



Cognitud

Stewarding Sustainable Transformation

Building on a Legacy of Sustainable
Growth, Innovation and Meaningful
Partnerships

Impact Report 2025

Message From Our CEO



“

2025: A Defining Year of Purpose, Progress, and Perseverance

When we started Cognitud, we had one simple idea: to build a company that could help solve some of the toughest sustainability challenges facing industries today not just with advice, but with real implementation on the ground. That vision has taken shape faster and stronger than we could have imagined, thanks to an exceptional group of people who believed in the mission from day one. Our founding team brought together a rare blend of experience from top-tier consulting firms to deep, hands-on industry backgrounds. But what truly made the difference was aligning everyone to a shared purpose: building a world-class climate and sustainability firm that delivers impact, not just insights.

Today, Cognitud has grown into a multi-city operation across India, with an expanding global footprint that includes the US, UK, Middle East, and now Southeast Asia, with Singapore as our regional hub. We're proud of the work we're doing across geographies, especially in hard-to-abate sectors like metals, mining, and industrials, where decarbonization is not just a necessity it's a complex, systems-level challenge.

From the outset, we knew culture would be our backbone. At Cognitud, we're building a workplace where transparency, respect, and inclusivity are not just values on a slide - they're part of how we show up every day. We've nurtured a space where fun and high performance go hand in hand, where questions are encouraged, and where people can truly bring their whole selves to work.

What sets us apart is our ambition. We're not here to be just another advisory firm. Our goal is to be one of the most formidable sustainability players in the region, known for execution excellence, depth of expertise, and results that speak for themselves. Whether it's helping clients build decarbonization roadmaps, enabling green supply chains, or driving Scope 3 transformations we're not afraid to get our hands dirty. Our leadership team is 50%+ diverse, and that diversity is our strength. The journey is just getting started, but the momentum is real and we're just getting warmed up.

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With purpose and hope,

Shantanu Bhowmick
Founder Chairman & CEO
Cognitud

Message From Our COO



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Together, we are shaping sustainability into a strategic advantage for business outcomes.

As I reflect on Cognitud's first year, I do so with a deep sense of purpose. What began as a shared vision between a few passionate individuals has grown into a leading sustainability advisory and consulting firm trusted by clients, respected by peers, and driven by impact. Cognitud was founded with a simple yet ambitious goal: to make sustainability a strategic advantage for organizations, not an afterthought. Our strategy has centered around enabling data-driven ESG transformation, fostering circular thinking, and aligning business value with long-term planetary health.

In just twelve months, Cognitud has advised over 20 organizations across sectors ranging from manufacturing and tech to finance and social enterprises. We've supported ESG disclosures, designed net-zero roadmaps, built sustainable procurement frameworks, and helped shape climate-resilient strategies for our clients.

Some of the milestones we are most proud of include:

- Launching the **Cognitud CO2 Pulse**, a proprietary diagnostic scorecard
- Facilitating the creation of **Climera - Cognitud's Climate Risk Assessment tool**

Like all meaningful journeys, ours has not been without challenges - navigating regulatory flux, decoding complex supply chains, and building trust in a new brand demanded agility and conviction. We stayed grounded in facts, open in communication, and steadfast in our commitment to delivering real impact. Our proudest achievement this year isn't a metric it's the culture we've built. A culture rooted in purpose, inclusivity, curiosity, and collaboration. Analytical and brimming with fresh ideas, our team is united by a shared belief that better is always possible. We've embraced remote collaboration, invested in continuous learning, and prioritized wellbeing and balance.

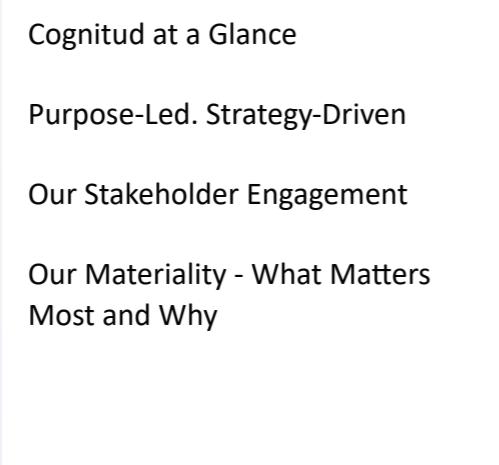
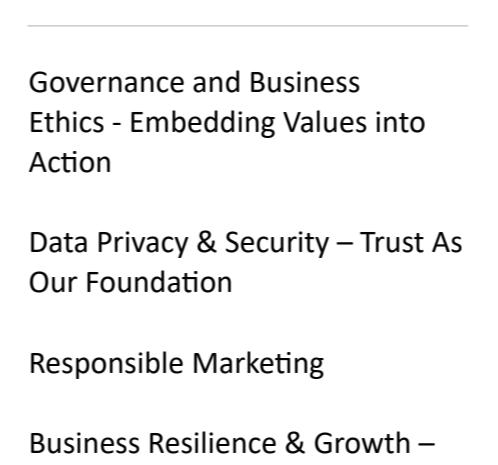
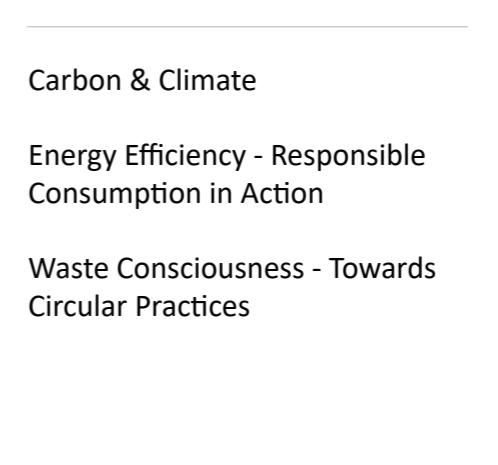
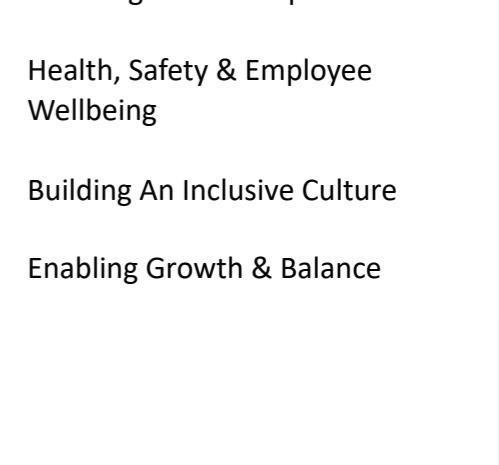
As we step into our second year, we remain focused on scale, innovation, and progressive transformation. We will deepen our presence in key sectors, expand our digital offerings, and launch our impact learning lab to support organizations on their sustainability learning journeys.

Thank you to our clients, partners, team, and every individual who placed their trust in us. Cognitud was built for this moment and for the long road ahead.

With purpose and hope,

Nilanjana Som Bhowmick
Cofounder & COO
Cognitud

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Chapter 1

Our 2025 Impact



30+
Projects Delivered

400%
Increase in Team Size
Since Inception

42%
Women in Leadership

55%
Women in team

9
Sectors Covered

90%
Net Promoter Score

Global
Presence across Asia,
Southeast Asia, Middle
East, North America
and United Kingdom

209,100+
Impressions/reach
through social platforms

10
Events Supported
or Sponsored (e.g.,
conferences, forums)

Chapter 2

About this report

The Cognitud Impact Report 2025 represents a pivotal moment in our journey—our first formal disclosure of how we integrate sustainability into everything we do. As a next-generation advisory firm, we believe sustainability is no longer a siloed function but a strategic enabler of long-term business value. Through this report, we reflect on our performance, share our impact, and reinforce our commitment to enabling purposeful transformation for our clients and society at large.

Scope, Boundary & Reporting Period

This report covers Cognitud's Environmental, Social, and Governance (ESG) performance for the period of 1st April 2024 to 31st March 2025, across all operational geographies - India, the United Arab Emirates (Dubai), the United Kingdom (London), the United States (New York), and Singapore.

It captures both internal ESG practices and how we deliver ESG-driven value to our clients through consulting, capacity-building, digital transformation, and sustainable strategy advisory.

Reporting Methodology

This report has been prepared 'in reference' to the Global Reporting Initiative (GRI) Standards, 2021 and Sustainability Accounting Standards Board (SASB) and is further informed by the United

Nations Sustainable Development Goals (SDGs), the Ten Principles of the UN Global Compact (UNG). Our approach reflects the core of how we operate at Cognitud - combining rigor, relevance, and realism to ensure that ESG commitments are not just aspirational, but translated into measurable, high-impact business outcomes.

Contact Information

For feedback, queries, or further information related to this report, please contact contact@cognitud.com





Chapter 3

Built to decelarate Climate Impact

Cognitud at a Glance

Cognitud is a next-generation sustainability advisory firm, supporting Indian and global enterprises in building resilient, future-ready businesses. Headquartered in India, with a footprint across Dubai, London and New York, we work at the intersection of strategy, compliance, and innovation to unlock long-term ESG value.

Cognitud's end to end consulting solutions help organizations embed sustainability into their business DNA, covering

capacity building, ESG assessments, ratings, disclosures, decarbonization roadmaps, and responsible investment alignment. With sectoral depth, regulatory foresight, and execution rigor, we enable leaders to turn sustainability ambition into measurable enterprise-wide action, grounded in data, aligned to global frameworks, and tailored for impact. Whether guiding a first-time reporter or driving enterprise wide ESG transformation, we operate with a single focus: delivering purpose with performance.



Our Mission

To inspire authentic transformations and be at the forefront of truly impactful change.



Our Vision

To be the driving force behind transformative change, reshaping industries and enterprises, and leaving a lasting legacy of positive impact.



