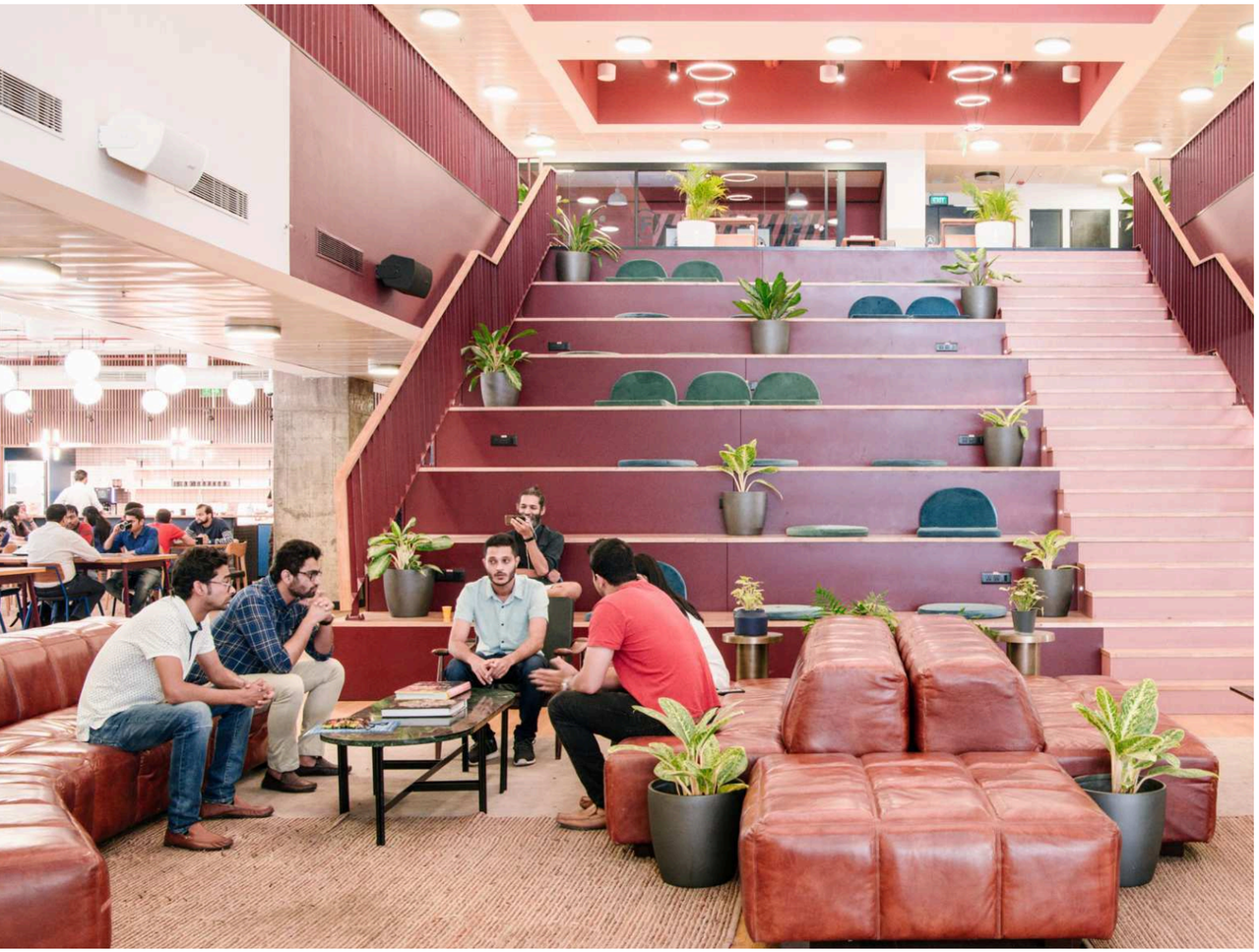

Shared Spaces
Shared Responsibilities
wework
INDIA IMPACT
WeWork India
Sustainability Report FY 2025-26

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About this Report

(GRI 2-2, GRI 2-3, GRI 2-5)

WeWork India Management Limited ("WeWork India", "we", "our") presents its first Sustainability Report for FY 2025-26 (1 April 2025 to 31 March 2026).

This report highlights our material Environmental, Social and Governance (ESG) impacts and the ways in which we manage them across our workspaces. It reflects our ongoing commitment to fostering sustainable communities through shared spaces that foster collaboration, inclusion, and collective stewardship.



Reporting Standards

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards 2021, applying the relevant Universal and Topic-specific Standards based on WeWork India's material topics and the GRI Reporting Principles. The financial statements in the report have been prepared in accordance with Indian Generally Accepted Accounting Principles (IGAAP). While external assurance was not sought for FY 2025–26, the report has been reviewed internally by relevant functional teams and senior management to ensure the accuracy, completeness, and consistency of disclosures.

Audience

This report is intended for a wide range of stakeholders, including employees, contractors, investors, members, suppliers, communities, government authorities, landlords and others who are impacted by, have an interest in, or can influence our operations.

Reporting Boundary

This report covers financial and non-financial performance disclosures from April 1st, 2025, to March 31st, 2026. It includes comparative data for the previous one to two years, enabling trend analysis across key performance indicators (KPIs). Of our total portfolio of 76 buildings, the reporting boundary covers 57 buildings under our operational control, unless otherwise stated. Classic assets have been considered for consolidation purposes, while managed office spaces are excluded as they do not fall under our operational control.

Contact Point

For queries regarding this report, please contact:
sustainability@wework.co.in

Message from Leadership



> “ The future of work will not be defined only by how flexible it is, but by how **responsibly it is built.**

At WeWork India, this belief is closely tied to one of our core values ‘Build for Tomorrow’, taking the long-term view and investing in decisions that create sustainable value for the future. So when I am asked where sustainability sits in our strategy, my honest answer is that it does not sit anywhere separate. It is part of our everyday responsibility as a business, built into how we lease, design, build and operate our spaces, not a layer we added when the world started asking.

FY 2025-26 was a defining year for WeWork India. On October 10, 2025, we became a publicly listed company. For us, this was more than a market milestone. It was a step into a higher standard of accountability, one that extends to our members, employees, partners, shareholders, and the communities around us. As we grow, we must be clearer about what we stand for, more transparent about how we operate, and more disciplined about the impact we create.

At the heart of WeWork India is a simple belief: the future of work must be flexible, efficient, and responsible. India’s companies are scaling faster, teams are becoming more distributed, and expectations from workplaces are changing. Workspaces today are no longer just real estate, but are also platforms for productivity, collaboration, culture, and growth. That also means they carry responsibility. The way we operate our spaces influences how energy is consumed, how water is managed, how waste is handled, how safe and healthy our environments are, and how we contribute to the communities around us.

The real estate sector has a significant role to play in how cities consume energy, water and materials, and in the emissions generated across a building’s lifecycle. As a flexible workspace operator, we sit at a useful point in that chain, between landlords who own the buildings, members who occupy them, and partners who service them. Our model gives us an advantage: shared infrastructure, shared amenities and integrated building systems can serve hundreds of companies more efficiently than fragmented, underutilised offices. But that advantage only matters when it is backed by strong execution. That is why sustainability has to be built into the operating model itself.

And that work starts long before a centre opens. Our design and supply teams shape sustainability at the source - through site evaluation, sustainable design standards, careful selection of fit-out materials, and a structured Green Lease framework that embeds environmental expectations into landlord conversations and lease agreements. By the time a member walks into one of our spaces, many of the most important environmental decisions have already been made, and made well.

Once a centre is operational, sustainability becomes a question of everyday discipline. Across our portfolio, we strengthened energy monitoring, improved our Energy Performance Index, increased renewable energy sourcing, enhanced waste diversion, improved water efficiency, and continued to invest in health, safety and wellbeing. We currently source around 40% of our electricity from renewable sources and remain committed to moving towards 100%. These outcomes are built through thousands of decisions made consistently by teams across our centres.

External scrutiny keeps us honest, which is why third party certification matters to us beyond the certificates themselves. Our ISO certifications across environment, occupational health and safety, information security, facility management, energy management and food safety reflect the maturity of our operating model. This year also brought recognition we are proud of, including WELL Coworking Rating, British Safety Council International Safety Award, NSCI Safety Rating and RoSPA Gold Award. Equally, our Great Place to Work certification and recognitions across multiple categories reflect the culture we are building, one that is inclusive, accountable and people-first. Awards are not the goal, but they are useful evidence that the systems behind them are real.

As with any growing organisation, there are opportunities where we continue to strengthen our approach. We operate largely in leased assets, which means some important levers sit with our landlords, partners, and members. The base building, common infrastructure, and member behaviour all influence outcomes. So progress in our model depends on partnership; it requires us to work closely with building owners, service partners, employees, and members to make better choices, consistently.

Some of the work I am most proud of goes beyond our centres. Over the last few years, our Impact Charter has helped us focus on areas where we can create meaningful, long-term impact. This includes biodiversity, conservation, education, up-skilling and community development. We are focused on real impact, work that is measurable, sustained and meaningful. Whether it is supporting coexistence with leopards in Mumbai, restoring ecosystems, enabling education, or creating livelihood opportunities, the intent is to use our platform where it can make a genuine difference.

Change of this scale cannot happen inside one company, which is why we convene the WeWork India Sustainability Summit every year, bringing landlords, developers, policymakers, climate innovators, and members to the same table. In 2025, the Summit focused on decarbonising commercial real estate, a topic that is central to the future of cities, workplaces and businesses. We intend to keep hosting these conversations, because an industry that talks honestly to itself improves faster.

We are still early in this journey. Becoming a more transparent, responsible, and sustainable company is not a destination we have reached, but rather a direction of travel. I am confident that the model we are building, which is flexible, asset-light, technology enabled, and deeply operational, can help shape a better future of work for India.

As WeWork India enters its next phase, our ambition is clear: to grow with discipline, operate with responsibility, and create long-term value for everyone connected to our platform. That, for us, is what it means to truly ‘Build for Tomorrow’.

Thank you for your continued trust.

Karan Virwani
Managing Director and
Chief Executive Officer

Key Highlights of the year

BUSINESS

₹24,774.3 Million
Total Revenue
23.4% increase YoY

8.6 mn sq. ft.
Operational Area

₹4,993 Million
EBITDA
23.1% increase YoY

11.6 mn sq. ft.
Total Area Under Management (AUM)*

126.9 Thousand
Operational Desk Capacity

96%
Grade A office parks and office buildings

ENVIRONMENT

27.8%
Total annual energy procured from renewable sources in FY 2025–26 **(achieved 40% in March 2026)**

128.5 kWh/sqm/year
Energy Performance Index (EPI)

28.6 Litres/day/person
Intensity for water consumption

86%
Waste diverted from landfill**

100%
Offices acquired in FY 2025–26 covered under Green Lease

Earth Hour

On 28th March 2026, WeWork India participated in the **Earth Hour Initiative**[1] by switching off non-essential lighting and appliances across its operations promoting energy conservation and responsible consumption.

SOCIAL

100%
Coverage of Employees and Workers' Health and Safety Training

100%
Operational Assets Covered under ISO 45001[2]
Coverage for one newly acquired asset is underway

74+
Net Promoter Score with 11,220 member responses

71+
eNPS - Employee Net Promoter Score

23.5%
Turnover Rate for Permanent employees compared to 25.9% in FY 2023-24

* Area Under Management (AUM) comprises operational area, signed leases and signed letters of intent.
**Includes hazardous and non-hazardous waste from 11 assets.

Awards, Accolades & Certificates

WeWork India has officially been certified as a Great Place To Work®, a recognition that celebrates organisations with strong, people-first cultures.

In FY 2025-26, we've been honoured across every category we participated in, a testament to our employee sentiment on aspects like fairness and respect, credibility and transparency of leadership, pride in work and workplace and camaraderie among colleagues.



Industry Recognitions

2025
ET³ Entrepreneur Awards
Co-working Startup of the Year

2025
ET³ Entrepreneur Awards
Excellence in Facility Management

2025
ET³ Kaleido Awards
Best Brand Campaign-Silver Your Office, Your Way

2026
ET³ Real Estate Awards
Co-Working Brand of the Year

2026
BW FM Excellence Awards[4]
FM Co-working Space of the Year

RoSPA Award[5]

Awarded the RoSPA Health and Safety Gold Award in 2026, recognising strong performance in workplace health and safety management.



British Safety Council (BSC)[6]

WeWork India Management Limited Headquarters (HQ) Building, received the International Safety Award (Distinction) from the British Safety Council, recognising excellence in health and safety management.



National Safety Council of India (NSCI)[7]

WeWork India Management Limited HQ Building, has been awarded a **Four Golden Star NSCI Safety Rating** by the National Safety Council of India.



WELL Coworking Rating

Awarded the WELL Coworking Rating by the International WELL Building Institute (IWBI).



ISO 45001 Health & Safety intertek

ISO 45001
Certification achieved at the portfolio level[2]

ISO 14001 Environment intertek

ISO 14001
Certification achieved at the portfolio level[2]

ISO 41001 Facility Management intertek

ISO 41001
Certification achieved at the portfolio level[2]

ISO 50001 Energy – Galaxy intertek

ISO 50001
Energy management certification completed for one pilot asset (Galaxy)

ISO 22000 Food Safety – Spectrum intertek

ISO 22000
Food safety management certification completed for one pilot asset (Spectrum Towers)

ISO 27001 Information Security

ISO 27001
Certification for our HQ Building.



01

WeWork India at a Glance

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About Us

(GRI 2-1, GRI 2-6)

WeWork India, incorporated in 2016, marked a significant milestone in its growth journey by becoming a publicly listed company on the Indian stock exchanges in October 2025.



We are a promoter-led company, with the promoter group holding 49.42% of the Company's equity capital and 50.58% held by public shareholders as of 31 March 2026.

Headquartered in Bengaluru, we operate a workspace-as-a-service platform across key Indian office markets including Bengaluru, Mumbai, Pune, Delhi, NOIDA, Gurugram, Hyderabad and Chennai. We offer managed, flexible workspaces for businesses and professionals, allowing them to scale without long-term real estate commitments. Our workspace solutions are designed to support varied business needs, enabling organisations and individuals to operate seamlessly across headquarters, regional offices, project teams, and flexible working arrangements.

We're leading the evolution of work by creating spaces that move people and businesses forward.

Our model is simple yet transformative. We lease Grade A assets from leading developers across major Tier 1 cities, transform them into world-class, tech-enabled workspaces, and offer flexible, fully managed offices to companies of every size, ranging from global enterprises and startups to freelancers. We also engage with distinct vendors and service providers for design, construction and operations, ensuring design and operational consistency across locations.

The table below outlines the Company's subsidiary and associate entities, the extent of shareholding, and their participation in the Business Responsibility initiatives of the listed entity:

Name of the holding / subsidiary / associate companies / joint ventures (A)	Relationship with the listed entity	% of shares held by listed entity	Participation in Business Responsibility initiatives
WW Tech Solutions India Private Limited	Subsidiary	100%	No
Zoapi Innovations Private Limited	Subsidiary	57.04%	No
myHQ Anarock Private Limited	Associate	37.50%	No



Our Journey



2017
Launched

Incorporated in 2016, WeWork India launched its first centre (WeWork Galaxy) in 2017.

2018
Market Entry

6 centres

Entered the Indian market with our flagship centre in Bengaluru, expanding to Mumbai and Gurgaon

2019
Early Expansion

21 centres

Pioneered an innovative financing structure for CapEx investments. Launched WeWork All Access.

2020
Market Expansion and Growth

34 centres

Expanded into Pune, Noida, and Hyderabad

2021
Pioneering Digital Innovation

35 centres

Launched WeWork On-demand and Virtual Office products, diversifying services to meet evolving market needs

2022
Cultural Recognition

37 centres

Equity infusion of ₹7,578 million by WeWork Global. Certified as Great Place to Work by GPTW.

2023
Strategic Funding

43 centres

Secured ₹4,500 million in structured funding

2024
Market Leadership

53 centres

Expanded into Delhi and launched WeWork Workplace

2025
Strategic Growth and Funding

65 centres

Crossed the milestone of 1,00,000 desks. Achieved significant growth in managed office footprint, cementing the role as a leading flexible workspace operator. Expanded into Chennai.

2026
Post-IPO operations

76 centres

Added 11 new centres across key locations while accelerating profitability, strengthening operational excellence, and advancing sustainability across the portfolio.



Our Business

We deliver an integrated ecosystem of workspace, technology, and business solutions designed to meet the evolving needs of modern organisations.

We operate the largest and most comprehensive product suite in India's flexible workspace market. Our offerings are organised across four pillars. Workspaces form the foundation of our business, providing flexible workspace solutions across our network. Value-Added Services and Digital Products build on this foundation, enhancing the value we deliver to members beyond the physical space itself. In FY 2025–26, we further expanded our portfolio with the addition of Rivet, our standalone design and build business, extending our workplace expertise to clients seeking customised workspace solutions.

Every centre we operate consistently reflects the same commitment to excellence and is designed and built to align with global standards, featuring state-of-the-art technology, ergonomic design, and hospitality-led services. We take care of everything, from infrastructure and maintenance to community and experience, so our members can focus entirely on their business.

Our focus on quality, consistency, and scalability has made us the benchmark for premium flexible workspaces in India. Backed by the Embassy Group, a leading Real Estate Developer and powered by our exclusive and one-of- a-kind partnership with WeWork Global, we combine international design sensibility with local execution excellence, delivering the largest, most trusted, and premium flexible workspace platform in the country.

WeWork India - Business Structure

Workspaces

Long-term leased, Grade-A office spaces designed and operated to a consistent WeWork standard.

Private Office
Ready-to-occupy offices with space, utilities, internet, maintenance and operations bundled into one predictable cost.

Managed Office
Provides end-to-end workspace solutions, including site sourcing, space design tailored to client brand and work style, fit-out, and operations. With access to WeWork India's wider network, it supports enterprises, MNCs, and GCCs with requirements ranging from 50 to 2,000+ seats.

Services

Services that sit on top of the physical network and add a recurring revenue layer.

Fitout Customisation
Design, civil work, branding, furniture and AV tailored to member identity.

Events & Hospitality
Town halls, product launches, brand activations, and shoots.

F&B Services
Curated café, pantry, catering and event F&B solutions delivered through trusted partners.

Technology Services
Wi-Fi, boardroom technology, AV, printing, mail handling and IT support.

Shoots & Studios
Fully equipped studio spaces for podcasts, video content and brand shoots, supported by end-to-end production services.

Parking, Overages & GCC Solutions
Parking access, flexible usage-based services, and turnkey support for GCCs expanding in India.

Digital Products

Technology-driven solutions enabling flexible and seamless access to workspaces.

WeWork All Access
Monthly coworking membership with access to WeWork centres in India and globally.

Virtual Office
Business address for company registration, GST, and mail handling with limited workspace access.

WeWork On Demand
Flexible pay-per-use access to desks, meeting rooms and private offices.

WeWork Workplace
A SaaS platform that brings owned, leased and WeWork spaces into one platform. It integrates desk booking, occupancy planning, utilisation analytics, collaboration tools, and workplace management for hybrid teams.

Rivet

Standalone design and build business applying WeWork India's in-house design, procurement and project management capabilities to client spaces.

Rivet is WeWork India's dedicated design and build business. It delivers end-to-end workplace solutions through in-house design, procurement, and project management expertise. Its services span Design & Build, PM Consultancy, Architect-of-Record, Engineer-of-Record, and Production Kits. Backed by technology-led delivery, a pan-India vendor network, and operational expertise, Rivet supports clients across every stage of the workplace lifecycle.

Our Vision, Mission and Values

Our values go far beyond real estate. We deliver community, cost efficiency, and convenience, enabling our members to plug into an ecosystem where workspace, technology, and networking converge.

VISION

To be an ecosystem where people feel supported, energised and inspired to do their best work.

MISSION

We believe the right environment changes everything.

So we build spaces that don't just house work - they elevate it. Where a startup finds its first team. Where an enterprise moves with the speed of a founder. Where the energy in the room makes you better at what you do. That's what we build. And in doing so, we're helping write the next chapter of how the world works.

MEMBER FIRST.

We place our members at the centre of every decision, continually seeking ways to enhance their experience and create greater value.

DO THE RIGHT THING.

We uphold the highest standards of integrity, transparency and ethical conduct, especially when faced with difficult choices.

BUILD FOR TOMORROW.

We take a long-term view, investing in decisions and actions that strengthen the business and create sustainable value for the future.

BE ENTREPRENEURIAL.

We foster a culture of ownership, agility and innovation, encouraging our teams to act decisively and embrace calculated risks.

WIN TOGETHER.

We believe success is achieved through collaboration, mutual respect and shared accountability across teams, partners and stakeholders.

GET IT DONE.

We are execution-focused and results-oriented, translating ideas into action and delivering outcomes that matter.

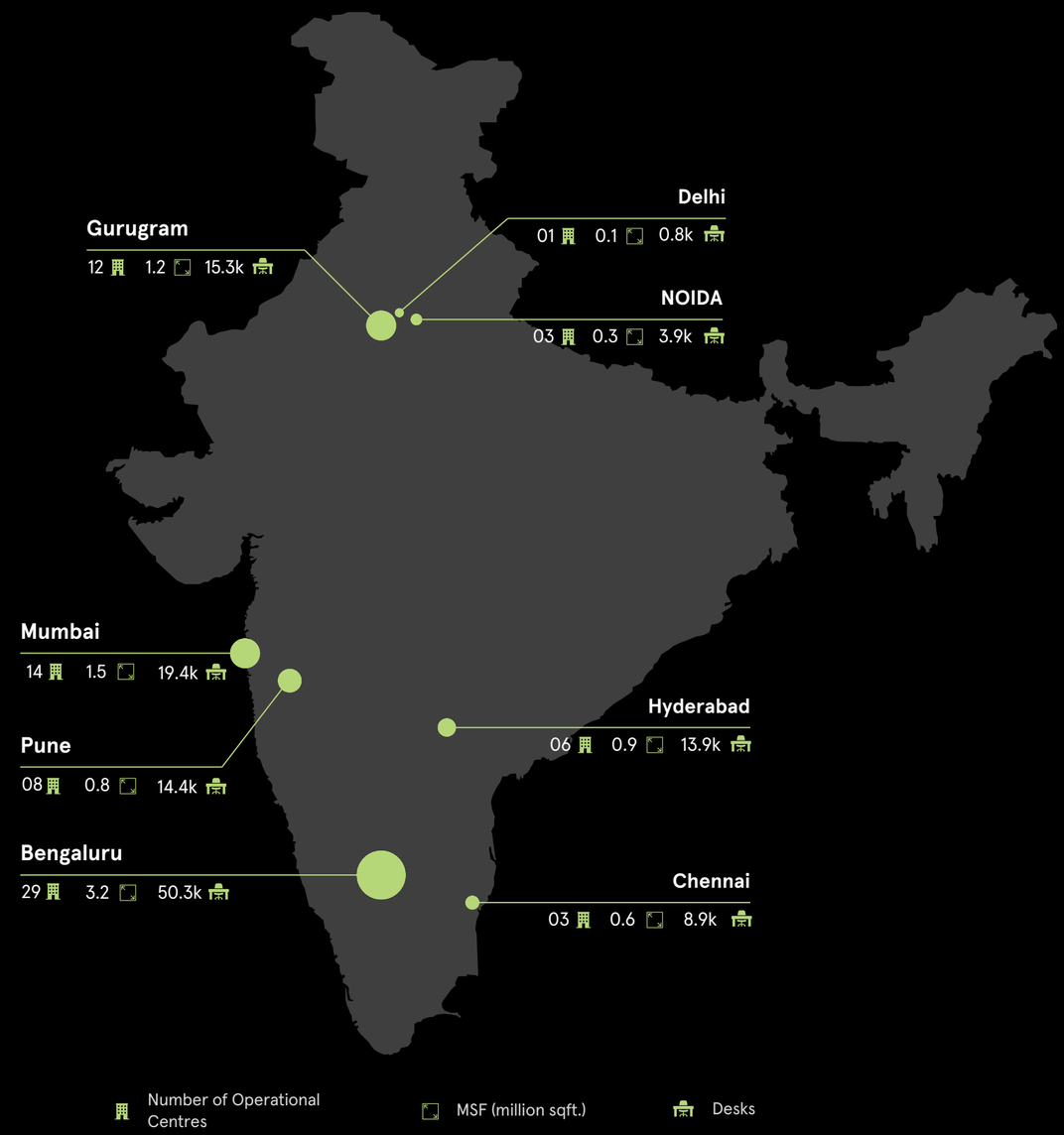


Operational Footprint

Our operational footprint reflects the focus on India's major commercial and technology hubs, where demand for flexible, managed workspaces is highest.

As of 31 March 2026, We operate 76 centres across eight cities, representing a total usable area of approximately 8.6 million square feet(sqft). Operations are distributed across three regions including South, West, and North of India, with the Southern region accounting for the largest share of the portfolio, driven primarily by a strong presence in Bengaluru.

Our operational footprint is shaped by our presence across India's major commercial and technology corridors, including Bengaluru, Mumbai, Pune, Delhi, NOIDA, Gurugram, Hyderabad and Chennai. This multi-city distribution highlights the deliberate operating presence within the country's primary business markets, supporting both concentration in core economic hubs and broader geographic coverage across key commercial regions.





Memberships and Collaborations

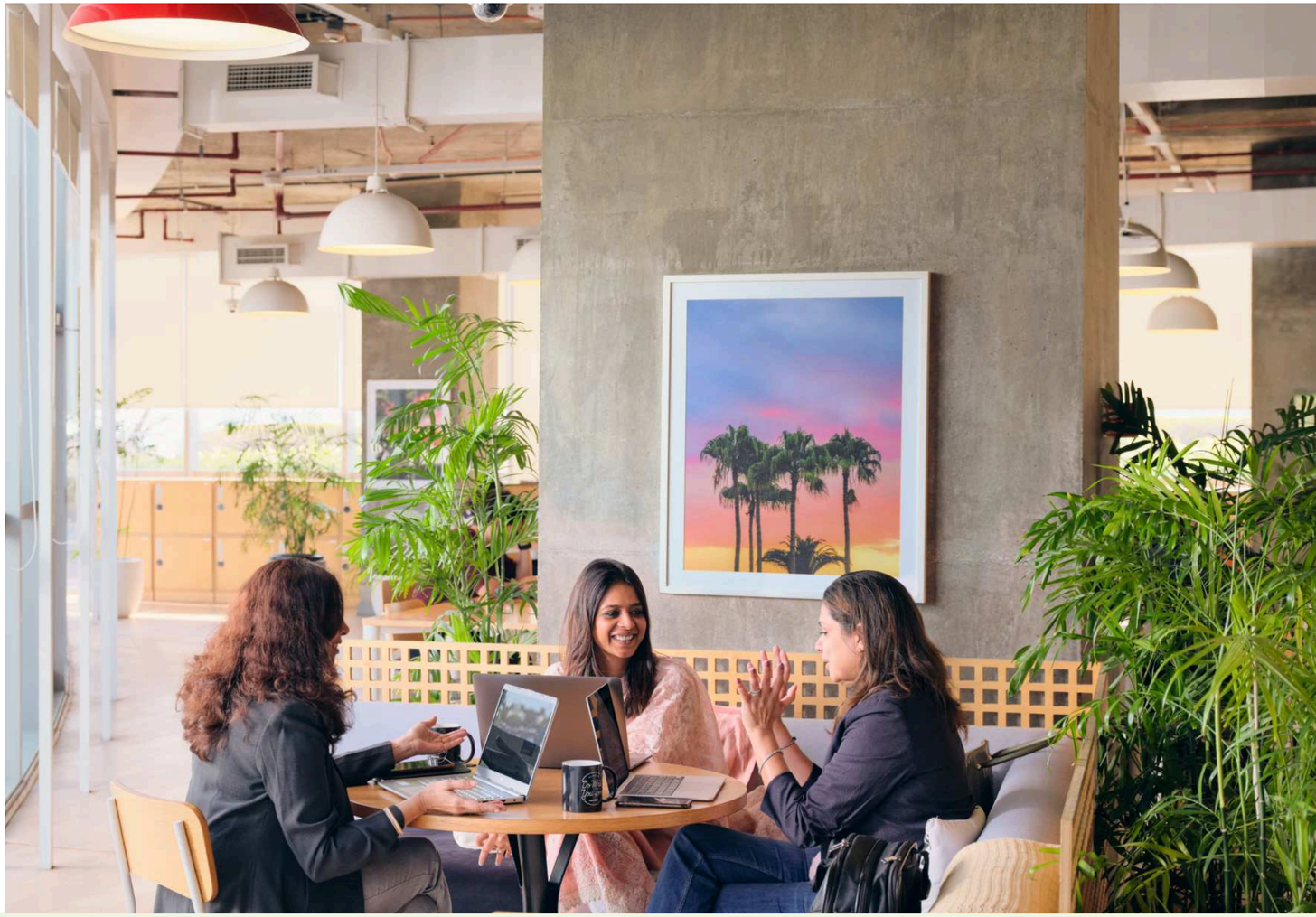
(GRI 2-28)

As part of our ongoing commitment to incorporating green buildings within our developments, we actively engage with recognised organisations that assess projects and confer certifications. We hold a current membership with the Indian Green Building Council (IGBC)[8], valid through December 2026.

