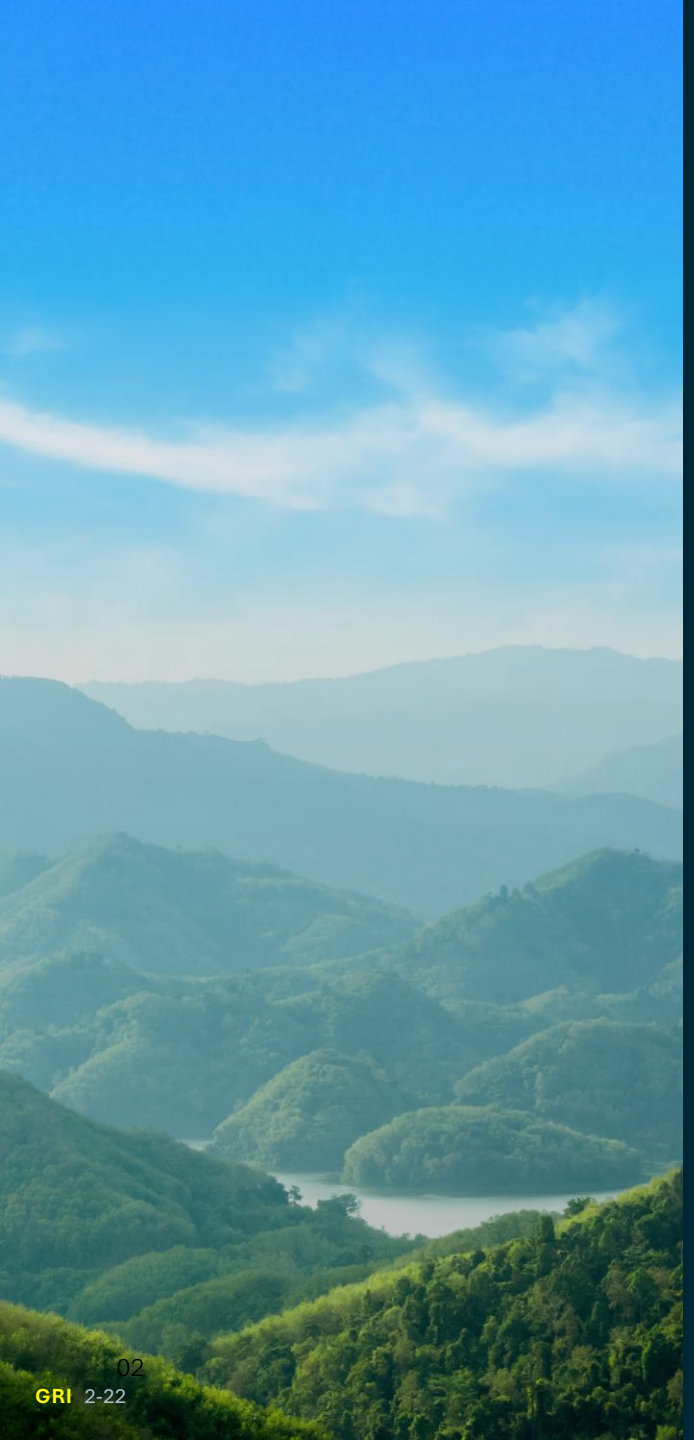
Synechron

Annual Sustainability Report 2025 - 26

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Letter from the **CEO & President**

Dear Stakeholders,

Last year, we shared our inaugural Sustainability Report and outlined our vision for embedding sustainability into the way we operate and grow. Since then, we have continued to strengthen that commitment, taking meaningful steps to integrate environmental, social and governance considerations into our business strategy, decision-making and operations worldwide.

Over the past year, sustainability has become integral to how we create long-term value for clients, employees and communities. We strengthened carbon management, improved emissions data quality, expanded renewable energy use and advanced our Climate Transition Plan. Our greenhouse gas reduction targets were also validated by the Science Based Targets initiative (SBTi), reinforcing our commitment to credible, measurable emissions reductions across operations and our value chain.

Our commitment to responsible growth runs through our people. We are building an inclusive, diverse workplace where employees can learn, collaborate and thrive, supported by investments in well-being, development and engagement. Strong governance, ethical conduct, transparent reporting and robust policies provide the foundation for accountability. We are also extending our sustainability standards to our supply chain and stakeholder relationships.

As expectations around sustainability continue to evolve, so does our approach. Over the past year, we have enhanced our reporting practices and strengthened alignment with globally recognized frameworks and emerging regulatory requirements. These efforts improve transparency while helping us better understand, manage and communicate our impacts, risks and opportunities.

While we are proud of the progress achieved, we recognize that sustainability is a continuous journey rather than a destination. Challenges remain and there is still important work ahead. However, we are confident that by working together with our employees, clients, suppliers, partners and communities, we can continue building a more resilient, inclusive and sustainable future. We thank all our stakeholders for their ongoing trust, collaboration and support as we continue this journey and strive to create lasting positive impact.



Sincerely,
Faisal Husain
Chief Executive Officer



Sincerely,
Mihir Shah
President

Internal

Message from **Chief Legal Officer**

Dear all,

At Synechron, sustainability and world-class customer service are deeply interconnected and our commitment to both is reflected in our financial results as well as our decision to publish this year's sustainability report. In the past year, we advanced our sustainability program in key areas such as governance, training, decarbonization, responsible AI and our continuing focus on a culture of sustainability. These efforts are being recognized in platforms and disclosures such as Great Places to Work, CDP and Ecovadis. Our emission reduction targets have been validated by the Science Based Targets initiative (SBTi). Our Board sets a clear tone at the top by supporting purpose-driven initiatives such as the CEO-founded Lifeline Foundation, which has provided job training to more than 30,000 young women across developing countries to date. Lifeline gives these women and their families the opportunity to escape poverty and live a life with dignity. All of this happened while we delivered best-in-class business results for the year. We're proud to share our 2026 Sustainability Report as a testament to the impact Synechron is making for our customers, communities and other stakeholders.



Sincerely,

Zafar Hasan
Chief Legal Officer and Board Secretary



Internal

Foreword: **Progress with Purpose**

Last year, we published our first Sustainability Report and called it a first step. This year is about what comes after the first step: keeping our commitments, proving them with independent validation and building sustainability into how we run the business every day. Below is a look at what we achieved together this year. It is evidence that the commitments we made are becoming the way we work.

Our Progress (2025–2026)

Validated our science-based targets: Last year we committed to setting science-based targets. This year, SBTi validated our near-term and net-zero targets. Our ambitions are now measured against the science, not just our intentions.

Continued reducing emissions: We reduced our total emissions (market-based) by 28.29% compared to our base year. This builds on last year's progress and shows the trajectory is holding.

Earned a place on the CDP A List: We were recognized on CDP's Climate Change A List for 2025. This places us among the leading companies for climate transparency and action.

Maintained our CDP SEA A-list position: We kept our place on CDP's Supplier Engagement Assessment A-list for 2025. This reflects our continued work with suppliers on climate governance, targets and Scope 3 emissions.

Received an EcoVadis Silver Medal: Our EcoVadis Silver Medal (2026) recognizes the strength of our sustainability management system across environment, labor and human rights, ethics and sustainable procurement

Maintained zero e-waste to landfill: All e-waste was responsibly recycled through certified vendors—turning circularity into a practice, not a pledge.

Strengthened sustainable and responsible AI practices: As AI becomes central to what we deliver, we strengthened our governance, risk assessment and ethical guidelines. The aim is to make our technology trustworthy, transparent and accountable. We rolled out firmwide trainings, so employees understand both the environmental footprint and ethical risks of AI.

Moved beyond carbon: We introduced new policies and programs on water, single-use plastics and supplier biodiversity risks, widening our focus from emissions to the full range of our environmental impacts.

Deepened supplier engagement: We worked more closely with our suppliers to raise standards across our value chain, because our impact doesn't stop at our own operations.

Expanded social impact: We scaled employee well-being and community initiatives, reinforcing that sustainability is ultimately about people.

Throughout this report, you'll hear directly from the leaders who own each of our material topics. They're the ones doing the work: setting the targets, making the hard calls and building these commitments into how their teams run every day, often on top of everything else they're responsible for. None of what's in these pages would exist without them.

To each of them and to the teams behind them: **THANK YOU**. I am deeply grateful and proud to do this work alongside you.