Our Values

We are a group of passionate and curious minds driven by a constant hunger to learn, evolve, and help our clients succeed. We're not content with the status quo; we challenge conventions and question assumptions, all in the pursuit of better solutions.



| Can Do | Integrity | Altruism | Curiosity |
|---|--|--|---|
| At Cognitud, we live by the philosophy that the word 'impossible' simply means 'not yet achieved.' We adopt a proactive, forward-thinking, results-oriented, no-frills approach, ensuring that our clients receive the most fitting solutions. In our field of global consulting, challenges are inevitable. With a "Can Do" attitude, we approach these challenges as opportunities for growth and transformation. We thrive on finding solutions where others see roadblocks, and this resilience empowers us to deliver exceptional results for our clients. | We uphold honesty, openness, and have the courage to stay true to ourselves. Integrity guides us in our relationships, both within our team and with our clients. We treat every individual with respect, fairness, and empathy. By fostering an environment of mutual respect and ethical conduct, we create a culture that attracts top talent and ensures that our clients receive not only exceptional service but also a positive and respectful experience. We also assume accountability for every aspect of our work, including our approach, our commitment, and the overall outcome. | We recognize that our consulting services have the power to create meaningful change, and with that power comes the responsibility to use it for the greater good. Altruism, as a value, inspires our team to go above and beyond in understanding our clients' needs and tailoring our strategies to not only meet but exceed their expectations. It fosters an environment of collaboration, empathy, and genuine care for our clients' success. By putting their interests first, we build lasting relationships based on trust and mutual benefit. | We are passionate learners and use feedback as an invaluable resource to deepen our understanding, facilitate progress, and discover imaginative solutions. We approach our knowledge with a sense of humility and maintain an unrelenting curiosity. We believe that the best solutions often emerge from asking the right questions, and our consultants are trained to be relentless in their pursuit of knowledge. By fostering a culture of curiosity, we ensure that our clients receive creative, cutting-edge strategies tailored to their unique needs. Moreover, at Cognitud, we believe that curiosity breeds adaptability. Our teams' innate curiosity equips them with the agility needed to stay ahead of industry trends, identify emerging opportunities, and navigate shifting challenges. |

A unified vision from the management



Championing People and Planet Together

Cognitud is built on a foundation of trust, people, and progress. For me, ESG is not just a framework- it is a responsibility to the communities we touch and the ecosystems we operate in. As we move forward, I see Cognitud becoming a catalyst for positive change, ensuring growth is inclusive, ethical, and sustainable.

~Shipra Jain, Partner - ESG & Sustainability

Growth with Conscience

Every transformation we lead at Cognitud is anchored in the belief that growth must go hand-in-hand with conscience. ESG gives us the compass to stay true to this belief. Our vision is to scale globally while being deeply mindful of the environment, our stakeholders, and the legacy we leave behind. This is where Cognitud's true strength lies.

~Raja Banerjee, Partner - ESG & Sustainability

Driving Purpose with Strategy

At Cognitud, we've always believed that meaningful impact comes from aligning purpose with strategy. Our next chapter is about embedding ESG principles into every business decision we take. This is not just about compliance- it is about shaping resilient, future-ready organizations. As leaders, we are committed to steering Cognitud into a space where sustainability and performance reinforce each other.

~ Abhigyan Gupta, Associate Partner - ESG & Sustainability

Innovation with Responsibility

The future belongs to organizations that can innovate responsibly. At Cognitud, our vision is to fuse technology, sustainability, and human ingenuity to unlock solutions that matter. ESG is not an add-on to our journey but it is at the very core of how we will innovate and scale responsibly, setting new benchmarks for the industries we serve.

~Amber Lakhina, SVP - Sales

Building Resilient Futures

Our role goes beyond short term solutions as we focus on building resilient, future ready businesses. At Cognitud, impact is driven from the core, ensuring every action creates lasting value.

~Niti Jain, VP - Sales

Our Footprint

Cognitud is home to a dynamic team of professionals, each contributing unique expertise, perspectives, and lived experiences. Our strength lies not only in our technical capabilities but also in the cultural richness that defines our workplace. Spanning geographies, languages, and backgrounds, we create an environment where knowledge exchange, inclusivity, and mutual respect thrive.

Our expanding global footprint reflects not just where we operate, but how we think - borderless, inclusive, and future-focused. As we grow, we're deepening regional partnerships, exploring new sustainability frontiers, and embedding local intelligence into global solutions. With every new city, client, and conversation, we reaffirm our commitment to creating impact that transcends boundaries and drives transformation at scale.

Headquartered in India, our presence extends across multiple regions, enabling us to work closely with diverse clients, understand local contexts, and deliver context-specific sustainability solutions. Whether it's through day-to-day collaboration or shared cultural celebrations, we remain united by a common purpose: to create lasting impact, inspire new thinking, and transform businesses into responsible forces for good.





Purpose-Led. Strategy-Driven

Strengthening Our Brand Presence



We continued to build Cognitud's position as a trusted ESG and sustainability advisor. Our communication focused on highlighting our credible track record, endorsements from industry leaders and regulators, and the strength of our expert team. We also showcased our growing focus on innovative, tech-led sustainability solutions.

Leading with Insights and Expertise.

Advancing ESG Impact Through Strategy, Presence & Purpose



Cognitud continues to solidify its reputation as a trusted ESG and sustainability consulting firm with a growing footprint across India and global markets. In 2024–25, through strategic partnerships, targeted thought leadership, and a people-centric culture, we amplified our visibility, enhanced client engagement, and advanced our mission to drive meaningful sustainability transitions.

Deepening Stakeholder Engagement



We strengthened ties with influential ESG networks and partners in the region. Our advisory support reached a wide range of stakeholders from listed companies and large businesses to sustainability professionals and investor relations teams. Through social media and digital channels, we celebrated key milestones, shared client success stories, and showcased our collaborative work.

Leading with Insights and Expertise



We shared our knowledge on key ESG topics through seminars, workshops, and expert sessions. These covered important areas such as IFRS S1 & S2 standards, net-zero strategy development, ESG value creation, sustainability reporting, and ESG rating, and risk assessment. Our team also contributed to high-level conversations at industry conferences and forums, reinforcing Cognitud's role as a thought leader in the space.

Fostering a People-Centric Identity



We ensured that Cognitud's brand remained authentic and relatable by highlighting our people, culture, and shared values. Through employee recognition posts, team celebrations, and community activities like donation drives and national events, we built a sense of connection—both within our team and with our wider audience.



Stakeholder Engagement Process

Our Stakeholder Engagement

We believe in the importance of those we work with and those we work for. Stakeholder engagement is a core part of how Cognitud operates and grows. Through structured, ongoing interactions, we seek to understand diverse expectations, align priorities, and build trusted relationships. Our engagement process is designed to enable informed decision-making, enhance risk awareness, and ensure our actions remain transparent, relevant, and responsive. This guides our strategic direction and help us stay accountable and nurture a culture grounded in openness, trust, and shared value.

Identifying Relevant Internal and External Stakeholder



We begin by identifying our key stakeholders through a structured mapping exercise - covering both internal (100% participation rate) and external (86% participation rate) groups connected to our business activities. This step ensures that all voices with a material interest in our operations are recognised and considered.

Structured Plan for Engagement with Stakeholders



Once mapped, engagement methods are tailored to each stakeholder group. These range from direct conversations and feedback sessions to formal consultations - each designed to encourage open, two-way dialogue. Through these channels, we gain insights into expectations, concerns, and potential areas of collaboration.

Purpose of Engagement

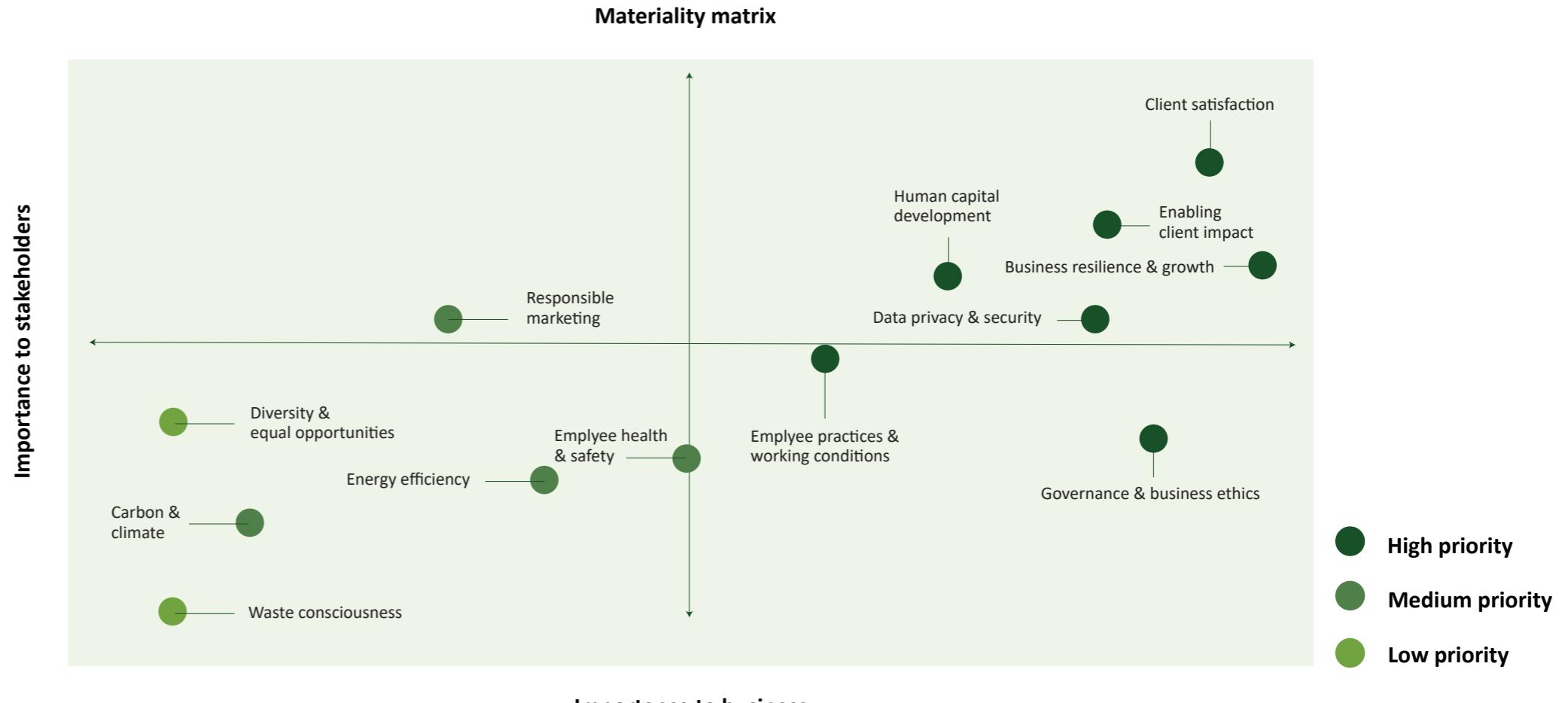


The inputs gathered are then analysed and integrated into our decision-making and strategic planning processes. Beyond informing our sustainability priorities, this engagement strengthens trust, reinforces transparency, and lays the foundation for long-term, value-driven partnerships.

