



Genpact Sustainability Report

2018-2019

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Message from our CEO



Dear stakeholder,

Thank you for your continued support of Genpact. I am happy to present the sixth edition of our biennial sustainability report covering 2018 and 2019.

The adaptability and sustainability of our business model has allowed us to continuously grow. Even with 90,000+ people, we like to think of ourselves as a 21-year-old start-up that is constantly being reinvented. By fostering a culture focused on nurturing curiosity and empowering our people, we have been able to develop better and faster ways of bringing innovative solutions to our clients, generating both short- and long-term value for them and us.

At no time has this been clearer than in 2020 with the onset of the COVID-19 pandemic. Our ability to be nimble and innovative combined with our deep industry domain knowledge, expertise in analytics and digital, and operations excellence enabled us to rapidly address the new challenges we and our clients faced. Providing business continuity to our clients and ensuring the health and safety of our employees were the two pillars guiding every decision we made. Our ability to deliver uninterrupted services throughout the crisis and transparent, frequent communication with both clients and employees continues to be key to our resilience. While this report will primarily focus on our sustainability efforts throughout 2018 and 2019, we would be remiss in excluding these efforts from 2020.

We continue to see our strategy resonate well, as demonstrated by the steady growth we have witnessed over the years, with \$3.52 billion of revenue generated in 2019. As we continue to drive digital transformation throughout Intelligent Operations and Transformation Services, we remain confident in our ability to generate greater value for our clients and business at large.

Digital transformation is today's reality. By leveraging our industry domain knowledge, focus on process and Lean Six Sigma, and capabilities in digital, including in AI, robotics, machine learning, and analytics we are able to lead our clients through successful digital transformation journeys that create real value for them, their employees, and their end customers.

While AI and digitalization in general, are sometimes viewed as a threat to jobs, we believe these technologies will not eliminate jobs but rather change them. Software and technology are able to automate manual tasks, recognize patterns in data, build insights, and deliver outcomes all in real-time we still need people to use judgment and empathy throughout the decision-making process.

New job opportunities and an increased prevalence of digital technologies require continuous reskilling. We have developed our internal online learning platform, Genome, to disseminate curated knowledge and prepare our employees for the jobs of today and the future. Our strong view is technology should not be perceived as a replacement for humans but as a tool to empower ourselves. With that in mind, we have now opened our Genome platform to the public to provide free access to key digital, collaboration, and leadership skills for business-critical roles that are needed to succeed today and prepare for tomorrow.

On the environmental front, we have continued to make progress and are committed to reducing our carbon and resource footprint. We have embraced greener solutions like green IT, procuring renewable energy, green buildings, and automation that have helped us reduce energy consumption. We are also on a journey to eliminate single-use plastics from all our sites across the globe. With these efforts, we are continually exploring how technology can be leveraged to reduce our climate impact.

Gender diversity was and will remain an integral part of our global talent strategy. We have empowered women leaders by building a truly inclusive environment and driving programs like the Women in Leadership and Returning Moms programs. In 2019, women represented 41% of the total workforce, up by 2% from 2017. In 2020, we launched our Racial Equity pillar, which will provide

training, development, and advancement programs to underrepresented minorities in the US and UK as well as continuous education to our global workforce on topics like inequity and unconscious bias. Having a cognitively diverse workforce results in some of the most innovative solutions and is therefore a business imperative for us. We believe these initiatives will help us achieve a balanced, diverse workforce in the years to come.

Our commitment to the communities that we operate in stems from our belief in being an active corporate citizen of the world. In 2019, more than 70,000 employees volunteered to give back to their communities. For example, our employee volunteers provided education to unprivileged children, worked for women's empowerment, provided skill-based trainings to youth to improve their employability, and planted thousands of trees, among many other initiatives. Throughout the COVID-19 pandemic, these volunteering opportunities included providing meals to displaced migrant workers, donating personal protective equipment (PPE) to hospitals, and working with local governments to manage COVID-19 call centers and contact tracing programs, to name a few. In the years to come, we will continue and grow our commitments to improve our communities.

Our relentless pursuit of excellence in the work we do combined with the values we cherish and the transparency in everything we do has helped us build trust with our stakeholders. We will continue to deepen our relationships with them while keeping sustainability at the core of everything we do.

Sincerely,
"Tiger" Tyagarajan
CEO, Genpact

Genpact's targets and commitments for sustainability

Genpact has established multiple targets and commitments covering the most pertinent sustainability issues for our company and our stakeholders. We have formalized our sustainability governance structure to monitor our progress on these targets and ensure accountability and successful execution in a time-bound manner.

By 2025 reduce our scope 1 and 2 **Greenhouse gas emissions by 15%** from 2019 baseline

By 2025, limit **water intensity** per sq. ft. to 0.09 at owned sites in India

Procure **25% renewable energy** in our locations by 2025

Zero use of nonessential plastic disposables globally by 2022

Systematically **reskill** identified groups on **digital... Genome**

Number of **top 50 suppliers** to be third party audited yearly on sustainability parameters by 2025

Improve **PUE by 20%** at our data centers in India by 2025 from base year 2016

By using technology, we are committed to **responsible innovation**, which can have positive impact on people, our planet, and economy at large

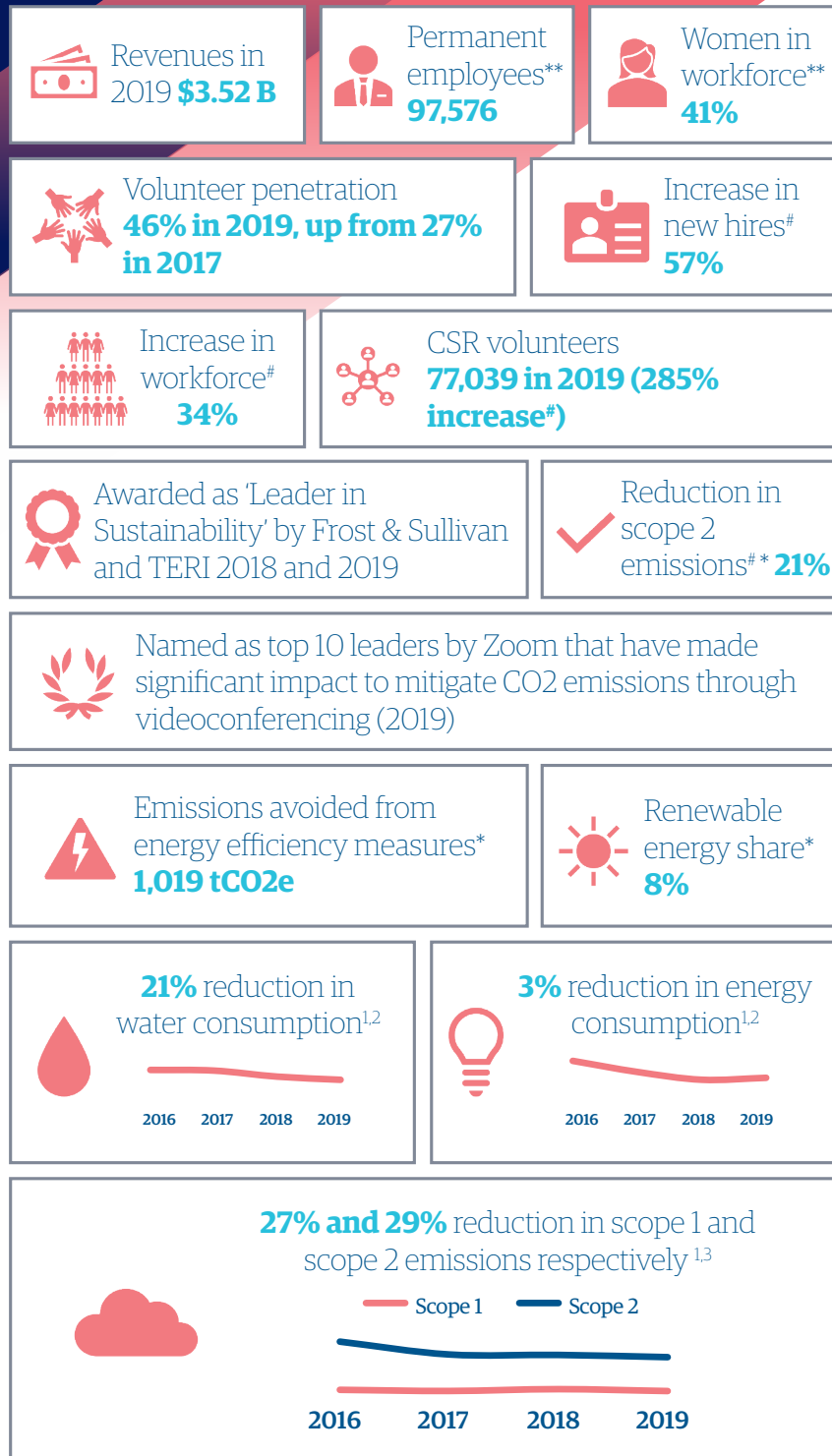
Achieve **ZLD** at owned sites by 2025

100% recycling of food waste in India by 2022

PUE: Power usage effectiveness

ZLD: Zero liquid discharge

Key highlights as of end of 2019



* Indian operations 2019

** As on 31st Dec 2019

From 2016

1 At owned sites between 2016 and 2019

2 The data for Danville, which is an owned site, was not available in 2016-17

3 No scope 3 emissions data available for owned sites in 2016-17

Report profile

Genpact publishes its sustainability report on a biennial basis. Our last report covered calendar years 2016 and 2017. This is our sixth sustainability report prepared in accordance with Global Reporting Initiative (GRI) sustainability reporting standards. This report has been prepared in accordance with the GRI Standards: Core option. The data in the report covers the period from January 1, 2018 - December 31, 2019.

Reporting boundary and scope

Our 2019 report covers all our major production offices around the world. The reporting boundary for HR indicators includes our global operations. The reporting boundary for environment indicators has changed in this reporting period due to the inclusion of more locations. The data on the environment covers our production offices in India, Philippines, China, Europe, Latin America, the US, Japan, Malaysia, and Australia. Approximately 85% of our employees work out of facilities in these regions. We faced limitations in assessing environment data from our remaining sites because we lack data about our multi-tenant leased offices. We have also excluded recent acquisitions from this report because we can't be sure that the current quality of data from these sites is as high as it is for our other sites.

Appendix II contains a detailed list of the locations that are covered in this report.

Data compilation methodology

We compiled all the information and data contained in this report based on best practices and in accordance with the procedures and standard administration frameworks adopted by our Environment, Health, and Safety (EHS) group and other relevant divisions. We calculated carbon emissions using standard methodologies and conservative assumptions wherever required. We used conversion factors, as mentioned in appendix III, to quantify energy consumed (GJ) and emissions (tCO₂e). We calculated energy savings based on units per sq. ft. area. Also, we revised the density of diesel for 2016-2019, which may result in a slight change in values compared to the previous period. We have disclosed our certain non-financial metrics in our performance data table, including data from the last three years, at the end of the report. We reserve the right to change our internal guidelines regarding the inclusion of data in future sustainability reports. Any changes will be clearly communicated to our stakeholders. Genpact's financial performance is available in our Annual Report on Form 10-K for the year ended December 31, 2019.

Report assurance

This report was independently assured by DNV GL. The assurance is in accordance with the limited assurance criteria of the International Standards on Assurance Engagements' (ISAE) 3000. The assurance approach, methodology, and observations are presented in the assurance letter, which is available [here](#).

Suggestions and feedback

We are committed to taking steps that can improve our sustainability performance. If you have any suggestions, please send them to:

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Sustainability Program Manager
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Organizational profile

About Genpact

Genpact (NYSE: G) is a global professional services firm that makes business transformation real. We drive digital-led innovation and digitally-enabled intelligent operations for our clients, guided by our experience running thousands of processes primarily for Global Fortune 500 companies. We think with design, dream in digital, and solve problems with data and analytics. Combining our expertise in end-to-end operations and our AI-based platform, Genpact

Cora, we focus on the details - all 90,000+ of us. From New York to New Delhi and more than 30 countries in between, we connect every dot, reimagine every process, and reinvent companies' ways of working. We know that reimagining each step from start to finish creates better business outcomes. Whatever it is, we will be there with you - accelerating digital transformation to create bold, lasting results - because transformation happens here.

Locations

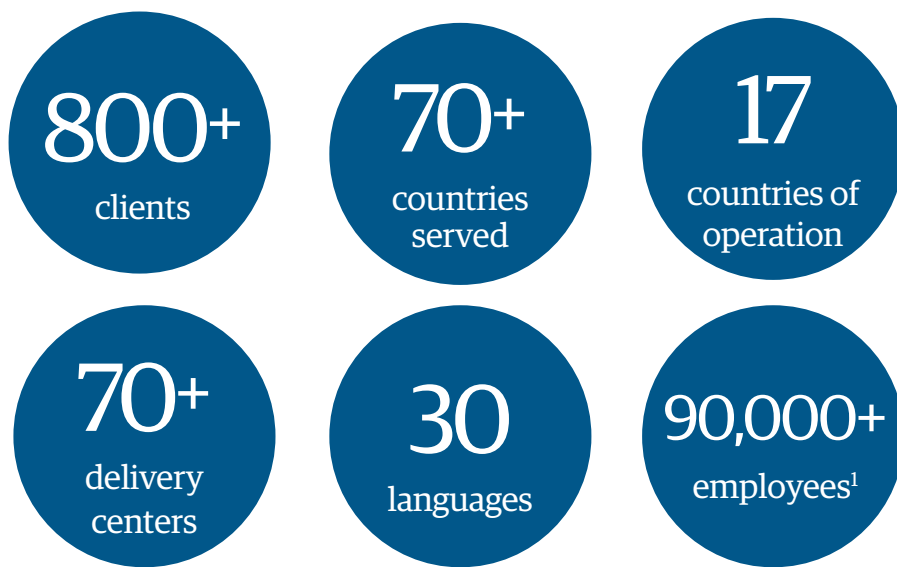
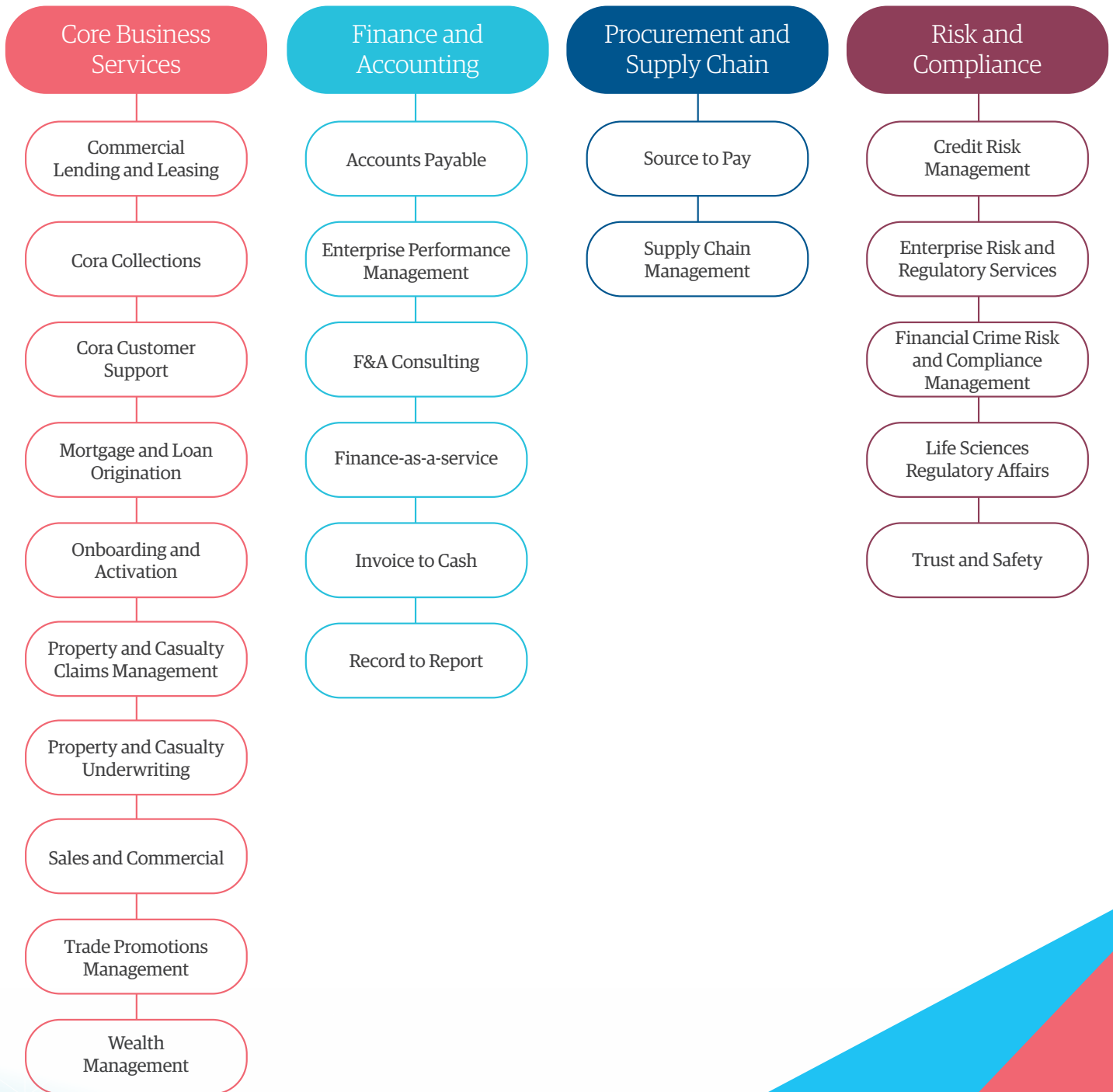


Figure 1: Genpact at a glance

To know more about our global footprint, refer: www.genpact.com/about-us/regions

1 As on 31st Dec 2019

Our services



Industries we serve

Life sciences



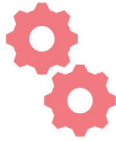
Retail



Insurance



High tech



Aerospace
and defense



Media,
Publishing, and
Entertainment



Automotive



Industries
we serve

Hospitality



Capital
markets



Healthcare



Banking



Consumer
goods



Awards and recognition



Genpact Malaysia awarded 'Operational Excellence in Finance & Accounting' in the GBS Asia 2018 awards



Genpact received Brandon Hall excellence awards (Gold) for best certification program, best leadership program for women, best innovative workforce program management, best corporate culture transformation, and best unique talent acquisition program



Genpact Romania ranked 2nd in the National Top of Companies 2018 edition



Genpact received Brandon Hall excellence awards (Silver) for best use of blended learning, best use of social and collaborative learning and best learning program for change management strategy



Genpact recognized as a Global Leader in Corporate Governance in 2018 with Golden Peacock Award



Genpact received CSO50 Award successively in 2019 and 2020, for security projects and initiatives that demonstrate outstanding business value and thought leadership



Genpact won ET CIO Next Gen Technologies award 2019



Genpact awarded the first runner-up for best D&I practices in gender by BeyonDiversity Foundation



Genpact recognized as one of the 50 Happiest Companies in America for 2019



Genpact Romania ranked first in the top employers list for 2019 in the BPO and Services category by Undelucram



CNBC-TV18 regarded Genpact by Best Risk Management award



Genpact awarded an IT Excellence Award by vmware



Genpact ranked as one of the top 10 tech companies to work in India 2020



Genpact regarded as 'Leader in Sustainability' in 2018 and 2019 by Frost & Sullivan and TERI



Genpact won New Code of Work and New Code of Future-Readiness awards at WorkFest 2020



Genpact Named One of the 2019 World's Most Ethical Companies® by the Ethisphere Institute for Two Consecutive Years



Genpact Philippines received the Platinum Partner Award from the Philippine Red Cross



Genpact regarded as top 10 leaders by Zoom that have made a significant impact on carbon dioxide (CO2) reductions through videoconferencing



Genpact ranked as one of the top 10 best companies in 2020 for women in India by Avtar



Genpact received UiPath Automation Excellence award for Robotic Process Automation-first mindset to differentiate customer experience



2020 CDP Climate Change Disclosure: B- Score

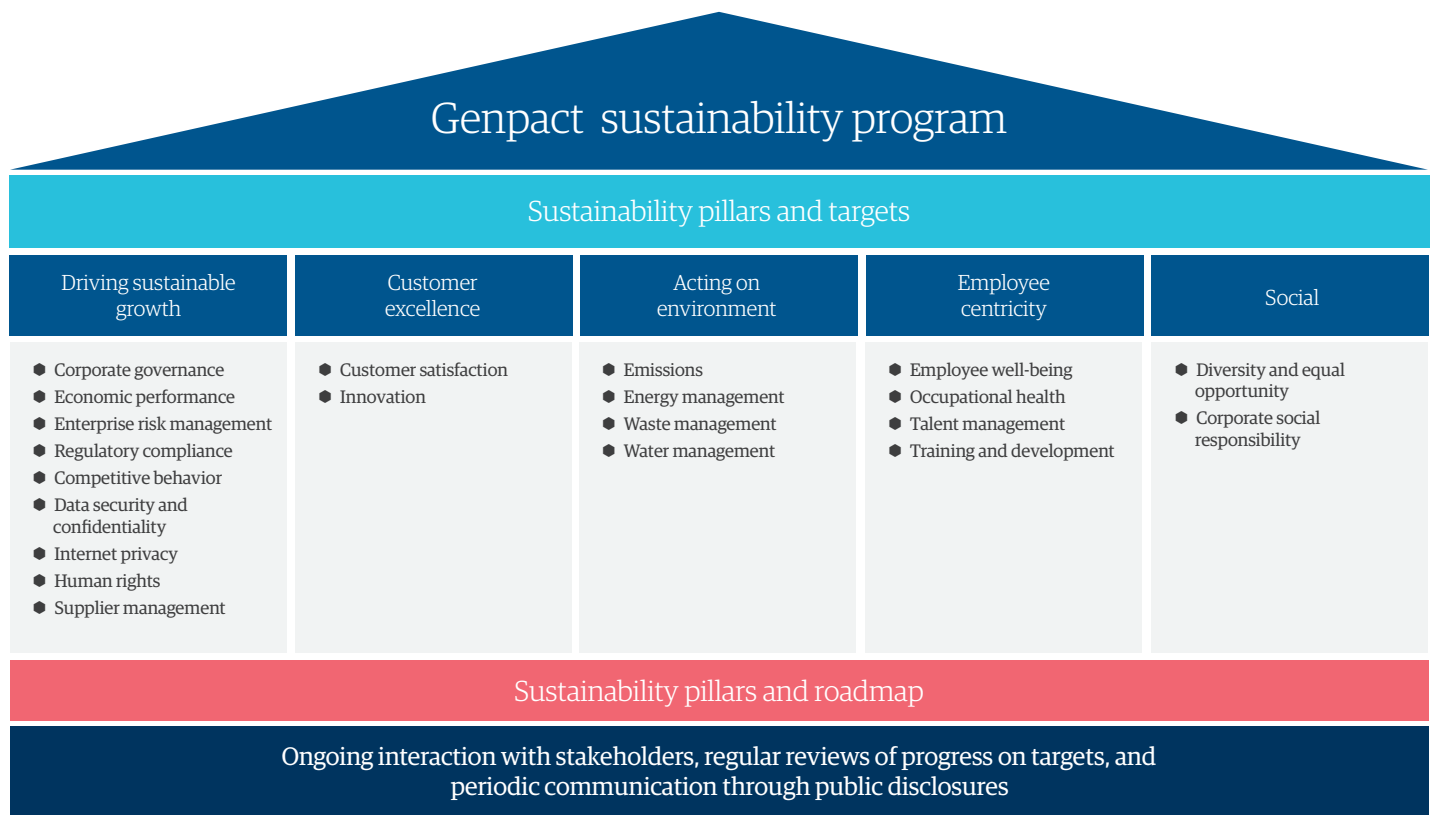
Genpact's sustainability program

"Sustainability doesn't have to be a trade-off between doing the right thing and making money. It's a trade-off between being proactive and being reactive. Investing in sustainability can save money and help create a backdrop where businesses can thrive in the long term."

*"Tiger" Tyagarajan
CEO, Genpact*

Generating business impact, people impact, green impact, and community impact are the four broad focuses of our sustainability program. In our quest to become the sustainability leader in our industry, we adjust our sustainability efforts according to the evolving market scenario, stakeholder expectations, and insights obtained from our biennial materiality assessment exercise. This ensures that our sustainability performance tomorrow is aligned to the goals and targets we anticipate today.

