



Human Capital Development and Management

2025-26



Human capital management

Our success continues to begin with our people. In FY2025–26, Coforge was recognised for the fifth consecutive year as a **Great Place To Work®** in India, a strong testament to our culture of engagement, support, and growth. We remain committed to attracting and retaining top talent through fair people practices, continuous learning, and policies that enable employees to thrive and build long-term careers. With a global workforce, we draw strength from diverse experiences and perspectives, and strive to ensure that every employee feels valued, supported, and empowered to contribute meaningfully.

Workforce overview

By gender	FY2025-26		FY2024-25	
	Number	%	Number	%
Male	20,691	72%	19,815	72%
Female	8,131	28%	7,608	28%
Total	28,822	100%	27,423	100%

Total workforce includes workers

By age group	FY2025-26	FY2024-25
Below 30 years	10,546	10,051
30 to 50 years (including 30 and 50)	17,733	16,910
More than 50 years	543	462
Total	28,822	27,423

Total workforce includes workers



Learning & development

At Coforge, Learning & Development (L&D) is a key pillar of our people strategy, enabling continuous capability building, career progression, and leadership readiness across the organisation. Our intent is clear: build a **future ready workforce** that can deliver transformation “at the intersect” of deep domain expertise and emerging technologies, at a global scale. This ecosystem is anchored in our EVP, “**Coforge is People, Coforge is Growth**”, and is built to serve a workforce spread across **23+ countries** and **~30 delivery centres**, operating in a hybrid, multi-cultural environment.

What differentiates our approach is that our learning architecture is:

- **Lifecycle embedded** (woven into hiring, onboarding, performance, mobility, and succession),
- **Industry-credentialed** (certifications and alliances that validate market relevance),
- **Inclusive by design** (DEIB learning as a capability, not a campaign), and
- **Measured with discipline** (L1–L4 evaluation and business outcome governance).

Coforge embeds mandatory training within its operations on key ethical, legal and safety topics, including POSH, Environment, Health and Safety (EHS), global compliance modules covering the Code of Conduct, ABAC, whistleblower mechanisms, the Modern Slavery Act and the Code of Conduct for prohibition of insider trading:

Average learning hours

42 hours in FY2025–26, in comparison to 26 hours in FY2024–25

Average learning hours and spend per Full Time Employee (FTE) by gender, FY2025-26

Gender	Average learning hours
Female	47
Male	40

At Coforge, we believe in “**Learning at Every Level**” that is reflected through targeted initiatives spanning entry-level awareness and technical foundations, mid management operational and managerial excellence, and senior leadership development through strategic and executive learning interventions.

84% of employees and 100% of workers received training during FY2025–26.

Building awareness and responsibility

- During the year, we conducted comprehensive training and awareness programmes across all levels of the organisation, covering critical topics such as the fundamentals of ESG, Business Responsibility and Sustainability Reporting (BRSR), compliance frameworks and ethical conduct.
- **Board of directors:** 100% participation across 4 dedicated sessions focused on BRSR principles and their implications across the value chain.
- **Key Managerial Personnel (KMPs):** 100% coverage through mandatory training on compliance essentials, including POSH, EHS (Environment, Health, and Safety), Global Compliances covering Code of Conduct, Anti-bribery, and Anti-corruption, Whistleblower, Modern Slavery Act, and Code of Conduct for prohibition of insider trading.
- **Employees and workers:** A total of 5 training sessions were conducted across compliance, behavioural, and technical domains to strengthen employees’ skills, knowledge, and professional development, covering 97% of total employees and workers.

Skills development and upskilling

Coforge evaluates learning effectiveness not only through participation and completion metrics, but also through workforce and business outcomes. Learning initiatives support deployment readiness, internal mobility, certification attainment, productivity enhancement, leadership pipeline development, and capability readiness across strategic technology areas.

Coforge follows a structured, role-centric approach to skills development through **Xcellerate**, our Role-Skill Combination (RSC) competency framework, powered by the AI-enabled SkillPrism platform and supported by our internal talent marketplace. Xcellerate defines role expectations across technical, domain, functional, and behavioural skills and competencies, it covers **800+ unique role-skill family combinations** across organisation, which are mapped to over **1,200 distinct skills**, structured across five proficiency levels - from Foundation to Expert. These RSCs are seamlessly integrated with learning and development programmes, comprising **1,000+ learning modules and 700+ industry-recognised certifications**, ensuring targeted capability building. This comprehensive framework enables learning that is relevant, proficiency-driven, and closely aligned with workforce planning and deployment needs. More than 85% employees have updated their skills and certifications on SkillPrism.