Our Materiality - What Matters Most and Why

To remain aligned with market shifts, regulatory developments, and stakeholder expectations, Cognitud considers materiality assessment a key element of its strategic planning process. As this is our first year of reporting, the materiality assessment serves as a baseline exercise - helping us reflect on our progress so far and prepare for what lies ahead.

The process enabled us to identify where we can create meaningful impact, uncover potential risks and opportunities, and guide our ESG priorities accordingly. Insights from this exercise inform not only our reporting direction but also strengthen our ability to anticipate change and act with purpose.



Our Materiality Assessment Process

1

To ensure the relevance of our assessment, we followed a structured approach that combined internal expertise with external references, including industry best practices, peer benchmarks, while aligning with global standards such as the GRI. This helped us define an initial list of material topics most critical to our business and stakeholders.

2

To ensure our priorities reflect what matters to those we impact, we engaged directly with key internal and external stakeholders including employees, suppliers, and clients. Through targeted surveys and interactive discussions, we gathered perspectives on which sustainability topics are considered most important and why. This helped bring in diverse views and a balanced understanding of expectations across our ecosystem.

3

We conducted a detailed review of the identified topics using a structured scoring methodology to assess their impact on our business performance and strategic priorities. The evaluation considered potential risks, stakeholder concerns, and relevance to future growth, helping us focus on the issues most critical to our operations.

4

The prioritised topics were then mapped on a materiality matrix to visualise their relative significance. The Y-axis reflected business relevance, while the X-axis represented stakeholder expectations. This step provided clarity on where to focus our sustainability efforts and revealed the intersection between strategic priorities and external accountability.

5

The process allowed us to focus on high-priority topics that will serve as anchors for our ESG strategy going forward. These include areas where Cognitud can lead, innovate, and deliver measurable impact. The materiality outcomes inform how we respond to future risks, opportunities, and stakeholder needs.

| S.No | Pillar | Topic | Our Focus | SDG Mapping |
|------|-------------|---|---|---|
| 01 | Environment | Carbon & Climate | Enabling clients to reduce their climate impact by strengthening our expertise in emissions assessment and decarbonization solutions. |    |
| 02 | | Energy Efficiency | Promoting energy-efficient practices internally and advising clients on energy transition strategies aligned with global climate goals. |    |
| 03 | | Waste Consciousness | Encouraging mindful consumption and promoting circular economy principles to minimise waste generation across operations and client engagements. |   |
| 04 | Social | Human Capital Development | Nurturing continuous learning and upskilling to deliver quality outcomes and stay ahead in the evolving ESG landscape. |    |
| 05 | | Employee Health and Safety | Fostering a culture of care and ensuring safe, supportive environments for teams to thrive. |   |
| 06 | | Diversity and Equal Opportunities | Encouraging inclusive hiring, equal growth opportunities, and diverse perspectives in sustainability problem-solving. |    |
| 07 | | Employee Practices and Working Conditions | Upholding ethical workplace standards and employee well-being, aligned with our ESG values and client expectations. |    |
| 08 | | Client Satisfaction | Delivering high-impact, responsive solutions and continuously improving based on client feedback. |    |
| 09 | | Enabling Client Impact | Partnering with clients to co-create measurable sustainability outcomes through strategic advisory and reporting. |    |
| 10 | Governance | Data Privacy and Security | Safeguarding client data and adhering to evolving data protection regulations to maintain trust and integrity. |   |
| 11 | | Governance and Business Ethics | Driving ethical conduct, transparent decision-making, and accountability in all engagements to reflect best-in-class ESG practices. |    |
| 12 | | Business Resilience & Growth | Supporting clients and internal teams in building resilient, future-ready ESG strategies that can withstand disruptions while driving sustainable growth. This includes scenario planning, risk mitigation, and long-term value creation. |   |
| 13 | | Responsible Marketing | Ensuring all client-facing and promotional content is transparent, accurate, and aligned with ESG values — avoiding greenwashing and enhancing stakeholder trust. |   |

Chapter 4

Accelerating Change for Clients

Over the past year, Cognitud has positioned itself as an end-to-end sustainability partner, helping clients respond to emerging climate risks, regulatory shifts, and stakeholder expectations. What began with a single engagement has grown into a global client base, driven by our commitment to quality, timely delivery, and trusted relationships. Our work

Our Targets

Capture **15 detailed transformation case studies annually by FY 2028**, each structured as Challenge → Solution → Outcome, with measurable ESG improvements.

Attain a **>50% client repeat engagement rate by FY 2026**, demonstrating trust, quality, and lasting relationships.

We believe sustainability is more than compliance, it is a strategic lever for innovation and long-term value. We simplify complexity and embed sustainability into core business operations, leveraging regional insights and cross sector expertise. Our work spans GHG inventorization, decarbonisation, energy transition, and responsible sourcing, reinforced by gap

empowers companies to unlock untapped opportunities and transition to resilient, future-ready business models. We also nurture repeat engagement through our customer-first mindset and by consistently going the extra mile, anticipating needs, delivering strategic foresight, and creating value that endures beyond the mandate.

Complete **at least one pro-bono or low-cost project per year**, reinforcing our impact beyond commercial engagements.

Achieve and maintain a **Net Promoter Score (NPS) of ≥ 80 by FY 2026**, rising from our baseline in FY 2025

assessments and capacity building that align clients with frameworks such as GRI, SASB, CDP, EcoVadis, DJSI, etc. With a Net Promoter Score of 90% and over 20+ organizations supported across India and global markets in FY 2024 25, we are helping businesses elevate ESG performance, strengthen disclosures, and drive meaningful transformation.



Our Material Topics

- Enabling Client Impact – Stories of Transformation
- Client Satisfaction – Our Approach and Their Voice





Our Tailored Solutions

| | | | |
|--|---|---|---|
| ESG Strategy & Transformation | <ul style="list-style-type: none"> - ESG Policy Development & Implementation - Double Materiality Assessments & Impact Analysis - ESG Rating Enhancement Programs (DJSI, EcoVadis, MSCI, Sustainalytics etc.) - Decarbonization Roadmap - Training & Capacity Building | Supply Chain & Operations Excellence | <ul style="list-style-type: none"> - Sustainable Procurement Programs - Supply Chain Risk Management - Circular Economy Implementation - Sustainable Operations Transformation |
| Climate Action & Net Zero | <ul style="list-style-type: none"> - Carbon Accounting - Climate Risk Assessment & Adaptation Strategy - Energy Transition Strategy - Carbon Credits & Offset Management - SBTi Target Setting & Validation | Data & Digital Transformation | <ul style="list-style-type: none"> - ESG Data Management Systems - Sustainability Reporting Platforms - Advanced Analytics & Visualization - Digital Workflow Optimization |
| Reporting & Disclosure Excellence | <ul style="list-style-type: none"> - Integrated Reporting/Sustainability Reporting based on ESGFrameworks (GRI, SASB, BRSR, CSRD, CDP, TCFD etc.) - Third-Party Verification & Assurance | Impact Assessment & Compliance | <ul style="list-style-type: none"> - Human Rights Due Diligence - Biodiversity Impact Evaluation - Social Impact Measurement - Legal Compliance & Risk Management - CSR Strategy & Communication |
| Responsible Investment & Finance | <ul style="list-style-type: none"> - ESG Due Diligence & Impact Analysis - Sustainable Finance Strategy - ESG Fund Development - Climate Finance Advisory | | |



Partnership & Collaboration

Collaboration is central to how we create impact. By joining forces with partners who share our vision and values, we deliver holistic and future ready solutions. From the start, we have partnered with organizations such as Greenly, Weather Trade Net, Darwin Data, Benchmark Gensuite, Nirka Law, and OpenLCA, each bringing domain expertise that complements our own. These partnerships

have enabled us to broaden our capabilities across areas such as ESG data management, environmental assessments, EHS systems, legal advisory, and beyond. In addition to project collaboration, they have also contributed to building internal capacity through joint knowledge-sharing and trainings that equips our team with the skills needed to stay ahead.

greenly

Greenly is an integrative sustainability platform which has partnered with Cognitud towards collection of ESG data and its processing, analysis and outcome retrieval from the data inputs for assessing, reporting and compliance



Cognitud collaboration with weather trade, a real-time weather analytics platform to assess information regarding climatic events across the world

BENCHMARK GENSUITE

A strategic partnership with Benchmark Gensuite, an EHS led platform has enabled Cognitud to lay-down industrial benchmarks for digital transformation across prominent spaces



Darwin is a SaaS platform that supports Cognitud for mapping biodiversity related impact and risk assessment. This collaboration has fostered activities from data collection to target setting and reporting in alignment with TNFD, CSRD etc

NIRKA LAW ADVISORY

We have partnered with Nirka Law Advisory for legal guidance bringing on board a trusted team known for its collaborative approach and strong cross-sector expertise



The alliance between OpenLCA, a leading platform providing real-time insights on LCA has assisted Cognitud with scaling up of LCA practices and making informed decisions based on sustainability insights provided

Our Path Forward with Integrity and Alliance

Our participation in leading global frameworks and initiatives reflects a consistent approach to responsible and transparent business practices. By committing to the UN Global Compact, the Global Reporting Initiative (GRI), and the IFRS Sustainability Alliance, we align our operations with globally recognized sustainability principles and disclosure expectations.

