Genpact Sustainability Report

2021

Contents

Message from our CEO

The world has changed dramatically since the start of the pandemic with a series of unprecedented events across the globe accelerating change and testing the resiliency of humankind. For Genpact, the importance of serving all our stakeholders – our clients, employees, shareholders, and communities – has never been clearer. Our purpose, the relentless pursuit of a world that works better for people, guides us as we work to unlock value that will improve the world for everyone.

We see environmental, social, and governance (ESG) as a key transformation lever and are incorporating it into everything we do for ourselves and our clients. Given our long-term partnerships with many of the world's largest and well-known companies, coupled with our industry and process knowledge, strength in data and analytics, and digital capabilities, we are well-positioned to help our clients make meaningful progress in their ESG journeys. We are excited about what we can accomplish together.

Genpact is committed to advancing our internal ESG agenda as well and making progress on our climate and diversity goals. We are completing a Science-based Targets Initiative (SBTi) assessment and are looking forward to sharing our net-zero goal later this year.

Transparency with our stakeholders is important to us and we are happy to have increased our disclosure in this report beyond the Global Reporting Initiative (GRI) to include Sustainable Accounting Standards Board (SASB) and Task Force for Climate-Related Financial Disclosures (TCFD) frameworks as well.

We are proud of the progress we have made on our ESG initiatives but remain steadfast in our mission to to do more. Our global team of more than 100,000 people is essential to achieving this. Their resilience, dedication, and passion to pursue a world that works better for all is inspiring.

I am excited about what the future holds and want to thank all of our stakeholders for their support on this journey.

Tiger Tyagarajan
CEO, Genpact

About Genpact

Genpact (NYSE: G) is a global professional services firm that makes business transformation real. Led by our purpose – the relentless pursuit of a world that works better for people – we drive digital-led innovation and digitally enabled intelligent operations for our clients. Guided by our experience reinventing and running thousands of processes for hundreds of clients, many of them Global Fortune 500 companies, we drive real-world transformation at scale. 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 100,000+ of us. From New York to New Delhi and more than 30 countries in between, we connect every dot, reimagine every process, and reinvent the ways companies work.

Figure 1: Genpact's global locations

700+ clients
70 Countries served
24 delivery countries
86 delivery centers
30 languages
100,000+ employees

Figure 2: Genpact at a glance

Our purpose

Our purpose, the relentless pursuit of a world that works better for people, guides us as we work to make a bigger impact on the world beyond our bottom line. We are in the relentless pursuit of:

Better world	We take intentional steps towards solving some of the world's most pressing issues
Better business	From getting protective equipment to frontline workers to keeping supply chains flowing during a crisis, we partner with clients to make a meaningful difference in their businesses, communities, and beyond
Better together	We're creating a diverse, equitable, and inclusive world where everyone can celebrate their authentic selves
Better planet	We're passionate about creating a more sustainable, resilient world
Better for all	We're designing a world that works better for all through our corporate social responsibility initiatives and opening part of our learning platform to the public to help people build the skills they need for a digital economy

Figure 3: Genpact's purpose

ESG progress in 2021

$4.0 billion, up 46%[1]

110,841 full-time employees, up 42%[1]

41% women in the workforce[2], up from 39%[1]

94,200 CSR volunteers

11 million lives impacted by CSR activities

198,551 kilolitres (kl) of water withdrawn, down 53%[1]

40,870 tCO_2e Scope 1 and 2 emissions, down 44%[1]

0.03 tCO_2e/employee Scope 3, down 93%[1]

246,852 energy consumption (GJ), down 33%[1]

Notes:

1. Against a base year of 2017
2. Among full-time employees
3. Our sustainability KPIs significantly improved as a result of switching to a primarily remote operating model. We believe, however, that these numbers will not convey the real trend of our sustainability performance. For that reason, we are not showcasing our sustainable year-over-year progress

Sustainability targets

By 2022

Zero use of nonessential single-use plastic disposables

100% recycling of food waste at sites covering 67% of our workforce

By 2025

Achieve zero liquid discharge at owned sites

Reduce Scope 1 and 2 greenhouse gas emissions by 15% from 2019 baseline

Improve power usage effectiveness by 20% at our data centers in India from 2016 baseline

Top-50 suppliers to be third-party audited yearly on sustainability parameters

Procure 25% renewable energy in our locations

We look forward to disclosing our net-zero target later this year following validation by SBTi.

Awards and recognitions

Climate-related sustainability

Outstanding Achievement in Corporate Excellence at the CII-ITC Sustainability Awards 2021

First runner up for the Frost & Sullivan Sustainable Corporate of the Year award 2021

Winner of the ESG Performance Awards IT/ITES by ESG Summit & Awards 2021

2021 CDP Climate Change Disclosure: B Score

Recipient of the Gold EcoVadis Medal in 2021

Working culture and diversity, equity, and inclusion

One of the World's Most Ethical Companies, Ethisphere Institute 2022 for the fourth time

Named to the Forbes World's Best Employers 2021 list

Named to the Forbes Best Employers for Women 2021 list

Named to the 2022 Bloomberg Gender-Equality Index

Named to the Forbes America's Best Employers for Veterans 2021 list

Recognized for Best ESG initiative to improve diversity and inclusion by ESG Summit & Awards 2021

Winner of Best ESG Initiative to Improve Health and Wellbeing by ESG Summit & Awards 2021

Recognized for Best ESG initiative to improve education by ESG Summit & Awards 2021

Listed among the top 100 most diverse and inclusive companies by Refinitiv's Diversity and Inclusion Index

Innovation

Genpact Named to Fast Company's 100 Best Workplaces for Innovators list 2021

Risk management

Recognized by CNBC-TV 18 India in categories:

- Masters of risk in the IT-ITeS Sector
- Business continuity planning
- Risk governance in the large-cap category

Sustainability at Genpact

Our approach to environmental sustainability

Our pursuit of a better world is the North Star for all our sustainability programs. We continuously engage with our stakeholders to understand evolving priorities as we strive to be a sustainability leader. This ensures that our long-term sustainability performance is in line with the goals and targets we set today.

This year we have realigned our sustainability focus across four pillars:

Environment and climate action	Supporting our people and communities	Driving excellence for clients	Governance for sustainable growth
We are committed to reducing our environmental impact through energy and water rationing and emissions and waste management	As a people company, the wellbeing of our employees and the communities in which we operate are critical to our growth strategy	We innovate and collaborate to drive measurable outcomes beyond cost and productivity for our clients	We strive to create economic value for all our stakeholders supported by strong corporate governance practices

Table 1: Genpact's sustainability pillars

Sustainability governance

Our sustainability governance structure, with its cross-functional representation and a direct line to the board of directors, provides a foundation for developing and implementing our sustainability strategy and targets holistically. We have defined lines of accountability across the structure to ensure that we deliver on our commitments.

Our ESG program is overseen by the office of the CEO. Our ESG committee includes representation from our environmental, health, safety, and sustainability team, corporate social responsibility (CSR) team, diversity, equity, and inclusion (DEI) team, legal team, infrastructure and logistics team, and global management team. The office of the CEO orchestrates debate and decision-making with the ESG committee and updates the board of directors, who define overall corporate objectives on our progress toward these commitments.

Alignment with United Nations' Sustainable Development Goals

We align our business goals with 12 of the United Nations' 17 Sustainable Development Goals (SDGs) because we know that is where we can make a significant contribution. Our collaborative partnership with stakeholders diverges into three dimensions of sustainable development: economic, social, and environmental. We explain our SDG-focused goals and their link to our business at the beginning of each section of our four sustainability pillars.

1 NO POVERTY

6 CLEAN WATER AND SANITATION

10 REDUCED INEQUALITIES

2 ZERO HUNGER

7 AFFORDABLE AND CLEAN ENERGY

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

13 CLIMATE ACTION

5 GENDER EQUALITY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

17 PARTNERSHIPS FOR THE GOALS

We believe that pursuing SDGs requires the participation of all stakeholders. We are committed to building collaborative global partnerships in this regard.