Last year I described reaching the top of one mountain and seeing a range of peaks ahead. This year, we've started climbing the next ones and we're doing it together. The work continues and we remain committed to every step of it.



Parul Vyas
Head of Corporate Sustainability

Agenda

Section 1
About Synechron
6 - 7

Section 2
Our Planet & Future
8 - 15

Section 3
Our People & Communities
16 - 31

Section 4
Our Integrity and Accountability
32 - 36

Internal

REPORTING BASIS

About this report

Our second annual sustainability report, covering the financial year 1 April 2025 to 31 March 2026.

GRI 2-2

Reporting boundary

Synechron and all subsidiaries and affiliated entities, matching the boundary used for financial reporting, across North America, Europe, the Middle East and APAC. Our GHG inventory draws data from 27 offices globally.

GRI 2-3

Period and cycle

FY2025–26: 1 April 2025 to 31 March 2026. Annual reporting cycle. Anything that happened after 31 March 2026 is labeled as a post-period event.

GRI 2-4

Restatements

We restated our FY2023–24 base year and FY2024–25 GHG inventories to improve completeness: adding Scope 3 Category 3, revising electricity consumption data and improving waste accounting.

GRI 2-5

External assurance

Our GHG inventory is independently verified against ISO 14064-3:2019 and we are evaluating assurance of further disclosures in future cycles. This report has not been externally assured.

FRAMEWORKS WE REPORT AGAINST

GRI Standards 2021

Prepared with reference to the GRI Standards. Full content index at the back.

SASB · Technology & Communications

Software & IT Services (TC-SI) metrics, indexed at the back.

TCFD

Climate risk and scenario analysis, detailed in our Climate Transition Plan.

UN Global Compact · UN SDGs

A UNGC signatory since our commitment to the Ten Principles.

Statement of use

Synechron has reported the information with reference to the GRI Standards for the period 1 April 2025 to 31 March 2026. GRI 1 used: GRI 1: Foundation 2021. No GRI Sector Standard applies to our sector.

Material topics

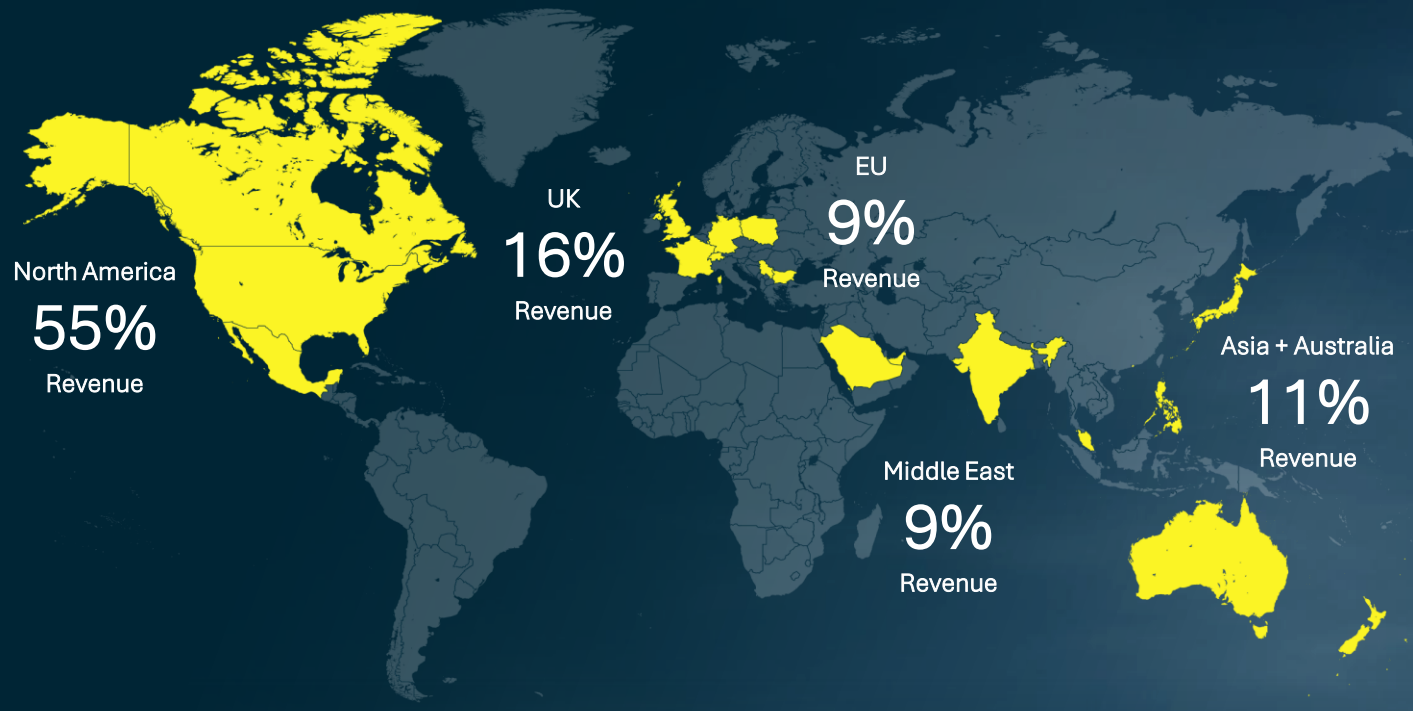
From our double materiality assessment of October 2023. Responsible AI is new this year, reflecting how fast AI governance has become a board-level concern.

Internal

17,000 Team Members Globally

$1.2B Bootstrapped, Founder & Employee Owned

10/10 Global Banks as Clients



We are positioned as a challenger, defined by

Agility | **Real Innovation** | **Global With Local Teams** | **Domain Depth** | **Quality Over Quantity**


Our Planet & Future

Climate Change

MANAGEMENT APPROACH

96%+ of our FY2025–26 emissions sit in our value chain (Scope 3)

Climate change is our most material environmental topic in our double materiality assessment. As a professional services firm our direct footprint is modest and most of our impact comes from our Scope 3 value chain emissions.

FY2025–26 is the year our program moved from commitment to structure: SBTi-validated targets, new frameworks for workplaces, water, single use plastic and sustainability requirement strengthened into our policies and contracts.

THREE LEVERS WE CAN GENUINELY MOVE

01

Workplaces

Sustainable Workplace Program

02

Employee mobility

Business travel and commuting

03

Partners & suppliers

Partner and Supplier Engagement

GOVERNANCE

Board
Ultimate responsibility for climate and sustainability strategy

Nominating & Governance Committee · Audit Committee
Oversight of the sustainability program and risk management policies

Sustainability Executive Committee
Approves strategy, monitors climate risk, approves the Climate Transition Plan

Sustainability Steering Committee
Functional leaders who drive implementation

Global Sustainability Team
Executes the strategy

Risk Management Operating Committee
Assesses climate-related physical and transition risk

New in FY2025–26: mandatory sustainability sign-off gates in real estate lease and fit-out approvals.

How We Measure Our Emissions

GHG Protocol Corporate Standard and ISO 14064-1 · operational control approach · all 27 leased offices globally in FY2025–26

Scope 1

DIRECT EMISSIONS

Stationary combustion, mobile sources and refrigerants

Scope 2

ENERGY INDIRECT

Purchased electricity, heat and cooling, reported location-based and market-based

Scope 3

VALUE CHAIN

Purchased goods & services (Cat. 1), capital goods (Cat. 2), fuel- and energy-related activities (Cat. 3), waste (Cat. 5), business travel (Cat. 6), employee commuting (Cat. 7)

Emission factors

DEFRA, U.S. EPA and local authorities, including India's Central Electricity Authority

Uncertainty

Assessed at below 5% using the Root Sum of Squares method

Verification

Annual inventory verified by an independent third party to ISO 14064-3:2019; statement on our website

Restatement

FY2023–24 base year and FY2024–25 restated: Scope 3 Cat. 3 added, electricity data revised, waste accounting improved

Our FY2025–26 Emissions

13,513

tCO_2e total, Scope 1+2+3 (market-based)

–28.29%

total emissions vs FY2023–24 base year

100%

renewable electricity matching for Scope 2 (direct procurement + iRECs)

96.8%

of emissions in Scope 3

Basis	Intensity (tCO2e per $1M)
Scope 1 +2 market based	0.38
Scope 1+2 location based	7.22
Scope 3	11.46
Scope 1+2+3 market based	11.84
Scope 1+2+3 location based	18.68

$MTCO_2e$	FY23–24 (base)	FY24–25	FY25–26
Scope 1	**387.54**	**153.86**	**435.82**
Scope 2 (market-based)	**524.48**	**0.00**	**0.00**
Scope 2 (location-based)	7,488.47	11,017.51	**7,806.00**
Cat. 1 Purchased goods & services	7,994.03	3,121.58	**2,862.98**
Cat. 2 Capital goods	1,527.48	1,780.54	**1,391.96**
Cat. 3 Fuel & energy-related	1,847.39	2,988.73	**2,020.45**
Cat. 5 Waste in operations	1.89	0.74	**1.17**
Cat. 6 Business travel	2,301.05	3,879.64	**2,093.60**
Cat. 7 Employee commuting	4,259.23	4,481.95	**4,706.58**
Scope 3 total	**17,931.07**	**16,253.18**	**13,076.74**
Total Scope 1+2+3 (market-based)	**18,843.09**	**16,407.04**	**13,512.56**

Base year and FY2024–25 restated for completeness (see methodology). Location-based Scope 2 shown for reference; totals use market-based.

