Telephone: +91 22 6661 7272 | Email: info.india@blackbox.com

BBOX/SD/SE/2026/81

August 24, 2026

To,

Corporate Relationship Department **Bombay Stock Exchange Limited** P.J. Towers, Dalal Street, Fort, Mumbai 400001	**Corporate Relationship Department** **National Stock Exchange Limited** Exchange Plaza, Bandra Kurla Complex, Bandra East, Mumbai 400051

Sub: Submission of Business Responsibility and Sustainability Report for FY 2025-26

Ref.: Scrip code: BSE: 500463/NSE: BBOX

Dear Sir/Madam,

Pursuant to Regulation 34(2)(f) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the Business Responsibility and Sustainability Report for FY 2025-26.

The copy of the aforesaid Report is attached herewith for your perusal and is also available on the website of the Company at www.blackbox.com.

This is for your information, record and necessary dissemination to all the stakeholders.

For **Black Box Limited**

ADITYA GOSWAMI

Digitally signed by ADITYA GOSWAMI
Date: 2026.08.24 18:19:49 +05'30'

Aditya Goswami
Company Secretary & Compliance Officer

Encl.: A/a.

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORTING (BRSR)

Financial Year 2025-2026

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity

1.	Corporate Identity Number (CIN) of the Listed Entity	L32200MH1986PLC040652
2.	Name of the Listed Entity	Black Box Limited
3.	Year of incorporation	1986
4.	Registered office address	501, 5th Floor, Building No.9, Airoli Knowledge Park, MIDC Industrial Area, Airoli, Navi Mumbai - 400708
5.	Corporate address	
6.	E-mail	investors@blackbox.com
7.	Telephone	+91 22 6661 7272
8.	Website	www.blackbox.com
9.	Financial year for which reporting is being done	April 1, 2025, to March 31, 2026
10.	Name of the Stock Exchange(s) where shares are listed	The Bombay Stock Exchange (BSE) and the National Stock Exchange of India (NSE).
11.	Paid-up Capital	₹35,49,90,510
12.	Name and contact details	**India:** Apurva Raizada, T: +91 22 6661 7272, **USA:** Lou Gorga: +1 7248736970, Email: Sustainability.ESG@BlackBox.com
13.	Reporting boundary	On a consolidated basis. This report covers the operations of Black Box Limited across all the locations globally.
14.	Name of the assessment/ assurance provider	-
15.	Type of assessment/ assurance obtained	No external assessment or assurance was obtained for the reporting year. The disclosures were reviewed through the Company's internal data validation and approval processes involving the respective functional departments.

II. Products/services

16. Details of business activities (accounting for 90% of the turnover):

Sr. No.	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
1.	Information & Communication Technologies (ICT) Solution Integration	IT Products, Solutions, Services and Consulting	100%

17. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

Sr. No.	Product / Service	NIC Code	% of total Turnover contributed
1.	Information & Communication Technologies (ICT) Solution Integration	62099	100%

III. Operations

18. Number of locations where facilities and/or operations/offices of the entity are situated:

Location	Number of Offices	Total
National	13	13
International	52	52

Note: Black Box does not produce any physical products or own/operate any manufacturing facilities/plants. Therefore, disclosure regarding the number of plants is not applicable to the Company.

19. Markets served by the entity:

a. Number of locations

Location	Number of Offices/Facilities
National (No. of states)	28 States + 8 Union Territories
International (No. of Countries)	35

b. What is the contribution of exports as a percentage of the total turnover of the entity?

The contribution of exports to the total turnover of the Indian legal entities is 7.77% for Black Box Limited (BBL) and 87.66% for Black Box Network Services (BBNS).

c. A brief on types of customers:

Black Box serves customers across a wide range of industries, including Broadcast, Data Centre, Education, Finance, Government, Healthcare, Manufacturing & Industrial, Retail, Transportation, Utilities, Power, Oil & Gas, Workspaces, Entertainment & Leisure Venues, Military & Defense, and Public Safety.

This customer profile reflects Black Box's role as a global digital infrastructure solutions integrator and managed technology services partner, supporting secure connectivity, resilient IT infrastructure, operational continuity, real-time communication, and mission-critical technology environments across industries.

IV. Employees

20. Details as of the end of the Financial Year:

a. Employees and workers (including differently abled):

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
	Employees					
1.	Permanent (D)	2,931	2,370	80.86%	561	19.14%
2.	Other than Permanent (E)	-	-	-	-	-
3.	**Total employees (D + E)**	2,931	2,370	80.86%	561	19.14%
	Workers					
4.	Permanent (F)	-	-	-	-	-
5.	Other than Permanent (G)	496	465	93.75%	31	6.25%
6.	**Total workers(F + G)**	496	465	93.75%	31	6.25%

b. **Differently abled Employees and workers:**

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
	Differently abled Employees					
1.	Permanent (D) and Other than Permanent (E)	39	35	89.74%	4	10.26%
2.	**Total employees (D + E)**	39	35	89.74%	4	10.26%

**Worker data is not tracked for the reporting year.*

21. Participation/Inclusion/Representation of Women:

	Total (A)	Number and Percentage of Females	
		No. (B)	% (B/A)
Board of Directors	7	1	14.28%
Key Management Personnel	3	0	0%
Senior Management Personnel (Top Executives)	8	0	0%

22. Turnover rate for permanent employees and workers:

	FY 2025-2026			FY 2024-2025			FY 2023-2024		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	23.00%	5.00%	28.00%	17.00%	13.00%	30.00%	17.00%	4.50%	21.50%
Permanent Workers	-	-	-	-	-	-	-	-	-

Black Box employs only contractual or temporary workers; permanent workers are not hired.

V. Holding, Subsidiary, and Associate Companies (including joint ventures)

23. (a) Names of holding/subsidiary / associate companies / joint ventures

Sr. No.	Name of the holding/subsidiary / associate companies / joint ventures (A)	Indicate whether holding/ Subsidiary/ Associate/ Joint Venture	% of shares held by the listed entity	Does the entity indicated in column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1.	Black Box Technologies Pte. Ltd.	Subsidiary Company	100%	Yes
2.	Black Box Technologies Group B.V.	Step-down subsidiary	100%	Yes
3.	AGC Networks Philippines Inc.	Step-down subsidiary	100%	Yes
4.	AGC Networks & Cyber Solutions Limited	Step-down subsidiary	100%	Yes
5.	Black Box Products FZE	Step-down subsidiary	100%	Yes
6.	AGC Networks LLC, Dubai	Step-down subsidiary	49%	Yes
7.	BBX Main Inc.	Step-down subsidiary	100%	Yes
8.	Cybalt LLC	Step-down subsidiary	100%	Yes
9.	BBX Inc.	Step-down subsidiary	100%	Yes
10.	Black Box Bangladesh Technologies Pvt. Ltd.	Step-down subsidiary	100%	Yes

Sr. No.	Name of the holding/subsidiary / associate companies / joint ventures (A)	Indicate whether holding/ Subsidiary/ Associate/ Joint Venture	% of shares held by the listed entity	Does the entity indicated in column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
11.	Black Box Corporation	Step-down subsidiary	100%	Yes
12.	Black Box Chile S.A	Step-down subsidiary	100%	Yes
13.	Black Box Network Services (UK) Limited	Step-down subsidiary	100%	Yes
14.	Black Box Finland OY	Step-down subsidiary	100%	Yes
15.	Black Box Network Services India Private Limited	Step-down subsidiary	100%	Yes
16.	Black Box Network Services (Dublin) Limited	Step-down subsidiary	100%	Yes
17.	Black Box Network Services SDN. BHD.	Step-down subsidiary	100%	Yes
18.	Black Box de Mexico, S. de R.L. de C.V.	Step-down subsidiary	100%	Yes
19.	Black Box Norge AS	Step-down subsidiary	100%	Yes
20.	Black Box Network Services Singapore Pte Ltd	Step-down subsidiary	100%	Yes
21.	Black Box Network Services AB	Step-down subsidiary	100%	Yes
22.	Black Box Network Services Corporation	Step-down subsidiary	100%	Yes
23.	BBOX Holdings Puebla LLC	Step-down subsidiary	100%	Yes
24.	Black Box Corporation of Pennsylvania	Step-down subsidiary	100%	Yes
25.	Black Box Network Services Inc. – Government Solutions	Step-down subsidiary	100%	Yes
26.	Black Box Services LLC	Step-down subsidiary	100%	Yes
27.	COPC Holdings Inc.	Step-down subsidiary	100%	Yes
28.	Delaney Telecom Inc.	Step-down subsidiary	100%	Yes
29.	Norstan Communications Inc.	Step-down subsidiary	100%	Yes
30.	ACS Investors LLC	Step-down subsidiary	100%	Yes
31.	AGC Network LLC	Step-down subsidiary	100%	Yes
32.	Norstan Canada Ltd. / Norstan Canada LTÉE	Step-down subsidiary	100%	Yes
33.	ACS Dataline LP	Step-down subsidiary	100%	Yes
34.	Black Box Technologies Australia Pty Ltd.	Step-down subsidiary	100%	Yes
35.	Black Box Network Services Australia Pty Ltd	Step-down subsidiary	100%	Yes
36.	Black Box GmbH	Step-down subsidiary	100%	Yes
37.	Black Box Network Services NV	Step-down subsidiary	100%	Yes
38.	Black Box do Brasil Industria e Comercio Ltda.	Step-down subsidiary	100%	Yes
39.	Black Box Canada Corporation	Step-down subsidiary	100%	Yes
40.	Black Box Holdings Ltd.	Step-down subsidiary	100%	Yes
41.	Black Box A/S	Step-down subsidiary	100%	Yes
42.	Dragonfly Technologies Pty Ltd	Step-down subsidiary	100%	Yes
43.	Black Box Network Services New Zealand Limited	Step-down subsidiary	100%	Yes
44.	Black Box Technologies New Zealand Limited	Step-down subsidiary	100%	Yes

Sr. No.	Name of the holding/subsidiary / associate companies / joint ventures (A)	Indicate whether holding/ Subsidiary/ Associate/ Joint Venture	% of shares held by the listed entity	Does the entity indicated in column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
45.	Black Box France	Step-down subsidiary	100%	Yes
46.	Black Box Network Services S.r.l.	Step-down subsidiary	100%	Yes
47.	Black Box Network Services Co., Ltd.	Step-down subsidiary	100%	Yes
48.	Black Box Network Services Korea Limited	Step-down subsidiary	100%	Yes
49.	Black Box International Holdings B.V.	Step-down subsidiary	100%	Yes
50.	Black Box P.R. Corp.	Step-down subsidiary	100%	Yes
51.	Black Box Comunicaciones, S.A.	Step-down subsidiary	100%	Yes
52.	Black Box Network Services AG	Step-down subsidiary	100%	Yes
53.	BB Technologies LLC	Step-down subsidiary	100%	Yes
54.	Black Box Deutschland GmbH	Step-down subsidiary	100%	Yes
55.	Black Box Software Development Services Limited	Step-down subsidiary	100%	Yes
56.	Black Box International B.V.	Step-down subsidiary	100%	Yes
57.	Black Box Network Services Philippines Inc.	Step-down subsidiary	100%	Yes
58.	BBOX Holdings Mexico LLC	Step-down subsidiary	100%	Yes
59.	Black Box Network Services Colombia S.A.S.	Step-down subsidiary	100%	Yes
60.	Black Box Costa Rica S.R.L	Step-down subsidiary	100%	Yes
61.	Servicios Black Box S.A. deC.V.	Step-down subsidiary	100%	Yes
62.	Black Box E-Commerce (Shanghai) Co., Ltd.	Step-down subsidiary	100%	Yes
63.	Black Box Network Services Hong Kong Limited	Step-down subsidiary	100%	Yes
64.	Black Box Technologies LLC, Dubai	Step-down subsidiary	49%	Yes
65.	Black Box Technologies LLC, S.P.C Abu Dhabi	Step-down subsidiary	100%	Yes
66.	Fujisoft Security Solutions LLC	Step-down subsidiary	49%	Yes
67.	COPC Inc.	Step-down subsidiary	100%	Yes
68.	COPC International Inc.	Step-down subsidiary	100%	Yes
69.	COPC Asia Pacific Inc.	Step-down subsidiary	100%	Yes
70.	COPC Consultants (Beijing) Co. Ltd	Step-down subsidiary	100%	Yes
71.	COPC International Holdings LLC	Step-down subsidiary	100%	Yes
72.	COPC India Private Limited	Step-down subsidiary	100%	Yes
73.	Global Speech Networks Pty Ltd	Step-down subsidiary	100%	Yes
74.	Black Box Technologies Company	Step-down subsidiary	100%	Yes

VI. CSR Details

24. (i) Whether CSR is applicable as per section 135 of the Companies Act, 2013: Yes

(ii) Turnover (in ₹): ₹6,322 Crore

(iii) Net worth (in ₹): ₹1,287 Crore

BBL (Standalone): Net worth: ₹705.55 Crore, Turnover: ₹405.98 Crore

CSR applicability and expenditure are determined based on the standalone figures in India.

VII. Transparency and Disclosure Compliances

25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom a complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If yes, then provide web-link for the grievance redress policy)	FY 2025-2026			FY 2024-2025		
		Number of complaints filed during the year	Number of complaints pending resolution at the close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at the close of the year	Remarks
Communities	Yes. Below is the list of relevant documents with web links:	-	-	-	-	-	-
Investors (other than shareholders)	• [Whistleblower Policy] • [Code of Conduct]	-	-	-	-	-	-
Shareholders	• [Code of Business Ethics and Conduct]	-	-	-	-	-	-
Employees and workers	US Employee Handbook Policies, Open Door Policy,	4	2	-	2	3	-
Customers	and Conflict of Interest Policy	-	1	-	1	1	-
Value Chain Partners		-	-	-	-	-	-
Other (please specify)		1	0	-	1	1	-

Note: Pending matters are under litigation and are currently at different procedural stages, including discovery and scheduling of hearing.

26. Overview of the entity's material responsible business conduct issues

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, and approach to adapt or mitigate the risk along with its financial implications, as per the following format:

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1.	Data Security and Privacy	Risk	As a global digital infrastructure and cybersecurity solutions provider, Black Box handles and supports technology environments where confidentiality, availability and integrity of information are critical to customer trust, regulatory compliance and business continuity. The Company operates across 35 countries and delivers services including network integration, digital connectivity infrastructure, data Centre buildouts, modern workplace solutions, cybersecurity and managed services. Given this operating model, failure to protect company, customer or personal data may expose the Company to legal, regulatory, contractual, operational and reputational risks. Data privacy and information security are therefore material because they directly affect Black Box's ability to deliver secure infrastructure, maintain customer confidence, comply with applicable data protection requirements such as GDPR, CCPA and other jurisdiction-specific laws, and protect long-term business value.	• Adherence to the existing Privacy Policy and Code of Business Conduct and Ethics. • Compliance with applicable data protection requirements including GDPR and CCPA. • Maintenance of applicable information security certifications such as ISO 27001, ISO 20000, PCI-DSS, SOC-2 Type II, and UK Cyber Essentials, as applicable to relevant entities, locations, systems or services. • Implementation of information security governance through policies and controls covering confidentiality, integrity and availability of information assets, including access control, monitoring, breach response, notification, compliance and enforcement requirements. • Third-party/vendor information security risk assessment through the IT and Business Vendor Risk Matrix, including vendor risk tiering, certification	**Negative** • Costs arising from cyber incidents • Business interruption and restoration costs due to system downtime or service disruption. • Compliance costs, legal costs, regulatory penalties or contractual liabilities in the event of non-compliance with applicable privacy and cybersecurity obligations. • Increased insurance premiums or cyber-insurance liabilities. • Loss of customer confidence • Reputational damage • Potential loss of business • Reduced competitive advantage where data security expectations are embedded in customer procurement, due diligence and contractual requirements.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
				verification and enhanced assessment requirements for higher-risk vendors • Regularly audit the data processing activities to identify vulnerabilities and ensure compliance with data protection regulations. • A Cyber Incident Response Plan that provides a structured framework to respond to potential or confirmed cyber incidents, minimize disruption to critical information systems, reduce loss or theft of sensitive personal and proprietary information, and support remediation and recovery. • Providing 100% mandatory cyber-security training for all employees. • Use of IT password and access management controls, including unique user credentials, management approval for system access, least-privilege and need-to-know access provisioning, periodic access reviews, and prompt update or revocation of access rights upon termination.	