Figure 4: SDGs to which we believe we can contribute significantly

Stakeholder engagement

We define stakeholders as those individuals, groups, or organizations who can affect or be affected by Genpact's business activities. Our stakeholders are an integral part of our sustainability journey. We actively communicate our vision, strategy, and performance to our stakeholders through structured surveys and channels and listen to their needs. Information received through these channels is used to refine our goals, initiatives, and reporting practices.

Stakeholders	Needs and expectations of our stakeholders	Mode of engagement
Employees	- Training and development - Fair and timely remuneration - Reward, recognition, and appreciation for performance - Diverse, open, non-discriminatory, and safe working environment	- Employee engagement survey - Annual performance appraisal - CSR volunteering - Training and development programs - Ombuds program - DEI programs
Clients	- Seamless service delivery - Innovation - Fair and competitive pricing	- Net Promoter Score Plus (NPS+) questionnaire for process owners biannually and chief experience officers annually - Regular governance meetings across levels of both organizations
Investors	- Sustained financial performance - Regular dividends - Ethical business practices and good corporate governance - Risk mitigation - ESG integration into strategy and operations - Transparent reporting and disclosure	- Quarterly earnings calls with investors - Annual shareholder meetings - Annually filed 10-K report - Quarterly touchpoints with investors including one-on-one meetings and group meetings as well as broker sponsored conferences
Suppliers	Fair and ethical procurement and engagement practices	- Vendor prequalification, risk analysis, and rating process - HSE engagements with vendor employees
Communities	Economic, social, and environmental betterment of the communities	- Employee volunteering activities - Initiatives with NGOs, including engagements to strengthen their processes
Academic institutions	- Equal opportunity - Training and development - Fair remuneration	Campus recruitment
Government and regulatory bodies	- Compliance with laws and regulations - Ethical business - Transparency in disclosures - Tax revenues - Contribution to national climate change agenda	- Engagement through membership of industry bodies like National Association of Software and Service Companies (NASSCOM), the Confederation of Indian Industry (CII), the Information Technology & Business Process Association of the Philippines, and the Association of Business Service Leaders in Romania - Paying taxes - Complying with all relevant registration requirements and regulations
Industry bodies	- Innovation - Advocacy and collaboration	- Online questionnaires - Conferences

Table 2: Overview of stakeholder engagement at Genpact

Materiality assessment

We define material topics as topics that reflect Genpact's significant economic, environmental, and social impacts, or substantively influence the assessments and decisions of stakeholders associated with our business. Our materiality assessments, conducted biennially, are guided by the GRI Standards 2020 and informed by SASB.

We conduct a materiality assessment to identify and map the material issues we face with respect to stakeholders and our business to provide direction on areas we need to focus on in the future. Our materiality exercise aligns with our risk map, which prioritizes risks based on their likelihood and impact. The outcome is a list of 20 material topics, which are grouped into three categories: environment, social, and governance.

This year, we have added urban resilience as a topic. It refers to partnerships and advocacy on issues such as water, biodiversity and waste, and quality of life. In line with the SASB materiality map, we have replaced enterprise risk management with systemic risk management to cover disruptions such as programming errors or server downtime as computing and data storage functions move from individual company servers in various industries to data centers of cloud-computing service providers. This means that as a service provider, we focus on putting robust infrastructure and policies in place to minimize disruptions to our services from such risks.

We also saw an increased emphasis on social issues across industries and sectors, as compared to our previous assessments. Diversity and equal opportunity, training and development, and human rights have been rated as high priority.

Sustainability associations

We proactively participate in global frameworks such as the Carbon Disclosure Project (CDP) and EcoVadis, which assess the environmental, social, and governance performance of companies. This helps us benchmark our performance with industry peers and provides us with actionable insights for further improvement.

We are also members of CII and NASSCOM, a major trade association in the Indian IT and business process outsourcing industry.

Figure 5: Materiality matrix

Environment and climate action

Pillar I: Environment and climate action

Relevant SDGs and targets under this pillar

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

6.3 By 2030, 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 Substantially increase 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

Alignment of our purpose with the pillar

Better planet

Better world
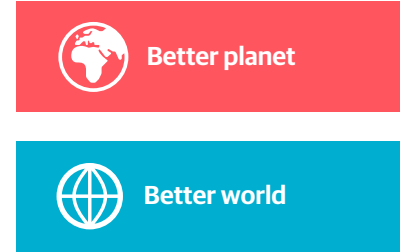
Climate change is one of the largest collective challenges humankind is facing. We believe businesses have an important role to play in minimizing climate impact.

There is an increasing awareness of the potential environmental effects of the information technology sector, particularly on the climate. The sector has a growing carbon footprint arising from greenhouse gases (GHGs) released from its lifecycle stages. With appropriate measures in place, our industry has the potential to considerably reduce GHG emissions globally.

In line with that, our environmental strategy includes reducing our emissions, minimizing waste, and improving water consumption. We committed to SBTi in 2021 and are in the process of setting near-term and net-zero targets to contribute toward the 1.5-degree target set out in the Paris Agreement.

Energy conservation and efficiency in operations	Improve power usage effectiveness at data centers	Use of renewable energy

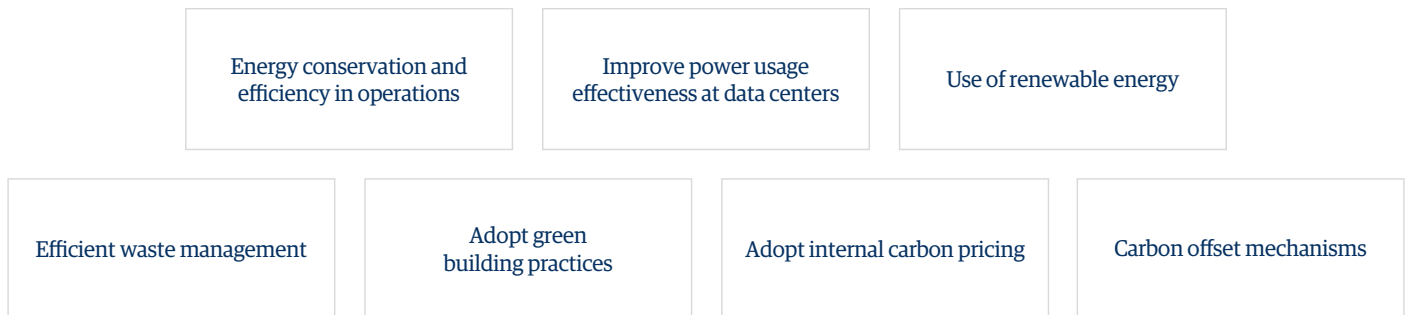|			
Efficient waste management	Adopt green building practices	Adopt internal carbon pricing	Carbon offset mechanisms

Figure 6: Key elements of our climate change mitigation strategy

Energy management

Energy consumption is a major contributor to our overall environmental footprint. Minimizing energy usage, reducing GHG emissions, maximizing energy efficiency, and increasing our use of renewable energy are key areas of focus. Most of our energy consumption comes from the power we consume to run our buildings and data centers. We conduct third-party energy audits frequently to improve our energy management.

Energy conservation	Energy efficiency	Power usage effectiveness improvement	Renewable energy
Replacing air-handling units with new and efficient technology	Installation of energy-efficient pumps for heating, ventilation, and air-cooling plants	Changes to data-center infrastructure to improve the effectiveness of power usage	Use of renewable energy at locations in India through power-purchase agreements

Table 3: Our energy-management initiatives

Though grid energy is our primary source of electricity, several of our locations include diesel generators for backup in the event of a power outage. We have limited operational control over the electricity usage across our value chain, especially in geographies like India where access to renewable energy is limited or at leased sites where we are not the sole occupant, which hinders the expansion of renewable alternatives. A few of our sites already operate on renewable energy, and we are exploring the feasibility of introducing this to our other fully controlled sites as well. Wherever possible, we aim to source renewable energy for our fully-owned sites in line with local regulations.