Our association with climate-forward platforms such as the UN Race to Zero, the SME Climate Hub, and The Climate Pledge highlights our proactive approach on climate action, showing ambition that goes beyond compliance.

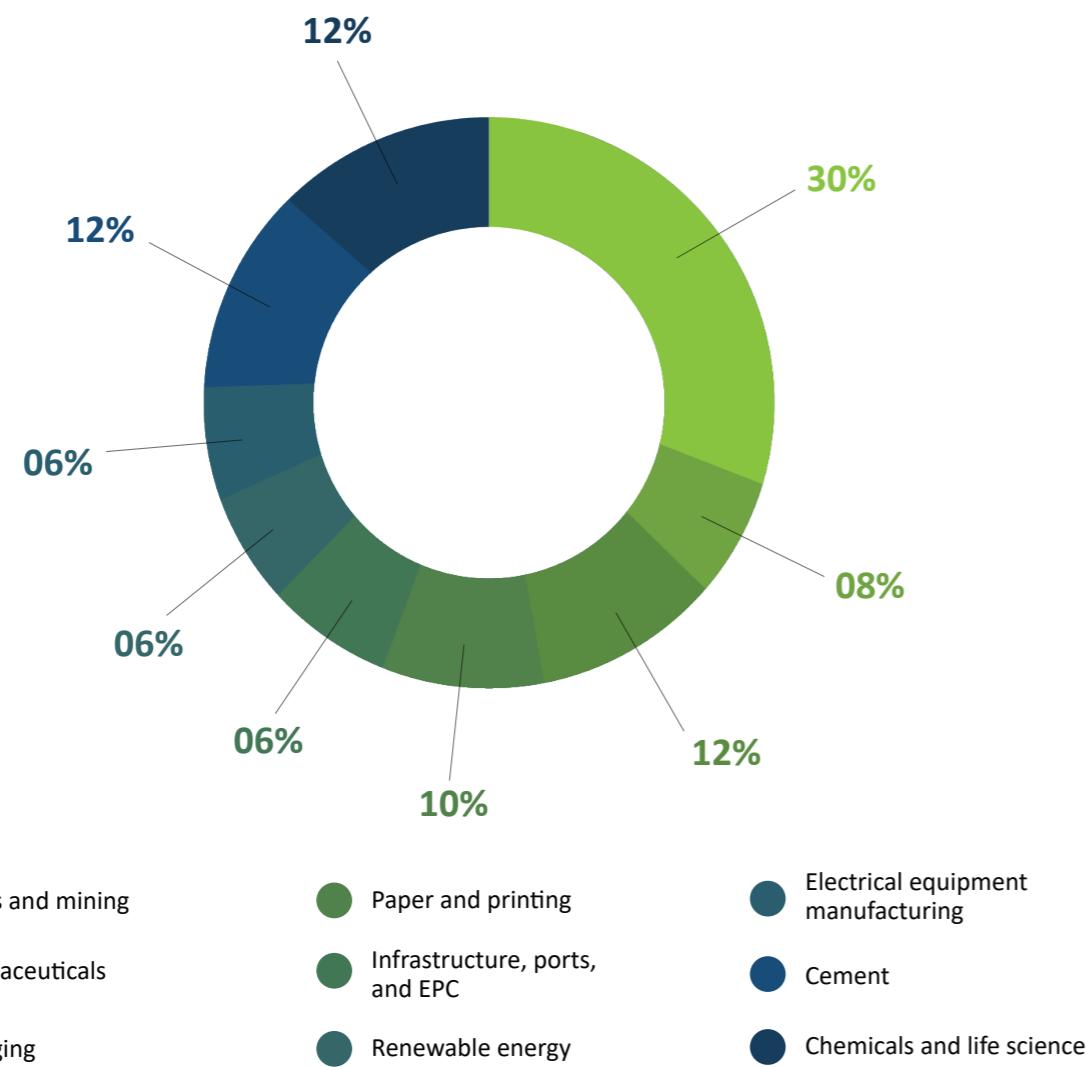
Internally, our certification as a Great Place to Work® and adherence to ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 45001 (Occupational Health and Safety) reflect our commitment to operational integrity and a workplace culture that supports long-term impact.



Sectors We Serve – A Glimpse into Our Ecosystem

We are proud to be driving sustainability across some of the most vital sectors of the economy. From metals and mining to renewable energy, pharmaceuticals to electronic equipment, packaging to cement, and beyond, our work already spans 12 diverse industries. Each sector faces unique pressures and possibilities,

and our mission is to turn these into opportunities for lasting value through expertise, context, and execution excellence. As our reach grows, we remain focused on helping industries become not only competitive today but also responsible and resilient for the future.





Enabling Client Impact - Stories of Transformation

Client story - 1

Sustainability report with TCFD & TNFD integration for a global life sciences and speciality chemicals leader

Challenges



The client set out to elevate its sustainability disclosures to global best practices and meet rising stakeholder expectations. This required aligning multiple reporting frameworks without duplication, adopting a double materiality approach to capture both financial and non-financial impacts, and embedding climate- and nature-related risks into long-term strategic planning.

Solutions



Cognitud partnered closely with the client to design and deliver a comprehensive Sustainability Report grounded in GRI and SASB standards. The engagement integrated:

- A Double Materiality Assessment to capture the most critical ESG priorities for stakeholders and the business.
- TCFD-aligned climate risk disclosures, enabling transparent communication of climate-related risks and opportunities.
- TNFD-aligned reporting, introducing a structured approach to identifying and managing nature-related dependencies and impacts.

Outcomes



- Released a globally benchmarked Sustainability Report, setting a new standard of transparency for the organization.
- Enhanced investor and stakeholder confidence through alignment with GRI, SASB, TCFD, and TNFD.
- Strengthened the company's ESG leadership position, equipping it to anticipate risks, meet regulatory expectations, and create long-term value in the sustainability transition.



Challenges

The client aimed to set ambitious Scope 3 targets, beginning with supplier engagement to assess maturity and emissions profiles. The focus was on jointly developing decarbonisation targets while supporting high-emitting suppliers in reducing their footprint.



Outcomes

- Enhanced carbon transparency across operations by developing customized emissions profiles for each site.
- Enabled future benchmarking through site-level emissions baselines.
- Identified carbon-intensive procurement categories to inform targeted supplier engagement.
- Established a strategic baseline to support company-wide decarbonization and Net Zero roadmap development.

Solutions



Cognitut developed a comprehensive GHG Inventory and Accounting Framework through the following steps:

- Established GHG Accounting Boundaries: Defined organizational (300 MW solar and wind sites), operational (Scope 1, 2, and 3 emissions), and geographic boundaries (Bikaner and Gadag).
- Comprehensive Emission Scope Coverage:
 - Scope 1: Refrigerant leaks from circuit breakers (SF₆).
 - Scope 2: Purchased electricity for construction activities.
 - Scope 3: Emissions from capital goods, upstream transportation, employee commuting, and waste.
- Data Collection and Validation: Gathered site-specific data on material quantities (e.g., PV panels, steel structures), transportation modes, installation energy use, and waste disposal methods.
- Ensured Accuracy and Alignment: Validated data consistency and ensured compliance with GHG Protocol guidelines.
- Robust Calculation Methodology: Applied sector-specific emission factors and global databases to calculate emissions by scope in CO₂-equivalents, ensuring comparability and precision.





Client story - 3

Double materiality assessment to align ESG priorities for a global aluminum manufacturer

Challenges



A leading aluminium manufacturer needed to align its sustainability priorities with rising stakeholder expectations while navigating the evolving ESG landscape. To understand its key material topics for ESG journey, the company needed a structured Double Materiality Assessment (DMA) that captured both impact and financial relevance of ESG topics.

Outcomes



Our team worked closely with the company to build a structured ESG strategy grounded in double materiality. We began with a gap analysis against global frameworks like ESRS, GRI, and TCFD, followed by peer benchmarking to surface under-addressed topics. Through impact-risk-opportunity mapping and stakeholder engagement workshops, we identified and validated key ESG priorities. These insights fed into a Double Materiality Matrix and a forward-looking ESG roadmap, helping the company embed material topics into strategic decision-making.

Solutions



The Double Materiality Matrix visually mapped material topics into differentiators, enablers, and areas to monitor. These insights directly informed the ESG strategy, aligning priorities with business goals and regulatory expectations. The integrated approach strengthened governance, improved reporting, and built stakeholder confidence, enabling informed, forward-looking ESG decisions.



Client story - 4

Driving scope 3 transparency: Product carbon footprinting for a global glass leader**Challenges**

The client, a leading global glass manufacturer, sought to gain a comprehensive understanding of the carbon footprint of their product portfolio, with a particular focus on Scope 3 emissions. Their objective was to quantify end-to-end emissions, identify high-impact areas across the value chain, and build a foundation for science-based decarbonisation strategies. Given the complexity of upstream raw material sourcing and downstream distribution, accurately capturing Scope 3 emissions was a key challenge.

Outcomes

The engagement resulted in precise product-level carbon footprints and full Scope 3 visibility across key emission categories. The data provided the client with strategic insights into carbon hotspots and actionable levers for reduction. This enabled informed decision-making around sustainable design, low-carbon sourcing, and supplier engagement. The client is now equipped to set credible decarbonisation targets and lead transparency efforts within the glass manufacturing sector. By embedding PCF insights into their product innovation and procurement strategy, the client reinforced their commitment to environmental stewardship and positioned themselves as a sustainability frontrunner in the global glass industry.

Solutions

The Double Materiality Matrix visually mapped material topics into differentiators, enablers, and areas to Cognitud developed a robust Product Carbon Footprint (PCF) and Scope 3 Accounting Framework tailored to the glass industry, comprising the following key steps:

- Mapping the full lifecycle of selected product lines from cradle to gate and cradle to grave.
- Collecting granular data from suppliers, including energy usage, material inputs, and transportation metrics.
- Applying GHG Protocol Product Standard and ISO 14067 guidelines for PCF calculations.
- Estimating Scope 3 emissions across relevant categories (purchased goods, transportation, use-phase, end-of-life).
- Developing an emissions allocation model to calculate product-level footprints with high accuracy.
- Creating dashboards and visual tools to support internal reporting and external disclosures (e.g., CDP, SBTi).