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
2.	Supply Chain Management	Opportunity	Black Box has a diverse global supply chain comprising small, medium and large suppliers, including technology partners, service providers, distributors and other business partners. Responsible procurement is an important opportunity for the Company to integrate sustainability expectations into supplier engagement, improve value-chain transparency, and respond to growing customer expectations on ESG, compliance and responsible sourcing. During the year, Black Box has taken steps to strengthen its sustainable procurement approach. The Company has developed a Sustainable Procurement Policy for internal review and formalization and has begun integrating ESG Obligations Annexure into purchase orders to communicate ESG expectations across the supply chain. Black Box has also engaged 30+ global technology partners through its Supplier ESG Assessment programme to understand supplier sustainability practices and improve visibility on value-chain ESG performance. These actions support Black Box's broader ESG goals by encouraging responsible sourcing, supplier accountability and alignment with customer sustainability requirements. Over time, stronger	–	**Positive** • Cost savings through reduced resource consumption and improved resource efficiency. • Lower waste-related costs through reduced waste quantities and improved packaging/disposal practices. • Reduced operational and maintenance costs through improved product and component durability. • Avoidance of potential compliance-related costs • Improved competitiveness and customer retention • Strengthened supplier resilience and continuity

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
			ESG integration in procurement can help the Company improve supply-chain resilience, reduce ESG-related gaps, support responsible resource use, and enhance competitiveness with customers that require sustainable procurement and value-chain transparency.		
3.	Waste Management	Risk	Black Box operates as a global ICT solution integration and consulting company with operations, suppliers, distributors, customers and technology-product-related activities across multiple geographies. While the Company is not directly involved in manufacturing, its business operations generate waste streams such as office and warehouse waste, packaging waste, plastic waste, paper/cardboard waste and electronic waste. Waste management is identified as a material risk because electronic and electrical equipment used in Black Box's solutions may reach end-of-life and require responsible collection, treatment, recycling and recovery. E-waste is particularly relevant to Black Box's business model, which includes network integration, digital connectivity infrastructure, data centre buildouts, workplace modernization, cybersecurity solutions and technology products. If such waste is not properly	• Implementation of a structured 5R hierarchy (Reduce, Reuse, Refurbish, Repurpose, Recycle) across the Company's global facilities. • Waste Audit programme to identify and segregate waste streams such as paper, cardboard, plastics, batteries, general waste and e-waste across offices and warehouses. • Recycling e-waste through authorized vendors, in line with applicable country-specific regulatory requirements. • Ensure compliance with all the regulatory requirements as per the regional norms such as E-waste management and handling rules, 2022, EPR (Extended Producer Responsibility), Waste Electrical and Electronic Equipment (WEEE) Directive and Restriction of Hazardous Substances	**Negative** • Regulatory penalties • Compliance costs • Increased operational and recycling costs • Health and safety-related liabilities • Reputational damage • Environmental and social liabilities, • Loss of competitive advantage

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
			segregated, tracked and routed through authorized recyclers, it may create regulatory, environmental, health and safety, and reputational risks. Given Black Box's global footprint and technology-product-related activities, the Company is required to comply with applicable country-specific waste and product compliance requirements, wherever relevant to its legal entities, operations, products, customer contracts or supply-chain role. These may include e-waste regulations, WEEE-related obligations, Extended Producer Responsibility requirements, RoHS, REACH and similar local requirements. Non-compliance or weak documentation may result in legal liabilities, regulatory action, penalties, higher compliance costs, customer concerns and reputational damage.	in Electrical and Electronic Equipment (RoHS) Directive and others • Engaging suppliers and value chain partners on waste reduction, sustainable packaging, recycling programme and environmental compliance through ESG obligations and supplier expectations. • Building capacity for take-back programme to enable customers to return end-of-life products for safe recycling, complementing WEEE and India e-waste compliance requirements.	
4.	Climate Resilience	Risk	Black Box's business model depends on reliable operations, employee mobility, site access, logistics, supply-chain continuity and timely project delivery. Physical climate risks such as heatwaves, flooding, storms, heavy precipitation, water stress and other extreme weather events may disrupt operations across offices, warehouses, project sites, logistics routes, suppliers and customer locations.	• Assessment of company-wide GHG emissions • Implementing a decarbonisation programme aligned with business strategy, including energy-efficiency actions, supplier engagement and emissions-reduction planning. • Disclosing data related to GHG emission through various frameworks	**Negative** • Increased costs due to operational disruption • Delays in project execution, logistics and delivery schedules. • Damage to facilities, equipment, inventory or infrastructure. • Increased employee health and safety costs

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
			A significant portion of the Company's footprint resides in Scope 3 (Value Chain). Therefore, climate risks faced by the Company's key hardware and technology partners could lead to project delays and increased procurement costs.	• Assessing climate-related physical and transition risks • Engaging with suppliers and partners for climate-related risk mitigation	• Higher insurance premiums and risk-transfer costs. • Increased capital or operating expenditure for resilience, business continuity and decarbonisation measures. • Higher energy costs, carbon-related costs or compliance costs under evolving climate regulations. • Supply-chain disruption, supplier delays and increased procurement costs. • Reputational impact
5.	Energy Efficiency	Opportunity	Black Box provides design, installation, maintenance and consultancy services in the information technology and telecommunication infrastructure domain. Since these infrastructure solutions depend significantly on electricity during operation, integrating energy-efficiency considerations from the design stage creates an opportunity to help customers reduce electricity consumption, improve operational efficiency and support their emission-reduction commitments. This is particularly relevant for Black Box's global enterprise customers, including hyperscalers, data Centre operators and large organisations that are increasingly focused on energy performance,	-	**Positive** • Reduced electricity and fuel costs. • Lower resource-consumption-related operating costs. • Scope 1 and Scope 2 emissions through lower energy use. • Potential reduction in value chain / Scope 3 emissions linked to energy-efficient products and services, where applicable. • Increased customer preference among clients with emission-reduction and energy-efficiency targets. • Improved competitiveness in customer ESG and procurement assessments.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
			emissions reduction and sustainable infrastructure. Energy-efficient solution design, server optimisation, advanced cooling technologies, efficient hardware selection and smarter network infrastructure can support customer preference and create revenue opportunities for Black Box. It can also help reduce Black Box's value chain emissions, including Scope 3 emissions linked to purchased goods, logistics and the use of sold products and services, where applicable. Energy efficiency is also an opportunity within Black Box's own operations. Black Box has about 65 office spaces globally, including warehouses, distribution centres and data centres. Energy-efficiency measures help reduce electricity consumption, refrigerant-related impacts, backup power fuel use and fuel used for space heating. This supports reduction of Scope 1 and Scope 2 emissions, particularly because Scope 2 emissions are linked to purchased electricity across offices, warehouses, assembly facilities and data centres.		• Better supply chain and customer compliance alignment. • Improved brand reputation and market value. • Better workplace comfort through improved lighting, HVAC and energy-management practices
6.	Health and Safety	Risk	Black Box's service-led operations involve field-based infrastructure installation, cabling, equipment deployment, hardware maintenance, warehousing, customer-site	• Adhering to the Health, Safety and Environment (HSE) Policy and an Occupational Health and Safety Management System covering employees	**Negative** • Regulatory costs, penalties or legal liabilities due to EHS non-compliance. • Increased costs from accidents, injuries,

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
			support and office-based activities. These activities may expose employees, workers and contractors to occupational health and safety risks, including risks associated with manual handling, electrical work, working at customer sites, equipment handling, slips/trips/falls, ergonomics, fire safety and emergency situations. High-consequence incidents may result in loss of productivity, employee injury, project delays, increased insurance or compensation costs, legal liabilities and reputational damage. Elevated or deteriorating safety indicators, including LTIFR, recordable injuries or poor safety performance, may also affect customer confidence, contract performance, employee morale and operational continuity. As a global organisation with 3,500+ professionals and operations across multiple jurisdictions, Black Box must comply with applicable country-specific Environment, Health and Safety requirements. Non-compliance with EHS regulations may result in penalties, regulatory scrutiny, business disruption and constraints on global project execution.	and workers across applicable operations, including own facilities and customer sites. • Conducting periodic internal and third-party assessments, including general risk assessments, noise mapping and ergonomic risk assessments, with corrective action plans for identified issues. • Providing regular safety training for employees and workers, including onboarding, site-specific safety instructions, emergency preparedness and role-based health and safety awareness. • Providing non-occupational medical support and wellness initiatives, including first-aid support, access to medical assistance at select locations, health check-up camps and yoga sessions. • Maintaining compliance registers to identify applicable EHS requirements across regions of operation and track non-compliances, corrective actions and closure status related to EHS parameters.	investigations and corrective actions. • Operational delays and project disruption due to unsafe incidents or site stoppages. • Increased insurance premiums, compensation costs and medical support costs. • Loss of work time, workforce availability and productivity. • Reputational damage and reduced customer confidence in safety-sensitive projects. • Potential disruption across customer sites, suppliers, contractors and value chain operations.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
				• Supporting workforce welfare through applicable insurance coverage, employee benefits and compensatory support in line with local requirements and company policies.	
7.	Ethics and Anti-corruption	Risk	Black Box is committed to a zero-tolerance approach to bribery and corruption. As a global organisation operating across 35 countries and serving enterprise, hyperscale, public-sector and regulated-industry customers, ethical conduct is critical to maintaining customer trust, investor confidence, regulatory compliance and long-term business continuity. Operating across multiple jurisdictions exposes the Company to diverse and stringent anti-bribery, anti-corruption, fair dealing, conflict-of-interest and business conduct requirements, including laws such as the U.S. Foreign Corrupt Practices Act and the UK Bribery Act, along with other Operating across multiple applicable anti-corruption laws in the countries where Black Box operates. Any violation or perceived ethical lapse may result in legal sanctions, regulatory scrutiny, exclusion from customer or government contracts, loss of business opportunities and reputational damage. Ethical lapses may also affect employee morale,	• Adherence to the Policy on Prevention of Bribery and Corruption and the Code of Business Conduct and Ethics • Applying anti-bribery and anti-corruption requirements to employees and value chain partners. • Including contractual clauses expressly prohibiting payment of bribes, commissions and kickbacks in contracts entered into by the Company. • Providing training and awareness on ethical practices, anti-corruption and anti-bribery, including mandatory FCPA and global anti-bribery training through onboarding and compliance training programmes. • Maintaining existing grievance redressal mechanism. • Periodically assessing value chain partners and supplier ESG requirements to ensure alignment with ethical standards, compliance expectations,	**Negative** • Legal consequences, penalties and non-compliance costs. • Litigation and settlement costs. • Business disruption and exclusion from customer / public-sector contracts. • Costs of audits, investigations, remediation and monitoring. • Loss of customer trust and business opportunities. • Reputational damage and reduced market confidence. • Loss of talent, lower employee morale and weakened stakeholder trust.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
			disrupt operations and supply chain relationships, weaken stakeholder confidence and negatively impact the Company's market value. Given the nature of Black Box's global delivery model and reliance on employees, suppliers, consultants, distributors, partners and vendors, ethics and anti-corruption remain material governance risks.	conflict-of-interest management, recordkeeping and anti-corruption requirements.	
8.	Regulatory Compliance	Risk	As Black Box serves various industries across the globe, understanding the regulatory framework of each region and managing the compliance requirement is important. Investors, enterprise customers and Fortune 500 clients increasingly expect strong governance, transparent disclosures and a reliable compliance track record when selecting long-term partners. Non-compliance in any region may result in financial penalties, legal proceedings, regulatory scrutiny, business disruption, contract impacts, customer dissatisfaction and reputational damage.	• Conducting periodic gap assessments to align procedures with applicable laws, regulations, listing requirements and sustainability disclosure expectations, including all applicable national and international regulations where applicable. • Maintaining a dedicated compliance structure with defined roles and responsibilities to oversee regulatory compliance, policy implementation and reporting obligations. • Preparing and updating compliance registers to track applicable regulatory requirements, due dates, responsibilities, non-compliances, corrective actions and closure status. • Reviewing and updating existing policies to reflect changes in applicable	**Negative** • Legal consequences, penalties and non-compliance-related costs. • Litigation and settlement costs. • Business disruption due to regulatory scrutiny or corrective actions. • Contract impacts or loss of customer confidence. • Reputational damage and reduced stakeholder trust. • Increased costs related to compliance review, corrective actions and ongoing monitoring. • Long-term financial loss due to weaker customer, investor or market confidence.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
				regulatory requirements, customer expectations and governance standards. • Defining new policies and procedures where required to address emerging compliance obligations across areas such as ESG, data privacy, EHS, anti-corruption, human rights, supply chain and product-related compliance. • Strengthening internal ESG data governance and review processes to support transparent, consistent and reliable sustainability reporting.	
9.	Corporate Governance and ESG disclosures	Opportunity	As a listed global digital infrastructure solutions provider, Black Box's governance quality and ESG disclosure maturity directly influence stakeholder trust, investor confidence, customer credibility and long-term business resilience. Transparent ESG disclosure also supports the expectations of customers, investors, shareholders, regulators and other stakeholders who increasingly assess companies on governance standards, sustainability performance, data quality and accountability. Strong corporate governance and ESG disclosure create an opportunity for Black Box to strengthen risk	-	**Positive** • Improved investor confidence and stakeholder trust. • Stronger customer preference and procurement competitiveness. • Better ESG ratings and market reputation. • Enhanced risk management and regulatory readiness. • Reduced compliance exposure through transparent disclosures. • Improved operational efficiency through stronger ESG data governance.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
			management, proactively identify and respond to emerging ESG issues, improve regulatory and customer readiness, and demonstrate measurable progress across material environmental, social and governance topics. This is particularly relevant as Black Box operates across 35 countries and engages with global disclosure and assessment frameworks such as BRSR, GRI, CDP disclosures (in response to customer requirements), EcoVadis and SBTi to maintain transparency and accountability. Improved ESG disclosure also supports better internal decision-making by linking sustainability priorities with business strategy, resource planning, compliance readiness and stakeholder expectations. This can improve brand reputation, customer confidence, investor engagement and long-term value creation, while also supporting operational efficiencies through better governance of ESG data, targets and action plans.		• Long-term value creation and business resilience.
10.	Board Oversight on ESG	Opportunity	The Board's involvement accelerates the identification, assessment, and mitigation of ESG-related risks. It ensures that the ESG programme is not a standalone initiative but is deeply aligned with the company's long-term vision and business strategy to drive sustainable growth.	-	**Positive** • Stronger regulatory readiness and reduced compliance exposure. • Improved ESG risk and opportunity management. • Better alignment of ESG goals with business strategy.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
			Direct oversight by the highest governance body reinforces the credibility, accuracy, and transparency of the Company's sustainability disclosures. This rigorous oversight provides stakeholders with reliable insights into the Company's progress, strengthening trust with investors and global customers. The Board can facilitate ESG implementation through setting and aligning the ESG goals with the business strategy, establishing dedicated committees for overseeing ESG-related issues, aligning KPIs with ESG objectives, and providing perspective on financial materiality.		• Better alignment of ESG goals with business strategy. • Enhanced investor, customer and stakeholder confidence. • Improved competitiveness in ESG-sensitive customer procurement. • Stronger brand reputation and market credibility. • Better resource allocation for financially material ESG priorities. • Improved employee trust, talent attraction and organisational excellence.
11.	Employee Welfare	Opportunity	Black Box's ability to deliver reliable, high-quality services depends significantly on the capability, motivation, well-being and retention of its employees and workers. Employee welfare initiatives help address employee needs and improve engagement, productivity and retention. These initiatives also strengthen employee trust and loyalty, support continuity in service delivery, and enhance Black Box's position as an employer of choice in a competitive talent market. Employee welfare is also linked to business performance because a healthy, supported and	-	**Positive** • Improved relationship with employees. • Higher employee engagement, morale and productivity. • Improved talent attraction and retention. • Lower attrition, hiring and replacement costs. • Stronger loyalty and trust among employees. • Competitive advantage as an employer. • Better service delivery continuity