We are a Premium Member of the British Safety Council[9], reflecting our commitment to maintaining high standards of occupational health and safety across our operations. This membership enables access to globally recognised safety guidance, expert resources, and best practices that support the creation of safe, healthy, and well-managed workplaces.

Beyond industry memberships, we have built strategic partnerships with Global Capability Centre (GCC) service providers, encompassing both sector-specific specialists and integrated "GCC-in-a-Box" firms offering end-to-end support services.

These GCC partners facilitate the introduction of high-quality GCC leads to us. In turn, We utilise their expertise in business services such as consulting, recruitment, legal and compliance, and tax and accounting to support GCCs within its ecosystem.



OUR GCC PARTNERSHIPS

EMBARK · BRIDGEPATH INNOVATIONS · ZYOIN GROUP · TRIGENT · opentext · new relic · MOSSADAMS · Roku · Grant Thornton

Economic Performance

(GRI 201-1, GRI 203-1)

Economic performance reflects our ability to create long-term value through revenue generation, cost management and disciplined financial governance.

It serves as a comprehensive indicator of our financial health and organisational effectiveness, encompassing revenue generation, cost optimisation, prudent financial management, and responsible value distribution. We consider consistent economic performance to be essential for maintaining business resilience and facilitating our growth within India's market.

Transparency in financial reporting remains central to our approach. We believe that clear, accurate, and reliable financial disclosures enable stakeholders and investors to make informed decisions and build confidence in our performance and governance practices. By consistently fostering transparency, we aim to strengthen trust, reduce information asymmetry, and reinforce long-term stakeholder relationships. Our disclosures provide visibility into key economic indicators, including revenue performance, operating costs, and Earnings Before Interest, Taxes, Depreciation, and Amortisation (EBITDA).

Key Indicators:

Direct economic value generated (Revenue)

FY 2024-25	FY 2025-26
₹ 20,081.0 M	₹ 24,774.3 M

Growth **+23.4%**

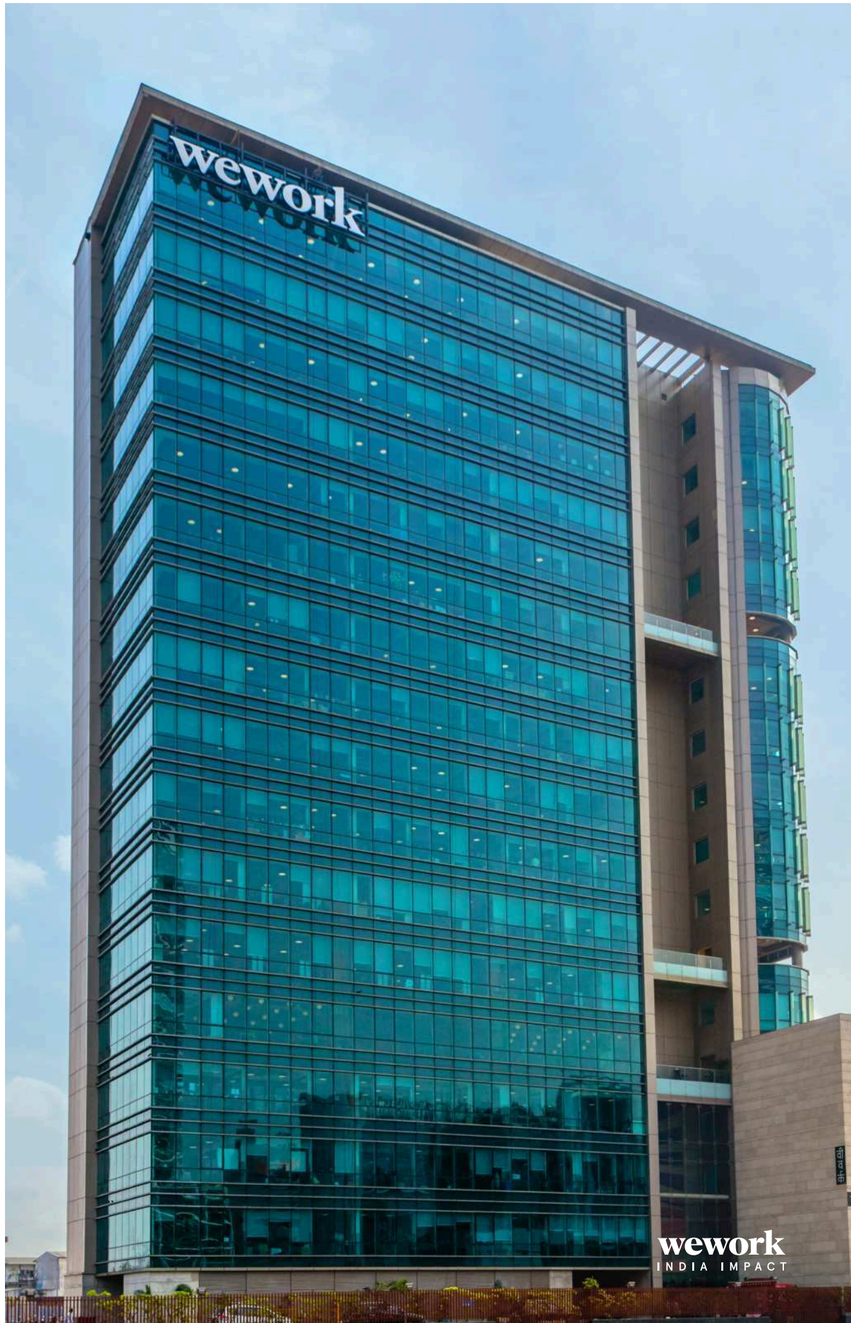
Earnings Before Interest, Taxes, Depreciation, and Amortisation (EBITDA)

FY 2024-25	FY 2025-26
₹ 4,056 M	₹ 4,993 M

Growth **+23.1%**

Note: The financial information in this section is derived from audited financial statements of WeWork India Management Limited, reviewed by our statutory auditors. It is prepared in accordance with Indian GAAP (IGAAP).

We also uphold our tax obligations with diligence, ensuring all payments are made promptly and in accordance with applicable legal requirements. This section provides a concise summary of our economic performance. For a more detailed analysis, please refer to our **Annual Report FY 2025-26.**





02

ESG at WeWork India

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Stakeholder Engagement

(GRI 2-29, GRI 413-1)

Stakeholder engagement is central to how we manage ESG priorities across the company. Our business model operates within a shared ecosystem that includes members, landlords, building partners, service providers, and local communities.

Outcomes of our business are influenced not only by our own operations, but also by the actions and practices of our partners and stakeholders.



Stakeholder Engagement Process

1 Stakeholder Identification

Systematic mapping of key stakeholder groups to understand their relevance and influence.

2 Engagement with Stakeholders

Conducting tailored interactions through surveys, meetings, websites/portals and other channels to capture insights transparently and inclusively.

3 Prioritise Inputs

Analysing stakeholder inputs to focus on issues of highest significance and its alignment to business goals.

4 Act on Insights

Translating of prioritised concerns into actions and initiatives demonstrating accountability and responsiveness.

This approach supports the identification of ESG-related impacts, strengthens governance and oversight, and enables systematic collection of stakeholder feedback. Stakeholders' inputs are also integrated into the materiality assessment to inform the identification and prioritisation of material ESG topics. Key stakeholder groups, their relevance, and engagement mechanisms are presented here:

Key Stakeholder Groups

- Members
- Suppliers and Service Providers
- Community
- Employees
- Landlords
- Board of Directors
- Investors and Lenders
- Governmental Authorities / Regulatory Bodies

MEMBERS

Our members are central to our business, as they shape demand, service quality, and workspace experience, while also influencing occupancy, retention, and the long-term business continuity.

Engagement Topics

- Leasing and contractual agreements
- Service quality
- Data privacy & confidentiality
- Feedback and grievances
- Member safety and wellbeing

Engagement Channels

- Feedback forms
- Grievance mechanisms
- Dedicated support/help-desk and ticketing systems (Salesforce)
- WeWork India app
- Email/On-site posters

Frequency of Engagement

- Periodic feedback collection, satisfaction surveys, and contract-related discussions
- Need-based interaction including ongoing engagements during service delivery and support

COMMUNITY

The communities we engage with are linked to our Corporate Social Responsibility (CSR) and sustainability priorities, enabling us to address identified social and environmental issues through structured programmes and partnerships.

Engagement Topics

- CSR initiatives
- Community wellbeing
- Formal education and fellowship programs

Engagement Channels

- CSR initiatives
- Awareness campaigns
- Newspapers/Blogs/Website
- Email
- Industry events

Frequency of Engagement

- Interaction formats range from ongoing operational coordination to periodic reviews of the projects

SUPPLIERS AND SERVICE PROVIDERS

Suppliers and Service Providers support daily operations across our locations by enabling facilities, fit-outs, and services, while also playing a critical role in service continuity, quality standards, cost efficiency, and responsible supply chain practices.

Engagement Topics

- Vendors' compliance with laws and regulations
- Supplier onboarding
- Performance expectations
- Contract and performance reviews
- Raw materials and designs for fit-outs and furniture
- Project-based coordination
- Health and safety requirements
- Data requests for reporting and evaluation
- Grievance and escalation
- Product/service quality and safety

Engagement Channels

- Vendor meets
- Pre-agreement negotiations
- Procurement agreements
- Reporting of breaches
- Capacity building programme

Frequency of Engagement

- Interaction formats range from ongoing operational coordination to periodic performance reviews
- Ad-hoc engagements and audits are conducted, triggered by compliance requirements and reporting need



EMPLOYEES

Our employees are central to delivering our services and sustaining our culture. Through strong engagement, we support workforce well-being, safety, and inclusion. This also drives talent development and the effective execution of our operational and sustainability objectives.

Engagement Topics

- Personal development and growth
- Health and safety
- Employee wellbeing
- Employee satisfaction
- Grievance resolution
- Learning and development
- Performance reviews
- Personal Growth Credits
- Further education programs
- Policies

Engagement Channels

- Employee satisfaction surveys
- Induction programmes/ trainings/ workshops
- Employee Resource Groups (ERGs)
- Grievance handling processes
- Individual performance review
- Emails/Website/Internal Portals

Frequency of Engagement

- **Periodic engagement** through structured feedback collection, satisfaction surveys, and contract-related discussions
- **Ongoing and need-based engagement** through regular interactions during service delivery and support

LANDLORDS

Landlords play a critical role in our operations, as building-level infrastructure and utilities significantly influence energy, water, waste, safety, and compliance outcomes. Active engagement enables shared accountability and supports consistent sustainability performance across leased workspaces.

Engagement Topics

- Lease negotiations and contractual terms
- Shared responsibilities for building operations and utilities
- Energy, water, waste, and resource-efficiency measures
- Health, safety, and emergency preparedness
- Compliance with building-level regulatory requirements

Engagement Channels

- Periodic review meetings
- Operational coordination meetings
- Purchase orders
- Site-level reviews and performance discussions
- Joint planning discussions on sustainability initiatives

Frequency of Engagement

- **Ongoing engagement** through day-to-day operational coordination and regular discussions on lease terms and shared responsibilities
- **Need-based engagement** for site-level issues, audits, compliance matters, and sustainability initiatives

BOARD OF DIRECTORS

The Board of Directors provides strategic direction, oversight, and governance to the company. It plays a central role in guiding long-term strategy, overseeing risk management, ensuring regulatory and ethical compliance, and monitoring organisational performance.

Engagement Topics

- Discuss and review business strategy, financial and non-financial performance (including ESG/BRSR matters)
- Key risks and mitigation plans
- Governance and compliance updates
- Matters requiring Board oversight and decision-making.

Engagement Channels

- Periodic review meetings
- Operational coordination meetings
- Emails/website/internal portals

Frequency of Engagement

- **Quarterly engagement** through Board and committee meetings on strategy, governance, performance, risk, and sustainability
- **Need-based engagement** for oversight, approvals, compliance, and other material developments

INVESTORS AND LENDERS

Investors and lenders influence our governance and strategic direction. Through active engagement, we strengthen transparency and risk oversight. This also supports informed decision-making, access to capital, and long-term value creation.

Engagement Topics

- Corporate Governance
- Financial performance and business updates
- Investment decisions
- Transparency and disclosures

Engagement Channels

- Corporate website
- Investor presentation
- Annual Reports
- Social media platforms
- Sustainability Summits

Frequency of Engagement

- **Periodic engagement** through scheduled reviews, reporting cycles, group meetings, conferences, and quarterly earnings calls
- **Ad-hoc engagement** for regulatory, financial, governance, or strategic matters

GOVERNMENT AND REGULATORY BODIES

Engagement with government and regulatory bodies supports compliance with applicable laws, permits, and regulations, helping us operate responsibly while aligning with evolving regulatory expectations and public policy requirements.

Engagement Topics

- Compliance with legal and regulatory obligations
- Taxation and statutory filings
- Approvals
- Cooperation with statutory audits and inspections

Engagement Channels

- Industry forums
- Scheduled meetings
- Formal correspondence and notices
- Participation in regulatory reviews
- BRSR and Annual Reports

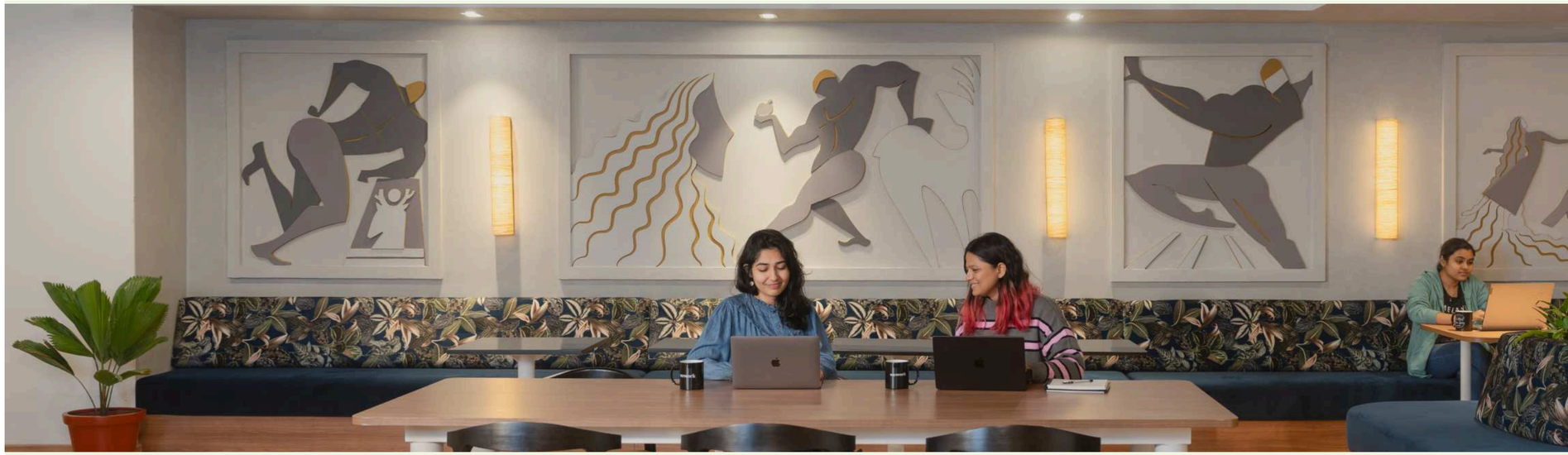
Frequency of Engagement

- **Periodic engagement** aligned with statutory reporting, inspections, and compliance cycles
- **Adhoc engagement** for approvals, investigations, regulatory changes, or other compliance matters



Materiality Assessment

(GRI 3-1, GRI 3-2)



In FY 2025- 26, we carried out a structured exercise to determine the sustainability topics that are most critical to our operations and stakeholders. The assessment helps identify and prioritise the ESG issues most material to our business, aligning our sustainability efforts with both strategic objectives and stakeholder expectations. By applying a structured four-step methodology, we identified and prioritised a final set of material topics, which subsequently guided the development of our sustainability strategy and framework.

Materiality Assessment Process

Identification of Topics

We identify ESG topics through a structured assessment of our operations, risks, internal policies, and performance data. This is supported by a review of regulatory requirements and industry best practices. Together, this approach ensures comprehensive coverage across our operations and value chain.

Impact Assessment

Each topic is comprehensively evaluated to identify positive and negative impacts on environment, society and value chain. This includes an assessment of how impacts translate into business risks and opportunities, enabling a structured classification of topics based on their overall significance and implications.

Internal Review and Prioritisation

Identified topics are reviewed in consultation with senior management to align with business priorities and stakeholder expectations. Topics are then evaluated and ranked based on their significance to determine the key focus areas.

Finalisation of Material Topics

This stage involves consolidating scores, resolving overlaps, and integrating stakeholder inputs to arrive at a focused and balanced set of material issues.

List of Material Topics

#	MATERIAL TOPIC	RATIONALE OF ASSESSMENT
01	**Energy Management**	**Risk**: Flexible workspaces are energy-intensive - HVAC, lighting and IT infrastructure operate continuously across WeWork India's 70+ locations. High energy consumption directly drives GHG emissions (Scope 1 & 2) and inflates operating costs. **Opportunity**: Energy efficiency reduces both operating costs per sq. ft. and Scope 2 emissions, improving centre-level margins while meeting enterprise client expectations.
02	**Climate Change & GHG Emissions**	**Risk**: As a listed entity in a carbon-intensive sector (commercial real estate), WeWork India faces regulatory, reputational and transition risks related to climate change. Investors and ESG rating agencies increasingly expect transparent GHG accounting, science- aligned targets, and climate risk disclosure. India's commitments under the Paris Agreement and evolving SEBI climate disclosure norms make this a material topic. **Opportunity**: Transparent GHG accounting and a renewable energy-backed portfolio position WeWork India ahead of evolving disclosure norms, strengthen its appeal to enterprise members managing Scope 3 emissions, and support better ESG ratings and access to sustainability-linked financing.
03	**Occupant Health & Safety**	**Risk**: WeWork India serves a large and diverse member base across all locations, exposing operations to physical safety risks (fire, slips, infrastructure hazards), health risks (ergonomics, indoor environmental quality), and compliance with local safety regulations, alongside alignment with ISO 45001. Failure in this area can impact business continuity, legal compliance, member trust, and brand reputation. **Opportunity**: Certified safety systems and healthy indoor environments strengthen enterprise appeal, support member retention, reduce incident-related risks, and reinforce brand trust.
04	**Compliance with Laws & Regulations**	**Risk**: As a listed entity operating across multiple states, WeWork India is subject to a wide range of local, state and national regulations spanning labour, environment, fire safety, taxation, anti-bribery & corruption, and securities law. Non-compliance creates direct financial exposure (penalties, litigation) and reputational risk with investors and regulators.
05	**Data Security & Privacy**	**Risk**: WeWork India's digital check-in system, member apps, and smart-building IoT infrastructure collect personally identifiable information (PII), including names, phone numbers, email addresses of members and visitors. Data breaches carry statutory penalties under the Digital Personal Data Protection Act (DPDPA), 2023 and significant reputational risk.
06	**Human Rights**	**Risk**: WeWork India's value chain includes an extensive third-party workforce (security, housekeeping, and construction) that may face labour risks including wage irregularities, unsafe working conditions, and inadequate grievance mechanisms. WeWork India has a responsibility to ensure human rights are respected across its supply chain.

Impact Assessment: Both Negative & Positive | Both Risk & Opportunity

Impact Assessment: Negative | Risk

List of Material Topics

#	MATERIAL TOPIC	RATIONALE OF ASSESSMENT
07	**Air Quality**	**Risk**: Flexible workspaces in dense Indian cities (e.g., Delhi-NCR, Mumbai) face elevated PM2.5 and VOC levels from outdoor pollution ingress. **Opportunity**: Indoor air quality has become a significant purchasing criterion for enterprise workspace decisions, making it both a health imperative and a competitive differentiator.
08	**Ethical & Lawful Behaviour**	**Risk**: WeWork India's reputation for ethical conduct is a core commercial asset, particularly as a listed entity under heightened public scrutiny. Material risks include bribery, conflict-of- interest and financial reporting integrity.
09	**Emergency & Incident Planning and Response**	**Risk**: WeWork India's centres serve a dense, diverse occupant base across high-rise commercial buildings. Risks include fire, seismic events, floods, medical emergencies, and civil disturbances. The National Building Code and local fire safety regulations mandate emergency preparedness.
10	**Effective, Accountable & Transparent Governance**	**Risk**: Strong governance is foundational to stakeholder trust and regulatory compliance for a listed entity. **Opportunity**: Strong ESG governance and disclosure build investor confidence, improve access to ESG-focused capital, and accelerate decisions on efficiency and renewable energy investments.
11	**Resource Efficiency of Products & Services**	**Risk**: Flexible workspaces inherently promote resource sharing (desks, meeting rooms, infrastructure), but the scale of operations demands deliberate efficiency in water, materials, and procurement. **Opportunity**: Shared infrastructure, modular fit-outs and circular procurement reduce resource use, capex and delivery timelines while strengthening ESG performance and investor confidence.
12	**Customer Welfare**	**Risk**: WeWork India's members span startups, SMEs, GCCs, and Fortune 500 companies. Their welfare encompasses physical safety, service reliability (Wi-Fi uptime, power, meeting rooms), transparent pricing, fair contract terms, and community well-being. Member satisfaction directly impacts retention and revenue. **Opportunity**: Strong member satisfaction drives renewals, expansion and referrals, improving occupancy, revenue visibility, acquisition costs and pricing power.

Impact Assessment: Both Negative & Positive | Both Risk & Opportunity

Impact Assessment: Negative | Risk

Sustainability Strategy

(GRI 2-22, GRI 2-25, GRI 3-3)

Built outward from how we operate

Our sustainability strategy begins where our business does: in buildings we operate but do not own, serving members whose own commitments increasingly shape what they expect from their workspace. This frames both our biggest challenge and our biggest opportunity. Most of our environmental footprint comes not from manufacturing or heavy industry, but from the everyday operation of flexible workspaces - the HVAC, lighting, and IT systems that keep our buildings comfortable, connected, and productive for long hours each day. Managing that footprint well is, for us, the same thing as running our operations well.

This is why our strategy is built outward from the material topics our stakeholders identified, rather than imported as a standalone programme. The topics from our materiality assessment - from energy and emissions to occupant health, data privacy, and customer welfare — are not a separate ESG agenda sitting alongside the business. They are the business, viewed through a sustainability lens. Each one names a place where doing right by our members, our people, and the environment also protects operational continuity, cost resilience, and the trust that enterprise clients place in us.

Sustainability Framework

Driven by our values, input from stakeholders and materiality assessment, WeWork India integrates ESG considerations across core business decisions. It helps to support responsible operations and create stakeholder value. Because we operate within others' buildings and alongside others' workforces, our outcomes are shared outcomes. Landlords determine the building-level infrastructure we inherit; vendors and contractors deliver services in our name; members decide how responsibly the space is used day to day. We therefore pursue sustainability through systems and governance that hold across this network - consistent SOPs, clear policies, and shared accountability rather than through one-off interventions that work in one location and not the next.



Sustainability Pillars	Environmental Stewardship	Safe, Fair & Inclusive Workplace	Strong and Robust Governance
Strategic Focus Areas	Energy	Health and Safety	Corporate Governance
	Climate Change	Employee Wellbeing	Regulatory Compliance
	Resource Efficiency	Worker related Rights	Data Privacy & Cybersecurity
		Sustainable Procurement	
		Customer Welfare	



Our sustainability strategy is firmly embedded in the way we design and deliver our services. We integrate environmentally responsible practices across all our new and existing portfolios with a focus on reducing environmental impact at every stage of execution. Through the adoption of advanced technologies and sustainable design principles, we aim to minimise our footprint while delivering long-term value for communities and stakeholders. Our strategy is shaped by our ESG Policy, which outlines the principles for all three pillars of ESG.

FOCUS AREAS	ESG PRINCIPLES		PROGRESS IN FY 2025-26	
Environmental Stewardship	• Ensure resource efficiency throughout the organisation's value chain. Enhance productivity while safeguarding air quality, water, and biodiversity. • Implement environmental management programs across operations, offering facilities and resources to promote energy efficiency, waste reduction, and sustainable water use. • Recognise the increasing impact of climate change and work to lower greenhouse gas emissions.	• Reduce the waste generated by operations by prioritising recycling and material reuse whenever possible.	Environmental stewardship focuses on improving energy efficiency, responsible resource use, and circular waste management across our operations. We optimise energy through AI-enabled HVAC systems, renewable integration, and real-time monitoring. We also track and manage Scope 1, 2, and 3 emissions, while advancing the adoption of green building standards. Parallelly, we promote circularity through prioritisation of sustainable materials,	standardised fit-outs, and responsible waste handling practices. This includes the use of low-VOC materials, recycled content, and proper disposal of hazardous and e-waste. We also support efficient water management through reuse and smart metering, while encouraging members to adopt responsible practices and report any leaks promptly. Together, through these measures, we support a transition towards low-carbon, and resource-efficient operations.
Safe, Fair & Inclusive Workplace	• Foster a safe and healthy work environment by regularly engaging with the organisation's workforce, members, and other stakeholders. • Uphold the human rights of all stakeholders—including employees, suppliers, local communities, and members—according to WeWork India's internal policies. • Provide equal employment opportunities and maintain a zero-tolerance stance on any forms of discrimination or harassment. • Create and uphold effective grievance mechanisms for all stakeholders, including in-house and third-party staff.	• Eliminate child labor and forced labor in all of WeWork India's operations. • Actively identify and address risks related to child labor and forced labor in the supply chain by implementing proper risk assessment procedures and raising awareness among stakeholders. • Ensure that all employees are committed to promoting and following health and safety protocols in the workplace.	Guided by the Strategic Sourcing & Procurement Policy and Vendor Code of Conduct, we ensure compliance with the applicable labour laws. Health and safety are managed through an ISO 45001-aligned framework, supported by regular inspections, audits, and structured risk management processes. Workforce awareness and emergency preparedness are strengthened through training and Emergency Action Plans (EAPs).	Well-being is supported through our Equal Opportunity Policy, structured employee benefits, Personal Growth Credits, Employee Resource Groups (ERGs), and accessible grievance, whistleblowing, and Prevention of Sexual Harassment (POSH) mechanisms. These measures help foster a safe, inclusive, and equitable workplace for employees and contract workers across our ecosystem.
Strong and Robust Governance	• Create and implement a strong corporate governance framework that meets national regulatory standards and aligns with recognised global best practices for good governance. • Implement effective internal controls to guarantee adherence to policies and procedures. • Maintain transparency and impartiality in all interactions with stakeholders		Strong governance is embedded through clearly defined ethical standards under the Code of Conduct (CoC), guiding transparent and accountable decision-making across operations. The CoC is supported by specific policies covering anti-corruption, anti-money laundering, insider trading and sanctions, political and charitable giving, and anti-retaliation, ensuring that governance requirements are clearly defined and consistently applied.	Compliance is reinforced through structured oversight by the Risk Management Committee, periodic third-party audits, and ongoing training, ensuring consistent adherence to regulatory requirements. Data privacy and cybersecurity are managed through an ISO 27001-certified framework, supported by secure system design and defined incident response protocols.

Alignment to UNSDGs

Our strategy draws upon sector best practices and aligns with key themes from the United Nations Sustainable Development Goals (SDGs).

The scale, diversity, and geographic spread of our portfolio require a structured approach that translates strategic intent into consistent action across locations, operating models, and stakeholder interactions.

This approach provides the foundation required to ensure consistency, accountability, and continuous improvement across the organisation. We align our sustainability strategy to the United Nations Sustainable Development Goals (UNSDGs), targeting 11 of 17 SDGs, where we can have significant environmental and operational impact. Our initiatives help advance global and national commitments and promote inclusive progress.