GRI 305-1 · 305-2 · 305-3 · 305-4 | **SDG** 7 Clean energy · 13 Climate action

Synechron

Targets

Science-based emissions reduction targets aligned with the SBTi 1.5°C pathway

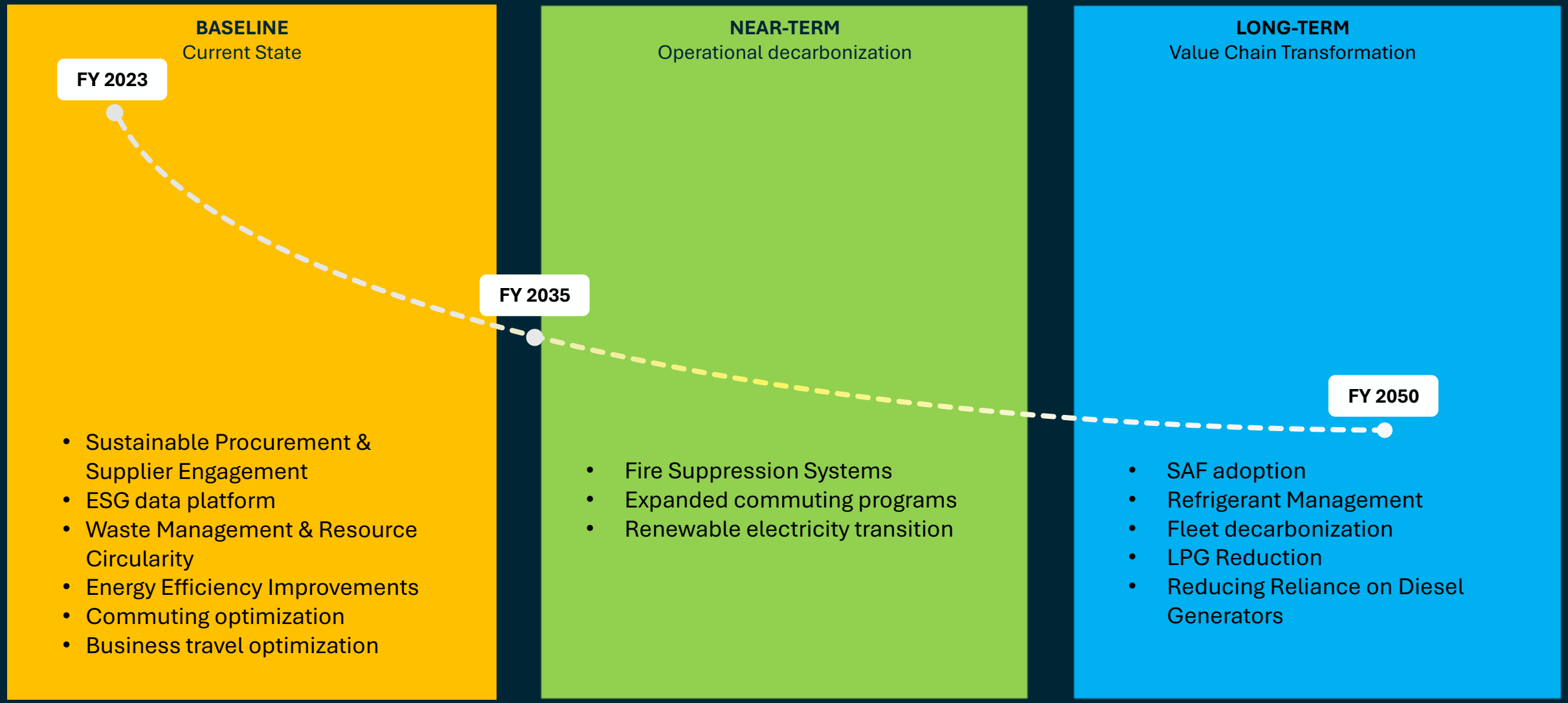
Synechron has established Science Based Targets that have been **validated** by the Science Based Targets initiative (SBTi). Aligned with the SBTi Corporate Net-Zero Standard and the 1.5°C pathway, these targets define the company's near-term and long-term greenhouse gas emissions reduction commitments across Scope 1, Scope 2 and Scope 3.

Scope	Near-term target	Long-term target
Scope 1 & Scope 2	Synechron commits to reduce absolute Scope 1 and 2 GHG emissions 88.5% by FY2035 from a FY2023 base year.	Synechron commits to reduce absolute Scope 1 and 2 GHG emissions 90.0% by FY2050 from a FY2023 base year.
Scope 3	Synechron commits to reduce Scope 3 GHG emissions 66.33% per USD value added by FY2035 from a FY2023 base year.	Synechron commits to reduce Scope 3 GHG emissions 97.0% per USD value added by FY2050 from a FY2023 base year.

These validated targets provide the foundation for Synechron's climate transition strategy and guide the implementation of decarbonization initiatives through 2050.

Climate Transition Pathway

Our journey toward net-zero emissions



GRI 305-5 | SDG 13 Climate action

Decarbonization Levers and Cost Analysis Framework

Methodology Adopted

Emissions Hotspot Identification

- analyze Scope 1, 2 & 3 emissions
- Identify key contributing categories
- prioritize high-impact areas

decarbonization Lever Development

- Define targeted mitigation actions
- Align with operational feasibility
- Map levers to emission sources

Abatement & Cost Quantification

- Estimate emissions reduction potential (tCO_2e)
- Calculate implementation cost (USD/tCO_2e)
- Assess timelines and dependencies

decarbonization lever Prioritisation

- Rank levers based on cost-effectiveness
- Identify low-cost and no-regret actions
- Develop phased implementation roadmap

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Decarbonization Levers and Cost Analysis Framework

Emissions Hotspots and Corresponding Abatement Levers

Scope	Emissions Hotspot	Key Abatement Levers
Scope 1	Fuel consumption (LPG, fleet)	Electrification of LPG and corporate fleet
	Refrigerants	Transition to low-GWP refrigerants
Scope 2	Electricity consumption	T&D loss reduction, renewable electricity optimization
Scope 3	Purchased goods & services	Supplier engagement program
	Employee mobility	Commuting optimization, company transport programs
	Business travel	Travel policy optimization, Sustainable Aviation Fuel (SAF)
	Waste	Waste diversion
Cross-cutting	Data management and Calculation Methodology	ESG data platform


Our People, Clients and Communities

Internal

Employee Attraction and Retention

Employee attraction and retention is a critical component of Synechron's organizational strategy, reflecting our commitment to a supportive and inclusive workplace. Our approach is rooted in our core values of integrity, agility, excellence and innovation. These values guide our efforts to create an environment where employees feel valued and empowered to thrive.

Synechron's HR function has been on a deliberate, multi-year journey to strengthen employee engagement, retention and talent development. Over the past three years, the focus has shifted from building structured HR processes, to ensuring those processes generate real conversations — between managers and employees, leaders and teams and the organization and its people.