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
			engaged workforce can improve operational efficiency, customer responsiveness, safety culture and long-term organisational resilience.		and customer responsiveness. • Reputational benefits and stronger employer brand.
12.	Inclusivity and Human Rights	Opportunity	At Black Box, inclusivity supports employee morale, productivity and workplace engagement by bringing diverse perspectives into decision-making, problem-solving and innovation. As a global digital infrastructure solutions provider, the Company depends on skilled, collaborative and diverse teams to serve customers across geographies, sectors and technology environments. Promoting a non-discriminatory and inclusive workplace is therefore essential to attract, retain and develop diverse talent in a competitive global market. Inclusivity and respect for human rights also strengthen team dynamics, improve problem-solving capability and support a culture of fairness, dignity and equal opportunity. This is particularly relevant for Black Box because its operations involve employees, workers, suppliers, subcontractors, customers and other business partners across multiple jurisdictions. It is important for responsible business conduct, stakeholder trust and customer confidence. This includes attention to non-discrimination, equal	-	**Positive** • Growth supported by increased inclusivity • Enhanced team problem-solving and innovation. • Improved workplace morale and engagement. • Stronger workplace dynamics and collaboration. • Improved talent attraction and retention. • Increased customer acceptance and market presence. • Stronger employee, customer and stakeholder trust. • Improved reputation as a responsible and inclusive employer.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
			opportunity, accessibility, prevention of harassment, freely chosen employment, prevention of child labour and forced labour, freedom of association, collective bargaining rights, ethical sourcing and fair treatment across the value chain. Aligning with applicable accessibility and non-discrimination requirements, including the RPWD Act in India and the ADA in the USA, ensures that the Company meets the expectations of regulators, customers, and investors.		
13.	Corporate CSR/ Community Engagement	Opportunity	The Company recognizes that understanding and addressing the needs of local communities where it operates is important for strengthening relationships, maintaining stakeholder trust, and contributing to inclusive growth. CSR initiatives provide an opportunity to engage with communities, understand the needs of marginalized and vulnerable groups, and support social priorities through structured programmes. Active community engagement also helps Black Box align with applicable CSR requirements, enhance its reputation, strengthen stakeholder relationships and reinforce its position as a responsible corporate citizen.	-	**Positive** • Improved trust with communities and stakeholders. • Better stakeholder engagement. • Enhanced market value and reputation. • Stronger regulatory compliance management. • Community engagement and partnership opportunities. • Improved brand credibility and responsible corporate citizenship. • Stronger leadership positioning through inclusive social initiatives.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
14.	Product design, safety, and quality	Opportunity	For Black Box, integrating sustainability, safety and quality considerations into product design and solution delivery creates an opportunity to better serve existing customers, strengthen customer retention, and expand its customer base in a changing global market. Customer expectations are increasingly shifting towards reliable, safe, energy-efficient, durable and sustainability-aligned technology solutions. Black Box provides digital infrastructure solutions, managed services and technology products across AV, IoT, KVM, networking, infrastructure and cables. Its Technology Product Solutions business includes proprietary products, OEM-distributed equipment and contract-manufactured solutions, where quality, reliability, interoperability, product safety and lifecycle performance are important to customer acceptance and long-term value creation. Product quality and safety are also closely linked to the standards maintained by suppliers, OEM partners and contract manufacturers. Black Box has a broad network of global suppliers, including material suppliers, contract manufacturers, OEM suppliers and software/service providers.	-	**Positive** • Resource efficiency • Reduced environmental footprint. • Customer acceptance and retention. • Avoidance of penalties and regulatory non-compliance costs. • Improved customer confidence and procurement competitiveness. • Opportunity to promote sustainable practices across product design and supply chain.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
			Supplier assessments are used to maintain quality and validation across the supply chain, including quality testing, production samples, quality-system evaluation, due diligence for critical materials, factory inspections in some cases, quarterly business reviews and periodic supplier re-audits/re-evaluations. Black Box also communicates product and service safety information to customers through product specifications, safety procedures, inspection and maintenance visits, outreach programmes, emails, newsletters and social media. Product information is displayed in compliance with local regulations across regions, and customers can request information on conflict minerals, RoHS, WEEE compliance, certifications and related operations		
15.	Water Conservation	Opportunity	While Black Box's direct business operations demand minimal water use, water remains a globally critical resource for stakeholders, communities, customers and value chain partners. Responsible water stewardship is therefore an opportunity for Black Box to strengthen environmental responsibility, improve resource efficiency and support stakeholder expectations around sustainable operations.	-	**Positive** • Reduced utility costs. • Improved operational efficiency. • Resource savings and improved infrastructure durability. • Reduced organisational water footprint. • Improved customer base through alignment with

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	The rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
			Water conservation is also relevant because Black Box operates across multiple geographies and facilities, including offices, warehouses, distribution centres and data centre related infrastructure. Efficient water management across these locations can reduce utility costs, improve operational efficiency, lower the organization's water footprint and support long-term infrastructure durability. By demonstrating responsible water management, Black Box can enhance customer trust, strengthen market reputation, improve its sustainability positioning and support competitive advantage in customer and ESG assessments.		sustainability expectations. • Enhanced customer trust. • Stronger market reputation. • Improved competitiveness as a sustainable value chain partner.

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies, and processes put in place towards adopting the NGRBC Principles and Core Elements.

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management processes									
1. a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes. All the policies address each principle and core element of the NGRBC.								
b. Has the policy been approved by the Board? (Yes/No)	Yes. The Board has approved all policies covering the above-mentioned principles.								
c. Web Link of the Policies, if available	https://www.blackbox.com/discover-bb/esg https://www.blackbox.com/investors/corporate-governance/policies **Principle 1:** • Global Code of Conduct • Code of Conduct for Directors and Senior Management • Policy on Determination of Material Subsidiary • Materiality and Disclosure Policy • Insider Trading and Fair Disclosure policy • Familiarization Policy • Dividend Distribution Policy • Policy on Board Diversity • Policy on Prevention of Bribery and Corruption • Whistleblower Policy • Conflict Mineral Policy • Code of Business Conduct and Ethics • Privacy Policy • Enterprise Risk Management Policy • Policy on Preservation and Archival of Documents • Open Door Policy for grievance handling **Principle 2:** • Conflict Mineral Policy • Quality Policy **Principle 3:** • Remuneration Policy for Directors, Key Managerial Personnel, and other employees • Policy on Board Diversity • Whistleblower Policy • Risk Management Policy • Code of Business Conduct and Ethics • Health Safety and Environment Policy • Equal Employment Opportunity Policy • Modern Slavery Policy • Policy on prevention of sexual harassment at Workplace • Open Door Policy for grievance handling • Prohibition of Child Labor Employment								

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9

Principle 4:

- Corporate Social Responsibility (CSR) Policy
- Remuneration Policy for Directors, Key Managerial Personnel, and other employees
- Policy For Determination of Materiality Events or Information
- Related Party Transaction (RPT) Policy
- Terms & Conditions of Appointment of Independent Directors
- Code Of Fair Disclosure and Code of Conduct for Prevention of Insider Trading
- Risk Management Policy
- Familiarization Policy
- Dividend Distribution Policy
- Quality Policy (QMS)
- Code Of Business Conduct and Ethics
- Code of Conduct for Directors and Senior Management
- Health Safety and Environment Policy
- Equal Employment Opportunity Policy

Principle 5:

- Policy on Board Diversity
- Policy on Human Rights
- Whistleblower Policy
- Risk Management Policy
- Conflict Mineral policy
- Code of Business Conduct and Ethics
- Prohibition of Child Labor Employment
- Policy on prevention of sexual harassment at Workplace
- Equal Employment Opportunity Policy
- Modern Slavery Policy
- Open Door Policy for grievance handling

Principle 6:

- Health, Safety and Environment Policy
- Risk Management Policy

Principle 7:

- Global Code of Conduct
- Code of Business Conduct and Ethics
- Policy on Prevention of Bribery and Corruption
- Whistleblower Policy
- Code of Fair Disclosure and Code of Conduct for Prevention of Insider Trading
- Policy for Determination of Materiality of Events or Information

Principle 8:

- Corporate Social Responsibility Policy
- Policy on Board Diversity
- Code of Business Conduct and Ethics

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
	Principle 9: • Code of Business Conduct and Ethics • Quality Policy (QMS) • Privacy Policy								
2. Whether the entity has translated the policy into procedures. (Yes / No)	Yes. All the policies are translated into procedures.								
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes. All the policies extend to the Company's value chain partners.								
4. Name of the national and international codes/ certifications/labels/ standards (e.g., Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustee) standards (e.g., SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	• ISO 9001:2015 - Quality Management System (QMS) • ISO/IEC 27001:2022 – Information Security Management Systems (ISMS) • SOC 2 Type 2 examination / report covering Security, Availability and Confidentiality • UK Cyber essentials • Payment Card Industry Data Security Standard (PCI DSS) - Melbourne • ISO/IEC 20000-1:2018 – IT Service Management • ISO 14001:2015 – Environmental Management System (EMS) - United Kingdom • ISO 50001:2018 – Energy Management System, Black Box Network Services India Private Limited, India • Great Place to Work® Certification – India, United Arab Emirates, Sweden, Singapore, Philippines, New Zealand, Brazil and Australia; valid from November 2025 to November 2026 • Payment Application Data Security Standard (PA DSS) • National Information Assurance Partnership (NIAP) Common Criteria Protection Profile (PP) 3.0 and v4.0 certifications for Secure KVM, Secure KVM Switch/Isolator and Secure KM switch models								
5. Specific commitments, goals, and targets set by the entity with defined timelines, if any.	The Company is committed to: • Strengthening ESG governance, policies and internal controls through gap assessments, policy updates, and alignment with material ESG topics, applicable regulations, and recognized frameworks including BRSR, GRI, CDP, EcoVadis and SBTi. • Implementing the ESG Roadmap through defined annual action plans, with oversight by the ESG Core Committee and periodic review by senior management and the Board. • Building ESG capability across functions through regular ESG Core Committee meetings and structured training on ESG, climate governance, GHG accounting, sustainable procurement, and relevant disclosure frameworks. • Reviewing and updating the GHG inventory annually and using the results to track progress against the decarbonisation roadmap and external climate disclosures. • Participating in CDP climate disclosure to address customer requirements and strengthen year-on-year climate transparency, data quality and governance practices. • Publishing annual sustainability disclosures aligned with GRI and BRSR requirements, including consolidated reporting across global operations and progressive improvement in data quality.								

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
	• Improving EcoVadis performance and disclosure by strengthening ESG policies, actions, KPIs and evidence across Environment, Labour & Human Rights, Ethics and Sustainable Procurement. • Advancing responsible procurement through supplier ESG screening, supplier readiness questionnaires, risk-based engagement, and integration of ESG expectations into procurement processes. • Strengthening climate risk and opportunity management through annual assessment of environmental dependencies, impacts, risks and opportunities across direct operations and relevant value chain stages.								
6. Performance of the entity against the specific commitments, goals, and targets along with reasons in case the same are not met.	Performance of Black Box as per specific commitments: • Launch of ESG programme, including roadmap execution, ESG data coordination, training, disclosures, supplier compliance, and stakeholder engagement through the ESG Core Committee • Updated and designed relevant policies in line with the ESG programme, regulatory expectations, stakeholder requirements and identified ESG gaps. • Preparation of consolidated BRSR disclosures, covering Black Box's global operations and material ESG topics identified through the Company's materiality assessment process • Published the annual Sustainability Report, prepared with reference to the GRI Standards and covering global operations. • Participated in CDP climate disclosure to address customer requirements and strengthen climate-related transparency. • Received the EcoVadis Committed Badge during the reporting period. • Strengthened GHG emissions mapping, aligned the methodology with the GHG Protocol and updated the GHG inventory. • Initiated supplier ESG and value-chain engagement to strengthen responsible procurement and sustainability practices across the supply chain.								
Governance, leadership, and oversight									
7. Statement by the director responsible for the business responsibility report, highlighting ESG-related challenges, targets, and achievements (listed entity has flexibility regarding the placement of this disclosure)	The Statement is available at the beginning of this report.								
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	The Board of Directors provides overall oversight of the Company's Business Responsibility policies, while implementation is driven by the Executive Management team with support from relevant business functions.								
9. Does the entity have a specified Committee of the Board/ Director responsible for decision-making on sustainability-related issues? (Yes / No). If yes, provide details.	Yes. The Company has an ESG Core Committee to support decision-making and implementation of sustainability-related initiatives. The Committee works with the Executive Management team and relevant business functions to drive ESG priorities, monitor progress and support continual improvement. The Board of Directors provides overall guidance and oversight on sustainability-related matters.								

10. Details of Review of NGRBCs by the Company:

Subject for review	Indicate whether the Director / Committee of the Board / Any other Committee undertook a review. D- Director, C-Committee of the Board, O- Any other committee (Add details if it is any other committee) P1 to P9	Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify A- Annually, H- Half yearly, Q- Quarterly, O- Other (add details if other) P1 to P9
Performance against the above policies and follow-up action	The Board Committee and respective functional heads undertake a review.	As needed, including for new policies or for restructuring or redefining existing policies.
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances		

11. Has the entity carried out an independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide the name of the agency.

P1	P2	P3	P4	P5	P6	P7	P8	P9
				No				

12. If the answer to question (1) above is "No" i.e., not all Principles are covered by a policy, reasons to be stated:

At Black Box, not all policies and processes undergo external audits or reviews; some are reviewed internally by the company from time to time.

SECTION C: PRINCIPLE-WISE PERFORMANCE DISCLOSURE

PRINCIPLE 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent, and Accountable.

