from employee homeworking and remote work	2,461.78
	Downstream transportation and distribution	Third-party transportation and storage of sold products	-
	Use of sold products	-	-
Total			34,741.43

*Category 1 Purchased Goods and Services: In line with Science Based Targets initiative (SBTi) guidance UST has initiated Category 1 Purchased Goods and Services which is **9,800.35** tCO2e/USD inventorying using a spend-based methodology supported by internal procurement data. As 2025 is the first reporting year for this category, these emissions are disclosed separately from the primary GHG inventory, while all other categories are calculated using activity-based methodologies.

- Electricity in Australia is part of the overall rent hence using spent based method the emission associated is assumed to be 110.17 tCO2e.
- Upstream leased assets - UST does not lease assets

- Downstream transportation and distribution - Our business solely focuses on providing services, which means we do not engage in any transportation or distribution activity for providing these services to end customers.
- Processing of sold products - UST is in the business of providing services and hence the category is not applicable
- Use of sold products - Emissions from the use of our products and services by customers are not calculated
- End of life treatment of sold products - UST is in the business of providing services and hence the category is not applicable
- Downstream leased assets - UST is in the business of providing services and hence don't provide any leased assets to customers
- Franchises - UST is in the business of providing services and hence the category is not applicable

Together, we build for boundless impact.

Disclaimer for forward looking statements

This report includes forward-looking statements about our sustainability, environmental, and governance targets, goals, commitments, programs, and other business plans. These statements are protected by the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. They are based on current management expectations, estimates, projections, and assumptions, not historical facts or conditions. Some statements rely on evolving standards and methodologies for climate change measurement and reporting, which vary across jurisdictions and may change, impacting future results. These statements are not guarantees and involve risks and uncertainties beyond our control. We are not obligated to update them.

This report uses terms like “materiality” to reflect key issues or priorities for UST or its stakeholders, as defined by GRI standards. However, these terms differ from “material,” “materially,” and “materiality” as defined by securities laws or in financial statements and regulatory reporting.

This report may link to other websites or reference third parties. These are not incorporated into this report, and we cannot assure their accuracy. Including this information does not imply endorsement of any products or services.

This document contains AI generated images.



Independent practitioner's assurance report

US Technology International Private Limited,
9th Floor, UST Global Campus, Technopark Phase II,
Electronics Technology Parks, SEZ II, Attipra,
Kulathoor, Thiruvananthapuram, Kerala- 695583

Scope

We have been engaged by US Technology International Private Limited to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on US Technology International Private Limited's select non-financial Key Performance Indicators (KPIs) in US Technology International Private Limited's Sustainability Report (the "Subject Matter") contained in US Technology International Private Limited's (the "Company's") UST Sustainability Report 2025, as of 19 May 2026 for the year ended 31 December 2025 for the period from 1 January 2025 to 31 December 2025 (the "Report").

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 Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by US Technology International Private Limited

In preparing the Subject Matter, US Technology International Private Limited applied the GRI Standard of the Global Reporting Initiative (Criteria).

US Technology International Private Limited's responsibilities

US Technology International Private Limited's management is responsible for selecting the Criteria, and for presenting the select non-financial Key Performance Indicators (KPIs) in US Technology International Private Limited's Sustainability Report in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ISAE 3000 (Revised)'), and the terms of reference for this engagement as agreed with US Technology International Private Limited on 06 May 2026. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected

depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements*, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the select non-financial Key Performance Indicators (KPIs) in US Technology International Private Limited's Sustainability Report and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- Understanding the Client's operational boundary, as defined for assessment.
- Checking consistency of data / information within the KPIs on a sample basis.
- Verify the evidence on samples basis for the select KPIs as mentioned in Annexure 1 for the sites mentioned below:

Sr. No	Site and Address	Geography
1	IND-TRV-SEZ-Unit	India
2	MEX-Silao-UST	Mexico
3	IND-CHN-UST-Suntech Park	India
4	IND-BLR-Prestige-UST	India

5	USA-Aliso-UST	USA
6	ESP-Barcelona-UST	Spain
7	ESP-Madrid-UST	Spain

- Re-calculated the formula driven KPIs and checked wherever the conversions factors that were used have been correctly applied in accordance with the methodologies outlined in the Criteria.
- Undertaking analytical procedures of the data and made inquiries of management to obtain explanations for any significant differences we identified.
- Testing the reasonableness for assumptions for the estimates made.