ENERGY



Energy efficiency is central to our operations, enabled by AI-driven HVAC systems, smart lighting, and real-time monitoring through a centralised Energy Command Centre.

By the end of FY 2025–26 (March 2026), we achieved a renewable energy share of 40%. On an annual basis, renewable energy accounted for 27.8% of our total electricity consumption during the year, reflecting continued progress towards our target of sourcing 100% renewable energy.

CLIMATE CHANGE





Recognising the close linkage between energy consumption and greenhouse gas emissions, we focus on reducing emissions through improved energy efficiency and increased use of renewable and lower-carbon energy sources. We have established our Scope 1, Scope 2 and Scope 3 greenhouse gas inventory to better understand our carbon footprint and identify key emission hotspots.

The insights inform the targeted reduction strategies and support our transition towards lower-carbon operations while meeting evolving regulatory and stakeholder expectations. Green building certifications such as LEED, WELL and IGBC further strengthen our climate action efforts by enabling more efficient and sustainable workspace operations.

We also support sustainable communities through our CSR Projects including EcoGram initiative, promoting decentralised waste management and circularity, along with lake rejuvenation at Tarahunise Lake in Bengaluru.



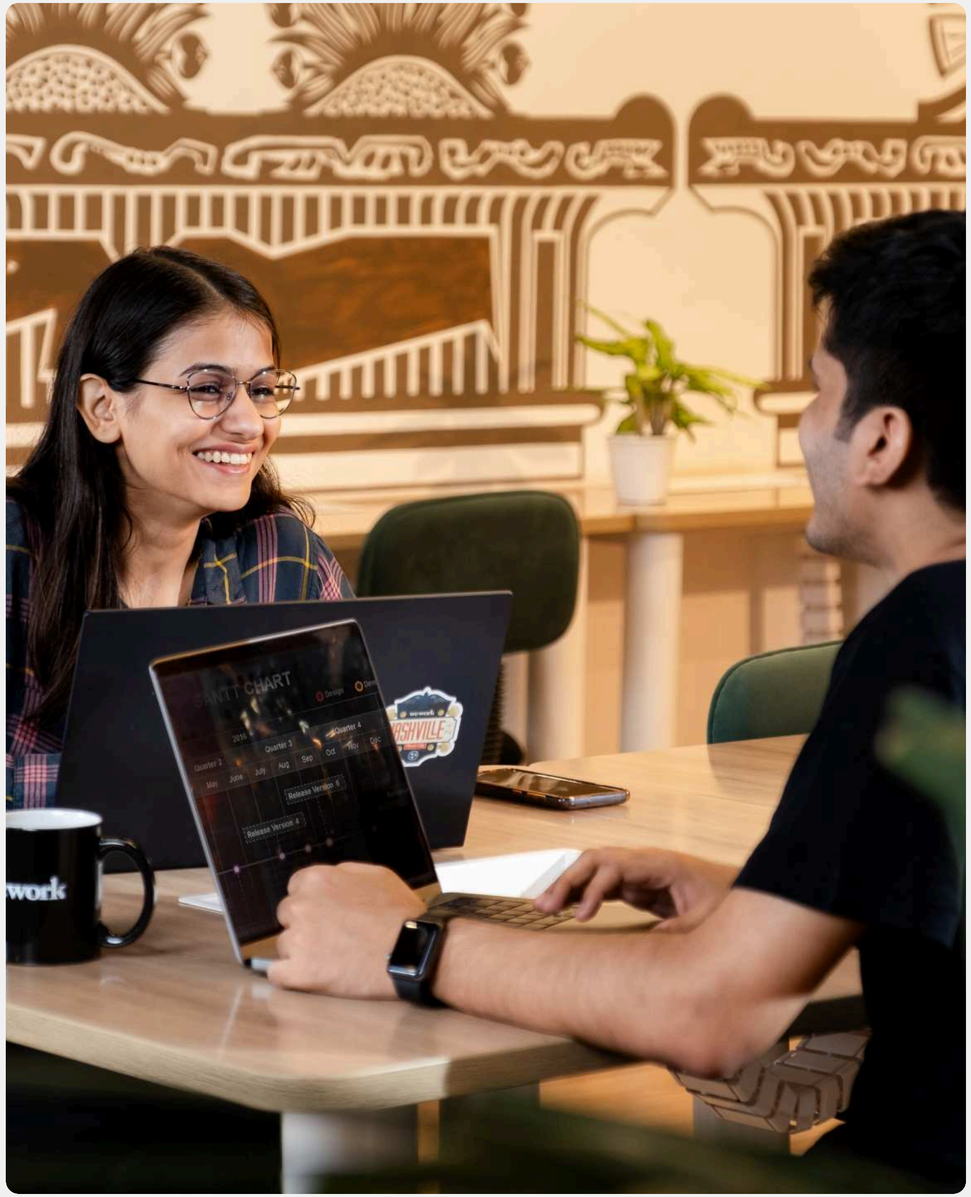
RESOURCE EFFICIENCY





Waste Management: We minimise waste by eliminating single-use plastics, ensuring responsible e-waste disposal, and adopting circular fit-outs using recycled and low-VOC materials. We also implement standardised designs to reduce material use and enable reuse across locations.

Water Management: We prioritise efficient water use through reuse, recycling, and smart metering. These measures provide improved visibility into consumption, enable early identification of leaks, support informed decision-making, and are complemented by awareness initiatives that encourage responsible water use.



SUSTAINABLE PROCUREMENT

Our sustainable procurement approach is anchored with clear sourcing requirements, formally requiring compliance with defined criteria on living wages, the prohibition of forced and child labour, and safe working conditions. While procurement processes are governed by the Strategic Sourcing & Procurement Policy, we also place a significant importance on sustainability standards such as Green Product Certification (GreenPro) and Forest Stewardship Council (FSC) certifications, Environmental Product Declarations (EPDs), low VOC materials, recycled content, and life cycle considerations. These factors inform our procurement decisions relating to furniture, fit outs, and other materials.

WORKERS RIGHTS

Given the scale of our value chain and large third-party workforce, we address risks related to fair wages, safety and grievances.

We enforce standards through our Vendor Code of Conduct, covering areas such as living wages, prohibition of forced and child labour, and workplace safety. The Code is supported by monitoring, audits, and corrective actions, and provides accessible grievance channels, including anonymous reporting and POSH coverage, to enable safe reporting. Together, this approach supports responsible sourcing, safeguards workers' rights beyond our direct workforce, and reinforces accountability across our operating ecosystem.

HEALTH AND SAFETY

We follow an ISO 45001-aligned health and safety framework focused on proactive risk management, employee training, safe work practices, and continuous improvement.

Regular safety inspections, risk assessments, well-being initiatives, third-party audits, and ongoing capability-building programmes help us identify and address potential risks before they escalate. Emergency preparedness is also integrated across our locations through structured Emergency Action Plans and medical readiness protocols, ensuring effective response when required. Together, these measures support a safe, healthy, and resilient workplace for everyone using our spaces.

EMPLOYEE WELLBEING

We support employee well-being through comprehensive health benefits, wellness programmes, ergonomic workspaces, and a strong focus on indoor air quality to promote a healthy and comfortable work environment. Further, our Employee Resource Groups (ERGs) foster inclusion and belonging, while we also invest in continuous learning, up-skilling and career development to enable employee growth.

Beyond our employees, we promote education and skills development across the community through initiatives such as Colors of Life Academy (COLA) and EKA Fellowship Program.

COLA: Supports students above age 14 with academic aid, mentoring, and financial support to help them continue education and transition to higher studies.

EKA Fellowship Program: Focuses on building foundational skills and awareness among underserved groups to enhance employability and social inclusion.



CUSTOMER WELFARE

Governed by our core ethical value, “Member first”, all business and operational decisions are taken with a customer-centric approach. Service quality is ensured through contractually defined SLAs (Service Level Agreements) for critical infrastructure such as WiFi, power backup, HVAC, and meeting room availability, ergonomic furniture, with service credits and penalty clauses applied in case of nonperformance.

Members have access to a dedicated support help-desk to report issues and ensure timely resolution. Beyond operations, we focus on enhancing the everyday member experience through engagement events, wellness zones, biophilic design elements, and networking initiatives, supporting satisfaction, community building, and long-term retention.

DATA PRIVACY AND CYBER-SECURITY

Our approach to data privacy and cybersecurity is anchored in an ISO 27001 aligned framework, ensuring a risk-based approach to data protection.

Cyber resilience is strengthened through penetration testing, vulnerability assessments and responsible disclosure practices. Data protection is supported by defined governance roles, consent mechanisms and localisation controls, alongside a structured incident response framework that enables timely response, investigation and reporting, including a 72 hour protocol where applicable.

CORPORATE GOVERNANCE

WeWork India's corporate governance framework is anchored in its Code of Conduct (CoC), which sets clear expectations for ethical conduct, accountability and transparency. The CoC is complemented by policies covering key areas such as anti-corruption, anti-money laundering, insider trading, sanctions, political and charitable contributions, and anti-retaliation.
Together, these frameworks provide clear standards for responsible business conduct, support informed and ethical decision-making, foster a culture where employees can speak up without fear of retaliation, and strengthen the organisation’s commitment to integrity, transparency and robust governance.

REGULATORY COMPLIANCE

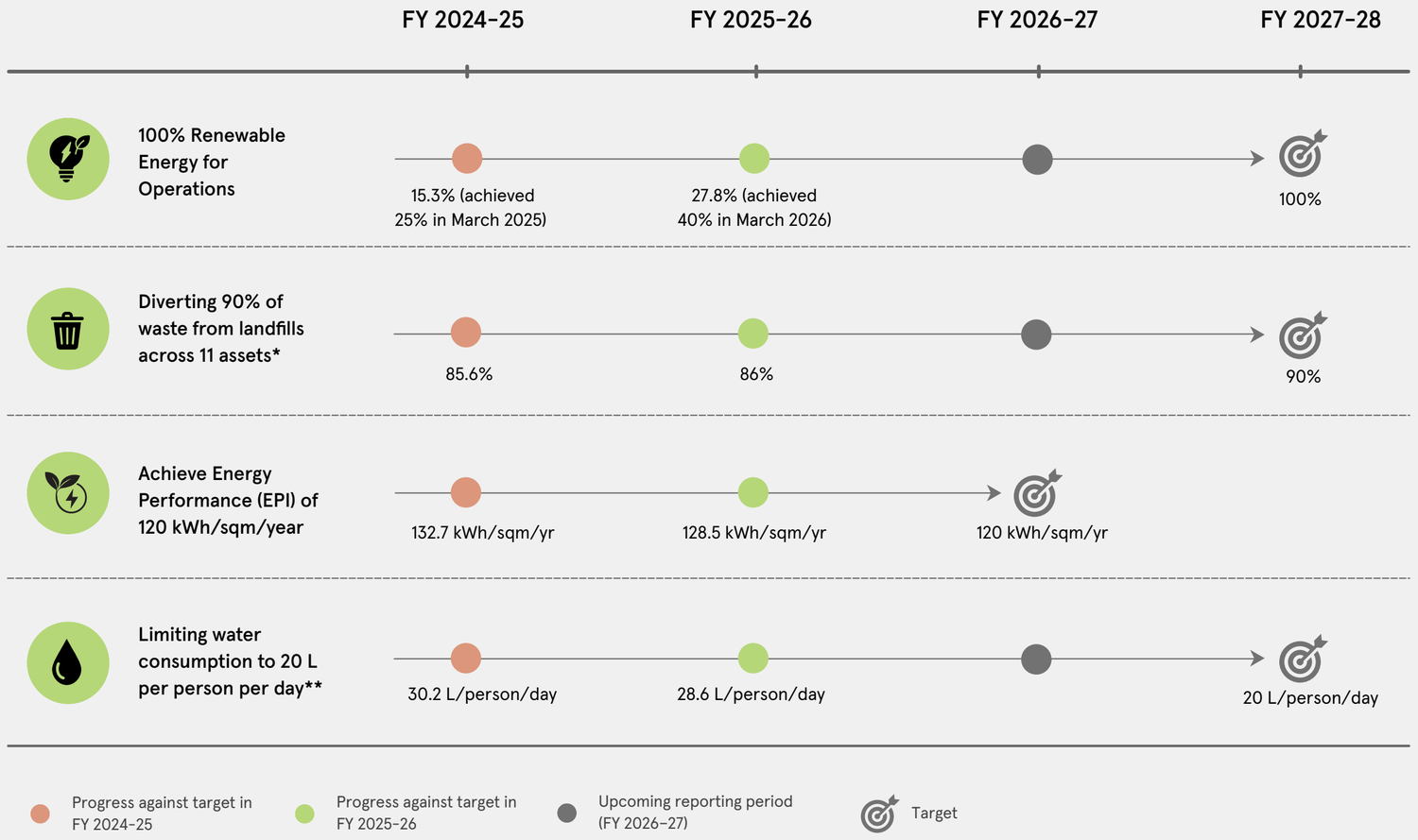
WeWork India’s approach to regulatory compliance is built on a structured framework that ensures consistent adherence to applicable laws across all locations. Compliance is overseen at the Board level through regular reporting to the Risk Management Committee and is independently validated through periodic third-party audits. Mandatory training and clear accountability help embed compliance into everyday operations and decision making. Collectively, these measures instil compliance as a shared responsibility within the company.

Our Commitments and Targets

In FY 2025–26, we continued to make steady progress towards our environmental targets. Water consumption reduced to 28.6 litres per person per day, compared with 45 litres per person per day in 2019, while our Energy Performance Index improved to 128.5 kWh/sq. m./year, compared with 150 kWh/sq. m./year in 2019.



Progress against key targets:



* The data is limited to 11 assets where the generated waste is managed by WeWork India
**Water intensity for FY 2025-26 is reported across 52 assets. The operational boundary for FY 2024-25 differs and may not be directly comparable; asset-level coverage will be standardized in future reporting cycles.



03

Corporate Governance

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Board Overview 30
Ethical Business Practices 35

Board Overview

(GRI 2-9, GRI 2-10, GRI 2-11, GRI 2-12, GRI 2-13, GRI 2-14, GRI 2-15, GRI 2-16, GRI 2-17, GRI 2-18, GRI 2-19, GRI 2-20, GRI 405-1)

At WeWork India, we believe strong corporate governance is essential to long-term value creation, risk management, and stakeholder trust. Our governance framework is led by the Board of Directors, supported by well-defined Board committees, robust policies, and transparent disclosure practices.

This structure enables effective oversight of strategy, performance, risk, ethics, and sustainability across the organisation. We maintain a separate code of conduct for governance body and higher management, the detailed code of conduct can be accessed from the **Code of Conduct for Board of Directors and Senior Management Personnel.**



Know our Board

WeWork India's governance is guided by a diverse and experienced Board of Directors comprising a balanced mix of executive, non-executive, and independent directors, ensuring objective oversight and strategic direction.

Our Board comprises directors with diverse experience across real estate, finance, governance, public policy, and corporate leadership. The Board's composition and diversity are designed to ensure an appropriate balance of skills, independence, and continuity, enabling objective judgement and effective decision-making.

Board Composition

Executive: **1**

Non-executive: **2**

Independent: **3**

Board Diversity (Gender)

Male: **4** | Female: **2**

Board of Directors



Jitendra Mohandas Virwani

Chairman and Non-executive Director

Mr. Jitendra is a fellow of the Royal Institution of Chartered Surveyors. He is the chairman and managing director of the Embassy group of companies, including Embassy Property Developments Private Limited with over 28 years of experience in the real estate and property development sector. He is also a member of the Equestrian Federation of India.



Karan Virwani

Managing Director and CEO

Mr. Karan holds a bachelor's degree in business administration from the University of Kent. He is responsible for overseeing critical operation and growth-oriented functions of our Company. He started his career with Lounge Hospitality LLP, a startup venture that owns and operates premium restaurants, manages residential club houses and outdoor catering in India and went on to working in the Chairman's Office at Embassy Property Developments Private Limited. He has been recognised in Forbes 30 Under 30 Asia List 2019, Gentlemen's Quarterly (GQs) most Influential Young Indians 2018 and BWs Best CEO of a Flex Space.



Mahua Acharya

Independent Director

Ms. Mahua holds a master's degree from Yale University. She currently serves on the board of directors of Gabriel India Ltd and Exicom Telesystems Limited, and as chairperson of Emergent Forest Finance Accelerator, USA. She was also previously associated with Convergence Energy Services Limited as managing director and chief executive officer, Brightspark Energy Private Limited as Chief of Staff and Global Green Growth Institute under the grade of assistant director general. She also serves as a member of the Expert Committee on Voluntary Carbon Markets, International Finance Services Centres Authority (IFSCA), Government of India.



Anupa Rajiv Sahney

Independent Director

Ms. Anupa holds a bachelor's degree in arts (honours) in accountancy, finance & economics from the University of Essex. She currently serves on the board of directors of Borosil Limited and Goel Scientific Glass Works Limited. She is a member of the Institute of Chartered Accountants in England and Wales. She is amongst the first directors of Origami Consultants Private Limited and is on the board of advisors of the Balco Medical Centre, a unit of Vedanta Research Foundation.



Manoj Kumar Kohli

Independent Director

Mr. Manoj holds a bachelor's degree in commerce (honours) and a master's degree in business administration from the University of Delhi. He has also received a diploma in training and development from the Indian Society for Training and Development and a post-graduate diploma in personnel management from the New Delhi YMCA Institute of Management Studies. He was previously associated with SoftBank Group International as country head and Bharti Enterprises Limited as the managing director. He has been awarded at the NDTV Profit Business Leadership Awards 2009.



Adnan Mostafa Ahmad

Non-executive Nominee Director

Mr. Adnan holds a Bachelor of Arts degree in international studies from Johns Hopkins University, where he graduated as a Fulbright Scholarship award recipient. At present, he is associated with Yardi Systems, Inc. as a senior advisor. Previously, he was associated with Willoughby Capital Holdings, LLC and Roystone Capital Management LP.

Board Committees

The Board operates through specialised committees that provide focused oversight across financial reporting, risk management, stakeholder engagement, executive compensation, succession planning and social impact initiatives. These committees support effective governance, accountability and long-term value creation.

Audit Committee

The Company's Audit Committee oversees the financial reporting and disclosure process to ensure that all financial statements presented to the Board are accurate, adequate, and reliable. The Committee is also responsible for the appointment, reappointment, replacement, remuneration, and terms of engagement of the statutory auditors, along with reviewing their independence, performance, and the overall effectiveness of the audit process.

The Audit Committee periodically reviews the performance of statutory and internal auditors with the management and assesses the adequacy and effectiveness of internal control systems. It also examines findings of internal investigations related to suspected fraud, irregularities, or material control weaknesses and reports significant observations to the Board.

COMMITTEE

- **Manoj Kumar Kohli –** Chairperson, Independent Director
- **Anupa Rajiv Sahney –** Member, Independent Director
- **Mahua Acharya –** Member, Independent Director
- **Karan Virwani –** Member, Managing Director & Chief Executive Officer

Nomination and Remuneration Committee

The Nomination and Remuneration Committee is a Committee of the Board constituted in accordance with the applicable provisions of the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

The committee oversees the nomination and re-appointment of Directors and senior leadership, maintaining a strong focus on independence, diversity, and long-term succession planning. The committee helps ensure a fair, risk- and performance-linked remuneration framework, supervising equity-based incentives in line with regulations.

COMMITTEE

- **Anupa Rajiv Sahney –** Chairperson, Independent Director
- **Manoj Kumar Kohli –** Member, Independent Director
- **Mahua Acharya –** Member, Independent Director
- **Jitendra Mohandas Virwani –** Member, Non-executive Director

Stakeholders' Relationship Committee

The Committee oversees investor and shareholder grievance redressal and reviews matters relating to transmission, dematerialisation, re-materialisation, dividend-related issues, share allotments, investor service requests and other shareholder concerns. The Committee periodically reviews reports from the Registrar and Share Transfer Agent regarding investor complaints and service standards.

COMMITTEE

- **Mahua Acharya –** Chairperson, Independent Director
- **Anupa Rajiv Sahney –** Member, Independent Director
- **Karan Virwani –** Member, Managing Director & Chief Executive Officer

Risk Management Committee

The Risk Management Committee is responsible for identifying, evaluating, and mitigating key business risks to safeguard stakeholder value and to harness the opportunities for the organisation. It is responsible for managing framework for identification of internal and external risks specifically faced by the organisation which includes financial, operational, sector specific, sustainability (particularly ESG related risks), cyber security, data security risks or any other risk as may be determined by the Committee. It ensures measures for risk mitigation including systems and processes for internal control of identified risks. Reports are submitted to the Board of Directors for evaluation during board meetings.

COMMITTEE

- **Karan Virwani –** Chairperson, Managing Director & Chief Executive Officer
- **Jitendra Mohandas Virwani –** Member, Non-executive Director
- **Manoj Kumar Kohli –** Member, Independent Director
- **Hiranmai Rallabandi –** Member, General Counsel and Chief Governance Officer

Corporate Social Responsibility Committee

The CSR Committee provides governance oversight for our social and environmental responsibility agenda. It is responsible for defining and periodically reviewing the CSR Policy. The Committee evaluates and recommends CSR budgets to support initiatives with clear intent and impact and establishes monitoring mechanisms to track implementation and outcomes of approved projects. It also undertakes any additional responsibilities as assigned by the Board, ensuring that CSR initiatives remain aligned with corporate priorities.

COMMITTEE

- **Mahua Acharya –** Chairperson, Independent Director
- **Anupa Rajiv Sahney –** Member, Independent Director
- **Karan Virwani –** Member, Managing Director & Chief Executive Officer



Nomination and Remuneration of Board Members

The nomination and remuneration of our Board of Directors are governed by a structured framework designed to promote fairness, transparency, diversity and alignment with long-term value creation. The Nomination and Remuneration Committee ("NRC") plays a central role in identifying, evaluating and recommending individuals for appointment or re-appointment to the Board, taking into consideration factors such as qualifications, professional expertise, industry experience, diversity, independence, integrity and the overall balance of skills required on the Board.

The NRC is also responsible for formulating and periodically reviewing the Company's Nomination and Remuneration Policy and recommending the same to the Board for approval. The remuneration of Directors is determined in accordance with the approved Nomination and Remuneration Policy and is designed to attract, retain and motivate qualified individuals while aligning their interests with the long-term objectives of the Company and its stakeholders.

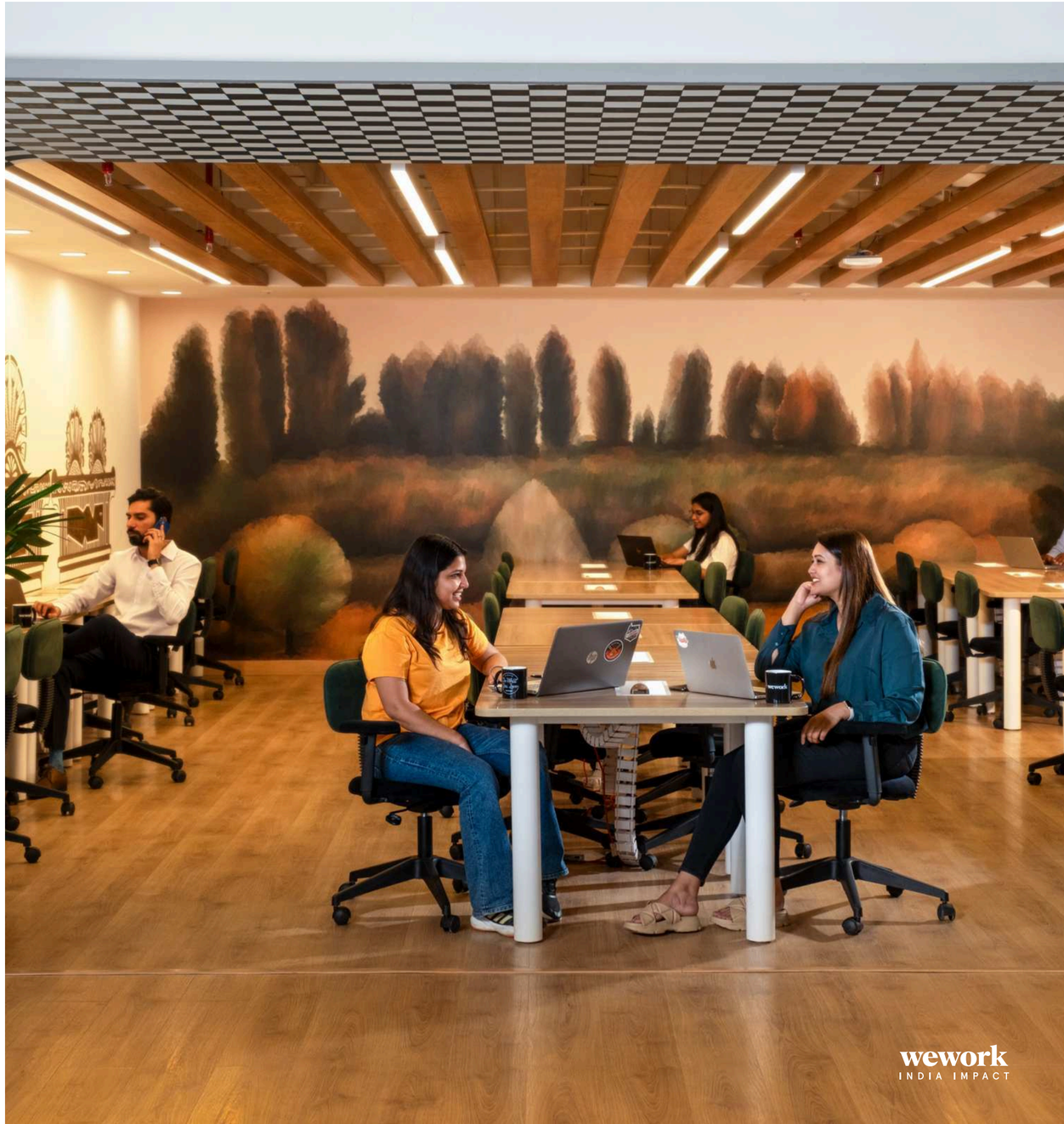
The process for determining executive remuneration involves the NRC, the Board of Directors and, where required under applicable laws, the shareholders of the Company. Recommendations of the NRC are reviewed and approved by the Board and are implemented in compliance with the provisions of the Companies Act, 2013, the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and other applicable laws.

Through this governance framework, the Company promotes accountability, independence, effective oversight and balanced decision-making at the Board level. The terms and conditions governing the appointment of Independent Directors are available on the Company's website under the **Terms and Conditions of Appointment of Independent Directors**.

Communication of Critical Concerns

In accordance with the **Code of Conduct for the Board of Directors and Senior Management Personnel**, we have established processes to identify, disclose, and manage actual or potential conflicts of interest, or any other critical concerns at the highest governance level. All members of the Board and Senior Management Personnel are required to act in good faith and in the best interests of the company and its stakeholders, and to avoid situations where personal, financial, or other interests may conflict with their duties to the Company.

Any actual or potential conflict of interest is required to be promptly disclosed to the Board, and such disclosures are made in compliance with applicable regulatory requirements, including the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The Code covers disclosures relating to cross-board memberships, relationships or transactions with related parties, and other interests that could influence decision-making. Controlling shareholders and related-party transactions, where applicable, are disclosed through statutory filings and governance disclosures made available to stakeholders. The Board reviews disclosed conflicts and ensures that appropriate safeguards, including recusal from deliberations or decision-making where relevant, are applied to prevent undue influence and mitigate risks arising from conflicts of interest.



Ethical Business Practices

(GRI 2-23, GRI 2-24, GRI 2-26, GRI 2-27, GRI 205-2, GRI 205-3, GRI 406-1, GRI 408-1, GRI 409-1)

At WeWork India, we operate with a clear focus on ethics and integrity. Our Code of Conduct sets the expected standards for all employees and leadership.

We have a defined governance structure that drives accountability and ensures decisions are fair and transparent. Our approach is grounded in financial discipline, customer focus, and responsible growth. These values are reinforced through internal policies and guidance that shape how we work across all locations.