Essential Indicators

1. **Percentage coverage by training and awareness programs on any of the principles during the financial year:**

Segment	Total number of training and awareness programs held	Topics/principles covered under the training and its impact	%age of persons in a respective category covered by the awareness programs
Board of Directors Key Managerial Personnel	Orientation and awareness sessions for the Company's directors are regularly organised. The Company has a range of structured and unstructured programmes that address key aspects of its business operations and industry outlook. These matters are also regularly discussed and deliberated upon in Board meetings, Board's Audit Committee meetings, and other Board committee meetings.	These sessions cover governance and regulatory requirements, risk management, industry outlook, code of conduct, ESG awareness, Legal matters, Amendments to SEBI (LODR) Regulations, 2015, SEBI (PIT) Regulations, 2015, Companies Act, 2013 and various rules made thereunder, regulatory compliances, business products, technology and industry outlook.	100%

Segment	Total number of training and awareness programs held	Topics/principles covered under the training and its impact	%age of persons in a respective category covered by the awareness programs
Employees other than BoD and KMPs	Mandatory trainings are conducted for all employees.	Mandatory training programmes on Health and Safety, POSH, the Code of Conduct, and the Whistleblower Policy are provided to all employees encompassing both internal and external platforms.	100%

** All workers directly employed by Black Box are covered under mandatory training programmes, including those related to health, safety, and operational procedures. In addition, contractors who deploy their own workforce at the Company's sites are responsible for ensuring that their workers receive regular training. While the Company monitors overall compliance, contractors remain responsible for ensuring that their employees are appropriately trained and comply with all applicable safety and operational standards.*

2. **Details of fines/penalties/punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format.**

Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agency / Judicial Institutions	Amount (In ₹)	Brief of the case	Has an appeal been preferred? (Yes/No)
Penalty/Fine				None	
Settlement				None	
Compounding Fee				None	

Non-Monetary				
	NGRBC Principle	Name of the regulatory/ enforcement agency / Judicial Institutions	Brief of the case	Has an appeal been preferred? (Yes/No)
Imprisonment				None
Punishment				None

3. **Of the instances disclosed in Question 2 above, details of the Appeal/ Revision are preferred in cases where monetary or non-monetary action has been appealed.**

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
Not Applicable	

4. **Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web link to the policy.**

Yes, Black Box has a Policy on the Prevention of Bribery and Corruption designed to ensure that all business is conducted in an honest and ethical manner. The Company enforces a strict, zero-tolerance approach to all forms of bribery and corruption. The policy is broad in its scope, applying not just to direct employees but also to affiliates, outsourced personnel working on company premises, consultants, suppliers, partners, distributors, and vendors who are either directly or indirectly associated with the company. To guarantee compliance across its business dealings, every contract entered by Black Box includes a clause that specifically prohibits the "payment of bribes, commissions and kickbacks". The policy establishes approval and control requirements for sensitive transactions, including gifts and hospitality, political contributions, charitable donations, and engagement of third-party agents or intermediaries, to ensure that such transactions are lawful, transparent, reasonable, and not intended to influence business decisions improperly. Employees are required to report any suspected bribery, corruption, or unethical conduct to their supervisor or the relevant country Ethics Officer, following which complaints are investigated and appropriate corrective or disciplinary action may be taken. The policy also provides protection against retaliation for employees or associates who raise concerns in good faith or cooperate in investigations.

The policy also defines the role of the ethics officer in overseeing all aspects of operations to ensure that they are consistent with the policy. Each country has an ethics officer who reports to the Chief Ethics Officer appointed by the board of directors of the company.

Prevention of Bribery and Corruption:- https://cdn.blackbox.com/cms/docs/investors/policies/policy-on-prevention-of-bribery-and-corruption.pdf

5. **Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:**

   None of the Directors and KMPs were involved in bribery or corruption in FY 24-25 and 25-26.

6. **Details of complaints with regard to conflict of interest:**

   There were no complaints concerning conflicts of interest involving the Directors and KMPs in FY 24-25 and 25-26.

7. **Provide details of any corrective action taken or underway on issues related to fines/penalties/action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.**

   There are no cases during the reporting period related to corruption and conflict of interest.

8. **Number of days of accounts payables (Accounts payable *365) / Cost of goods/services procured) in the following format:**

	FY 2025-26	FY 2024-25
Number of days of accounts payables	95	74

9. **Open-ness of business**

   Provide details of the concentration of purchases and sales with trading houses, dealers, and related parties along with loans and advances & investments, with related parties, in the following format:

Parameter	Metrics	FY 2025-26	FY 2024-25
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	0.50%	0.34%
	b. Number of trading houses where purchases are made from	56	65
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	83.58%	74.00%
Concentration of Sales	a. Sales to distributors as % of total sales	4.20%	4.18%
	b. Number of distributors to whom sales are made	16	16
	c. Sales to top 10 distributors as % of total sales to distributors	97.00%	97.00%
Share of RPTs in	a. Purchases (Purchases with related parties / Total Purchases)	0.25%	0.01%
	b. Sales (Sales to related parties / Total Sales)	0.82%	0.62%
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	-	-
	d. Investments (Investments in related parties / Total Investments made)	-	-

Leadership Indicators

1. **Awareness programs conducted for value chain partners on any of the principles during the financial year:**

Black Box engages with its value chain partners to build awareness and alignment on key ESG principles. In the USA, subcontractors receive structured Health and Safety training, and contractors are briefed on relevant requirements during onboarding. Partners are also informed about ongoing sustainability initiatives of the Company.

Black Box conducts annual supplier outreach on Conflict Minerals through campaign communications, reminders and follow-ups. The awareness and support activities include guidance on the Conflict Minerals reporting process, accurate completion of the Conflict Minerals Reporting Template (CMRT), supplier webinars and system walkthroughs. Supplier responses, completion status and campaign progress are tracked through the platform to improve response rates, identify gaps and support more complete and consistent Conflict Minerals reporting.

During the year 2025-26, Black Box began assessing existing ESG practices across the value chain to understand current readiness. The Company also sought feedback from value chain partners on their openness to ESG-related awareness and training, and partners indicated a positive response. Based on this, Black Box is planning to roll out awareness initiatives covering ESG expectations, sustainable operations, Health and Safety, regulatory compliance, ethical conduct, and industry best practices.

2. **Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/No) If yes, provide details of the same.**

Yes. Black Box has established formal processes to avoid and manage conflicts of interest involving members of the Board through its Code of Conduct for Directors and Senior Management, which is approved by the Board of Directors and sets out the duties, responsibilities, and ethical expectations applicable to Directors, including Independent Directors.

All Board members and Senior Management Personnel are required to affirm compliance with the Code on an annual basis. In addition, the Company's Global Code of Conduct and Code of Business Ethics and Conduct provide guidance on identifying, disclosing, and managing actual, potential, or perceived conflicts of interest. Before making any investment, accepting any position or benefit, participating in any transaction or business arrangement, or acting in a manner that creates or appears to create a conflict with Black Box, the concerned individual is required to make full disclosure of all relevant facts and obtain prior written approval from the Company's Chief Financial Officer or General Counsel.

Conflicts involving Directors and Senior Management are also managed through structured governance mechanisms, including review of related party transactions and escalation to the Audit Committee, Board of Directors, and shareholders, wherever required. The Company further requires arm's-length dealings and expects individuals to seek guidance from the designated Manager, Ethics Officer, CFO, or General Counsel where any conflict or potential conflict may arise.

Code of Conduct for Directors & Senior Management: https://cdn.blackbox.com/cms/docs/investors/corporate-governance/policies/code-of-conduct-directors-senior-management.pdf

PRINCIPLE 2: Businesses should provide goods and services in a manner that is sustainable and safe.

Essential Indicators

1. **Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of products and processes to total R&D and capex investments made by the entity, respectively.**

	FY 2025-2026	FY 2024-2025	Details of improvements in environmental and social impacts
R&D	3.00%	3.10%	Research and development of control-room solutions with a focus on Operator desk and Video-walls. Specific projects are targeted at Emerald product-line and KVM extender product lines.
Capex	38.87%	7.43%	Investments in vehicles, machinery and equipment, computer hardware, communication equipment and leasehold improvements as they support better site operations, communication, monitoring, worker welfare and overall project management.

2. a. **Does the entity have procedures in place for sustainable sourcing? (Yes/No)**

Yes. Black Box has procedures in place for sustainable sourcing and is further strengthening them through supplier ESG assessment, ESG obligations in supplier engagement, an internal Sustainable Procurement Policy & Supplier Sustainability Code of Conduct and structured supplier questionnaires.

The Sustainable Procurement Policy and Supplier Sustainability Code of Conduct, currently in final draft stage for approval, set expectations on responsible sourcing, legal and ethical compliance, environmental management, labour and human rights, health and safety, data privacy, information security, grievance reporting, supplier monitoring and corrective action. Black Box has also prepared supplier ESG questionnaires for the suppliers to assess ESG governance, emissions, renewable energy, product carbon footprint, responsible sourcing, conflict minerals, waste, logistics, climate risk, labour practices, ethics and occupational health and safety.

In addition, Black Box has communicated ESG Obligations to suppliers, covering responsible sourcing, human rights, workplace safety, ethical conduct, data protection, disclosure practices, GHG emissions, energy efficiency, waste management, fair wages, working conditions, non-discrimination, anti-harassment, freedom of association, audit / review rights and consequences for non-compliance. These procedures support supplier transparency, ESG risk identification, Scope 3 data improvement, phased monitoring and corrective action.

Black Box also makes customers aware of its e-waste management system, through which products can be recycled at the end of their life. Through these procedures, Black Box aims to reduce environmental impact, promote ethical supply chain practices and strengthen responsible sourcing across its procurement activities.

b. **If yes, what percentage of inputs were sourced sustainably?**

Currently, the Company does not track this information. However, the implementation of a sustainable procurement policy is planned going forward.

3. **Describe the processes in place to safely reclaim your products for reusing, recycling, and disposal at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste, and (d) other waste**

The Company is primarily an Information & Communication Technologies (ICT) solution integration and consulting firm; therefore, its overall environmental impact is minimal. The Company has robust processes in place for waste management. It identifies and manages each type of waste and follows established waste management practices. The Company also complies with region-specific regulatory requirements for waste management.

The following are the processes in place for reuse, recycling, and disposal:

a. Plastics (including packaging):

Plastic used in packaging is recycled through authorized recyclers. The Company is also exploring the use of biodegradable plastic and the reuse of recycled product parts through discussions with its value chain partners.

b. E-Waste:

Black Box has implemented the e-waste collection system through authorized third-party vendors across the USA. This ensures that all the e-waste is collected and recycled.

Black Box complies with the Waste Electrical and Electronic Equipment (WEEE) Regulations. In regions such as Austria, Finland, Luxembourg, Spain, Sweden, and the UK where Black Box has established recycling contracts with authorized recyclers, it provides finance for the treatment, recycling, and recovery of WEEE from customers on a one-for-one and like-for-like basis.

Black Box complies with region-specific WEEE regulations, including:

- The Austrian Ordinance on Waste Prevention, Collection, and Treatment of Waste Electrical and Electronic Equipment (WEEE Ordinance) in Austria
- The Finnish Waste Act which implements regulations for Waste Electrical and Electronic Equipment (WEEE) in Finland
- Regulation 013/2005 for Waste Electrical and Electronic Equipment (WEEE) in Luxembourg
- The Spanish Royal Decree 208/2005 on Electrical and Electronic Equipment and Management in Spain
- The Sweden Regulation on Producer Responsibility for Electrical and Electronic Equipment in Sweden
- The Waste Electrical and Electronic Equipment (WEEE) in the United Kingdom.

In Hungary and Poland, dealers sell Black Box equipment. They comply with the WEEE regulations.

In Switzerland, Black Box has joined the compliance scheme of SWICO which is approved by Swiss authorities.

In Norway, Black Box has joined the compliance scheme of RENAS which is approved by the Ministry of Environment of Norway.

In some regions, such as Belgium, France, Germany, and the Netherlands, the Company takes back equipment for recycling and disposal, regardless of whether it is being replaced with new equipment from Black Box.

France complies with the French Decree on the Prevention and Management of Waste Electrical and Electronic Equipment (WEEE), Germany complies with the Germany Act Governing the Sale, Return and Environmentally Sound Disposal of Electrical and Electronic Equipment (ElektroG) Act and the Netherlands complies with the Dutch Waste Electrical and Electronic Equipment (WEEE) Management Regulations.

Belgium has three different regions Flanders, Wallonia, and Brussel Capital that comply with two different regulations – Waste Prevention and Management Ordinance (VLAREA) in Flanders, Producer Responsibility Decree in Wallonia, and Brussel Capital.

In Denmark, The Danish Order transposes the WEEE directive for Waste Electrical and Electronic Equipment where local authorities establish a collection system that collects WEEE arising from households as well as from businesses.

In Italy, the WEEE directive is transposed by the Italian Decree to implement the 2002/96/EC Waste Electrical and Electronic Equipment (WEEE) Directive.

Black Box does not have a sales office in facilities such as Cyprus, Czech Republic, Estonia, Ireland, Latvia, Lithuania, Malta, Portugal, Slovenia, and Slovakia. Black Box products are sold directly to business end-users from sales offices in other Member States through Distance selling. The WEEE Directive and Member State WEEE Regulations state that Black Box is not responsible for WEEE arising from distance sales of business products. Instead, it is the business end-user's responsibility to ensure that products that they buy through distance selling arrangements are managed in an environmentally responsible manner at the end of life.

In India, Black Box has obtained EPR registration as a Producer under the E-Waste (Management) Rules, 2022 for specified electrical and electronic equipment. End-of-life electronic products and equipment are managed through authorized recycling / disposal channels, and applicable EPR obligations are monitored through the relevant statutory portal-based process. The Company also tracks applicable e-waste quantities and supports responsible recycling through authorized vendors.

c. **Hazardous waste:**

The Company's operations do not involve the production or disposal of hazardous waste of any kind.

d. **Other Waste:**

Other waste generated from product packaging includes cardboard, which is recycled through the Company's recycling partners. The Company actively reuses filling materials and wooden pallets to reduce the demand for new packaging supplies in its warehouse operations.

4. **Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.**

Yes. Extended Producer Responsibility (EPR) is applicable to Black Box Limited for e-waste under the E-Waste (Management) Rules, 2022. The Company has obtained EPR registration as a Producer on the CPCB portal for specified electrical and electronic equipment. The Company manages applicable e-waste through authorized recycling / disposal channels and monitors its EPR obligations through the relevant statutory portal-based process. During FY 2025–26, 0.3945 MT of e-waste was recorded and managed in line with applicable EPR requirements. The waste collection and management process is aligned with the applicable EPR requirements submitted / maintained with the Pollution Control Board.

Leadership Indicators

1. **Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for the manufacturing industry) or its services (for the service industry)? If yes, provide details in the following format.**

NIC Code	Name of the product/ Service	% of total turnover contributed	Boundary for which the life Cycle perspective/ Assessment was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/ No) If yes, provide the web-link
As Black Box is not a manufacturing company, LCA is not applicable.					

2. **If there are any significant social or environmental concerns and/or risks arising from the production or disposal of your products/services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.**

Name of Product / Service	Description of the risk / concern	Action Taken
Not Applicable		

3. **Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).**

The Company is primarily an Information & Communication Technologies (ICT) solution integration and consulting firm and is not directly involved in manufacturing. Recyclable materials such as plastic, paper, metals, cardboard (packaging material), and e-waste are recycled through authorized vendors.

Indicate input material	Recycled or re-used input material to total material	
	FY 2025-2026	FY 2024-2025
Not Applicable		

4. **Of the products and packaging reclaimed at the end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:**

The Company is primarily an Information & Communication Technologies (ICT) solution integration and consulting firm and is not directly involved in manufacturing. Recyclable materials such as plastic, paper, metals, cardboard (packaging material), and e-waste are recycled through authorized vendors. The Company also complies with country-specific regulations for waste management.

	FY 2025-2026			FY 2024-2025		
	Re-Used	Recycled	Safely Disposed	Re-Used	Recycled	Safely Disposed
Plastics (including packaging)	Not Applicable					
E-waste						
Hazardous waste						
Other waste						

5. **Reclaimed products and their packaging materials (as a percentage of products sold) for each product category.**

The Company is not engaged in manufacturing; therefore, the reclamation of products is not applicable to the Company.

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
Not Applicable	

PRINCIPLE 3: Businesses should respect and promote the well-being of all employees, including those in their value chains.