We also performed such other procedures as we considered necessary in the circumstances.

The assurance scope excludes:

- Data and information outside the defined reporting period-1 January 2025 to 31 December 2025.
- Data and information on the economic and financial performance of the Company.
- Data, statements and claims already available in the public domain.
- The Company's statements that describe the expression of opinion, belief, inference, aspiration, expectation, aim or future intention.
- The Company's compliance with regulations, acts, guidelines with respect to various regulatory agencies and other legal matters.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the select non-financial Key Performance Indicators (KPIs) in US Technology International Private Limited's Sustainability Report as of 19 May 2026 for the year ended 31 December 2025 for the period from 1 January 2025 to 31 December 2025, in order for it to be based on the Criteria.

Restricted use

This report is intended solely for the information and use of US Technology International Private Limited's and is not intended to be and should not be used by anyone other than those specified parties.

Ernst & Young Associates LLP



19th May 2026
Bangalore, India

Annexure 1

GRI	Description
GRI 2-1	Organizational details
GRI 2-2	Entities included in the organization's sustainability reporting
GRI 2-3	Reporting period, frequency and contact point
GRI 2-6	Activities, value chain and other business relationships
GRI 2-7	Employees
GRI 2-9	Governance structure and composition
GRI 2-12	Role of the highest governance body in overseeing the management of impacts
GRI 2-13	Delegation of responsibility for managing impacts
GRI 2-14	Role of the highest governance body in sustainability reporting
GRI 2-22	Statement on sustainable development strategy
GRI 2-23	Policy commitments
GRI 2-25	Processes to remediate negative impacts
GRI 2-26	Mechanisms for seeking advice and raising concerns
GRI 3-1	Process to determine material topics
GRI 3-2	List of material topics
GRI 3-3	Management of material topics
GRI 204-1	Proportion of spending on local suppliers
GRI 205-2	Communication and training about anti-corruption policies and procedures
GRI 302-1	Energy consumption within the organization
GRI 302-3	Energy intensity
GRI 302-4	Reduction of energy consumption
GRI 303-3	Water withdrawal
GRI 303-4	Water discharge
GRI 303-5	Water consumption
GRI 305-1	Direct (Scope 1) GHG emissions
GRI 305-2	Energy indirect (Scope 2) GHG emissions
GRI 305-3	Other indirect (Scope 3) GHG emissions
GRI 305-4	GHG intensity
GRI 305-5	Reduction of GHG emissions
GRI 306-3	Waste generated
GRI 306-4	Waste diverted from disposal
GRI 306-5	Waste directed to disposal
GRI 308-1	New suppliers that were screened using environmental criteria
GRI 401-1	New employee hires and employee turnover

GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part time employees
GRI 401-3	Parental leave
GRI 403-1	Occupational health and safety management system
GRI 404-1	Average hours of training per year per employee
GRI 404-2	Programs for upgrading employee skills and transition assistance programs
GRI 404-3	Percentage of employees receiving regular performance and career development reviews
GRI 405-1	Diversity of governance bodies and employees
GRI 405-2	Ratio of basic salary and remuneration of women to men
GRI 406-1	Incidents of discrimination and corrective actions taken
GRI 408-1	Operations and suppliers at significant risk for incidents of child labor
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor
GRI 413-1	Operations with local community engagement, impact assessments, and development programs
GRI 414-1	New suppliers that were screened using social criteria
GRI 415-1	No political contributions were made during the reporting period
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data