> *We've been on a journey to increase employee engagement and retention.*
> *Part of that is looking at how we manage performance, development and career paths. We are able to hit our target rating distributions and recognize our high potentials and high performers.*
>
> *I'm really looking forward to the continual automation of HR, making it more efficient, more data-driven and AI-enabled across all our processes, so we can focus our efforts on what matters most: training and developing our people.*



Christin Spigai
CHRO, Synechron

GRI 3-3 · 404-2 | **SDG** 8 Decent work

ACTIONS TAKEN TO MANAGE THE TOPIC · GRI 3-3 (d)

1 Performance Management Transformation

In the last three years, the Human Resources team has systematically transformed the entire performance management system. Managers are able to genuinely recognize high performers and high potentials, moving from compliance to meaningful differentiation.

2 Manager Effectiveness Training

Launched to all ~2,200 + people leaders globally, in response to Great Place to Work feedback on manager effectiveness. The focus is the quality of manager–employee conversations, not just process.

3 Career Pathways: Practice-Driven

In FY2025–26, we introduced employee career paths as a direct result of Great Place to Work feedback on career development. It is led by the Practices alongside HR support, with leader buy-in from day one.

4 Elevating Executive Excellence

Executive development was supported through 360-degree surveys and personalized coaching sessions with external coaches via Hogan Assessments.

Internal

Employee Attraction and Retention

POLICIES & COMMITMENTS

Our Employee Value Proposition, “Empowering People. Innovating Tomorrow.”, underpins retention. Our Diversity & Inclusion Policy promotes equal opportunity, including unconscious bias training and our Professional Development Policy encourages continuous learning and certification.

INITIATIVES

Applaud Portal *(Launched FY2025–26)*
Our new rewards and recognition platform supports monetary awards for formally recognized performance and non-monetary kudos for peer appreciation. Open to all employees and managers, with high adoption since launch.

CEO Town Halls: open and transparent
Twice a year with Faisal Husain, open to all employees globally. Anyone can submit questions via chat and the CEO answers as many as time allows.

Bench Guidelines: clarity for employees
Published on My Gateway for North America, India and Rest of World: what to do on bench, how to find the next project and what happens at the end of bench.

RECOGNITION

Great Place to Work® in 13 countries for two consecutive years. This reflects an ongoing cultural commitment, not a standalone award: survey feedback is a structured input to program design and every initiative the People team launches traces back to something employees or managers shared.

GREAT PLACE TO WORK: HOW IT WORKS

1. **Annual survey**
Employees are invited to participate in the Great Place to Work survey, providing a global picture of employee feedback.

2. **From feedback to initiative**
Manager Effectiveness Training came from employee feedback on manager communication; Bench Guidelines from employees asking for clarity on the bench process. FY2025–26 focus: benefits awareness.

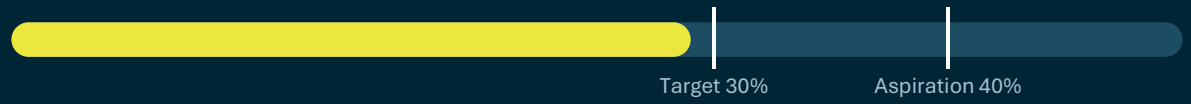
3. **Survey to program to outcome**
This feedback loop is a hallmark of how the organization is run.

Employee Attraction and Retention

WOMEN IN WORKFORCE (GLOBAL)

~29%

current · 30% target · 40% future aspiration



Target: 30% Women (Path to 40%)

Our near-term target is 30% women in the global workforce, with 40% as the long-term trajectory. We do not hire by gender quota: the approach is merit-based, focused on attraction, development and retention.

SEED Program: The Diversity Lever

Our primary long-term mechanism for gender balance: ~1,000 SEED employees globally with 88% retention and a consistent intake of early-career talent.

Empower Her: Inclusion Led by Our Leaders

A grassroots inclusion initiative in London, Belfast, New Jersey and other locations, championed by business leaders so that inclusion becomes part of everyday work.

AWARENESS-FIRST DESIGN | ANNUAL COMPLIANCE TRAININGS

Inclusivity and Belonging

A workplace where every employee feels valued, respected and included.

Code of Conduct

How we behave with each other, with clients and in the market.

Anti-Harassment Policy

Clear definitions, reporting routes and our zero-tolerance stance.

Whistleblower Protection

Raise concerns without fear of retaliation. Knowing the channel exists matters.

Data Privacy and Information Security

Data handling, client confidentiality and secure working.

Workplace Safety and Other Key Policies

Health and safety obligations and remaining compliance requirements.

Sustainability Policy

Create awareness on the firm's sustainability goals and how employees can contribute.

> *Compliance training isn't about checking a box. Training on company policies and legislation is most valuable when it helps employees understand what matters, why it matters and where to turn for support. We want everyone to feel informed and confident navigating a variety of situations.*
>
> *Employees have a lot competing for their time, so we focused on developing straightforward, relevant courses. Training doesn't have to be complex to be effective.*



Lauren Greager
Director, HR

GRI 405-1 · 404-2 | **SASB** TC-SI-330a.3 | **SDG** 5 Gender equality · 10 Reduced inequalities

Synechron

Internal

Employee Attraction and Retention

EMPLOYEE BENEFITS AND well-being

In FY2025–26, the focus shifted from improving our benefit offerings to making sure employees fully understand their value.

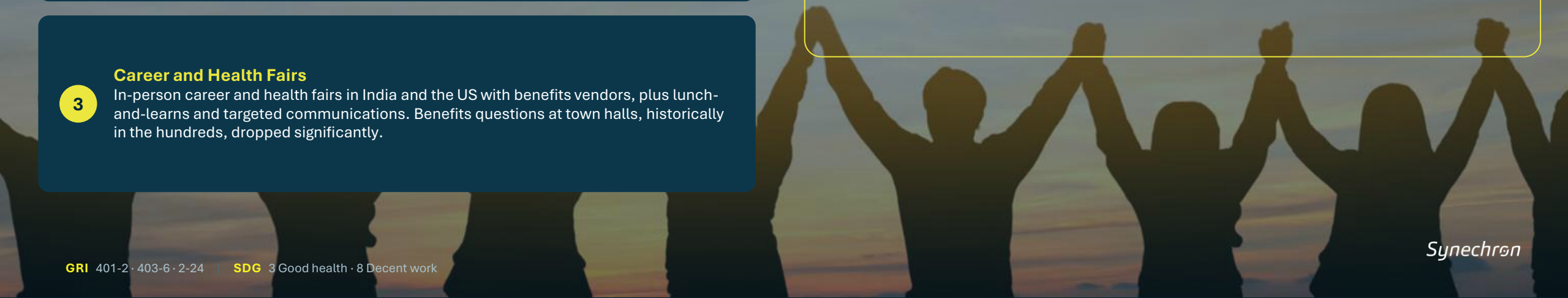
1. **Dedicated Benefits Specialists Hired Globally**
   These Specialists focus entirely on employee benefits across North America, India and international markets. Benefits can be an effective retention and engagement tool; not simply an administrative function.

2. **EAP: Employee Assistance Programs**
   Confidential support for employees and their families on mental health, personal challenges and well-being.

3. **Career and Health Fairs**
   In-person career and health fairs in India and the US with benefits vendors, plus lunch-and-learns and targeted communications. Benefits questions at town halls, historically in the hundreds, dropped significantly.

LOOKING FORWARD: FY2026–27 PRIORITIES

1. **Storytelling and Presentation Training –** for leaders globally, moving development from technical upskilling to human capability.
2. **Career Path Training –** building on this year's career paths, helping employees navigate and grow within them.
3. **AI-Powered HR Operations –** automating processes and building data-driven people insights, so HR can focus on talent and development.



GRI 401-2 · 403-6 · 2-24 | **SDG** 3 Good health · 8 Decent work

Internal

Client Delivery and Sustainability Enablement

Approach

01 At Synechron, the way we deliver for clients and the way we think about sustainability are the same thing. When we build digital experiences, technology solutions and services for financial institutions, we are not simply solving today's problems, we are helping clients build the capacity to navigate what comes next.

02 This year, that has meant putting our FinLabs and strategic partnerships to work as engines of sustainable innovation: faster prototyping, deeper capability and solutions that hold up beyond the engagement.

03 We believe the most durable client work happens at the intersection of technology and purpose. When long term value creation is embedded into how a solution is designed, not added on afterwards , it strengthens performance, builds stakeholder trust and creates competitive resilience.