Essential Indicators

1. a. **Details of measures for the well-being of employees:**

Category	Total (A)	% of employees covered by									
		Health Insurance		Accident Insurance		Maternity Benefits		Paternity benefits		Day Care Facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent Employees											
Male	2,370	2,370	100%	2,370	100%	NA	NA	2,370	100%	1,267	53.45%
Female	561	561	100%	561	100%	561	100%	NA	NA	282	50.26%
Total	**2,931**	**2,931**	**100%**	**2,931**	**100%**	**561**	**100%**	**2,370**	**100%**	**1,549**	**53.08%**

Black Box does not employ contractual or temporary employees.

b. **Details of measures for the well-being of workers:**

The Company incorporates comprehensive clauses in its contractual agreements to safeguard the well-being of workers engaged through its contractors. These clauses support compliance with applicable regulations and require contractors to uphold appropriate standards of worker welfare.

**Note: Black Box does not have Permanent Workers.*

c. **Spending on measures towards the well-being of employees and workers (including permanent and other than permanent) in the following format.**

	FY 2025-2026	FY 2024-2025
The cost incurred on well-being measures as a % of the total revenue of the company	1.18%	1.15%

2. **Details of retirement benefits, for the Current FY and Previous Financial Year.**

Benefits	FY 2025-26			FY 2024-25		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF (India)	100%	100%	Y	100%	100%	Y
Gratuity (India)	100%	100%	Y	100%	100%	Y
ESI	NA	NA	NA	NA	NA	NA
Other – please specify	-	-	-	-	-	-

This table shows the retirement benefits for employees in India. Employees based outside India receive benefits in accordance with local laws.

3. Accessibility of workplaces- Are the premises/offices of the entity accessible to differently-abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016. If not, whether any steps are being taken by the entity in this regard.

Yes. Black Box's premises/offices are accessible to persons with disabilities, in line with applicable country-specific requirements, including the Rights of Persons with Disabilities Act, 2016 in India and the Americans with Disabilities Act in the United States. The Company follows the principle of inclusivity while providing employment opportunities to persons with disabilities, and its Code of Conduct prohibits discrimination and harassment on the basis of disability. In the United States, all Black Box subsidiaries provide a long-term disability plan for employees, under which eligible employees who become disabled before the age of 60 receive benefits until recovery or attainment of 65 years of age, as per plan terms.

Black Box gives effect to the provisions of the Rights of Persons with Disabilities Act, 2016 through its Equal Employment Opportunity Policy and provides opportunities in identified roles for persons with disabilities, based on business requirements and role suitability. The Company's offices are equipped with necessary accessibility-related infrastructure, including ramps and accessible toilets, to accommodate individuals with disabilities and support an inclusive workplace.

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web link to the policy.

Yes. Black Box has a Policy on Equal Employment Opportunity in line with the Rights of Persons with Disabilities Act, 2016. The policy applies to all employees of the Company and outsourced personnel working on company premises. It provides equal employment opportunities to qualified individuals irrespective of race, color, gender, sexual orientation, religion, national origin, disability or any other protected class status under applicable equal employment opportunity laws.

The policy covers all key aspects of employment, including employment advertising, recruitment, hiring, compensation and benefits, job assignments, transfers, promotions, training, supervision, layoffs, disciplinary procedures, termination, recreational activities and use of company facilities. The Human Resources department is responsible for company-wide compliance, while managers and supervisors are required to prevent discriminatory conduct within their teams.

The policy also provides a complaint reporting procedure through supervisors, local management or Human Resources. Complaints are investigated, and appropriate disciplinary action or counselling may be taken where required. The policy includes a non-retaliation clause to protect employees who file discrimination complaints or cooperate in investigations. Black Box's Code of Ethics and Conduct also reinforce the Company's position against discrimination based on disability.

Equal Employment Opportunity Policy: https://cdn.blackbox.com/cms/docs/investors/corporate-governance/policies/policy-on-equal-employment-opportunity.pdf

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender	Permanent employees	
	Return to work rate	Retention rate
Male	97.00%	96.00%
Female	92.00%	95.00%
Total	**95.00%**	**96.00%**

**Worker data is not tracked for the reporting year.*

6. **Is there a mechanism available to receive and redress grievances for the following categories of employees and workers? If yes, give details of the mechanism in brief.**

	Yes/No (If yes, then give details of the mechanism in brief)
Permanent Workers	Yes, the Company has various mechanisms to redress grievances, such as the Code of Conduct, Code of Business Ethics and Conduct, Whistleblower Policy, and Prevention of Bribery & Corruption Policy.
Other than Permanent Workers	
Permanent Employees	
Other than Permanent Employees	

Employees, including temporary and contractual workers (or contractors, suppliers of goods and services) of the company are eligible to make Protected Disclosures under the Whistleblower Policy. They can raise their concerns through the email IDs given below under Whistleblower Mechanism.

Region	Contact Details
India, Black Box Limited	Whistleblower.IndiaBBL@blackbox.com
India Black Box Network Solutions	Whistleblower.IndiaBBNS@Blackbox.com
Middle East & Africa (UAE, Kenya, Saudi Arabia)	Whistleblower.MEA@Blackbox.com
Australia and New Zealand (ANZ)	Whistleblower.ANZ@Blackbox.com
Asia Pacific (APAC)	Whistleblower.APAC@Blackbox.com
United States of America (USA)	Whistleblower.USA@Blackbox.com
Europe	Whistleblower.Europe@BlackBox.com

The ethics helpline is 1-855-833-0005 and the mail address is provided on the Company website to report any violations: www.blackbox.com/go/ethics.

The Protected Disclosures concerning the Chief Ethics Officer, Chief Financial Officer, and Directors of the company are to be addressed to the Chairman of the Ethics Committee of the company. All other Protected Disclosures are to be addressed to the concerned Country Ethics Officer of the company.

Chief Ethics Officer: Komal Seshagiri

Email id: Komal.Seshagiri@BlackBox.com

Chairman of Ethics Committee: Munesh Khanna

Email id: :Munesh.Khanna@Blackbox.com

Whistleblower Policy : https://www.blackbox.com/investors/Whistle-Blower-Policy,

Code of Business Ethics and Conduct: https://www.blackbox.co.uk/_AppData/cms/Default pages/AboutUs/code-of-ethics-english.pdf

Code of Conduct: Employees who have faced or witnessed misconduct are encouraged to report to their manager or contact the Country Ethics Officer.

The employee handbook of Black Box states that employees should immediately report the incident to their supervisor or Human Resources (HR) Business Leader. Employees who are unsure about HR Business Leader should contact HR Shared Services (HRSharedServices@blackbox.com) for the appropriate contact information. In addition to the internal complaint procedures, employees may file a complaint with external agencies. The federal Equal Employment Opportunity Commission (EEOC) and the California Department of Fair Employment and Housing (DFEH) accept and investigate charges of unlawful discrimination, harassment, or retaliation. Information on filing a complaint can be found on the agencies' websites at www.eeoc.gov or www.dfeh.ca.gov

The Code of Business Ethics and Conduct allows for appropriate investigation of any reported or identified violation. Under the Company's Open Door Policy, employees have multiple channels to report concerns, including contacting their supervisors, managers, or Human Resources representatives. Concerns relating to questionable accounting or auditing matters are addressed by the Chief Financial Officer.

Note: Ethics and Compliance Committee has been dissolved by the Board w.e.f. May 26, 2026.

7. Membership of employees and workers in association(s) or Unions recognized by the listed entity:

Category	FY 2025-2026			FY 2024-2025		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who are part of association(S) or Union (B)	% (B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who are part of association(S) or Union (D)	% (D/C)
Total Permanent Employees	2,931	205	6.99%	2,929	171	5.80%
Male	2,370	190	8.01%	2,371	163	6.90%
Female	561	15	2.67%	558	8	1.40%
Total Permanent Workers	496	-	-	507	-	-
Male	465	-	-	463	-	-
Female	31	-	-	44	-	-

**Data for other than permanent workers was not tracked for this year.*

8. Details of training given to employees and workers:

Category	FY 2025-26					FY 2024-2025				
	Total (A)	On Health and safety measures		On Skill Upgradation		Total (D)	On Health and safety measures		On Skill Upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Male	2,424	2,397	98.88%	2,397	98.88%	2,767	2,761	99.78%	2,766	99.96%
Female	528	518	98.10%	523	99.05%	600	588	98.00%	555	92.50%
Total	**2,952**	**2,915**	**98.75%**	**2,920**	**98.92%**	**3,367**	**3,349**	**99.47%**	**3,367**	**98.63%**

Note: The number of employees covered under training may not match the total employee count reported in Q20(a), as employee headcount changes during the reporting period due to employee exits.

Worker data is not tracked for the reporting year.

9. **Details of performance and career development reviews of employees and workers:**

Category	FY 2025-2026			FY 2024-2025		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	%(D/C)
Employees						
Male	2,370	2,370	100%	2,371	2,371	100%
Female	561	561	100%	558	558	100%
Total	**2,931**	**2,931**	**100%**	**2,929**	**2,929**	**100%**

**Worker data is not tracked for the reporting year.*

10. **Health and safety management system:**

a. **Whether an occupational health and safety management system has been implemented by the entity. (Yes/ No). If yes, the coverage of such a system?**

Yes. Black Box has implemented robust Occupational Health and Safety (OHS) management systems across its operations, including at its own facilities and customer sites. The Company also aligns with its clients' OHS requirements during installations, maintenance, and service delivery. Additionally, it requires suppliers to adhere to relevant OHS standards when operating at the Company's premises or client locations.

The system is designed to provide and maintain safe and healthy working conditions, strengthen HSE awareness and competence through training, and integrate health and safety considerations across operations and projects.

The coverage of the Health and Safety Management System extends across hazard identification, risk assessment, safe systems of work, training, audits, incident reporting, investigation, emergency preparedness, and continual improvement. Black Box continuously identifies workplace hazards, assesses health and safety risks through audits, risk assessments, and review of standard operating procedures, and undertakes mitigation measures to address such risks. The system also promotes safe behaviour, reporting of accidents and incidents, use of personal protective equipment, and the right to stop work in unsafe conditions.

The Company's Health, Safety, and Environment (HSE) Policy focuses on individual responsibility in maintaining a safe workplace. It includes clear protocols for preventing accidents such as falls, fire, and electrical hazards, along with ergonomic guidelines for office settings. All employees are trained in emergency evacuation procedures, and fire drills are conducted annually at every location. Offices are equipped with fire safety systems such as sprinklers, smoke detectors, and extinguishers, while critical equipment including air conditioners, chillers, and UPS units is routinely inspected. Emergency contact information, including numbers for the nearest police station and a 24/7 facility emergency line, is prominently displayed on notice boards and at building entrances.

b. **What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?**

Black Box identifies work-related hazards and assesses risks on both a routine and non-routine basis through a structured hazard analysis and risk assessment process embedded in its Health and Safety Management System. For routine operations, the Company uses regular workplace inspections, safety audits, site safety walk inspections, and ongoing monitoring of work areas to identify unsafe conditions and evaluate existing controls. Hazard assessments are documented through written certification identifying the workplace assessed, the assessor, the date, and the certification statement. The Company also continuously monitors new risks arising from changes in operations, work practices, equipment, or customer environments.

For non-routine activities, including project-specific or higher-risk tasks, hazard analyses may be required before work begins, particularly at customer or contractor-controlled sites. The Company uses tools such as Job Hazard Analysis (JHA), Pre-Task Planning (PTP), PPE risk assessment checklists, and task-specific reviews to identify hazards, assess likelihood and severity, and define control measures. These assessments are reviewed by affected personnel and updated whenever there is a change in process, equipment, facility layout, or work conditions. Risks are ranked using a risk matrix, and controls are selected using the hierarchy of controls, namely elimination, substitution, isolation, engineering controls, administrative controls, and PPE.

The process is further supported by employee and subcontractor participation in hazard identification, regular reporting of unsafe conditions, and reporting of incidents and near misses. Employees are encouraged to raise safety concerns, recommend corrective measures, and exercise stop-work authority where conditions are considered unsafe. These inputs are used to trigger investigation, corrective action, and updates to risk controls.

This process is also applied in practice through site-level and task-level assessments. For example, an ergonomic assessment at a customer facility identified high-risk tasks such as Copper/Fiber Installation, Rack Cleaning, and Material Handling, and recommended controls including adjustable platforms, kneeling pads, vacuum extensions, ergonomic carts, improved task set-up, and evaluation of powered lifts and slide-out shelving. In addition, comprehensive risk assessments conducted at Black Box sites such as Lawrence and Inver Grove Heights identified hazards across warehousing, production, shipping/receiving, maintenance, and material handling activities, including falls, forklift collisions, manual handling injuries, chemical safety gaps, and equipment inspection deficiencies. Control measures included fall protection systems, operator certification, mechanical lifting aids, inspections, housekeeping, fire safety controls, and corrective actions relating to SDS updates, GHS labelling, and spill preparedness. These assessments demonstrate how Black Box identifies hazards and strengthens controls across both routine and non-routine work environments.

c. **Whether you have processes for workers to report work-related hazards and to remove themselves from such risks. (Y/N)**

Yes. Black Box has established processes for employees and workers to report work-related hazards and to remove themselves from unsafe working conditions. These processes are implemented through Black Box's Health, Safety and Environment Policy, Safety Policy and Procedures Manual, incident reporting process, and Safe Worker Promise.

Employees and workers can report potential hazards, unsafe conditions, unsafe practices, injuries, accidents and near-miss incidents to their immediate supervisor. They are also encouraged to recommend corrective measures, where possible, or correct the hazard if it is safe to do so. The supervisor is required to report injuries or accidents to the Risk Management Committee, which provides the appropriate incident report template to the affected person and/or supervisor. The completed incident report must be submitted to the Risk Management Committee within 24 hours of the event.

Black Box also empowers workers to remove themselves from unsafe situations. Through the Safe Worker Promise and Stop Work Authority statement, workers are made aware of their right to stop work where working conditions are unsafe or where there are reasonably perceived or actual safety concerns. The Company does not take retaliatory action against team members who stop work due to such safety concerns.

Black Box protects workers from retaliation when they report hazards, violations or unsafe conditions. Any worker health information collected during incident or hazard reporting is treated as confidential and is not used as a basis for employment decisions such as promotion, demotion or termination.

The specific reporting process may vary depending on location-specific requirements and site conditions; however, the overall approach adopted globally is to enable timely hazard reporting, incident documentation, corrective action and safe removal from hazardous working conditions.

d. **Do the employees/workers of the entity have access to non-occupational medical and healthcare services?**

Yes. Black Box provides non-occupational medical and healthcare support for employees and workers at applicable facilities, in line with site-specific arrangements and local requirements. First-aid kits are available at all facilities, and medical rooms with medical beds are provided at applicable locations for emergency support. Emergency contact numbers of doctors and ambulance services are displayed on company notice boards, and wheelchairs are available to support employees who are unwell or need mobility assistance. At larger workforce campuses, medical emergency facilities with trained doctors and nurses are available. Black Box also conducts health check-up camps, yoga sessions and other wellness initiatives for employees.

11. Details of safety-related incidents, in the following format:

Safety Incident/Number	Category*	FY 2025-2026	FY 2024-2025
Lost Time Injury Frequency Rate (LTIFR) (per one Million person-hours worked)	Employees	1.13	1.69
	Workers	None	None
Total recordable work-related injuries	Employees	16	10
	Workers	None	None
No. of fatalities	Employees	None	None
	Workers	None	None
High-consequence work-related injury or ill health (excluding fatalities)	Employees	2	6
	Workers	None	None

**Including the contract workforce*

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

Black Box is committed to cultivating a culture of safety where employees and workers are encouraged to identify and report workplace hazards, unsafe conditions, incidents, and near misses. The Company has implemented an Occupational Health and Safety Management System covering employees and workers across applicable operations, including own facilities and customer sites. The system is governed by the Health, Safety and Environment Policy and Safety Policy and Procedures Manual and is designed to provide safe and healthy working conditions while supporting compliance with applicable health and safety requirements.