Globally, our renewable energy usage represented 7.3% of total energy consumption in 2021, while grid electricity represented 80.99% of total energy consumption in the same period.
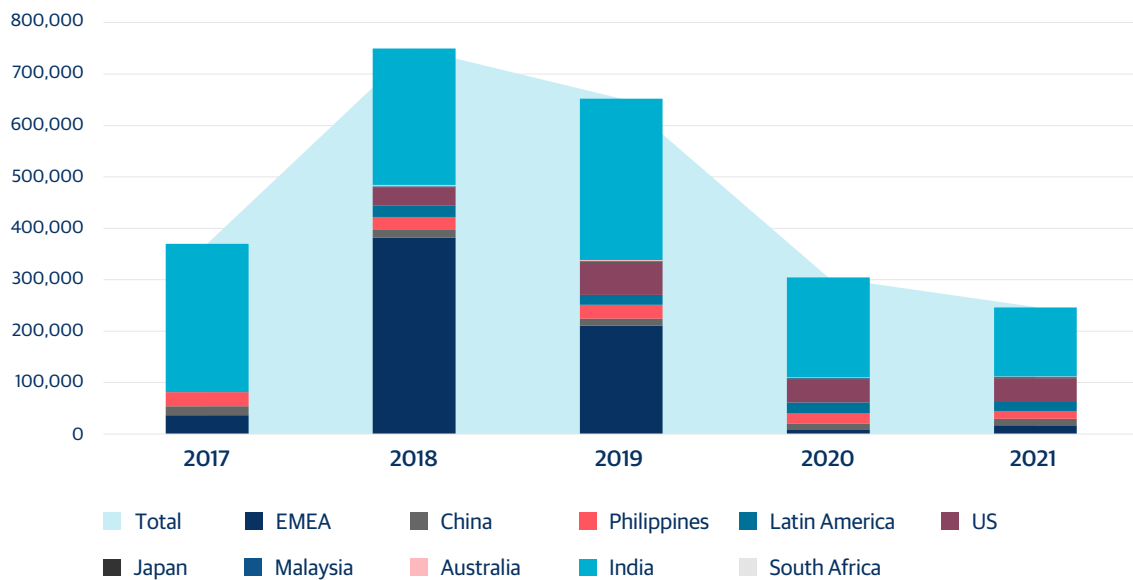
Figure 7: Global energy consumption (GJ)

Emissions

Emissions at Genpact are primarily the result of the gas and electricity we purchase and consume to maintain our sites (Scope 2), followed by employee commuting and business travel (Scope 3), and finally the consumption of fuel and ozone-depleting substances (ODS) across our sites (Scope 1). Moving forward, we are expanding the coverage of our Scope 3 emissions to include more of our value chain.

We consider CO_2 in emissions calculations and follow globally accepted standards for them. Find references to our emissions factors and global-warming potential in Appendix II.

As part of Scope 1, we calculate emissions due to the consumption of fuel (primarily diesel and liquefied petroleum gas) and fugitive emissions due to ozone-depleting substances across offices. Under Scope 2, we report on emissions that are a result of the gas and electricity we purchase. We report on emissions from business travel under Scope 3.

In 2021, total emission intensity (emissions per person) was 0.40 tCO_2e/employee. Similarly, during the same period, total emission intensity (emissions per sq. ft.) was 0.006 tCO_2e/sq. ft.

One example of an initiative that helped reduce our emissions is the successful conversion of 90% of our vehicle fleet in the Delhi-Gurugram-Noida region in India to compressed natural gas by the end of 2021.

Additionally, we are developing an internal carbon-pricing mechanism. We will use this in the evaluation of our investments, selection of sites, and evaluation of supply chain partners. We expect this mechanism to be in place in 2022.
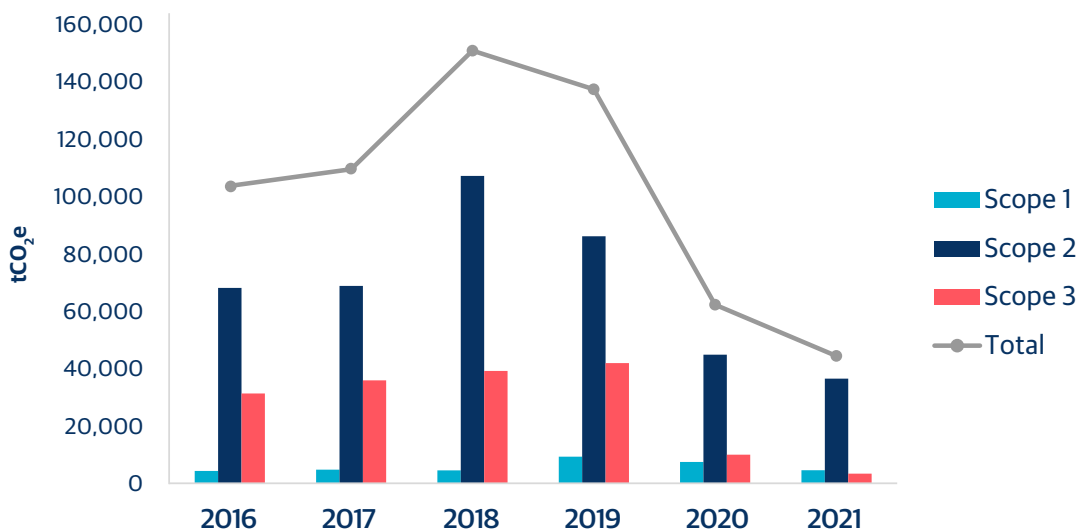
Figure 8: Global emissions (tCO$_2$e), 2021

Water management

Water is an important shared resource and given the significant global pressure on it due to population growth, industrial operations, and climate change, we have several initiatives in place to efficiently manage its use

Our strategies to efficiently manage water usage include:

- Installation of smart water meters at owned locations to track and manage water usage

- Re-use of treated wastewater to meet requirements for horticulture, cooling, and toilets

- Installation of auto-chemical dosing system in cooling towers to reduce water consumption by increasing water cycles

- Installation of rainwater harvesting structures at all owned sites

We primarily meet our water demand through municipal supply, private water tankers, and groundwater.

We have established targets for zero-liquid discharge at our owned sites and are strongly committed to conserving water through a "reduce, reuse, recycle" approach and water-saving techniques like rainwater harvesting. We have conducted water audits for our owned and controlled sites in India and will implement water conservation projects in the coming years.

In 2021, we used rainwater harvesting for recharging groundwater at owned and controlled sites in India. We saved 42,937 kl of water through rainwater-harvesting structures at our sites in 2021. We recycled 21% of water at our sites in 2021.

We measure water consumption at our owned facilities using two metrics: water consumption per person and water consumption per sq. ft. In 2021, water intensity per employee was 1.82 kl/person and water intensity per sq. ft. was 0.03 kl/sq. ft. We acknowledge that we need to make more effort to further reduce this intensity and we will continue to implement water-saving initiatives.

Waste management

We are committed to reducing waste generation by adopting initiatives that contribute to a circular economy and convert waste to resources. We are working to ensure that no waste goes to landfills and we are implementing a zero-liquid-discharge policy at owned sites.

In 2020, we published our formal policy to eliminate non-essential single-use plastics across our global sites. To support this plan, we conduct capacity-building sessions, baselining, and peer benchmarking to identify and implement industry best practices in line with regional regulations.

We also launched our Green Ambassador program to combat plastic pollution, drawing on the passion of our employees to lead awareness campaigns, spearhead community efforts in conjunction with our corporate social responsibility (CSR) team, and share best practices and inspirational stories with the broader Genpact ecosystem to build excitement and momentum.