Client story - 5

DJSI and CDP rating alignment to enhance sustainability performance for a leading zinc manufacturer

Challenges



A mining company sought to strengthen its ESG positioning by aligning disclosures with global benchmarks like DJSI and CDP. While their internal systems for governance, climate strategy, and environmental management were well-developed, the company struggled to reflect this maturity in external ratings. Gaps in framework-specific alignment, limited visibility of existing practices, and unstructured ESG data made it challenging to demonstrate progress through formal assessments, impacting scoring outcomes and stakeholder perception.

Outcomes



The final report significantly improved the company's alignment with DJSI and MSCI frameworks, showcasing its ESG maturity more effectively. It also led to improved ESG ratings and strengthened stakeholder trust through transparent, framework-aligned disclosures. The report now serves as a reference point for future evaluations and regulatory reporting.

Solutions



Our team supported the client in aligning its sustainability disclosures with DJSI and CDP expectations. We began with a detailed ESG gap assessment and benchmarking against global mining peers, identifying disclosure gaps across governance, climate strategy, human rights, and supply chain. ESG data was mapped to DJSI and CDP indicators to ensure accuracy, completeness, and alignment with rating methodologies. Throughout the engagement, we worked closely with the internal teams to bring out the strengths of their existing systems and shape them into clear, rating-aligned disclosures that truly reflected their ESG maturity. These efforts enabled client to strengthen transparency, meet evolving stakeholder expectations, and enhance its standing in global ESG evaluations.



Our clients are at the heart of everything we do. The trust they place in us and the impact we are able to create together define our success more than any metric. Their voices reflect not just satisfaction with outcomes, but confidence in our



We engaged Cognitud for the CBAM Impact Assessment and Product Carbon Footprint (PCF) calculation. The team delivered exactly what was promised - clear, structured, and practical outputs. Their CBAM Playbook and PCF Report laid a solid foundation for our internal carbon accounting and helped us make sense of complex requirements. We found them highly responsive, open to feedback, and collaborative throughout the engagement.

~ Leading Glass Manufacturer



Team is expert on subject and very supportive in order to drive the project.

~ Manufacturers and Suppliers of Precision Metal Components

partnership, our values, and our commitment to delivering sustainability with purpose and performance. It is with pride that we share some of their perspectives, which inspire us to keep raising the bar every day.



Working with Cognitud has been a genuinely rewarding experience. Their subject matter expertise, collaborative working style, and unwavering attention to detail stood out at every step.

~ Leading Healthcare Company



It was a pleasure collaborating with Cognitud. With my understanding it is one of a very few available reports on accounting scope three emissions for Renewable energy (wind and solar). Hope it can be utilized as a reference, though there are potential improvement opportunities as we deep dive in the subject. The job meets our expectation, and we want to thank Cognitud for their professionalism and dedication with impressive understanding of the subject.

~ Renewable Energy Solutions Provider



We are incredibly grateful for the outstanding support provided by Cognitud in developing our Environmental, Social, and Governance (ESG) report. Their professionalism, deep ESG expertise, and collaborative approach made a significant difference throughout the process. From initial data collection to finalizing the report, the Cognitud team worked closely with us to ensure our disclosures were accurate, aligned with relevant frameworks, and reflective of our sustainability goals. Their insights and structured methodology helped simplify a complex reporting landscape, allowing us to tell our ESG story with clarity and confidence.

~ Leading Manufacturing Company

Chapter 5

Responsible Governance, Strategy, & Ethical Conduct

Over the past year, Cognitud has positioned itself as an end-to-end sustainability partner, helping clients respond to emerging climate risks, regulatory shifts, and stakeholder expectations. What began with a single engagement has grown into a global client base, driven by our commitment to quality, timely delivery, and trusted relationships.

Our Targets

Deliver mandatory business ethics and anti-corruption **training to 100% of employees annually**, reinforcing an accountable and transparent culture

Maintain **zero reported incidents of misconduct** or unethical behaviour every year, upholding trust in all our engagements

Achieve **100% employee completion of data privacy and cybersecurity** training by FY 2026, strengthening awareness, responsibility, and organizational resilience

Ensure **100% of marketing and client-facing materials undergo internal review for accuracy**, clarity, and to prevent greenwashing

Deliver **annual anti-greenwashing training for all employees** involved in external communications, starting FY 24- 2025

Regularly review and align Cognitud **strategy with emerging frameworks** — such as IFRS, ESRS.

Maintain membership alignment and annual progress reporting for all endorsements—such as **GRI, UN SDGs, UNGC, Race to Net Zero, SME Climate Hub, and The Climate Pledge**.



Our Material Topics

- Governance and Business Ethics- Embedding Values into Action
- Data Privacy & Security – Trust As Our Foundation
- Responsible Marketing
- Business Resilience & Growth – Navigating A Changing World





Governance and Business Ethics - Embedding Values into Action

Strong governance and uncompromising ethics are the foundation of everything we do. Integrity, accountability, and purpose guide our decisions, from long term strategy to day-to-day execution. Our Managing Partners lead with a clear mandate to embed sustainability

Key responsibilities include:



- Evaluating long-term impacts of strategic decisions on people and the planet



- Maintaining a fair and inclusive workplace for all employees



- Championing responsible consulting practices that prioritise climate and social equity



- Aligning internal governance with emerging ESG frameworks and regulatory expectations

Driving Strategic Execution



Our leadership is actively involved in translating strategy into action while remaining responsive to stakeholder needs. Key activities include:

- Annual policy reviews to ensure alignment with evolving strategic goals and operational realities
- Monthly and quarterly strategy sessions with Group and Practice Leads to monitor progress and refine initiatives
- Transparent communication of strategic priorities and milestones to the broader team

Continuous Engagement and Performance Tracking



To maintain transparency and foster a culture of accountability, regular touchpoints are established between leadership and team members:

- Monthly performance reviews with Group Leads to assess company-wide progress
- Quarterly 'All Hands' meetings to share engagement updates and achievements
- Bi-annual strategic briefings led by the Executive Leadership Team to showcase progress toward organizational goals

Empowering Team Voice and Participation



We encourage open dialogue and inclusive participation across all levels of the organization. Team members are invited to contribute ideas and raise questions during our morning meetings. For those preferring anonymity, we offer a suggestion box to ensure every voice can be heard and valued.



Financial Discipline and Internal Controls

At Cognitud, we view financial discipline as an enabler of long-term sustainability. Every decision we take — from resource allocation to strategic investment — is guided by a balance of purpose and prudence. Our lean, accountable finance structure ensures agility without compromising on compliance, supporting our mission to scale responsibly, ethically, and transparently.

We maintain a separate external audit function, our Finance Team executes structured internal reviews, monitors risks, and ensures data accuracy through robust financial controls. This streamlined model reflects our size and operational agility, without compromising on accountability. Also, to maintain trust and transparency, our financial statements undergo annual third-party audits. This external verification confirms our adherence to regulatory standards and provides stakeholders with confidence in our governance approach.

Looking Ahead, we are committed to further strengthening ethical governance by expanding training on business conduct, formalising ESG risk oversight, and continuously evolving our internal control frameworks in line with global best practices.



Data Privacy & Security – Trust as Our Foundation

While we do not maintain a separate internal audit function, our Finance Team executes structured internal reviews, monitors risks, and ensures data accuracy through robust financial controls. This streamlined model reflects our size and operational agility, without compromising on accountability. Also, to maintain trust and transparency, our financial statements undergo annual third-party audits. This external verification confirms our adherence to regulatory standards and provides stakeholders with confidence in our governance approach.

Looking Ahead, we are committed to further strengthening ethical governance by expanding training on business conduct, formalising ESG risk oversight, and continuously evolving our internal control frameworks in line with global best practices.

Incidents of Information Security Breaches

0

Whistleblower Cases of Data Breaches

0

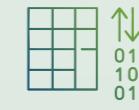
Our Security Framework:



- Two-factor authentication (2FA) across all critical platforms



- Role-based authorisation protocols and consent management



- Structured data sorting and project folder practices



- NDAs and confidentiality agreements across all engagements



- Microsoft 365 security features for enhanced access control



- Training sessions on data management and information security

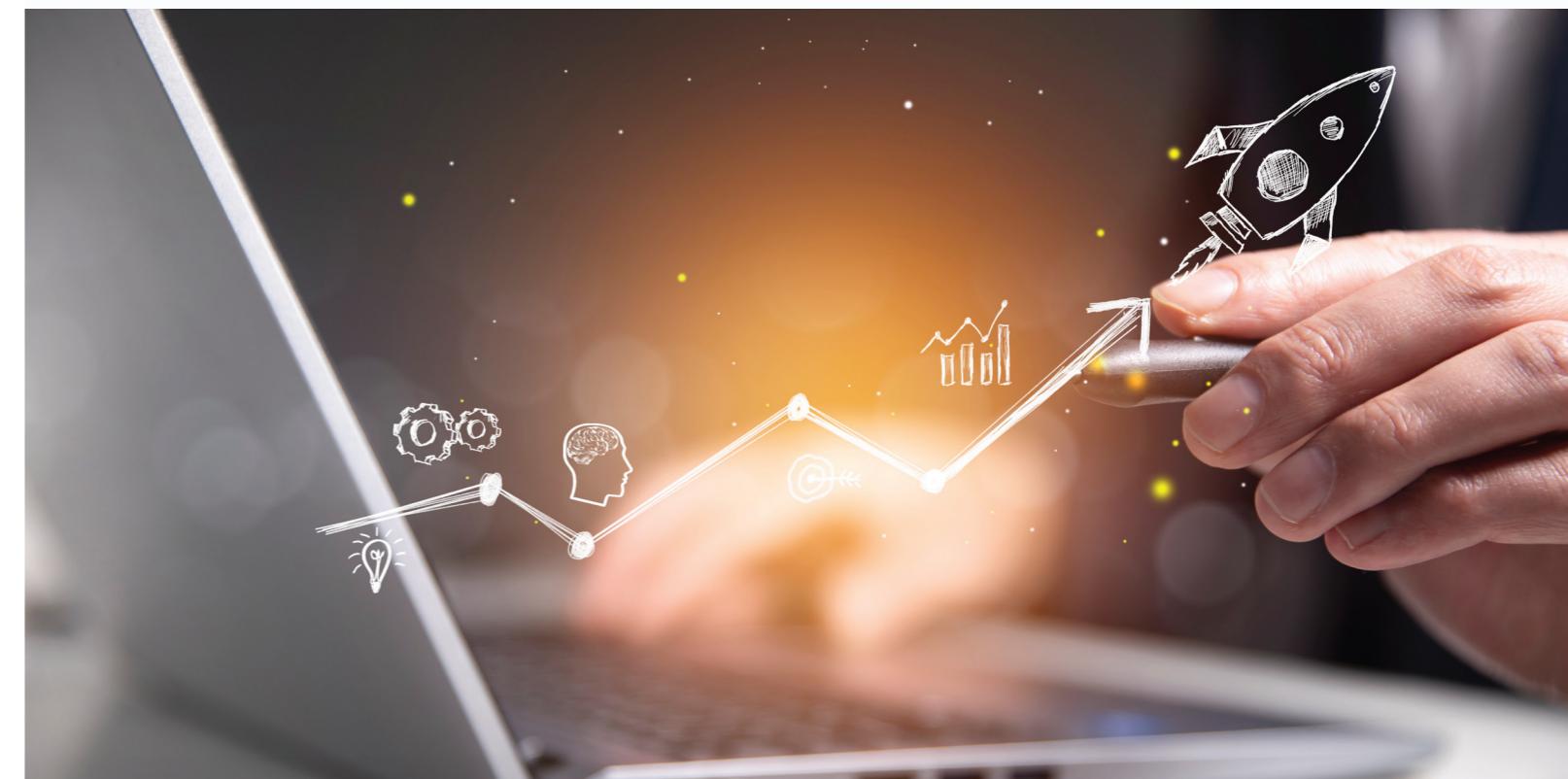
Responsible Marketing

At Cognitud, we recognise that every message we share reflects our values. Responsible marketing isn't just about compliance, it's about authenticity, impact, and trust. That's why we've embedded internal review protocols, accuracy checks, and greenwashing safeguards across all our external communications. Whether we're drafting client proposals, thought leadership pieces, or social media content, we ensure every word holds up to the highest ethical and factual standards.

Social media has become a meaningful channel for us to build connections, share perspectives, and drive conversations that matter. In just one year, we've cultivated a strong LinkedIn presence engaging with a global network of professionals, organisations, and changemakers committed to climate action. This space has enabled us to

communicate our vision, showcase our work, and stay attuned to evolving ideas around sustainability and impact.

Our engagement goes beyond digital interactions. Through webinars, panel discussions, and collaborative events in India, Dubai, and beyond, we have created platforms for dialogue that bring together leaders, practitioners, and innovators. These forums have not only amplified our voice but also enabled us to exchange knowledge, inspire diverse audiences, and accelerate momentum toward responsible business practices. Looking ahead, we see these channels as integral to strengthening our ecosystem—bridging ideas, fostering partnerships, and driving collective action for a more sustainable and resilient future.



2024 Events List

| S.No | Events | Year |
|------|---|------|
| 01 | 5th Edition Sustainability Summit & Awards (Silver Partner) | 2025 |
| 02 | The Economic Times India Net Zero Forum | 2024 |
| 03 | 2nd Edition of Net-Zero Summit & Awards (Business Development Partner) | 2025 |
| 04 | 2nd Edition ME-ESG Reporting Summit | 2024 |
| 05 | Gold Sponsorship 6th Edition World ESG Summit, Riyadh, KSA | 2025 |
| 06 | 3rd Edition India Sustainability Conclave and Awards 2024 (Exhibit Partner) | 2024 |
| 07 | ESG Summit | 2025 |
| 08 | Responsible Event Forum New York | 2025 |
| 09 | Reuters Events: Responsible Business, USA | 2025 |
| 10 | Sustainability Summit | 2025 |

2024 Achievements





Business Resilience & Growth – Navigating A Changing World

In a world of constant disruption, standing still is not an option. Resilience is not about merely surviving change, it is about owning it. As businesses confront unprecedented challenges from climate risks to digital acceleration, the ability to adapt, innovate, and grow responsibly has never been more critical.

For us, resilience is more than a motto, it is a mindset. It drives us to anticipate shifts, embrace innovation, and deliver meaningful impact. Business resilience means creating strategies that transform volatility into competitive strength and uncertainty into opportunity.

We believe the leaders of tomorrow are those who act today with agility, foresight, and courage. By reimagining how sustainability and strategy converge, we help businesses unlock value where others see risk. The world is evolving, and our role is not just to keep pace but to set the pace for responsible growth in a rapidly changing landscape.

Chapter 6

Minimising our Environmental Footprint

Our Targets

Achieve **Net Zero across Scopes 1, 2 & 3 emissions by FY 2040, using FY 2024-25** as the baseline year

Reach **Scope 1 & 2 Net Zero by FY 2030**, with a clear and actionable decarbonization pathway

Develop and publish a detailed **emission reduction plan by FY 2026**, enabling phased and transparent climate action

Source **100% of office energy from certified renewables by FY 2030**, aligning our internal operations with our sustainability vision

Train all employees annually on energy-conscious operations, integrated within capacity-building programs

Ensure **100% employee participation in yearly waste-reduction training**, reinforcing our commitment to responsible resource use

Our Material Topics

- Carbon & Climate
- Energy Efficiency- Responsible Consumption in Action
- Waste Consciousness- Towards Circular Practices





Carbon & Climate

As a responsible organisation, we are conscious of the environmental footprint we leave behind, however limited it may be. While our work as an advisory and service-based firm results in relatively lower emissions compared to asset-intensive industries, we recognise that every action counts. We are committed to reducing our impact through energy-efficient operations, responsible waste management, and by maintaining climate-aware practices within our team and wider network.

This year marks our first step in measuring our greenhouse gas emissions - an exercise we view as both a responsibility and an opportunity to lead by example. Understanding our footprint is essential to making informed choices, meeting reduction requirements, and encouraging those we work with to do the same. To ensure credibility and consistency, we conducted our carbon footprint assessment in line with the Corporate Accounting and Reporting Standard of the Greenhouse Gas Protocol Initiative.

100% of our team participated in energy conservation trainings conducted during the year strengthening awareness and shared accountability across the organisation.

Total Carbon Footprint (tCO2e, FY 2024-25)

| Scope | Emissions in (tCO2e) |
|---------------------------------|----------------------|
| Scope 1 - Direct Emissions | 0 |
| Scope 2 - Indirect Emissions | 2.81 |
| Scope 3 - Value Chain Emissions | 11.81 |
| Total GHG Emissions | 14.62 |

We looked beyond Scope 1 and Scope 2 emissions to capture a more complete picture of our climate impact. The assessment focused on Scope 3 categories most relevant to our operations, allowing us to analyse emissions across our value chain and identify areas for meaningful action.

Scope 2 Emissions have been calculated using emission factors provided in CEA Version 20, along with electricity consumption data per seat. Scope 3 Emissions have been estimated using emission factors from the Ecoinvent database for purchased goods and capital goods. Emissions from employee commuting were derived from survey data and calculated using UK DEFRA emission factors. Business travel emissions for the

Scope 3 Emissions (tCO2e, FY 2024-25)

| Scope 3 Categories | Emissions in (tCO2e) |
|--|----------------------|
| Purchased Goods and Services | 1.97 |
| Capital Goods | 2.72 |
| Fuel- and Energy-Related Activities (not included in Scope 1 or 2) | 0.34 |
| Waste Generated in Operations | 0.04 |
| Business Travel | 2.48 |
| Employee Commuting | 4.26 |
| Total Scope 3 - Value Chain Emissions | 11.81 |

Responsible Travel and Client Engagement

Client-centricity is central to how we operate and while several of our engagements involve on-site presence for data validation, capacity building, and stakeholder consultations, we remain mindful of the environmental impact of business travel. Wherever feasible, we prioritise remote collaboration, leveraging digital tools to deliver high-quality outcomes while minimising emissions. On-site visits are planned only when necessary to add tangible value. This balanced approach allows us to maintain meaningful client connections without compromising on our climate-conscious commitments. Additionally, our hybrid work culture and preference for low impact commuting further reflect our efforts to operate sustainably.

year 2024-25 have also been assessed based on DEFRA emission factors.

While our operational emissions remain low, we are equally committed to addressing indirect impacts across our value chain. Our Scope 3 emissions, spanning categories such as business travel, purchased goods and services, and employee commuting, waste generated reflect areas where we can influence change beyond our direct control. As we mature in our decarbonisation journey, we aim to identify low-impact alternatives, enhance supplier engagement, and adopt smarter practices to steadily reduce our Scope 3 footprint in the years ahead.



Climate-Conscious Culture in Practice

At Cognitud, climate action begins within. While our core work centres on helping client's advance sustainability, we also recognise the importance of walking the talk in our own day-to-day operations. Our team is encouraged to adopt simple, conscious behaviours that collectively reduce our environmental footprint.

These include:



Opting for low impact commuting options such as walking, cycling, carpooling, or public transport



Minimising energy use by switching off lights, laptops, and appliances when not in use



Avoiding printing and choosing to print double-sided and in black and white, if necessary



Keeping shared spaces energy-efficient by maintaining natural ventilation or insulation practices



Choosing virtual meetings over in-person travel to reduce associated emissions



Using energy-efficient equipment and appliances across workspaces to minimise power consumption

By embedding these habits into our workplace culture, we aim to build an environment where sustainability is not just a service we provide- but a principle we live by.



Energy Efficiency - Responsible Consumption in Action

As a service-based organisation, our energy footprint is primarily driven by office operations, digital infrastructure, and cloud-based platforms. Electricity consumption including building lighting, cooling systems, and the use of Microsoft-powered digital services constitutes the majority of our operational energy use. In 2024-25, our total electricity consumption stood at 3.87 MWh. We continue to remain mindful of energy efficiency in day-to-day operations while working with technology partners whose sustainability commitments align with our own long-term vision.