The system includes hazard identification, risk assessment, hierarchy of controls, safe systems of work, PPE usage, workplace inspections, safety audits, SOP reviews, incident reporting, investigation, emergency preparedness, record keeping and continual improvement. Black Box uses tools such as Job Hazard Analysis, Pre-Task Planning, risk matrices and safety inspections to identify risks and implement corrective and preventive actions.

Employees and workers are encouraged to participate in safety practices by reporting hazards and recommending corrective actions. Workers are also made aware of the Safe Worker Promise and Stop Work Authority, which allow them to stop work where conditions are unsafe or where safety concerns are reasonably perceived, without fear of retaliation. Black Box provides onboarding, regular health and safety training, role-based training and supervisor safety awareness programme, with training coverage monitored during the year.

Emergency preparedness is supported through evacuation procedures, fire drills, fire safety equipment, emergency contact information and routine checks of critical equipment. The Company also supports wellbeing through first-aid kits, medical support at select sites, wheelchairs, health check-up camps and yoga sessions, and provides employees and workers with access to relevant and up-to-date occupational health and safety information.

13. Number of Complaints on the following made by employees and workers:

No complaints have been received from employees or workers concerning working conditions or health and safety.

14. Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and Safety Practices	During the reporting year, 64% of the Company's facilities were assessed for various health and safety parameters such as general risk assessments, noise mapping, and ergonomic risk assessments by the Safety Manager.
Working Conditions	During the reporting year, 11% of the facilities were assessed for Building Improvements.

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks/concerns arising from assessments of health & safety practices and working conditions.

Black Box continues to undertake preventive and corrective measures to strengthen health and safety practices and working conditions. These include weekly safety induction sessions for new hires, monthly global safety toolbox topics, annual online safety training for technicians, office staff, managers and warehouse personnel, and weekly site safety walks at dedicated customer sites.

Incident investigations are conducted, wherever applicable, and corrective actions may include changes in policy, procedure or training requirements. During the year, assessments relating to indoor air quality, industrial hygiene monitoring for painting operations, and noise exposure did not result in any findings or corrective actions. An ergonomic study was also undertaken. General working conditions, safe behaviours, and health and safety concerns are evaluated on an ongoing basis by site safety personnel, as required.

Leadership Indicators

1. Does the entity extend any life insurance or any compensatory package in the event of the death of (A) Employees (Y/N) (B) Workers (Y/N)?

Yes. The compensatory package is covered through existing insurance policies, primarily in the USA, and is provided to employees and workers in the event of death during work. For employees in the US region, the Total Reward programme also includes life insurance coverage such as Accidental Death and Dismemberment (AD&D) insurance, Basic Life Insurance and Basic Dependent Life Insurance.

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

Black Box is committed to upholding ethical conduct in its operations and in the treatment of its employees. The Company's compliance team conducts periodic interactions and takes appropriate actions to ensure that value chain partners address identified non-compliances. The Company also has procedures in place to escalate matters that remain unresolved by value chain partners and may, where necessary, result in termination of the contract. Through the integration of ESG considerations, the Company plans to further strengthen its engagement with value chain partners on overall statutory compliance management.

3. Provide the number of employees/workers having suffered high-consequence work-related injury / ill health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

	Total no. of affected employees/workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	Year 2025-26	Year 2024-25	Year 2025-26	Year 2024-25
Employees (Including in the contract workforce)	2	6	2	6

**Data is provided including the contract workforce.*

4. **Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)**

Yes. Black Box provides transition assistance to employees through its “Operation Opportunity” programme. The Company also supports veterans through employment opportunities, well-being, and referral initiatives as part of its employee well-being programmes. Additionally, Black Box provides employment opportunities to veterans following their retirement from service. The Company has hired 103 veterans across the business, who contribute their skills and experience across various functions.

5. **Details on assessment of value chain partners:**

Value chain partners are provided with a comprehensive Code of Conduct, which outlines key expectations, including working conditions and health & safety standards. Each value chain partner formally acknowledges and signs the document, indicating their initial commitment to these guidelines. While a formal compliance assessment has not yet been conducted, the signed Code of Conduct serves as an initial measure of alignment to the Company's expectations.

	% of value chain partners (by value of business done with such partners) that were assessed
Health and Safety practices	80%
Working Conditions	80%

6. **Provide details of any corrective actions taken or underway to address significant risks/concerns arising from assessments of health and safety practices and working conditions of value chain partners.**

Black Box has initiated assessment of value chain partners on health and safety practices and working conditions. During the reporting period, no corrective actions arising from these assessments were undertaken, as the process is currently at an initial implementation and review stage.

Black Box is strengthening this process through its ESG integration and sustainable procurement programme. ESG requirements are being integrated into supplier agreements through the ESG Obligations Annexure. The Supplier Code of Conduct, Sustainable Procurement Policy and ESG Obligations Annexure are being used to formalize expectations on labour practices, safe working conditions, fair wages, minimum wages, working hours, overtime, prohibition of child and forced labour, non-discrimination, prevention of harassment, freedom of association, occupational health and safety, PPE, safety training and hazard controls.

Where gaps are identified through future supplier assessments, audits, inspections or ESG due diligence, Black Box will initiate corrective action plans and follow-up.

PRINCIPLE 4: Businesses should respect the interests of and be responsive to all their stakeholders.

Essential Indicators

1. **Describe the processes for identifying key stakeholder groups of the entity.**

   At Black Box Limited, key stakeholders are identified based on the nature and extent of their interaction with the business, their influence on the Company, and their relevance to Black Box's operations, strategy, compliance requirements, and sustainability priorities.

   Black Box periodically engages with stakeholders through consultation sessions to identify and refine material topics and incorporate both internal and external perspectives. These sessions are further strengthened by the involvement of independent ESG consultants, who provide objective insights and participate in select stakeholder discussions. As part of its materiality assessment process, the Company recognizes that certain stakeholders have a significant influence on its business operations; therefore, it proactively identifies these high-impact stakeholders and engages with them more frequently to ensure that their expectations, concerns, and insights are effectively integrated into its decision-making. This focused engagement helps the Company align its sustainability priorities with stakeholder expectations while building strong, trust-based relationships.

   The stakeholder identification, prioritisation, and engagement processes are periodically reviewed by the Board, and the outcomes are reported through the Stakeholder Relationship Committee. Based on this process, Black Box has identified employees and workers, shareholders/investors, customers, technology partners and vendors, communities, and regulatory authorities as its key stakeholder groups.

2. **List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.**

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Employees	No	Email, Town Halls, Engagement programmes, Notice Board, Website	Quarterly	Business updates, Key wins, Key organisation announcements, Building connect.
Shareholders / Investors	No	Website, Email	Quarterly and annually	Shareholder/ Investment communication protocols
Customers	No	Website, Email, Virtual meetings, In-person meetings	Regularly	Information and Communication related to products and services
Technology Partners & vendors	No	Website, Email, Virtual meetings, In-person meetings	Regularly	Information and Communication related to products and services
Communities	Yes	Website	Annually	CSR programme
Regulatory Bodies	No	Regulatory filings, Emails, Official correspondence	As required	Statutory compliance, legal updates, and adherence to SEBI mandates

Leadership Indicators

1. **Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**

   Black Box has established a structured stakeholder engagement process covering economic, environmental, social and governance-related topics. The Company engages with internal and external stakeholders through periodic consultations to identify, validate and refine material topics, including business performance, environmental management, supply-chain sustainability, labour welfare, product and service innovation, regulatory expectations and community development. Select consultations are supported by independent ESG consultants to provide objective inputs and strengthen the robustness of the process.

   Overall oversight of stakeholder engagement rests with the Board of Directors. Consultation and coordination are undertaken through the Stakeholder Relationship Committee, supported by internal teams and, where required, external experts. The Board periodically reviews the stakeholder identification, prioritisation and engagement process. Feedback from consultations, including stakeholder input, analysis, key concerns and proposed actions or recommendations, is reported to the Board through the Stakeholder Relationship Committee.

   Inputs from stakeholder consultations are integrated into the Company's materiality assessment, ESG roadmap, policies, initiatives and sustainability disclosures. Sustainability reports and materiality-related disclosures are reviewed internally and validated by relevant management teams before disclosure.

2. **Whether stakeholder consultation is used to support the identification and management of environmental and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into the policies and activities of the entity.**

   Yes. Black Box conducts stakeholder consultations periodically, covering both internal and external stakeholders. These consultations help the Company identify and manage environmental and social topics and provide useful insights into governance, risk management and sustainability priorities.

   Inputs from stakeholders are considered while strengthening the Company's ESG policies, action plans and operational processes. Customer and supply-chain engagements have helped Black Box understand and respond to expectations on topics such as GHG emissions, waste management, sustainable sourcing, labour welfare and human rights. These inputs are also used to plan relevant ESG actions and to integrate environmental and social requirements into supplier contracts and supplier engagement processes.

   Stakeholder feedback has further supported Black Box's climate and ESG roadmap, including GHG emissions assessment, CDP climate disclosure, SBTi target-setting process and broader decarbonisation planning. These inputs are also considered in the materiality assessment process, which helps define short-, medium- and long-term sustainability priorities for the Company.

3. **Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.**

   Black Box engages with local communities through its CSR initiatives to understand community needs and support vulnerable and marginalized groups. Based on these engagements, the Company invested ₹4.11 Lakh in the Holistic Upgradation of Matoshree Vidya Mandir, Dombivli, providing computers, digital learning infrastructure and interactive learning facilities to 350 students from low-income families. In addition, ₹8.00 Lakh was invested in the Solar Smart Village initiative in Palghar to install household solar lights and pole-mounted solar streetlights, benefiting 233 residents across 78 families.

   These initiatives were implemented in consultation with local stakeholders to address identified community needs, improve access to digital education, enhance public safety through reliable lighting, and support the well-being of vulnerable communities.

PRINCIPLE 5 Businesses should respect and promote human rights.

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Category	FY 2025-2026			FY 2024-2025*		
	Total (A)	No. of employees/ workers covered (B)	% B/A	Total (C)	No. of employees/ workers covered (D)	% D/C
Employees						
Permanent	2,952	2,915	98.88%	3,367	3,349	99.47%
Total Employees	**2,952**	**2,915**	**98.88%**	3,367	3,349	99.47%

**Restated*

2. Details of minimum wages paid to employees and workers, in the following format:

Category	FY 2025-2026					FY 2024-2025				
	Total (A)	Equal to minimum wage		More than minimum wage		Total (A)	Equal to minimum wage		More than minimum wage	
		No. (A)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Permanent	2,931	-	-	2,931	100%	2,929	-	-	2,929	100%
Male	2,370	-	-	2,370	100%	2,371	-	-	2,371	100%
Female	561	-	-	561	100%	558	-	-	558	100%
Workers										
Other than permanent	496	-	-	496	100%	507	-	-	507	100%
Male	465	-	-	465	100%	463	-	-	463	100%
Female	31	-	-	31	100%	44	-	-	44	100%

3. Details of remuneration/salary/wages

a. Median remuneration/wages :

	Male		Female	
	Number	Median remuneration/ salary/ wages of the respective category	Number	Median remuneration/ salary/ wages of the respective category
Board of Directors (BoD)	6	The Independent Directors receive sitting fees, while no remuneration is paid to the Executive Directors in India.	1	The Independent Directors receive sitting fees, while no remuneration is paid to the Executive Directors in India.
KMP**	3	₹6.19 Crore	-	-
Employees other than BoD and KMP	2,370	₹0.52 Crore	561	₹0.52 Crore

**The remuneration disclosed for the Board of Directors represents sitting fees paid to Independent Directors. No remuneration is paid to the Executive Directors in India.*

***Two Executive Directors under KMP receive their salaries from entities outside India.*

Worker data is tracked for the reporting year.

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

	FY 2025-2026	FY 2024-2025
Gross wages paid to females as % of total wages	17.00%	17.50%

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

Yes. Black Box has established a stringent policy for addressing human rights impacts and issues caused or contributed to by business. At the governance level, the ESG Committee is responsible for overseeing ESG-related matters, including human rights. The Committee is supported by relevant functions, including Human Resources, Legal, ESG, Procurement and other departments, depending on the nature of the issue.

At the operational level, as explicitly mandated by the Company's Policy on Human Rights, any violation of the policy or its clauses must be reported directly to the Chief Human Resource Officer (CHRO). This reporting structure ensures that appropriate actions are promptly taken to address concerns and reinforce the company's commitment to human rights. Human rights-related concerns may be raised with the immediate supervisor or Human Resource Representative, as referenced in the Code of Business Ethics and Conduct. In addition, the policy designates an Ethics Counselor to provide an avenue for reporting unethical practices.

Black Box also supports human rights grievance reporting through its Code of Business Ethics and Conduct, Whistleblower Policy, Open Door / Grievance Handling mechanism and Ethics Helpline. These mechanisms enable reporting, escalation, investigation and corrective action, where required.

Human Rights Policy: https://cdn.blackbox.com/cms/docs/investors/corporate-governance/policies/policy-on-human-rights.pdf

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

Black Box has an ethics helpline number to raise concerns regarding breaches of the code of ethics. This helpline is provided to all the employees, and it is hosted by a third party which allows for confidential, anonymous (in the US and elsewhere as permitted by law) submissions and is available 24 hours a day every day of the year. Every report is reviewed by the Internal Auditor, the General Counsel, the CFO, and/or Human Resources, as appropriate, and reported to the Audit Committee of the Board. After an investigation is completed, appropriate disciplinary and other corrective actions are taken.

The Company recognizes the importance of continuous vigilance and accountability in maintaining these commitments. Any policy violations can be promptly reported to the Chief Human Resources Officer, ensuring that appropriate action is taken to address concerns and reinforce the Company’s commitment to human rights.

Other than this, employees can report concerns directly to their supervisor, manager, or HR representative and the Whistleblower Policy provides a structured escalation route. These mechanisms are supported by confidentiality and non-retaliation safeguards.

6. Number of Complaints on the following made by employees and workers

Nature of Complaint	FY 2025-2026			FY 2024-2025		
	Filed During the Year	Pending Resolution at Year-end	Remarks	Filed During the Year	Pending Resolution at Year-end	Remarks
Sexual Harassment	-	-	-	-	-	-
Discrimination at the Workplace	2	2	-	-	-	-
Child Labour	-	-	-	-	-	-
Forced Labour / Involuntary Labour	-	-	-	-	-	-
Wages	2	2	-	1	1	-
Other Human Rights-related Issues	-	-	-	-	-	-

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

Black Box maintained a safe and respectful work environment during FY 2025-26 and FY 2024-25, with zero complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

Black Box has established mechanisms to protect complainants from adverse consequences in discrimination and harassment cases. Complaints related to discrimination, harassment or gender harassment may be reported to the immediate supervisor or a Human Resource Representative. Individuals may also use the Ethics Helpline at 1-855-833-0005 or submit concerns through the Company's online ethics portal at https://www.blackbox.com/legal/ethics. The Ethics Helpline is managed by a third-party provider and allows confidential and anonymous reporting, where permitted under applicable law. The helpline is available 24 hours a day, throughout the year.

The Whistleblower Policy provides safeguards against victimization of people using the mechanism through protected disclosures. It also provides a process for direct access to the Chief Ethics Officer or the Chairman of the Ethics Committee, wherever required. Retaliation against any person who reports a concern or suspected violation in good faith is prohibited and may result in disciplinary action, including termination of employment.

Web link of the policy is Whistleblower Policy: https://www.blackbox.com/investors/Whistle-Blower-Policy

Black Box also has a Policy on Prevention of Gender Harassment, supported by an Internal Complaints Committee (ICC). Employees have the right to file complaints relating to gender harassment directly with the ICC, including cases involving another employee or a third party associated with the Company. The policy provides for confidentiality of the complaint, identity of the parties, inquiry proceedings, recommendations and action taken. It also includes protection against victimization and prohibits retaliation against complainants and witnesses.