GRI 3-3 · 2-6 | **SDG** 9 Industry & innovation

> *We aim to create something meaningful for business, deep into corporate banking, investment banking, wealth management and make sure it is not just a demo. It must be ready for large-volume production and regulation. Business knowledge combined with AI knowledge: that is what sets us apart. In a financial services industry where the pace of change is only accelerating, that combination is not a differentiator. It is a requirement.*



Sandeep Kumar
Head of FinLabs, Synechron

Client Delivery and Sustainability Enablement

Synechron's FinLabs is the firm's innovation engine for financial services AI — building production-ready accelerators that go beyond demos and into live client environments.

GRI 3-3 (d) · ACTIONS AND SAFEGUARDS

01 **Synechron Agentic**
FY 2025-26 flagship release

A suite of agentic AI applications co-developed across FinLabs, the AI Practice and acquired entities including Dreamix. Covers business use cases (credit, wealth, onboarding) and technical areas (production management, legacy modernization, SDLC tooling).

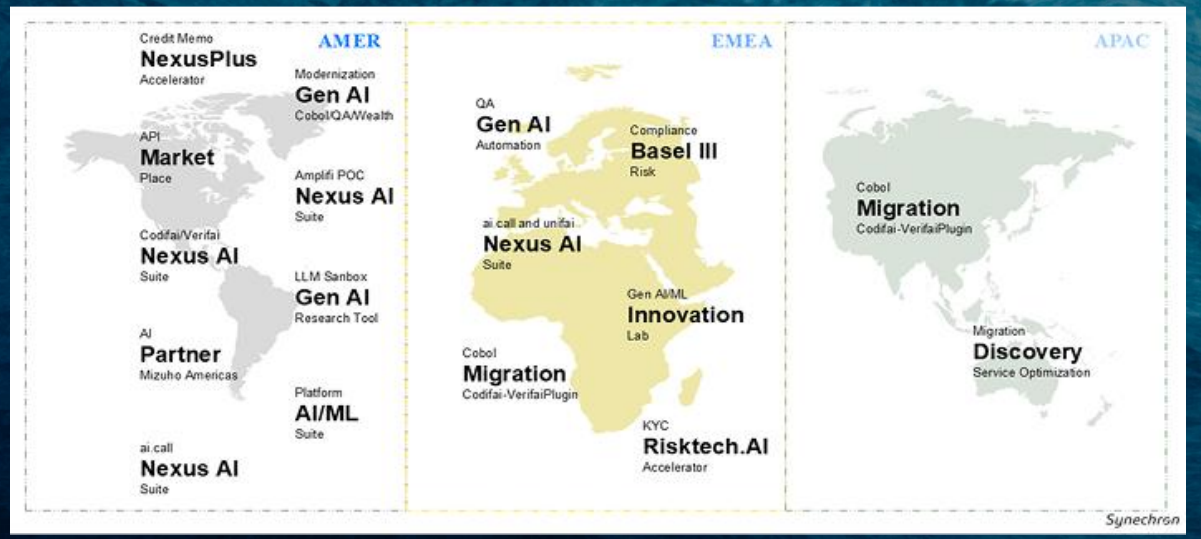
02 **LLM Sandbox + Validate.ai**
Responsible AI built in by design

Every FinLabs application passes through the LLM Sandbox — ensuring optimized model use, token governance and spend tracking. Validate.ai provides codified guardrails across five dimensions: model integrity, data governance, user protection, cybersecurity and ethical safeguards. [GRI 418-1, GRI 2-23]

03 **Quality Over Quantity**
Depth that wins in competitive pitches

In FY 2025-26, FinLabs shifted explicitly toward fewer, deeper accelerators. With this strategy, Synechron can credibly tackle AI from both the business and technical perspective — and demonstrate real, running systems.

95+	6+	Global Reach
AI accelerators built — cumulative across both tracks [GRI 2-6]	Major business AI wins in FY 2025-26, each unique and production-bound	Client regions: North America, Europe, Australia, UAE, APAC



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Internal

Client Delivery and Sustainability Enablement

In FY2025–26 FinLabs launched its flagship Synechron Agentic suite across two tracks: business AI (credit, lending, wealth and operations) and technical AI (SDLC, legacy modernization and production management). Bringing both together is what distinguishes us: very few firms can credibly do it.

BUSINESS AI *Making AI meaningful for bankers, advisors and operators*

Credit Memo Agent
Automates credit memos for corporate lending: covenant tracking, credit risk narrative, regulatory language. One of our most commercially active accelerators.

Wealth Next Best Action
Combines portfolio data, market news, regulation and client life events into prepared advisor recommendations, with full AI explainability.

Client Onboarding Agent
An agentic workflow that removes manual steps and handoffs from client onboarding, a pain point at every major bank.

Agentic CSO Command Center
Agentic security operations for financial institutions: monitoring, triage and response, co-developed with our InfoSec practice.

TECHNICAL AI *Embedding AI into how software is built, run and evolved*

Agentic Production Management
Agents that monitor, triage and resolve production incidents, reducing mean time to resolution for bank engineering teams.

Legacy Code Modernisation
Agents that translate legacy code, including COBOL to Java, so banks can decommission costly legacy infrastructure faster.

AI-Assisted SDLC Tooling
FinLabs builds with Devin, Claude Code and OpenAI Codex; no greenfield application is hand-coded. The team moved from RAG to full agentic development.

Agentic Risk Intelligence
Running, controlling and monitoring networks of AI agents at scale. Early use: patch management for post-quantum security migration.

RESPONSIBLE AI FOUNDATION

Every FinLabs application passes through the LLM Sandbox before deployment. Validate.ai enforces five dimensions of AI guardrails. AI FinOps is in development with the AI Practice.

- Model integrity
- Data governance
- User protection
- Cybersecurity
- Ethical safeguards

GRI 2-6 · 2-23 | **SDG** 9 Industry & innovation

Our Partnership Strategy

Synechron has a dedicated partnerships function that operates at the intersection of Sales, Practice and Marketing, with a focus on hyperscaler and strategic AI partners. This team drives structured go-to-market strategies and manages key strategic relationships across the organization.

SITS AT THE INTERSECTION

Sales
Client demand

+

Practice
Capability building

+

Marketing
External demonstration

1. **Build capability first**
Before going to market, the Practices build the technical know-how. We think of it as bench strength: you need the depth before you can sell it.

2. **Deliver, then prove it**
Once work is delivered on a partner technology, such as AWS Bedrock, we document the case study: the problem, how we solved it and the client outcome.

3. **Market to win more**
Case studies are published and shared with partners, who use that evidence to recommend us to new clients. Credentials open doors.

FIVE QUESTIONS BEFORE SIGNING

Every prospective partnership is tested against the same criteria, including the exit.

01 **Client demand and market relevance**
Is there genuine client demand for this partner's technology and does the market validate it?

02 **Capability alignment: better together**
Is the partner complementary to us? How do we go to market as a stronger combined offering?

03 **Go-to-market potential**
Is there a clear path to selling jointly, winning client work and scaling over time?

04 **Exit strategy**
We evaluate the exit before entering: partnerships involve contracts, certifications and investment.

05 **Investment required**
Certifications, financial commitments and team time. The return must justify the cost before signing.

Building the Credentials That Open Doors

Our biggest achievement in FY2025–26 was building our partner badges: formal competency credentials that unlock funding, client introductions and co-sell opportunities.

AWS

Migration and Modernization

Validates our ability to migrate and modernize legacy enterprise infrastructure, one of the most in-demand conversations in financial services.

AWS

DevOps Competency

CI/CD, automation and modern software delivery on AWS. Required for several AWS co-sell programs.

AWS

Generative AI Competency

AI delivery capability on AWS, directly relevant to Amazon Bedrock, LLMs and AI application development.

AWS

Financial Services Competency

Validates specialized technical proficiency and proven customer success in building secure, compliant and innovative cloud solutions for banking, payments, insurance and capital markets

MICROSOFT

Security Specialization

Advanced credential in Microsoft's security stack, aligned to the rising security demand in every client conversation.

5,000 +

certifications across partner ecosystems.
~300 in Q1 FY2025–26 alone, building AI bench strength.

As customer zero, our partnerships start at home: we put new technology to work inside our own business first, then scale those proven capabilities to help clients innovate faster and with greater confidence

WHY RESPONSIBLE AI PARTNERSHIPS ARE NOT OPTIONAL

Client demand is the driver
Every client is asking for AI. Partnerships across the AI ecosystem keep us credible, competitive and able to co-sell.