Capability building is delivered through a **House of Learning / House of Capability Development model**, comprising multiple academy clusters covering:

- Campus-to-Corporate and early career development
- Technical and next-generation technologies
- Domain-specific capabilities across industry verticals
- Project and programme management
- Behavioural, leadership and DEI capabilities
- Client specific and business-aligned skilling

Learning journeys are delivered through blended modalities, including instructor-led and virtual classrooms, self-paced digital content, bootcamps, labs and sandbox environments, practitioner led sessions, microlearning and social learning communities.

Early career talent is supported through structured onboarding and capability building programmes, including the **Graduate Engineer Trainee (GET) Program**, which equips campus graduates with job ready technical and domain skills and consistently achieves high train to deployment outcomes. Minimum learning expectations are defined at the enterprise level, with learning access democratized through digital platforms and academies.

Responsible workforce development

Coforge's learning ecosystem supports social and governance outcomes through inclusive capability building, strong compliance reinforcement and responsible workforce development. Social outcomes are advanced through equitable access to learning and inclusive leadership initiatives, including the **DEI Academy**, **EmpowHER**, **#IAmRemarkable**, **habit based learning campaigns** and **cultural dexterity development** through platforms such as **GlobeSmart**. Governance outcomes are strengthened through comprehensive internal compliance learning covering ethics, conduct, harassment prevention, data privacy, environmental sustainability and workplace safety, supported by defined completion and monitoring mechanisms. Enterprise level learning expectations, including minimum learning days, reinforce a culture of continuous development and long-term employability.



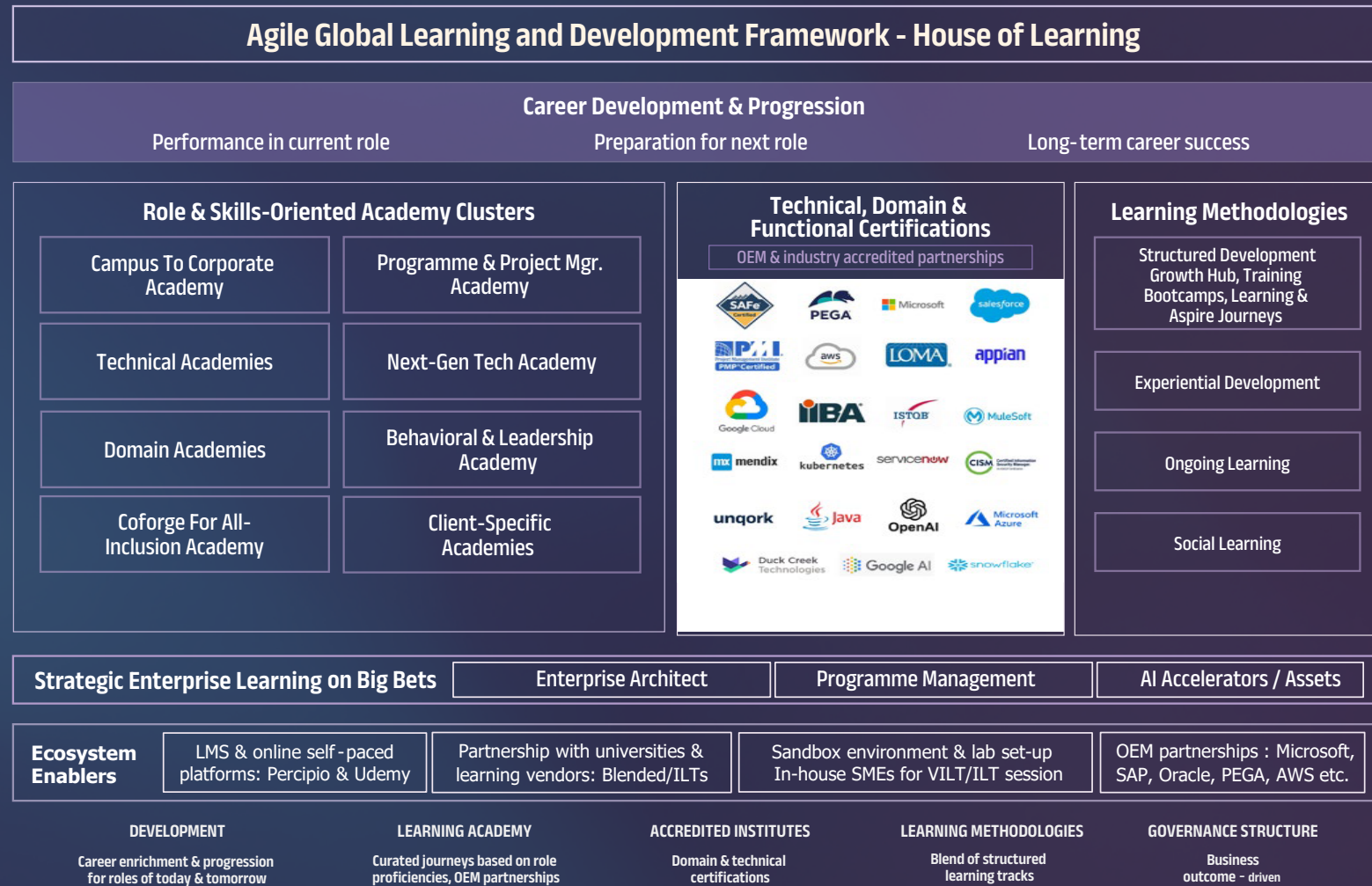
Empowering our teams and clients through robust learning and in-depth training programmes