Sustainability pillars



We have recalibrated our sustainability pillars to direct our sustainability efforts and added three new ones: driving sustainable growth, acting on environment, and social.

These pillars address key, closely linked sustainability issues, and provide a unified approach to managing our sustainability commitments to our stakeholders. We have established targets and commitments and regularly monitor our performance according to measurable and meaningful parameters.

Sustainability governance



Our sustainability governance structure has strong cross-functional representation, with leadership oversight at the Board level. Our environment, health, safety, and sustainability (EHS&S) team regularly reports to the chief risk officer, who is advised by various executives from cross-functional teams. The EHS&S team properly implements our sustainability initiatives around the world via regular connections with our global production offices. It also drives sustainability awareness, communication, and reporting across geographies, as per global standards. Additionally, this team is responsible for facilitating sustainability audits, publishing our sustainability report, participating in environmental and social awards, and disclosing information to sustainability rating bodies. The team also communicates with stakeholders about our sustainability efforts, tracks EHS&S performance, and connects with the Genpact Leadership Council quarterly to discuss overall progress and action plans.

Sustainability communication and associations

We actively participate in major frameworks that assess companies' environmental, social, and governance (ESG) performance. These include the Carbon Disclosure Project (CDP), EcoVadis, and the United Nations Global Compact (UNGC). We received a gold rating from EcoVadis for our corporate social responsibility (CSR) and

supply chain practices in 2019. We are a member of the National Association of Software and Service Companies (NASSCOM), a major trade association in the Indian IT and business process outsourcing industry, since 1988.

Alignment with Sustainable Development Goals

We have started to align our business goals with 10 of the United Nations' 17 Sustainable Development Goals (SDGs) in which we know we can make a significant contribution while ensuring that our collaborative partnership with stakeholders diverges into three dimensions of sustainable development: economic, social, and environmental. We explain our SDG-focused goals and their linkage to our business at the beginning of each section of our five sustainability pillars. As you will see, we have linked our sustainability targets and commitments with the SDGs in which we believe we can significantly contribute.





SDGs where we believe we can contribute significantly

Stakeholder engagement

We conduct a materiality assessment every two years to assess our stakeholders' perception of our ESG-focused initiatives and performance. The process includes engaging with stakeholders like employees, clients, investors, suppliers, communities, academic institutions, and industry bodies that may be impacted by our operations and activities.

We interact with each stakeholder group through multiple communication channels so that their voice is well heard. Breaking down silos and integrating communications between these groups is key to creating value for these interdependent stakeholders and helping them

understand the environmental, social, and economic risks and opportunities in our business ecosystem. More importantly, open communication with our stakeholder groups helps us capture topics that are critical to them and business at large.

Stakeholder group	Mode of engagement	Material aspects	
Employees 	<ul style="list-style-type: none"> ● Annual employee satisfaction surveys ● Biannual performance appraisal ● CSR volunteering ● Training and development programs ● Grievance cell 	<ul style="list-style-type: none"> ● Environment ● Talent management ● Employee wellbeing ● Supplier management ● Economic performance 	<ul style="list-style-type: none"> ● Occupational health ● Competitive strength ● Corporate governance ● Enterprise risk management ● Corporate social responsibility
Clients 	<ul style="list-style-type: none"> ● Biannual NPS based on the process owner questionnaire ● Annually conducted CXO level engagements through questionnaire ● Governance meetings between different levels of the organization 	<ul style="list-style-type: none"> ● Environment ● Supplier management ● Talent management ● Occupational health ● Employee wellbeing 	<ul style="list-style-type: none"> ● Competitive strength ● Economic performance ● Human rights ● Customer satisfaction ● Training and development
Investors 	<ul style="list-style-type: none"> ● Quarterly calls with investors and shareholders ● Annually filed 10-K report ● General meetings ● Email alerts for SEC-related information 	<ul style="list-style-type: none"> ● Environment ● Diversity and equal opportunity ● Talent management ● Data security ● Customer satisfaction 	<ul style="list-style-type: none"> ● Competitive strength ● Enterprise risk management ● Human rights ● Training and development ● Regulatory compliance
Suppliers 	<ul style="list-style-type: none"> ● Vendor prequalification, risk analysis, and rating process ● HSE engagements with vendor employees 	<ul style="list-style-type: none"> ● Environment ● Competitive strength ● Corporate social responsibility ● Innovation ● Talent management 	<ul style="list-style-type: none"> ● Corporate governance ● Employee wellbeing ● Human rights ● Diversity and equal opportunity ● Customer satisfaction
Communities 	<ul style="list-style-type: none"> ● Employee volunteering activities ● Exercise with NGOs ● Engagement with NGOs to strengthen their processes 	<ul style="list-style-type: none"> ● Environment ● Diversity and equal opportunity ● Training and development ● Employee wellbeing ● Supplier management 	<ul style="list-style-type: none"> ● Competitive strength ● Innovation ● Human rights ● Talent management ● Customer satisfaction
Academic institutions 	<ul style="list-style-type: none"> ● Campus recruitment 	<ul style="list-style-type: none"> ● Environment ● Supplier management ● Economic performance ● Enterprise risk management ● Employee wellbeing 	<ul style="list-style-type: none"> ● Corporate governance ● Occupational health ● Innovation ● Competitive strength ● Talent management
Government and industry bodies 	<ul style="list-style-type: none"> ● Engagement through membership of industry bodies like NASSCOM, Confederation of Indian Industry (CII), Business Processing Association of the Philippines (BPAP), the Association of Business Service Leaders (ABSL) in Romania, and so forth 	<ul style="list-style-type: none"> ● Environment ● Human rights ● Regulatory compliance ● Corporate social responsibility ● Competitive strength 	<ul style="list-style-type: none"> ● Enterprise risk management ● Economic performance ● Customer satisfaction ● Occupational health ● Supplier management
Industry bodies 	<ul style="list-style-type: none"> ● Online questionnaire 	<ul style="list-style-type: none"> ● Supplier management ● Environment ● Human rights ● Occupational health ● Corporate social responsibility 	<ul style="list-style-type: none"> ● Corporate governance ● Enterprise risk management ● Data security ● Innovation ● Employee wellbeing

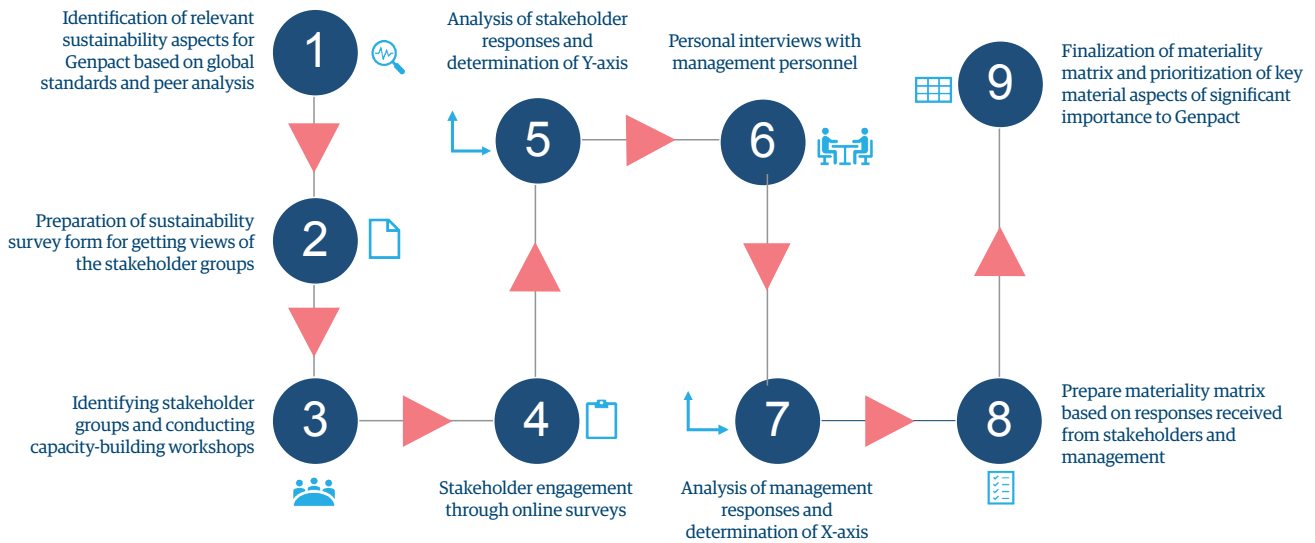
Note: Environment includes emissions, energy management, water management, and waste management.

Table 1: Stakeholder groups and mode of engagement

Materiality assessment

As in previous years, we conducted a materiality assessment to identify the aspects for which stakeholders perceive we have performed well and the aspects upon which we need to act in the coming years. This exercise ensures that our business purview remains aligned to our stakeholders' expectations. Below is the summary of the materiality assessment methodology we adopted this year:

Materiality assessment methodology



We identified the sustainability aspects based on the peer analysis and guidance provided by the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) standards. We prepared and circulated a survey to gauge how well stakeholders, including our business vertical leads across geographies, perceive we have performed against material issues. We also conducted capacity-building workshops for each stakeholder group mentioned in Table 1 before requesting their responses. After receiving the responses, we consolidated them and mapped them accordingly to obtain a holistic picture of significant material issues. When preparing our 2018-19 materiality matrix, we realized that human rights, diversity and equal opportunity, and training and development had moved from the high quadrant to the low quadrant in comparison with our previous materiality matrix. This is because we consider these extremely important and have strongly integrated them into our sustainability pillars, and our stakeholders perceive that we have managed these well over the years.

The figure 2 shows our materiality matrix for 2018-19:

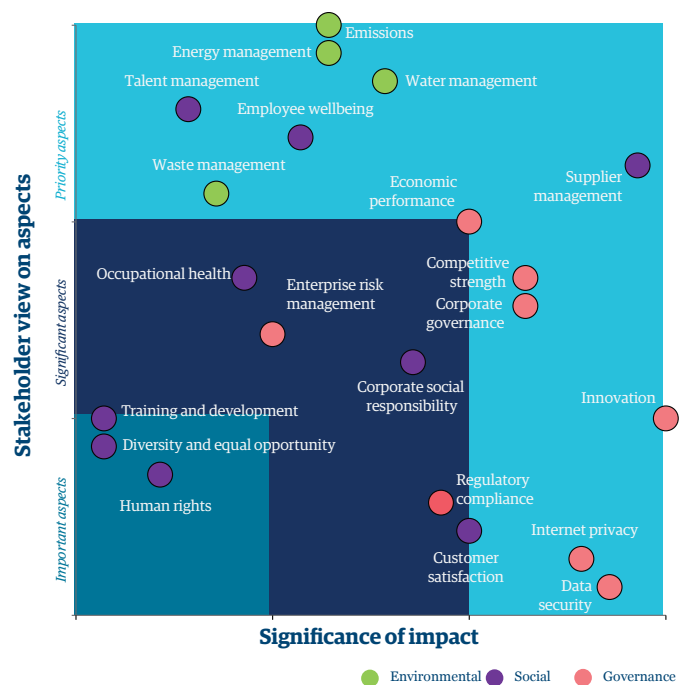
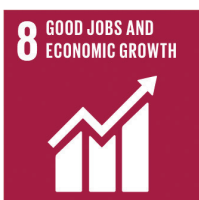


Figure 2: Genpact materiality matrix 2018-2019



Pillar I: Driving sustainable growth

Relevant SDGs and targets under this pillar



- 5.5** Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making...
- 8.2** Achieve higher level of economic productivity through diversification, technological upgrading, and innovation...
- 8.8** Protect labor rights and promote safe and secure working environments for all workers...

Corporate governance

Good corporate governance is important to us. It ensures that Genpact is managed for the long-term benefit of its shareholders and provides direction for us to grow responsibly and ensure we adhere to high standards of business integrity.

Our corporate governance practices and policies are overseen by our mostly independent board of directors. The Board is comprised of individuals with deep multidisciplinary experience, leading to broader perspectives and insights. The Board is bound by our Code of Ethical Business Conduct and is responsible for, among other things, overseeing our corporate strategy, operations and management.

(CI)2: Our culture framework and business strategy

We call our culture framework, built on a bedrock of integrity (CI)2, which stands for Curious, Incisive, and Courageous. This framework outlines a set of behaviours that drive success for us and that resonate with our strategy. It reflects our personality and aligns profoundly with the core message of our brand refresh, Transformation Happens Here. We have designed this framework to ensure consistency between the way we act in the marketplace and the internal culture we drive.



“I pledge to drive our commitment to integrity as part of (CI)2 across the company - with zero compromise.”

- "Tiger" Tyagarajan CEO, Genpact

Anti-corruption

We are committed to conducting activities free from the unfair influence of bribery, and to fostering anti-corruption awareness among employees and business partners around the world.

Our committees

Our Board has established Audit, Compensation and Nominating and Governance Committees to assist it in fulfilling its duties.


Responsibilities of committees

<p>Audit committee</p>	<ul style="list-style-type: none"> ● Reviews performance of statutory auditor ● Reviews quality and integrity of accounting and reporting ● Internal audit risk assessment ● Compliance with legal and regulatory requirements 	<p>Compensation committee</p>	<ul style="list-style-type: none"> ● Compensation practices and policies ● Performance and compensation for CEO, Chairman, Senior executive, and directors ● Approval and recommendation of stock and incentive compensation plan 	<p>Nominating & Governance committee</p>	<ul style="list-style-type: none"> ● Establish criteria for committee membership ● Recommend candidates to serve board or committees ● Recommend board a set of corporate governance principles ● Annual review of CEO, board, and committees
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Our Board of Directors

We have a strong, active and mostly independent Board of Directors who provide oversight of our long-term growth strategy. For more information about our Board of Directors, please visit:

<https://www.genpact.com/about-us/board-of-directors>




"Tiger" Tyagarajan
CEO, Genpact




Robert G. Scott
Chairman of Genpact Board



Ajay Agrawal
University of Toronto, Rotman School of Management



Stacey Cartwright
Former Deputy Chairman of Harvey Nichols Group



Laura Conigliaro
Former Partner, Goldman Sachs



Carol Lindstrom
Retired Vice Chairman, Deloitte LLP



Jim Madden
Co-Founder and Managing Director, Carrick Capital Partners



CeCe Morken
EVP and GM, Strategic Partner Group, Intuit Inc.



Mark Nunnelly
Chairman, AVALT Holdings



Mark Verdi
Partner, AVALT Holdings

Updates (2020):

Jim Madden became chairman in 2020 after Robert G Scott retired in May 2020.

Brian Stevens (Executive Chairman, Neural Magic) joined in 2020.

CeCe Morken (President and Chief Operating Officer at Headspace Inc.)

Mark Nunnelly (Chairman, Toolbox Holdings)

 Executive board member

 Non-executive board member

Competitive strength

We are committed to maintaining our brand recognition by conducting business in a transparent and ethical manner. Our competitive strength is guided by our Code of Ethical Business Conduct and Integrity, which promotes the spirit of honesty, trustworthiness, integrity, dependability, respect, and citizenship. The purpose of the code is to ensure that business is conducted according to the highest ethical standards and in compliance with all applicable state and local laws, rules, and regulations. We designed the code to ensure uniformity between our internal culture and our engagement with the marketplace. Our business practices comply with the antitrust laws of the countries in which we operate. The work we do echoes our inherent principles through practices which are ethical and congruent to our corporate culture. In the reporting period, we have not faced any violation of antitrust or anti-competitive behavior in any of our operating regions.

Human rights

We perceive human rights to be fundamental and essential to our business and value chain. It's a key ingredient of our philosophy that brings social essence to the organization. We respect the foundation of human rights and ensure no

human rights violations take place. As a global professional services company, we focus on the human rights most relevant to our enterprise and operation.

We maintain a human rights policy that applies to our employees, joint ventures, suppliers, and contractors. Our EHS and global sourcing policies are sourced from our integrity policy. Every vendor must adhere to these policies; noncompliance may lead to contract suspension or termination. In addition, we conduct due diligence on human rights risks in our operations.

We do not differentiate people on the basis of race, color, religion, sex, age, national origin, marital status, sexual orientation, gender identity, or genetic information, and are fully committed to eliminating discrimination, creating a healthy work environment, ensuring employee health and safety, protecting personal data, and anti-corruption. We have an ethical imperative for recognizing and mitigating unconscious bias. We believe an unbiased culture is essential for an organization to hire diverse teams, manage performance, and uphold efforts to improve workplace inclusion. In this regard, we are developing standard hiring processes to minimize biases from resume shortlisting to onboarding.

Human rights practices at Genpact

- Discrimination and harassment**
No discrimination on the basis of race, colour, religion, sex, caste, sexual orientation, or national or regional origin
- Child and forced labour**
We completely prohibit child labor and also conduct vendor checks to mitigate any instance of child or forced labour
- Fair employment**
We have zero tolerance for nepotism and only employ on the basis of merit
- Privacy**
Genpact respects employee privacy in regard to personal information and may access the same for business reasons
- Freedom of association**
We do not prevent any employee from exercising the right to freedom of association or collective bargaining

We are against the exploitation of children through any form of work that deprives them of their childhood, interferes with their ability to attend regular school, and is mentally, physically, socially, or morally harmful. We require every one of our employees to take e-learning-based training courses on human rights.

We are committed to creating a safe and secure workplace for women that is free from sexual harassment. We have a zero-tolerance policy toward sexual harassment. All our employees are required to complete the training program on the prevention of sexual harassment. It's an online, scenario-based, interactive learning program that focuses on the impact of behavioral misconduct on female employees and emphasizes each employee's responsibility for maintaining a respectful and inclusive culture in the workplace. HR and special teams take such violations very seriously. The Ombuds Program allows our employees to raise concerns involving any suspected violation of Genpact policy or applicable law.

Enterprise risk management

We have an enterprise risk management (ERM) framework that helps us identify, measure, and manage risks. We proactively conduct risk assessments at multiple levels including entity, business segment, and processes. This approach helps us mitigate possible impacts and achieve compliance. We have constituted a formal cross-functional Risk Council, which reviews the organization's risk profile periodically and reports the key business risks to our Leadership Committee and our Board. Our ERM Office is headed by our enterprise risk leader, who's responsible for ongoing maintenance of enterprise risk management at Genpact. The ERM Office is governed by the Risk Council, and the risk responses are executed by risk owners across our functions, businesses, and regions. The Risk Council meets quarterly to review and assess the approach to manage key organizational risks, and shares the results with our Leadership Committee and our Board.

Three lines of defense

Genpact has a multi-tiered risk and compliance monitoring process. A specific set of risk identification and mitigation activities are detailed for each tier.

First line of defense

As the first line of defense, we utilize controls and checks to address risks in our business and functional teams' operations. Quality measurement tools and procedures are used to monitor effectiveness of this process. Each function is headed by a functional leader who is responsible for the performance and corresponding governance.

Second line of defense

As the second line of defense, our Risk and Compliance team performs process risk assessments and monitors compliance on an ongoing basis. We have defined a formal risk management process that details how risks are evaluated based on identified threats, the parameters used to assess risk, and how risk treatment plans are monitored. At the enterprise level, our ERM Office, along with our Legal and Internal Audit teams, conduct annual risk assessments to gain an aggregate view of the organization's risk profile. Once the risks have been identified, they are evaluated to determine which should be targeted for mitigation. Each one is evaluated in terms of its potential financial, operational, regulatory, or reputational impact if it does occur, the likelihood of it occurring, and the velocity of it should it materialize. Risk owners across functions, businesses, and regions prioritize and execute the risk responses. Risk Registers are maintained to track the risk mitigation measures.

Third line of defense

As the third line of defense, we have an independent global internal audit group, and our chief internal auditor reports directly to the Audit Committee of our Board. The internal audit group provides risk management services and control assurance. The risk-based audit plan is approved by the Audit Committee annually. Operational financial and compliance-related audits are conducted to: measure compliance with the company's policies and procedures, laws, and regulations; the reliability of financial reporting; the efficacy of operations; the safeguarding of assets; and so forth. The internal audit group reviews audit findings with our management team and communicates key findings to the Audit Committee on a quarterly basis.

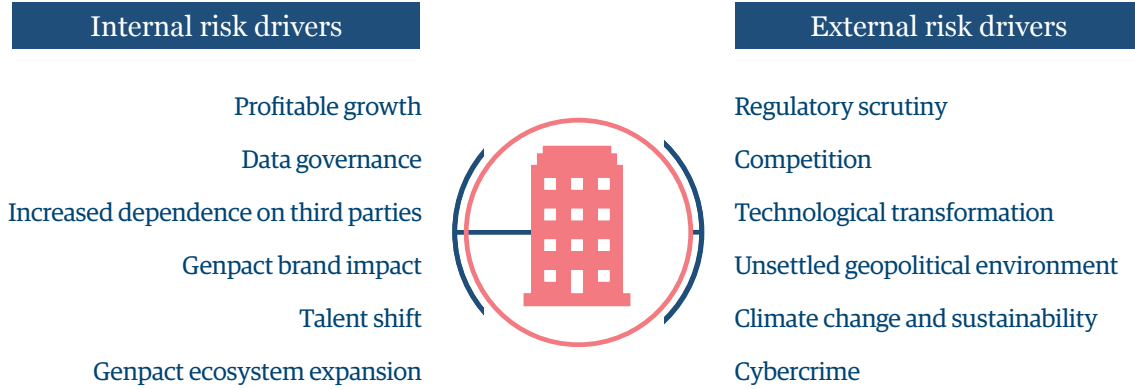
The directors are responsible for monitoring risk levels based on various parameters, and our management team oversees implementation of mitigation measures.

During our 2019 annual risk assessment, pandemic risks and climate change were among the top risk areas on the Genpact risk map requiring focus in 2020. Per our risk management framework, risk response strategies were prepared and assigned to risk owners to minimize the risk impact. These topics, along with a refreshed risk landscape identifying any emerging risks, were discussed every quarter with the Enterprise Risk Council and the Audit Committee. When the COVID-19 pandemic materialized, our risk landscape was refreshed to evaluate the new risk levels and how the other risk areas were impacted. In the 3Q20 Risk Council meeting, when a further refresh of the risk landscape showed that operational risk had increased with the new work from home model, we revisited our risk response strategies.

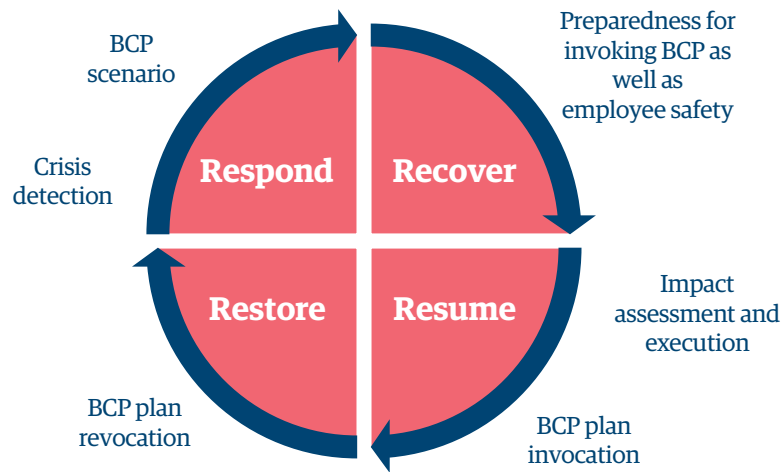
We align our risk management methodology to industry accepted standards such as the COSO framework and the ISO 31000:2018 Risk Management Guidelines. Genpact India received the ISO 31000 Certificate of Compliance; in 2020 and beyond, other regions from where we provide services to clients will also be subject to this audit. The ISO 31000 certification is a key differentiator as it demonstrates that our risk management framework has been independently audited and attested. We engage independent third-party audit firms for International Standard on Assurance Engagements 3402 (ISAE 3402) examinations, certifications such as ISO 27001 (Information Security Management System), ISO 14001 (Environmental Management System), OHSAS 18001 (Occupational Health and Safety Management Certification), ISO 22301 (Business Continuity Management System), and other security audits.



Business risks



Business continuity planning



CASE STUDY

Ensuring business continuity during volcano eruption in Philippines in Jan 2020

It was a level four alert. The teams from Infrastructure and Logistics, Business Continuity Management, HR, and Operations worked in tandem to mitigate the risk due to volcanic eruption. N95 masks, shuttle services, free meals, and survival information were circulated among employees and training rooms were converted to nap rooms. Proper coordination with PHIVOLCS and local agencies was conducted to get expert advice in case the alert level rose to level five.