Green infrastructure

Genpact is working to improve existing building standards by adopting green practices around indoor environmental quality, energy and water efficiency, sustainable materials procurement, and waste management. Sustainability parameters, especially energy efficiency, are a key consideration in our leasing process. We have mandated that all our new sites comply with green building codes and most of our leased buildings are Leadership in Energy and Environmental Design or Indian Green Building Council certified.

In 2021, we also included climate-related risks as a key criterion for identifying and leasing buildings. We assessed all new buildings for physical risks due to climate change. We used the Shared Socioeconomic Pathways and Intergovernmental Panel on Climate Change's Representative Concentration Pathway for the identification of physical risks.

For more environmental metrics, please see the environmental section of the sustainability scorecard.

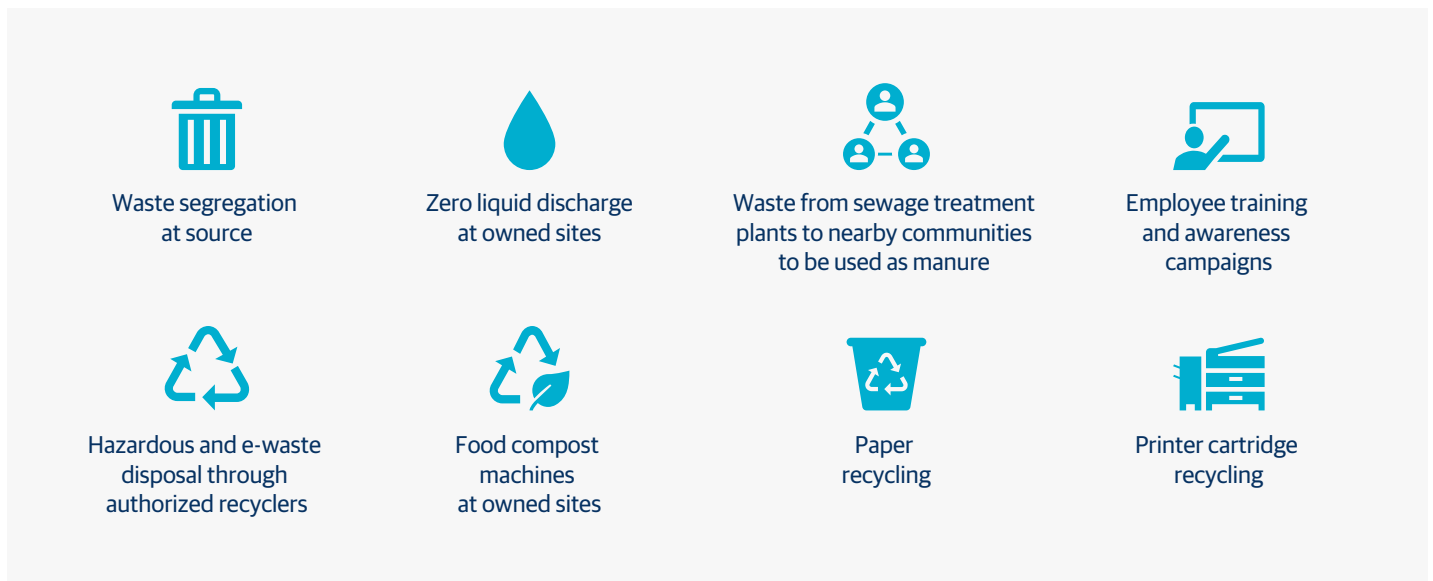|			
Waste segregation at source	Zero liquid discharge at owned sites	Waste from sewage treatment plants to nearby communities to be used as manure	Employee training and awareness campaigns
Hazardous and e-waste disposal through authorized recyclers	Food compost machines at owned sites	Paper recycling	Printer cartridge recycling

Figure 9: Key waste-management initiatives at Genpact

Supporting our people and communities

Pillar II

Pillar II: Supporting our people and communities

Relevant SDGs and targets under this pillar

1 NO POVERTY

2 ZERO HUNGER

4 QUALITY EDUCATION

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

17 PARTNERSHIPS FOR THE GOALS

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 the least-developed countries, to implement programs 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 year-round

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

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

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

10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies, and practices and promoting appropriate legislation, policies, and action in this regard

Alignment of our purpose with the pillar

Better world

Better together

Better for all

As a professional services company, people are our greatest asset. Ensuring our employees have opportunities to grow professionally, are in an inclusive environment, and feel that they are heard is key to our success. Similarly, investing in the communities in which we operate helps create a more equitable, healthy, and prosperous world that benefits us and our stakeholders through aspects like safer, more vibrant communities, increased economic activity, and access to a larger, skilled talent population.

Talent management

To continuously innovate and perform to the expectations of our stakeholders, attracting and retaining the best talent is key. Our culture of curiosity, courage, and incisiveness is underpinned by a bedrock of integrity and is at the center of our talent-management practices.

In 2021, Genpact hired a total of 44,482 employees. Our permanent workforce increased 15% in 2021. By the end of 2021, we had over 116,000 permanent employees and contract workers.

Employment contract	Men	Women	Gender not disclosed	Total employee by contract
Permanent	64,613	45,625	603	110,841
Contract workers	628	338	4,346	5,312
Grand total	65,241	45,963	4,949	116,153

Table 4: Total number of employees by employment contract and gender

Training and development

Our core value of curiosity fosters a culture of continuous learning. We believe that providing our employees with opportunities for reskilling, development, and professional growth is important to maintaining a competitive advantage. Training and development have always been top priorities for us and we provide several opportunities for employees to upskill themselves to continue to deliver value to the organization and gain the knowledge they need to grow in their careers.

Inspired by MIT's Center for Collective Intelligence, our online, on-demand learning platform, Genome, enables employees to learn more than 550 skills sets across 75 core areas with thousands of learning assets on industry- and process-specific knowledge, digital capabilities, and personal and professional skills. Genome's reskilling framework identifies each employee's skill aptitude and gaps, provides a tailored curriculum, connects learners with subject matter experts, and ultimately solidifies new knowledge through a learning-by-doing methodology.

Genpact also offers a wide range of certification programs covering advisory skills, cloud capabilities, and data and analytics, to name a few, as well as development programs to build future-ready operational leaders, accelerate career development, and integrate new executives.

For the second year in a row, our employees achieved more than 10 million learning hours.

Employee engagement

We use technology to understand and increase employee engagement and wellness. For instance, we have an artificial intelligence (AI)-enabled chatbot, Amber, that collects regular employee feedback. Amber ensures that every employee is contacted at major milestones, with higher contact frequency when they start at the company followed by regular check-ins during their employment. Amber has helped us understand employee satisfaction and identify areas of improvement across the organization.

During the pandemic, we also introduced a Genpact-wide virtual assistant called Watercooler that aims to replicate fleeting moments of friendly conversations and connections. Watercooler is integrated with our Microsoft Office 365 environment and seamlessly schedules quick, informal, one-on-one encounters with colleagues at convenient times. Watercooler has helped us foster a more inclusive organization where employees, especially those that joined in a remote setting during the pandemic, feel connected to their colleagues and the company.

Employee wellbeing

We believe providing compassion, empathy, and care while ensuring the health, safety, and wellbeing of our employees is key to attracting and retaining the best talent.