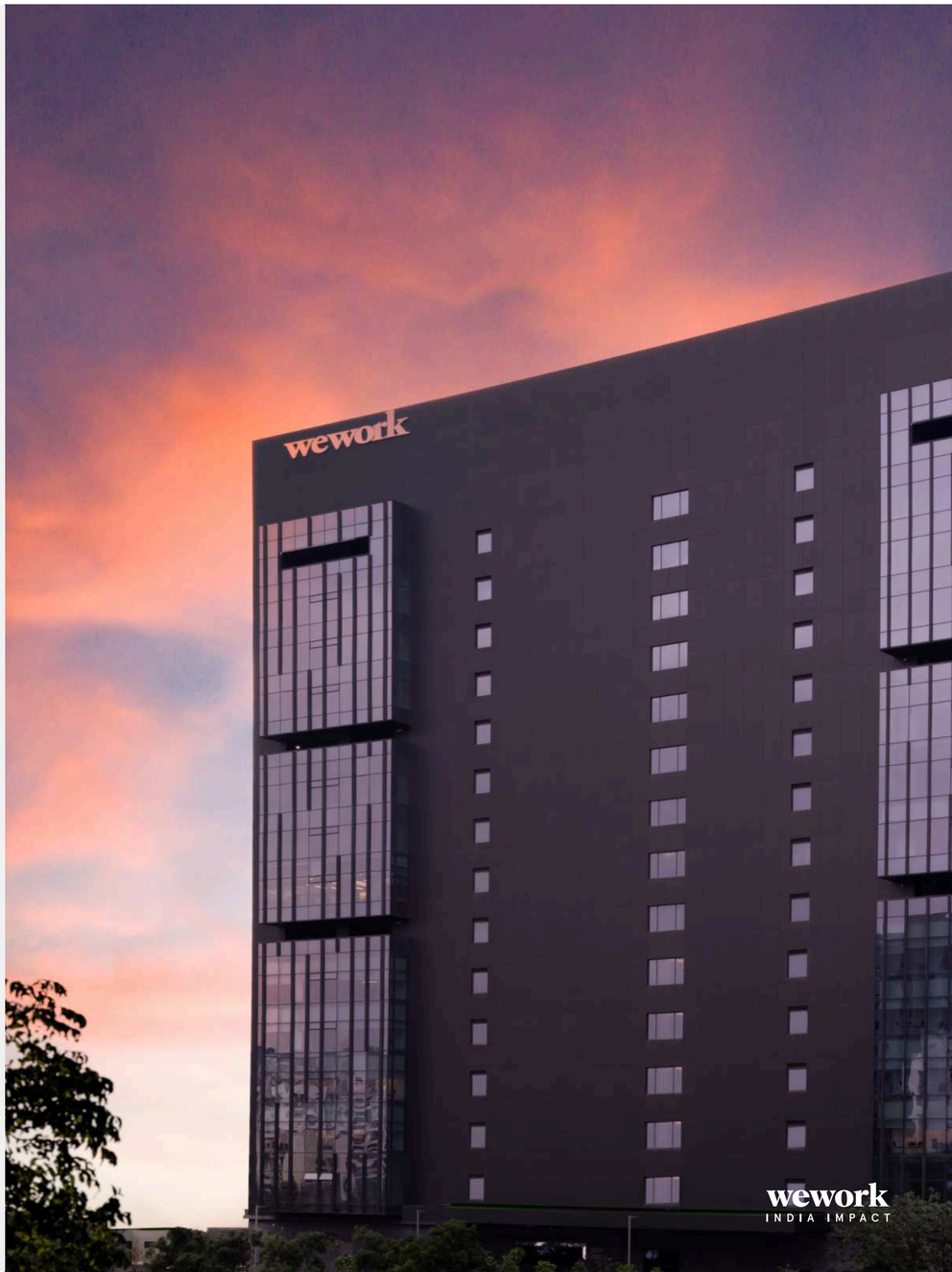


Regulatory Compliances

At WeWork India, compliance is a foundational element of how we operate and scale responsibly. Robust systems are in place to ensure adherence to applicable regulatory requirements across operations, including labour and employment laws, health and safety standards, data privacy protections, and broader socio-economic regulations governing employees' and workers' entitlements. Compliance extends to provisions related to minimum wages, statutory benefits, working hours, workplace conditions, and a strict prohibition on child labour, forced labour, or any form of involuntary work across our operations and service partners. **100% of our workforce was paid at or above the applicable minimum wage.**

The approach goes beyond baseline compliance. Periodic internal reviews and audits are conducted to assess adherence across locations and relevant vendors, enabling early identification and resolution of gaps.

We regularly monitor changes in applicable laws, regulations, and ESG requirements and integrate them into our policies, procedures, and operational practices. We continue to strengthen our Governance, Risk and Compliance capabilities through integrated digital platforms that enhance oversight, improve efficiency, and provide greater visibility into compliance obligations. This helps ensure the consistent implementation of fair employment practices, safeguards worker rights, and supports compliance with applicable labour regulations across all locations.



During the reporting period, we did not incur any fines, penalties or non-monetary sanctions for non-compliance with applicable laws and regulations, and no cases of child or forced labour were identified.

To mitigate risks related to non-compliance with applicable labour laws and regulations, we communicate the vendor code of conduct prior to onboarding. This establishes a clear prohibition of forced labour and child labour, and addresses key topics such as minimum wages, working hours, and working conditions. Additionally, our code of conduct requires all our vendors to comply with all relevant laws and regulations related to the environment, health and safety, taxes, and anti-corruption.

All employees complete mandatory training on the Code of Conduct, POSH, information security, data privacy and other key policies. Refresher programmes and targeted interventions help reinforce compliance obligations and strengthen awareness of emerging risks. Targeted awareness and learning initiatives are also undertaken to ensure that critical policy requirements are consistently understood and embedded across the organisation.



1	0	0	0	0	0
SEXUAL HARASSMENT*	DISCRIMINATION AT WORKPLACE	CHILD LABOUR	FORCED LABOUR / INVOLUNTARY LABOUR	WAGES	OTHER HUMAN RIGHTS-RELATED ISSUES
(FY 2024-25 & FY 2025-26)	(FY 2024-25 & FY 2025-26)	(FY 2024-25 & FY 2025-26)	(FY 2024-25 & FY 2025-26)	(FY 2024-25 & FY 2025-26)	(FY 2024-25 & FY 2025-26)

*The complaint that remained pending as on March 31, 2026, has since been investigated and disposed of by the Internal Committee in accordance with the provisions of the Prevention of Sexual Harassment (POSH) Act, 2013, prior to the date of this report.

Code of Conduct

At WeWork India, our Code of Conduct (CoC) defines how we operate across our spaces, interact with our members, and make decisions as an organisation. It sets clear expectations for ethical behaviour and ensures consistency across locations and functions. The Code applies to all employees and leadership and extends to contractors and consultants working on our behalf.

The Code is operationalised through a set of interlinked policies that collectively guide ethical conduct, business integrity, and responsible operations.

Through the Code, we reinforce expectations around respectful workplace behaviour, ethical business conduct, protection of information and company assets, management of conflicts of interest, and compliance with legal and regulatory obligations. These requirements apply across our operations and help promote consistency, accountability and responsible decision-making.

The Code also establishes clear guardrails for interactions with third parties and the responsible use of organisational resources. Business courtesies are managed carefully to avoid undue influence, while political and charitable contributions are aligned with organisational values and legal requirements. Data, systems, and physical assets are also protected and used responsibly, with privacy and security safeguards in place.

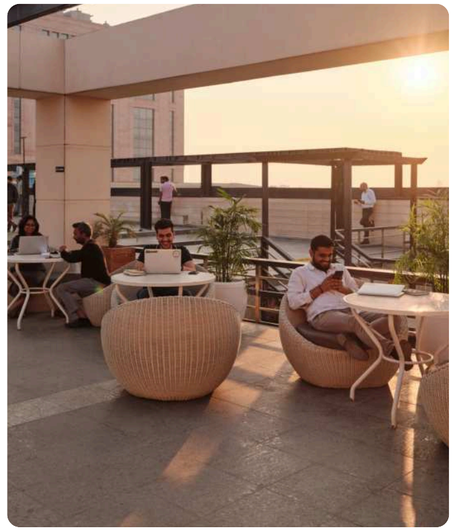
The Code is structured across fourteen sections, each addressing a distinct area of conduct or risk:

1 INTRODUCTION

This section establishes the purpose and scope of the Code of Conduct. It affirms WeWork India's commitment to ethical behaviour, lawful operations, and respectful conduct, and explains that the Code applies to employees, leadership, and individuals working on behalf of the organisation.

2 EMPLOYEES ANTI-DISCRIMINATION POLICY- RESPECTING ONE ANOTHER

The policy sets expectations for maintaining a workplace grounded in dignity, respect, and inclusion. It prohibits discrimination, harassment, sexual harassment, bullying, and abusive behaviour, while reinforcing equal opportunity principles across employment-related decisions.

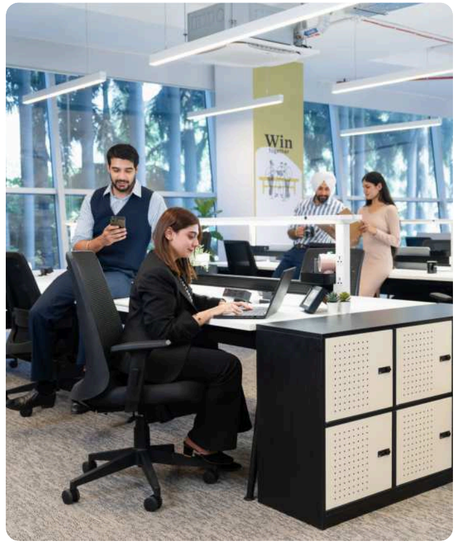


3 CONFLICTS OF INTEREST

This section requires employees to avoid situations where personal interests could improperly influence professional judgment. It outlines disclosure obligations and mechanisms for managing actual or perceived conflicts of interest in a transparent manner.

4 INSIDER TRADING AND SANCTIONS

This section governs the handling of material non-public information for trading in securities and restricts employees from enabling others to trade on such information. This section further emphasises on compliance with applicable insider trading laws and economic and trade sanctions. This section is designed to prevent the improper use of confidential information for personal benefit or the advantage of third parties.



5 ANTI-MONEY LAUNDERING

This section establishes controls to prevent the organisation from being used to facilitate money laundering, terrorist financing or other financial crimes. Employees are prohibited from knowingly participating in, facilitating or ignoring suspicious transactions, misreporting cash activity, or assisting in unlawful tax evasion or avoidance.

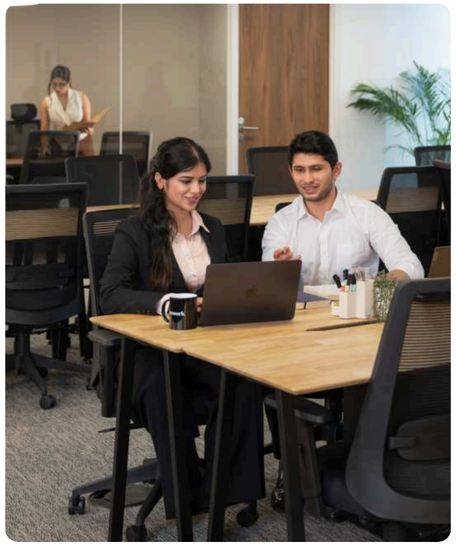
The policy promotes appropriate due diligence and familiarity with customers, members and vendors, and requires the prompt escalation of suspected or suspicious activities to management or the Legal and Compliance team. These measures reinforce the organisation's commitment to ethical business practices, financial integrity and compliance with applicable laws.

6 ANTI-RETALIATION

This section protects individuals who raise concerns, report suspected misconduct or participate in investigations in good faith. Retaliation against whistleblowers or witnesses is expressly prohibited.

7 ANTI-CORRUPTION POLICY

Establishes a zero-tolerance approach to bribery and corruption and requires compliance with applicable anti-corruption laws across all jurisdictions of operation. The policy prohibits the direct or indirect offering, authorisation, or giving of anything of value to government officials or private parties to obtain improper business advantage. It emphasises accurate record-keeping, transparent expense reporting, and third-party due diligence, while encouraging good-faith reporting of concerns with protection against retaliation.



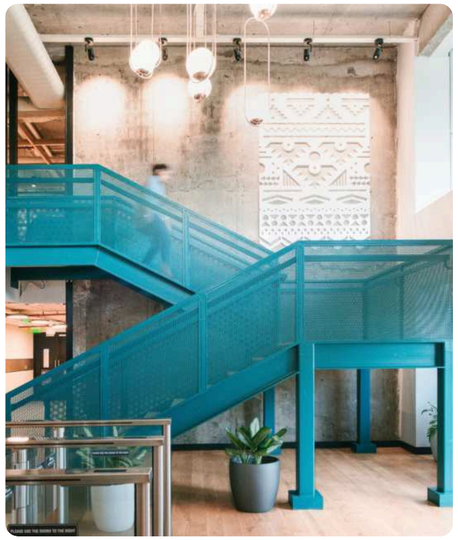
The Code is structured across fourteen sections, each addressing a distinct area of conduct or risk:

8 MEALS, ENTERTAINMENT AND GIFTS

This section defines acceptable standards for providing or receiving gifts, meals, or entertainment in a business context. It is designed to prevent undue influence on decision-making and ensure transparency and proportionality.

9 POLITICAL AND CHARITABLE GIVING

This section governs political and charitable contributions to ensure they are made lawfully, transparently, and in alignment with organisational values and applicable regulations.



10 COMPANY EQUIPMENT AND RESOURCES

This section sets expectations for the responsible and appropriate use of company assets, systems, and resources. It aims to protect organisational property and ensure assets are used for legitimate business purposes.

11 SOCIAL MEDIA AND INTERNAL COMMUNICATION CHANNELS

Sets clear expectations for responsible use of social media and internal communication platforms by employees. The policy requires compliance with applicable laws and company policies, protects confidential and proprietary information, and restricts unauthorised representation of WeWork India in public forums. Employees are required to communicate respectfully, avoid defamatory or misleading content, and direct all media inquiries to authorised channels to ensure consistent and accurate external communication, with violations subject to disciplinary action.



12 WEWORK INDIA PRIVACY POLICY

This section governs the collection, use, storage and protection of personal data relating to employees and members of the workforce, in accordance with applicable data protection laws and the organisation's internal privacy commitments. The organisation's detailed Data Privacy Policy is available on its website and is aligned with the requirements of the Digital Personal Data Protection Act, 2023 (DPDP Act), as applicable.

Further information on data privacy and cybersecurity is available in the chapter **Data Privacy & Cybersecurity.**

13 SURVEILLANCE AND RIGHT TO SEARCH

The section establishes WeWork India's right to conduct reasonable inspections and searches within its premises to maintain safe and secure workspaces. The policy prohibits possession of illegal or dangerous materials on company property and allows inspection of desks, lockers, storage spaces, packages, and personal items wherever permitted by law. Searches are conducted in a lawful and proportionate manner, with cooperation expected from employees, to protect the health, safety, and security of employees, members, and visitors.

14 INTERNAL DATA USE AND MONITORING

This section governs how employee and member data is classified, accessed, used, stored, and protected within WeWork India. The policy applies to employees, contractors, and agents who process company data and sets clear requirements for lawful use, secure handling, and protection of personal and business information. It also describes WeWork India's monitoring of data and system usage to support business operations, enforce internal policies, and comply with legal obligations.





Grievance Mechanism

WeWork India maintains a structured grievance mechanism that provides employees with clear and safe channels to raise concerns.

Our Grievance mechanism applies across all levels of employees and defines grievances broadly, including issues related to performance feedback, harassment (including bullying and lack of inclusion), health and safety, breaches of company values, and manager behaviour.

Our employees are encouraged to resolve concerns informally where possible. Where this is not feasible, issues may be escalated to the direct manager, Head of Department, or People Partners. Employees may also lodge a formal grievance through a structured process by using the grievance complaint form. This process includes investigation, mediation, decision, and appeal, guided by principles of timeliness, confidentiality, fairness, and non-retaliation.

Employees have the right to respond to allegations and appeal decisions. Complaints of sexual harassment are addressed through the Internal Complaints Committee in accordance with the Prevention of Sexual Harassment (POSH) Act, 2013.

We have further established a robust internal mechanism to address the grievances related to human rights issues. Under the Whistle Blower Policy, all employees, contractors, and members can report misconduct, unethical practices, or potential human rights violations through multiple confidential channels, including a dedicated Ethics line operated by an independent third-party service provider, Integrity Matters, which is accessible 24x7 via toll-free phone (1800-102-6969), web portal (https://wework.integritymatters.in), and email (wework@integritymatters.in). Employees may also escalate concerns directly to their supervisor, Department Head, Head of People, Compliance Captains, or the General Counsel.



Training and Awareness

The Code of Conduct (CoC) is implemented consistently across operations and locations. Leaders and managers are responsible for reinforcing ethical standards within their teams and for ensuring concerns are addressed promptly. Compliance with the Code forms part of everyday governance rather than being treated as a standalone requirement.

100% of our employees are introduced to the CoC and relevant policies during onboarding and are expected to familiarise themselves with the standards applicable to their roles. During FY 2025–26, mandatory training on the POSH policy and the Code of Conduct was conducted for all employees.

Ongoing awareness initiatives reinforce expectations in areas such as workplace conduct, data protection, conflicts of interest, and ethical decision-making, supporting consistent application across the organisation.

Anti-Corruption

Integrity underpins every aspect of how we conduct business at WeWork India. Ethical conduct and strict adherence to applicable laws are treated as non-negotiable across all operations and business relationships. Our anti-corruption framework applies uniformly to employees and directors, as well as to third parties acting on our behalf, including agents, contractors, consultants, brokers, landlords, vendors, and suppliers.



We maintain zero tolerance for bribery and corruption. Employees are strictly prohibited from offering, promising, giving, soliciting, authorising, or accepting any bribe, kickback, or other improper advantage. As set out in our Code, a bribe includes anything of value, whether monetary or non-monetary, including cash, gifts, hospitality, travel, donations, employment opportunities, or other benefits intended to improperly influence the judgment of a government official or commercial counterparty to secure a business advantage.

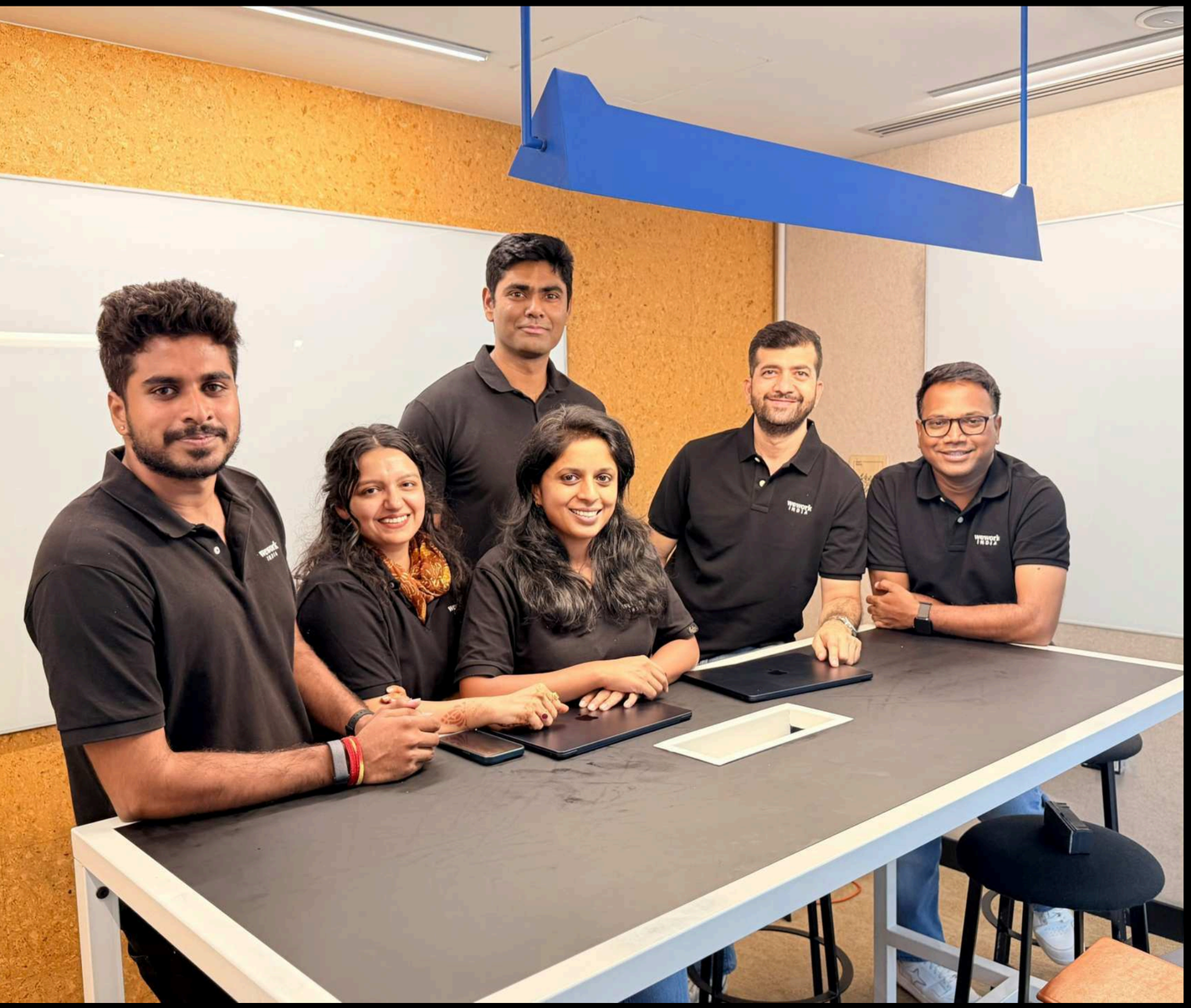
Our commitment to ethical conduct also extends to the prevention of money laundering and related financial crimes. Employees are prohibited from engaging in money-laundering activities, misrepresenting transactions, participating in prohibited cash dealings, or disregarding indicators of suspicious behaviour.

We undertake reasonable due diligence to understand our members and business partners, and employees are required to promptly report any suspected money-laundering activity or red flags to the Legal and Compliance teams. Concerns may be raised through confidential reporting mechanisms, including anonymous channels, without fear of retaliation.

Any form of retaliation against individuals who raise concerns or participate in investigations in good faith is strictly prohibited and treated as a serious breach of our Code.

During the reporting period, **no cases of corruption or bribery were reported.**





04

Towards Greener & Responsible Operations

IN THIS SECTION

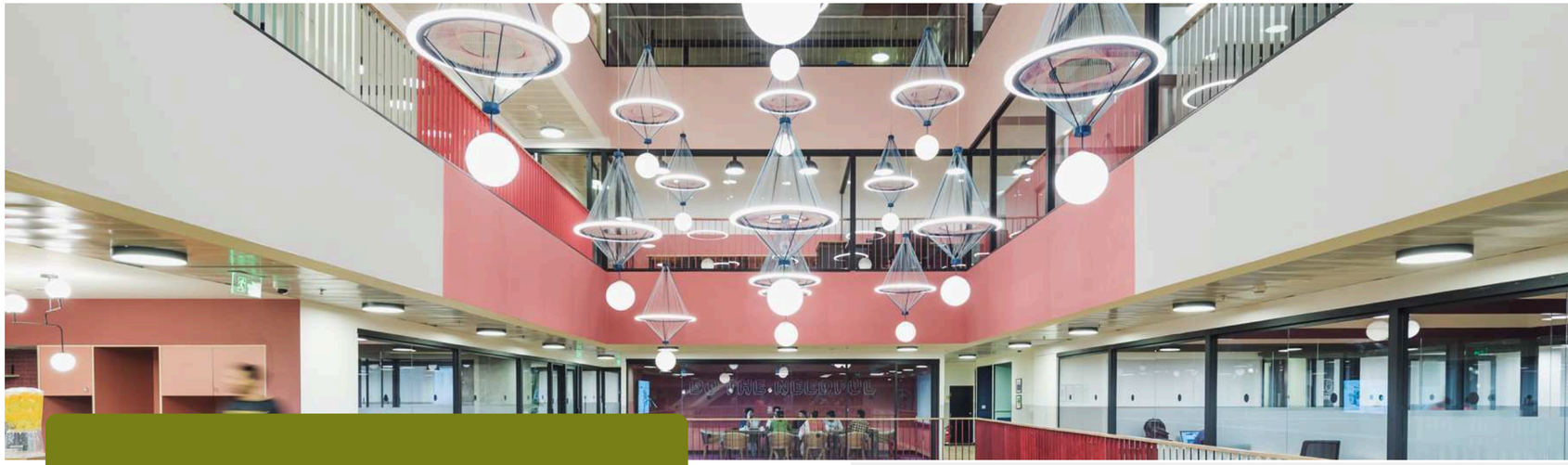
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Energy Management

(GRI 302-1, GRI 302-3, GRI 302-4, GRI 302-5)

Energy is fundamental to our operations, enabling the delivery of safe, comfortable and productive workspaces across portfolio. Our primary energy consumption stems from heating, ventilation and air conditioning (HVAC) systems, lighting, digital infrastructure, and vertical transportation. This section provides an overview of our energy performance in FY 2025-26.

Our total energy consumption stood at 2,06,152.7 GJ in FY 2025-26 as compared to 2,02,401.8 GJ in FY 2024-25, representing an overall increase of 1.9% compared to the previous year. The increase was primarily attributable to an increase in business volume and customer footprint during the reporting period. The total Renewable Energy consumption increased by 85.6% compared to previous financial year.



57.1M
Total kWh consumed

27.8%
Renewable energy mix. 40% achieved in March'26.

128.5
kWh/sqm/yr Energy Performance Index (EPI)

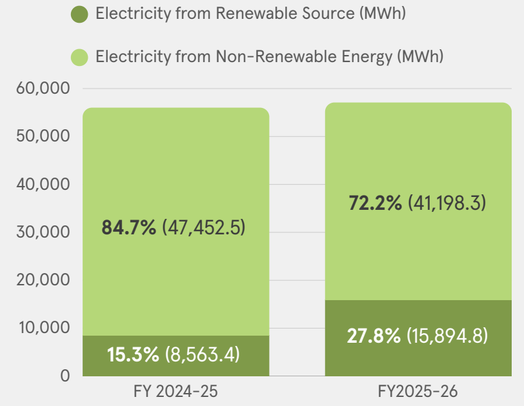
Breakdown of Energy Consumption

Particulars	FY 2024-25 (GJ)	FY 2025-26 (GJ)
Renewable electricity	30,828.2	57,221.4
Non-renewable electricity	1,70,829	1,48,313.8
Fuel consumption	744.6	617.5
Total energy consumption	**2,02,401.8**	**2,06,152.7**

Note: Reported energy consumption includes only assets under WeWork India's operational control (57 Classic assets in FY 2025-26 and 53 Classic assets in FY 2024-25) excludes managed office spaces not under our direct operational control.

Electricity Break-up

We continued to increase the share of renewable electricity in our operations, with renewable sources contributing 27.8% of total electricity consumption in FY 2025–26, compared to 15.3% in FY 2024–25. By March 2026, renewable electricity accounted for 40% of monthly electricity consumption.



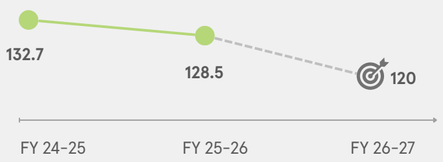
Energy Efficiency

As the portfolio continues to expand across premium commercial assets, the focus remains on improving energy performance while delivering consistent workplace experiences for members and employees. Energy performance is tracked using the Energy Performance Index (EPI), which measures energy consumption intensity across managed spaces.

During FY 2025-26, an EPI of 128.5 kWh/sqm/year was reported, compared to a baseline of 132.7 kWh/sqm/year in FY 2024-25, indicating progress toward the target of achieving 120 kWh/sqm/year by FY 2026-27. This improvement also contributes to reducing the greenhouse gas emissions associated with direct energy consumption.

Energy Performance Index (EPI)

(kWh/sqm/year)



Energy Management Initiatives

To support performance tracking and operational optimisation, we maintained an active oversight of energy consumption through its 24×7 central Energy Command Centre, enabling real-time monitoring of HVAC systems, thermal comfort, and energy loads across locations. Periodic energy audits and performance assessments were also undertaken during the year to identify efficiency opportunities and support continuous improvement initiatives. In parallel, we implemented measures to optimise energy costs by improving tariff structures and adjusting contracted demand at various assets. These actions resulted in energy cost reduction of approximately ₹6.53 crores despite a 2.6% expansion in leasable area and 9% increase in total footfall, representing a 8.7% reduction compared to the prior year.