Economic performance

We perceive economic performance to be a critical aspect of our overall performance. Our goal is to deliver digital transformation services to our clients while meeting our commitments to our stakeholders. We foresee accelerated client demand for transformational change, which will lead

to further diversification of our services. So, we continue to improve the agility of our portfolio evaluation process and our talent to best penetrate high-growth areas.

Our total revenue increased 17% between 2018 and 2019, from of \$3 billion in 2018 to \$3.52 billion in 2019. Net revenue from our global clients increased to \$3.04 billion, representing 86% of our total revenue in 2019.

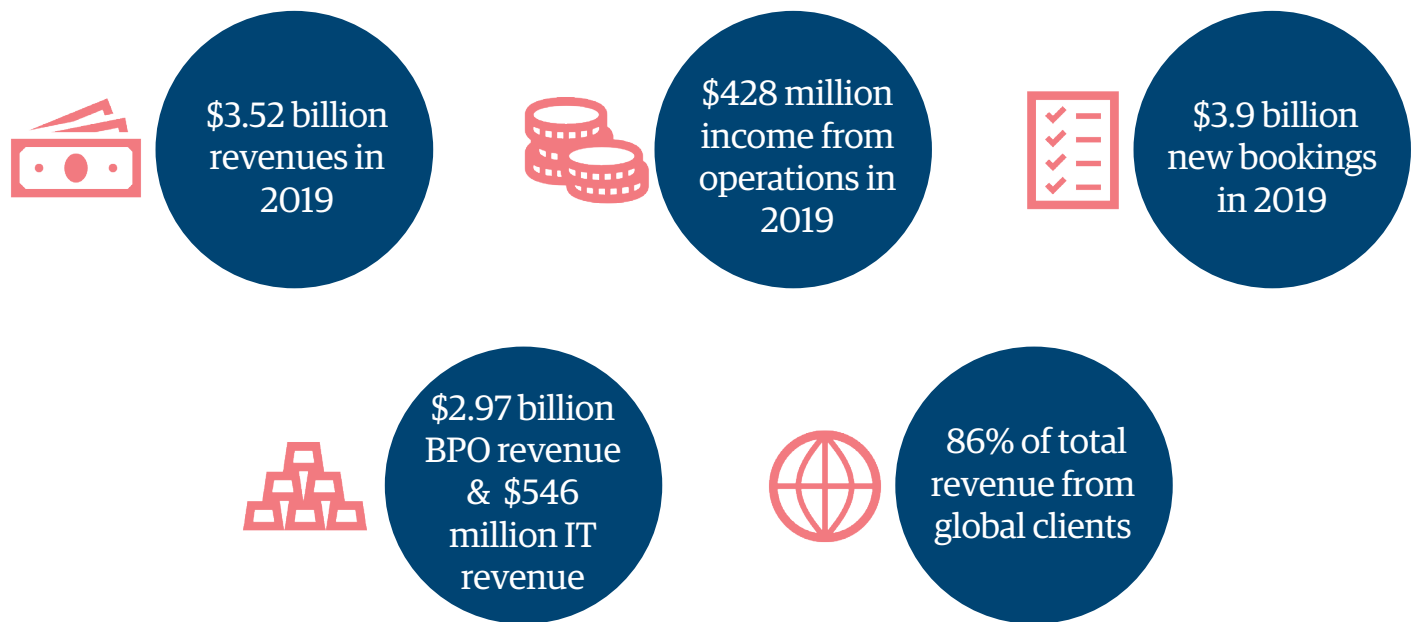
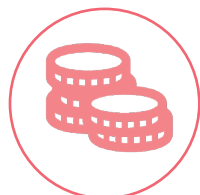


Figure 3: Our financial performance in 2019

2020 outlook



Total revenue for the full year of \$3.68 to \$3.695 billion, up 4.5% to 5.0% or 5% to 5.5% on a constant currency basis



Adjusted income from operations margin of approximately 15.7%



Global client revenue growth in the range of 6.0% to 6.5% or 6.5% to 7.0% on a constant currency basis



Adjusted diluted EPS of \$2.08 to \$2.11

Economic value generated and distributed

Category	2018 (\$M)	2019 (\$M)
Economic value generated		
Total revenue	3,001	3,521
Economic value distributed		
Operating cost	902	864
Employees benefits and wages	1,751	2,227
Taxes and royalties	81	95
Interest charges	37	43
Other expenses*	51	14
Total	2,822	3,243
*CSR investments are allocated as part of the operating costs of business units and therefore do not form a separate line item		

Table 2: Economic value generated and distributed

Note: The entities included in the consolidated financial statements can be referred in appendix I

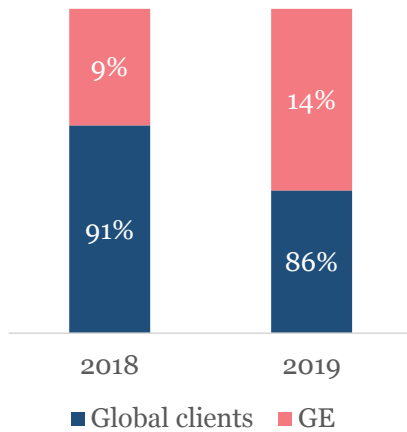


Figure 4: Revenue share

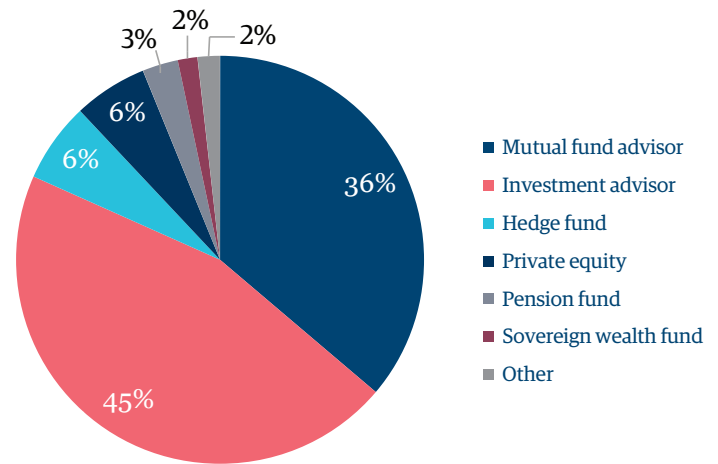


Figure 5: Genpact ownership






Regulatory compliance

Good risk management and regulatory compliance are key components of a sustainable business. Our Code of Ethical Business Conduct is guided by our core values of honesty, integrity, dependability, respect, and good community citizenship. Genpact's legal department provides legal and regulatory guidance and together with the Risk and Compliance team, oversees Genpact's adherence to applicable legal and regulatory requirements.

For the reporting period, we did not face any material fines or legal actions for any misconduct in our business. We meet with all environmental regulations and haven't been fined by any government and statutory authorities for failing to comply with environmental regulations. Likewise, we have not faced any compliance-related issues pertaining to health and safety on any of our premises.

Data security and confidentiality

Data security is a multidisciplinary approach that covers areas including technology, regulations, and human rights. Genpact takes a global approach to data privacy, guided by a cross functional team including legal, infosec, and risk professionals. We have adopted a 'defense in depth' approach in which people, processes, technologies, and partnerships are key components. We have robust security measures in place to ensure confidentiality of personal data. Our 56 locations are ISO 27001 certified. We periodically review our information security policies, procedures, and guidelines. We have incorporated a new section on vulnerability management which will help us achieve better digital governance. And we have built several training programs around data security to spread awareness among our employees. We believe transparency is critical when engaging with our clients.

Privacy by design	Information security	Training and awareness	Contractual compliance	Third-party vendors
				
Committed to implement data privacy and protection across our products and services	ISO 27001 compliant information security system	Data privacy and security trainings to spread awareness among employees	Contract templates address privacy issues	Constituted Vendor Governance Office responsible for risk assessment of vendors

Internet privacy

Internet privacy is another aspect of our digital responsibility to our stakeholders. We ensure that their personal data remains protected at every stage of the engagement process. Our data collection, retention, and processing practices are purposeful, lawful, and guided by our privacy policy. This policy describes our approach to privacy and explains why we collect personal data, what data we collect, how we process it, and how we manage it. The retention period for personal data is determined by factors including amount, nature, and sensitivity. To read our privacy notice, please go to: <https://www.genpact.com/about-us/privacy>

We require every vendor to respond to a sustainability questionnaire as part of our vendor onboarding process.

We work with suppliers to prevent human rights violations from taking place. We clarify whether third parties allow freedom of association, collective bargaining, and labor management. Their integrity to compliance is guided by our Code of Conduct, which covers everything from onboarding to engagement closure. We have digitalized vendor screening and onboarding to identify whether or not they comply with our Code of Conduct. We have designed our payment practices to ensure timely payments, which helps foster a strong relationship.

Supplier management

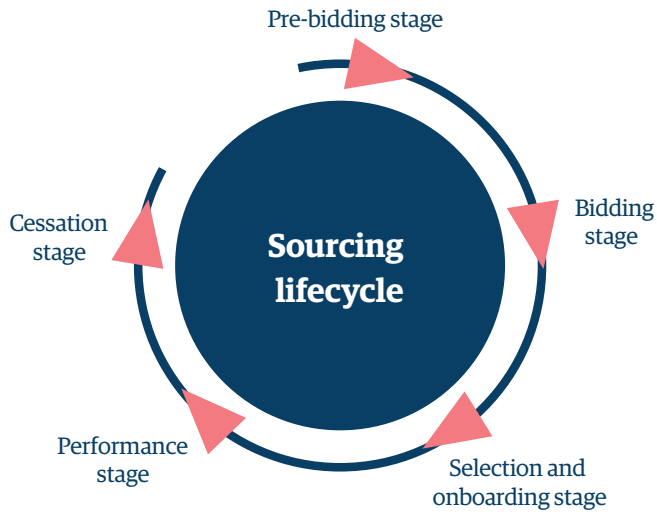
External suppliers are an integral part of our operations. So, we use multiple methods to communicate the importance of sustainability and acquaint them with our sustainability roadmap.

We developed our sustainable supply chain policy based on our integrity policy; it presents the sustainability standards we require of our vendors to ensure a responsible supply chain. We follow a risk-based approach to hiring key vendors. We have a prequalification process through which we conduct vendor onboarding. We use standard evaluation criteria to determine their ability to supply goods and services. We evaluate suppliers on multiple aspects like commitment to sustainable issues, health and safety standards, CSR, and human rights.



1. Ethical and transparent vendor operations and relations
2. Limiting negative environmental impacts in our supply chain
3. Protecting human rights and promoting globally accepted labor practices among our vendors
4. Promoting diversity and inclusion in our supply chain
5. Encouraging and engaging with vendors to encourage sustainable practices

Principles of our sustainable supply chain policy



Our approach for vendor screening

Procure goods with minimal environmental impact	Food vendors must comply with FSSAI standards	Transport vendors must comply with local regulations
		
Prefer greener products with similar technical specifications	Food vendors must have public liability insurance	Transport vendors must comply with EHS clearance, commercial licences, and so forth

We look at risks related to data privacy, information security, intellectual property, and business continuity planning in supplier assessment forms. We check to see if they support local economies, take anti-discrimination measures, adhere to work hours and wage norms, and allow freedom of association, collective bargaining, and labor management processes. To prevent financial, physical, or reputational damage to our company and our stakeholders, we avoid building business relationships with high-risk vendors. As part of the approval process, our sourcing team assesses a vendor’s financials, ownership structure, legal compliances, and history. This assessment is industry-specific to account for sector differences.

Our vendor empanelment framework



Vendor organization
Information about organization of vendor and contact person



Statutory compliance documents
Key documents which are required from a statutory standpoint



Sustainability
Responses to questions related to sustainability



Banking and tax
Information enabling financial transactions



Compliance
Responses to key compliance questions such as: data privacy, intellectual property, and so forth



Modern slavery
Applicable only to vendors providing services to Genpact UK and countries in EU

We regularly screen our suppliers on social and sustainability parameters. In the 2018 - 2019 period, we screened 100% of our new suppliers using social and sustainability criteria.

CASE STUDY

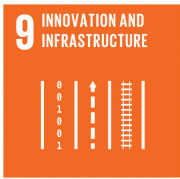
Remaining sustainable amid COVID pandemic

The COVID-19 pandemic affected deployment of employees and contractors across the world. Contracts with vendors were re-negotiated to reduce expenditures across sites. Our sourcing team renegotiated these contracts, which resulted in more than \$2.5 million savings.



Pillar II: Client excellence

Relevant SDGs and targets under this pillar



9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries... encouraging innovation...

Client satisfaction

Client centricity is at our core. Our vision is to deliver the best possible experience to our clients through our services. We keep our clients at the forefront of our minds when designing or expanding our portfolio of services. This helps us to fine-tune our proposition to their expectations, resulting in deep, long-lasting relationships. We leverage next-generation tools and evolving technologies to deliver a superior client experience. And we proactively obtain regular feedback from our clients to strengthen our existing processes and client intimacy. For instance, we conduct periodic client satisfaction surveys to monitor our service quality dimensions, which helps us enhance our service delivery processes.

We try to minimize the difference between our clients' expectations and their perception of our performance, which in turn leads to better service quality. For example, instead of using the standard Net Promoter Score (NPS) to measure our clients' experience, we use a more detailed NPS+ model that's based on a relationship assessment process and includes questions that accurately capture, model, and report on both account team practices and client perceptions. Because of our commitment to continuous service delivery to our clients, we redefined our delivery approach to provide uninterrupted services amid the ongoing COVID-19 crisis. Our employees went above and beyond to ensure client satisfaction through world-class teamwork.

We believe virtual collaboration is the new norm. So, we have developed 17 new solutions for our clients. Here are a few of them:

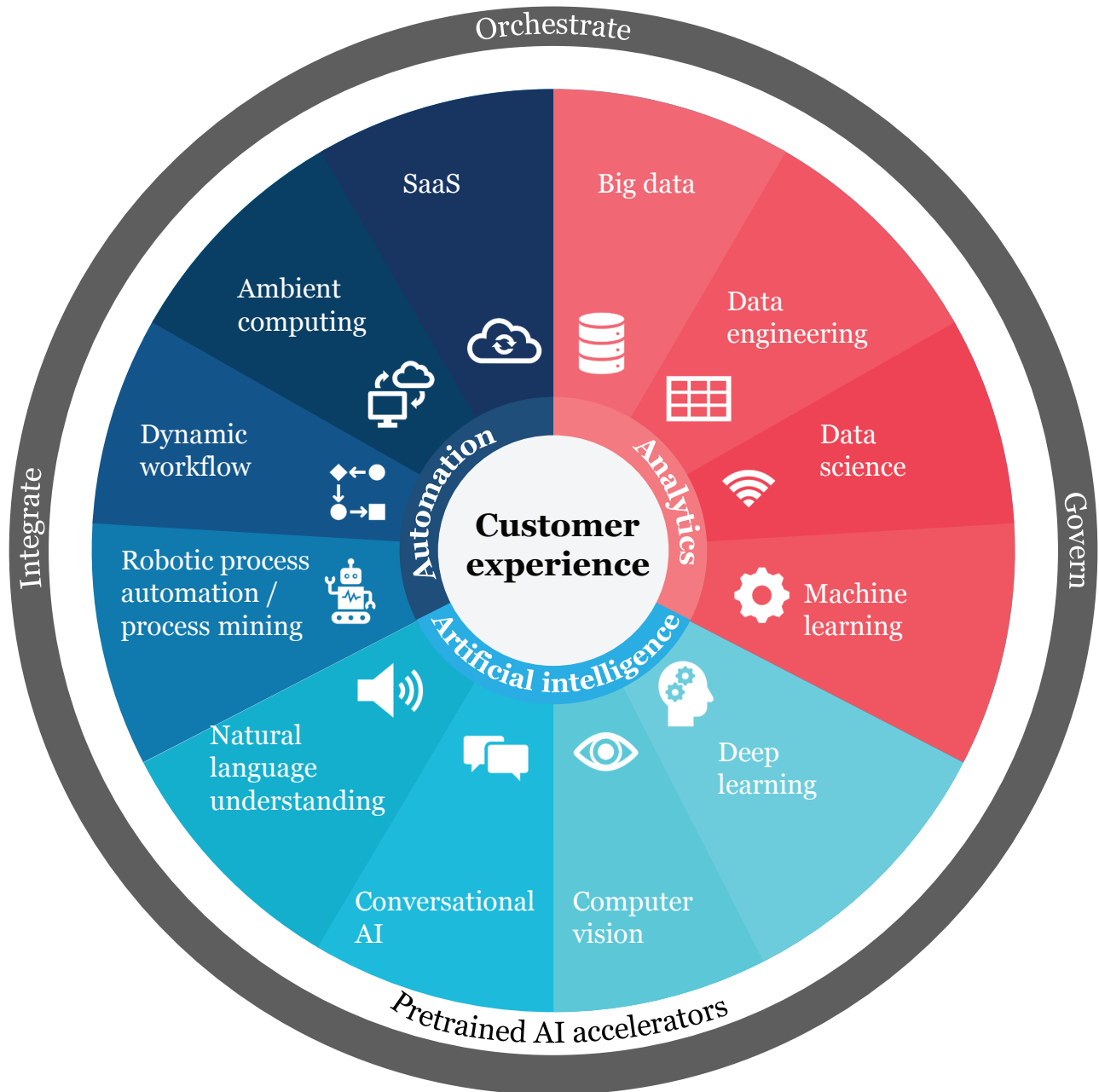
- 1. Digital ways of working:** Digital working is essential these days. So we guide our clients on best practices, provide the necessary tools, and optimize the platform for enhanced productivity
- 2. Business continuity:** Even before the pandemic hit, we crafted an ISO 22301 certified business continuity system to help our clients protect their work locations and critical infrastructure during periods of uncertainty
- 3. Cash optimization:** This solution helps our clients improve their cash flow management and working capital efficiency across receivables, payables, and inventory. Thus, it will help them achieve accurate cash flow forecasts and long-term resilience
- 4. Order management:** Through this solution, we help our clients maintain a positive experience with their customers by establishing a cross-track crisis management strategy, augmenting order management resources, and managing customer interactions, orders, and returns
- 5. Supply chain management:** Through rapid modeling of supply chain risks and simulations of various inventory scenarios, we help our clients maintain supply continuity

Innovation

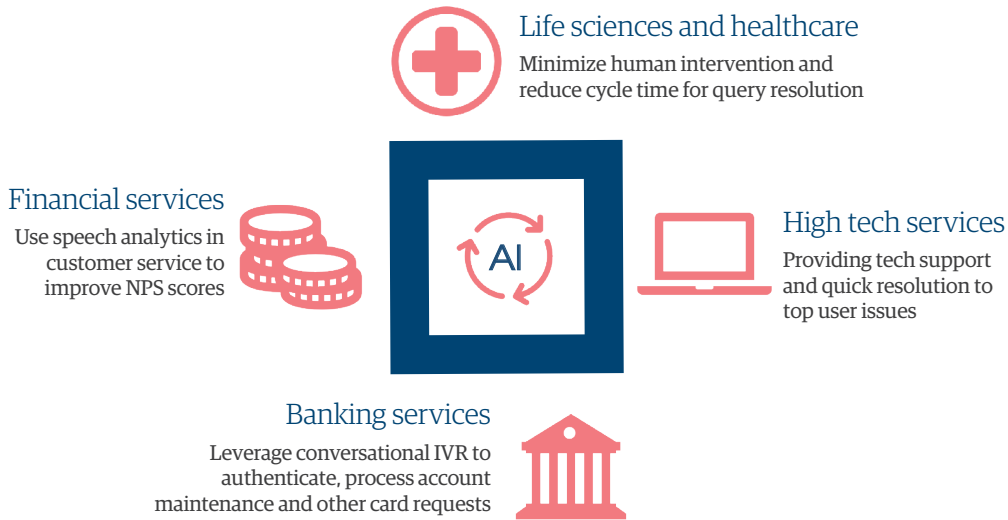
Despite being over 20 years old, we still have a start-up mentality. So, the thrill of delivering better solutions driven by curiosity defines the environment at Genpact. Using a client-centric approach, we focus on developing innovative solutions that solve our clients' problems; we don't innovate for the sake of innovation. We believe innovation comes not only in the form of new products, ideas, or methods, but also in modified business models and adaptations to evolving needs and requirements. We leverage digital technologies to provide innovative yet practical and financially viable solutions to our clients.

One of our encompassing innovations is Genpact Cora, an AI-based platform for digital transformation featuring a modular, interconnected mesh of technologies to tackle specific business challenges from beginning to end.

Genpact Cora: our AI-based platform



Leveraging AI to help our clients across sectors



Lean Digital Innovation Program

This program offers customized workshops for companies to harness creative design thinking and lean principles, empowering them to reexamine problems, ideate new digital solutions and innovative approaches, and then incubate and validate them within real-life business process settings. With diverse design thinking practices, we help organizations optimize their operations through Lean Digital and agile approaches.

Genpact's Innovation Center

Our innovation centers in Boston and Palo Alto, two of the top technology hot spots in the US, give visitors the opportunity to try out cutting-edge digital solutions and get a sense of the centers' unique approach to ideation, design, and execution. In them, we use technologies like robotic process automation, natural language generation, natural language processing, machine learning, advanced visualization, dynamic workflows, digital security, mobility, internet of things, big data analytics, and many others to build solutions that address pressing problems. The centers offer enormous sandboxes to test, implement, and deliver digital technologies.

Components of Lean Digital Innovation Program



Design thinking workshop

A 1-2 day program in which clients engage in design thinking with Genpact facilitators



Digital solution incubator

A customized program where client executives and Genpact experts develop and incubate proof-of-concept solutions



Co-innovation lab

Developed to handhold organizations to convert solutions into prototypes

Our collaborations

We engage in multiple partnerships to solve contemporary challenges through innovation.

For example, we have taken innovation one step further by partnering with Formula E team Envision Virgin Racing to help boost performance on and off the track.

Using advanced analytics and digital technologies, we are unlocking insights from a vast array of structured and unstructured data, and internal and external information

that allow the drivers and engineers to make more faster, more accurate decisions and win more races.

We are also supporting the team's overarching purpose: to win the race against climate change. In 2020, The Carbon Trust certified the team carbon neutral. Using our skills with data and digital technologies that enhance race-day performance, we are helping Envision Virgin Racing maintain its coveted status and reduce manual work. We are automating how the team collects carbon-emissions data and are building a carbon calculator that encourages employees to make greener decisions.



MOVING AT THE SPEED OF INSTINCT

Envision Virgin Racing and Genpact partner to power digital transformation at 150 mph





Pillar III: Acting on environment



Relevant SDGs and targets under this pillar

6.3 Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally

7.2 Increase substantially the share of renewable energy in the global energy mix

12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse

13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

Environmental aspects are extremely important to us and our stakeholders. We recognize that climate change is a global concern that requires significant action to reduce the concentration of greenhouse gases in the atmosphere. Over the last decade we have adopted many sustainable solutions to help mitigate climate change. We are also committed to reducing our ecological footprint and driving efficiency through resource optimization, waste reduction, and other practices.

Energy management

As a services business, we primarily consume energy to power our offices and our data centers. We intermittently carry out third party energy audits that include an analysis of our energy utilization and suggestions on corrective measures that may lead to energy conservation.