Throughout the pandemic, we have provided employees and their families with additional resources to combat the many challenges that have arisen. We continue to offer employees access to counseling services with trained psychologists across the globe, free access to a meditation and a wellness app, and global webinars and virtual activities to promote a healthy lifestyle.
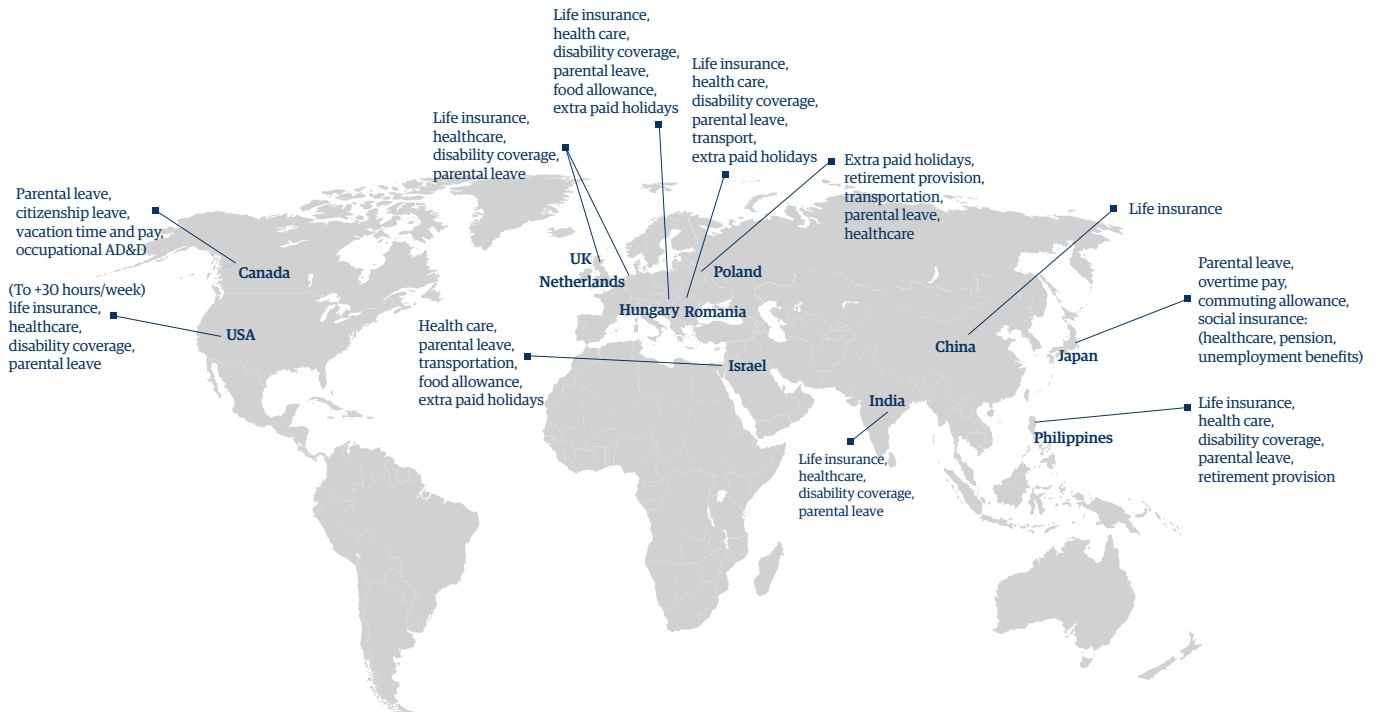
Company-provided benefits

Across the globe, we ensure that our employees and their dependents are provided with benefits coverage based on their location, such as medical benefits, disability benefits, retirement provisions, and life insurance. Genpact believes in parity for parental leave and provides it to all employees, regardless of gender. The table below highlights key benefits across locations where we have a major footprint.

Benefits to full-time employees

Life insurance, healthcare, disability coverage, parental leave — **UK**, **Netherlands**, **Hungary**

Healthcare, parental leave, retirement provision, marriage leave, transportation, food allowance — **Poland**, **Romania**

Life insurance, healthcare, disability coverage, parental leave — **China**, **Japan**

Life insurance, healthcare, disability coverage, parental leave, citizenship leave, retirement pension — **Canada**

Life insurance, healthcare, disability coverage, parental leave — **USA**, **Mexico**

Life insurance, healthcare, disability coverage, parental leave — **Israel**, **Egypt**

Life insurance, healthcare, disability coverage, parental leave — **Philippines**

Life insurance, healthcare, disability coverage, parental leave — **Guatemala**, **Costa Rica**, **Brazil**

Life insurance, healthcare, disability coverage, parental leave — **India**, **Singapore**

Life insurance, healthcare, disability and invalidity coverage, parental leave, marriage leave — **South Africa**

Retirement provision, marriage leave, healthcare, parental leave — **Australia**

Benefits to part-time employees

Parental leave, citizenship leave, vacation time and pay, occupational AD&D — **Canada**

(To +30 hours/week) life insurance, healthcare, disability coverage, parental leave — **USA**

Life insurance, healthcare, disability coverage, parental leave — **UK**, **Netherlands**

Life insurance, health care, disability coverage, parental leave, food allowance, extra paid holidays — **Hungary**

Life insurance, health care, disability coverage, parental leave, transport, extra paid holidays — **Romania**

Extra paid holidays, retirement provision, transportation, parental leave, healthcare — **Poland**

Life insurance — **China**

Health care, parental leave, transportation, food allowance, extra paid holidays — **Israel**

Parental leave, overtime pay, commuting allowance, social insurance: (healthcare, pension, unemployment benefits) — **Japan**

Life insurance, healthcare, disability coverage, parental leave — **India**

Life insurance, health care, disability coverage, parental leave, retirement provision — **Philippines**

Occupational health

A robust framework is in place to meet and constantly monitor the company's environmental health and safety standards with the objective of preventing workplace hazards and maintaining operational efficiency in our technical and physical infrastructure.

Though most of our global workforce continues to work remotely, we continue to audit our sites to make sure a hazard-free working environment is available to all employees and that formal agreements are in place regarding compliance with local safety laws across all our office locations.

Our environment, health, and safety implementation plan covers hazard identification, chemical safety and lifecycle management, better infrastructural ergonomics, and awareness training, ensuring safety standards are met through evaluation, awareness, auditing, and procedural knowledge.

Some examples include:

- Fire safety audits, chemical safety measures, and awareness sessions to minimize the risk of health-related hazards and injuries

- Strict compliance with international standards to certify our sites across the globe for safety. One hundred percent of our operating locations are ISO 14001:2015 Environmental Management System and ISO 45001:2018 Occupation Health and Safety Management System compliant

- While most of our global workforce continues to work remotely, we continue to audit our sites to make a hazard-free working environment available to all employees and that formal agreements are in place regarding compliance to local safety laws across all our office locations

- Audits of taxi cabs, site safety, water vendors, cafeterias, hospital rooms, and ambulances for quality assurance

- Formal sessions to convey health and safety guidance such as standard operating procedures, emergency evacuations, and first aid

- Regular health clinics at select global locations to provide employees with free medical consultations

- Extensive monitoring of interior air quality at our sites

- Mandatory training on the environment, health, and safety for all employees

Reducing noise pollution at our workplace is also a key component of our employee wellbeing strategy. We assess noise levels periodically to identify and prioritize initiatives to be undertaken at our locations. Some of the initiatives implemented include:

- Use of carpets and sound absorbing elements in conference rooms and work areas

- Use of high noise reduction coefficient false ceilings

- Use of white noise generators/sound masking systems

- Support diesel generator sets with acoustic enclosures

Diversity and equal opportunity

Diversity, equity, and inclusion are business imperatives for Genpact. We believe diverse perspectives and skills are key to driving innovation and making sure we offer the best possible solutions and services for our clients. And ensuring that our people are in an inclusive environment that allows them to bring their full selves to work is critical, especially in a challenging labor market.

Our DEI program helps us attract and retain the best talent available, and we are committed to building a diverse global workforce. We are encouraged by the progress we have made over the years and the continued traction we saw throughout 2021, and we will keep striving for a more equitable workplace and world. This year alone:

- Nearly 78,000 employees completed unconscious bias training, improving their awareness of diverse perspectives and experiences to build a more inclusive environment

- About 60,000 employees participated in DEI networking sessions, strengthening relationships with leaders inside and outside Genpact

- More than 18,500 employees started their DEI learning journey on our learning platform, Genome, deepening their understanding of inclusion and ability to elevate underrepresented voices

- More than 35,700 employees engaged with our online parenting community, iSupport, which offers a shared, safe space for parents to connect with each other and find expert advice

We are proud of our numerous recognitions in this space including Refinitiv's 2021 Diversity and Inclusion list.