During the financial year, we continued to strengthen our energy management approach through a combination of operational optimisation, efficient infrastructure design, advanced monitoring systems, and renewable energy adoption initiatives. A major focus area during the reporting period was HVAC optimisation, given the significant contribution of cooling systems to overall electricity consumption within commercial office spaces.

HVAC- We piloted an AI-enabled HVAC optimisation system supported by an R&D investment of approximately ₹4 lakhs. The outcome of the pilot results indicated approximately 7.9% energy savings by optimising HVAC run-time and temperature set-points, highlighting the potential for scalable energy reduction across the portfolio.

Building Management Systems- We continue to strengthen monitoring capabilities through floor-level and system-level sub-metering integrated with the Building Management System (BMS). These systems enable granular tracking of lighting and HVAC loads, helping facilities teams identify abnormal consumption patterns, validate operational efficiency measures, and support long-term EPI reduction objectives.

Lighting and Fixtures- We use a standardised lighting design across all locations, with centrally defined specifications guiding fixture selection, performance and efficiency. All fit-outs use LED lighting tailored to each space, with controlled wattage to meet the lighting needs while minimising energy use. Our standards also ensure visual comfort through defined colour temperature, glare control and rendering requirements. Lower-wattage lighting reduces heat load and cooling demand, with implementation embedded in our design, engineering and procurement processes.



Emissions Footprint

(GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-5)

Given the energy-intensive nature of workspace operations, understanding our GHG footprint helps us track emissions performance and identify opportunities for emissions reduction. Our Scope 1 emissions primarily arise from fuel consumption in backup power systems, while Scope 2 emissions are largely attributable to electricity consumed across our buildings.

Variations in GHG emissions are influenced by occupancy levels, asset configuration, and climatic conditions across locations. In FY 2025-26, Scope 1 emissions amounted to 456.9 tCO_2e, while Scope 2 emissions totalled 29,250.8 tCO_2e, with Scope 2 contributing approximately 98.5% of combined Scope 1 and 2 emissions.

Scope 1 emissions decreased from 658.2 tCO_2e in FY 2024–25 to 456.9 tCO_2e in FY 2025–26, despite the first-time inclusion of fugitive emissions within the reporting boundary. Scope 2 emissions also declined from 34,498.0 tCO_2e to 29,250.8 tCO_2e, supported by an increased share of renewable energy in the overall electricity mix.

During the reporting year, we also assessed Scope 3 emissions across relevant categories.

Scope 3 emissions comprise indirect emissions generated across our value chain from activities beyond our direct operational control. These include emissions associated with electricity and fuel consumption in managed office portfolios, as well as the procurement of goods and services (OPEX) and capital goods (CAPEX) for buildouts and infrastructure.

Scope 3 emissions also encompass upstream energy-related activities, waste generated in operations, business travel, employee commuting, and upstream transportation and distribution. Together, these categories provide a comprehensive view of our value chain emissions beyond our directly controlled operations. Category 15 (Investments) has been excluded from this assessment due to current data limitations.



Consolidated GHG Emissions

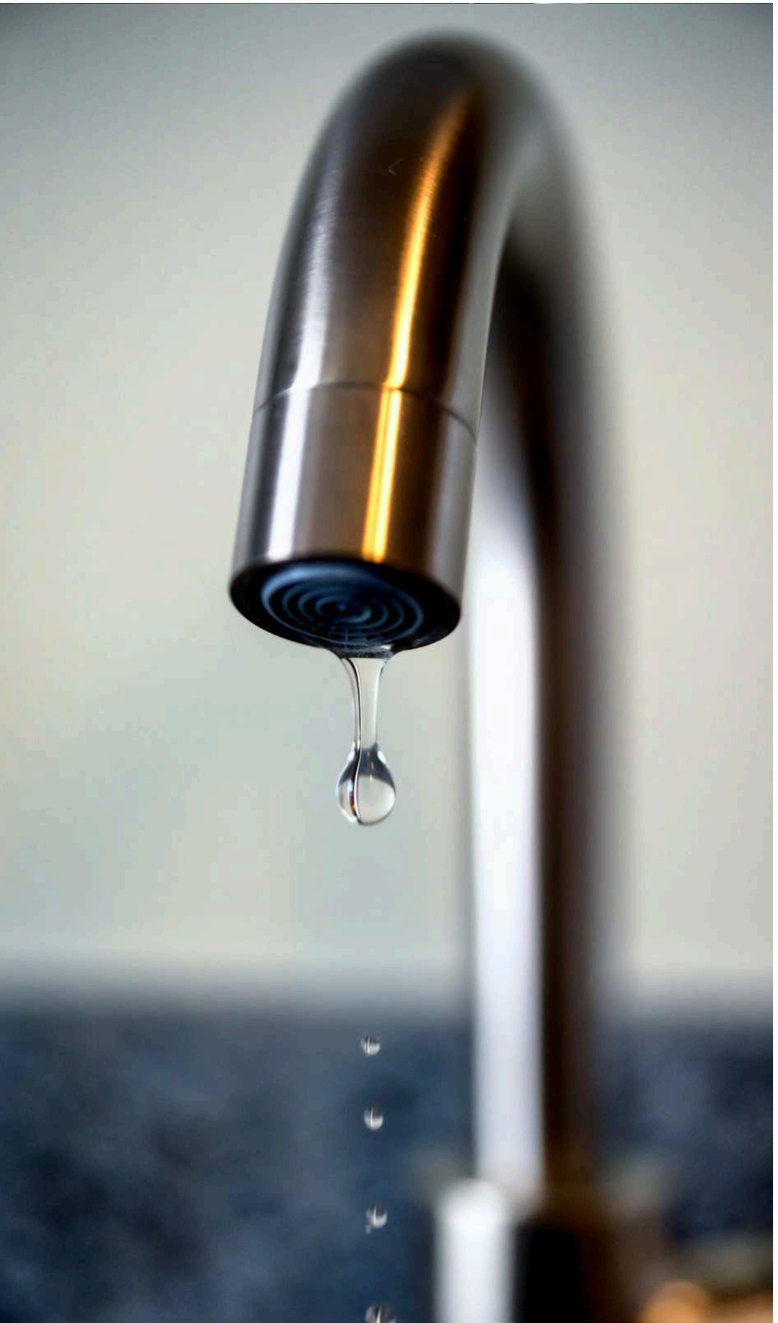
Type of Emissions	Quantity (tCO_2e) FY 2024-25	Quantity (tCO_2e) FY 2025-26
Scope 1	658.2	456.9
Scope 2 (Market-based)	34,498.0	29,250.8
Total (1+2)	**35,156.2**	**29,707.7**

Note:
- In FY 2025–26, we enhanced our emissions inventory by including fugitive emissions within Scope 1 emissions. We also revised our methodology to account for emissions associated with purchased electricity from DG sets under Scope 2 emissions.
- Scope 2 emissions are reported using the market-based method. The corresponding location-based Scope 2 emissions for the reporting period are 40,516.56 tCO_2e

Breakup of Scope 3 Emissions

Categories	Total Emissions tCO_2e (FY 2025-26)	% Contribution	Calculation Approach
Category 1 – Purchased Goods & Services	10,259.54	43.88%	Spend based
Category 2 – Capital Goods	2,091.24	8.94%	Spend based
Category 3 – Fuel and Energy Related Activities	10,281.32	43.97%	Activity based
Category 4 – Upstream Transportation & Distribution	10.93	0.05%	Spend based
Category 5 – Waste Generated in Operations	51.36	0.22%	Activity based
Category 6 – Business Travel	123.80	0.53%	Spend based
Category 7 – Employee Commuting	564.09	2.41%	Activity based
Total Scope 3 Emissions	**23,382.29 tCO_2e**		

Note: Scope 3 categories that were not relevant to the Company's operations have not been reported in the table. Category 15 (Investments) has been excluded due to current data limitations. We intend to enhance data availability and expand the assessment coverage in future reporting periods.



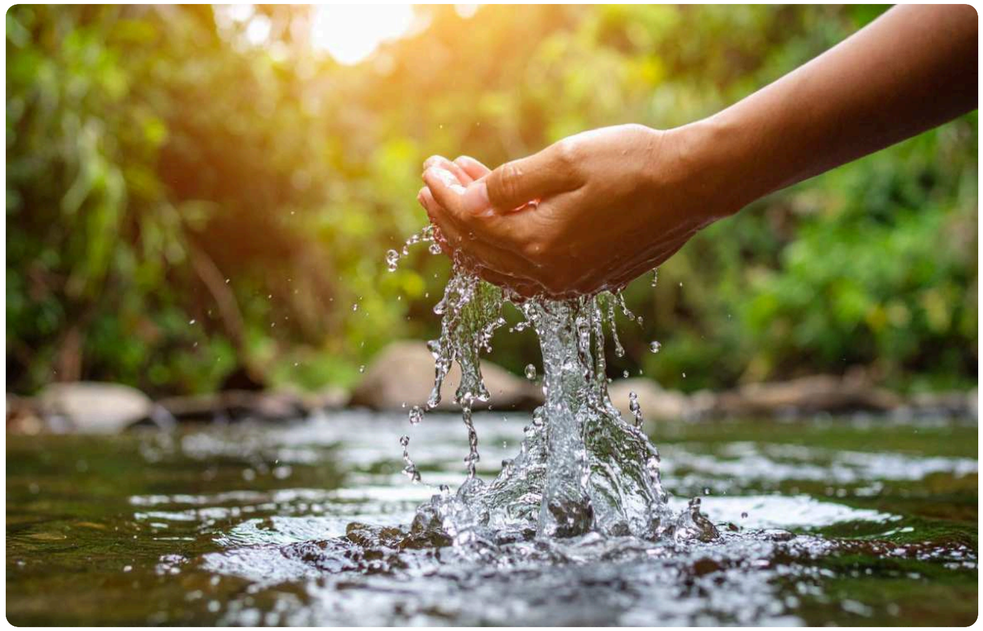
Water Management

(GRI 303- 1, GRI 303-5)

Our approach to water management focuses on accurate measurement, operational efficiency, and gradual reduction in per-capita consumption, while ensuring member comfort and continued compliance with applicable environmental regulations. Given that several building-level systems are landlord-managed, we work in collaboration with landlords and service partners to strengthen water performance across locations.

During FY 2025-26, our total water consumption amounted to 1,85,249 kilolitres, sourced entirely through third party supply. For FY 2025-26, our average water consumption stood at approximately 28.6 litres per person per day (LPD) at the organisational level compared to 30.2 LPD in FY 2024-25 progressing towards our target of achieving 20 LPD by FY 2027-28.

To strengthen measurement and improve visibility into consumption patterns, we installed smart, cloud-connected water meters across operational locations.



These meters enable automated recording of daily water use and support the calculation of litres per person per day at both asset and portfolio levels. The resulting dashboards aid our facility teams to identify abnormal consumption trends, flag potential leaks, and prioritise corrective actions at the facility level.

Alongside metering, we have implemented multiple water-efficiency interventions across locations. Our workspaces are equipped with low-flow fixtures and water-efficient fittings, aimed at reducing consumption without compromising user experience. Water efficiency considerations are also embedded at the asset planning and landlord-engagement stage, helping support consistent provision of water saving infrastructure across new and refurbished locations.

To further strengthen water stewardship, we plan to undertake structured water audits in the near future to identify inefficiencies, consumption hotspots, and improvement opportunities at priority locations.

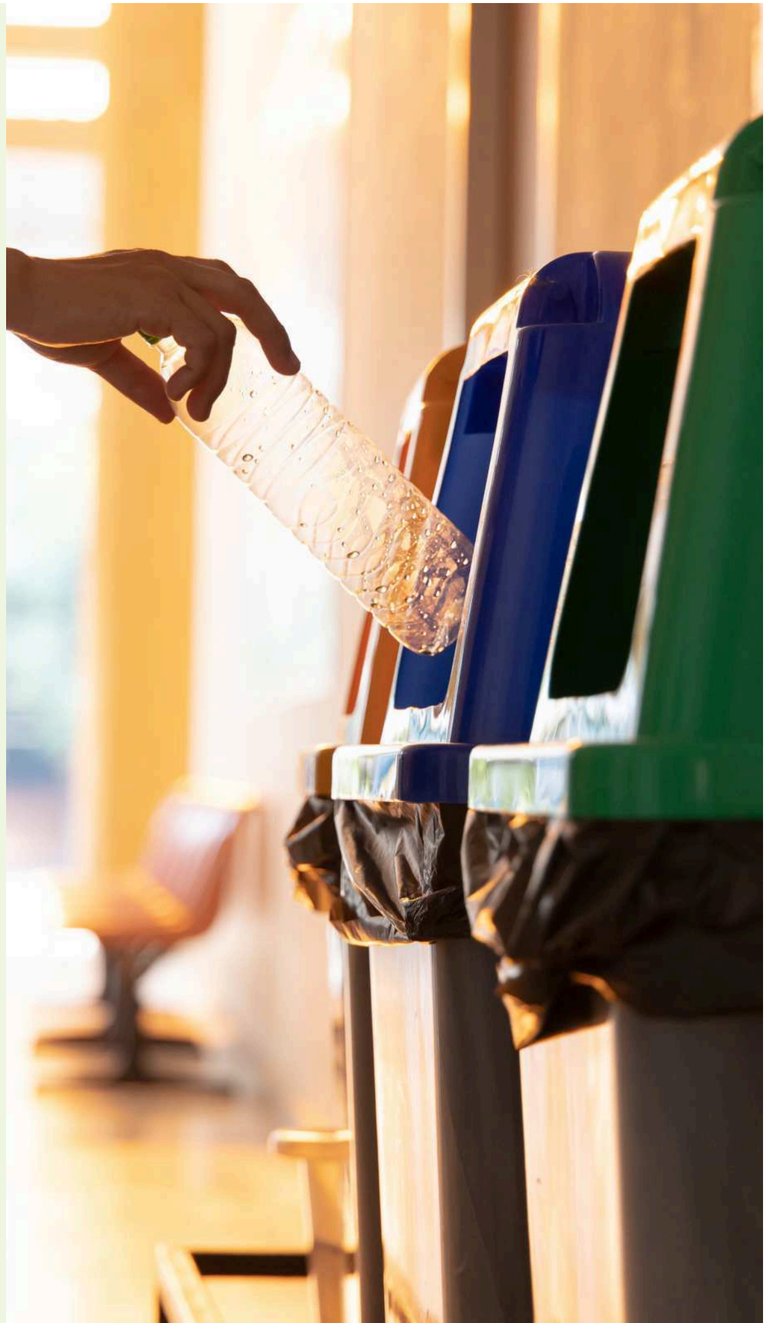
Findings from these audits will be used to refine asset-level action plans, strengthen preventive maintenance practices, and guide targeted interventions to support continuous improvement in water performance across the portfolio.

1,85,249	28.6
Kilo Litres Water Consumption	Litres Per Day Per Person (LPD) Intensity

Note:
This data is limited to 52 assets due to data uncertainty; we intend to enhance coverage and revise the information in the upcoming financial year.

Waste Management

(GRI 306-1, GRI 306-2, GRI 306-3, GRI 306-4, GRI 306-5)



Waste generation at WeWork India is driven by daily operations across workspaces, pantries, cafes, and shared amenities, resulting in a mix of municipal solid waste, recyclables, and limited hazardous streams.

In FY 2025-26, total waste generated was 342.3 tonnes, marking a 7.3% increase from 319.0 tonnes reported in the previous financial year.

The non-hazardous waste constituted the majority of our waste footprint, encompassing both wet and dry fractions. Hazardous waste, including e-waste, represented a comparatively small proportion of the total waste generated and was managed by authorised handlers in compliance with applicable regulations.

As the portfolio continues to grow, the focus remains on strengthening waste segregation, improving downstream traceability, and expanding recovery pathways.

We follow mandatory source segregation across locations, with waste categorised into biodegradable (wet waste), recyclable dry waste (paper, plastic, metal, and glass), and reject or non-recyclable waste. Segregation is supported through clearly labelled bins placed across common areas, pantries, and operational zones, and reinforced through regular staff and vendor training.

As our operations are largely situated within landlord-managed premises, downstream waste processing is undertaken through established vendor ecosystems and facility-level waste management arrangements. We continue to work closely with landlords, facility managers, and authorised waste handling partners to strengthen traceability, regulatory compliance, and environmentally responsible disposal practices across locations. Post collection, waste is channelled through authorised vendors for further treatment, recovery, and disposal in accordance with applicable regulatory requirements.

Organic waste generated from pantry and food service operations at select locations is transported to secondary aggregation points and processed at authorised biogas facilities for energy recovery. Dry recyclable waste streams, including paper, plastic, metal, and glass, are routed to Material Recovery Facilities (MRFs) and subsequently channelled to authorised recyclers for material recovery and circular reuse. Residual and sanitary waste that cannot be recovered is scientifically disposed of through approved landfill facilities in line with local regulatory norms.



Note: Total waste generated comprises hazardous and non-hazardous waste. While hazardous and non-hazardous waste data is reported for 11 locations where waste is directly managed by WeWork India, the reporting boundary for e-waste data extends across the entire operations, and it is therefore disclosed separately.



E-waste generated from IT assets and office infrastructure is managed through dedicated vendor-led programmes. To support responsible collection and disposal, designated e-waste collection points have been established across locations, and the waste is routed exclusively through authorised recyclers to ensure compliant handling, dismantling, and recovery. In addition to mainstream waste streams, targeted interventions have also been introduced to address niche waste categories. For instance, dedicated cigarette waste collection bins have been deployed at select locations, enabling the collection and recycling of cigarette waste into value-added consumer products such as cushions and soft furnishings. These initiatives help reduce hazardous litter while supporting innovative material recovery solutions.

During the reporting year, approximately 86% of the total waste generated across our eleven assets was diverted from conventional disposal pathways through recycling, recovery, and treatment mechanisms (including processing at authorised facilities). This achievement reflects the effectiveness of operational controls, vendor partnerships, and active participation from members and on-ground teams in strengthening responsible waste management practices across our portfolio.

Waste Generated

86%	14%
Recycled/ recovered / processed	Landfills

Note: The data for hazardous and non-hazardous waste is limited to 11 assets where waste is managed directly by WeWork India.

Breakdown of Waste Generated

Waste generated	UOM (tonnes)	FY 2024-25	FY 2025-26	Composition (FY 2025-26)
E-waste	(t)	7.0	10.2	**2.98%**
Hazardous waste	(t)	1.0	2.0	**0.58%**
Non-hazardous waste generated	(t)	311.0	330.1	**96.44%**
Total Waste Generated	**(t)**	319.0	342.3	**100%**

Note: The data for hazardous and non-hazardous waste is limited to 11 assets where waste is managed directly by WeWork India; at other locations, waste management is handled by landlords, resulting in limited access to consistent and verifiable data. E-waste data, however, is reported across the entire operations.



Sustainable Buildings & Operations

The built environment plays a significant role in shaping environmental outcomes across a workspace lifecycle, from design and construction to daily operations and end-of-life management. For flexible workspace operators like WeWork India, sustainability in buildings extends beyond energy and water efficiency. It also includes thoughtful space design, careful selection of fit-out materials, large-scale furniture deployment, and collaborative responsibility with landlords through lease agreements.

Green-Lease framework

As a tenant occupying large commercial assets, our ability to influence building-level environmental performance is closely linked to landlord collaboration. To formalise this engagement, a structured green lease framework has been developed, embedding sustainability expectations into lease negotiations and ongoing operations.

The green lease framework is applied during the evaluation of new properties and, where feasible, during renewals or renegotiations of existing leases. Requirements are structured across **mandatory, important, and minor** criteria to ensure both robustness and practical adaptability across diverse building typologies and ownership models. Mandatory provisions establish the baseline environmental and safety conditions required for WeWork India-operated spaces, while important and enabling measures support progressive performance improvements over the lease terms.

Our Green Lease framework ensures that sustainability remains our priority, not only within our operations, but across every asset we occupy. Prior to lease execution, all prospective buildings are evaluated against key pillars such as energy efficiency, waste management, indoor air quality, and health and safety.

This structured assessment covers critical requirements including green building certifications, 100% renewable energy sourcing capabilities, real-time BMS access, and comprehensive utility and waste reporting. It also evaluates enabling infrastructure such as EV charging, low-flow water fixtures, LED automation, rooftop solar installations, sewage treatment plants (STPs) for water recycling, and advanced air filtration systems (MERV 13+). Each requirement is designed to deliver measurable outcomes, supported by continuous monitoring of energy, water, and waste KPIs throughout the lease tenure. Strong collaboration with landlords remains central to this approach, ensuring shared accountability for environmental performance. **Notably, 100% of offices acquired during the year were covered under Green Lease provisions.**

In addition to mandatory baseline conditions, we work with landlords to progressively improve building performance through the following important measures: energy-efficient HVAC systems aligned with ECBC (Energy Conservation Building Code) intent, floor-level sub-metering, enhanced indoor air quality controls, water-efficient infrastructure, improved waste management enablement and future-ready assets such as EV charging and LED automation.

Importantly, the green lease is positioned as a collaborative tool rather than a compliance checklist, fostering shared accountability between landlord and tenant for environmental outcomes throughout the lease tenure.



Green building certifications & standards

In commercial real estate sector, third-party green building certifications provide a structured framework to improve environmental performance, occupant well-being and operational efficiency.

These frameworks are particularly relevant for interior-led developments such as managed workspaces, where control over base-building systems may be limited, but interior design and operational decisions can meaningfully influence outcomes.

We emphasise the alignment with recognised green building and interior certification frameworks, particularly the Leadership in Energy and Environmental Design (LEED) and the Indian Green Building Council (IGBC) rating systems, where applicable. These certifications establish measurable benchmarks across key areas such as energy and water efficiency, indoor environmental quality, materials management, and waste practices. A sizable portion of certified buildings hold base-building and operational certifications, including LEED for Operations and Maintenance (O+M) and LEED Building Design and Construction (BD+C – Core and Shell), along with WELL and IGBC certifications.

05
LEED Gold certified buildings

- 37 Cunningham
- Berger Delhi One
- Eon IT Park Cluster D
- GERA Commerzone B1
- HQ 27

04
IGBC certified buildings

- Eldeco Centre
- Hiranandani Lightbridge
- KRC Mindspace 9
- Raheja Platinum

04
WELL certified buildings

- Express Towers
- Prestige Central
- PTP Jupiter P1, P2 and P3
- RMZ Spire - Tower 100

22
LEED Platinum certified buildings

DLF 9A Cybercity
Eldeco Centre
DLF Building 6
DLF Cybercity Block 10
DLF Forum
EGL Pebble Beach_4A
EGL Pebble Beach_4B
EGL Princeville
EGL Signature
EGL Sunriver
Embassy 247 Park
Embassy Galaxy Tower B
Embassy Manyata NXT Towers
Embassy One
Embassy Tech Village
Manyata Mahogany - F2
Manyata Redwood - D3 - P1 and P2
NESCO IT Park
Oberoi Commerz II D1 and D2
Parinee Crescenzo
Two Horizon Centre
VI John

Note: The Green Building data covers all 76 buildings within the portfolio and is not restricted to the 57 buildings under our operational control.



Sustainable fit-out and operational design

While certifications provide a building-level benchmark, our most direct influence sits within the interior fit-outs and operational design decisions. Fit-outs represent one of the most material intervention points in our portfolio because they determine material intensity, indoor environmental quality and refurbishment cycles. To address these impacts consistently across locations, we follow standardised sustainability-led fit-outs practices aligned with our design and procurement standards.

Material selection plays a critical role in reducing embedded carbon, improving indoor air quality and supporting circularity. Internal design standards prioritise Furniture, Fixtures, and Equipment (FF&E) with verified environmental credentials, including GreenPro[10] certification, Environmental Product Declarations[11] (EPDs), Forest Stewardship Council[12] (FSC) certification and low-VOC compliance.

Materials

We prioritise low-VOC paints (example - interior acrylic emulsion paints), adhesives and finishes to limit emissions that can affect indoor air quality. Our material specifications encourage the use of products with environmental disclosures or recognised certifications such as GreenPro, Forest Stewardship Council (FSC) certification and Environmental Product Declarations (EPDs), where applicable.

Where feasible, we also incorporate recycled and responsibly sourced materials across fit-out elements. This includes raised flooring solutions that use eco-friendly inputs such as recycled steel, fly ash and FSC-certified wood, as well as select flooring systems made from recycled PET (polyethylene terephthalate). Partitions and storefronts are designed in line with our sustainability-led material standards, prioritising certified, low-emission and durable substrates to support longevity and reduced replacement needs.



Furniture and Accessories

Furniture represents a meaningful lifecycle impact in our fit-outs due to the volume deployed across locations, particularly hard furniture that combines metal frames with engineered wood substrates. To improve material responsibility, we launched a furniture sustainability programme in late 2024 focused on vendor engagement, material evaluation and implementation planning. Our selection criteria for furniture and accessories emphasise lower-impact materials that help reduce emissions affecting indoor air quality and extend product life, while balancing performance requirements such as durability and functionality.

Sustainable buildings and operations at WeWork India are not treated as isolated initiatives, but as an integrated system linking design intent, material decisions, operational practices and stakeholder collaboration. Green certifications provide structure and benchmarks, fit-out and furniture strategies address embedded and operational impacts, and green leases extend sustainability expectations beyond the boundary of direct control.

Together, these elements support improved resource efficiency, healthier indoor environments and a credible pathway for continuous improvement across the workspace lifecycle, aligned with evolving expectations of members, investors and regulators.

Preferred Material Choices for Furniture and Fit-Outs

Furniture Material Category	Conventional Material Typically Used	Alternative Material Used	Key Sustainability Attributes	Use in WeWork Spaces	Certifications / Standards
Furniture Substrates	Virgin wood-based boards and plywood	Engineered boards made from agricultural residue or recycled wood	Reduces dependence on fresh timber and lowers harmful emissions that affect indoor air quality	Furniture panels, workstations, storage units and cabinetry	FSC, GreenPro, E-Zero[13]
Veneers	Conventionally sourced hardwood veneers	Veneers sourced from responsible forest practices	Ensures wood comes from forests that are replanted and managed sustainably	Furniture surfaces, wall panels and joinery finishes	FSC, GreenPro, ISO
Laminates & Pre-laminated Boards	Standard laminates with limited environmental controls	Engineered laminates designed for durability and responsible sourcing	Longer product life reduces frequent replacement and material waste	Desk-tops, cabinets, shelves and furniture surfaces	FSC, GreenPro, EPD
Upholstery Fabrics	Virgin synthetic fabrics	Fabrics made using recycled PET bottles	Reuses plastic waste and reduces demand for new raw materials	Seating, work chairs and soft furnishings	OEKO-TEX[14], EPD
Rugs	Rugs made from virgin synthetic fibres	Rugs manufactured using recycled polymer yarns	Converts plastic waste into functional interior products	Lounge areas, breakout zones and informal workspaces	-



05

Empowering People and Community

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Our Community Footprint

(GRI 203-2, GRI 413-1)

Every step we take is rooted in our commitment to people and the planet. From creating responsible, sustainable workspaces to fostering biodiversity preservation, mitigating human-animal conflict, and offering our spaces to causes that matter, we're committed to making an impact within communities and across every space we shape. We focus on long-term, sustainable solutions that generate enduring value, ensuring that our impact lasts for generations to come. Our CSR programs are driven by the pillar **"WeWork for a cause"** that guides our engagement efforts.



WeWork for a Cause unites our efforts across restoration, education, and community engagement. Through partnerships, volunteering, and access to workspace, we support scalable, purpose-driven initiatives. These efforts are delivered through flagship community programmes, employee volunteering initiatives, space donations for purpose-led organisations, and our annual Sustainability Summit, creating meaningful social and environmental impact at scale.

Volunteering Hours

765 Hours

Dedicated by 175 employees for community driven activities

202 Hours

Contributed by 56 members towards shared goals

Over the last 4 years we have been working with credible NGOs towards creating long-term impact within communities and ecosystems. Our Impact Charter focuses on fostering biodiversity preservation and mitigating human-animal conflict, while empowering underprivileged communities through inclusive education, up-skilling and conservation efforts.



WeWork India's actions are guided by a deep commitment to both people and the planet. We strive to create ecosystems that are responsible and sustainable, support biodiversity, and address human-animal conflicts. Our goal is to make a meaningful difference in communities and environment we influence, focusing on long-term solutions that create lasting value for future generations. We partner with various organisations and NGOs to drive our impact initiatives with focused areas of implementation.