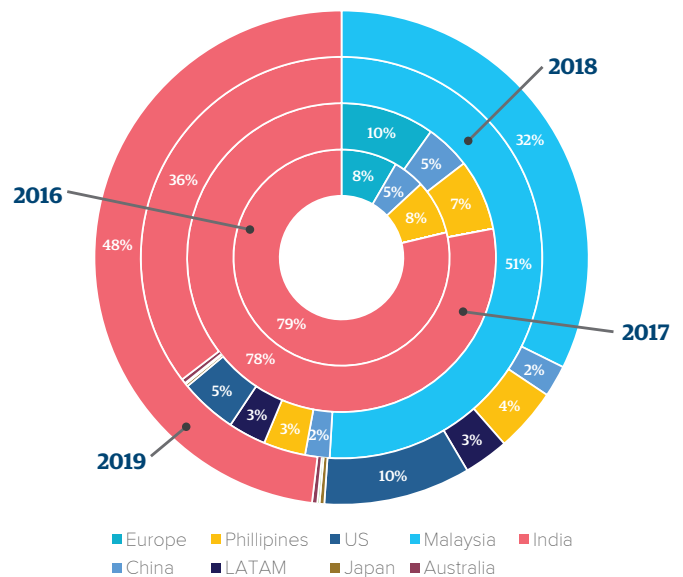


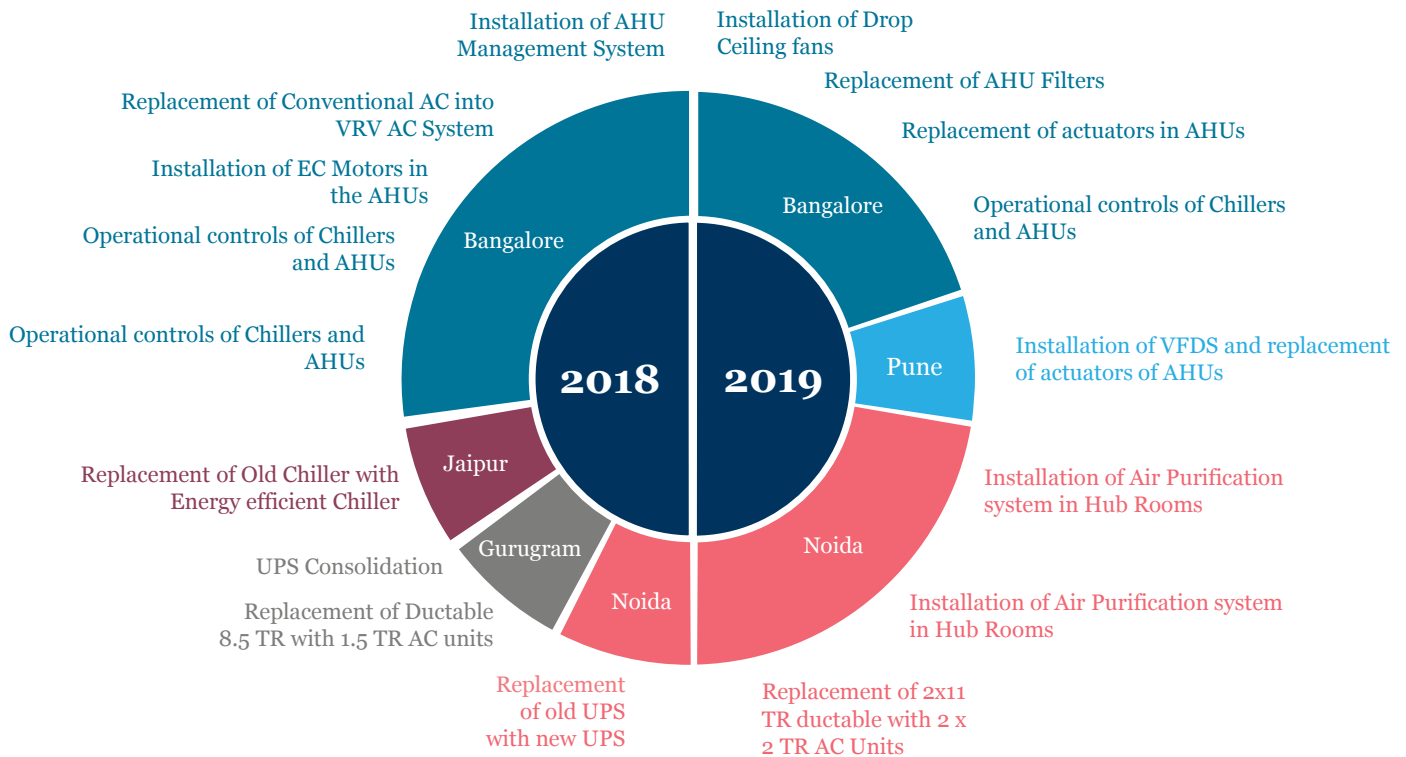
Figure 6: Energy consumption (Gigajoule) breakup Global by country

Note: The number of global sites reporting data significantly increased in 2018 and 2019. For more information, refer to appendix II.

Actions we take to reduce energy consumption in our locations include:

1. We design, build, update, and operate our facilities to be more energy efficient
2. We adopt energy saving measures under green IT, such as server virtualization, data center consolidation, data center co-location, and use of cloud-based IT solutions
3. We optimize workspaces to reduce resource intensity per employee while simultaneously providing better collaboration spaces and amenities
4. We manage business travel and employee transportation to reduce Scope 3 emissions

Energy savings initiatives at Genpact in India



We have installed energy recovery ventilation (ERV) in air handling units (AHUs), occupancy sensors in training rooms, and eco-plugs in air conditioning units, switched to energy-efficient pumps, and followed variable operation of chilled water pumps with variable frequency drive (VFD) to conserve energy. A few of our sites already operate on renewable energy, and we are exploring the feasibility of this for our other sites as well. We also conduct carbon emission

monitoring at all sites and use low volatile compounds (VOC) paints to maintain optimum indoor air quality.

While grid electricity is our primary source of power, we complement this with diesel generators (DGs) at many sites for backup and resilience in the event of a power outage. In our leased buildings we don't have much control over power sources because the owners might not allow us to install rooftop solar panels or procure power

independently. For our fully owned sites, we try, wherever possible, to procure renewable power while complying with local regulations. For instance, in 2018 - 2019, our Uppal site in Hyderabad, India met an average of 58% of electrical demand through solar power. We are exploring open access to procure renewable energy for our other sites if regulations allow.

As a direct consequence of these actions, we saved 1,211,315 and 1,243,054 units of electricity across our owned sites in India in 2018 and 2019, respectively. This helped us avoid 993 and 1,019 tons of CO2 emissions in the same period, respectively.

Note: To learn more about the methodology we used to calculate energy savings, please refer to the data compilation methodology section.

Green buildings

We believe green infrastructure is critical to maintaining a balance between growth and environmental impact. The Leadership in Energy and Environmental Design (LEED) certification program and the Indian Green Building Council (IGBC) are recognized performance rating systems for the design, construction, and operation of buildings. Many of our leased buildings in Europe, India, and the US are LEED or IGBC certified. And we mandate that all our new sites comply with green building codes.

Emissions

We expanded the geographical scope of our environment footprint in 2018-2019. As a result, more locations were brought under the purview of our environment footprint exercise, which can be accessed in appendix II. We consider CO2 in the calculation of emissions and follow globally accepted standards for its calculation. References to our emission factors and global warming potential (GWP) can be accessed in appendix III.

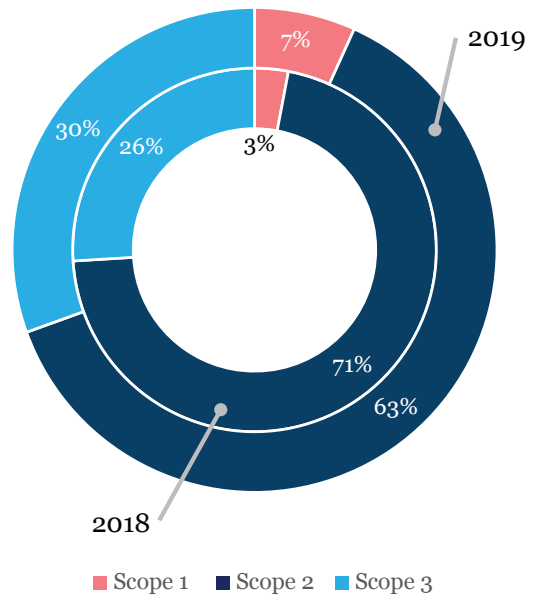


Figure 7: Global emissions

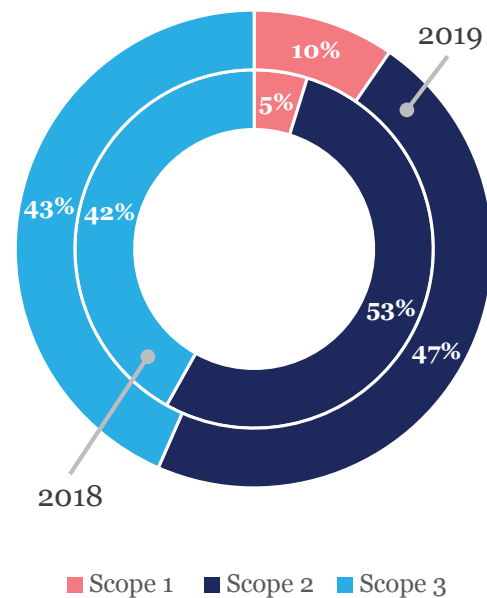


Figure 8: India emissions

Diesel, charcoal, liquified petroleum gas (LPG), other distributed generation sources, and emissions from ozone depleting substances (ODS) constitute scope 1 emissions. Grid and gas electricity constitute scope 2 emissions. Air travel and emissions from taxi cabs and shuttles in India constitute scope 3 emissions.

Carbon emissions for our owned sites are lower than for other sites where we don't have full ownership. This is because we use the resources better. For instance, scope 1 and scope 2 emissions have reduced by 27% and 29% from 2016 to 2019 respectively. (Note: data for our Danville, IL, US location, an owned site wasn't available in the 2016 - 2017 period). For owned sites within India, we reduced scope 1 and scope 2 emissions by 27% and 34% from 2016 to 2019, respectively.

For global operations, emission intensity (tCO2e/employee) was 1.40 in 2019, indicating a 4% rise since 2016. Similarly, emission intensity (tCO2e/sq. ft.) has increased by 19% to 0.023 in 2019 from 2016. The increase in intensity is due to an increase in the number of global sites reporting data both in 2018 and 2019 compared to previous period.

For our Indian operations, emission intensity (tCO2e/employee) was 1.53 in 2019, the lowest since 2016. It dropped by 10% between 2016 and 2019. Considering floor area as a base value, however, the emission intensity (tCO2e/sq. ft.) has remained almost constant at 0.023 over the same period.

As part of our commitment to reduce emissions, we target to convert 90% of our vehicle fleet in the Delhi-Gurugram-Noida region of India to compressed natural gas (CNG) by the end of 2020. We are also exploring the use of electric vehicles in Bangalore, India as a part of pilot project.

Videoconferencing technologies, mobile communications, and online collaboration tools can significantly reduce business-related travel, and we make extensive use of all of these. In fact, we were recently named as one of Zoom's (videoconferencing platform) top 10 companies that have made a significant impact on carbon dioxide (CO2) reductions through videoconferencing.

CASE STUDY

Mitigating emissions through video conferencing

Scope 3 emissions represent a significant portion of our global emissions. In this regard, we have made a significant impact on reducing emissions by encouraging communication through videoconferencing in 2019.

We have been named as a top 10 company by Zoom who have made a significant impact by reducing carbon emissions through videoconferencing. In just three months avoided 30,000 tons of emissions by shifting to virtual meetings.

We are committed to reducing the use of ODS, so we have transitioned to substances that may have a lower environmental impact. As a result, ODS emissions have dropped by 34% at our owned sites in 2019, compared to 2016.

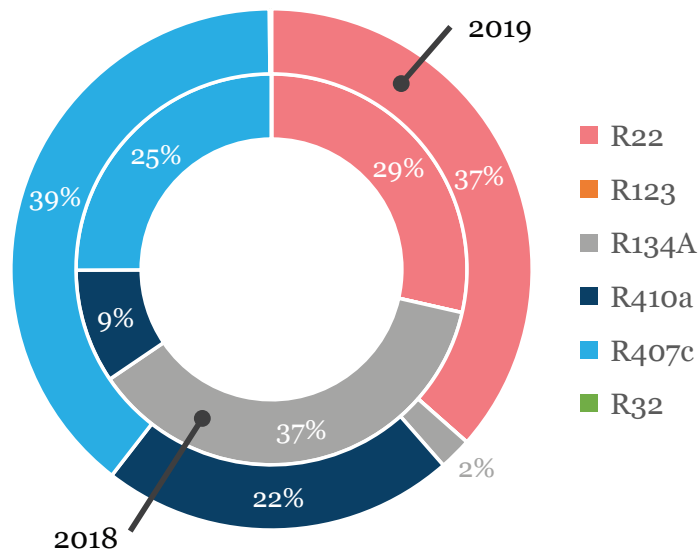


Figure 9: ODS emissions from Indian operations

Note: This breakdown includes all 22 of our sites in India, as listed in appendix II. Data related to ODS emissions are not available for sites other than India.

Waste management

We monitor both hazardous and non-hazardous waste generated at our sites. We segregate the waste at the source and store and dispose of it through authorized recyclers in accordance with local regulations. We are not aware of the disposal methods used by the authorized recyclers.

We have taken multiple steps to minimize waste generation at the source, reduce the amount of waste going to the landfill, and promote reuse and recycling.

Waste management system - 3R (Reduce, Reuse, and Recycle)

1. Waste segregation

Segregation of waste at the source

2. Hazardous waste

Disposal through authorized recyclers in accordance with legislation

3. E-waste

Disposal through authorized vendors

4. Battery waste

Buyback agreement with vendors for disposal

5. STP waste

Used for horticulture and remaining unused quantity sent to nearby communities to be used as manure

6. Food and paper waste

Employee awareness campaigns to reduce food waste and paper generation at source

7. Food waste recycling

Food composting machines installed to recycle the food waste at offices. We plan to install food composting machine in all our owned offices.

Paper and food waste contribute significantly to our overall waste footprint. The waste generated from our sewage plants is often sent to nearby communities to be used as manure. Wastewater at our owned sites is recycled and reused multiple times, and treated water is used in our HVAC cooling towers, flushing, landscaping, and so on.

Key initiatives at Genpact



Waste segregation at source



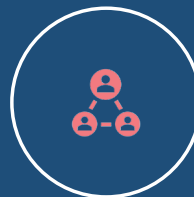
Zero liquid discharge at owned sites



Employee trainings and awareness campaigns



Food compost machines at owned sites



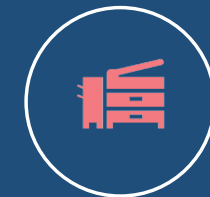
Waste from STP to nearby communities



Paper recycling



Waste disposal through authorized recyclers



Printer cartridges recycling

Our waste-generation reduction targets include zero waste going to landfills and zero liquid discharge at owned facilities. We have already installed organic food compost machines at our owned sites and are in the process of replacing all single-use plastic items including plastic water bottles at our locations with reusable or compostable alternatives. This will significantly reduce the plastic waste generated in our facilities.



Tiger pledges to stop the use of single-use plastic within Genpact cafeterias across 100 offices and 32 countries

Wastewater in the services industry is relatively less polluted than in other industries, like manufacturing. So, it can be treated for reuse with minimal effort. We have installed wastewater treatment plants at our owned sites. Once treated, the water is utilized in HVAC cooling towers and other office activities. We regularly monitor characteristics of treated water, like biological oxygen demand, chemical oxygen demand, and pH to ensure conformity to applicable environmental regulations.

CASE STUDY

Paper Recycling at Gurugram

We have partnered with Greenobin, which collects, shreds, recycles, and delivers recycled paper back to the office. In addition to waste reduction, the project has resulted in a significant drop in monetary expenditure. Our Gurugram office has received a certificate of appreciation for its commitment to paper recycling. Further, we are exploring more local partnerships across other locations.

CASE STUDY

HP Planet Partners Program

We collect HP LaserJet toner and ink cartridges and send them to recycling facilities across offices in the Asia-Pacific and Japan regions, including India. The cartridges, which amounts to hundreds of Kg. goes through multistage recycling process after which they are used to make new products. These facilities are ISO 14001 and ISO 9001 certified and any unused material is disposed of or handled responsibly through energy recovery.

Water management

Water is an extremely important resource, and we have adopted several practices like recycling, rainwater harvesting, and so forth, for its conservation. We source our facilities' water from borewells, municipal supplies, private water tankers, rainwater harvesting, and so on. We have plenty of catchment areas at our facilities, creating enough potential to recharge ground water. We have installed water recharge structures at our sites in Hyderabad, Jaipur, Noida, and Bangalore, India. We participate in third-party water audits to better understand our water usage, reduce losses, and improve water conservation.

We closely monitor water consumption at our owned facilities against two metrics: water consumption per person and water consumption per sq. feet. As shown below, our water intensity has trended downward since 2016.

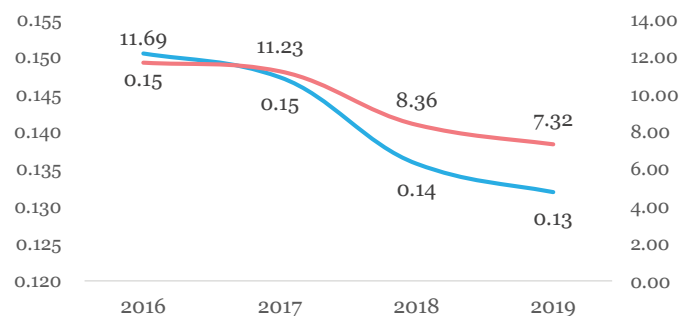


Figure 10: Water intensity across owned sites in India

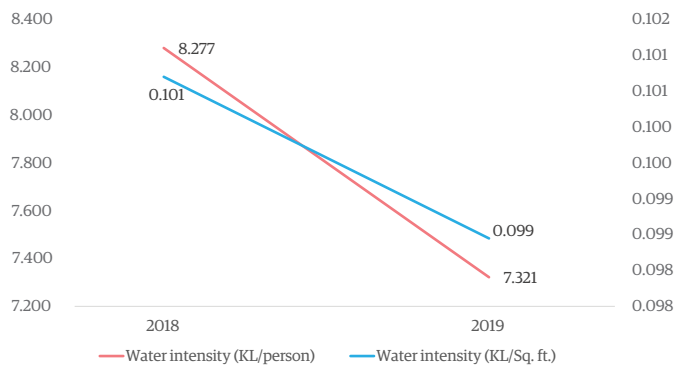


Figure 11: Water intensity across globally owned sites

Note: Relevant data for Danville, IL, which is an owned site in the US, was not available for the period 2016 and 2017.

The water intensity per person and per sq. ft. for our globally owned sites decreased in 2018-19 due to a decrease in water withdrawal.

For our 22 sites in the Indian region, the kiloliters of water withdrawn per employee was 4.86 in 2019, which was an increase of 2% from 2016 levels. The kiloliters of water withdrawn per sq. ft. was 0.078 in 2019, for a marginal increase over levels in 2018.

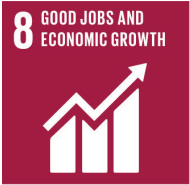


Pillar IV: Employee centricity

Relevant SDGs and targets under this pillar



4.3 Ensure equal access for all women and men to affordable and quality education...



8.8 Protect labor rights and promote safe and secure working environments for all workers...

Employee wellbeing

Our employees are a critical component of our growth strategy. We undertake many efforts to provide a healthy and safe working environment to our employees. For example, we regularly communicate the importance of personal safety, workplace safety, traveling and road safety, and cybersecurity. And we conduct periodic audits of taxi cab compliance, site safety, our water vendors, our cafeterias, and medical rooms and ambulances, and regularly hold emergency drills. We have also adopted several measures to maintain the indoor air quality at our facilities to appropriate standards.



We regularly conduct fire safety audits to ascertain how well our premises are managed. We have fire suppression systems to extinguish or prevent the spread of fire in case of any disaster.



We ensure optimum indoor air quality, which can help reduce employee risk of indoor health concerns.



We conduct infrastructure readiness checks on the state of infrastructure preparation to meet operational requirements.

Creating a supportive and safe ecosystem

Every employee in Genpact is entitled to parental leave. We support women returning from maternity leave to accommodate them in the working environment.

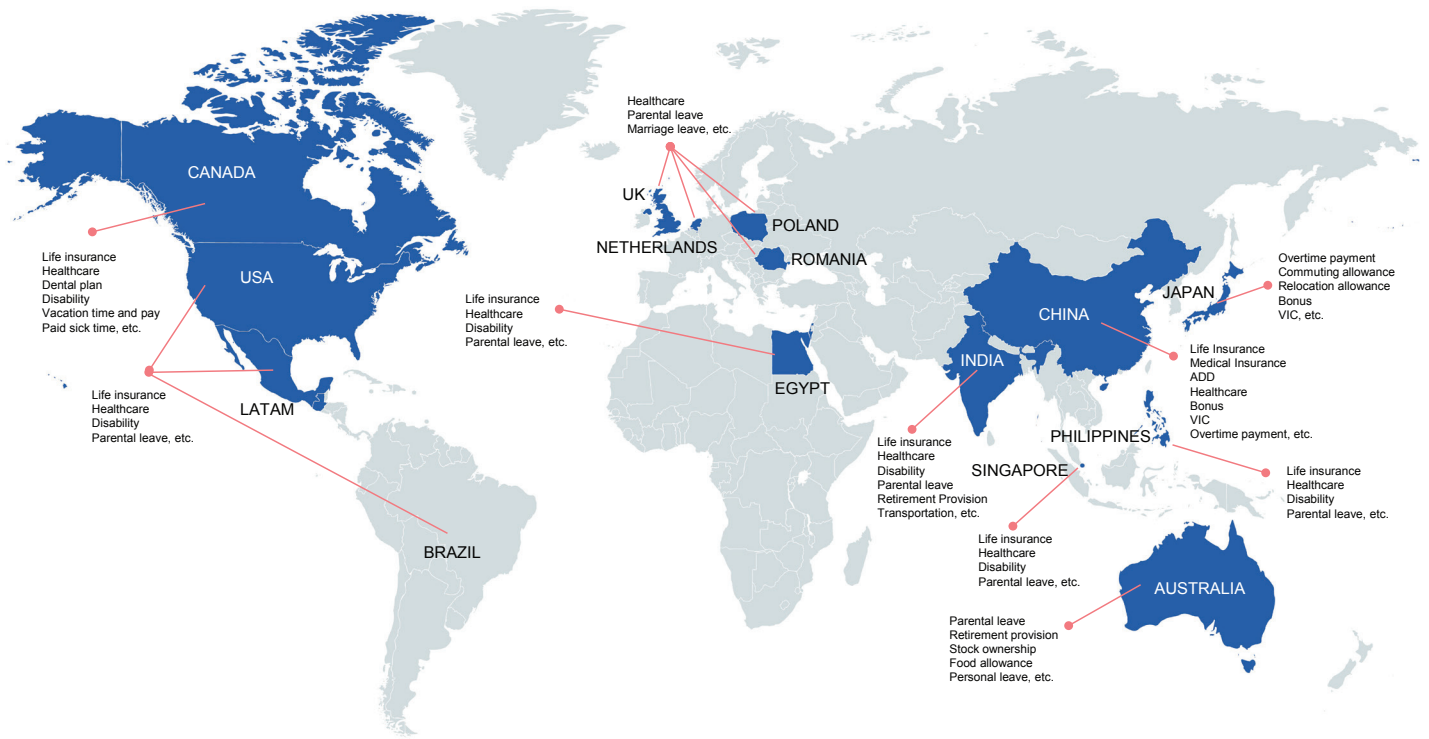


Figure 12: Benefits provided to full-time employees

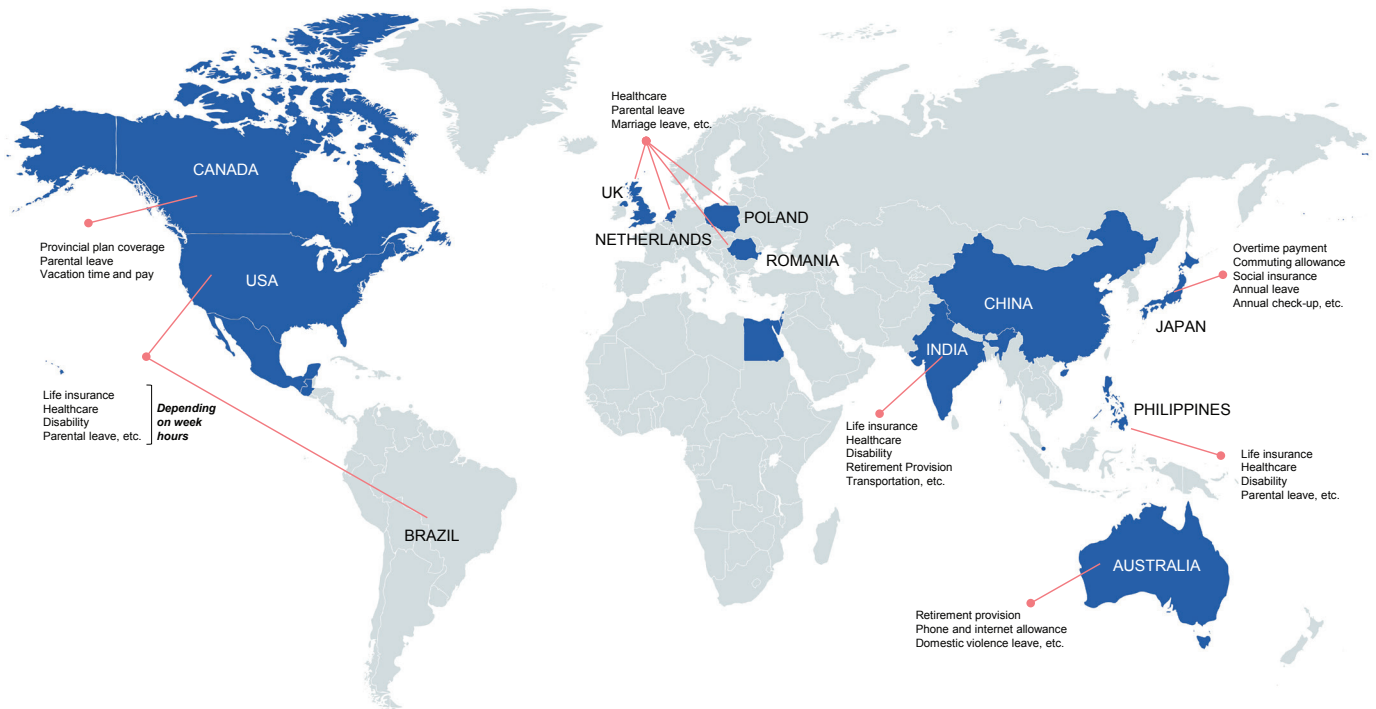


Figure 13: Benefits provided to part-time employees

Employee wellbeing during the COVID-19 crisis

To protect the health and safety of our employees while also maintain business continuity for our clients, we quickly switched to a predominately work from home operating model. But understandably many of our employees have found it challenging to maintain productivity and wellbeing while working from home during the pandemic. So, we have launched multiple types of support to help our employees achieve a work-

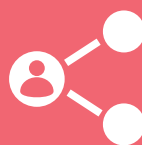
life balance, help keep their children, and help them feel more connected to their colleagues. We have also given our employees free access to a wellness and meditation application, and provide 24/7 counseling support. When the danger ends, work from home will continue to be part of our operating model. We believe there will be a mix of both in office and from-home work based on the nature of processes and data handled, local regulations, and employee preference.