While our energy footprint as a service-based firm is modest, we remain intentional in embedding energy-conscious practices across operations. Our teams have adopted several behavioural and process-oriented improvements to reinforce efficiency. For instance, we operate out of shared office spaces equipped with LED lighting, motion sensors, energy-efficient cooling systems, and centralized HVACs, significantly lowering individual consumption loads.

To build internal awareness, we conducted employee sensitization sessions on low-energy work habits, device shutdown protocols, and energy-efficient equipment use. These efforts were embedded into our onboarding materials and reinforced through team communication. Additionally, we continued to use virtual-first collaboration tools and carpooling for site visits supporting reduced emissions from business travel.

While direct renewable energy procurement is not currently feasible due to our shared infrastructure, we are actively engaging with our facility partners to explore green energy alternatives in the coming year ensuring our long-term energy commitments align with our climate vision.

Waste Consciousness - Towards Circular Practices

Reducing waste is not an afterthought at Cognitud, it is a built-in part of how we design our operations and workplace behaviour. In our first year of reporting, we identified waste management as one of a material issue and initiated a series of conscious measures to minimise our footprint and embed circularity into daily routines. From minimising paper use and optimising digital storage to ensuring the responsible disposal of e-waste and office consumables, our efforts are guided by the principles of reduction, reuse, and responsible disposal. For the financial year 2024-25, the total waste generated was approximately 108 Kgs, out of which 100% of waste was segregated and sent to the authorised waste handling vendors.

Our waste management approach centres on the following initiatives:

• Minimising Office Waste:

We have adopted a paper-light policy by prioritising digital documentation and cloud-based collaboration tools. Print usage is actively monitored and discouraged unless essential.

• Reuse First Culture:

Employees are encouraged to choose durable mugs, cutlery, and cloth towels instead of single use items, embedding circular habits in daily routines.

• Waste Segregation and Recycling:

Segregated bins are placed across all office locations to ensure proper disposal

of dry waste, e-waste, and recyclables. Partnerships with authorised vendors enable safe and compliant recycling and disposal practices.

• E-Waste Handling:

Outdated IT equipment is responsibly disposed of through certified e-waste recyclers. Functional equipment is donated or repurposed internally to extend its lifecycle.

• Sustainable Procurement:

Office supplies are sourced with environmental considerations in mind - such as opting for refillable stationery, FSC-certified paper (when required), and vendors who adhere to responsible packaging norms.



• Employee Awareness:

Waste-conscious behaviour is encouraged through internal communication, signage, and onboarding briefings. Sustainability champions within teams promote continuous improvement in waste practices.

• Digital Waste Hygiene:

As part of our digital sustainability efforts, we encourage regular clean-up of redundant files and emails to reduce unnecessary cloud storage, supporting both data efficiency and energy reduction.

While our waste generation is relatively modest, we view responsible waste management as a reflection of our broader commitment to sustainability. We continue to explore small but meaningful steps to further reduce our footprint and lead by example in our industry.

Chapter 7

People of Cognitud

Our Targets

Maintain an **eNPS above 75**, benchmarked against high-performing peers.

Maintain **gender balance of 50:50** in hiring across consulting roles.

Conduct mandatory annual training on unconscious bias, inclusion, and accessibility, with 100% participation.

Conduct bi-annual engagement surveys with at least 85% participation rate, improving leadership scores year-over-year.

Facilitate a **minimum of 4 internal knowledge-sharing sessions per quarter**, focusing on ESG, sustainability frameworks, and cross-functional learnings.

Achieve **100% coverage in mentoring programs**, pairing each new joiner with a cross-functional mentor within their first month.

Organize **quarterly wellbeing sessions** focused on mental health, ergonomics, and stress management, achieving full employee participation.

Maintain **zero incidents of occupational injury or illness**, tracked via internal safety reporting protocols.

Allocate at least **15% of productive time annually** to knowledge-sharing sessions on ESG, sustainability frameworks, and cross-functional insights by FY 2026.



Our Material Topics

- Investing In Our People
- Health, Safety & Employee wellbeing
- Building An Inclusive Culture
- Enabling Growth & Balance



Investing In Our People

Creating a meaningful workplace starts with an intent — and at Cognitud, that intent is rooted in trust, growth, and collective care. Over the past year, we've focused on building an environment where every individual feels valued, supported, and set up to succeed. From inclusive practices and continuous feedback to recognition and flexibility, our people-first approach is reflected in how we work, grow, and lead every day.

At Cognitud, performance management goes beyond formal reviews — it's built on a culture of continuous feedback, open dialogue, and shared growth. We believe in maintaining two-way communication across all levels, where insights move freely from bottom-up and top-down, thus creating a space where ideas can be heard, challenged, and acted upon.

Individual Performance Assessment:

100% of team members undergo structured quarterly KRA reviews to ensure role clarity, performance accountability, and focused feedback. These reviews help identify strengths, uncover blockers, and inform relevant developmental conversations.

Our open forums and anonymous feedback channels have sparked meaningful conversations between teams and leadership, leading to tangible improvements in workflows, processes, and team dynamics. In fact, 100% of employees had their KRAs evaluated, a process that not only ensures accountability but also supports individual development.

Skill Development Tailored to Individual Needs:

Training needs are not one-size-fits-all. We actively identify capability gaps and learning aspirations during KRA cycles and convert them into personalized learning plans — helping each team member build future-

readiness in line with their evolving roles. Recognition is an integral part of our approach. Team members are acknowledged not only for leading projects but also for playing critical supporting roles. Whether it's a major milestone or a behind-the-scenes contribution, efforts are recognised in real time. Appreciation comes in the form of regular shout-outs, formal acknowledgements, and certifications that celebrate those who go the extra mile. Building on this culture of appreciation, we also encourage internal mobility as a way to foster individual growth. Team members are supported in exploring roles beyond their immediate scope, helping them uncover new strengths and passions. This has enabled us to better align opportunities with individual aspirations, creating space for our people to thrive while strengthening the organisation from within. To complement this, we focus deeply on continuous skill development and leadership-led learning, ensuring our people are equipped to grow into new roles and responsibilities with adequate trainings:

Internal Knowledge Transfer:

We promote a strong knowledge-sharing culture, where team members lead sessions on topics they specialise in using real-world case studies and collaborative discussions. This peer-driven learning has deepened expertise across teams and fostered a stronger sense of collaboration.

Leadership-Led Learning:

Our leadership plays an active role in team development, engaging in one-on-one mentoring, facilitating learning circles, and creating space for creative thinking. These efforts help build trust, encourage cross-functional growth, and support continuous capability building across experience levels.



Training highlights

| Training Highlights | FY 2024-25 |
|---------------------------|--------------|
| Total Trainings Conducted | 40+ Sessions |
| Total Hours of Training | 75+ Hours |

Health, Safety & Employee Wellbeing

At Cognitud, the well-being of our people is not just a policy—it's a principle that sits at the heart of how we operate. We strive to build a workplace where every individual feels safe, supported, and genuinely cared for across all dimensions of their well-being—physical, mental, emotional, and professional.

As a sustainability advisory firm working across multiple geographies and industries, we recognise that our people are our most valuable asset. Their safety, both in the workplace and in client-facing engagements, is central to how we function. This year, we conducted a comprehensive Health and Safety Risk Assessment guided by the principles of ISO 45001, specifically tailored to the unique needs of our operations—from office-based roles to high-engagement client assignments.

In line with this, we implemented a detailed Emergency Action Plan and Evacuation Procedure applicable across all locations. To ensure preparedness and awareness, we conducted quarterly mock drills, helping teams understand their roles and responsibilities during emergencies. These exercises also served to reinforce our culture

of collective readiness, accountability, and proactive risk management.

Wellness, for us, goes beyond safety drills and insurance policies. It includes regular mental well-being check-ins, access to health resources, and fostering open conversations around stress, burnout, and resilience. Every team member is covered under a comprehensive insurance plan, and we treat wellness as a shared responsibility across the organisation. During the year, 100 percent of our employees received health and safety training—ensuring that everyone is equipped not just with knowledge, but with the confidence to respond and support one another when it matters most.

As we continue to grow, we are actively scaling these protocols across new office locations and integrating safety into everyday workflows. From clear and accessible standard operating procedures to awareness campaigns and refresher trainings, we are embedding a culture where safety is seen not as an obligation, but as a collective mindset. Our aim is to build a resilient, empowered workforce that feels secure, supported, and ready to thrive—no matter the challenge.

| Safety Measures | FY 2024-25 |
|---|------------|
| Total number of safety incidents (monthly/annually) | 0 |
| Number of Lost Time Injuries (LTIs) | 0 |
| Total Lost Time Injury Frequency Rate (LTIFR) | 0 |
| Total Recordable Incident Rate (TRIR) | 0 |
| Work-Related Ill-Health Cases | 0 |





Building an Inclusive Culture

At Cognitud, we champion diversity, equity, and inclusion (DEI) as essential drivers of innovation, collaboration, and excellence. We recognise that a truly inclusive workplace not only strengthens our culture but also enhances the impact of our work. While we are proud of the progress we've made, we view DEI as an ongoing journey-and remain committed to continuously evolving our practices to create a more equitable and empowering environment for all.

| Category | FY 2024–25 | | |
|----------|------------|-------|-----|
| | < 30 | 30-50 | >50 |
| Male | 5 | 3 | 1 |
| Female | 4 | 6 | 1 |
| Total | 9 | 9 | 2 |

Diversity by age group

| Age Group | No. of Employees (%) |
|-----------|----------------------|
| 18-24 | 2 |
| 25-34 | 11 |
| 35-44 | 2 |
| 45-54 | 5 |

We place equal emphasis on nurturing growth across our entire team, with a deliberate focus on fostering gender balance. With 55% women and 45% men, Cognitud is proud to be a gender-diverse workplace - a distinction that sets us apart in our industry. This representation brings diverse viewpoints to the table, strengthens collaboration, and reinforces our belief that everyone deserves an environment where they feel respected, supported, and equipped to succeed. All employees undergo mandatory training sessions on anti-discrimination and respectful workplace practices ensuring 100% coverage across the organisation.