AI has many flavors
We map the landscape deliberately: foundation models, AI-assisted development, AI security and governance, agentic platforms.

Certifications unlock onboarding
To sign a new AI partner we must show minimum bench strength in its technology, which our certification drive provides.

More AI partners in pipeline
We are in active conversation with additional AI firms and expect to sign more in the coming months.

New Partners, Security and What Comes Next

NEW AI PARTNERSHIP

Cognition (Devin)

Devin is an autonomous AI software engineer — capable of independently completing development tasks from specification to deployment. The partnership was signed in early FY 2025–26 and directly addresses client demand to deliver faster, at scale, with AI-native development. More AI partnerships are in the pipeline.

CLIENT CASE STUDY

Tier 1 Insurance Firm

Synechron delivered a centralized AI platform from which multiple business units and components can be deployed and scaled, built on AWS Bedrock with multiple AI models. It gives the client a production-ready foundation for AI across business streams rather than one-off implementations — now published externally and used as a reference case with AWS.

THE SECOND MAJOR FOCUS

Security

Outside of AI, security is the most significant topic across Synechron's client base. Security vulnerabilities and AI governance are the conversations every client is having. The Microsoft Security Specialization achieved in FY 2025–26 positions Synechron directly in that conversation.

Competencies unlock partner funding

Competencies and specializations give Synechron access to innovation credits. That funding can be passed back to clients to support joint innovation, making the partnership financially valuable beyond the credential itself.

> *The biggest achievement was building our partner badges - showing partners that Synechron has the expertise, so take us with you. These are solid credentials that unlock funding and are a real door opener for us. As we add more AI partners, responsible AI is part of every conversation, because clients need to trust the tools we bring them. The real opportunity lies in aligning the right capabilities with client priorities to deliver measurable business outcomes. Looking ahead, we'll keep building partnerships that help our clients innovate faster and more responsibly.*



Mathangi Keshavan
Head of AI Partnerships

Internal

Learning and Development: Building a Future-Ready Workforce

Our L&D function is built around one principle: learning must be relevant to the project, the client and each person's career. We track industry trends and live account needs to set the annual calendar. In FY2025–26 that meant an enterprise-wide push on generative AI, alongside our established Power Skills and Graduate programs.

715,234
learning hours delivered in FY2025–26

6.4
Avg. learning days per employees in FY 2025-26

7,918
active certified employees (cumulative)

2,845
new industry certifications earned in FY2025–26

GenAI Certification Reward program

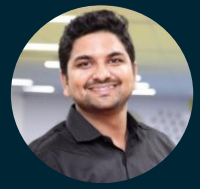
Launched 1 July 2026, after the reporting period

A new rewards initiative for Generative AI, agentic AI and AI-enabled SDLC certifications across major vendors, including Claude Code, GitHub Copilot, AWS, Azure and model-specific accreditations. Qualifying employees receive formal recognition and a financial reward.

AI Certifications

After three to four years of sustained cloud focus, AI certifications are accelerating and our certification effort has shifted from cloud infrastructure to AI.

> *This year, our L&D strategy has been defined by purpose: to build AI-ready talent, to deliver inclusive skills for every function and to embed learning into the very rhythm of how we work. From GenAI bootcamps to the SEED Graduate Certification program, we have scaled programs that deliver real capability and real impact. Certifications are the language of credibility in financial services AI. We have built a program that earns that credibility : for our people, for our clients and for Synechron as a firm.*



Ujwal Nikam
Associate Director, Learning and Development

Internal

New Learning Pathways and Graduate Development

GRADUATE program: CAMPUS TO CORPORATE

01 IGNITE	**Foundations and Power Skills**	Data Structures · SQL · JIRA · Campus-to-Corporate behavior
02 BUILD	**Backend Engineering**	Core and Advanced Java · Spring Boot · Microservices · HackerRank
03 CONNECT	**Frontend and Cloud**	Node.js · React · AWS · Azure · Power BI · HackerRank
04 THINK	**Data and Generative AI**	Snowflake · Databricks · GenAI tools · GitHub Copilot · Claude Code
05 SHIP	**DevOps, Security and QA**	Docker · Kubernetes · CI/CD · Cybersecurity · SRE · Test Automation
06 PROVE	**Capstone Project**	End-to-end build · Mentor assessment · HackerRank score shared with project teams

SEED Graduate Certification program: 340 participants
Cloud and platform certifications are built into the PROVE phase.

STRATEGIC AI LEARNING programS

GenAI Foundation and Intermediate
Concepts, architecture and business use of GenAI: the entry point for every employee, bridging awareness to hands-on tooling.

Tools Track: GitHub Copilot, Claude Code, Prompt Engineering
Practical, use-case driven sessions for engineering and delivery teams.

GenAI Bootcamp and Future Skills
Trains engineers and delivery staff on our own internal accelerators and AI products.

FABulous / FinLabs Agentic Bootcamp
Advanced agentic AI architectures, co-delivered with FinLabs, for practitioners moving into production systems.

GitHub Copilot and AI-Assisted SDLC
AI pair-programming, code review automation and productivity tooling for engineering teams.

ESG and Responsible AI Webinar
AI governance, ethics, environmental impact and ESG considerations. Global rollout planned FY2026–27.

Client-Specific AI Enablement
Co-designed AI learning for 7+ strategic financial services clients across North America, UK and APAC.

Lifeline Foundation:
A Synechron CSR Initiative

Lifeline Foundation: Empowering Women through Skill Development

Synechron's primary CSR commitment is its partnership with the Lifeline Foundation - a not-for-profit organization delivering free, three-month skill development programs to women, girls and street children across underserved communities in India. What began as a grassroots initiative in Bhopal in 2019 has grown into a multi-city program now reaching over 30,000 families and students across 11 cities and 12 centers nationwide. The Lifeline program goes beyond beneficiary reach, focusing on long-term social outcomes and creating opportunities that empower individuals, strengthen families and contribute to inclusive community development.

FOUR FREE SKILL programS

Fashion Design
3-month, 2 hrs./day. Practical sewing and garment-making skills that translate directly into home-based income, community boutiques and tailoring work. Consistently the highest-enrollment course.

Beautician
High local demand. Graduates regularly go on to run home-based services or join salons, providing flexible income around family responsibilities.

Henna
Creative skill development with pathways into craft-based self-employment. Often serves as the entry point for students who then progress to further courses.

Computer Basics
Basic digital literacy: file handling, Excel, data entry, accounting fundamentals. Enables access to office employment previously unavailable to program participants.

If you get a skill, it really elevates you in terms of how you live your life. You become confident, you are not dependent. And when a person starts seeing those changes in their life, the future thought process completely changes. Our greatest achievement is not only the number of beneficiaries reached, but the meaningful and lasting impact created in the lives of so many families and students through skills, opportunities and sustained community support.



Ashok Kalaskar
Senior Director, CSR and Admin

Societal Impact

JOURNEY: 2019 TO FY 2025-26

2019 — Founded in Bhopal. Started on October 7, 2019

2019-20 — Early growth, then COVID pause. program disrupted but field network and curriculum preserved throughout.

2020 - 21 — Restart and acceleration. Computer basics added as fourth course. Mobile health camps launched in two cities. Street children literacy program introduced for ages 3-14.

2022-23 — Synechron deepens its CSR partnership. Expansion into Pune and Bengaluru. Hub-and-spoke model adopted: anchor city per state, then branch to Tier 2 and 3 cities.

2024-25 — Formal impact analysis published. States covered : Maharashtra, MP, Rajasthan, Chhattisgarh.

2025-26 — Opened new centers in Lucknow, Patna, Jodhpur

IMPACT OUTCOMES

Tangible Outcomes [GRI 404-2]
Graduates have started home-based businesses, formed community boutiques and secured employment in offices, salons and tailoring businesses. Lifeline's impact analysis — now formally published — tracks employment and self-employment rates for each cohort. Notably, many students enroll in all four courses, completing a full year of skill development, demonstrating the pull of the safe and high-quality environment.

Intangible Outcomes [GRI 413-1]
Equally significant — and explicitly tracked — is the change in confidence, social participation and mental well-being. Many participants are women stepping out of the home for the first time in years. The all-female environment (female teachers, female management; ex-police security only at the perimeter) allows women to build friendships, express themselves and develop identity beyond household roles.