We have also taken multiple precautionary steps both internally and externally during the pandemic:



Internal steps

- Organization-wide communication on educating employees, vendors, and other stakeholders about COVID-19
- Enhanced cleaning of offices with an increased frequency at high-footfall areas to maintain ongoing health and safety
- Deployment of hand sanitizers across premises at various entry/exit and critical areas
- Thermal checks conducted at all entry/exit points for every entrant
- Distribution of masks for support staffs
- Review of business continuity commitments with clients
- Laptop inventory assessment across regions and procurement of additional laptops



External steps

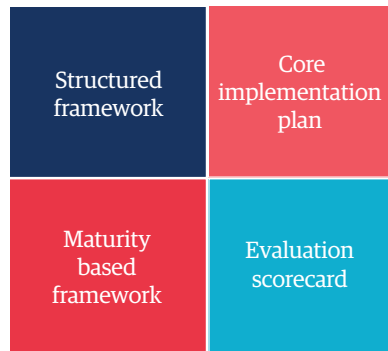
- Constant monitoring of updates from government sources, the WHO website, and so forth
- Monitoring of travel restrictions by government
- Identification of operational impact from potential disruption to essential suppliers
- Maintenance of adequate supply of essential goods and material
- Requirement that travelers from any impacted location self-quarantine or work from home for 14 days and resume in-office work after proper medical checks
- Initiation of client discussions of BCP in the event of a prolonged crisis
- Distribution of information about any outbreak to clients

Occupational health

Occupational health refers to all aspects of health and safety in the workplace with a particular focus on preventing hazards. We have a global environment, health, safety, and sustainability policy that demonstrates leadership's commitment to safety and articulates the key program concepts that are material to our day-to-day business operations.

EHS Framework

53 global sites certified for ISO 14001:2015 & OHSAS 18001:2007



There are 16 elements in our HSE framework which:

- Guides well-being programs and initiatives
- Helps maintain a healthy and safe working environment through:
 - Identification of potential EHS hazards
 - Chemical safety and lifecycle management
 - Better ergonomics
 - Employee EHS trainings, and so on

We facilitate extensive employee communication, support infrastructure in order to provide a healthy workplace to our employees, and ensure the overall safety of our workforce. To that extent, all formal agreements cover health and safety parameters and terms of employment.

We conduct regular health camps wherein specialists from major hospitals visit our sites and provide free consultations and health checkups. We also conduct bi-monthly webinars during which employees can ask guest experts health-related questions.

Our locations across India, the US, UK, Philippines, Europe, South America, and China are compliant with



MISSION STATEMENT

Genpact strives to provide a safe and healthy workplace for all its employees and stakeholders globally. By integrating economic and social progress with environmental conservation and sustainability, Genpact aims to improve the quality of life of all its employees and stakeholders. Genpact's management is committed to provide considerable resources to meet Environmental, Health, Safety & Sustainability (EHS&S) goals which are to:

- Meet and whenever possible exceed applicable environmental, health and safety (EHS) legal requirements.
- Adopt best practices that support conservation, sustenance and rejuvenation of the environment and natural resources.
- Minimize our carbon footprint and become carbon neutral in our operations.
- Drive active participation of all our stakeholders to promote environmental, occupational health and safety procedures through training and behavioral compliance.
- Provide a Safe and Healthy work environment by proactively assessing and reducing risk.
- Continuously monitor our Company's involvement in Corporate Social Responsibility projects.

THIS WILL BE ACHIEVED BY:

- Developing and implementing a global program for Environment, Health, Safety and Sustainability (EHS&S).
- Implementing audit and inspection programs to proactively identify and reduce Environment, health, Safety and Sustainability Risks.
- Appropriately assessing and managing EHS&S risk, including during critical business decisions.
- Achieving carbon neutrality in our operations by deploying sustainable technologies and processes to efficiently use scarce natural resources through the 3R's (reduce, recycle and reuse) especially with respect to energy, water and waste.
- Building energy efficient buildings by meeting LEED norms and drive EHS certification for all global operating centers.
- Developing a culture of environmental conservation in all our stakeholders through information and training.
- Active partnering with local communities through volunteering and sharing of skills and expertise to support development programs through public private partnerships.
- Maintaining, conserving and renewing the biodiversity of the area.
- Serving our communities during times of crisis such as natural or man-made calamities or disasters.
- Encouraging our employees to actively participate in local charitable activities that support our Mission.
- The Company firmly believes that the adherence to the policy is an integral part of the organizational culture, and all employees are responsible and accountable individually as well as collectively towards the same.

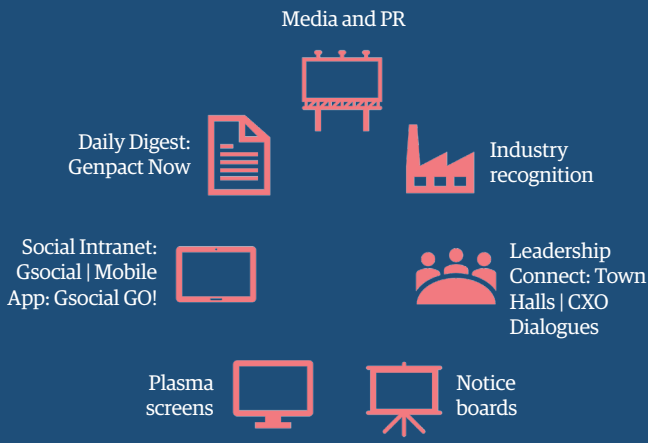
Tiger Tyagarajan
President and CEO, Genpact

Maintaining a Safe, Healthy and Sustainable Work Environment is everyone's responsibility

ISO 14001, which specifies requirements for an effective environmental management system, and OHSAS 18001, a framework for the effective management of occupational health and safety. In addition to internal audits, we conduct third-party audits supported by inspections to measure health and safety across transportation, emergency services, our building management systems, and so on. We supplement health, safety, and environment awareness among our employees through mandatory online training and conduct several online and classroom sessions that cover topics including safety while driving and first aid.

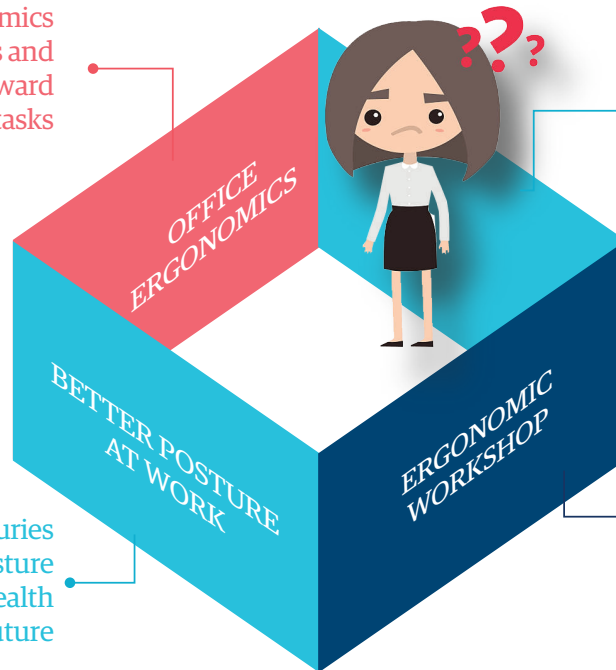
Health camps conducted in 2019#

Modes of EHS communication



- Eye and dental checkup camp
- Physiotherapy camp
- ENT camp
- On site dental treatment camp
- Pulmonology and PFT screening camp
- Neuro consultation camp
- Orthopedic consultation camp
- Diabetes screening camp
- Obs and gynae consultation camp
- Ophthalmology consultation camp
- General health screening camp

Communicate office ergonomics to employees to lower stress and injury caused by awkward positions and repetitive tasks



Employees get a chance to consult with ergonomics experts *about* where they get to know how to mitigate related impacts

Employees get to know injuries linked to bad working posture which may pose serious health issues in future

Several sessions and workshops are conducted by professionals to help employee understand different aspects of occupational health

In India region

Talent management

The key driver of success in the professional services industry is innovative people. So, we know we must give our employees opportunities to grow within the organization and make every effort to make it clear that

Genpact is an organization that views its people as a valued, top-priority strategic asset. We regularly engage with our employees through emails, surveys, and our AI-based culture assistant to gauge their perception of the working environment.

Our workforce





Employment contract	2018			2019		
			Gender not disclosed			Gender not disclosed
Permanent	51,414	35,607	613	57,575	39,640	361
Temporary	1,334	492	3,011	1,080	350	3,675
Total	52,748	36,099	3,624	58,655	39,990	4,036
Total	92,471			102,681		

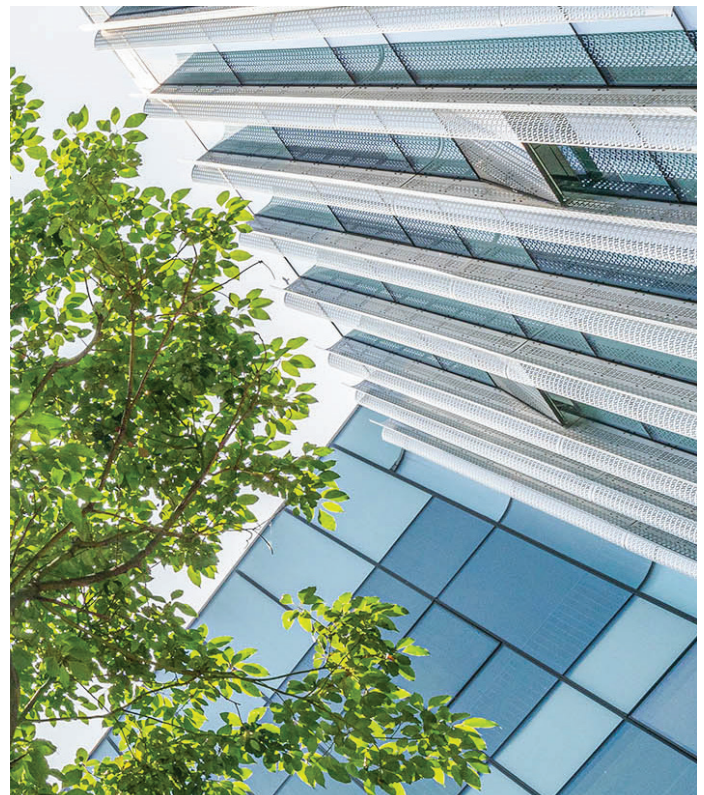
Table 3: Total number of employees by employment contract and gender

Note: Per GDPR regulations, it's voluntary for employees to disclose their gender. We have reflected "non responses" in the third column, gender not disclosed.

The majority of Genpact employees are less than 30 years old. Our talent acquisition strategy is to hire the right talent for our business needs. We hired approximately 34,000 and 40,000 employees in 2018 and 2019, respectively. Our permanent workforce increased by 27% between 2016 and 2019. We had over 100,000 employees, both permanent and temporary, by the end of 2019; 39% were new hires.

Performance management

Our performance management program is well structured and ensures transparency while providing bonuses, promotions, and feedback to our employees. It involves a three-step process that starts with setting goals at the beginning of each year. Managers provide one-on-one feedback to employees to help them achieve their professional goals. The annual performance review ensures that employees know how their performance weighed against the company's expectations.







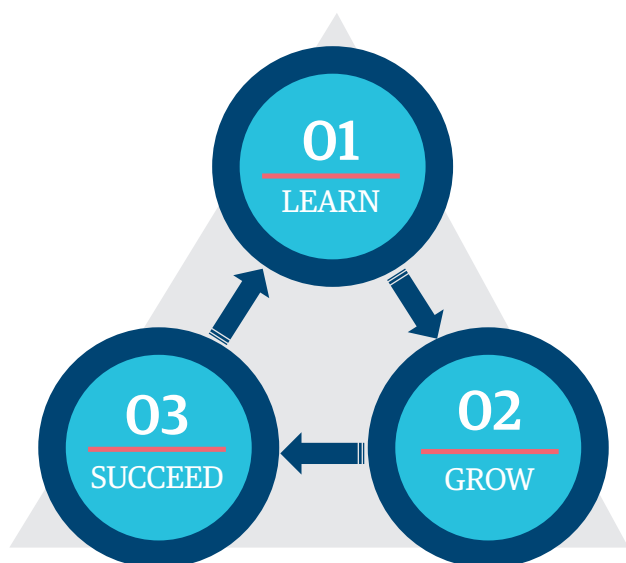
Employee category	2018		2019	
				
Top management	66%	13%	64%	15%
Senior management	65%	21%	58%	21%
Middle management	55%	25%	55%	26%
Associates	33%	26%	22%	22%

Table 4: Percentage of total employees by gender and by employee category who received a regular performance review during 2018-19

Training and development

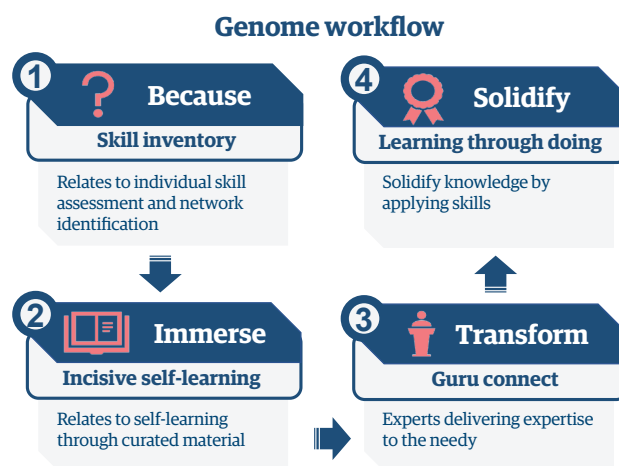
Our culture inherently fosters continuous development among our employees. Delivering innovation-led growth through employee transformation is an important aspect of our global strategy, as it helps us leverage sustained competitive advantage. Our employee value proposition is based on four principles: continuous learning, learning linked to performance, personalized and anytime learning, and learner-led learning. We provide a wide range of learning programs that our employees can use to build industry-leading knowledge, skills, and careers.

Our employee value proposition






Genome: Reskilling talent at scale in the age of AI

Genome, our world-class learning platform inspired by MIT's Center for Collective Intelligence, enables our employees to learn skills that are highly relevant to their current roles and future aspirations. It provides training across 60 domains with 4,000+ learning assets.






Genome's reskilling framework is divided into four pillars: 1) **Because** of the knowledge gap, 2) **Immerse** in the e-learning modules, 3) **Transform** through connection with subject matter experts, and 4) **Solidify** through application in real life, collectively called **BITS**. This four-step methodology ensures that our employees absorb what they learn by engaging them to apply the learned skill sets in their work.

Adaptive workforce driven by Genome

-  **An unprecedented gap** Technological change is fast paced and requires broad skill sets, and organizations are underpowered to keep the pace
-  **Skills addressing real operational transformation** Emphasis on holistic learning instead of gaining individual excellence, covering a broad range of processes and domains
-  **A distinctive approach inspired by MIT research** Leverage a unique method designed to enhance employees' learning experience

Leadership development and accelerator programs

Our Global Leadership Development team is responsible for developing programs to upskill our brightest talent. These programs provide a unique platform for these employees to learn through innovative learning methodologies and world-class mentoring. The flagship programs include Global Operations Leadership Development, the Global Integration Workshop, and the Leadership Direct Program.

-  **Global Operations Leadership Development** This program is powered by Genome and has been established to develop intelligent operations capabilities among managers and senior managers. It is currently in its 12th cycle and has received the prestigious Brandon Hall Award for Best Integration of Learning & Talent Management.
-  **Global Integration Workshop** This is a five-day rigorous program intended to onboard new VPs into Genpact. The workshop focuses on connecting the dots, facilitating networking, and building a sense of pride and commitment toward Genpact.
-  **Leadership Direct Program** This program provides adaptability to the learner's needs. The tenure of the program is one year, which starts either from the day hired or the day selected in the program. The learning journey on Genome is self-driven and may require one to work in groups to attain skills.

Intelligent operations 'license to manage' and build framework

Genpact provides extensive training from the outset of employment. The training programs are well designed to ensure that adequate skills are delivered to build expertise across our service domains. They focus on developing role-specific skills and further building a specific skill-set talent pool within the organization.



License to operate

It is a structured learning path designed to impart necessary skills for a particular role, which may include client- or process-specific training.

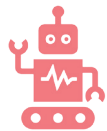


BUILD

Under this program, training is provided for the skills whose availabilities are low but are high priority from a business standpoint. The training courses are delivered by internal subject matter experts or external experts.

Transformation services: development programs focused on roles

While Genome serves a broad and deep audience, we also have programs designed for specific roles and functions. These include:



Robotic Process Automation Academy

It provides certification, and more than 300 employees have received training in robotic process automation.



Generating Client Impact

The program is designed to foster the relationship between Genpact and its clients. It covers aspects such as building executive relationships with clients, realizing client needs to deliver effective value proposition, and so forth.



ML Incubator

It was designed to build a solid foundation of machine learning, AI, and data engineering experts. It has delivered 500 graduates in 2019 and the next phase, ML 2.0, is expected to launch in 2020.



Executive Coaching Accelerator Program-Digital Leadership

The program intends to help leaders learn the strategic picture, digital tools, and techniques that may help our clients move up a level.

Learning partnerships

We have forged partnerships with renowned institutions to give our employees access to externally based world-class knowledge. For instance, development of leadership and management skills is provided through Harvard ManageMentor (HMM). And NASSCOM provides our employees with a holistic ecosystem of education on emerging technologies.

Pillar V: Social

Relevant SDGs and targets under this material aspect



1.A Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions

2.1 End hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.

4.5 Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.

5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

Diversity and equal opportunity

Gender diversity

We understand that diversity and inclusion (D&I) is essential to acquiring and retaining the best talent. D&I is the cornerstone of our corporate culture and has been indispensable to our growth and success. We have created and nurtured an environment in which individuals can succeed and contribute to the organization's goals regardless of their race, color, ethnicity, religion, or nationality. We have

a clearly defined vision of being 50% gender diverse across all professional levels. And we have set goals and quantifiable targets for each of our diversity initiatives, including our online iSupport parenting community and our Women's Leadership Program (WLP), run in partnership with Harvard Business Publishing, which gives all our women employees at the assistant vice president level the opportunity to upskill and fast-track their careers. Our senior leadership assesses and monitors these targets quarterly.

We are committed to building a gender-balanced workforce through five strategic pillars.

Pillars of our gender diversity strategy

1

Creating a supportive and safe ecosystem

2

Driving inclusion

3

Developing women leaders

4

Attracting diverse talent

5

Cultivating external networks

Creating a supportive ecosystem

We strive to make our workplaces and work practices comfortable and supportive for women. We have designed our initiatives to help women establish work-life balance as they go through key life milestones, such as marriage and motherhood.

For example, through our "Returning Moms" program, we are investing in bringing women back to the workplace after childbirth. To ensure that women returning from maternity leave have a smooth transition back to work, this program offers as much flexibility as operational constraints will allow. It includes multiple policies, like day care facilities, stork parking, the choice of flexi-hours, networking forums, and so on. The program was first launched in India, as that's where most of our employees are based. After a successful first year, the program was extended to the Philippines. Our goal is to fully integrate all practices across all sites.

Childcare: We were one of the first companies to offer in-house day care in Gurugram and Hyderabad, India, in 2012. Following industry best practices, trained and certified service providers operate our day care facilities, and all children are engaged in age-appropriate activities. Our day-care facilities are available across our sites in India, Romania, and the Philippines. Three hundred twenty-six children are currently enrolled in the program, and we expect that number to increase once the pandemic dangers have lifted.

RETURNING MOMS PROGRAM

Currently in India and Philippines


Flexible shifts and working conditions

Ensures a smooth transition back to work

Option of locating new mothers close to their homes

Buddy support

Day-care assistance



Genpact Philippines recognized as mother-baby friendly workplace



Driving inclusion

We understand that an inclusive workplace empowers every employee to contribute, innovate, and generate solutions that delight our clients. So, we have several programs that enable every one of our employees to bring their best to work every day.

Managing unconscious bias: We built this program to make our employees aware of their biases, and we give them tools to help overcome their biases. This program is mandatory for every one of our employees, and we refresh the content every year.

Additionally, we organize targeted bias interventions with groups that impact decision-making in hiring, performance evaluations, and succession planning. And at the organizational level, we are building robust and standardized hiring processes. Through different scenarios, participants are trained to identify different kinds of cognitive biases through every stage of the hiring process.

Women in Genpact Network: WINGS

In 2014, we launched Networking Forums, now called Women in Genpact Network. The purpose of these forums is to sensitize employees and create a supportive ecosystem for sharing and learning from each other through networking sessions with our leaders, external experts, and client leaders. In 2019 we had 30,034 employees attend 144 forum sessions. Additionally, 158 client leaders facilitated these sessions for our employees on topics including women in STEM, emotional intelligence, work-life balance, and being an active ally.

Developing women leaders

The initiatives under this pillar focus on creating a robust pipeline of future women leaders by investing in their skill development and providing them with opportunities to grow in the organization. We expect all our internal global leadership development programs to meet or exceed a 40% female participation target. We have structured the program components around attracting, developing, advancing, and retaining top women talent.

Pay It Forward - Sponsoring women for success

Pay It Forward is an exclusive, informal one-year sponsorship program in which sponsors help accelerate participants' development. It combines mentorship and

sponsorship into a single program and nurtures long-term sponsor-protégé relationships. The protégés who are in the program for more than six months pay it forward to another talented woman. In 2018, we had a network of ~900 sponsor-protégés, and in 2019 we had ~1,335 sponsor-protégés.

Women's Leadership Program

In September 2019, we launched the Women's Leadership Program - a 12-month accelerator learning journey designed in collaboration with Harvard Business Publishing for all our women employees at the assistant vice president level. The program registration was purely based on self-nomination; out of the total ~653 women at Genpact, 50% signed up for the program. The program is divided into three waves, and the top participants after wave 3 are put on accelerated career paths within the organization.



"WLP has a rich online curriculum that encourages participants to think outside of their everyday responsibility to help lift each other up and find our voices - groups like this one are a great place to participate in this important narrative."

Gillian Apps
Chief of Staff for Rick Bertasi,
Oasis Entity



"I am so proud to be part of the Women's Leadership Program and gain expertise in a mix of skills essential for aspiring leaders. I am excited about moving ahead on this journey alongside other fellow colleagues."