The ICC process includes defined procedures to receive and review complaints, conduct inquiries, provide support to the complainant during the inquiry, take disciplinary action where the complaint is proved, and allow appeal as per the policy. These measures support fair handling of complaints while reducing the risk of retaliation, victimization or other adverse consequences to the complainant.

Web link of the policy: Policy on Prevention of Gender Harassment: https://cdn.blackbox.com/cms/docs/investors/corporate-governance/policies/policy-on-prevention-of-gender-harassment.pdf

9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Yes. Human rights and labour-related requirements form part of Black Box's business agreements and contractual arrangements with suppliers and value chain partners. Black Box has begun integrating an ESG Obligations Annexure into purchase orders to formalize ESG expectations across the supply chain. The annexure includes requirements on prohibition of child labour and forced labour, fair wages, working hours, minimum wages and overtime, non-discrimination, anti-harassment, freedom of association, occupational health and safety, responsible sourcing, ethical conduct and data protection.

The ESG Obligations Annexure also provides supplier compliance records, assessment / inspection rights and consequences for non-compliance, including contract termination, financial penalties and exclusion from future business opportunities. The rollout is being implemented in phases, initially focusing on Tier 1 suppliers, with supplier acknowledgements obtained in certain cases. Where customer-specific ESG or human rights requirements apply contractually, Black Box may incorporate relevant requirements into supplier or subcontractor arrangements, as applicable.

10. Assessments for the year:

Black Box has maintained internal policies, grievance mechanisms, training covering child labour, forced labour, discrimination, harassment and wages across its operations. The Company continues to monitor child labour, forced labour, sexual harassment, discrimination, wages through its Code of Business Ethics and Conduct, Human Rights Policy, Equal Employment Opportunity Policy, Policy on Prevention of Gender Harassment, Grievance Mechanisms, and statutory compliance processes.

11. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 10 above.

The Company's comprehensive assessments identified no concerns during the reporting year, reflecting the effectiveness of its governance and risk management practices. Additionally, the Company has developed and implemented corrective procedures to address any potential issues that may arise in the future and support continuous improvement.

Leadership Indicators

1. Details of a business process being modified/introduced because of addressing human rights grievances/ complaints.

Black Box continued to strengthen its preventive and responsive mechanisms for managing human rights-related concerns.

Black Box has formal grievance channels for employees and workers, as applicable to report concerns related to discrimination, unequal treatment, harassment or other human rights issues through supervisors, Human Resources, the Open Door / Grievance Handling process, Ethics Helpline, Whistleblower mechanism, and the Internal Complaints Committee under the Policy on Prevention of Gender Harassment. These mechanisms are supported by confidentiality, non-retaliation safeguards, investigation procedures and corrective action processes.

The Company also provides mandatory training on discrimination and harassment, business ethics and human rights. Further, Black Box has strengthened value chain processes by communicating supplier ESG requirements covering human rights, prohibition of child and forced labour, fair wages and working conditions, health and safety, diversity and anti-harassment, freedom of association, recordkeeping, audit rights and consequences for non-compliance.

2. Details of the scope and coverage of any Human rights due diligence conducted.

Black Box has embedded human rights due diligence elements across its own operations and value chain through its Code of Business Ethics and Conduct, Human Rights Policy, Equal Employment Opportunity Policy, Open Door / Grievance Handling mechanism, Whistleblower Policy, Policy on Prevention of Gender Harassment, supplier ESG requirements and responsible sourcing processes.

The scope covers employees, workers and outsourced personnel, with focus areas including non-discrimination, prevention of harassment, equal opportunity, health and safety, prevention of child and forced labour, fair wages, freedom of association, data privacy and grievance redressal. Employees and workers can report concerns through supervisors, Human Resources, the Ethics Helpline, Whistleblower mechanism and the Internal Complaints Committee.

For the value chain, Black Box has begun integrating human rights expectations through the Draft Sustainable Procurement Policy, Supplier ESG Assessment programme and ESG Obligations Annexure. Black Box also conducts conflict minerals due diligence through supplier declarations using the Conflict Minerals Reporting Template (CMRT).

3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes. Black Box's premises/offices are accessible to persons with disabilities, including differently abled visitors, in line with applicable country-specific requirements such as the Rights of Persons with Disabilities Act, 2016 in India and the Americans with Disabilities Act in the United States. The Company's offices are equipped with accessibility-related infrastructure such as ramps and accessible toilets to accommodate individuals with disabilities and support an inclusive environment.

4. Details on assessment of value chain partners:

Black Box has begun assessment of value chain partners through its Supplier ESG Assessment programme, covering key global technology partners. The assessment evaluates supplier ESG maturity across governance and reporting, GHG disclosure, climate objectives, external sustainability assessments, decarbonisation, and environmental and social management systems.

The assessment also considers supplier codes of conduct, ESG oversight, disclosure practices and mechanisms to cascade ESG expectations across their own value chains. In parallel, Black Box has communicated ESG and human-rights-related expectations through ESG Obligations Annexure, covering prohibition of child and forced labour, fair wages and working conditions, anti-harassment, non-discrimination, freedom of association and occupational health and safety.

The assessment outcomes were used to classify suppliers into maturity tiers and to establish a structured baseline for future engagement, contractual integration of ESG and human rights requirements, and phased monitoring and improvement actions.

5. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments in Question 4 above.

Black Box ensures adherence to human rights requirements related to labour practices, including the prohibition of child labour, forced labour, sexual harassment, workplace discrimination, and non-compliance with minimum wage laws.

Based on the initial supplier assessment and supplier engagement process, Black Box has initiated actions to strengthen supplier oversight through supplier engagement, contractual ESG clauses, evidence collection and phased monitoring. These measures also support the management of human rights related expectations communicated to suppliers.

PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment.

Essential Indicators

1. **Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:**

Parameter	FY 2025-26	FY 2024-25*
From renewable sources		
Total electricity consumption (A)	458.57 (GJ)	-
Total fuel consumption (B)	-	-
Energy consumption through other sources (C)	-	-
Total energy consumed from Renewable sources (A+B+C)	-	-
From non-renewable sources		
Total electricity consumption (D)	15,737 (GJ)	17,670 (GJ)
Total fuel consumption (E)	47,288 (GJ)	48,241 (GJ)
Energy consumption through other sources (F)		-
Total energy consumed from non-renewable sources (D+E+F)	63,025 (GJ)	65,911 (GJ)
Total energy consumed (A+B+C+D+E+F)	63,484 (GJ)	65,911 (GJ)
Energy intensity per rupee of turnover (Total energy consumed / Revenue from operations)	0.0000010 (GJ/₹)	0.0000011 (GJ/₹)
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP)	0.00002 (GJ/₹)	0.000022 (GJ/₹)
Energy intensity in terms of physical output: Not Applicable		

**Restated*

Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No. Black Box has not undertaken independent assessment, evaluation or assurance by an external agency for this disclosure during the reporting year.

2. **Does the entity have any sites/facilities identified as designated consumers (DCs) under the Performance, Achieve, and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.**

   Not applicable.

3. **Provide details of the following disclosures related to water, in the following format:**

Parameter	FY 2025-2026	FY 2024-2025*
Water withdrawal by source (in kilolitres)		
(I) Surface water	-	-
(ii) Groundwater	-	-
(iii) Third-party water	21,676	30,143
(iv) Seawater / desalinated water	-	-
(v) Others	-	-
Total volume of water withdrawal (in kilolitres) (I + ii + iii + iv + v)	21,676	30,143
Total volume of water consumption (in kilolitres)	3,328	4,521
Water intensity per rupee of turnover (Total water consumption / Revenue from operations) (KL/₹)	0.0000000526	0.0000000757
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP) (KL/₹)	0.000001057	0.000001549
Water intensity in terms of physical output	Not Applicable	Not Applicable

**Restated*

Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No. Black Box has not undertaken independent assessment, evaluation or assurance by an external agency for this disclosure during the reporting year.

4. Provide the following details related to water discharged:

Parameter	FY 2025- 2026	FY 2024- 2025*
Water discharge by destination and level of treatment (in kilolitres)		
(I) To Surface water	-	-
- No treatment	-	-
- With treatment – please specify the level of treatment	-	-
(ii) To Groundwater	-	-
- No treatment	-	-
- With treatment – please specify the level of treatment	-	-
(iii) To Seawater	-	-
- No treatment	-	-
- With treatment – please specify the level of treatment	-	-
(iv) Sent to third parties	18,348	25,621
- No treatment	-	-
- With treatment – please specify the level of treatment	Common Sewage Treatment Plant of building facility or Municipality	Common Sewage Treatment Plant of building facility or Municipality
(v) Others	-	-
- No treatment	-	-
- With treatment – please specify the level of treatment	-	-
Total water discharged (in kilolitres)	18,348	25,621

**Restated*

Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No. Black Box has not undertaken independent assessment, evaluation or assurance by an external agency for this disclosure during the reporting year.

5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

Black Box operates from leased offices. The Company regularly engages with the respective property owners to explore the implementation of Zero Liquid Discharge across its leased facilities. It also prioritizes selecting offices in buildings equipped with environmental infrastructure for wastewater and waste treatment or those with green building certifications.

6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Parameter	Please specify unit	FY 2025-26	FY 2024-25*
NOx	Tonnes/year	1.336	1.427
SOx	Tonnes/year	0.00016	0.0004
Particulate matter (PM)	Tonnes/year	0.148	0.128
Persistent organic pollutants (POP)	-	Not Applicable	Not Applicable
Volatile organic compounds (VOC)	Tonnes/year	0.02	0.004
Hazardous air pollutants (HAP)	-	Not Applicable	Not Applicable

Parameter	Please specify unit	FY 2025-26	FY 2024-25*
Others:			
Total Organic Compound (TOC)	Tonnes/year	0.003	0.008
Carbon Monoxide (CO)	Tonnes/year	25.860	26.2
Hydrocarbon (HC)	Tonnes/year	2.143	1.921

**Restated*

Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)

No. Black Box has not undertaken independent assessment, evaluation or assurance by an external agency for this disclosure during the reporting year.

7. **Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & their intensity, in the following format:**

Parameter	Unit	FY 2025-2026	FY 2024-2025*
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	5,138	5,649
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	2,034	2,162
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	MT/rupee of turnover	0.00000011	0.00000013
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)	MT/rupee of turnover	0.0000023	0.0000027
Total Scope 1 and Scope 2 emission intensity in terms of physical output		Not Applicable	Not Applicable

**Restated*

Note: Estimating GHG emissions is a complex exercise, and as the Company receives additional activity data from various stakeholders, it continues to improve its estimates. The reported figures may be subject to change as additional data is collected and the estimation methodology is further refined. The table represents the Company's emissions footprint based on the most recent data available at the time of reporting.

Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No. Black Box has not undertaken independent assessment, evaluation or assurance by an external agency for this disclosure during the reporting year.

8. **Does the entity have any project related to reducing Greenhouse Gas emissions? If yes, then provide details.**

Yes. Black Box has undertaken initiatives to reduce Greenhouse Gas emissions as part of its climate action and energy-efficiency roadmap. During FY 2025-26, Black Box continued implementation of energy-efficiency and decarbonisation measures across operations, including LED lighting, installation of cut-out timers for air conditioning, lighting sensors in selected office spaces, HVAC optimisation, use of lower-GWP refrigerants such as R-134A and R-32, and replacement of older vehicles with more efficient fleet vehicles. Investments are also made in upgrading computer hardware, including servers, laptops, and other critical IT infrastructure. The focus was on selecting models with lower energy consumption and enhanced processing performance, contributing to both operational efficiency and reduced environmental impact. Capital was allocated to furnishing and leasehold improvements to support global office relocations. Waste recycling, e-waste management, and circularity initiatives support indirect emissions reduction by lowering landfill waste and resource consumption. Black Box is also strengthening Scope 3 emissions management through supplier engagement, logistics optimisation and energy-efficient product design choices.

9. **Provide details related to waste management by the entity, in the following format:**

Parameter	FY 2025-2026	FY 2024-2025*
Total waste generated (in metric tonnes)		
Total waste generated (Non-hazardous), from office and warehouse facilities. (Includes recyclables)	143	281
Total	**143**	**281**
Waste intensity per rupee of turnover (Total waste generated/Revenue from operations) MT/rupee of turnover	0.00000000226 MT/₹	0.0000000047 MT/₹
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP) MT/rupee of turnover	0.000000045 MT/₹	0.0000001 MT/₹
Waste intensity in terms of physical output	Not Applicable	Not Applicable
Waste intensity (optional) – the relevant metric may be physical selected by the entity	-	-
Category of waste		Waste Papers
(i) Recycled	83	23
(ii) Re-used	-	-
(iii) Other recovery operations	-	-
Total	**83**	**23**
Category of waste	-	
(i) Incineration	-	-
(ii) Landfilling	60	258
(iii) Other disposal operations	-	-
Total	**60**	**258**

**Restated*

Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No. Black Box has not undertaken independent assessment, evaluation or assurance by an external agency for this disclosure during the reporting year.

10. **Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce the usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.**

Black Box is primarily an ICT solution integration and consulting company and is not directly involved in manufacturing. Therefore, its waste footprint is limited and mainly includes packaging waste, e-waste and general office waste. The Company follows a 5R approach - Refuse, Reduce, Reuse, Recycle and Regulate to minimize waste generation, improve segregation and recycle recoverable materials through authorized vendors.

Waste generated at offices and warehouses is segregated into streams such as dry waste, wet waste, packaging waste and e-waste. Recyclable materials including paper, cardboard, plastics, metals and e-waste are recycled through authorized vendors in line with country-specific regulations, including EPR requirements. Black Box recycles 100% of cardboard and paper waste and has implemented an e-waste management plan for responsible recycling of electronic waste.

E-waste is the most relevant waste stream for Black Box and is managed through authorized recyclers in accordance with applicable WEEE regulations, E-Waste Management Rules, 2022, and EPR requirements. For hazardous and toxic substances, Black Box complies with RoHS and REACH requirements to restrict hazardous substances in products and ensure regulatory compliance. Black Box is not a manufacturing company, its hazardous waste footprint is limited. Regulated streams such as e-waste are managed separately through authorized recycling channels. Black Box is actively planning collection and recycling of battery and plastic waste through the roadmap.

11. **If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones, etc.) where environmental approvals/clearances are required, please specify details in the following format:**

S. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any
Not Applicable			

12. **Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:**

Name and brief details of project	EIA Notification No	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
Not Applicable					

13. **Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India, such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment Protection Act, and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:**

Black Box complies with all applicable environmental laws, regulations, and guidelines in India. The Company is not engaged in manufacturing and does not have a significant direct environmental footprint. It operates from leased commercial spaces and gives preference to complexes with green building certifications. In most regions where the Company operates, a compliance tracker is maintained to monitor applicable regulatory requirements.

S. No	Specify the law / regulation / guidelines which was not complied with	Provide details of the noncompliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
Not Applicable				

Leadership Indicators

1. **Water withdrawal, consumption, and discharge in areas of water stress (in kilolitres):**

For each facility/plant located in areas of water stress, provide the following information:

Not applicable.

2. **Please provide details of total Scope 3 emissions & their intensity, in the following format:**

For this report, Scope 3 GHG emissions are disclosed for Purchased Goods and Services, Capital Goods, Fuel- and Energy-Related Activities not included in Scope 1 or Scope 2, Upstream Transportation and Distribution, Waste Generated in Operations, Business Travel, Employee Commuting, Use of Sold Products, and End-of-Life Treatment of Sold Products. The complete Scope 3 GHG emissions inventory will be included in the Annual GRI Report, expected to be published by December 2026.