Career Architecture

Assessment on

Xcellerate

Our AI enabled Skills & Competency System



My Voice - Annual Engagement Survey

Identifies Strengths and improvement areas

Skills credibility and market relevance are strengthened through a robust certification ecosystem, spanning:

- **Technology and cloud certifications** through OEM alliances (including Microsoft, AWS, Google Cloud, PEGA, Appian, SAP, Oracle and others)
- **Domain certifications** supporting depth in industry verticals
- **In-house certifications** developed in collaboration with internal subject matter experts across multiple domains

Certifications are fully integrated into the Xcellerate skill inventory and Individual Development Plans (IDPs), enabling intentional and trackable capability development.

Advanced measurement and enablement mechanisms strengthen skill development outcomes, including **600+ skill benchmarks**, structured assessments, **Skill Builder learning pathways and AI-enabled practice tools**, supporting applied learning and behavioural skill development.

A key focus area for FY2025–26 was strengthening future-ready capabilities in areas such as AI, cloud, data, automation, cybersecurity, and next-generation digital technologies through targeted enterprise-wide capability building initiatives.

Contract workforce inclusion

Coforge extends relevant learning access and capability-building interventions to contract workforce personnel based on role requirements, project needs, compliance obligations, and operational relevance. This includes participation in mandatory compliance training, workplace safety programmes, project-specific capability development, and selected technical learning interventions, where applicable.

Alliances and partnerships

Coforge's learning ecosystem is strengthened through a multi layered model that combines internal expertise with external partnerships to ensure learning currency, scalability, and industry relevance. This ecosystem enables access to diverse learning assets, validated certifications and experiential capability-building aligned to evolving business and technology needs.

- Coforge partners with **Skillsoft** to leverage the **Percipio** digital learning platform, providing employees access to over **150,000 learning assets**. The platform enables curated, role-based and scalable learning journeys across technical, domain, leadership, and compliance skills, supporting continuous learning across career stages.
- Learning delivery and credentialing are further supported through **OEM alliances**, which provide accredited certification pathways, hands on labs and sandbox environments, and structured assessment ecosystems. These partnerships play a critical role in ensuring workforce readiness across rapidly evolving technology stacks.



- Specialised capability building is enabled through collaborations with **learning partners**, including **RPS Consulting, Xebia, TeamLease, Great Learning, CloudThat, Stackroute** and others. These partners support the design and delivery of targeted skilling programmes, bootcamps and domain specific learning interventions aligned to business demand.
- A distinctive feature of Coforge's learning approach is the strong involvement of **internal practitioners and Centres of Excellence (COEs)**. Service Line COEs and subject matter experts co facilitate programmes, deliver deep dive sessions, and support learning embedded in day to day **delivery**. This "learning with the business" model enhances relevance, accelerates adoption, and reinforces application of learning in real work contexts.