Bindu Aggrawal
Genome Team

Genpact's emphasis on consistent and regular communication resulted in the following outcomes:

- Employee support for diversity and inclusion across the organization
- Participation in the programs and initiatives
- Women leaders becoming inspirational role models for other employees
- A global conversation through social media, with over 3,000 followers

Attracting diverse talent

A key component of our long-term talent strategy is to hire more highly skilled women. We are improving female representation in the initial stages of the hiring process by ensuring we evaluate at least 50% women.

We are doing this by strengthening the sourcing of diverse talent through various initiatives including using vendors that specialize in hiring diverse candidates and employee referral programs. Our diversity targets for executive hiring are currently set at 25% for assistant vice presidents and above, and 32% for mid-management..

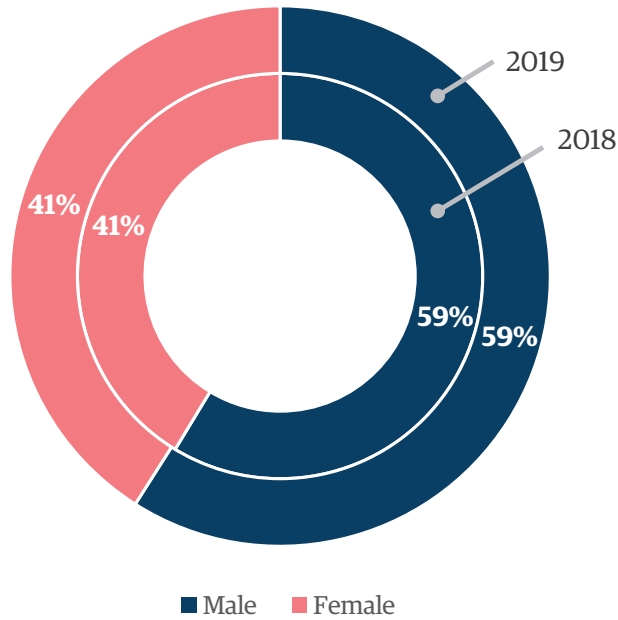


Figure 14: Diversity at Genpact

Women represented 41% of our workforce in 2018 and 2019. Women made up 40% of our Board of Directors in 2019 compared to 27% in 2017 and 2018.

In 2019, women employees at the associate level represented 28% of the workforce, followed by 12% in middle management and 1% in senior management. At the entry level, our gender diversity matches global workforce standards; we strive to achieve the same for our other levels as well.

Diversity, equity, and inclusion at Genpact is not limited to gender. We provide equal opportunities to differently abled people who can contribute to our professional goals. The Sarthak Educational Trust and National Ability Association of India have recognized our efforts in hiring people with disabilities

Racial diversity and inclusiveness

Racial diversity and inclusiveness is another pillar in our diversity, equity, and inclusion (DEI) strategy that seeks to build an ecosystem that promotes racial equity around the globe. Under this pillar, we have created a set of short-term actions and are building out a dedicated team who will be answerable to our global DEI leader.

We support people and organizations who work for the collective good of society. In this regard, we are committed to partnering with and funding organizations that work toward racial equality and justice.

Similar to our gender diversity and inclusion pillar, we believe this is not only the right thing to do, but also a business imperative for us as an organization where talent is everything.

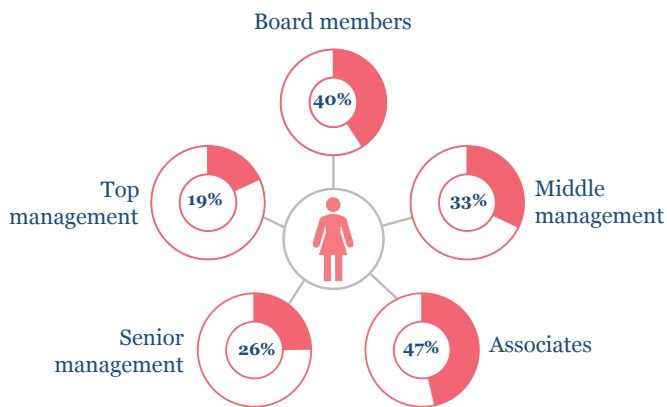


Figure 15: Percentage of women in Genpact across levels

Corporate social responsibility

Corporate social responsibility (CSR) plays a pivotal role in defining our holistic progress. We believe it's our responsibility to address some of society's most urgent needs and to ensure balanced and inclusive growth in the communities where we operate. We are committed to applying our expertise to develop process-efficient solutions that make a measurable difference around the world.

We have a CSR governance mechanism that involves our CEO, board members, senior leaders, and CSR committee. Our senior leadership are responsible for approving strategy and projects and for reviewing their implementation to ensure that funds are used efficiently. KPMG, our CSR consultant in 2018 and 2019, monitored and assessed the effectiveness of our CSR program and projects.

Our CSR initiatives cover a wide spectrum of programs including employee volunteering, donations, and partnerships with non-governmental organizations (NGOs).

Our CSR strategy is based on three pillars: education and employability, women's empowerment, and sustainable social impact. We run projects under each pillar in direct or limited partnership with NGOs. These three pillars drive our CSR strategy to bring transformational change in the communities in which we operate and the world at large.

Under the education and employability pillar, we are strategically developing an ecosystem in India to create a level playing field between government-run and private schools and to improve youth employability with relevant skill-building.

Pillars of our CSR strategy

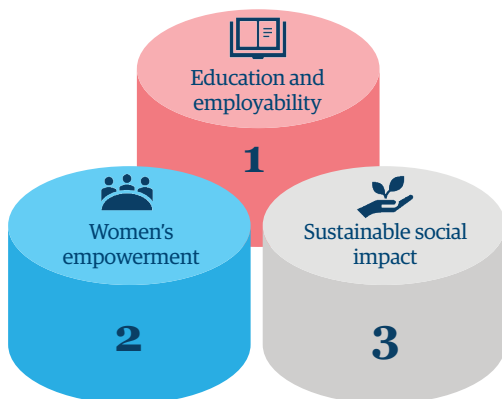


Figure 16: CSR at Genpact

As part of the pillar for women's empowerment, we champion gender equity not just within our organization but also within our communities. We strive to empower women so they can succeed in their chosen paths. We sponsor and mentor more than 400 girls from low-income backgrounds in partnership with the Udayan Shalini Fellowship across India. We also run the Yugdristha program - a mentorship program with the Pardada Pardadi Education Society to give one-to-one mentoring to 16 young girls.

Through the Women in Need shelter in the US, we are providing safe housing and critical services to homeless women and their children. And through Touched Romania in Romania, we are transforming the lives of high-risk mothers and babies through infrastructural and emotional support.

Through the third pillar, sustainable social impact, we are supporting non-profits, running skill-based volunteer programs, and undertaking environmental projects. We use our professional capabilities to transform non-profit organizations and government processes so they can have a greater positive impact on their communities. We also deeply care for the environment, and help conserve it with planting and awareness drives.

CSR at Genpact



Figure 17: CSR at Genpact

A culture of giving is at the core of our CSR policy, and it's carried out by our employees through a number of global platforms, programs, projects, and social initiatives. We are elated to have a base of 77,039 volunteers worldwide supporting our various projects and initiatives. We have partnered with more than 230 of our clients on CSR initiatives and have scaled up partnerships with NGOs on a long-term basis to strengthen our CSR response to society. Our employees donated \$188,804 through our payroll giving program in 2019.



Genpact Cares

Genpact cares

We had a total 77,039 volunteers in 2019 across 16 countries, an increase of 35% over 2018. These volunteers, in total, contributed 117,253 volunteering hours in 2019, an increase of 20% over 2018. These were the key focus areas and initiatives:

Education and employability

We are developing an ecosystem to match the competency level between students in government and private schools; this, in turn, will improve their employability. Under this focus area, we are undertaking the following initiatives.

School-centered community development (SCCD)

This is a first-of-its-kind partnership between corporations, leading non-profits, and community members to optimize the learning outcomes of children in low-income Indian communities. Through the program, we are supporting the learning needs of children from 18 government schools across four locations, in collaboration with more than 15 non-profits. The program focuses on children in preschools, young individuals, and those in youth resource centers

by strengthening the capacity of school administration, management committees, and community programs through training and other resources.

To implement this program, we have partnered with United Way chapters in India and many subject matter expert non-profit organizations, thus creating a coalition of organizations collaborating to contribute to the country's biggest social challenge - bridging inequity in education.

SCCD program



Delhi

45% of students can now speak English, and 50% can read and write English



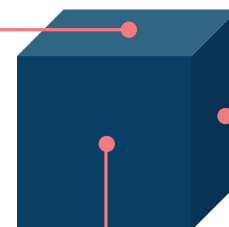
Hyderabad

School enrollments have increased by 21% from 1,200 to 1,450



Bangalore

Students in 12 SCCD schools are performing better in mathematics compared to private schools



Other projects

Build a school program in Guatemala



We helped underprivileged students by providing better infrastructure and learning facilities

Shoebox donation in Philippines



We provided 4,000 shoeboxes with school supplies for underprivileged children

Bag donation in Bucharest



We distributed 120 school bags with stationary for children at Down Plus Association

Junior achievement in New York



We taught financial literacy and entrepreneurial thinking to brilliant children from Queens

Women's empowerment

We strive to achieve gender neutrality not only within our organization, but also in the communities in which we operate. Here are the initiatives we have undertaken in this focus area:

Udayan Shalini Fellowship Program in India



Under this program, we provide mentorship and scholarships to more than 400 girls who belong to lower income groups

Yugdrishta program in India



We provide one-on-one mentorship to girls to help them achieve their career goals

Women in Need Shelter in the US



We provide safe housing and critical services and help homeless women and their children rebuild their lives

Touched Romania in Romania



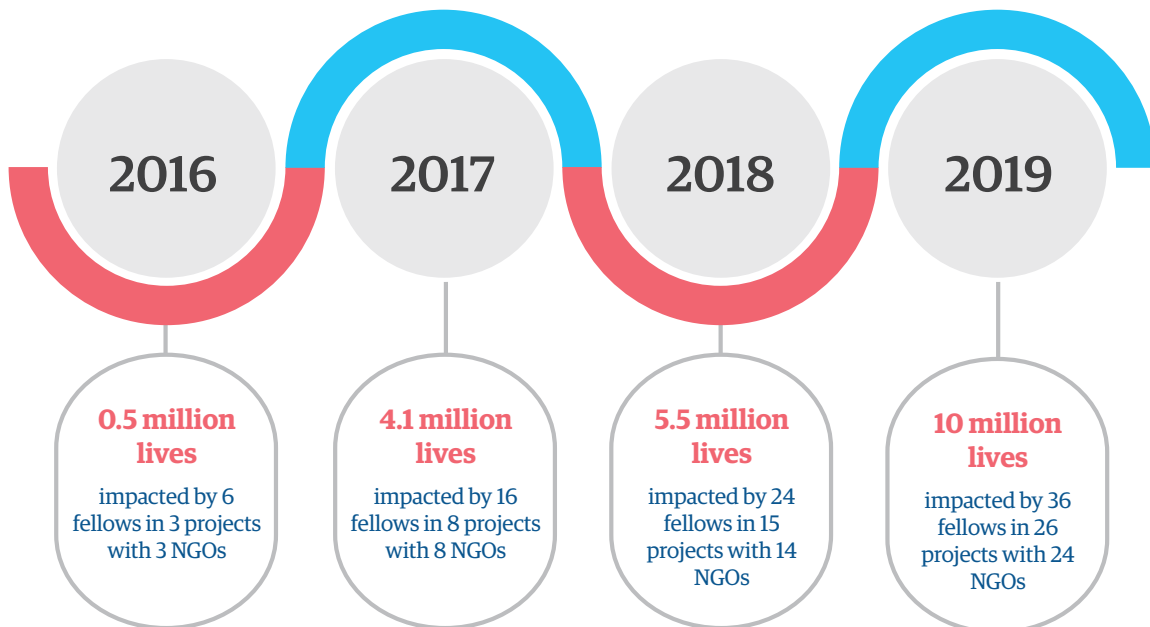
We provide infrastructural and emotional support to high-risk mother and babies

Sustainable social impact

We help non-profit organizations through our professional expertise, particularly in process optimization, so they can magnify their impact for those they serve. Here are a few examples.

Genpact Social Impact Fellowship

We launched the Genpact Social Impact Fellowship program in 2016 to deploy small teams of our process excellence experts to work on high-impact projects at selected non-profits for a yearlong fellowship. Leveraging our digital technology and process expertise and Lean Six Sigma and design thinking skills, the fellows create innovative solutions to transform these non-profits' operations. The program has impacted more than 10 million lives to date. Program fellows have worked on education, skills development, women empowerment, and employability projects. The non-profits they've worked with include Milaan, the Kaivalya Education Foundation, Saajha, Medha, Teach for India, and the ETASHA Society.



Genpact Center for Process Transformation

The goal of the Genpact Center for Process Transformation (GCPT), which we operate in partnership with the Kaivalya Education Foundation (KEF), is to change government processes and systems to transform how education services are delivered in India. The initiative engages directly with government stakeholders to revamp education departments' academic, administrative, finance, infrastructure/logistics, legal, and HR processes. Additionally, our GCPT fellows are building a pool of process transformation experts within KEF who then partner with us to drive large-scale projects.

Green ambassadors program

In our Green ambassadors program, which we launched shortly before the pandemic, our ambassadors'

responsibility is to encourage use of non-plastic items, promote planting trees, participate in CSR drives, and share best practices on how to reduce dependence on plastic items. More than 240 employees have enrolled in the program so far. Once our employees come back to their Genpact offices, the ambassadors will serve as an extension of our CSR team, driving local initiatives to build awareness, encouraging others to reduce their use of plastic, and moving toward more sustainable alternatives.

Employee volunteering and payroll giving

#GenpactGoesGreen and #Feed10Million are our flagship initiatives that rallied employees to eliminate single-use plastic and fight hunger.

- To help reduce world hunger, we started #Feed1Million in 2018, which became #Feed5Million in H2 2018, and in 2019, our target was to #Feed10Million. Through these

programs, 20,500 volunteers from India, Europe, the US, Mexico, and Malaysia packed over 15.5 million nutritious meals for communities in need

- ◆ In the #GenpactGoesGreen program, 20,830 volunteers across the globe participated in packing and distributing hygiene kits for kids, educating them on the hazards of single-use plastic, leading campaigns on collecting

and recycling plastic waste, cleaning lakes and beaches, planting over 46,000 saplings, and collecting over 3,955 kilos of plastic waste

Our volunteers teach and mentor children, plant trees, work in orphanages and old age homes, undertake environmental cleanups, and so forth.



Danville volunteers assembled 69 meal baskets and donated shoes to local families in need



Classroom construction, which would benefit 300+ children in a community affected by Volcán de Fuego



World Clean-Up day being celebrated by volunteers across four countries



Volunteers donating books and sports equipment to young children



Making a learning environment better for its students by refurbishing seven classrooms



3,000+ shoeboxes being packed for underprivileged children



Over 200 Genpacters at Gurugram took anti-plastic movement along with border security force soldiers



More than 175 Genpacters volunteered during a plantation drive in Kolkata to mark Earth Day



Team Cluj, Romania planted over 40,000 seedlings at Micesti, Cluj County



More than 1,000 meals were distributed by volunteers in Mexico City



2,300 volunteers packed 3 million meals as a part of #Feed5Million in Delhi NCR, Hyderabad, Jaipur, Bangalore, and Kolkata



400+ volunteers in Bangalore set up 40+ stalls, raising Rs 60,000+ to support an organization which provides mid-day meals to students across India



Genpact fellows have touched 3.6 million lives since 2017 while they continue to solve biggest issues across communities



Genpact Center for Process Transformation helped in developing unique monitoring system for schools in Gujarat to save 150,000 productive hours



Our UK volunteers packed welcome kits with winter items for refugee families arriving in Glasgow



Genpact China is leading the way to ban single-use plastic around the world. More than 400 employees from China participated in an anti-plastic event.

Our CSR response to the COVID-19 pandemic

In response to the COVID-19 crisis, our volunteers coordinated with local governments to aid quarantined patients with essential resources and supplies. As part of our #Feed20Million initiative, we partnered with multiple non-profits to provide 20 million meals to underprivileged communities. Because of social distancing requirements, our employees donated funds that the non-profits will use to

procure, clean, and distribute dry rations. This program will also provide employment to 11,000 women in India who will be involved in cleaning and sorting the grains.



In India, we have also donated more than 400,000 meals to migrant laborers and bars of soap to 20,000 children from underprivileged communities during the lockdown. And our volunteers have set up a call center service for COVID-19 patients across Delhi NCR, Bangalore, Arunachal Pradesh, and Punjab. Six hundred seventy volunteers quickly upskilled themselves to support the helpline and their fellow citizens and have addressed more than 80,000 calls so far.



Sustainability scorecard



People performance

Total workforce

2018	Age group				Gender			Total by category
	<30 yrs.	30-50 yrs.	> 50 yrs.	Age not disclosed			Gender not disclosed	
Top management	0	215	89	0	249	55	0	304
Senior management	7	2,545	290	11	2,142	701	10	2,853
Middle management	5,787	23,478	720	100	20,401	9,644	40	30,085
Associates	35,431	17,735	851	375	28,622	25,207	563	54,392
Total permanent workforce	41,225	43,973	1,950	486	51,414	35,607	613	87,634
Contract workers	1,025	562	31	3,219	1,334	492	3,011	4,837
Total	42,250	44,535	1,981	3,705	52,748	36,099	3,624	92,471

Note: Per GDPR regulations, it's voluntary for employees to disclose their age and gender. We have reflected "non responses" in the column, age not disclosed and gender not disclosed.

Table 5: Total workforce in 2018

2019	Age group				Gender			Total by category
	<30 yrs.	30-50 yrs.	> 50 yrs.	Age not disclosed			Gender not disclosed	
Top management	0	244	118	4	296	70	0	366
Senior management	19	2,939	414	38	2,513	884	13	3,410
Middle management	7,024	27,672	930	143	24,089	11,635	45	35,769
Associates	37,642	19,151	973	263	30,677	27,051	303	58,031
Total permanent workforce	44,685	50,006	2,435	448	57,575	39,640	361	97,576
Contract workers	825	0	594	3,686	1,080	350	3,675	5,105
Total	45,511	50,007	3,029	4,134	58,655	39,990	4,036	102,681



Note: Per GDPR regulations, it's voluntary for employees to disclose their age and gender. We have reflected "non responses" in the column, age not disclosed and gender not disclosed.

Table 6: Total workforce in 2019

Permanent employee distribution by region

Region	Associates	Middle management	Senior management	Top management	Total
APAC (exc. India)	8,898	2,099	154	12	11,163
Europe	4,344	1,497	325	38	6,204
India	35,505	22,649	1,439	102	59,695
North America	5,629	3,746	927	149	10,451
Other	16	94	8	3	121
Total	54,392	30,085	2,853	304	87,634

Table 7: Geographic distribution of permanent employees by band in 2018



Region			Gender not disclosed	Total
APAC (exc. India)	3,559	7,603	1	11,163
Europe	1,890	3,702	612	6,204
India	40,626	19,069	-	59,695
North America	5,249	5,202	-	10,451
Other	90	31	-	121
Total	51,414	35,607	613	87,634

Note: Per GDPR regulations, it's voluntary for employees to disclose their gender. We have reflected "non responses" in the column, gender not disclosed.

Table 8: Geographic distribution of permanent employees by gender in 2018

Region	Associates	Middle management	Senior management	Top management	Total
APAC (exc. India)	9,024	2,166	153	10	11,353
Europe	4,144	2,046	410	53	6,653
India	38,443	26,649	1,625	118	66,835
North America	6,404	4,858	1,212	185	12,659
Other	16	50	10	-	76
Total	58,031	35,769	3,410	366	97,576

Table 9: Geographic distribution of permanent employees by band in 2019

Region			Gender not disclosed	Total
APAC (exc. India)	3,587	7,766	-	11,353
Europe	2,249	4,050	354	6,653
India	45,466	21,369	-	66,835
North America	6,227	6,425	7	12,659
Other	46	30	-	76
Total	57,575	39,640	361	97,576

Note: Per GDPR regulations, it's voluntary for employees to disclose their gender. We have reflected "non responses" in the column, gender not disclosed.

Table 10: Geographic distribution of permanent employees by gender in 2019

New hires

















Employee category	2018											
	<30 Yrs.			30-50 Yrs.			>50 Yrs.			Age not disclosed		
			Gender not disclosed			Gender not disclosed			Gender not disclosed			Gender not disclosed
Top management	0	0	0	24	5	0	17	0	0	2	0	0
Senior management	4	2	0	195	68	0	50	13	0	21	2	4
Middle management	1,629	928	2	2,790	1,182	17	129	121	0	60	43	33
Associates	9,875	8,864	288	2,424	2,979	232	105	272	14	117	157	185
Permanent workforce	21,592			9,916			721			624		
Contract Workers	121	41	29	51	14	18	7	1	3	38	24	775
TOTAL	21,783			9,999			732			1,461		

Table 11: Total number and rate of new employee hires in 2018, by age group and gender.





Note: Per GDPR regulations, it's voluntary for employees to disclose their age and gender. We have reflected "non responses" in the column, age not disclosed and gender not disclosed.

Employee category	2019											
	<30 Yrs.			30-50 Yrs.			>50 Yrs.			Age not disclosed		
			Gender not disclosed			Gender not disclosed			Gender not disclosed			Gender not disclosed
Top management	1	0	0	28	11	0	14	4	0	2	0	0
Senior management	4	9	0	380	124	0	49	23	0	14	8	5
Middle management	2,276	1,204	1	3,927	1,550	2	122	84	0	82	63	8
Associates	11,185	9,613	17	2,663	2,793	7	91	224	0	254	418	27
Permanent workforce	24,310			11,485			611			881		
Contract Workers	240	72	87	63	23	39	1	2	2	62	22	1,813
TOTAL	24,709			11,610			616			2,778		

Note: Per GDPR regulations, it's voluntary for employees to disclose their age and gender. We have reflected "non responses" in the column, age not disclosed and gender not disclosed.





Table 12: Total number and rate of new employee hires in 2019, by age group and gender

New hires by geography

Permanent				Region	Contractors			
		Gender not disclosed	Total				Gender not disclosed	Total
1	-	-	1	Australia	3	1	4	8
392	1,555	1	1,948	China/Japan and Others	13	11	62	86
709	1,200	759	2,668	Europe	9	8	31	48
87	62	-	149	GMS	-	-	2	2
12,882	7,031	11	19,924	India	165	45	569	779
487	437	-	924	Latin America	1	1	5	7
1,798	2,976	-	4,774	North America	25	10	136	171
68	22	-	90	Other Countries	1	-	-	1
1,018	1,353	4	2,375	Philippines	-	4	16	20
17,442	14,636	775	32,853	TOTAL	217	80	825	1,122

Note: Per GDPR regulations, it's voluntary for employees to disclose their gender. We have reflected "non responses" in the column, gender not disclosed.







Table 13: New hires by geography in 2018

Permanent				Region	Contractors			
		Gender not disclosed	Total				Gender not disclosed	Total
9	13	-	22	Australia	11	2	14	27
483	1,578	6	2,067	China/Japan and Others	7	12	210	229
875	1,307	53	2,235	Europe	25	18	136	179
30	21	-	51	GMS	-	-	-	0
16,421	8,562	-	24,983	India	305	77	1,102	1,484
835	904	8	1,747	Latin America	4	3	32	39
1,709	2,866	-	4,575	North America	13	6	410	429
13	15	-	28	Other Countries	-	-	-	0
717	862	-	1,579	Philippines	1	1	37	39
21,092	16,128	67	37,287	TOTAL	366	119	1,941	2,426

Note: Per GDPR regulations, it's voluntary for employees to disclose their gender. We have reflected "non responses" in the column, gender not disclosed.







Table 14: New hires by geography in 2019

Turnover

Age group	Gender	Top management	Senior management	Middle management	Associates	TOTAL
<30 Yrs.		-	-	1,075	6,925	8,000
		-	-	683	5,568	6,251
	Gender not disclosed	-	-	2	132	134
30-50 Yrs.		17	276	2,372	1,877	4,541
		3	88	1,220	1,582	2,893
	Gender not disclosed	-	1	4	58	63
>50 Yrs.		9	47	86	66	208
		1	18	107	141	267
	Gender not disclosed	-	1	1	31	33
TOTAL		30	431	5,549	16,379	22,389

Note: Per GDPR regulations, it's voluntary for employees to disclose their gender. We have reflected "non responses" in the column, gender not disclosed. We have rounded the numbers to the nearest number.