Diversity by gender

| Employees by Gender | Percentage |
|---------------------|------------|
| Male | 45% |
| Female | 55% |

Diversity by roles and backgrounds

| Employee Role by Category | % of Employees |
|---------------------------|----------------|
| HR | 5 |
| Finance | 5 |
| Sustainability operations | 35 |
| Marketing | 15 |
| Sales & BD | 15 |
| Leadership | 25 |

We believe that diversity of background leads to better ideas and stronger impact. Our team spans across areas like sustainability operations, leadership, marketing, sales, HR, and finance-each bringing their own unique experiences and perspectives. From varied educational paths to different industry expertise, this mix helps us think differently and solve problems more creatively. We're proud to bring a culture where everyone feels they belong, and where collaboration across roles and backgrounds is part of how we work every day.

Reported incidents and whistleblower cases in FY 2024–25

| | |
|--|---|
| Incidents of Harassment/ Discrimination | 0 |
| Whistleblower Cases of Harassment/Discrimination | 0 |

Diversity by years of experience

| Years of Experience | % of Employees |
|---------------------|----------------|
| 0-2 | 5 |
| 2-6 | 30 |
| 6 + | 65 |

Case Study: Building Inclusion from Day One – Equitable and Empathetic Onboarding

Inclusion begins on day one. Recognizing that diversity and equity go beyond recruitment, the organization integrated inclusion into every stage of the employee journey, starting with onboarding. This year, deliberate steps were taken to eliminate bias across recruitment, performance evaluations, and compensation. Job descriptions were revised to attract diverse talent and promote fairness in opportunities. To support professionals from varied academic and career backgrounds entering ESG consulting, a structured onboarding and mentorship program was introduced. New hires are paired with cross-functional mentors to ensure a smooth transition and access to diverse perspectives.

Beyond formal processes, the team prioritizes creating a warm, personalized onboarding experience. From the first interaction, the focus is on fostering belonging and unity—making inclusion not just an ideal but a lived reality.



What excites me most about being part of Cognitud is the freedom to explore diverse projects, take ownership, and be accountable. The dynamic environment promises continuous growth, learning, and the chance to make a real impact - all of which deeply align with my drive and aspirations.

~ Sanjna Sehgal



What excites me most about being part of Cognitud is the opportunity to collaborate with talented colleagues on projects that drive real impact.

~ Saumik Mandal



Being part of Cognitud excites me because of its focus on innovation, sustainability, and data-driven impact. The opportunity to collaborate with a forward-thinking team and contribute to meaningful, real-world solutions aligns perfectly with my passion for solving complex challenges with purpose.

~ Sandeep Kumar



What I value most about being here is the culture of collaboration and constant learning. It makes every challenge exciting and every success shared.

~ Ankita Gupta



The freedom to shape ideas into impact, work on complex sustainability problems, and grow alongside a team that values intent as much as expertise.

~ Divesh Pande





Enabling Growth & Balance

Cognitud's Great Place to Work® certification is a reflection of the culture we've consciously shaped, one grounded in trust, openness, and shared purpose. With a Trust Index Score of 90%, our team's feedback speaks to the strength of our workplace: where growth, balance, and psychological safety are core to how we operate. This recognition affirms our commitment to fostering a space where people feel heard, supported, and proud to belong.

Alongside the Trust Index, we track our Employee Net Promoter Score (eNPS) to gauge how likely team members are to recommend Cognitud as a workplace. With an eNPS of 95%, this simple but telling pulse check captures how deeply our people connect with our purpose, culture, and values, reinforcing that when individuals feel empowered, they naturally become our strongest ambassadors.

This culture of trust is further reinforced by the autonomy we offer in how people manage their time, deliverables, and work-life balance. We recognise that flexibility drives performance—and our hybrid and adaptive work models reflect that belief. Whether through structured support or unstructured freedom, we aim to create an environment where people can thrive in their own rhythm, without compromising outcomes.

We also see balance as a shared responsibility. From open-door feedback systems to peer appreciation rituals, we've embedded channels that allow for meaningful check-ins—not just on performance, but on well-being, inclusion, and belonging. Growth at Cognitud isn't just about what you achieve, but how you feel while achieving it. That, to us, is the true definition of impact.

Employee Engagement, Perks & Benefits

At Cognitud, we invest in creating a supportive and energising workplace - one that balances performance with wellbeing and offers everyday moments of care and connection.



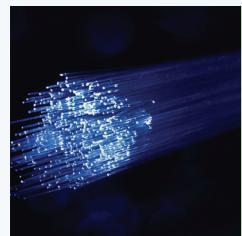
Work-from-Home & Hybrid

We offer flexible hybrid options to ensure employees can work in a way that supports both productivity and balance.



Flexible Work Arrangements

Team members can adjust their schedules when needed - helping manage personal needs without compromising work commitments.



Telecom & Internet Support

A monthly telecom and internet allowance helps our team stay connected while working remotely.



Inclusive Engagement Activities

From cultural celebrations to themed gatherings, we host events that foster inclusion, shared learning, and belonging.



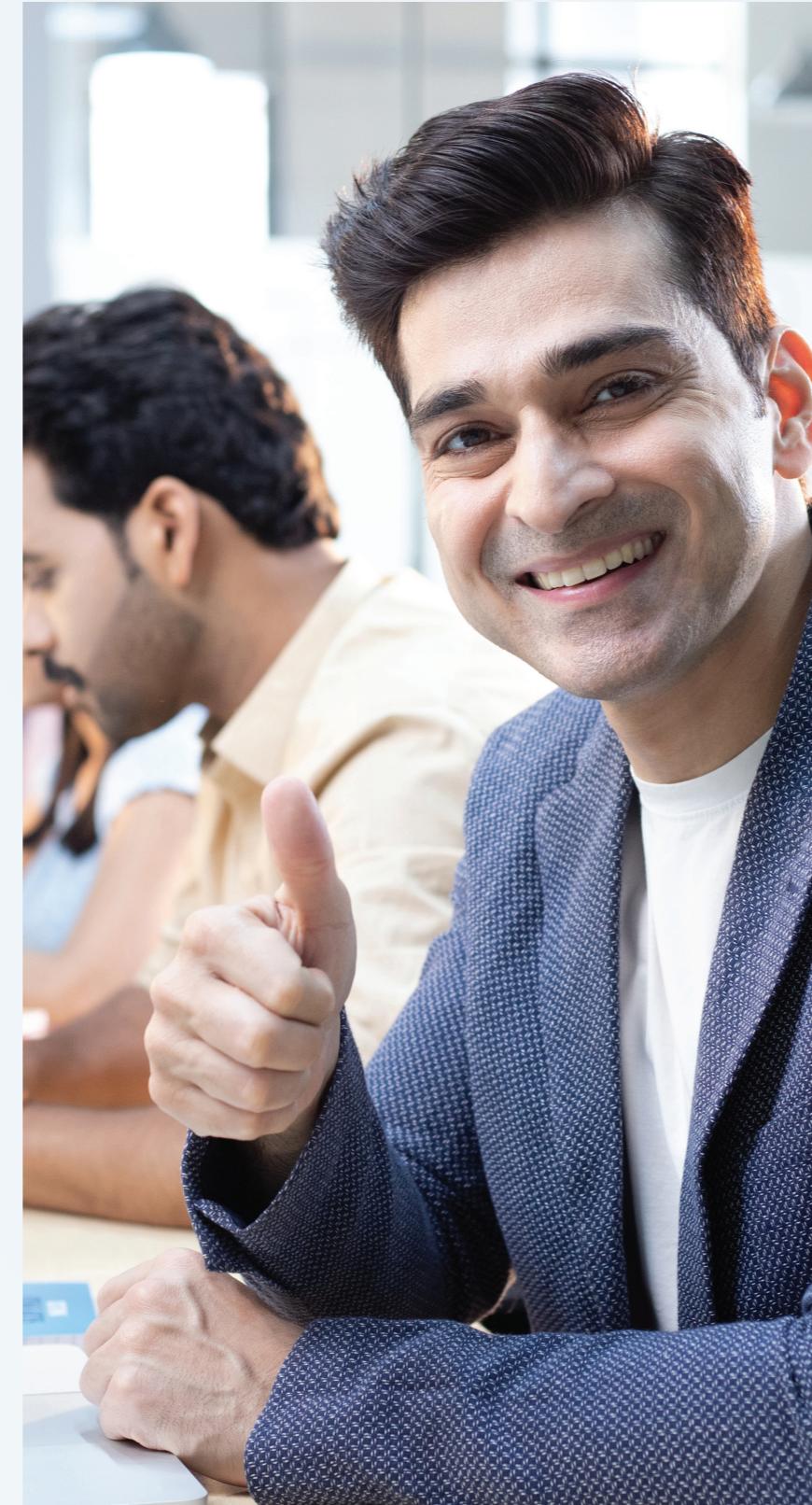
Team Building & Celebrations

We hold regular get-togethers and offsite activities to unwind, build camaraderie, and celebrate milestones together.



Tuesday & Friday Lunches

We bring everyone together over curated lunches twice a week - creating space for informal exchange and team bonding.



Activity Tracker

We maintain a monthly log of all internal activities, helping us reflect on what worked, what resonated, and what could be improved.



Health Insurance & Annual Check-Ups

All team members are covered under a comprehensive medical insurance policy that includes annual health check-ups - ensuring preventive care and peace of mind for every employee commitments.



Talent Development

While employee growth retention data is under evaluation, we continue to nurture careers through internal mobility, peer mentoring, and personalised development pathways.



Working Hours & Overtime

We follow a structured 40-hour workweek - 8 hours a day, Monday to Friday - designed to maintain balance and focus. While we actively discourage overtime, we understand that occasional project urgencies may arise. In such cases, compensatory leaves are offered on a project basis to ensure recovery and fair time-off.



Culture of Appreciation

From appreciation notes to real-time shoutouts, we encourage recognising both the spotlight moments and behind-the-scenes contributions.

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