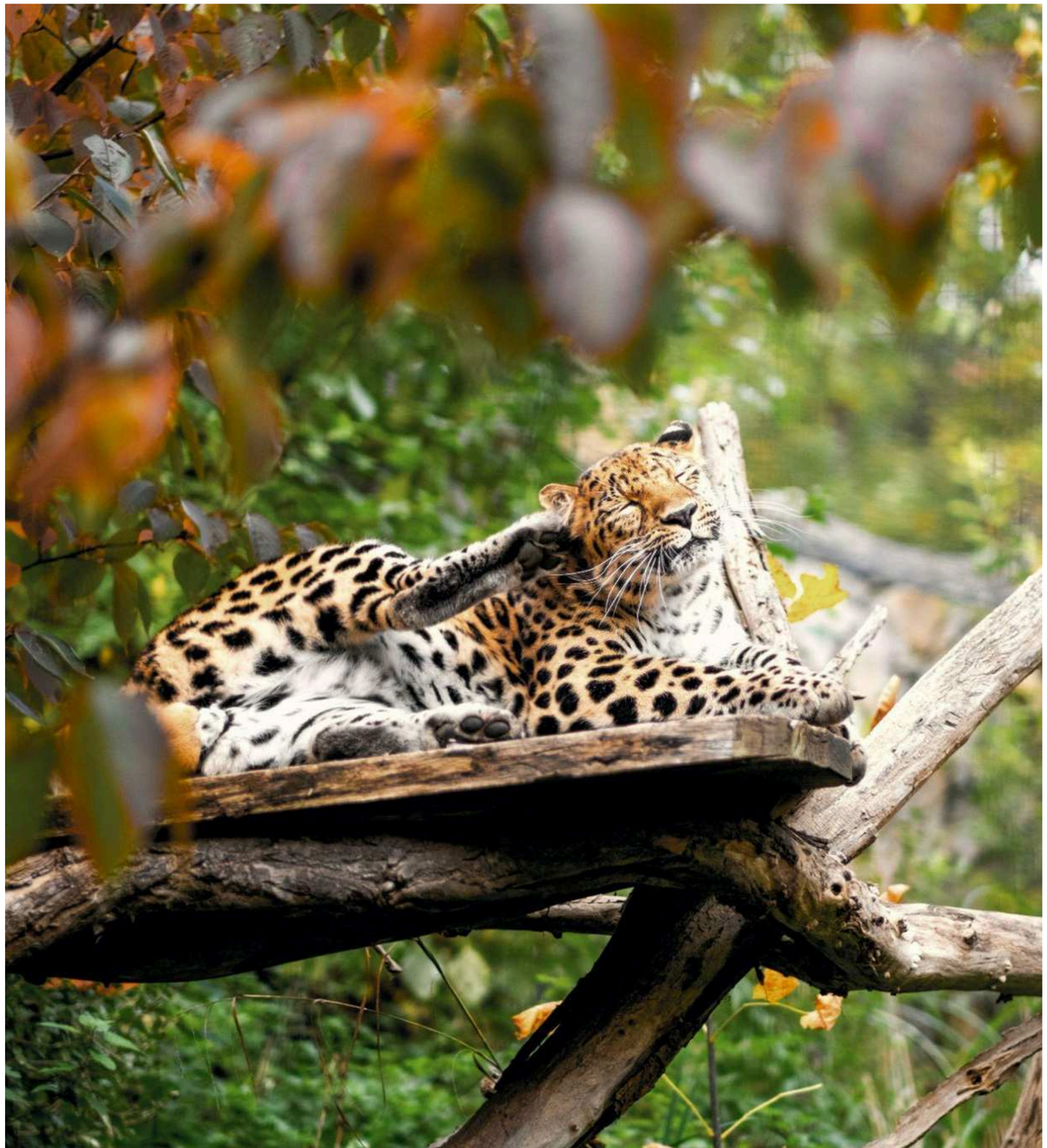
In FY 2025-26, we invested **₹1.63 crore in voluntary community programmes.** The programmes focused on restoring a village ecosystem, protecting Mumbai's leopards, keeping first-generation students in higher education, scaffolding the careers of young people who had no other path, and rescue and rehabilitation of vulnerable equines.

Project- Living with Leopards

Rapid urbanisation is reshaping ecological landscapes across India, increasing interactions between people and wildlife.

In Mumbai, the coexistence of humans and leopards is particularly notable as sightings of leopards have become increasingly frequent. As one of the world's most densely populated metropolises, it shares its space with an extraordinary density of Indian leopards, primarily centred around Sanjay Gandhi National Park (SGNP). Landscapes such as (SGNP) and surrounding peri-urban areas provide connected habitats, while factors such as prey availability linked to unmanaged waste further influence leopard presence.

As urban boundaries expand, overlap between human and leopard activity has increased, leading to heightened risks of conflict. This calls for a shift from reactive approaches to informed, science-based coexistence strategies, integrating research, community awareness, and coordinated institutional efforts. Since 2023, we have been working with the Wildlife Conservation Society- India (WCS-I) to facilitate research on leopards at Sanjay Gandhi National Park (SGNP) and Tungareshwar Wildlife Sanctuary to enhance our understanding of human-wildlife dynamics in an urban landscape.



Project Impressions

Leopard Monitoring & Research

540
Leopard photo captures recorded

54
Camera trap locations surveyed

Urban Biodiversity Documentation

15
Wild mammal species recorded as evidence of diverse fauna

26,000+
Images of wild mammals captured

Community Outreach & Awareness

10,000+
People engaged during International Leopard Day event

1500+
Students reached in Nashik awareness programmes

450+
Media & college students sensitised

Project Objective

The project aims to promote this coexistence by translating scientific insights into awareness campaigns, outreach efforts, and actionable management strategies. This is achieved by reducing conflict risk, strengthening wildlife governance, and enabling informed coexistence between people and leopards in highly urbanised landscapes.





Project Intervention

To address rising human-leopard interactions in urban and peri-urban landscapes, the project adopted a science-led approach that integrated research, on-ground interventions, capacity building, and public engagement. The initiative focuses on three key impact areas:

Scientific Research and Ecological Monitoring

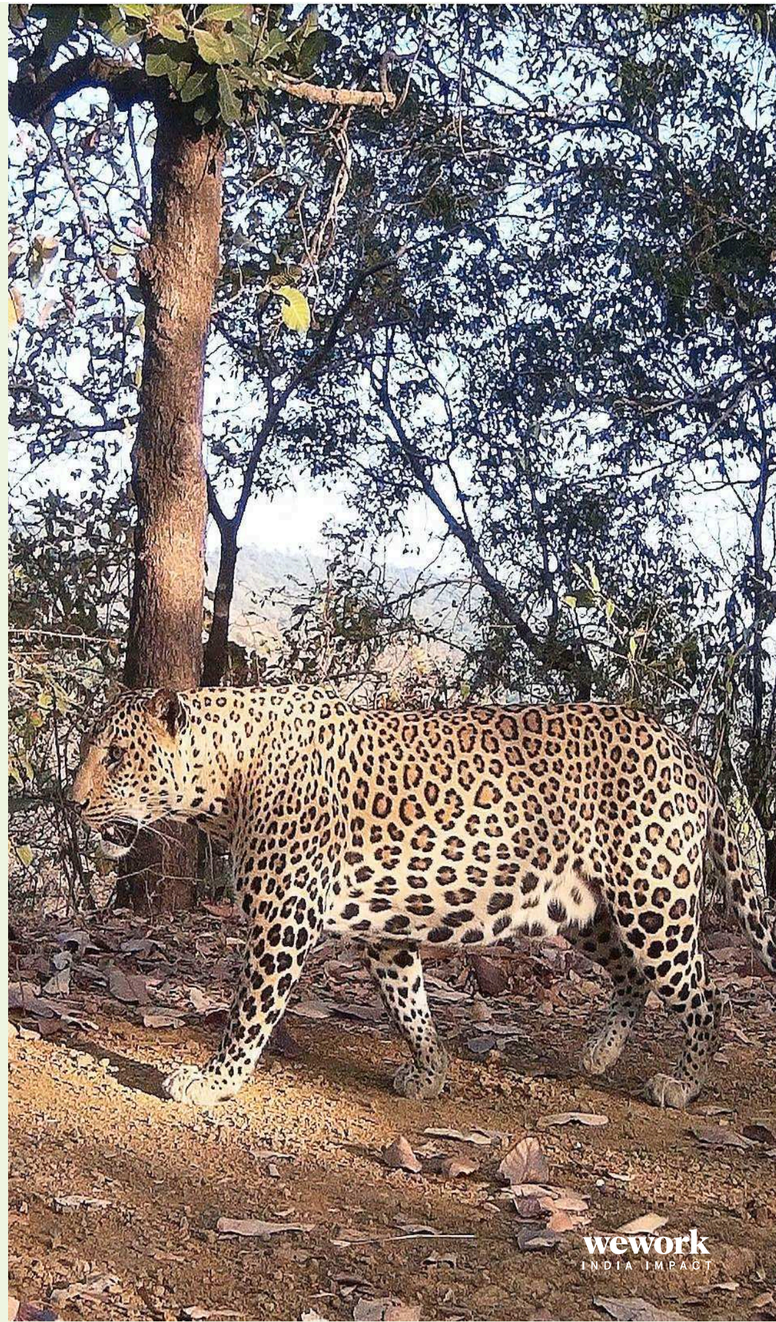
The initiative was anchored in systematic, non-invasive monitoring of leopard populations using camera traps (motion-triggered wildlife cameras). Extensive surveys across Sanjay Gandhi National Park (SGNP), and Tungareshwar Wildlife Sanctuary supported by over 1,000 nights of camera trapping during the reporting period. The project deployed camera-trap setups across 54 strategic locations in Sanjay Gandhi National Park and Tungareshwar Wildlife Sanctuary (TWLS) covering over 600 kilometres. Together, these interventions enabled near real-time, evidence-based assessment of leopard presence and movement, while also supporting individual identification through unique rosette patterns and improving understanding of habitat use.

Community Awareness, Education & Public Engagement

Public outreach was executed through major educational installations, target safety programs, and corporate partnerships to promote urban wildlife coexistence. For communities near dense leopard habitats, the project mobilised to run safety orientations across schools in conflict-prone areas, reaching numerous students. To foster broader advocacy, the program sensitised various media-professionals on responsible reporting, disseminated research findings across national media outlets, and held experiential nature trails.

Capacity Building, Training & Facilitating Rescues

In addition to monitoring activities, the project delivered comprehensive on-ground management and technical support during leopard sighting incidents. This included prompt deployment of camera traps, thorough site assessments, and collaboration with forest authorities for post-capture and post-release monitoring efforts, such as radio-collaring when necessary. When a leopard was repeatedly sighted inside residential societies in Dindoshi, with support from the Maharashtra Forest Department, the team immediately deployed camera traps across four locations to verify the individual's identity and guide residents on emergency safety parameters. Technical field support was heavily demonstrated following a conflict incident, where a leopard injured seven people; the WCS team assisted in medical operations radio collaring, tracking over 800 telemetry fixes over a 39-day window covering 70 cumulative kilo-meters. The framework required massive processing power analysing 95,000+ camera trap images/videos and contributing 200+ additional trap nights in Mumbai and Thane while expanding this co-management training model to over 80 forest staff in new landscapes like Junnar and Nashik.



Project - EcoGram

The EcoGram Project, an initiative by The Anonymous Indian Charitable Trust (TAICT) works towards addressing issues of irresponsible disposal of garbage and depletion of soil and water in the Bettahalasur Panchayat in North Bengaluru. The focus of the project is to create a model Gram Panchayat by building processes and infrastructure for sustainable decentralised waste management, soil quality, and water conservation in order to lay a strong foundation for any future growth. The project brings together community members, local governance, and investors.

The project also fosters community empowerment through its EcoGram Threads of Life and Re-Thread initiatives, which drive financial independence for local women by teaching tailoring skills and upcycling post-consumer waste textiles.



Tarahunise Lake Rejuvenation



As part of its commitment to building resilient communities and enhancing urban ecological health, we undertook a comprehensive lake restoration and biodiversity conservation initiative in Tarahunise and its surrounding catchment in collaboration with The Anonymous Indian Charitable Trust (TAICT) on the EcoGram Project. These interventions have significantly improved water quality, reducing nitrate levels by 72.7%, while supporting the revival of aquatic life. The annual Biodiversity assessment has recorded year on year growth with 486 unique species, showing an increase of 26% from the last report (up from 386- in FY 2024-25). A total of 178 new saplings from 17 different species have been planted in FY 2025-26.



Project Approach

The initiative followed an integrated approach, combining scientific ecosystem assessment with community-led governance mechanisms.

To establish a robust ecological baseline, detailed biodiversity surveys were conducted across seasons using point counts, photographic documentation, and visual encounter methods. These surveys covered a wide range of taxa, including birds, butterflies, amphibians, reptiles, mammals, odonates, and plant species, enabling a comprehensive understanding of species richness and habitat dynamics.

In parallel, water quality assessments were undertaken on a quarterly basis to evaluate key indicators such as pH, dissolved oxygen, conductivity, and total dissolved solids—parameters critical to understanding the health and sustainability of aquatic ecosystems. These assessments helped identify stress periods linked to reduced inflows, stagnation, and external anthropogenic pressures, thereby informing targeted restoration priorities.

To further strengthen ecosystem understanding, hydrological and land-use analyses of the lake catchment were carried out using Geographic Information System (GIS) and satellite imagery. This enabled mapping of drainage patterns, surface runoff pathways, and land-use interactions, establishing clear linkages between upstream activities and in-lake ecological conditions.



Institutional Strengthening and Governance

Recognising that long-term conservation outcomes depend on local ownership, the programme focused on building decentralised governance mechanisms. A structured framework was developed to support the constitution and operationalisation of a Biodiversity Management Committee (BMC), along with the preparation and ongoing maintenance of the People's Biodiversity Register (PBR). These efforts enabled local stakeholders including community representatives and governing bodies to actively participate in biodiversity documentation and decision-making processes, thereby embedding conservation into local governance structures.

Community Engagement and Awareness

The initiative prioritised community engagement as a key factor in achieving long-term outcomes. Organised nature walks and educational programmes were provided for students from both government and private schools in the Tarahunise area, with the objective of enhancing knowledge about lake ecology, ecosystem services, and the importance of biodiversity conservation in daily life. These engagements helped develop a sense of ownership among younger populations while strengthening the connection between ecological restoration and community well-being.



Key Outcomes and Ecological Impact

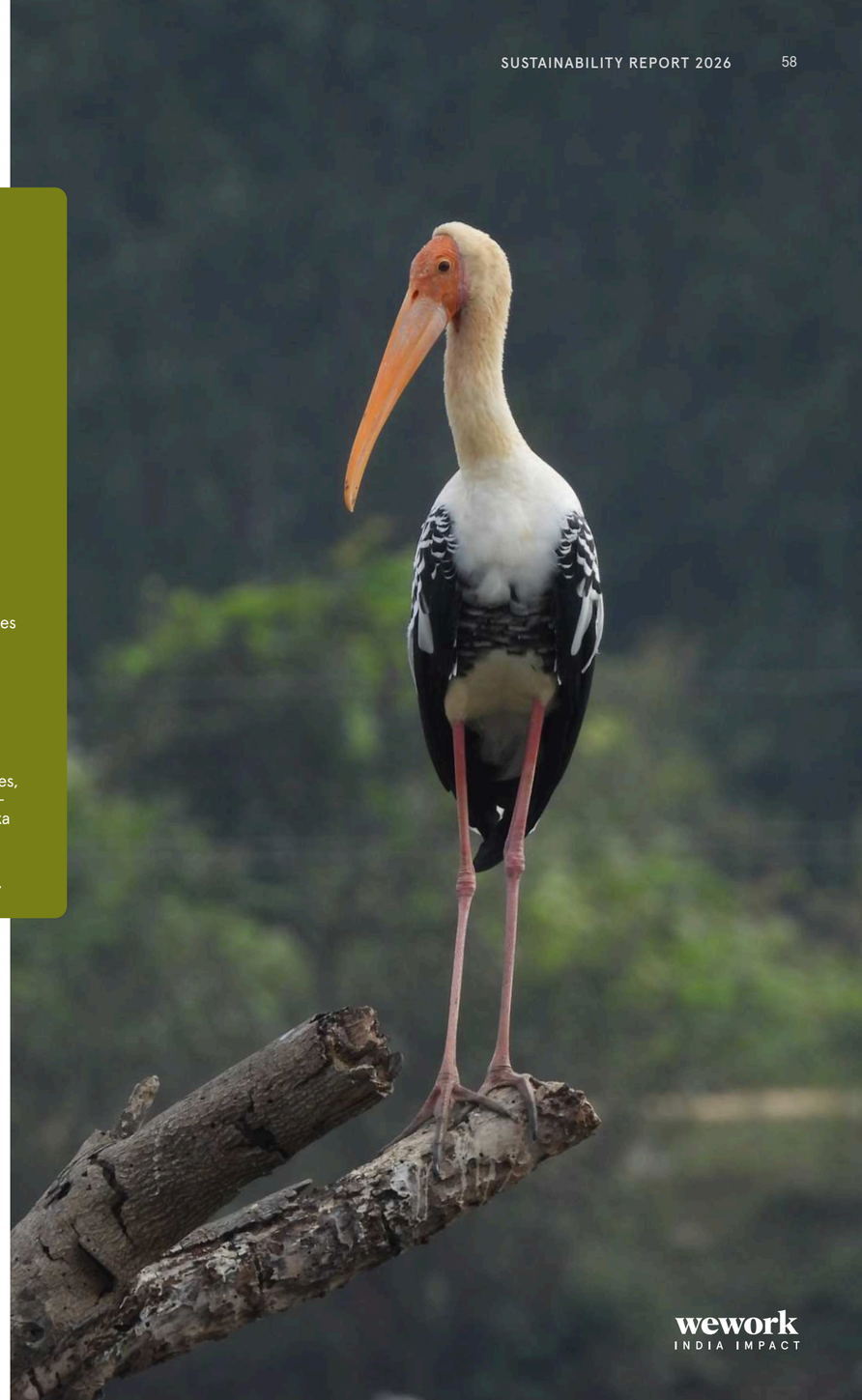
The project delivered measurable improvements in ecological understanding and habitat utilisation:

A total of **486 species** were documented including:

110 Plant species	151 Bird species, including IUCN-listed vulnerable species	62 Butterfly species
22 Amphibian and reptile species	26 Odonate species	9 Mammal species, including near-threatened taxa

Additionally, 105 other species were also spotted.

Biodiversity assessments indicated a diverse and well-distributed species composition, reflecting improved habitat heterogeneity and ecological stability within the lake ecosystem. Enhanced detection of mammals and amphibians in Phase 2 surveys pointed to increased habitat utilisation, particularly in areas previously underrepresented in ecological observations. Water quality and hydrological analyses provided actionable insights for managing seasonal stress factors and improving long-term lake health. These outcomes reflect the positive impact and success of the initiative, strengthening ecosystem resilience and supporting informed long-term conservation.



Tarahunise Village

In collaboration with The Anonymous Indian Charitable Trust (TAICT) on the EcoGram Project, we supported a decentralised solid waste management and community development initiative in North Bengaluru aimed at addressing persistent challenges related to unmanaged waste, environmental pollution, and public health.



The intervention follows an integrated approach that combines infrastructure development, community engagement, and strengthening of local governance systems to deliver long-term environmental benefits. During FY 2025-26, the project implemented door-to-door waste collection across 10 villages, ensuring that different types of waste including organic, recyclable, sanitary, and non-recyclable waste were collected and managed separately through appropriate treatment and disposal pathways, reaching 5,458 waste generators including households, large residential complexes, and commercial establishments.

During the financial year, the initiative processed approximately 785 metric tonnes of wet waste and 517 metric tonnes of dry waste. Additionally, 98 tonnes of unsegregated waste and 175 tonnes of sanitary waste were collected and managed through authorised disposal facilities.

A substantial portion of organic waste underwent bio-methanisation, with segregated wet waste transported to an external facility for resource and energy recovery. Garden waste and dry leaves were composted locally at the EcoHub, a central solid waste management facility. Dry waste was categorised into various recyclable streams and directed to authorised recyclers, thereby enhancing circular material recovery.

These outcomes were supported by consistent improvements in segregation at source practices, clean-up drives, targeted investments in physical infrastructure, supported by integration of real-time digital monitoring over the years. Segregation efficiency increased from 94.1% in FY 2020-21 to reaching a high of 96.5% in FY 2025-26, reflecting stronger household participation and operational maturity. This sustained improvement enabled effective handling of different waste fractions and resulted in significant diversion of waste from open dumping and landfill disposal. As a result, resource recovery outcomes were substantial, with approximately 425 metric tonnes of dry waste recycled during FY 2025–26.

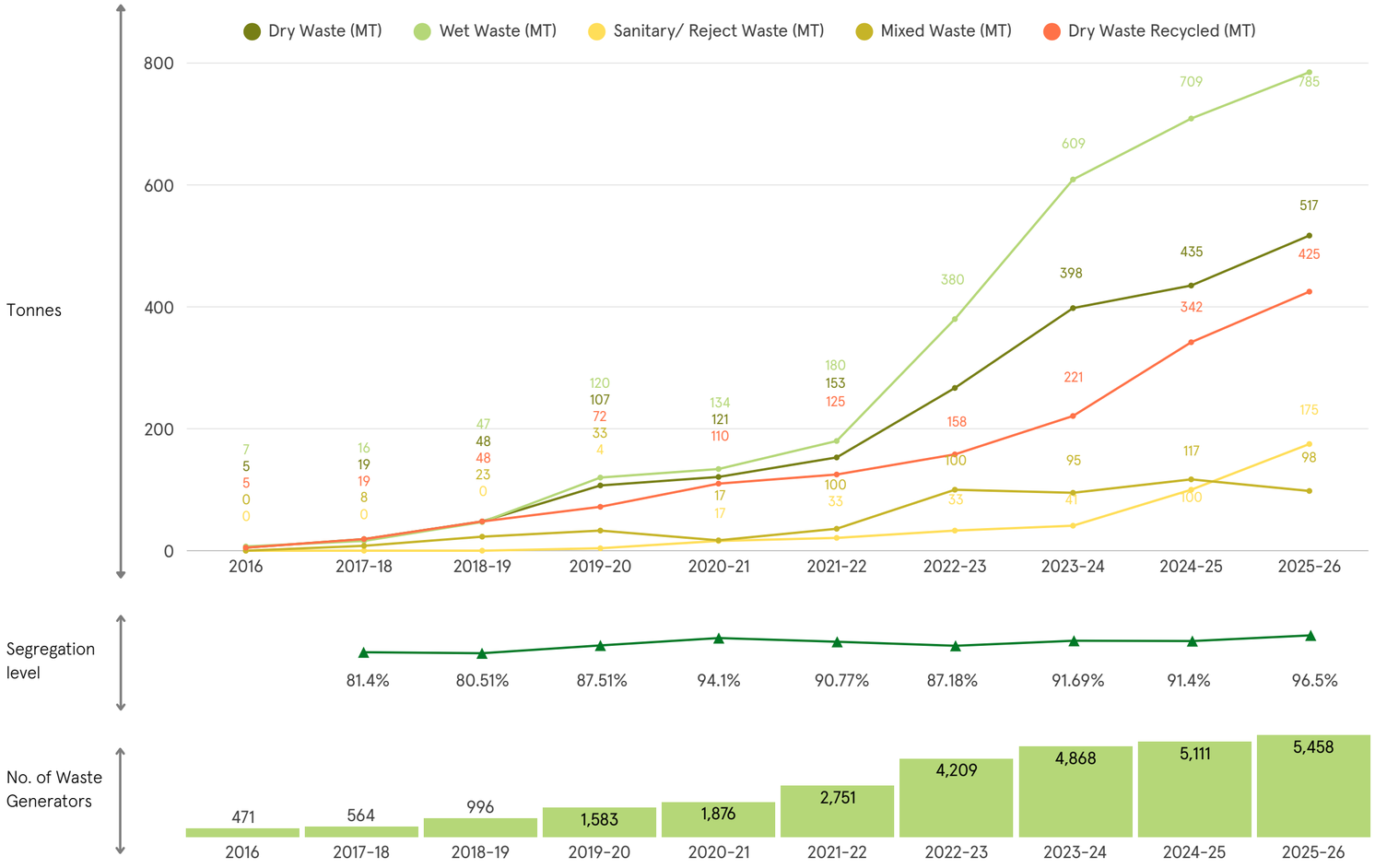


Impact from the project

The project has been operational for nine years and has delivered cumulative environmental benefits through sustained waste management efforts. Over this period, approximately 2,070 metric tonnes of dry waste and 2,987 metric tonnes of wet waste have been managed through systematic recovery pathways. These efforts have resulted in an estimated equivalent impact of 8,647 trees saved, 1,505 kilolitres of fuel conserved, 3,343 MWh of energy saved, and 5,583 metric tonnes of CO_2-equivalent emissions avoided. In addition, landfill diversion achieved through the initiative has cumulatively saved around 19,623 cubic metres of landfill space, easing pressure on local waste management infrastructure.

In addition to environmental and health outcomes, the project contributed to improved local governance and financial sustainability. During FY 2025–26, the Gram Panchayat institutionalised user-fee mechanisms for solid waste management services, generating ₹27.9 Lakhs in service fee collections to support ongoing operations. This transition strengthened local ownership and reduced long-term dependency on external funding, supporting the durability of project outcomes.

Ecogram – Project Impressions



8,647
Equivalent no. of trees saved (2016-2026)

2,006
Equivalent No. of trees saved (2026)

19,623
Landfill Area Saved (m3) (2016-26)

5,059
Landfill Area Saved (m3) (2026)

1,505
Fuel saved (KL) (2016-2026)

325
Fuel saved (KL) (2026)

3,343
Energy saved (MWh) (2016-2026)

724
Energy saved (MWh) (2026)

5,583
CO_2 Equivalent (MT) (2016-26)

1,384
CO_2 Equivalent (MT) (2026)

1,209
Eqvnt. no. of cars taken off the road (2016-2026)

301
Eqvnt No. of cars taken off the road (2026)

Community Outreach - EcoGram Skill Development

EcoGram Threads of Life (TOL) empowers the women of the community with skills and knowledge that can be utilised to become more financially independent. Since its inception the program has been conducted in Tarahunise, Bettahalsauru and Meenakunte villages. In FY 2025-26 classes continued in Bettahalasuru and a new center was set up at Kuduregere village following the closure of centers at Tarahunise and Meenakunte where tailoring knowledge reached a saturation point. 26 women graduated from this program last year with 23 of them receiving sewing machines.



Community wellness spans beyond environment and economy, it also encompasses mental wellbeing. The Prerna community wellness pilot program carried out in collaboration with Vidyashilp University was a step towards a less stigmatized society that can acknowledge mental health struggles and work towards having a more balanced life.



EcoGram Re-Thread, the product development initiative that began in 2024 as a way to showcase the functional, aesthetic and community empowerment potential of post-consumer waste textiles expanded its product range, women empowerment capacity and overall capability in FY 2025-26. The project aims to address waste in a creative and sustainable way. Post-consumer fabric waste from EcoHub is combined with factory dead-stock fabric to create unique products. The project tackles sustainability two-fold, one as waste that would otherwise end up in landfill is up-cycled and second as local women are trained and get an opportunity to earn a livelihood by making products from their homes. On its second year, the Re-Thread project got to grow and showcase its products at different venues through pop-ups and participation. Around 846 products were made using post-consumer textile waste and factory dead-stock, this included 230 hampers made for a bulk order. The product range included pouches, sling bags, totes, baskets, keychain charms and packing cubes. Techniques such as embroidery, patchwork and quilting were utilised. 26 women from Tarahunise, Bettahalasuru, Meenakunte and Kannur became a part of the Re-Thread collective and made the products. A total payment of ₹119,546 was made as makers fee.



Project - Colors of Life Academy

Access to education beyond the age of 14 remains a significant challenge for students from economically vulnerable backgrounds in India. While the Right to Education (RTE) Act provides a safety net up to elementary schooling, many students face financial, academic, and informational barriers during the transition to high school, higher education, and employment. These gaps often result in early dropouts, limited career pathways, and intergenerational inequality.



Project Objective

The Colors of Life Academy (COLA) initiative aims to bridge gaps in access to secondary and higher education by providing structured academic, financial, and mentoring support to students beyond the RTE threshold. Supported by WeWork India and implemented in collaboration with Colors of Life, the programme seeks to:

- Enable continued access to education for students beyond Class 10
- Improve transition rates from school to higher education
- Strengthen career awareness, counselling, and job readiness
- Track student progress through a structured database and follow-up mechanism

The overarching objective is to support students through education-to-employment pathway, ensuring that financial vulnerability does not become a barrier to long-term educational and livelihood outcomes.