Our DEI programs continue to evolve and expand to support and represent our diverse global team. In 2021, we widened the focus of our DEI program beyond gender and racial equity to formalize our LGBTQ+ inclusion initiatives and introduce a new pillar focused on supporting veterans. These initiatives leverage a structured framework to ensure that we take a programmatic approach in our collective journey to create a diverse, equitable, and inclusive Genpact where we can all be better together.

Gender equity

We have made steady progress toward our goal of becoming a gender-balanced organization across all professional levels. In 2021, women represented 41% of our global workforce, 45% of our board of directors, and 29% of our global management team.

Throughout the year, we ran several successful programs, initiatives, and opportunities to help women grow and progress across regions and organizational levels, including:

- **Women's Leadership Program:** a 12-month learning journey in partnership with Harvard Business Publishing to empower high-potential women leaders across Genpact on an accelerated career path within the organization

- **Pay It Forward Program:** a program that nurtures long-term, sponsor-protégé relationships and encourages proteges to pay it forward by becoming sponsors themselves

- **Returning Moms Program:** designed to help women in India and the Philippines smoothly transition back to the workforce after a temporary pause in their career to focus on motherhood

In addition, two of our most successful cross-company development programs, **Global Operations Leadership Development** and **Leadership Development Program** were 40% gender diverse in 2021.

Our commitment to gender diversity has been recognized: we were included on the Forbes Best Employers for Women 2021 list, Bloomberg's 2022 Gender-Equality Index, and Avtar's Top 10 Best Companies for Women in India.

Our CEO, Tiger Tyagarajan, is a vocal champion of gender equity. Tiger is a frequent speaker and editorial contributor on this topic, working with numerous non-profits, schools, and groups that share his passion. For instance, he is on the board of Catalyst, a global non-profit organization working with some of the world's most powerful CEOs to help build workplaces that work for women. He is also one of the founding supporters of the US chapter of the 30% Club, which is committed to building gender balance on the boards of directors and in the senior management of companies.

Racial equity and diversity

In 2020, we built a unique program designed to support our Black and Latinx employees with an initial focus on the US, UK, and Canada. This program applies learnings gathered over 10 years through our gender equity program and encourages and incorporates feedback from our racially diverse employees to continuously improve it.

Race/ethnicity	Race/ethnicity %
Black or African American (not Hispanic or Latinx)	33.17%
White (not Hispanic or Latinx)	31.81%
Asian (not Hispanic or Latinx)	24.33%
Hispanic or Latinx	7.41%
Two or more races (not Hispanic or Latinx)	2.82%
Native American or Alaska Native (not Hispanic or Latinx)	0.31%
Native Hawaiian or Pacific Islander (not Hispanic or Latinx)	0.15%
Grand total	100%

Table 5: Racial diversity in US workforce

Note: In line with SASB requirements, we report racial diversity for our employees in the US based on self-disclosed information

We have made some early progress in our efforts to better attract, develop, and retain racially diverse talent:

▪ Our Black and Latinx affinity groups grew and assessed our current challenges, brainstormed for solutions, and collaborated closely to move the organization closer to creating long-lasting, systemic change

▪ Our Racial Equity Allyship group also grew, with leading diversity think-tank Coqual providing actionable tools and concrete resources to become better allies

▪ We extended the Pay It Forward program under our gender equity efforts to include racially diverse talent of all genders to advance racial equity. In addition, We also sponsored a group of racially diverse employees in a cross-company mentorship program with the 30% Club's partner, Moving Ahead, which connects participants to leaders across organizations

▪ More than 4,600 employees worldwide joined our Juneteenth and Hispanic Heritage Month celebrations, where we reflected on our collective history and its implications on our world today and explored how we can access and appreciate the entire spectrum of human experience. Starting in 2022, Juneteenth is a holiday for US Genpact employees

LGBTQ+ inclusion

Throughout the year, our LGBTQ+ affinity group provided a space to engage in open conversations about the LGBTQ+ experience in the workplace. The group also launched an allyship program and hosts learning sessions to help employees understand the steps they can take to build a supportive and inclusive workplace.

Our annual Pride month celebration had more than 3,300 employees come together to participate in special sessions, quizzes, and workshops that explored LGBTQ+ history, challenges, coming out, and being a better ally.

Veteran inclusion

In 2021, we launched our new veteran inclusion program. As part of this we set up an affinity group connecting our veteran employees across the globe to identify and address challenges the group faces, promote veteran hiring, increase learning opportunities, and ensure retention of veteran talent.

We are proud to have been recognized in Forbes' America's Best Employers for Veterans 2021 list in our first year of launching this program.

For more information on our work to advance DEI, please visit our website.

Corporate social responsibility

We believe that engaging with, supporting, and giving back to the communities that we operate in are not only the right things to do but also create a positive feedback loop that ultimately supports the long-term sustainability of our business. Our global CSR strategy focuses on our commitment to a better planet and better access to health, education, and opportunities for all. Genpact's initiatives work directly with the community or through collaborations with non-profits and non-governmental organizations.

In 2021, more than 94,200 Genpact employees volunteered to raise over $33,000 to support the cause of hunger and nutrition. This impacted more than 11 million lives across the world.

For more information on our CSR policies and governance, please visit our website.

Women's empowerment

Women make up 50% of the global population, yet often have less access to skill-building and educational resources and are under-represented in professional settings. We are committed to providing women with opportunities to be independent.

Our key activities in 2021 include:

- Working closely with the Indian non-profit, Udayan Care, to help underprivileged girls pursue college degrees and vocational training. In 2021, we supported 368 graduates who were seeking employment in sectors like finance, sales and marketing, health, education, and government or continuing their post-graduate education

- Partnering with the non-profit, Positive Planet, to help under-resourced women entrepreneurs succeed in today's challenging and competitive economic environment through a 10-week Accelerator Hub in which Genpact senior leaders provided weekly coaching sessions to 25 women entrepreneurs. We have also provided these women with access to parts of Genome for persona-based learning paths

Education and employability

As a people-focused company, providing inclusive and equitable education is a top priority. We achieve this through supporting schools, providing children with educational supplies, and facilitating sessions with youth and adults to improve their employability.

Some of the activities we undertook in 2021 include:

- A school-centered community development program, that supports children across their learning cycles. The program has benefited 12,643 students and 276 teachers across 18 government schools in four locations in India

- Providing over 3,970 learning hours on professional skills to high-school students and young adults from underprivileged communities, delivered through virtual workshops led by Genpact employee volunteers

Sustainable social impact

Leveraging the expertise we bring to our clients, our Better World Initiative allows us to work with social enterprises to improve their operations and maximize their results to make a meaningful impact on the communities they serve. The social sector often lacks access to the skills, technology, and digital tools that help them grow, but together we can transform lives, communities, the planet, and more. Since launching in 2016, the Better World Initiative, formerly the Genpact Social Impact Fellowship, has supported over 100 projects. It is estimated to impact more than 22 million lives across the globe by the end of 2022.

Here are some examples of our work in 2021:

- Setting up a technology platform and robust process to improve the health of 300,000 people in India with the Piramal Swasthya and State Rural Health Missions

- Setting up processes to manage forest produce and provide a sustainable livelihood to 33,000 people in rural India with the Foundation for Ecological Security and the Government of Maharashtra

- Building a model to train 225,000 youth in emerging skills and prepare them for the future of work with the IT Sector Skills Council, NASSCOM

Our sustainable social impact work also includes work to ensure healthy lives, nutrition, and well-being for people around the world.