Table 15: Turnover in 2018

Age group	Gender	Top management	Senior management	Middle management	Associates	TOTAL
<30 Yrs.		-	1	1,249	7,417	8,667
		-	1	731	6,977	7,709
	Gender not disclosed	-	-	4	103	107
30-50 Yrs.		22	285	2,673	2,152	5,132
		3	86	1,255	2,067	3,410
	Gender not disclosed	-	-	4	50	54
>50 Yrs.		14	70	127	134	345
		4	23	77	287	390
	Gender not disclosed	-	1	6	61	68
TOTAL		43	467	6,125	19,245	25,879

Note: Per GDPR regulations, it's voluntary for employees to disclose their gender. We have reflected "non responses" in the column, gender not disclosed. We have rounded the numbers to the nearest number.



Table 16: Turnover in 2019

Turnover by geography

Region			Gender not disclosed	TOTAL
Asia Pacific	213	983	-	1,196
Europe	358	623	229	1,210
India	10,146	5,300	-	15,446
Latin America	282	268	-	549
North America	945	1,320	-	2,264
Philippines	724	824	-	1,548
South Africa	1	-	-	1
Other	81	94	1	176
TOTAL	12,749	9,411	230	22,389

Note: Per GDPR regulations, it's voluntary for employees to disclose their gender. We have reflected "non responses" in the column, gender not disclosed. We have rounded the numbers to the nearest number.

Table 17: Turnover by geography, 2018

Region			Gender not disclosed	TOTAL
Asia Pacific	203	1,090	1	1,294
Europe	487	780	221	1,488
India	10,843	5,948	-	16,791
Latin America	352	307	1	660
North America	1,149	2,139	-	3,288
Philippines	908	1,053	-	1,961
Other	201	194	5	399
TOTAL	14,143	11,509	228	25,879

Note: Per GDPR regulations, it's voluntary for employees to disclose their gender. We have reflected "non responses" in the column, gender not disclosed. We have rounded the numbers to the nearest number.





Table 18: Turnover by geography , 2019

Training hours

Employment contract	Employee category	2018	2019
Permanent	Top management	3	1
	Senior management	21	13
	Middle management	26	32
	Associates	38	57
Temporary	Contract Workers	11	10

Table 19: Average training hours per year by band and employee contract

Parental leave

Category	2018		2019	
				
Employees entitled to parental leave	100%	100%	100%	100%
Employees that took parental leave	1703	2031	1433	829
Employees that returned to work in the reporting period after parental leave ended	-	396	-	310
Rate of return to work that took parental leave	-	88%	-	76%
Attrition rates of employees that took parental leave	-	22%	-	15%

Note: We track maternity leaves as part of our return-to-work program. We have not tracked paternity leaves in 2018 and 2019.

Table 20: Parental leaves by year

Safety

Description	India	Australia	Philippines	Europe	China	Malaysia	Japan
Near misses/ hazard reported	3	0	12	0	0	NA*	0
Non-reportable injuries (permanent)	340	0	12	0	0	NA*	0
Non-reportable injuries (contractual)	213	0	0	0	0	NA*	0
Reportable injuries (permanent)	5	0	0	11	5	0	0
Reportable injuries (contractual)	2	0	0	0	0	0	0
Lost days (permanent)	1	0	0	403	162	0	0
Lost days (contractual)	1	0	0	0	0	0	0
Man-hours worked (permanent, in million hours)	104	0	11.3	2.58	6.015	0.74	0.49
Man-hours worked (contractual, in million hours)	0	0	0	0.05	0.20	0.02	0.13
Fatalities (permanent)	0	0	0	0	0	0	0
Fatalities (contractual)	0	0	0	0	0	0	0

Table 21: Work-related injuries by region in 2018

* Not available

Description	India	Australia	Philippines	Europe	China	Malaysia	Japan
Near misses/ hazard reported	19	0	20	0	0	NA*	0
Non-reportable injuries (permanent)	240	0	20	1	0	NA*	0
Non-reportable injuries (contractual)	163	0	0	0	0	NA*	0
Reportable injuries (permanent)	21	0	5	15	2	2	0
Reportable injuries (contractual)	8	0	0	1	0	0	0
Lost days (permanent)	77	0	15	279	154	20	0
Lost days (contractual)	28	0	0	2	0	0	0
Man-hours worked (permanent, in million hours)	120.97	0	10.37	2.94	8.69	0.83	0.57
Man-hours worked (contractual, in million hours)	8	0	0	0.05	0.20	0.02	0.18
Fatalities (permanent)	0	0	0	0	0	0	0
Fatalities (contractual)	0	0	0	0	0	0	0

* Not available

Table 22: Work-related injuries by region in 2019

Environmental performance

Energy

Energy consumption by region

Region	2016	2017	2018	2019
Europe	28,451	36,326	382,065	210,656
China	16,056	17,540	14,801	13,531
Philippines	27,663	27,515	25,334	27,297
LATAM	-	-	22,740	19,182
US	-	-	34,527	62,665
Japan	-	-	1,601	2,029
Malaysia	-	-	757	957
Australia	0	0	2,766	2,218
India	267,388	288,575	265,342	313,580
TOTAL	339,560	369,955	749,935	652,114

Note: Our number of sites around the world reporting data significantly increased in 2018 and 2019. Our number of Indian sites remained the same. To learn which sites we used to calculate emissions, please refer to Appendix II. We have rounded the numbers to the nearest number.

Table 23: Energy consumption (Gigajoule) by region

Source	2016	2017	2018	2019
Grid electricity	251,660	251,379	218,701	198,704
Solar	3,730	25,044	24,506	24,412
Other sources (DG)	0	0	688	729
Diesel	11,224	10,917	20,919	89,089
LPG	770	1,229	522	646
Charcoal	4	6	6	0
Gas electricity	0	0	0	0
TOTAL	267,388	288,575	265,342	313,580

Note: The significant increase in diesel consumption in 2019 compared to 2018 was due to increased diesel consumption at our North Campus, Gurugram. The data above covers all our Indian sites. We have rounded the numbers to the nearest number.

Table 24: Energy consumed (Gigajoule) in India by source and year

Source	2016	2017	2018	2019
Grid electricity	50,173	53,747	476,700	330,750
Solar	12,617	17,249	0	0
Other sources (DG)	3,129	4,278	0	0
Diesel	2,561	1,128	294	92
LPG	0	0	0	94
Charcoal	0	0	0	0
Gas electricity	3,691	4,978	7,598	7,599
TOTAL	72,171	81,380	484,593	338,534

Note: Our number of sites around the world reporting data significantly increased in 2018 and 2019. Our number of Indian sites remained the same. To learn which sites we used to calculate emissions, please refer to Appendix II. We have rounded the numbers to the nearest number.

Table 25: Energy consumption (Gigajoule) by source outside India

Year	Energy Intensity (Gigajoule/sq. ft.)	Energy Intensity (Gigajoule/person)
2016	0.067	4.91
2017	0.070	5.50
2018	0.061	4.89
2019	0.079	4.97

Note: All our Indian sites are covered.

Table 26: Energy intensity for sites in India by year

Region	2016	2017	2018	2019
China	-	-	3.590	3.006
Europe	-	-	106.129	58.360
Latin America	-	-	8.95	7.86
Philippines	-	-	4.36	5.10
US	-	-	-	17.38
Japan	-	-	4.794	4.996
Malaysia	-	-	1.942	2.205
Australia	-	-	35.923	32.612
India	4.91	5.50	4.89	4.97

Note: Data relevant to the energy intensity calculation was not available for sites other than India in 2016 and 2017. Also, the employee count for Richardson 3101 (US) was not available in 2018.

Table 27: Energy intensity (Gigajoule/person) by region

Region	2016	2017	2018	2019
China	-	-	0.033	0.031
Europe	-	-	0.907	0.500
Latin America	-	-	0.086	0.073
Philippines	-	-	0.906	0.957
US	-	-	0.037	0.068
Japan	-	-	0.056	0.071
Malaysia	-	-	0.023	0.029
Australia	-	-	0.883	0.708
India	0.067	0.07	0.061	0.079

Note: Data relevant to the energy intensity calculation was not available for sites other than India in 2016 and 2017.

Table 28: Energy intensity (Gigajoule per sq.ft.) by region

Emissions

Emissions by region

Emission type	2016	2017	2018	2019
Scope 1	4,087	4,687	4,484	9,273
Scope 2	57,323	57,258	49,815	45,260
Scope 3	31,240	35,819	39,112	41,834
TOTAL	92,650	97,764	93,411	96,368

Note: The 2018 and 2019 numbers above are for our 22 Indian sites, as listed in Appendix II. We rounded the numbers to the nearest number.

Table 29: Total emissions (tCO₂e) in India by scope and year

Emission source	2016	2017	2018	2019
Scope 1	4,274	4,769	4,506	9,286
Scope 2	68,013	68,725	106,972	85,997
Scope 3	31,240	35,819	39,112	41,834
TOTAL	103,527	109,313	150,590	137,117

Note:

1. Our number of sites around the world reporting data significantly increased in 2018 and 2019. Our Indian sites have remained same. To learn which sites we used to calculate emissions, please refer to refer Appendix II. We rounded to numbers to the nearest number.
2. The Scope 3 emissions are from our Indian sites only.

Table 30: Global emissions (tCO₂e) by scope and year

Emission source	2016	2017	2018	2019
Diesel	1,019	891	1,572	6,608
Charcoal	0	1	1	0
LPG	49	78	33	47
Other DG sources	0	0	51	54
R22	1,007	664	814	941
R123	0	1	0	0
R134A	959	1,158	1,053	52
R410a	741	1,534	269	566
R407c	499	443	714	1,015
R32	0	0	0	3
Grid electricity	67,806	68,446	106,547	85,610
Gas electricity	207	279	426	388
Air travel	17,478	21,766	22,109	24,668
Cabs/shuttles	13,762	14,053	17,004	17,166
TOTAL	103,527	109,313	150,590	137,117

Table 31: Global emissions (tCO₂e) by source

Note:

1. Diesel, charcoal, LPG, other DG sources, and emissions from ODS are scope 1 emissions.
2. Grid and gas electricity are scope 2 emissions.
3. Emissions from air travel and cabs/shuttles are scope 3 emissions.
4. The scope 3 emissions are from our Indian sites only.
5. We have rounded the numbers to the nearest number.

ODS source	2016	2017	2018	2019
R22	1,007	664	814	941
R123	0	1	0	0
R134A	959	1,158	1,053	52
R410a	741	1,534	269	566
R407c	499	443	714	1,015
R32	0	0	0	3
TOTAL	3,207	3,799	2,849	2,577

Note:

1. Data related to ODS emissions is not available for sites other than India.
2. The increase in emissions from R22 between 2018 and 2019 was due to an increase in consumption at our JLN, Jaipur, and Kolkata (Candor) sites.
3. We have rounded the numbers to the nearest number.

Table 32: ODS emissions (tCO₂e) across Genpact India operations by type and year

Type	2016	2017	2018	2019
PM	0.021	0.035	1,212	1,051
SO ₂	0.012	0.024	166	163
NO ₂	0.259	0.386	13,017	14,832
CO	-	-	5,777	6,704
NMHC	-	-	2,622	3,270

Note: The above data pertains to our owned sites in India, as emission reports are not available for multi-tenant leased buildings. We have rounded the numbers to the nearest number.

Table 33: Other air emissions (tonnes) from sites in India

Year	Emission Intensity (tCO ₂ e/sq. ft.)	Emission Intensity (tCO ₂ e/Person)
2016	0.023	1.702
2017	0.024	1.758
2018	0.022	1.724
2019	0.024	1.530

Note:

1. Our total emissions increased for our 22 Indian sites in 2018-2019. The total floor area for our 22 Indian sites decreased, while the number of employees increased in the same period, leading to an increase in emission intensity per sq. ft. and a decrease in emission intensity per employee.
2. All 22 of our Indian sites have been covered, as noted in Appendix II.

Table 34: Emission intensity in India

Year	Emission Intensity (tCO ₂ e/sq. ft.)	Emission Intensity (tCO ₂ e/Person)
2016	0.019	1.347
2017	0.021	1.397
2018	0.023	1.718
2019	0.023	1.405

Note: The number of our sites around the world reporting data significantly increased in 2018 and 2019. Our Indian sites remained the same. To learn which sites we used to calculate emissions, please refer to Appendix II.

Table 35: Emission intensity across global locations

Water

Water consumption by region

Region	2016	2017	2018	2019
China	39,409	39,837	41,306	41,928
Europe	50,696	50,949	26,270	26,884
Latin America	0	0	13,372	12,801
Philippines	12,481	13,227	13,867	15,873
US	0	0	5,094	5,727
Japan	0	0	5,231	6,631
Malaysia	0	0	411	570
India	259,714	324,884	273,706	305,915
TOTAL	362,300	428,898	379,256	416,328

Note: No data was reported for the US, Japan, Malaysia, or LATAM in 2016 and 2017. We have rounded the numbers to the nearest number.

Table 36: Water withdrawn (Kiloliter) by region

Region	Borewell	Municipal Water Supply	Private Water Supply	Packaged Drinking Water	Rainwater Harvest
China	0	40,345	0	961	0
Philippines	0	12,623	0	1,244	0
Europe	0	26,270	0	0	0
LATAM	0	12,132	1,240	0	0
US	0	5,094	0	0	0
Japan	0	5,231	0	0	0
Malaysia	0	411	0	0	0
India	160,167	67,469	36,690	8,709	671
TOTAL	160,167	169,574	37,930	10,914	671

Note: The sites covered under our water footprint are noted in Appendix II. We have rounded the numbers to the nearest number.

Table 37: Water withdrawn (Kiloliter) by region and source in 2018

Region	Borewell	Municipal Water Supply	Private Water Supply	Packaged Drinking Water	Rainwater Harvest	Other
China	0	41,023	0	905	0	-
Philippines	3,378	9,668	185	1,106	0	1,536
Europe	0	23,808	0	21	3,056	-
LATAM	0	11,721	1,080	0	0	-
US	0	5,727	0	0	0	-
Japan	0	6,631	0	0	0	-
Malaysia	0	570	0	0	0	-
India	133,780	74,924	79,242	17,465	505	-
TOTAL	137,158	174,071	80,506	19,496	3,561	1,536

Note: The sites covered under water footprint are noted in Appendix II. We have rounded the numbers to the nearest number.

Table 38: Water withdrawn (Kiloliter) by region and source in 2019

Year	Water Intensity (Kiloliter/sq.ft.)	Water Intensity (Kiloliter/Person)
2016	0.065	4.77
2017	0.081	5.84
2018	0.064	5.05
2019	0.078	4.86

Note: All 22 of our Indian sites have been covered, as noted in Appendix II.

Table 39: Water Intensity for Indian region by year

Year	Water Intensity (Kiloliter/sq.ft.)	Water Intensity (Kiloliter/Person)
China	41,306	0
Philippines	13,867	0
Europe	26,270	0
LATAM	13,372	0
US	5,094	0
Japan	5,231	0
Malaysia	411	0
India	273,706	85,790
Total	379,256	85,790

Note: Recycling data wasn't available for regions other than India. We have rounded the numbers to the nearest number.

Table 40: Water withdrawn and recycled by region in 2018

Year	Total water withdrawn (Kiloliter)	Total water recycled (Kiloliter)
China	41,928	0
Philippines	15,873	0
Europe	26,884	0
LATAM	12,801	0
US	5,727	0
Japan	6,631	0
Malaysia	570	0
India	305,915	134,571
Total	416,328	134,571

Note: Recycling data wasn't available for regions other than India. We have rounded the numbers to the nearest number.

Table 41: Water withdrawn and recycled by region in 2019

Region	Parameter	2016	2017	2018	2019
Global	Water withdrawn (Kiloliter)	362,300	428,898	379,256	416,328
	Water withdrawn (Kiloliter)	165,140	161,639	128,680	125,074
India (Owned Sites)	Water recycled (Kiloliter)	90,493	99,354	78,825	95,550
	Water reused (Kiloliter)	85,975	86,757	77,060	93,766
	Recycle percentage	55%	61%	61%	76%

Note: All five of our owned sites in India have been covered. We weren't able to calculate the numbers for our global owned sites because relevant data for Danville (an owned site) was unavailable. We have rounded the numbers to the nearest number.

Table 42: Water Recycle/Reuse

Waste

Waste by category

Region	Type of waste	Units	2016	2017	2018	2019
Hazardous waste	Biomedical	Kg	306	559	140	1,454
	Used oil	L	3,785	3,623	2,908	7,245
	Cotton cloth	Kg	64	31	28	38
	Waste oil	L	1,100	1,300	1,390	1,850
	DG filters	Nos.	331	324	388	703
	E-waste generation	Kg	44,836	192,510	35,263	35,289
	E-waste disposal	Kg	33,043	52,690	31,266	27,715
	Battery	Nos.	1,646	817	27,262	8,838
Non-hazardous waste	Paper scrap	Kg	167,276	194,833	134,459	67,362
	Food/Wet waste	Kg	247,729	242,337	250,307	204,886
	Dry waste	Kg	555,668	645,221	272,454	278,615
	Wood scrap	Kg	22,874	37,153	15,726	6,910
	Sludge	Kg	5,438	4,813	1,388	1,414

Note:

1. Tube lights are considered e-waste. The e-waste figures for 2016-17 have been revised accordingly.
2. The digits have been rounded to nearest integer.

Table 43: Hazardous and non-hazardous waste from sites in India

Region	Type of waste	Units	2016	2017	2018	2019
Hazardous waste	Biomedical	Kg	343	574	192	1,488
	Used oil	L	3,785	3,623	2,908	7,245
	Cotton cloth	Kg	64	31	28	38
	Waste oil	L	1,100	1,300	1,390	1,850
	DG filters	Nos.	331	324	388	1,162
	E-waste generation	Kg	57,014	202,943	36,213	43,403
	E-waste disposal	Kg	33,043	52,690	32,426	187,493
	Battery	Nos.	1,646	817	27,262	8,912
Non-hazardous waste	Paper scrap	Kg	215,864	246,840	820,718	340,987
	Food/Wet waste	Kg	247,729	242,337	431,174	1,360,114
	Dry waste	Kg	587,566	691,236	313,653	567,315
	Wood scrap	Kg	288,600	46,551	23,393	9,523
	Sludge	Kg	5,438	4,813	1,388	1,414

Note:

1. Tube lights are considered e-waste. The e-waste figures for 2016-17 have been revised accordingly.
2. The digits have been rounded to nearest integer.

Table 44: Hazardous and non-hazardous waste for global operations

GRI Index

GRI Standards: Core option			
GRI Standard	Title	Reference section	Pg. no.
Organizational profile			
102-1	Name of the organization	Organizational profile	10
102-2	Activities, brands, products, and services	Organizational profile	11, 12
102-3	Location of headquarters	New York City	-
102-4	Location of operations	Organizational profile	10
102-5	Ownership and legal form	Economic performance	28
102-6	Markets served	Organizational profile	10
102-7	Scale of the organization	Organizational profile	10
102-8	Information on employees and other workers	Talent management	50, 66, 67, 68
102-9	Supply chain	Supplier management	29, 30
102-10	Significant changes to the organization and its supply chain	Supplier management / Economic performance	26, 27, 29
102-11	Precautionary principle or approach	Acting on environment	37-43
102-12	External initiatives	Corporate governance	20
102-13	Membership of associations	Sustainability communication and associations	16
Strategy			
102-14	Statement from senior decision maker	Message from CEO	3-4
102-15	Key impacts, risks, and opportunities	Enterprise risk management	23-25
Ethics and integrity			
102-16	Values, principles, standards, and norms of behaviour	Driving sustainable growth	20
Corporate governance			
102-18	Governance structure	Corporate governance	20
102-22	Composition of the highest governance body and its committees	Corporate governance	20, 21
Enterprise risk management			
102-30	Effectiveness of risk management processes	Enterprise risk management	23-25
Stakeholder engagement			
102-40	List of stakeholder groups	Stakeholder engagement	16, 17
102-41	Collective bargaining agreements	Supplier management	29, 30
102-42	Identifying and selecting stakeholders	Genpact's sustainability program	16, 17
102-43	Approach to stakeholder engagement	Genpact's sustainability program	17, 18
102-44	Key topics and concerns raised	Genpact's sustainability program	17, 18

Reporting practice												
102-45	Entities included in the consolidated financial statements	Appendix I	89									
102-46	Defining report content and topic Boundaries	Report profile	7									
102-47	List of material topics	Materiality assessment	18									
102-48	Restatements of information	<p>The density of diesel has been revised from 0.82 Kg/L to 0.84 Kg/L. Also, GWP for ODS has been changed as per IPCC-AR5.</p> <ol style="list-style-type: none"> R22 GWP changed from 1,810 to 1,760 R134a GWP changed from 1,430 to 1,300 R123 GWP changed from 77 to 79 <p>These factors have been changed for 2016-17 as well, which has resulted into change in scope 1 emissions (tCO2e) as shown below:</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Reported</th> <th>Revised</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>4,193</td> <td>4,087</td> </tr> <tr> <td>2017</td> <td>4,804</td> <td>4,687</td> </tr> </tbody> </table>	Year	Reported	Revised	2016	4,193	4,087	2017	4,804	4,687	82
Year	Reported	Revised										
2016	4,193	4,087										
2017	4,804	4,687										
102-49	Changes in reporting	Report profile	7									
102-50	Reporting period	Report profile	7									
102-51	Date of most recent report	Report profile	7									
102-52	Reporting cycle	Report profile	7									
102-53	Contact point for questions regarding the report	Report profile	8									
102-54	Claims of reporting in accordance with the GRI Standards	Report profile	7									
102-55	GRI content index	GRI Index	81-84									
102-56	External assurance	Assurance Statement	86-88									
Management approach for each material topic												
103-1	Explanation of the material topic and its boundary	Genpact's sustainability program	16-18									
Specific disclosures												
Economic performance												
201-1	Direct economic value generated and distributed	Economic performance	27									
Anti-competitive behaviour												
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Corporate governance	20									
Energy												
302-1	Energy consumption within the organization	Environmental performance	37, 38, 73, 74									
302-3	Energy intensity	Environmental performance	74, 75									
302-4	Reduction of energy consumption	Energy management	38									

Water			
303-1	Water withdrawal by source	Environmental performance	42, 43, 78, 79
303-3	Water recycled and reused	Environmental performance	79
Emissions			
305-1	Direct (Scope 1) GHG emissions	Environmental performance	76
305-2	Energy indirect (Scope 2) GHG emissions	Environmental performance	76
305-3	Other indirect (Scope 3) GHG emissions	Environmental performance	77
305-4	GHG emissions intensity	Environmental performance	77
305-5	Reduction of GHG emissions	Environmental performance	40, 41
305-6	Emissions of ozone-depleting substances (ODS)	Environmental performance	77
305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	Environmental performance	77
Waste			
306-1	Water discharge by quality and destination	Environmental performance	42, 43
306-2	Waste by type and disposal method	Environmental performance	40, 41, 80
Environmental compliance			
307-1	Non-compliance with environmental laws and regulations	Regulatory compliance	28
Supplier environment assessment			
308-1	New suppliers that were screened using environmental criteria	Supplier management	29, 30
Talent management and employee wellbeing			
401-1	New employee hires and employee turnover	People performance	68-71
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee wellbeing	46
401-3	Parental leave	Employee wellbeing	72
Occupational health and safety			
403-1	Workers representation in formal joint management-worker health and safety committees	Occupational health	48
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Occupational health	72-73
Training and education			
404-1	Average hours of training per year per employee	Training and development	71
404-2	Programs for upgrading employee skills and transition assistance programs	Training and development	51-53
404-3	Percentage of employees receiving regular performance and career development reviews	Talent management	50, 51

Diversity and equal opportunity			
405-1	Diversity of governance bodies and employees	Diversity and equal opportunity	55-58
Local communities			
413-1	Operations with local community engagement, impact assessments, and development programs	Corporate social responsibility	59-64
Supplier social assessment			
414-1	New suppliers that were screened using social criteria	Supplier management	29, 30
Customer satisfaction			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	We have not received any complaints from clients regarding privacy or data losses.	-
Socio-economic compliance			
419-1	Non-compliance with laws and regulations in the social and economic area	Regulatory compliance	28

UNGC mapping

UNGC Principle	Description	Reference section
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	Pillar I: Driving sustainable growth
Principle 2	Businesses should make sure that they are not complicit in human rights abuses.	Pillar I: Driving sustainable growth
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Pillar I: Driving sustainable growth Pillar IV: Employee centricity
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labor.	Pillar I: Driving sustainable growth
Principle 5	Businesses should uphold the effective abolition of child labor.	Pillar I: Driving sustainable growth
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Pillar I: Driving sustainable growth Pillar V: Social
Principle 7	Businesses should support a precautionary approach to environmental challenges.	Pillar III: Acting on environment
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility.	Pillar III: Acting on environment
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	Pillar III: Acting on environment
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Pillar I: Driving sustainable growth

Independent Assurance Statement

Scope and Approach

DNV GL Business Assurance India Private Limited ('DNV GL') has been engaged by the management of Genpact India Private Limited ('Genpact', Corporate Identification Number:U73100DL2005PTC307363) to undertake an independent assurance of the Genpact's sustainability performance disclosures in its Sustainability Report 2018 - 2019 ('the Report') in its web based and printed formats. The disclosures in this Report have been prepared by the Genpact, based on the Global Reporting Initiative's (GRI's) Sustainability Reporting Standards ('GRI Standards') and its Core option of reporting.