Project Impressions

2000+
Students tracked through a structured database

98
Scholarships awarded, with cumulative financial support exceeding ₹23 lakh

46%
of students in the established database enrolled in higher education

500
One-on-one counselling sessions conducted in the reporting period



Project Intervention

To address systemic drop-offs in post-school education, COLA adopted a multi-layered support model integrating financial assistance, mentoring, and continuous student engagement.

Student Tracking and Engagement- A structured student database was established to enable long-term tracking and follow-up, capturing enrolment, academic progression, counselling engagement, and scholarships. COLA Cards and Badges were introduced to maintain continuity of engagement with students transitioning out of schools that end at Classes 8 or 10, ensuring they remain connected to support systems.

Need-based scholarships were provided to students pursuing higher education, covering a range of academic streams. Financial support was also complemented with regular check-ins to ensure retention and continued enrolment, rather than one-time disbursement. The programme delivered one-on-one counselling sessions, academic guidance, and exposure to career pathways. Group sessions, career days, and targeted meets were further organised to support exam readiness, subject selection, and post-school planning. Where required, vocational and job-oriented skilling options were also introduced.

Regular monitoring, periodic reporting, and structured follow-ups enabled adaptive programme design, helping identify emerging student needs and refine academic and counselling interventions over time.

EKA Fellowship Program

Project Objective

WeWork India is the space sponsor for the EKA Fellowship, which aims to provide long-term, holistic mentorship, academic guidance, and life-skills development to high-potential students from low-income communities through a structured 4-year fellowship model focused on education-to-employment transition.

Strategic Intervention

Implemented in partnership with the Shoolini Parameshwari Foundation, the fellowship operates on a 4-year cohort model. As space sponsors, we have hosted 53 fellows for 100+ hours of learning across 10+ workshops since May 2024 with the clear focus on-

- Career Clarity & Life Skills Academic
- Excellence Support
- Financial Resilience
- Job Readiness.

124 Students supported	6 Fellows scored >80% in SSLC
8 Fellows scored >90% in SSLC	97% Reported improved quality of life
79 NPS score achieved Benchmark - 52	95% Had no prior access to similar programmes, strong additionality



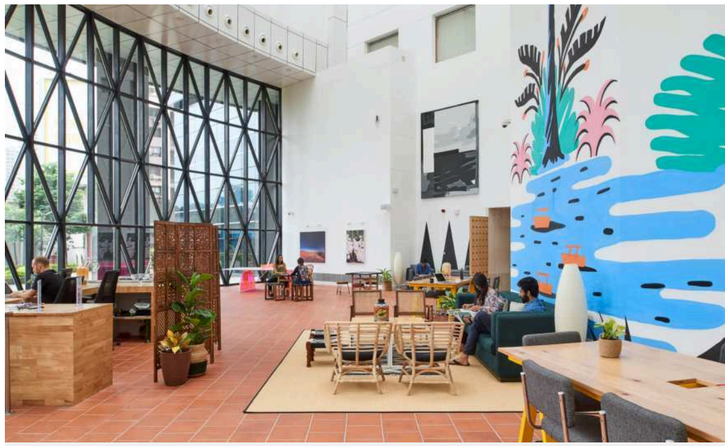
Project - Backwater Sanctuary: Equine Rescue & Rehabilitation

As part of our commitment to biodiversity preservation and mitigating man animal conflict we proudly partnered with The Buffer Conflict Resolution Trust to support the critical work being done at Backwater Sanctuary. The sanctuary dedicated its efforts to rescuing and rehabilitating vulnerable equines through expert medical care, comprehensive recovery support, and pioneering prosthetic solutions designed to help them heal and thrive.

Our collaboration yielded significant, measurable impacts for equine welfare.

Key Outcomes

- **Yearly Sponsorship Program:** Successfully provided full yearly sponsorships for 4 horses. This critical funding covered all essential needs, including feed, vital health supplements, and targeted physical rehabilitation.
- **Infrastructure Enhancement:** Funded a vital feed room extension to improve food storage capacity, organisational efficiency, and overall operational support for the sanctuary's growing animal population.



Space for a Cause Initiative

Our **"Space for a Cause"** initiative offers nonprofit organisations free access to our workspaces. At WeWork, we believe space can be a powerful enabler for those driving real change on the ground. Through our Space for a Cause initiative, we opened up our workspaces to support grassroots NGOs doing meaningful, on-ground impact work.

Impact so far

15 NGOs are utilising our spaces free of cost, gaining access to our community, network, and infrastructure to scale their missions.	103 desks are given out free of charge under this initiative.

Sustainability Summit 2025 Highlights

We hosted a sustainability summit in FY 2025-26, in Gurugram structured around the theme **"Decarbonising Commercial Real Estate"**.

The summit brought together industry leaders, sustainability experts, innovators, and changemakers to promote dialogue on decarbonisation, sustainable real estate, and climate action through collaborative discussions, panel sessions, and the presentation of innovative solutions.

The summit also hosted twenty-three vendor showcases, highlighting innovative climate technologies













Key Metrics

28,000 kg of CO_2 emissions neutralised

43 kg of event waste collected, 100% responsibly processed, zero landfill contribution

77 kg of CO_2 emissions avoided which is equivalent to driving **320 km** in a petrol car

Total of 11 kg waste incinerated with Neo San Incinerators (4 kg sanitary waste and 7 kg bathroom waste)

Prevented **23.41 kg** of CO_2 emissions, this is equivalent to driving **94 km** in a petrol car

Sustainability Summit 2025 - Gallery















Our People

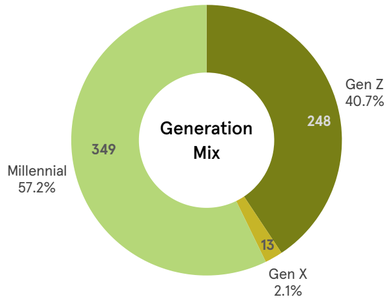
(GRI 2-7, GRI 201-3, GRI 401-1, GRI 401-2, GRI 401-3)

Building a high-performance, inclusive culture

Our employees are the foundation of our success. We have built a high-performance culture that is inclusive, collaborative and deeply aligned with our values. By creating an environment where individuals feel respected, heard and empowered, we enable our teams to deliver their best every day. Our workforce comprises 578 permanent employees (94.8%) and 32 temporary employees (5.2%).

Workforce Composition by Gender & Generation:







How We Build Our Team

Talent

We hire for capability and mission alignment. Once inside, employees grow through ownership-led work, structured learning support and a culture that promotes from within. Our flat structure accelerates decision-making and lets early-career professionals take on responsibility quickly.

Learning

Our learning philosophy is straightforward: every employee at WeWork India should be a student for life. We invest across three modes: hands-on experience in a flat, ownership-oriented organisation; peer learning through mentoring; and structured formal training including AI literacy and managerial excellence programmes.

Career Mobility & Recognition

Our Internal Job Posting programme provides access to opportunities across the organisation. Performance is rewarded annually, anchored in a simple principle: pay for performance, promote for potential. Our annual awards programme recognises individuals and teams whose work embodies both our results, and our values.

Employee Wellbeing

Our approach to employee health and well-being is holistic, addressing physical, financial and psychological needs through thoughtfully designed policies, benefits and workplace infrastructure. Our comprehensive health coverage, provided in partnership with Plum, is inclusive of diverse family structures and is complemented by access to tele-health services, wellness programmes, preventive care and everyday health support.

Our focus on well-being extends into the physical workspace, with accessible, pet-friendly environments and on-site fitness facilities that promote a culture of health, comfort and belonging across every building we operate.

87 Engagement score FY 2025-26	71+ Employee NPS FY 2025-26
4.4 Glassdoor score FY 2025-26	96% CEO Advocacy on Glassdoor

The WeWork India employee rating on Glassdoor is 21% above the average for employers within the Real estate industry.

AI Win

Continuous listening through Amber by Infeedo, our AI-enabled engagement platform, captures real-time feedback across the employee lifecycle and surfaces concerns early.

What is Amber by Infeedo?

An AI-powered conversational platform that listens to employees throughout their lifecycle, from onboarding to exit.

Why it Matters?

Allows leadership and People teams to proactively spot engagement shifts and risk areas, enabling timely action to improve organizational health.

What it Measures?

Captures real-time feedback across the employee lifecycle and surfaces concerns early. This is complemented by town halls, skip-level meetings, Focus Group Discussions.

The Transition from:

Traditional Survey, Bi-Annual eNPS and Point-in-time measure with 12 engagement & 7 NPS questions.

To:

Amber Pulse - Continuous evaluation across 7 drivers & 45 elements.

Recognitions

Our people-first culture continues to be recognised externally through leading workplace and employer excellence awards, reflecting our commitment to fostering an inclusive, engaging and high-performing workplace.

These recognitions reaffirm our ongoing commitment to creating an organisation where employees can grow, contribute and thrive while delivering exceptional experiences for our members.



Great Mid-Size Workplaces India's Top 100 (2025)



Best Workplaces in Real Estate Consultants 2025



Exceptional Employee Experience Award (ETHR, Small & Mid-Size Category)



India's Best Workplaces in DEIB (2025)



Best Workplaces for Women (2025)



Silver for Excellence in Diversity & Inclusion (D&I) Practices (2025)

The following noteworthy accomplishments result from thoughtfully designed and implemented policies and practices. Below are several representative instances:

WeWork India's medical insurance extends benefits to same-sex partners and differently-abled children. The policy covers gender reassignment surgery, autism therapy and hospitalisation coverage for genetic disorders.

Parents who are primary caregivers of infants, across all family structures and identities, are eligible for up to 6 months of work-from-home arrangements following the conclusion of parental leave. This additional benefit exceeds the minimum requirements mandated by law.

WeWork India offers Women's Wellness Leave, which recognises that various stages of the menstruation cycle can affect individuals differently and provides space for rest and recovery. All women employees, transgender and non-binary employees who menstruate are eligible for women's wellness leave.

In partnership with KLAY, employees gain access to a nationwide network of premium daycare centers, complemented by at-home nanny services tailored for children aged 6 months to 2 years, ensuring quality care from the earliest stages of development. Understanding that every family's needs are unique, the policy extends beyond the KLAY network, offering parents the freedom to choose their preferred childcare provider with reimbursement support.

WeWork India successfully partnered with Dr. Reddy's Foundation to recruit, train, and integrate three talented individuals from the Persons with Disabilities (PwD) community into the housekeeping team at the Prestige Central centre. By coupling targeted hiring with a sensitisation program for managers, these sessions focused on building awareness, addressing common questions, and equipping teams with the context needed to work effectively in an inclusive environment.



Workforce Benefits

Benefits provided	Full-time Employees	Other than Permanent Employees
Life insurance	Yes (100%)	No
Health care/Health Insurance	Yes (100%)	No
Accidental Insurance	Yes (100%)	No
Day Care Facilities	Yes (100%)	No
Disability and invalidity coverage	Yes (100%)	No
Parental leave	Yes (100%)	Yes (Limited to Maternity Leave)
Retirement provision	Yes (100%)	Yes (100%)
Stock ownership	Yes (ESOPS)	No

100%
Employees returned to work after parental leave across all employee and worker categories

100%
Retention rate maintained among permanent workers after returning to work

86%
Overall retention rate among permanent employees after returning to work. Retention rate is 83% for female and 88% for male permanent employees.

Note: Employee benefit coverage has been calculated based on eligibility criteria defined under company policies and as per applicable regulations.

Diversity and Inclusion

Inclusion at WeWork India is built on the idea that diverse teams make better decisions and deliver better outcomes for our members. We measure where we are, and we work on where we want to be.



46%	34%	5.9%
Female Representation in Employees	Women in Leadership	LGBTQIA+ Representation in Workforce

Employee Resource Groups

(GRI 405- 1)

At WeWork India, Employee Resource Groups (ERGs) play a key role in fostering inclusion, belonging and community across the organisation. Each ERG is led by passionate employees and sponsored by a member of the executive leadership team, who provides mentorship, guidance, and advocacy. ERGs empower employees to create real impact through initiatives such as policy development, training, events and partnerships. The ERGs include:

Enabled by We

Empowers the Persons with Disabilities (PwD) community through advocacy, education, and accessible workplace initiatives.

Satrangi

Fosters inclusion for LGBTQIA+ employees and allies, celebrating diverse identities and creating a safe, affirming space for all.

Wellbeing

Promotes holistic wellness through programs that enhance physical health, mental resilience, and emotional balance.

Parents of We

Builds a supportive network for parents and caregivers to connect, share experiences, and access resources that make parenting easier at work and beyond.

Women of We

Empowers women through mentorship, learning opportunities, and initiatives that drive personal and professional growth.

Tails of We

Advocates for animal welfare by creating a compassionate community committed to caring for and protecting all animals.

40% of our people have been with us for three years or more, with 100+ having spent 5–10 years with the organisation. They carry deep institutional knowledge, along with a unique perspective on how the organisation has grown and their journeys are a powerful reflection of their own growth through every chapter of the company's evolution.

Regrettable Annualised Attrition

We continue to focus on strengthening retention across employees through targeted engagement, workplace experience enhancements and improved workforce planning practices.

Regrettable Annualised Attrition (RAA) for the year stood at 13.44%, with 76 exits across the organisation. Our approach is focused on early identification of retention risk, structured career development conversations, investment in learning and internal mobility so that employees can build long-term careers with us.

Gender			Total
RAA Exit	50	26	**76**
RAA %	16.05%	10.24%	**13.44%**

**The overall turnover rate among permanent employees was 23.5%, with turnover rates of 25.0% for male employees and 21.7% for female employees in the reporting year.*

ERG Activities, FY 2025-26

- **PRIDE month (Bengaluru, Mumbai, Hyderabad)**

  Pop-ups, experience zones, fireside chats, drag performances- 300+ employees and members participated.

- **Women of We**

  - **Breast cancer awareness and on-ground screening:** 33 participants (Delhi NCR), 75 (Bengaluru).
  - **#GiveToGain- IWD 2026:** Financial literacy and reproductive health awareness and testing sessions.









- **Mental Health Awareness Month**

  Open conversations through storytelling, awareness sessions, and holistic wellness initiatives.

- **HPV Vaccination Drive**

  Promoted preventive healthcare through the second-dose HPV vaccination drive for employees.

- **Animal Welfare & Pet-Friendly Workplace**

  Creating pet-friendly workplaces through education, responsible ownership, and clear guidelines.

- **Resources for Parents**

  Supporting new parents with trusted resources and practical guidance.

Learning and Development

(GRI 404-1, GRI 404-2, GRI 404-3)

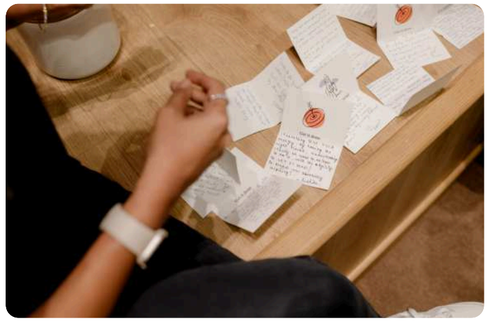
Building the right skills at the right time is critical to sustaining business performance. By investing in our workforce's professional growth, we aim to strengthen organisational capability while ensuring our expansion is supported by a skilled and future-ready workforce. In FY 2025-26, we invested INR 1.4 crore in learning and development, with 72% of employees engaging with e-learning across over 21,000 courses.

Our learning and development initiatives are closely aligned with business priorities, insights from performance reviews, and inputs from functional leaders. The initiatives focus on strengthening decision-making, execution, and people leadership, while ensuring employees across roles have access to continuous learning opportunities. During the year, we recorded an average of 8.3 training hours per person. Given our transition to a publicly listed company, learning programmes also focused on enhancing awareness of regulatory requirements, disclosure obligations, and governance expectations.

Learning Formats & Ecosystem

We follow the 70-20-10 learning model, with 70% of learning derived from on-the-job experience, 20% from peer interactions and feedback, and 10% from structured training. Learning is enabled through a blend of mentoring, coaching, knowledge-sharing, and instructor-led interventions delivered through in-person and virtual formats. Programmes focus on leadership development, functional capability building, and mandatory compliance topics, including workplace safety, POSH, and inclusive practices.

Our learning approach is tailored to the capability needs of individual contributors and people managers, with priorities informed by role expectations, performance reviews, and employee feedback. Structured programmes such as Guru, Elevate, and Elevate+, supported by an annual learning calendar, help build leadership, functional, and behavioural capabilities across different career stages.



Our Learning Initiatives (FY 2025-26)

Our Learning Initiatives

1 Manager Capability Development

Our Manager Development Programs support leaders across both new and mid-management levels, building the skills needed to lead high-performing teams and drive business impact. The programs focus on coaching, trust, feedback, delegation, ownership, and developing talent, while strengthening collaboration and stakeholder influence. As managers progress, the focus shifts towards strategic thinking, long-term planning, executive presence, and data storytelling. Together, the programs enable leaders to navigate ambiguity, lead diverse teams, and create a culture of accountability, growth, and high performance.

2 Talent Development Training

Thematic Learning is curated based on insights from our annual Talent Reviews, identifying the most common development themes and capability gaps across the organisation. These themes are then translated into level-based learning journeys tailored to the needs of different employee groups. This ensures our learning priorities are directly aligned to business and talent needs for the year.

3 Mentoring Program

This mentoring initiative enables employees to build role-relevant skills and capabilities aligned with their career aspirations, while fostering knowledge sharing across teams. Through cross-generational and reverse mentoring, participants gain fresh perspectives, challenge biases, and strengthen connections. The program also helps leaders enhance their coaching, feedback, and communication skills while reinforcing our core values through real-time learning and support.

4 Culture Workshops

Culture Workshops are designed to strengthen and evolve our organisational culture through two key interventions. An annual Culture Hackathon is a talent development initiative that brings employees together to co-create innovative solutions to real business problems, while Values Workshops help embed and bring our new values to life through practical, everyday behaviours. Together, they turn culture from a concept into action.

Blended Learning Methods

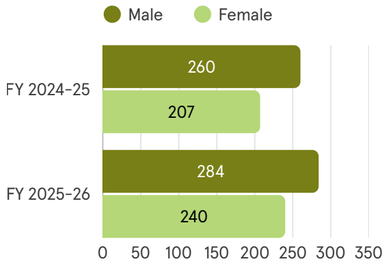
WeWork India assesses the effectiveness of its learning and development initiatives through a combination of data-led dashboards, defined performance indicators, and structured feedback mechanisms. We use the software Amber, to track the impact of learning interventions on employee experience, career development, and managerial capability.

Our training programmes are mapped against clearly defined KPIs, which vary based on the nature of the programme and the target audience. These include Career & Learning scores and Manager capability scores, which help us assess whether learning interventions are translating into improved capability and on-ground application. In parallel, we maintain centralised learning dashboards to monitor training coverage, participation, and completion across roles, functions, and levels. These dashboards allow us to review uptake trends, identify capability gaps, and prioritise targeted interventions where required.

Performance Reviews

Our culture of continuous performance management forms the bedrock of a high-performance culture at WeWork India. In FY 2025–26, all eligible employees, i.e 90.7% of permanent employees were covered under the performance review process.

(The chart below shows the gender breakdown of those included in career development reviews for FY 2024-25 & FY 2025-26.)



Total Performance Reviews

FY 2024–25
467

FY 2025–26
524



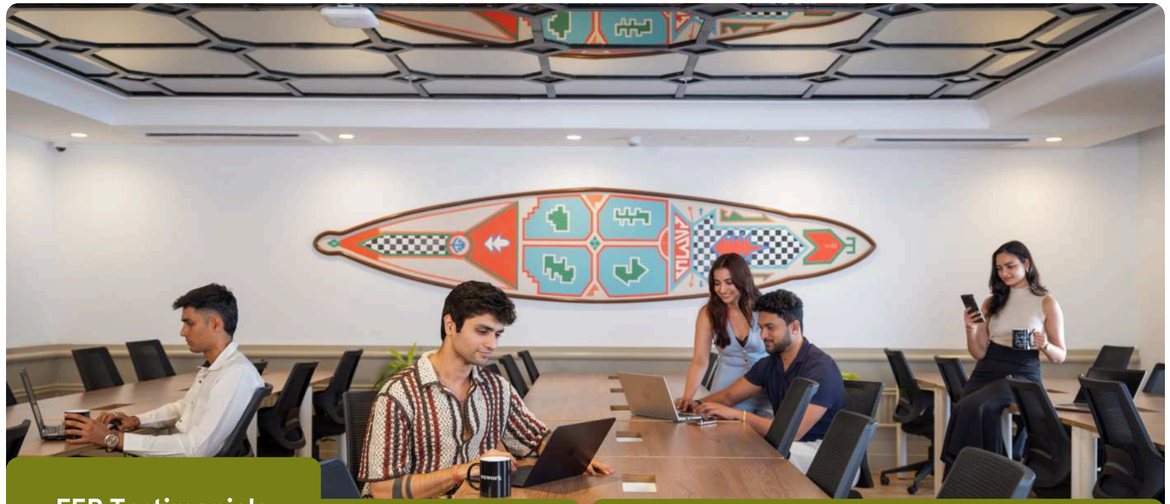


Further Education Programme (FEP)

The Further Education Programme supports employees who wish to pursue formal academic or professional qualifications alongside their full-time roles. Under this programme, eligible employees can receive reimbursement of up to ₹3 lakhs for approved part-time courses, including professional certifications, postgraduate degrees, executive programmes, and research-based learning. During the reporting year, we allocated a total of INR 30 Lakhs towards the scholarship programmes.

The programme is designed to ensure that employees can continue contributing to the business while strengthening their technical, leadership, or functional expertise.

This initiative helps build advanced skills within the organisation by enabling employees to apply newly acquired knowledge directly to their roles. Clear eligibility criteria, performance requirements, and post-education retention commitments are required to avail the benefits. This approach ensures that both employees and the organisation benefit from the investment. By supporting structured learning over the long term, the programme strengthens workforce capability, improves retention, and reduces reliance on external talent for critical skills.



FEP Testimonials

Being selected for the Further Education programme at WeWork was an important milestone in my professional career. The course I had picked was on the trending legal subject on ESG Leadership Skills for transition to Sustainable Business. The course helped me get a broad understanding of how environmental, social, and governance principles can be strategically integrated into business decision-making.

A significant takeaway from this opportunity was to engage with a global cohort of professionals from diverse sectors, whose insights added significant depth and practical context to the programme. This interaction cutting across industry offered a well-rounded view on sustainability and helping translate how the organisational and individual ESG goals can be made into a well-seasoned actionable strategies right from ideation to execution.

The learnings from this course will have a lasting impact on how I approach the legal aspects on the sustainability goals in my company and provide well nuanced and striking views by maintaining a good balance between regulatory and business requirements.

Aravind Varma
Legal

I recently completed an online certification from Cornell University. Going into it, my goal wasn't just to gain knowledge, it was also to see whether I could get back into studying after many years away from formal learning. To my delight, I genuinely enjoyed the experience. Not only did I learn something new but I also challenged myself to stay committed and earn the certification. The course helped me bring more structure and clarity to a project I was working on last financial year and it introduced me to some insightful case studies and resources that I continue to refer back to. More than anything, it was refreshing to step outside my usual routine, invest in my own development and discover that I still enjoy learning. For that experience, I'm incredibly grateful.

Visakha Menon
Community

Culture Jam

Turning employee ideas into business impact

Culture Jam is WeWork India's flagship talent development initiative that empowers employees to solve strategic business challenges through cross-functional collaboration, design thinking, and executive mentorship. By bringing leadership priorities to employees, the programme transforms ideas into practical solutions that strengthen business performance and enhance member experience.









"Our CEO fosters a culture of radical transparency, openly sharing strategic challenges to transform potential hurdles into collective, high-stakes missions."

Culture Jam 1.0 (FY 2024-25) focused on leadership themes including Accountability, High Performance, Innovation, Recognition, Member-First, and Common Purpose, with teams pitching solutions directly to the CXO leadership.

Culture Jam 2.0 (FY 2025-26) advanced the journey through design thinking, enabling teams to prototype and refine solutions that translated into initiatives such as Empathy Coach, OKR Compass, and Lifecycle AI—driving operational efficiency, member satisfaction, and continuous improvement.

Occupational Health, Safety & Wellbeing

(GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7, GRI 403-8, GRI 403-9)

Occupational Health & Safety Management System

At WeWork India, the responsibility for maintaining a safe and healthy workplace is a shared commitment led by senior management, department heads, and dedicated safety professionals. Our collaborative efforts enable the policies, procedures and the plans relevant to safety to be implemented efficiently across all locations. Our approach is anchored in a structured management system aligned with ISO 45001:2018, which provides a framework for managing workplace safety and reducing risks across our flexible workspace and facility management operations.

All personnel including permanent employees, contract staff, vendors, members and visitors within premises under our operational control, including common areas, managed offices, meeting rooms and utility spaces are covered under our health and safety management system. The system applies uniformly across the organisation, and is applicable for 100% of the workforce, with no distinction based on role or employment type.

The occupational health and safety (OHS) framework is integrated with other management systems, including ISO 14001 and ISO 50001, and is periodically reviewed through internal and third-party audits to assess effectiveness and support continual improvement.

Our commitment to workplace health, safety, and wellbeing is further reflected through several external recognitions and certifications.

- RoSPA Health and Safety Gold Award 2026
- British Safety Council International Safety Award (Distinction)
- NSCI Safety Council of India Four Golden Star Safety Rating
- WELL Coworking Rating





We follow a Plan-Do-Check-Act (PDCA) approach, which ensures that safety processes are planned, implemented, monitored, and continuously improved. This is supported by strong leadership involvement and active participation from employees, enabling us to identify hazards early, implement controls, and reduce the likelihood of incidents.

Our Health and Safety Policy further establishes a clear framework for governance, accountability, and shared responsibility across all locations. We ensure that safety practices are consistently implemented, with defined processes for reporting, investigating, and addressing incidents. Employees are encouraged to proactively raise concerns and are empowered to stop the work if conditions are unsafe. Guided by our Vendor Code of Conduct, we also work closely with vendors and external partners to maintain safety standards across operations.

We maintain site-specific Emergency Action Plans (EAPs) and SOPs for Emergency Preparedness and Response across all operating locations.

The plans and procedures outline response protocols, evacuation procedures, emergency contacts, assembly points, and coordination mechanisms with local emergency services. Clear roles, responsibilities, and escalation protocols are established across our Community, Facility, and Health, Safety and Environment (HSE) teams to support a coordinated response. Together, these measures support preparedness for fire, medical, electrical, security, and other site-specific emergencies.

Additionally, each building is equipped with first-aid supplies, a wheelchair, and an Automated External Defibrillator (AED). Trained first responders are available on-site to provide immediate assistance when required. Emergency preparedness is further reinforced through structured training, periodic mock drills, and regular inspection and maintenance of emergency equipment. These measures help ensure our response systems remain effective and up to date.

Training on Health, Wellbeing, and Safety Practices

We conduct regular health, safety, and wellbeing training and awareness programmes to foster a safe and healthy workplace. Safety measures are communicated through established policies, procedures, action plans, training sessions, emails, and other official communication channels. In FY 2025–26, 100% of workers received health and safety training. The key training programmes broadly covered the following areas:

- Fire Safety and Emergency Preparedness
- PPE and Workplace Safety
- Electrical and Chemical Safety
- Ergonomics and Wellbeing
- Incident Reporting and Safety Culture
- Medical Emergency Response and First-Aid

Work Related Injuries

Over the past two years, we have consistently adopted a structured approach to monitoring workplace safety performance, thereby ensuring a safe and low-risk environment for all employees. We maintain a strong safety record by systematically tracking key safety indicators including different work-related injuries.

The reported data covers work-related injuries for employees and workers in FY 2025–26. In FY 2024–25, the LTIFR, recordable work-related injuries, total fatalities, and high-consequence work-related injuries were all zero.

0.17
Lost Time Injury Frequency Rate
(LTIFR Employees: 0
LTIFR Workers: 0.17)

1
Total recordable work-related injuries

0
High consequence work-related injury or ill-health (excluding fatalities)

0
Total Fatalities



8,752
Health & Safety training hours

63
Comprehensive Internal Health & Safety Audits Conducted

70
Fire Audits Completed

7
Safety awareness programmes conducted during Road Safety Week and National Safety Week

10
External audits completed, including ISO and NSC assessments

153
Fire Drills Conducted



Hazard Identification and Risk Assessment

We adopt a structured approach to identifying and managing risks through its Hazard Identification and Risk Assessment (HIRA) process. This framework enables us to systematically assess risks across operations and implement appropriate control measures.