Mobile Health Camps [GRI 413-1]
In two cities , Lifeline deploys mobile health camps staffed by a doctor and nurse. Camps screen for blood pressure, blood sugar, hemoglobin and liver and kidney function, then refer participants to appropriate care. Many women in target communities have never had a basic health check.

Street Children Literacy [GRI 405-1]
A separate program serves street children aged 3-14 — providing foundational literacy and numeracy and a route back into formal education. Lifeline identified this gap through direct field observation; few organizations operate at this intersection of homelessness and early childhood education.

30,000+	11	12	4
Families and students reached (cumulative since 2019)	Cities with active Lifeline centers	Centers operating across India as of FY 2025-26	Free skill courses: Fashion Design, Art, Beauty, Computer Basics

Synechron

Lifeline Journey

lifeline
Empowering Women, Changing lives

Certificates Awarded

36,000+

Core Skills: 34,000+
Add-on Skills: 2000+

Total Capacity

~ 8,500+ / Qtr.

Current Avg Attendance
~ 7,500

Presence

12 Centers
11 Cities

Beneficiaries by Year

Year	Core	Add-on
FY26-27	6,326	674
FY25-26	14,193	685
FY24-25	8,422	606
FY23-24	3,115	65
FY22-23	1,333	65
FY21-22	396	45
FY20-21	254	28
FY19-20	157	--
Total	**34,196**	**2,168**

Beneficiaries by City

Started On	City	Core	Add-on
Oct'19	Bhopal	14,579	826
Jan'23	Pune	4,648	353
Jan'23	Bengaluru	4,121	204
Oct'24	Mumbai	3,332	249
July'25	Raipur	1,870	146
July'25	Gwalior	1,798	145
July'25	Jaipur	1,633	97
Oct'25	Delhi	1,098	148
Apr'26	Jabalpur	402	--
Apr'26	Udaipur	362	--
Apr'26	Nagpur	353	--
	Total	**34,196**	**2,168**

Beneficiaries by Skills

Type	Skill	Total Count
Core	Beautician	10,966
	Sewing	9,972
	Heena	7,586
	Computers	5,672
Addon	English Speaking	2,088
	10th Class Tuitions	80
Total		**36,364**

**Data Till Jun'26



Our Integrity and Accountability

Internal

Information Security and Responsible AI

FY 2025–26 marked a step-change in our security posture: an enterprise-wide migration to advanced Microsoft security solutions, one of the most significant infrastructure investments in our security history, covering data protection, security operations and endpoint security across all global offices.

1 Data Protection and Classification

Reducing the risk of sensitive data exposure

Advanced data loss prevention (DLP) and automated data classification across endpoints, email and cloud workloads, giving visibility and control over sensitive data in many jurisdictions.

In Pilot

2 Security Operations and Monitoring

Faster detection, faster response

AI powered threat detection, real-time monitoring and automated incident response, designed to cut mean time to detect (MTTD) and respond (MTTR) so threats are contained before they reach clients.

26%

Faster detection compared to FY 2024-25

3 Endpoint Security

From CrowdStrike to Microsoft Defender for Endpoint

One security toolchain in the Microsoft ecosystem, improving correlation across identity, endpoint and cloud and reducing the complexity of managing multiple vendors.

10,000 + | 90%

Devices migrated I Risk reduction

For a firm trusted by the world's leading financial institutions with mission-critical systems and sensitive data, security is not a compliance obligation, it is a competitive differentiator and a client commitment.

In FY 2025-26, Synechron made a significant security investment, an advanced a structured framework for governing artificial intelligence and deployed proprietary AI-powered tools that are measurably reducing risk, both internally and for clients.

Internal

AI-Powered Security Accelerators

We deployed three proprietary AI-powered accelerators that automate previously manual security processes, improving speed and coverage across vendor risk, security operations and application security. We use them internally and offer them to clients through our security practice.

VendorRisk.AI

Automated third-party risk management

AI vendor compliance assessment and ongoing monitoring of financial, regulatory and security risk. Replaces manual, point-in-time reviews with continuous risk intelligence, for faster onboarding and earlier warning of third-party exposure.

100%
Active Tier 1 vendors monitored

Agentic Production Management.AI

Intelligent security operations

AI triage and automated response for security tickets. It recommends or executes actions on lower-severity tickets, freeing senior analysts for complex threats and reducing analyst fatigue and MTTR.

13%
Faster incident resolution compared to FY 2024 – 25

AppSec.AI

Application security vulnerability scanning

Continuous automated scanning of application code and configurations, built into the development pipeline, surfaces vulnerabilities before they reach production. Works alongside InfoSec reviews for higher-risk applications.

Zero | Acceptable Level
Critical vulnerabilities | High risk vulnerabilities

GRI 2-6 | **SASB** TC-SI-230a.2 | **SDG** 16 Strong institutions

CURRENT CERTIFICATIONS

STANDARD	PURPOSE	AUDITOR
ISO 27001	Information security management to the global standard	DNV
ISO 27017	Security controls for cloud services	DNV
SOC 1 & SOC 2	Attestation of IT control effectiveness, to AICPA standards	EY
PCI DSS 4.0.1	Protection of credit card and related data	SISA InfoSec
GLBA	US federal law protecting customers' private financial information	ISO QAR

Security Partnerships

Four strategic partnerships let us deliver security maturity improvements directly to financial services clients, turning internal capability into measurable client-facing impact.

PARTNER	WHAT SYNECHRON DELIVERS	CLIENT IMPACT
Microsoft **MS Security Specialization achieved**	Designated Microsoft security partner: workshops, joint delivery and full assessments across Defender, Sentinel, Purview and Entra.	A full security assessment, configuration gaps surfaced and an uplift roadmap, drawing on our own enterprise-wide migration.
Salesforce **Technical360, our proprietary accelerator**	Security risk assessments, configuration reviews and Technical360, which scans the client's Salesforce environment for vulnerabilities and compliance gaps.	A rapid deep-dive scan with no operational disruption and one prioritized remediation plan, faster and efficient than a manual review.
X Analytics **2 agents in pilot, ready for development**	AI agents on ServiceNow that translate security signals into expected financial loss. Prototype developed.	Translate cyber risk into the financial language that boards and CFOs use to make decisions, while meeting regulatory expectations for quantifiable risk oversight.
Wiz Cloud security posture	End-to-end cloud security coverage across Wiz deployments, configurations, security assessments and managed operations on Wiz across AWS, Azure and GCP. We cover misconfigurations, exposed assets, identity risk and attack paths, then deliver a prioritized remediation plan.	Agentless visibility across the client's whole cloud estate in hours, with attack paths ranked by real risk. Teams fix the issues that matter first and show regulators a clear cloud posture.

> *We've adopted responsible AI practices and are securely deploying AI within Synechron guided by industry-standard frameworks, strong governance, a defined usage policy and continuous observability to keep AI risk within acceptable limits.*
>
> *We deployed our own AI-powered accelerators to help manage vendor risk compliance, to augment our security operations to reduce mean-time-to-respond and to mitigate Mythos-class vulnerabilities through remediation - that's helping us with efficiencies and reducing the attack surface.*



Aaron Momin
Chief Information Security Officer

Internal

Responsible AI Governance Framework

The rapid adoption of generative AI has made AI governance a board-level concern, for us and for our clients. We have built a top-down framework grounded in formal policy, cross-functional oversight, board accountability and active risk management. Responsible AI is a new material topic in this report.