A few examples in 2021 include:

- Our flagship #Feed30Million initiative resulted in 30.2 million meals for underprivileged communities, combating pandemic-induced hunger worldwide

- Our GiveIndia COVID-19 fund raised more than $880,000 and supported more than 570 employees and their families in India with access medical resources. Donations are also helping sponsor the education of the children of Genpact employees we lost to COVID-19

Through our annual Better World Hackathon, 51 employees volunteered their skills to solve the challenges of 7 different non-profits. This hackathon spanned the US and India and provided sustainable solutions that will impact the lives of millions.

Environmental sustainability

Climate change is an increasingly tangible global threat. Genpact employees are passionate about reducing climate impact and leaving a better world than the one they were given. In 2021, our #GenpactGoesGreen campaign had 25,000 employee volunteers engaging in activities such as:

- A virtual marathon resulting in the planting of 14,500 tree saplings. Genpact has planted 38,700 trees since 2011, offsetting 7,311 tCO_2e over 15 years

- Creating and delivering 23,000 environmental education kits to children

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CASE STUDY

A story of resilience

Lakshmi Chetan lost her husband to COVID-19 in 2021. He had been a Genpact employee for 14 years and was the primary provider for the family. Lakshmi had two children and no income to support her family. She has a bachelor's degree in computer application but no formal work experience.

Her husband's team leader and HR representative reached out to her about Genpact's Rise Together program, which employs and helps upskill people disproportionately impacted by COVID-19. Lakshmi is now a senior associate at Genpact for a US-based client and is an integral part of our team.

For more social metrics, please visit the social section of the sustainability scorecard.

Driving excellence for clients

Pillar III: Driving excellence for clients

Relevant SDGs and targets under this pillar

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

17 PARTNERSHIPS FOR THE GOALS

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

Alignment of our purpose with the pillar

Better business

Better together

Client satisfaction

We are focused on driving meaningful and measurable outcomes for our clients and providing them with the best possible service. Our solutions and services are designed with client satisfaction at their core as we drive value beyond cost and productivity for our clients, their employees, and their end customers.

Our account governance is structured to help us understand the nuances of our clients' organizations in order to become a vital part of their success as they undertake complex transformation journeys. We are focused on building relationships with key client stakeholders – executive, management, technology, and operations, to name a few – to ensure that the outcomes we deliver align to both their short- and long-term business imperatives.

Transparent and proactive communication is an important part of our account governance. We regularly request feedback from clients to continuously improve our performance and the value we bring. One of the ways we gather feedback is by using our Net Promoter Score Plus (NPS+) model, which goes beyond the standard NPS to fully understand our clients' experiences across multiple dimensions. NPS+ is based on relationship assessment surveys and interviews that capture our clients' level of satisfaction with our performance and account teams.

Innovation

As a global professional services firm that drives data-led innovation and runs digitally enabled and analytics-based intelligent operations, we believe innovation today is an investment in tomorrow. Our growth strategy is to focus on both responding to today's problems and innovating for future areas of our business.

We deliver solutions using digital tools such as advanced predictive analytics, cloud services, AI, robotic automation, and seamless user-experience interfaces. This is not technology for technology's sake. These solutions, combined with our process excellence and industry knowledge, bring improved outcomes to our clients as well as their end customers, suppliers, and employees. We hold 26 patents on our digital-led solutions, driving both industry-specific and agnostic innovations in areas such as supply chain, customer care, finance and accounting, sales and commercial, and more.

Genpact Cora is our AI-based framework for digital transformation to integrate technologies and tackle unique business issues from end-to-end. We embed AI into transformed business processes to improve outcomes. Our Cora Accelerators – plug-and-play AI modules for specific processes – are pretrained with relevant datasets to use common patterns to drive tangible outcomes and make adoption of AI easy and flexible for organizations across industries.

Genpact Enterprise360 is another solution we use with our clients to provide access to high-quality data, advanced analytics, and actionable insights. With AI embedded, Genpact Enterprise360 is an integrated intelligent layer that collects enterprise operations data from across the business to provide persona-based dashboards, benchmarking, outcome-based simulations, and proactive alerts and issue management. All of this allows our clients to take prescriptive actions that lead to better outcomes for their businesses.

Our IP strategy is to invest at the intersection of industry and process domain, data, and the partner ecosystem. To innovate for the future, we focus on speed and agility, moving from automation to autonomy, human and machine collaboration, experience as an objective for digital transformation, and preparing for growth at scale in a post-COVID world.

After our initial internal success, we have also begun to leverage our learning platform, Genome, to help our clients enhance the knowledge of their employees, more efficiently allocate those employees to support business initiatives, and lay the foundation for effective collaboration.

Innovation in a "work from anywhere" world

Though Genpact has always been globally distributed and has used digital collaboration tools for many years, the COVID-19 pandemic introduced disruption that emphasized the importance of digitally enabled ways of working.

During the pandemic, we launched Genpact Oasis, an immersive, virtual experience space that allows us to explore digital transformation with our clients in lieu of in-person meetings. While steady improvements in the COVID-19 landscape have made group meetings and international travel more possible, Genpact Oasis helps make innovation more accessible to our clients.

CASE STUDY

Using the Genome framework to upskill a US Fortune 50 company

The CFO of a large client organization wanted to equip his team with the skills needed for the business's planned digital transformation. Together with the global business services and HR functions, we created a learning journey for the finance group that included clear skill-building goals by role. This ultimately helped accelerate the client's finance transformation, achieving efficiency in a fraction of the time and at a lower cost.

Digital ethics

Digital technologies, including AI, are increasingly becoming embedded in the way the world works. We believe we have a responsibility to be good stewards of digital ethics in the work we do. As such, when we design and use solutions using digital technologies, we focus on:

- Preventing the unauthorized use of data

- Preventing the unintended and unauthorized use of AI and other analytical models

- Addressing unintentional bias in models that may be the result of limited data or narrow assumptions

- Contextualizing the results that our AI models deliver in a process to ensure insights translate into appropriate actions

Most of the data we process in our AI solutions does not pertain to individuals, and when it does, it's subject to our clients' corporate governance policies.

Environment, social, governance offerings

We offer a range of solutions to help our clients meet their ESG objectives, regulatory requirements, and voluntary sustainability commitments.

Our services in this area include advisory, data management and analytics, carbon accounting, responsible sourcing, human-rights assessments, sustainability diligence, ESG reporting, and limited assurance for ESG reporting.

CASE STUDY

Paving a smoother road to carbon neutrality

We have a partnership with Formula E team, Envision Racing, a purpose-led business delivering superior performance on the racetrack while raising awareness of climate change off the track. The team has been certified carbon neutral by the Carbon Trust. Genpact helps Envision Racing maintain this coveted status and reduce manual work by automating how it collects carbon-emissions data. We mapped the team's carbon-reporting process and identified opportunities for improvement. We have also built a carbon calculator that encourages employees to make more sustainable travel decisions.

# Governance for sustainable growth

Pillar IV

Pillar IV: Governance for sustainable growth

Relevant SDGs and targets under this pillar

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

17 PARTNERSHIPS FOR THE GOALS

5.5 Ensure women's full and effective participation and equal opportunities for leadership

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation...

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

Alignment of our purpose with the pillar

Better business

Better together
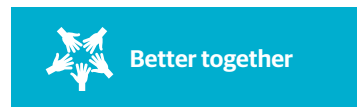
Corporate governance

We place a high level of importance on strong corporate governance practices because it guides us to deliver long-term value for all our stakeholders. We regularly undertake a review of our practices to ensure they are in line with industry best practices.

We have a well-established governance structure with clearly defined accountabilities and responsibilities designed to ensure the long-term sustainability of the company. Our board of directors oversees our corporate governance activities, policies, and decisions. Coupled with feedback from our stakeholders, this drives the future ESG goals of our company.

Our board consists of 11 members, 10 of whom are independent directors, representing a diverse mix of skills, attributes, and industry expertise required to effectively discharge board duties. Our board is 45% gender diverse and 27% racially diverse.