Training evaluation and governance

Coforge follows a disciplined approach to evaluating learning effectiveness, recognising that learning impact extends beyond participation metrics. Training evaluation is anchored in the Kirkpatrick model (Levels 1–4) and is applied based on programme criticality.

- **Level 1 – Reaction:** Post programme feedback is collected to assess relevance, facilitator effectiveness and learning experience, with satisfaction trends tracked across major offerings.
- **Level 2 – Learning:** Knowledge acquisition is measured through pre and post assessments, skill benchmarks and structured evaluations, with strong application in leadership journeys and bootcamps.
- **Level 3 – Behaviour:** Behavioural application is assessed through manager validation, stakeholder feedback, 360 degree inputs and simulated practice feedback, particularly in leadership and behavioural programmes.
- **Level 4 – Results:** Business impact is evaluated through indicators such as deployment readiness, role transitions, internal mobility, productivity improvements and client outcomes in client specific academies and action learning initiatives.

Skill upgradation training	FY2025-26	FY2024-25
Employees	25,554	21,909
Percentage covered	91%	81%
Workers	456	524
Percentage covered	100%	100%

Leadership development

Leadership capability development at Coforge is delivered through **LEAD (Learning Experiences Accelerating Development)**, a structured leadership framework spanning career stages from first time managers to senior enterprise leaders. LEAD offers guided learning journeys, flexible solutions, and learning-from-experts formats aligned with role expectations and organisational priorities.

The leadership development portfolio includes:

- **212 – The Extra Degree Program**, a structured two-month learning journey for first-time managers focused on transitioning from individual contributor to people leader
- **ELEVATE Leadership Journey**, a three-month blended programme for middle managers centred on managing self, teams, and business alignment
- **Structured assimilation programmes**, including quarterly global assimilation initiatives such as Embark365 for new leaders and dedicated senior leadership assimilation programmes
- **LEAD Learning Playbook**, a roadmap defining behavioural, cultural, and leadership competencies across career levels with curated learning pathways

Leadership development is reinforced through coaching and mentoring, practitioner led learning, stakeholder feedback, behavioural skill practice, and cultural dexterity tools such as **GlobeSmart and AI-enabled simulations**. Customised leadership solutions are also designed and delivered to address specific business and functional needs.



Performance review and career progression

Learning and development at Coforge is closely linked to performance management and career progression. Employees create **Individual Development Plans (IDPs)** through a structured process that combines self assessment with manager validation. These plans identify skill gaps, learning priorities, and readiness for future roles.

Career progression is supported through clearly defined career pathways, enabling vertical, lateral, and cross-functional movements. Learning pathways, certifications, and experiential opportunities are aligned to these career paths, enabling employees to make informed development choices. Performance review processes incorporate development discussions and feedback, strengthening the linkage between learning, performance, and career growth.

This integrated approach supports internal mobility, builds workforce agility, and enhances long-term employability.

Performance appraisal framework

Coforge follows a structured performance management approach under the ACE (“Aspire, Commit and Exceed”) framework, designed to align individual performance with business priorities, capability development, and career progression objectives.

The performance appraisal process includes:

- Goal setting and KPI alignment
- Ongoing manager-employee feedback and development conversations
- End-of-year performance assessments
- Self-assessment, appraiser review, and reviewer evaluation
- Moderation and review mechanisms to support fairness, transparency, and consistency

Performance evaluations are conducted annually and are supported by continuous feedback and developmental discussions throughout the year. The framework applies across eligible employees and integrates performance outcomes with learning, career development, internal mobility, and succession planning initiatives.

Performance appraisal details, FY2025-26

Particulars	Details
Appraisal frequency	Annual with ongoing feedback
Coverage of eligible employees	83%
Development planning mechanism	Individual Development Plans
Integration with career progression	Yes

Performance and career development reviews

Gender	FY2025-26			FY2024-25		
	Total (A)	Number (B)	Percentage (B/A)	Total (C)	Number (D)	Percentage (D/C)
Male	20,325	16,659	82%	19,379	16,048	83%
Female	8,057	6,779	84%	7,520	6,580	83%
Total	28,382	23,438	83%	26,899	22,628	84%

The table covers the employees of Coforge Limited. The data includes all active and eligible employees (offshore) as of 31st March 2026, excluding Workers





Registered Office

Coforge Limited

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Corporate Office

Coforge Limited

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