Hazard identification and risk assessment are conducted through periodic review of the HIRA register, routine facility inspections, task-based risk assessments for high-risk activities, preventive maintenance of critical infrastructure, and incident/near-miss analysis. Risks are mitigated in accordance with the hierarchy of controls.

Hazard Identification and Risk Assessment (HIRA) also plays a critical role in strengthening emergency preparedness and response measures. Its key benefits include:

Enhanced Risk Visibility:
Recognising the most relevant and likely hazards allows emergency response teams to proactively anticipate and respond to high-impact situations.

Targeted Planning and Capability Building:
HIRA guides the creation of focused drills, training programmes, and contingency measures aligned with priority risks, improving overall readiness and response effectiveness.



Moderate to High-risk activities including work at height, confined space operations, electrical systems, and water treatment processes are managed through defined control measures and additional safeguards. These measures include permit-to-work arrangements, energy isolation procedures during maintenance activities, clear safety signage, periodic health monitoring, and independent inspections where required. We regularly review and enhance these controls, including measures related to lone working, chemical handling, and infrastructure-related procedures, to ensure continued alignment with applicable regulatory requirements and evolving operational needs.

Our incident management process allows employees to quickly report work-related hazards using defined incident management process. All reports are formally investigated, and we implement corrective and preventive measures with documented closure. Workers are encouraged to address unsafe conditions and can remove themselves from situations they reasonably believe pose immediate danger, without fear of retaliation.

Our Members

(GRI 417-3, GRI 418-1)

Our diverse member community includes Fortune 500 companies, large enterprises, Global Capability Centres (GCCs), mid-sized businesses, startups, and independent professionals, enabling us to serve demand across the full spectrum of India's office market.

Our approach to member welfare extends beyond service delivery to the physical environment within our spaces. This includes attention to indoor air quality, ventilation, lighting, and thermal comfort, particularly relevant in dense urban settings. By embedding these considerations into workspace planning and facility operations, we aim to ensure that members experience work environments that are safe, comfortable, and conducive to sustained use.

We have a dedicated Community team that plays a central role in delivering a seamless and member-centric workplace experience across all locations. Acting as the primary point of contact, the team focuses on building strong relationships with members, proactively addressing queries, and ensuring smooth day-to-day operations.

The five Community Commitments below represent the ethos that underpins everything our Community teams do. Together, they form the foundation on which trust is built, relationships are sustained, and experiences become memorable.

- **We Welcome with Warmth**
  From the first smile to the first day in a new office, every new member encounters a WeWork team that is approachable, personal, and genuinely glad they are here. Onboarding is not a process, it is an introduction to a community.
- **We Partner to Solve Problems**
  Our Community teams are knowledgeable, reliable, and proactive. When a member faces a challenge, operational, logistical, or personal, the team does not just listen, they follow through, with urgency and without being asked twice.
- **We Build Trust & Relationships**
  The most enduring member relationships are built on consistency, unprompted check-ins, flexible responses to changing needs, inclusive communication, and a team that members feel they can genuinely rely on.
- **We Act as Hosts**
  WeWork spaces are designed to feel alive. Our Community teams bring thoughtfulness and energy to everyday interactions, programming, and environment ensuring that working from WeWork never feels transactional.
- **We Go the Extra Mile**
  The expectation is constant improvement, and occasionally, the unexpected. Whether it is a creative activation, a personalised gesture, or support offered entirely outside the brief, the WeWork community team finds ways to do more.



Community Commitments - What we promise back

1

We listen at every step

Feedback reaches us at every stage of a member's journey, not just once a year or only at renewal.

2

We respond within 24 hours

Every member who raises a concern hears back from our Community team within one working day.

3

We act on what we hear

Recurring themes are reviewed with our location and regional leadership every month, and every commitment is tracked through to closure.

Our Member Engagement Programs:

CXO ENGAGEMENT PROGRAM

Three curated CXO leadership events were conducted across Bengaluru, NCR, and Hyderabad, engaging a total of 135 senior leaders from member and prospect organisations. Designed as exclusive, invitation-only forums, these events combined premium hospitality with structured peer dialogue in intimate settings, supported by strategic brand partnerships to deliver a high-quality, executive-level experience. The programme aims to deepen long-term enterprise relationships, with meaningful leadership engagement driving stronger renewals, expansions, and referral-led growth.



NCR COFFEE RAVE

A territory level activation at Platina Tower brought together 585 members from across North locations for a curated community celebration, making it one of the largest member events of the year.



FOUNDER FRIDAY, PRESTIGE CENTRAL

A member led networking format that brought together founders from across companies for structured conversations, reflecting how the community increasingly enables members to create value for one another.



PROUDPRENEUR CONCLAVE, HYDERABAD

A Pride Month initiative featuring a book launch by an LGBTQ+ author, a fireside conversation, and queer owned brand pop ups, demonstrating how programming can foster genuine belonging alongside business relevance.



LYZR AI DEMO DAY

Supported a member-led product showcase that attracted 80+ founders, technology professionals, and investors, reinforcing WeWork as a platform for innovation and business growth.



WEWORK X NXTWAVE HR SUMMIT, HYDERABAD

A co-hosted industry event that convened HR leaders across locations, illustrating how the WeWork ecosystem extends beyond workspace to become a platform for knowledge exchange and industry dialogue.



4.82/5
Average Event Rating

67,264
Event Feedback Responses

500+
Events per Month

Member Satisfaction

Our approach to Customer Satisfaction (CSAT) focuses on continuously understanding and enhancing member experience across our workspaces. We systematically capture feedback through structured surveys and engagement touchpoints, enabling us to measure satisfaction levels, identify areas for improvement, and respond proactively to member needs. By translating insights into targeted actions, we aim to strengthen service quality, drive retention, and build long-term relationships with our members.

In FY 2025-26, no complaints were reported relating to data privacy, advertising, cyber-security, restrictive trade practices, or unfair trade practices. A total of 228 complaints were received in relation to the delivery of essential services, of which five remained pending at the end of the reporting period; however, all pending complaints were subsequently resolved, and no complaints remained outstanding as on the date of publication of this Report.

74+	80%
Net Promoter Score	Promoters
11,220	9.2
Survey Responses	Community Team Score

We assess member experience through a structured Relationship Survey that captures feedback across seven key dimensions- on-site community team, cleanliness, technology and connectivity, overall vibe and energy, repairs and maintenance, in-building events, and the WeWork app. This feedback from the survey enables us to evaluate performance holistically across all critical touchpoints of the member journey, providing insights into both service quality and overall experience, and guiding continuous improvement across our operations.

Experience Attribute	Mean Score (out of 10)
On-site Community Team	9.2
Cleanliness	9.2
Technology & Connectivity	9.1
Overall Vibe & Energy	9.1
Repairs & Maintenance	9.0
In-Building Events	9.0
WeWork App	8.9

WeWork India's Salesforce Command Centre manages the full lifecycle of member support tickets at national scale. In FY 2025–26, we strengthened member support through automation and process enhancements at our Salesforce Command Centre. These initiatives reduced escalation response times to under five minutes, improved operational efficiency, and enabled extended service coverage until 2:00 AM, enhancing responsiveness and support for members across locations and time zones.

~16K	1.77d
Tickets per Month	Avg. SLA (Target: 2d)

Average time to assign member request

6 hr 39 min (May 2025) ⟶ 2 min 37 sec (Mar 2026)

A 99% reduction through centralised request management and workflow automation



While the detailed outline of member engagement is addressed in the chapter stakeholder engagement. The concerns/grievances of the community are addressed through an established multi-channel Redressal Mechanism designed to ensure that community concerns are identified, acknowledged, and resolved in a timely and transparent manner through-

- **Digital Platforms:** We actively monitor Google Reviews, LinkedIn, and X (formerly Twitter). Our dedicated Social Media team tracks mentions and reviews in real-time.
- **Direct Correspondence:** A dedicated grievance email ID (communitygrievance@wework.co.in) is maintained for formal written complaints.
- **Operational Liaison:** Direct communication channels exist between landlords and our Operations (Ops) team to address infrastructure or site-specific concerns.
- **Telephonic Support:** Each building location maintains a direct phone line for immediate community assistance. Redressal Process: Once a grievance is received via social media or email, the notification is routed to the Community Managers. These managers serve as the primary point of contact, engaging directly with the individual to investigate and resolve the issue.
- **Escalation Matrix:** For grievances received via phone or those that remain unresolved at the primary level, the Community Team follows an internal escalation protocol. Matters of high sensitivity or complexity are directed to the respective Heads of Departments (HODs) to ensure high-level oversight and definitive resolution.
- **Monitoring & Closing:** The company maintains a focus on "closing the loop," ensuring that the concerned individual is informed of the resolution and that internal feedback is used to prevent recurring issues.

Data Privacy & Cybersecurity

(GRI 418-1)

We manage personal data in line with applicable data protection laws and its **Privacy Policy,** which is aligned with the requirements of the Digital Personal Data Protection Act, 2023 (DPDP Act). The scope of data we collect depends on how individuals engage with our services and typically includes identity and contact details, KYC (Know Your Customer) documentation, professional information, payment records, workspace preferences, and system-level data such as IP addresses, network identifiers, and device signals. Where members have enabled location permissions, geolocation data may also be processed.

To support space utilisation and service improvement, selected buildings are equipped with Spatial and People Analytics (SPA) infrastructure, including desk occupancy sensors, environmental monitors, and optical camera-based sensors. Insights derived from these systems inform workspace planning and operational efficiency. We provide individuals with the ability to access, correct, restrict, erase, and port their personal data, withdraw consent, and object to automated processing. All requests are handled in accordance with applicable regulatory requirements and may be directed to privacy@wework.co.in.

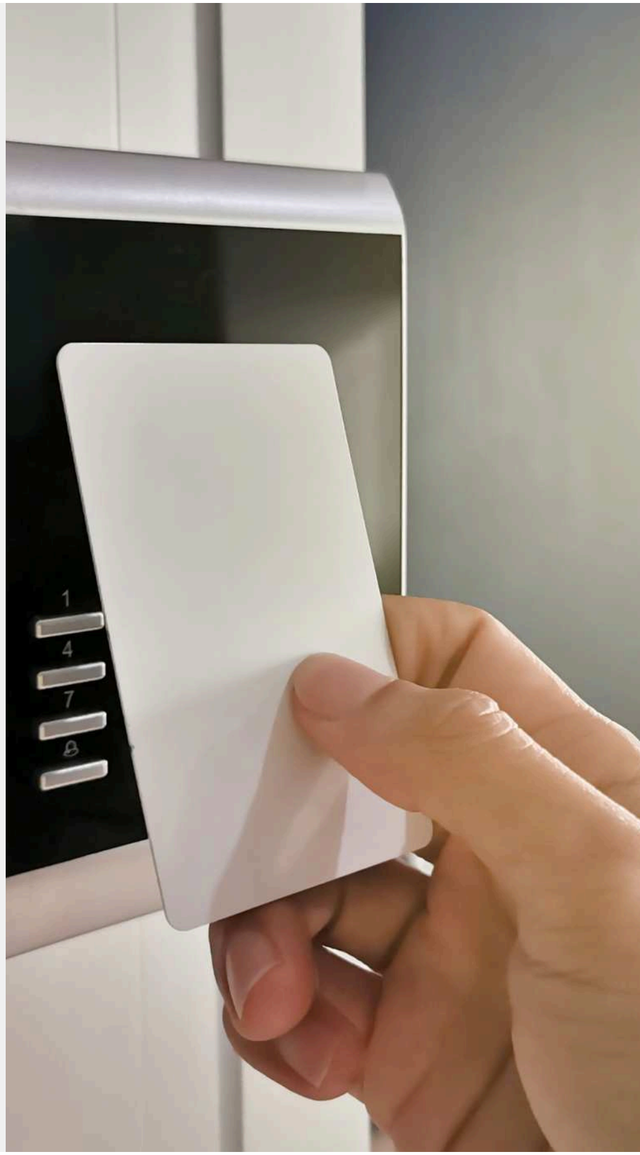
Processing of sensitive personal information including health, biometric, or religious data is subject to explicit prior consent and is not disclosed to third parties without renewed authorisation or lawful basis. Data sharing is limited to defined operational purposes, including access management, service delivery through partners, and regulatory compliance, and is governed in each case by appropriate contractual and legal controls. We do not sell personal information to third parties for marketing purposes.

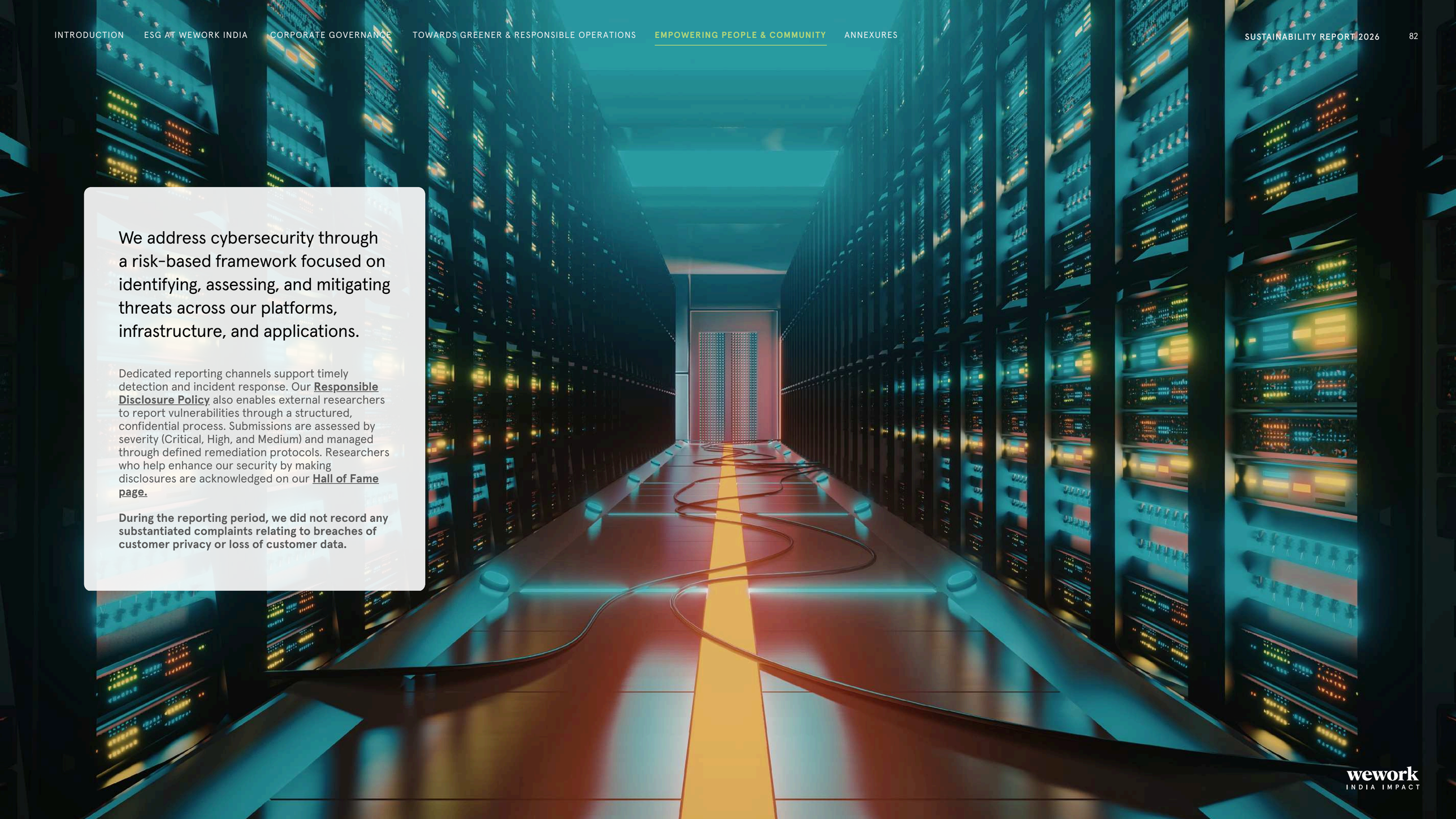
Our HQ building is currently ISO 27001:2022 certified, which means that our systems and operations are managed according to a structured and audited framework for identifying risks, controlling access, and responding to incidents. This certification demonstrates our commitment to maintaining robust information security management practices throughout the organisation.

Additionally, we are in the process of further strengthening and aligning our data privacy framework to meet the requirements of the Digital Personal Data Protection Act, 2023. This includes making enhancements to our data governance, consent management, security controls, and grievance redressal mechanisms. These efforts are designed to ensure the responsible handling of personal data in accordance with regulatory expectations and the highest standards of privacy and security.

System and Operational Controls
In line with the management systems, we maintain the following controls across our systems and operations-

- **Multi-factor Authentication (MFA)-** access to our systems and platforms requires multi-factor verification, reducing the risk of unauthorised access through compromised credentials
- **Encryption of Data at Rest-** personal and business-critical data stored across our systems is encrypted, ensuring that information remains protected even in the event of unauthorised access to underlying infrastructure
- **Network Access Controls-** Network connections are restricted and managed to limit exposure and prevent unauthorised lateral movement across systems
- **Data Backups-** regular data backups are maintained to support recovery and continuity in the event of system failure or a security incident
- **Vulnerability Remediation-** we operate a centralised process for identifying, tracking, and remediating security vulnerabilities across our platforms and infrastructure
- **Situational Awareness and Incident Detection-** we maintain active monitoring capabilities to detect unusual or anomalous activity across our systems, enabling timely identification and response to potential security events





We address cybersecurity through a risk-based framework focused on identifying, assessing, and mitigating threats across our platforms, infrastructure, and applications.

Dedicated reporting channels support timely detection and incident response. Our **Responsible Disclosure Policy** also enables external researchers to report vulnerabilities through a structured, confidential process. Submissions are assessed by severity (Critical, High, and Medium) and managed through defined remediation protocols. Researchers who help enhance our security by making disclosures are acknowledged on our **Hall of Fame page.**

During the reporting period, we did not record any substantiated complaints relating to breaches of customer privacy or loss of customer data.



06

Annexures

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GRI Content Index

GRI 2: GENERAL DISCLOSURES 2021

Indicator	Disclosure	Reference Section	BRSR Alignment	Page No.
2-1	Organisational details	About Us	Section A- Q1	09
2-2	Entities included in the organisation's sustainability reporting	About this report	Section A- Q13	03
2-3	Reporting period, frequency and contact point	About this report	Section A- Q6, Q9	03
2-4	Restatements of information	Not Applicable as this is the first Sustainability Report published by WeWork India		-
2-5	External assurance	About this report	Section A- Q15	03
2-6	Activities, value chain and other business relationships	About Us	Section A	09
2-7	Employees	Our People	Section A- Q20	66
2-9	Governance structure and composition	Board Overview	Section B-Q8-Q10	30
2-10	Nomination and selection of the highest governance body	Board Overview	Section B- Q8-Q10	30
2-11	Chair of the highest governance body	Board Overview	Section B- Q8-Q10	30
2-12	Role of the highest governance body in overseeing the management of impacts	Board Overview	Section B- Q8-Q10	30
2-13	Delegation of responsibility for managing impacts	Board Overview	Section B- Q8-Q10	30
2-14	Role of the highest governance body in sustainability reporting	Board Overview	Section B- Q8	30
2-15	Conflicts of interest	Board Overview	Principle 1- Q6, Q7	30
2-16	Communication of critical concerns	Board Overview	-	30
2-17	Collective knowledge of the highest governance body	Board Overview	-	30
2-18	Evaluation of the performance of the highest governance body	Board Overview	-	30
2-19	Remuneration policies	Board Overview	-	30
2-20	Process to determine remuneration	Board Overview	Section B-Q8-Q10	30

GRI 2: GENERAL DISCLOSURES 2021

Indicator	Disclosure	Reference Section	BRSR Alignment	Page No.
2-22	Statement on sustainable development strategy	Sustainability Strategy	Section B- Q7	23
2-23	Policy commitments	Ethical Business Practices	Section B- Q1	35
2-24	Embedding policy commitments	Ethical Business Practices	Section B- Q1	35
2-25	Processes to remediate negative impacts	Sustainability Strategy	-	23
2-26	Mechanisms for seeking advice and raising concerns	Ethical Business Practices	-	35
2-27	Compliance with laws and regulations	Ethical Business Practices	Principle 1- Q2-Q3	35
2-28	Membership associations	Membership and collaborations	Principle 7- Q1	14
2-29	Approach to stakeholder engagement	Stakeholder Engagement	Principle 4- Q1, Q2	17

GRI 3: MATERIAL TOPICS 2021

Indicator	Disclosure	Reference Section	BRSR Alignment	Page No.
3-1	Materiality Assessment	Materiality Assessment	Section A-Q26	20
3-2	List of material topics	Materiality Assessment	Section A-Q26	20
3-3	Management of material topics	Sustainability Strategy	Section A-Q26	23

GRI 201: ECONOMIC PERFORMANCE 2016

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201-3	Defined benefit plan obligations and other retirement plans	Our People	Principle 3- Q2	66

GRI 203: INDIRECT ECONOMIC IMPACTS 2016

Indicator	Disclosure	Reference Section	BRSR Alignment	Page No.
203-1	Infrastructure investments and services supported	Economic Performance	Section A- Q24	15
203-2	Significant indirect economic impacts	Our community Footprint	Section A- Q24	54

GRI 205: ANTI-CORRUPTION 2016

Indicator	Disclosure	Reference Section	BRSR Alignment	Page No.
205-2	Communication and training about anti-corruption policies and procedures	Ethical Business Practices	Principle 1- Q1 & Q4	35
205-3	Confirmed incidents of corruption and actions taken	Ethical Business Practices	Principle 1- Q5	35

GRI 302: ENERGY 2016

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302-1	Energy consumption within the organisation	Energy Management	Principle 6- Q1	43
302-3	Energy intensity	Energy Management	Principle 6- Q1	43
302-4	Reduction of energy consumption	Energy Management	Section A-Q26	43
302-5	Reductions in energy requirements of products and services	Energy Management	Section A-Q26	43

GRI 303: WATER AND EFFLUENTS 2018

Indicator	Disclosure	Reference Section	BRSR Alignment	Page No.
303-1	Interactions with water as a shared resource	Water Management	Principle 6- Q3	46
303-5	Water consumption	Water Management	Principle 6- Q3	46

GRI 305: EMISSIONS 2016

Indicator	Disclosure	Reference Section	BRSR Alignment	Page No.
305-1	Direct (Scope 1) GHG emissions	Emissions Footprint	Principle 6- Q7	45
305-2	Energy indirect (Scope 2) GHG emissions	Emissions Footprint	Principle 6- Q7	45
305-3	Other indirect (Scope 3) GHG emissions	Emissions Footprint	-	45
305-5	Reduction of GHG emissions	Emissions Footprint	Section A- Q26	45

GRI 306: WASTE 2020

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306-1	Waste generation and significant waste-related impacts	Waste Management	Principle 6 - Q9	47
306-2	Management of significant waste-related impacts	Waste Management	Principle 6 - Q9	47
306-3	Waste generated	Waste Management	Principle 6 - Q9	47
306-4	Waste diverted from disposal	Waste Management	Principle 6 - Q9	47
306-5	Waste directed to disposal	Waste Management	Principle 6 - Q9	47

GRI 401: EMPLOYMENT 2016

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401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our People	Principle 3- Q2	66
401-3	Parental leave	Our People	Principle 3- Q1, Q5	66



GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018

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403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health, Safety & Wellbeing	Principle 3- Q10	75
403-3	Occupational health services	Occupational Health, Safety & Wellbeing	Principle 3- Q10, Q12	75
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health, Safety & Wellbeing	Principle 3- Q10, Q13	75
403-5	Worker training on occupational health and safety	Occupational Health, Safety & Wellbeing	Principle 3- Q8	75
403-6	Promotion of worker health	Occupational Health, Safety & Wellbeing	Principle 3- Q1, Q10, Q12	75
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health, Safety & Wellbeing	Principle 3- Q10	75
403-8	Workers covered by an occupational health and safety management system	Occupational Health, Safety & Wellbeing	Principle 3- Q10	75
403-9	Work-related injuries	Occupational Health, Safety & Wellbeing	Principle 3- Q11, Q15	75

GRI 404: TRAINING AND EDUCATION 2016

Indicator	Disclosure	Reference Section	BRSR Alignment	Page No.
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404-2	Programs for upgrading employee skills and transition assistance programs	Learning and Development	Principle 3- Q8, Q9	71
404-3	Percentage of employees receiving regular performance and career development reviews	Learning and Development	Principle 3- Q9	71

GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016

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GRI 406: NON-DISCRIMINATION 2016

Indicator	Disclosure	Reference Section	BRSR Alignment	Page No.
406-1	Incidents of discrimination and corrective actions taken	Ethical Business Practice	Principle 5- Q6, Q7, Q10	35

GRI 408: CHILD LABOR 2016

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408-1	Operations and suppliers at significant risk for incidents of child labor	Ethical Business Practice	Principle 5- Q6, Q9, Q10	35

GRI 409: FORCED OR COMPULSORY LABOR 2016

Indicator	Disclosure	Reference Section	BRSR Alignment	Page No.
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Ethical Business Practice	Principle 5- Q6, Q9, Q10	35

GRI 413: LOCAL COMMUNITIES 2016

Indicator	Disclosure	Reference Section	BRSR Alignment	Page No.
413-1	Operations with local community engagement, impact assessments, and development programs	Stakeholder Engagement, Our Community Footprint	Principle 4- Q2	17, 54

GRI 417: MARKETING AND LABELING 2016

Indicator	Disclosure	Reference Section	BRSR Alignment	Page No.
417-3	Incidents of non-compliance concerning marketing communications	Our Members	Principle 9- Q3, Q6	78

GRI 418: CUSTOMER PRIVACY 2016

Indicator	Disclosure	Reference Section	BRSR Alignment	Page No.
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Our Members, Data Privacy & Cybersecurity	Principle 9- Q3, Q5, Q6	78

Glossary

[1] *Join the Biggest Hour for Earth | Earth Hour.*

[2] Portfolio-level coverage includes 57 buildings (56 certified; 1 recently acquired building scheduled for certification).

[3] **ET Awards** are industry-recognised accolades by The Economic Times, honouring excellence in business performance, leadership, innovation and brand impact across sectors.

[4] ***BW FM Awards:*** *The Business World Facility Management Excellence Awards 2026 is the 3rd Edition of the BW Facility Management Conference & Excellence Awards. This event aims to recognise and celebrate the next generation of facility management leaders and innovators who are redefining the future of the FM ecosystem through operational excellence, sustainability, and technology.*

[5] **RoSPA Awards:** The RoSPA Health and Safety Awards are globally recognised as a benchmark for excellence, recognising outstanding achievements and commitment to workplace health and safety.

[6] **British Safety Council (BSC):** The BSC is a UK based not-for-profit membership organisation founded in 1957 that promotes excellence in workplace health, safety, and environmental management through training, audits, certifications, and global best practice guidance.

[7] **National Safety Council of India (NSCI):** The NSCI is an autonomous, nonprofit apex body established by the Ministry of Labour & Employment, Government of India in 1966 to promote a nationwide culture of safety, health, and environment (SHE) through training, audits, awareness programmes, and safety rating frameworks.

[8] ***The Indian Green Building Council (IGBC):*** *Founded in 2001 under the Confederation of Indian Industry (CII), the Indian Green Building Council (IGBC) is India's apex organisation for green building certification. With its headquarters in Hyderabad, IGBC develops nationally relevant green rating systems and represents India in international sustainability forums.*

[9] *About British Safety Council | British Safety Council.*

[10] *GreenPro – India's national eco-label certifying products that meet defined environmental criteria across their life cycle.*

[11] *EPD – Provides transparent, third-party verified information on the environmental impact of a product across its life cycle.*

[12] *FSC – Confirms that wood and wood-based products are sourced from responsibly managed forests that protect ecosystems and community rights.*

[13] *E-Zero – Indicates very low formaldehyde emissions from engineered wood, supporting improved indoor air quality.*

[14] *OEKO-TEX – Verifies that textile products are tested and found free from harmful substances, making them safe for human use.*