Parameter	Please specify unit	FY 2025-26	FY 2024-25
Total Scope 3 emissions	Metric tonnes CO_2 equivalent	58,889.41	57,713.36
Scope 3 intensity per rupee of turnover	MT CO_2/ ₹	0.00000093	0.00000097

Estimating GHG emissions is a complex exercise, and as the Company receives additional activity data from various stakeholders, it continues to improve its estimates. The reported figures may be subject to change as additional data is collected and the estimation methodology is further refined. The table represents the Company's emissions footprint based on the most recent data available at the time of reporting. The GHG inventory includes CO_2, CH_4, HFCs, and N_2O. Biogenic CO_2 emissions are not applicable to the Company's operations.

3. With respect to the ecologically sensitive areas reported in Question 11 of Essential Indicators above, provide details of the significant direct & indirect impact of the entity on biodiversity in such areas along with prevention and remediation activities.

Not Applicable

4. If the entity has undertaken any specific initiatives to use innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions/effluent discharge/waste generated, please provide details of the same as well as the outcome of such initiatives, as per the following format:

Sr. No.	Initiative Undertaken	Details of the initiative (Link, if any, may be provided along with summary)	The outcome of the initiative
1.	Energy-efficient lighting and cooling controls	Black Box has implemented LED lighting at applicable offices and operational locations and uses automated timers or cut-off controls for air-conditioning systems at selected facilities. Energy audits, preventive maintenance and servicing of electrical and cooling equipment are also undertaken to identify avoidable energy consumption and maintain equipment efficiency. These activities are supported at an operational site in India through an ISO 50001:2018-certified Energy Management System.	The measures support more efficient electricity consumption, reduce avoidable energy use and improve monitoring and maintenance of energy-consuming equipment.
2.	Renewable electricity procurement	During FY2025–26, Black Box procured renewable electricity for its United Kingdom location. The applicable supply contract and supporting documentation are maintained as evidence of the renewable electricity arrangement.	The initiative increased the share of renewable electricity in the Company's purchased electricity portfolio and reduced electricity-related emissions attributable to the concerned location.
3.	Use of lower-GWP refrigerants and improved HVAC management	Black Box uses lower-GWP refrigerants, including R-32 and R-134a, in certain operations where technically applicable. Preventive maintenance and servicing of air-conditioning systems are undertaken to improve operating efficiency and reduce the risk of refrigerant leakage.	The initiative reduces potential fugitive-emission impact compared with the use of higher-GWP refrigerants and supports improved energy performance of cooling equipment.
4.	Optimisation of global real estate footprint	Black Box continued to optimise its global real estate footprint by consolidating operations, surrendering selected non-essential office spaces and improving workspace utilization.	Real estate optimisation reduced the floor area requiring lighting, heating, cooling and facility-related services at applicable locations. It also supports lower operating costs and reduced facility-related energy demand and emissions.
5.	Fleet renewal and fuel-efficiency improvement	New vehicles leased in the Europe region were selected with improved fuel-efficiency and operational-performance characteristics. Fleet-related data are being tracked to improve visibility over vehicle use, fuel consumption and related emissions.	The initiative improved the fuel-efficiency profile of the concerned fleet and is expected to reduce fuel consumption and Scope 1 emissions per kilometre travelled.
6.	Waste segregation, recycling and packaging reuse	Black Box segregates recyclable materials such as paper, cardboard, plastic, metals and e-waste and routes them through authorized recycling or disposal vendors, in accordance with applicable local requirements. Warehouse operations reuse filling materials and wooden pallets where feasible, reducing the requirement for new packaging material. Waste audits have also been initiated at selected offices and warehouses to improve classification and monitoring of waste streams.	These measures support higher material recovery, reduced disposal of recyclable waste, lower consumption of virgin packaging material and improved visibility over waste generation and disposal practices.

Sr. No.	Initiative Undertaken	Details of the initiative (Link, if any, may be provided along with summary)	The outcome of the initiative
7.	Resource-efficient packaging engagement with suppliers	Black Box engages selected suppliers and technology partners on the use of recyclable packaging, reduced-plastic packaging and improved disclosure of environmental information. These requirements are being integrated progressively into supplier engagement and sustainable-procurement activities.	The initiative supports upstream waste reduction, improved packaging circularity and greater visibility over environmental impacts within the supply chain.

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

Yes. Black Box has a Business Continuity Plan to support continuity and recovery during significant disruptions such as natural disasters, local or global emergencies, pandemics and other business interruptions. The BCP can be activated locally, nationally or globally, depending on the event. It covers safeguarding team members and property, Business Impact Analysis, critical services inventory, continuity of operations, supplier and backup supplier lists, plan activation and recovery, testing processes, real estate coordination, communication plans and team member impact analysis. The BCP is managed by a cross-functional team and reviewed annually.

Business Continuity Plan: https://cdn.blackbox.com/cms/docs/compliance/agc_black_box-business_continuity_plan_strategy_summary.pdf

6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard?

Black Box has initiated value chain mapping and supplier engagement, including Supplier ESG Assessment, supplier questionnaires, ESG-related supplier requirements, Scope 3 data improvement and encouragement of recyclable / reduced-plastic packaging. The Company is also working to integrate ESG parameters into procurement and expand value chain environmental assessment over time.

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

Black Box has initiated value chain mapping and supplier engagement to strengthen environmental assessment coverage over time. The assessment for climate change, plastics, Scope 3 emissions contribution, supplier environmental maturity and disclosure practices is currently in the initial stage and focuses on supplier-related environmental impacts.

8. How many Green Credits have been generated or procured:

a. **By the listed entity:** Nil

b. **By the top ten (in terms of value of purchases and sales, respectively) value chain partners:** The Company does not currently track this information.

PRINCIPLE 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.

Essential Indicators

1. a. **Number of affiliations with trade and industry chambers/ associations.**

   Black Box is affiliated with 14 trade and industry chambers/associations to foster collaboration, access industry knowledge, build networks, enhance its reputation, support outreach and awareness, and engage with government and industry stakeholders on policy matters that contribute to business and societal development.

   b. **List the top 10 trade and industry chambers/ associations (determined based on the total members of such a body) the entity is a member of/ affiliated to.**

S. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	AFCEA – Armed Forces Communications and Electronics Association	National (US)
2	Airports Council International	US National - Global
3	BICSI	US National - Global
4	Esports Business Community	US National - Global
5	Avixa.org - the Audiovisual and Integrated Experience Association	International (EMEA)
6	iMasons	US National - Global
7	theIABM.org - International Trade Association for Broadcast & Media Technology	National (US)
8	Meldkamerplein.NL – Dutch Control Room Organisation	International (EMEA)
9	BDSV.org - business association of the German security and defense industry – TPS EMEA contract	International (EMEA)
10	APCO International – Association of Public-Safety Communications Officials	National (US)

2. **Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.**

   There were no issues of anti-competitive conduct identified within Black Box; therefore, no corrective action was required.

Leadership Indicators

1. **Details of public policy positions advocated by the entity:**

   Through its marketing, communications and industry engagement efforts, Black Box participates in relevant industry forums, professional bodies and knowledge platforms to stay aligned with emerging technology standards, market expectations and best practices. These engagements help the Company contribute to industry dialogue, strengthen technical knowledge-sharing and support collaboration with customers, partners, regulators and professional associations.

   BICSI

   David M. Richards, RCDD, NTS, OSP, TECH, CT, Quality and Training Manager – Global Solutions Integration at Black Box, has held a leadership role with BICSI, a globally recognized professional association for the information and communications technology industry. He served as BICSI Board President during 2025 and is listed in 2026 as Immediate Past Board President.

   Through this role, David Richards contributed to BICSI's industry-level activities, including leadership of the Board of Directors, participation in technical and editorial processes related to BICSI guidance and training materials, and support for BICSI's industry conferences and forums. His association with BICSI reflects Black Box's continued engagement with structured cabling, connected buildings, ICT infrastructure standards, technical education and professional best practices.

PRINCIPLE 8: Businesses should promote inclusive growth and equitable development.

Essential Indicators

1. **Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year:**

   Not Applicable

2. **Provide information on the project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:**

   Not Applicable

3. **Describe the mechanisms to receive and redress grievances of the community.**

   Yes, the company has a whistleblower mechanism that allows the community to raise grievances through a dedicated email ID.

   Email ID: whistleblower.indiabbl@blackbox.com

4. **Percentage of input material (inputs to total inputs by value) sourced from suppliers.**

	FY 2025-2026	FY 2024-2025
Directly sourced from MSMEs/ small producers	18.98%	12.54%
Directly from within India	100%	100%

5. **Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost.**

   The Company offers employment opportunities across rural, semi-urban, urban, and metropolitan areas, supporting inclusivity and equal access to employment opportunities regardless of geographical location.

Location	FY 2025-2026	FY 2024-2025
Rural	-	-
Semi-urban	-	-
Urban	0.61%	0.25%
Metropolitan	99.39%	99.75%

Leadership Indicators

1. **Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):**

   Not Applicable

2. **Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:**

   None of the Company's CSR initiatives have been undertaken in aspirational districts identified by government bodies.

   However, during FY 2025-26, the Company spent ₹8.00 Lakh on environmental initiatives in Palghar District, Maharashtra, and ₹4.11 Lakh on education-related initiatives in Thane District (Dombivli), Maharashtra. The Company remains committed to strengthening its CSR footprint and exploring opportunities to support government initiatives in aspirational districts, with the aim of contributing to inclusive growth and positive social impact.

3. (a) **Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups? (Yes/No/NA):**

   No

   (b) **From which marginalized /vulnerable groups do you procure?**

   Not Applicable

   (c) **What percentage of total procurement (by value) does it constitute?**

   0%

4. **Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:**

   Not Applicable

5. **Details of corrective actions taken or underway based on any adverse order in intellectual property-related disputes wherein usage of traditional knowledge is involved.**

   Not Applicable

6. **Details of beneficiaries of CSR Projects:**

Sr. No.	CSR Project	No. of persons benefited from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
1.	Holistic Upgradation Matoshree Vidya Mandir, Dombivli- Setting up a Digital Laboratory ultimately aiming to bridge the rural-urban education divide.	350 students from low-income families	100%
2.	Solar Smart Village- Enhance rural electrification by providing solar lights for each household and establishing pole mounted solar streetlights on the community streets	233 residents from 78 families	100%

PRINCIPLE 9: Businesses should engage with and provide value to their consumers in a responsible manner.

Essential Indicators

1. **Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

   Black Box has multiple channels to receive and respond to customer / consumer complaints and feedback, including the Company website, customer support portal, emails, contact numbers, contact centres and social media channels. Customers may also raise complaints through regional representatives, office managers, the Legal department where relevant, and complaint boxes available at offices.

   Complaints and feedback are reviewed by relevant regional representatives, managers, customer experience teams and technical support teams. Black Box endeavors to address grievances promptly and targets resolution within 24 hours, where feasible, depending on the nature and complexity of the issue. The global team of technicians and customer experience representatives supports timely response, issue resolution and ongoing customer engagement.

   Web Link for consumer support: https://www.blackbox.com/contact-us/customer-support

2. **Turnover of products and/or services as a percentage of turnover from all products/services that carry information about:**

   The Company is not engaged in manufacturing. However, it has stringent policies and procedures in place across its global operations to support compliance with environmental and social requirements, health and safety standards, and applicable recycling and safe disposal requirements across various geographies.

	As a percentage to total turnover
Environmental and social parameters relevant to the product	Not applicable
Safe and responsible usage	Not applicable
Recycling and/or safe disposal	Not applicable

3. **Number of consumer complaints in respect of the following:**

	FY 2025-2026			FY 2024-2025		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data privacy	None	None	-	None	None	-
Advertising	None	None	-	None	None	-
Cyber-security	None	None	-	None	None	-
Delivery of essential services	None	None	-	None	None	-
Restrictive Trade Practices	None	None	-	None	None	-
Unfair Trade Practices	None	None	-	None	None	-
Other	None	1	-	1	1	-

4. **Details of instances of product recalls on account of safety issues:**

   No instances of product recalls on account of safety issues in this reporting year.

5. **Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web link to the policy.**

   Yes. Black Box has established a framework and related policies to manage cybersecurity and data privacy risks. The framework includes the Enterprise Risk Management Policy, Privacy Policy, Information Security / ISMS Policy, IT Password and Access Management Policy, third-party information security due diligence process, Cyber Incident Response Plan and employee cybersecurity / data protection training.

The Privacy Policy explains how Black Box collects, uses, safeguards and processes personal information and supports compliance with applicable data protection laws, including General Data Protection regulation (GDPR) and other comprehensive data protection requirements. Black Box also maintains a California-specific privacy policy in line with California Consumer Privacy Act (CCPA) / California privacy requirements.

Black Box's IT Password and Access Management Policy require access to be granted through unique user credentials after appropriate approvals, based on least-privilege and need-to-know principles. The Cyber Incident Response Plan provides a framework for preparation, detection, analysis, containment, eradication, recovery, communication and post-incident review of cybersecurity incidents.

Black Box also maintains information security certifications and controls, including ISO 27001 for Information Security Management Systems, SOC 2, UK Cyber Essentials, PCI DSS and PA DSS, along with product-specific NIAP certifications for certain KVM / KM products. The Company also has a separate cyber security insurance policy as a risk-transfer measure.

Black Box Privacy Policy: https://www.blackbox.com/legal/privacy-policy

6. **Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty/action taken by regulatory authorities on safety of products/services.**

   During FY 2025-2026, no corrective actions were required for issues relating to advertising, delivery of essential services, data privacy of customers, product recalls, or penalty/action taken by regulatory authorities on safety of products/services, as no such complaints, recalls, data breaches or regulatory actions were reported.

7. **Provide the following information relating to data breaches:**

   a. **Number of instances of data breaches:**

      There were zero instances of data breaches in the year FY 2025-26.

   b. **Percentage of data breaches involving personally identifiable information of customers:**

      0%

   c. **Impact, if any, of the data breaches:**

      No impacts, as there were no instances of data breaches in the year FY 2025-26.

Leadership Indicators.

1. **Channels/platforms where information on products and services of the entity can be accessed (provide a web link, if available):**

Company Website	https://www.blackbox.com/
LinkedIn	https://www.linkedin.com/company/black-box/
Facebook	https://www.facebook.com/blackbox.ns
Instagram	https://www.instagram.com/blackboxcorporation/
X	https://x.com/blackbox_ns

2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**

   Black Box informs and educates customers on safe and responsible usage of products and services through product specifications, user manuals, safety procedures, installation / service documentation, customer support channels, emails, newsletters, websites, social media and customer engagement programme. Where applicable, information is also communicated during inspection, maintenance and service visits.

   Relevant product manuals and product compliance documentation provide information on safe use, product content that may have environmental impact, applicable compliance requirements such as FCC requirements and

European Union compliance statements, and disposal requirements in line with regional laws and regulations. Information is provided in English and, where relevant, other commonly spoken regional languages. Black Box also supports responsible usage through product compliance with requirements such as RoHS, REACH and WEEE-related obligations.

3. **Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**

   Any potential disruption or discontinuation of essential services is timely informed through emails and website updates.

4. **Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable)**

   Yes.

   If yes, provide details in brief.

   The Company displays product information in compliance with applicable local regulations in each region.

   Did your entity carry out any survey with regard to consumer satisfaction relating to the major products/services of the entity, significant locations of operation of the entity, or the entity as a whole? (Yes/No)

   Yes. Black Box conducts customer satisfaction surveys annually, and the results are reported to the Board. In addition, the Company gathers customer feedback through events, webinars, local initiatives, regional engagement, customer interactions and local event surveys. Feedback received is used to address concerns, strengthen customer relationships and improve service delivery across products and services.