We performed our assurance engagement in accordance with the requirements of International Federation of Accountants' (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (Revised)* and DNV GL's assurance methodology VeriSustain^{TM1}. In doing so, we evaluated the qualitative and quantitative disclosures presented in the Report using GRI's Principles for Defining Report Content and Quality, together with the Genpact's protocols for how the data was measured, monitored, recorded and reported. The performance data and information in the agreed scope of work included the qualitative and quantitative information on sustainability performance which have been disclosed in the Report based on GRI Standards covering its environmental, social and governance (ESG) performance for the activities undertaken by the Genpact over the reporting period 1st January 2018 to 31st December 2019.

The intended user of this Assurance Statement is the management of the Genpact. Our assurance engagement was planned and carried out during July 2020 - December 2020. The scope and boundaries of the sustainability performance disclosures covers Genpact's operations across geo locations as set out in the Report in the section 'Reporting boundary and Scope'.

The reported data on economic performance including expenditure towards Corporate Social Responsibility (CSR) and other financial data are based on disclosures and data from audited financial statements issued by the Company's statutory auditors which is subject to a separate independent audit process and not included in our scope of work.

Responsibilities of the Management of Genpact and of the Assurance Provider

The Management of the Genpact has the sole accountability for the preparation of the sustainability disclosures in this Report, including the processes for collecting, analysing and reporting the information presented in web based and printable versions of the Report. Further Management of Genpact will be responsible for maintaining integrity of all information disclosed in the web based and printable version of including the referenced sustainability-related disclosures. In performing assurance work, our responsibility is to the Management; however, this statement represents our independent opinion and is intended to inform the outcome of our assurance to the stakeholders of the Genpact.

Our assurance engagement is based on the assumption that the Genpact has provided us data and information during our review in good faith and free from any misstatements. We were not involved in the preparation of any statement or data included in the Report except for this Assurance Statement, GHG verification statement and Gap assessment report for management highlighting our assessment findings. We expressly disclaim any liability or co-responsibility for any decision a person or an entity may make based on this Assurance Statement.

Basis of our Opinion

We planned and performed our work to obtain the evidence considered necessary to provide a basis for our opinion for providing a limited level of assurance. Due to the outbreak of the COVID-19 pandemic, we carried out remote assessments following DNV GL's remote audit methodology, as one-to-one discussions and onsite assurance was not feasible and adopted a risk-based approach, i.e. we concentrated our efforts on the issues of high material relevance to Genpact.

As part of our engagement, a multi-disciplinary team of sustainability and assurance specialists reviewed sustainability disclosures related to the Genpact's operations and businesses. We undertook the following activities:

- Reviewed the Genpact's approach to stakeholder engagement and materiality determination and their outcomes as brought out in the Report. We did not have any direct engagement with external stakeholders;
- Interacted with selected senior managers and other representatives of the Genpact, including data owners and decision-makers from different functions of the Genpact to validate the disclosures made in the Report. We were free to choose interviewees and interviewed those with overall responsibility to compile and disclose sustainability performance;

¹ The VeriSustain protocol is available on request from www.dnvgl.com

* Assurance Engagements other than Audits or Reviews of Historical Financial Information.

- Performed sample-based review of the mechanisms for implementing the Genpact’s sustainability related policies, as described in the Report;
- Verified the information and claims made in the Report, and assessed the robustness of the data management system, data accuracy, information flow and controls for the reported disclosures. We examined and reviewed supporting evidence such as documents, data and other information made available by the Genpact related to the disclosures made in the Report;
- Performed remote sample-based checks of the processes for generating, gathering and managing the quantitative data and qualitative information included in the Report related to the identified material topics;
- Remote assessments of disclosed sustainability performance and sample evidences: Corporate Office - Phase 5, Indian operations at - North Campus, Plot – 22, at Gurgaon, Surya Park - Bangalore, South Campus and Uppal - Hyderabad, Sitapura - Jaipur and offshore site - Genpact’s office in Manila, Philippines;
- Evaluated the Report’s adherence to the requirements of the GRI Standards: Core option of reporting.

During the assurance process, we did not come across limitations to the scope and boundary of the agreed assurance engagement

Opinion and Observations

On the basis of the assurance undertaken, nothing has come to our attention that causes us to believe that the Report does not properly describe Genpact’s adherence to the GRI Standards. The Genpact has adopted the Core option of Reporting and the GRI Principles for Defining Report Content i.e., requirements related to the GRI 102: General Disclosures 2016, GRI 103: Management Approach 2016 and the following GRI Topic-specific Standards to bring out its performance related to the identified material topics:

- GRI 201: Economic Performance 2016 – 201-1;
- GRI 206: Anti-competitive Behavior 2016 – 206-1;
- GRI 302: Energy 2016 – 302-1, 302-3, 302-4;
- GRI 303: Water and Effluents 2016 – 303-1, 303-3;
- GRI 305: Emissions 2016 – 305-1, 305-2, 303-4, 305-5, 305-6;
- GRI 306: Effluents and Waste 2016 – 306-2;
- GRI 307: Environmental Compliance 2016 – 307-1;
- GRI 308: Supplier Environmental Assessment 2016 – 308-1;
- GRI 401: Employment 2016 – 401-1, 401-2, 401-3;
- GRI 403: Occupational Health and Safety 2016 – 403-1, 403-2;
- GRI 404: Training and Education 2016 – 404-1, 404-2, 404-3;
- GRI 405: Diversity and Equal Opportunity 2016 – 405-1;
- GRI 413: Local Communities 2016 – 413-1;
- GRI 414: Supplier Social Assessment 2016 – 414-1;
- GRI 418: Customer Privacy 2016 – 418-1;
- GRI 419: Socioeconomic Compliance 2016 – 419-1.

Without affecting our assurance opinion, we provide the following observations against the principles of VeriSustain:

Materiality

The process of determining the issues that is most relevant to an organization and its stakeholders.

Report has articulated the outcome of biennial exercise of materiality assessment process carried out during the reporting period, to identify the material topics of interest to stakeholder and its impact. This was carried out through formal process of consultations including peer analysis and guidance provided by GRI and Sustainability Accounting Standards Board (SASB). Further the prioritization of material topics was based on consolidation and grading to obtain a holistic picture of significant material issues for sustainability management and Reporting.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Materiality.

Stakeholder Inclusiveness

The participation of stakeholders in developing and achieving an accountable and strategic response to Sustainability

The Report brings out the process of stakeholder engagement which includes engagement with employees, clients, investors, suppliers, communities, academic institutions and industry bodies. Genpact team further interacts with stakeholders through multiple communication channels so that their voice is well heard to fix priority-setting in line with Genpact’s value drivers.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Stakeholder Inclusiveness.

Responsiveness

The extent to which an organization responds to stakeholder issues.

Report has articulated its Genpact’s sustainability performance and responses to identified material topics through selected GRI Topic-specific Standards, including the sustainability strategies, policies, management approach and governance mechanisms as per the requirement of GRI standard for Core option of reporting.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Responsiveness.

Reliability

The accuracy and comparability of information presented in the report, as well as the quality of underlying data management systems.

The majority of data and information verified through interactions with the management teams and data owners were found to be accurate. However, some of the data inaccuracies identified during the sample verification process were found to be attributable to transcription, interpretation and aggregation errors. These identified errors were communicated and responses from the Genpact were reviewed, including corrections that were made to the reported data and information.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Reliability.

Completeness

How much of all the information that has been identified as material to the organisation and its stakeholders is reported.

The Report brings out the performance related to Environmental, Social and Governance for the Genpact’s operations across the geolocation of operations through the GRI Standards and its Core option of reporting. The disclosures include organizational overview, strategy, management approach, performance indicators and initiatives related to its identified material topics and chosen boundary of reporting for the reporting period -2018-19.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Completeness with respect to scope, boundary and time.

Neutrality

The extent to which a report provides a balanced account of an organization’s performance, delivered in a neutral tone.

The Report brings out disclosures related to the Genpact’s sustainability performance in a neutral tone in terms of content and presentation and also brings out the key concerns and challenges faced by the Genpact during the reporting period.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Neutrality.

For DNV GL Business Assurance India Private Limited

**Vadakepatth,
Nandkumar**

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Vadakepatth, Nandkumar
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Kundu,Prasun

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PRASUN KUNDU
Technical Reviewer,
DNV GL Business Assurance India Private Limited,
India.

10th December 2020, Bengaluru, India

DNV GL Business Assurance India Private Limited is part of DNV GL – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance.
www.dnvgl.com

Appendix I: Entities included in the consolidated financial statements

S.no.	Name	Jurisdiction
1	Genpact Australia Pty Ltd.	Australia
2	Headstrong (Australia) Pty Ltd.	Australia
3	Barkawi Management Consultants GmbH, Austria	Austria
4	Genpact Global (Bermuda) Limited	Bermuda
5	Genpact Global Holdings (Bermuda) Limited	Bermuda
6	Genpact Brasil Gestão de Processos Operacionais Ltda.	Brazil
7	Headstrong Canada Ltd.	Canada
8	Genpact (Dalian) Co. Ltd.	China
9	Genpact (Dalian) Information & Technology Service Co., Ltd.	China
10	Genpact (Foshan) Information & Technology Service Co., Ltd.	China
11	Genpact (Qingdao) Information & Technology Service Co., Ltd.	China
12	Genpact (Suzhou) Information & Technology Service Co., Ltd.	China
13	Genpact Colombia S.A.S.	Colombia
14	Genpact Outsourcing Services Costa Rica, S.R.L.	Costa Rica
15	Genpact Czech s.r.o.	Czech Republic
16	Genpact Egypt LLC	Egypt
17	Genpact Administraciones-Guatemala, S.A.	Guatemala
18	Lean Digital Services Guatemala, S.A.	Guatemala
19	Servicios Internacionales de Atencion Al Cliente, S.A.	Guatemala
20	Barkawi Management Consultants GmbH & Co. KG	Germany
21	Barkawi Verwaltungs GmbH	Germany
22	CDC Career Development Center GmbH Career- & Recruiting Support	Germany
23	Headstrong GmbH	Germany
24	Headstrong (Hong Kong) Ltd.	Hong Kong
25	Genpact Services Hungary Kft	Hungary
26	Axis Risk Consulting Services Pvt. Ltd.	India
27	Endeavour Software Technologies Private Limited	India
28	Genpact Enterprise Risk Consulting LLP	India
29	Genpact India Private Limited	India
30	Genpact India Services Private Limited	India
31	Genpact Mobility Services (I) Pvt. Ltd.	India
32	Headstrong Services India Pvt. Ltd.	India
33	RAGE Frameworks India Pvt. Ltd.	India
34	Rightpoint India Digital Private Limited	India
35	Genpact Ireland Private Limited	Ireland
36	Genpact Israel Ltd.	Israel
37	PNMSoft Ltd.	Israel
38	Genpact Consulting KK	Japan
39	Genpact Japan Business Services KK	Japan
40	Genpact Japan K.K.	Japan

41	Genpact Kenya Limited	Kenya
42	Genpact Latvia SIA	Latvia
43	Genpact Luxembourg S.à r.l.	Luxembourg
44	Genpact Investment Luxembourg S.à r.l.	Luxembourg
45	Genpact Malaysia Sdn Bhd	Malaysia
46	Genpact China Investments	Mauritius
47	Genpact India Holdings	Mauritius
48	Genpact Mauritius	Mauritius
49	EDM S. de R.L. de C.V.	Mexico
50	Genpact Morocco S.à r.l.	Morocco
51	Genpact Morocco Training S.à r.l.	Morocco
52	Genpact NL B.V.	Netherlands
53	Genpact New Zealand Limited	New Zealand
54	Headstrong Philippines, Inc.	Philippines
55	Genpact PL sp. Z.o.o.	Poland
56	Genpact Poland sp. Z.o.o.	Poland
57	Genpact Services Poland sp. Z.o.o.	Poland
58	PNMSOFT Portugal-SOC Unipessoal, Lda	Portugal
59	Genpact Romania SRL	Romania
60	Genpact Singapore Pte. Ltd.	Singapore
61	Genpact Consulting (Singapore) Pte. Ltd.	Singapore
62	Genpact Slovakia s.r.o.	Slovakia
63	Genpact South Africa (Proprietary) Limited	South Africa
64	Genpact Strategy Consultants S.L.	Spain
65	Headstrong Thailand Ltd.	Thailand
66	Genpact Turkey İş ve Finansal Danışmanlık Hizmetleri Limited Şirketi	Turkey
67	Genpact (UK) Ltd.	UK
68	Genpact Regulatory Affairs UK Limited	UK
69	Genpact WM UK Limited	UK
70	Headstrong (UK) Ltd.	UK
71	Headstrong Worldwide Ltd.	UK
72	Pharmalink Consulting Limited	UK
73	Pharmalink Consulting Operations Ltd.	UK
74	PNMSOFT UK Limited	UK
75	Strategic Sourcing Excellence Limited	UK
76	Akritiv Technologies, Inc.	United States
77	Barkawi Management Consultants, LP	United States
78	Barkawi USA, Inc.	United States
79	BrightClaim Blocker, Inc.	United States
80	BrightClaim, LLC	United States
81	BrightServe, LLC	United States
82	Commonwealth Informatics, Inc.	United States
83	Endeavour Software Technologies Inc.	United States
84	Genpact (Mexico) I LLC	United States
85	Genpact (Mexico) II LLC	United States

86	Genpact Collections LLC	United States
87	Genpact CL, Inc.	United States
88	Genpact FAR LLC	United States
89	Genpact Insurance Administration Services Inc.	United States
90	Genpact International, LLC	United States
91	Genpact LH LLC	United States
92	Genpact LLC	United States
93	Genpact Mortgage Services, Inc.	United States
94	Genpact Onsite Services, Inc.	United States
95	Genpact Registered Agent, Inc.	United States
96	Genpact Services LLC	United States
97	Genpact Solutions, Inc.	United States
98	Genpact USA, Inc.	United States
99	Genpact US LLC	United States
100	Genpact WB LLC	United States
101	Headstrong Business Services, Inc.	United States
102	Headstrong Corporation	United States
103	Headstrong Inc.	United States
104	Headstrong Public Sector, Inc.	United States
105	Headstrong Services LLC	United States
106	High Performance Partners, LLC	United States
107	Jawood Business Process Solutions, LLC	United States
108	LeaseDimensions, Inc.	United States
109	National Vendor, LLC	United States
110	Oasis Technology Partners, LLC	United States
111	OnSource, LLC	United States
112	OpenWealth Services, LLC	United States
113	Pharmalink Consulting Inc.	United States
114	PNMSoft USA Inc.	United States
115	RAGE Frameworks, Inc.	United States
116	Righpoint Consulting, LLC	United States
117	riskCanvas Holdings LLC	United States
118	Strategic Sourcing Excellence LLC	United States
119	SPC RP Investor, LLC	United States
120	TandemSeven, Inc.	United States
121	Techspan Holdings, Inc.	United States
122	TS Mergerco, Inc.	United States

Appendix II: Locations covered

Indian sites covered both in 2018 and 2019				
S.no.	India Region	Site name	Ownership	No. of sites
1	National Capital Region (NCR)	Genpact Ph-5	Owned	11
		Genpact North Campus, GGN	Leased-controlled	
		Genpact, Plot-22	Leased-controlled	
		Genpact, Silokhera	Leased	
		Genpact, Tikri	Leased	
		Genpact, Building 5	Leased	
		Genpact, Stellar 135	Leased	
		Genpact, CMIT, D4	Owned	
		Genpact, CMIT, D5	Leased	
		Genpact, Noida SEZ	Leased	
		Genpact, DITP	Leased	
2	Telangana (TL)	Genpact South Campus, HYD	Leased-controlled	4
		Genpact, DLF	Leased	
		Genpact, RITP Pocharam	Leased	
		Genpact Uppal, HYD	Owned	
3	Karnataka (KN)	Genpact Surya Park, BNG	Owned	3
		Genpact, SMS	Leased	
		Genpact Sez, Pritech park	Leased	
4	Rajasthan (RJ)	Genpact JLN, JPR	Owned	2
		Genpact Sitp, JPR	Leased-controlled	
5	West Bengal (WB)	Genpact, Kolkata (Asyst Park)	Leased	2
		Genpact, Kolkata (Candor)	Leased	
TOTAL				22

Global sites covered for water footprint in 2018 and 2019			
Sl. No.	Region	Site name	No. of sites
1	Europe	Bucharest	4
		Cluj	
		Krakow	
		Lublin	
2	China	Dalian	3
		Foshan	
		Huaqiao	
3	Philippines	Plaza A	6
		IHUB 1	
		5132	
		Vector 2	
		OCC	
		Bataan	

4	LATAM	Mexico	2
		Guatemala	
5	US	Danville	3
		Richardson 3101	
		Richardson 3300R	
6	Japan	Japan Tokyo (JPKK)	3
		Japan Ibaraki (GJBS)	
		Japan Tokyo (Facebook)	
7	Malaysia	Malaysia KL(Quill9)	2
		Malaysia KL(Sunway)	
TOTAL			23

Note: Danville is an owned site.

Global sites covered for energy/emission footprint in 2018			
Sl. No.	Region	Site name	No. of sites
1	Europe	Bucharest	5
		Cluj	
		Krakow	
		Lublin	
		Glasgow	
2	China	Dalian	3
		Foshan	
		Huaqiao	
3	Philippines	Plaza A	6
		IHUB 1	
		5132	
		Vector 2	
		OCC	
		Bataan	
4	LATAM	Mexico	2
		Guatemala	
5	US	Danville	6
		Richardson 3101	
		Richardson 3300R	
		Wilkes-Barre 00335	
		Irvine	
		Chicago	
6	Japan	Japan Tokyo (JPKK)	3
		Japan Ibaraki (GJBS)	
		Japan Tokyo (Facebook)	
7	Malaysia	Malaysia KL (Quill9)	2
		Malaysia KL (Sunway)	
8	Australia	Lidcombe NSW	2
		Parkville VIC	
TOTAL			29

Note: Danville is an owned site.

Global sites covered for energy/emission footprint in 2019			
Sl. No.	Region	Site name	No. of sites
1	Europe	Bucharest	5
		Cluj	
		Krakow	
		Lublin	
		Glasgow	
2	China	Dalian	3
		Foshan	
		Huaqiao	
3	Philippines	Plaza A	6
		IHUB 1	
		5132	
		Vector 2	
		OCC	
		Bataan	
4	LATAM	Mexico	2
		Guatemala	
5	US	Danville	12
		Richardson 3101	
		Richardson 3300R	
		Wilkes-Barre 00335	
		Wilkes-Barre 00050	
		Irvine	
		New York 3300	
		Chicago	
		Dedham	
		Austin Cedar Park	
		Atlanta	
		Jacksonville	
6	Japan	Japan Tokyo (JPKK)	3
		Japan Ibaraki (GJBS)	
		Japan Tokyo (Facebook)	
7	Malaysia	Malaysia KL (Quill9)	2
		Malaysia KL (Sunway)	
8	Australia	Lidcombe NSW	2
		Parkville VIC	
TOTAL			35

Note: Danville is an owned site.

Appendix III: Reference table for emission factors and NCV

S.no.	Emission source	Emission factor	Reference
1	Emission factor (kg CO ₂ /kWh)	0.82	CEA
2	Diesel, NCV (TJ/Gg)	43	2006 IPCC Guidelines
3	Diesel, emission factor (t CO ₂ /TJ)	74.10	2006 IPCC Guidelines
4	LPG, NCV (TJ/Gg)	47.30	2006 IPCC Guidelines
5	LPG, emission factor (t CO ₂ /TJ)	63.10	2006 IPCC Guidelines
6	Charcoal, NCV (TJ/Gg)	29.50	2006 IPCC Guidelines
7	Charcoal, emission factor (T CO ₂ /TJ)	112	2006 IPCC Guidelines
8	GWP, R22	1760	IPCC
9	GWP, R134a	1300	IPCC
10	GWP, R123	79	IPCC
11	GWP, R407c	1774	IPCC
12	GWP, R410a	2088	Honeywell
13	GWP, R32	677	IPCC
14	Density of diesel (Kg/L)	0.84	2006 IPCC Guidelines
15	CNG emission factor (kg CO ₂ /Scf)	0.05	EPA
16	CNG emission factor (kg CO ₂ /m ³)	1.92	1 Scf = 0.0283 m ³
17	CNG density (kg/m ³)	0.90	-
18	Diesel fuel mobile consumption (Kg CO ₂ /gallon)	10.21	EPA
19	Diesel fuel mobile consumption (Kg CO ₂ /Litre)	2.70	1 Gallon = 3.78 Litres
20	Grid emission factor for Romania (Kg CO _{2e} /kWh)	0.401	Grid emission factor for 2019
21	Grid emission factor for Poland (Kg CO _{2e} /kWh)	0.846	Grid emission factor for 2019
22	Grid emission factor for China (Kg CO _{2e} /kWh)	0.6236	Grid emission factor for 2019
23	Grid emission factor for Philippines (Kg CO _{2e} /kWh)	0.5082	Combined margin emission factor - IGES database 2018
24	Grid emission factor for Mexico (Kg CO _{2e} /kWh)	0.5282	Combined margin emission factor - IGES database 2018
25	Grid emission factor for Guatemala (Kg CO _{2e} /kWh)	0.6020	Combined margin emission factor - IGES database 2018
26	Grid emission factor for US (Kg CO _{2e} /kWh)	0.4291	EPA e-grid summary
27	Grid emission factor for Japan (Kg CO _{2e} /kWh)	0.492	Grid emission factor for 2019
28	Grid emission factor for Malaysia (Kg CO _{2e} /kWh)	0.670	Combined margin emission factor - IGES database 2018
29	Grid emission factor for Australia (Kg CO _{2e} /kWh)	0.830	www.environment.gov.au
30	Emission factor for gas electricity in Romania	0.202	Gas emission factor
31	Emission factor for gas electricity in US	0.181	EPA

Glossary

CDP	CDP is an organization based in the United Kingdom which supports companies' and cities' efforts to disclose the environmental impact of major corporations
Diversity	Diversity refers to an organization that intentionally employs a workforce comprised of individuals of varying gender, religion, race, age, ethnicity, sexual orientation, education, and other attributes
EcoVadis	It is a rating platform that covers a broad range of non-financial management systems including environmental, labor, and human rights, ethics, and sustainable procurement impacts
GRI	The Global Reporting Initiative is an international independent standards organization that helps businesses, governments, and other organizations understand and communicate their impacts on issues such as climate change, human rights, and corruption
Human rights	Human rights are moral principles or norms that describe certain standards of human behavior and are regularly protected as natural and legal rights by municipal and international law
Internet privacy	It refers to the personal privacy that a user is entitled to when they display, store, or provide personal information on the internet
Materiality	Materiality assessment is the process of identifying, refining, and assessing numerous potential environmental, social, and governance issues that could affect businesses or stakeholders
SDG	The Sustainable Development Goals (SDGs) are a collection of 17 global goals designed to be a "blueprint to achieve a better and more sustainable future for all"
Stakeholder	A person, group, or organization that the operations of Genpact may affect
UNGC	The United Nations Global Compact is a non-binding United Nations pact to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation
MIT	Massachusetts Institute of Technology

About Genpact

Genpact (NYSE: G) is a global professional services firm that makes business transformation real. We drive digital-led innovation and digitally enabled intelligent operations for our clients, guided by our experience running thousands of processes primarily for Global Fortune 500 companies. From New York to New Delhi and more than 30 countries in between, we connect every dot, reimagine every process, and reinvent companies' ways of working. [Transformation happens here.](#)

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