LAYER	MECHANISM	WHAT IT ACHIEVES	GRI
Policy	**AI Use Policy**	Governs how AI tools and models may be used: principles for responsible use, acceptable-use boundaries and employee obligations when using AI or GenAI tools. Published and communicated to all staff.	2-23
Oversight	**AI Governance Forum**	Cross-functional forum that reviews AI use cases, manages cost and prioritisation, oversees intake of new AI tools and monitors policy compliance, so no unsanctioned tool is deployed at scale without review.	2-9
Board accountability	**Board reporting on AI**	The CISO and technology leadership report to the Board on tools in use, data exposure, risk assessments, policy compliance and emerging AI threats.	2-9
Risk assessment	**AI risk assessments and threat modeling**	Formal risk assessments of AI applications in use. Threat modeling examines adversarial exploitation of AI systems and emerging risks from agentic AI architectures.	3-3
Monitoring	**AI Usage Visibility program**	Tooling shows which AI tools are in use, what data they process and where risk sits; access controls restrict unsanctioned AI applications.	3-3

GRI 3-3 · 2-9 · 2-23 | **SDG** 16 Strong institutions

GRI Content Index

Statement of use Synechron has reported the information cited in this GRI content index for the period April 1, 2025 to March 31, 2026 with reference to the GRI Standards. **GRI 1 used** GRI 1: Foundation 2021

GRI	Disclosure	Slide
General disclosures · GRI 2: General Disclosures 2021		
2-1	Organizational details	6, 7
2-2	Entities included in the organization's sustainability reporting	6
2-3	Reporting period, frequency and contact point	6, 40
2-4	Restatements of information	6
2-5	External assurance	6
2-6	Activities, value chain and other business relationships	7, 21–26, 34, 35
2-9	Governance structure and composition	9, 10, 36
2-12	Role of the highest governance body in overseeing the management of impacts	9, 10
2-13	Delegation of responsibility for managing impacts	9, 10
2-22	Statement on sustainable development strategy	2,3,4
2-23	Policy commitments	22, 23, 36
2-24	Embedding policy commitments	20, 26
2-29	Approach to stakeholder engagement	18
Material topics · GRI 3: Material Topics 2021		
3-1	Process to determine material topics	6
3-2	List of material topics	6
3-3	Management of material topics	9, 10, 17, 18, 21, 22, 27, 29, 33, 36
Topic disclosures		
203-2	Significant indirect economic impacts	29–31
305-1	Direct (Scope 1) GHG emissions	11
305-2	Energy indirect (Scope 2) GHG emissions	11, 12
305-3	Other indirect (Scope 3) GHG emissions	11, 12
305-4	GHG emissions intensity	11
305-5	Reduction of GHG emissions	12–15
308-1	New suppliers that were screened using environmental criteria	14, 15
401-2	Benefits provided to full-time employees	20
403-6	Promotion of worker health	20
404-1	Average hours of training per year per employee	27
404-2	Programs for upgrading employee skills and transition assistance programs	17, 19, 25, 27, 28, 30
405-1	Diversity of governance bodies and employees	19
413-1	Operations with local community engagement, impact assessments and development programs	29–31

This report references the GRI Standards; it is not prepared in accordance with them. Slide numbers refer to this document.

SASB, SDG and Material Topics Index

SASB Technology & Communications · Software & IT Services (Selected SASB materials)

Code	Metric	Slide
TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	33, 34
TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for management, technical staff and all other employees (partial disclosure)	19

Entity-specific material topic (GRI 3-3)

Topic	Coverage	Slide
Responsible AI	Reported as an entity-specific material topic, managed under GRI 3-3	36

UN Sustainable Development Goals

Goal	Title	Slide
SDG 3	Good health and well-being	20, 30
SDG 4	Quality education	27–31
SDG 5	Gender equality	19, 29–31
SDG 7	Affordable and clean energy	11, 14, 15
SDG 8	Decent work and economic growth	17, 18, 20, 27–31
SDG 9	Industry, innovation and infrastructure	21–23, 26, 35
SDG 10	Reduced inequalities	19
SDG 12	Responsible consumption and production	14, 15
SDG 13	Climate action	9–15
SDG 16	Peace, justice and strong institutions	33–36
SDG 17	Partnerships for the goals	24–26

This is our second annual sustainability report, marking an important step in our journey toward greater transparency and accountability. As we move forward, we recognize that our sustainability framework, key performance indicators and reporting practices will continue to evolve and mature, becoming more comprehensive and robust in the coming years. This report has been prepared with reference to the GRI Standards (2021).

The Standards have been used as a guide in identifying material topics, structuring disclosures and aligning with stakeholder expectations. We do not claim full “in accordance” compliance at this stage, applying the with reference approach ensures that our reporting is informed by internationally recognized best practices while maintaining the flexibility to focus on the issues most relevant to our company and stakeholders.

Internal

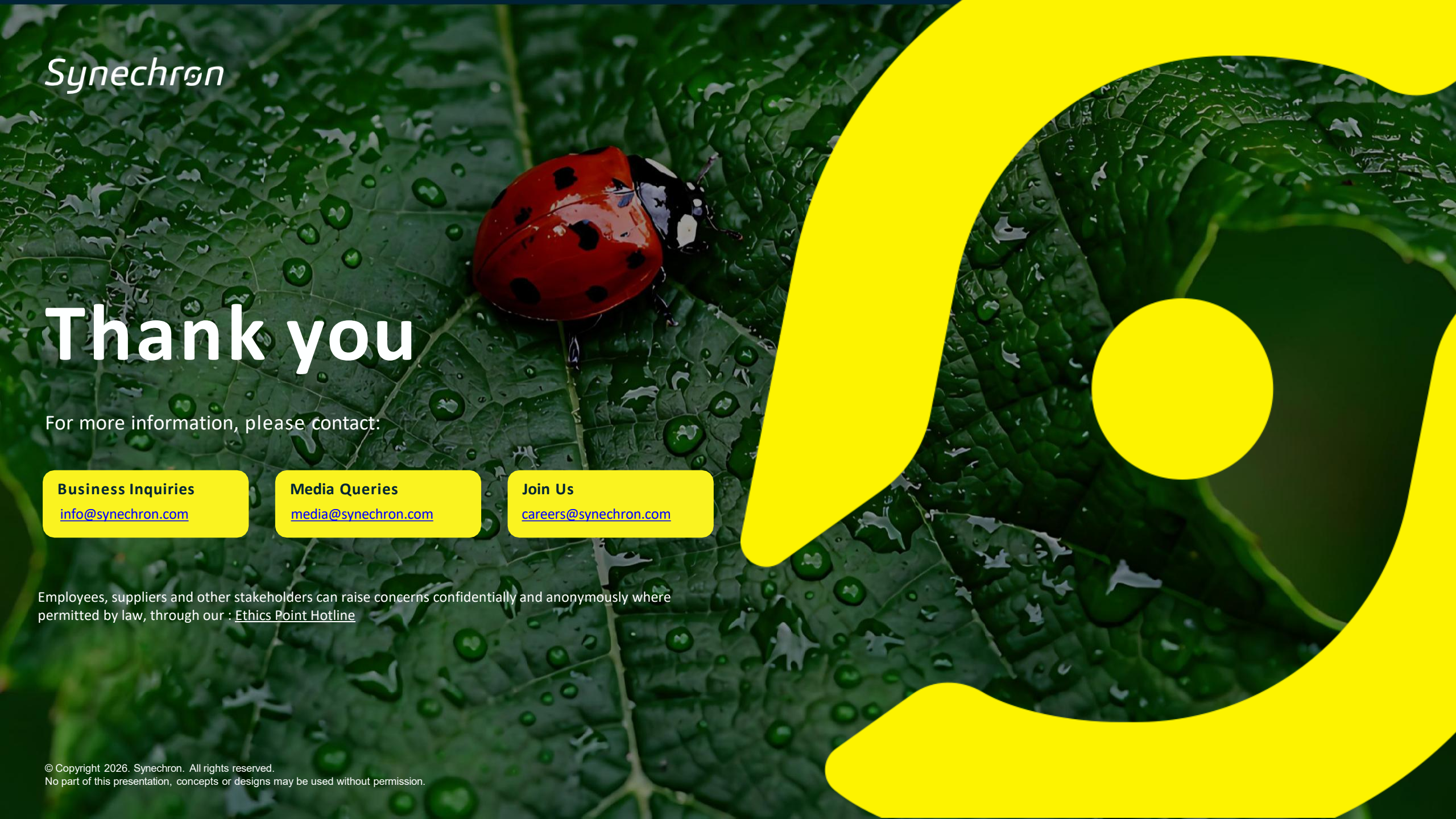
About this report

Disclaimer : This report is published solely for informational purposes. Nothing herein constitutes or should be relied upon as, legal, financial, investment or other professional advice.

Basis of preparation : Unless otherwise stated, the information presented covers 2025 – 26. It has been compiled from internal management systems, reasonable estimates and third-party sources considered reliable at the time of publication. Our Scope 1, 2 and 3 greenhouse gas emissions data has been subject to limited assurance by Earthood and our emissions reduction targets have been validated by the Science Based Targets initiative (SBTi). Where estimates, assumptions or external emission factors have been applied, these reflect our best judgment and may be refined as methodologies and data quality evolve.

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Employees, suppliers and other stakeholders can raise concerns confidentially and anonymously where permitted by law, through our : Ethics Point Hotline

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