For more information on our Directors, their committees, and their duties and obligations, please see our proxy statement in connection with our 2022 annual general meeting of shareholders.

Enterprise risk management

Genpact's enterprise risk management (ERM) policy and framework identifies, monitors, and mitigates business risks from operations, compliance, strategy, financials, governance, reputation, and processes. Our risk management methodology is aligned to industry standards such as the Committee of

Sponsoring Organizations framework and the ISO 31000:2018 Risk Management Guidelines.

We continuously scan our external environment and seek input from our stakeholders to identify emerging risks. We typically conduct an annual comprehensive risk assessment to spot internal and external risk drivers. Risks are assessed in terms of their potential financial, operational, regulatory, and reputational impact, the likelihood of their occurrence, and their velocity if they materialize. Mitigation strategies for prioritized risks are developed and executed by risk owners across functions, businesses, and regions.

We have a cross-functional risk council that reviews the organization's risk profile periodically and reports key business risks to the global management team and the board of directors' audit committee. Please refer to our Annual Report on Form 10-K for the year ended December 31, 2021 for more details on our risk factors.

First line of defense:
Business operations and functional teams work according to their standard operating procedures

Second line of defense:
Our risk and compliance team performs process risk assessments and monitors compliance on an ongoing basis

Third line of defense:
An independent global internal audit group, and chief internal auditor reports directly to the audit committee of our board

Figure 10: Three lines of defense

We know that climate change introduces systemic risks to every business in every industry. As a result, Genpact initiated an exercise to evaluate our climate-related risks and opportunities in 2021 to understand the impact these risks may have on our existing business strategy and identify solutions for incorporation in future decision-making processes.

In line with the recommendations of TCFD, the climate-related risks are categorized as:

1. **Physical risks:** financial losses resulting from change in climatic conditions (temperature and precipitation patterns) and extreme weather conditions (floods, droughts, heat waves)

2. **Transition risks:** impacts from the transition toward low carbon/carbon neutrality

We are currently working to assess the financial implications of these risks.

Risk type	Description	Mitigation strategies	Timeframe	Businesses affected
Physical risk – acute	Climate change-induced disaster leading to business and supply chain disruption	▪ Our business continuity and disaster recovery planning covers our entire value chain, including suppliers ▪ Bolstering our infrastructure	Short-term (0-2 years)	Direct; upstream and downstream operations
Physical risk – chronic	Changes in weather patterns, precipitation patterns, and temperature increases		Long-term (5-10 years)	Direct; upstream and downstream operations
Transition risk - policy and legal	Regulatory requirements such as mandatory ESG and climate disclosure, carbon tax, and bans on single-use plastics	▪ We regularly monitor emerging regulations and have continuously increased our voluntary disclosure over time ▪ We are on a voluntary journey to eliminate non-essential single use plastics from our operations	Short-term (0-2 years)	Direct; upstream and downstream operations
Transition risk - technology	Adopting low-carbon technology	▪ We have invested significantly in smart grid technology as well as strategic priorities like cloud, which have significant cost benefits as well as reducing GHG emissions	Medium-term (3-5 years)	Direct operations
Transition risk - reputational	Increased preference by stakeholders to work with companies incorporating climate risk into decision-making processes and undertaking voluntary targets	▪ We are in the process of defining a net-zero strategy in line with SBTi which will be disclosed later this year post SBTi-validation	Medium-term (3-5 years)	Direct operations

Table 6: Climate-related risks

The process of identifying, assessing, and managing climate-related risks are integrated into our environmental resources management framework by dedicated sustainability managers who share learnings, best practices, and emerging trends to cross-pollinate good practices and ideas between regions and continuously try to improve performance.

Business continuity planning

We have built a robust core protection plan to ensure resilience in operations with appropriate controls and mechanisms in place to provide continuous, secure, and uninterrupted services to our clients. Our business continuity plans focus primarily on risk mitigation, crisis response, and business restoration. All our solutions are designed to address the unavailability of critical resources, such as people, infrastructure, and technology. We test these plans several times a year.
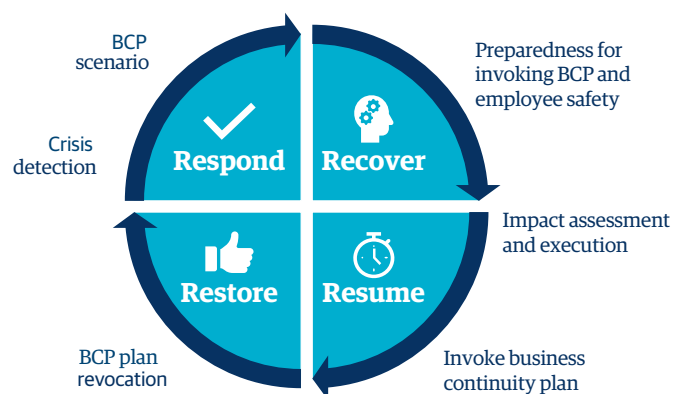

Figure 11: Elements of our business continuity plan

Data security and privacy

Data security and privacy have always been a high priority for Genpact, even more so in the past couple of years as cyberattacks have increased globally in the work-from-home environment. Our aim is always to protect our employees, clients, and business partners as well as our intellectual property.

To mitigate these risks and safeguard the confidentiality of personal and corporate data, we maintain rigorous policies and security measures. Our practices are informed by global practices, regulations, assessments of our risk landscape, and third-party vulnerability assessments. Fifty-five of our delivery centers are ISO 27001 certified. We also regularly train and educate employees on

risks. We have not reported any breaches or complaints related to loss of customer data or been penalized for non-compliance with data privacy requirements in the reporting period.

We are subject to a variety of data-protection laws, including the General Data Protection Regulation (GDPR) in the EU, federal and state laws in the US, and similar legal and regulatory requirements across parts of South America, Africa, and Asia Pacific. We dedicate significant resources to maintaining compliance with applicable laws and regulations.

Our global data privacy office consists of a cross-functional group from our legal, risk, and information security departments and focuses on analyzing, implementing, and monitoring our compliance with the various laws and regulations that apply to our business. A privacy council composed of members of senior management holds oversight responsibility and reports to the board's audit committee.

Public policy

We follow the policy of non-alliance with political parties. We do not campaign, nor do we support or offer any funds or property as a donation or otherwise to any political party or candidate in any geography. We do not engage with employees on political parties or candidates, including soliciting campaign contributions.

Regulatory compliance and ethics

Given the scale of our operations, we are subject to numerous legal and regulatory requirements on issues such as anti-corruption, anti-competitive behavior, data privacy, cybersecurity, taxation, and employment and labor relations, among others. We comply with all applicable regulations because it is the right thing to do, and because non-compliance could result in significant fines or impact our business operations and brand reputation. Our legal department oversees compliance globally. It is also responsible for mapping emerging regulations, which allows us to be prepared to transition to meet new requirements.

We are committed to conducting business ethically and with integrity, in accordance with all applicable laws and regulations. We are guided in this pursuit by our code of conduct. It provides advice and support for working with clients, business partners, vendors and other third parties, and each other. It steers our

professional conduct by highlighting a set of guidelines that employees should follow.

During the reporting period, we were not penalized by any regulatory authority for non-compliance with anti-corruption, bribery, antitrust, or anti-competitive regulations.

Human rights

We are committed to respecting and elevating human rights across our global operations. We expect our clients, partners, and other third parties to do the same. These obligations and expectations are written into our code of conduct and our companion code for the third parties with which we do business. We have policies and controls in place to guard against the use of child labor or forced labor, and we require our vendors and suppliers to have similarly appropriate policies and controls. We comply with all applicable local laws regarding the health and safety of our workforce. We did not experience any violations of human rights practices during the reporting period.

We do not discriminate against people based on their race, color, ethnicity, religion, sex, age, national origin, marital status, sexual orientation, gender identity, or genetic data. Moreover, we do not tolerate discriminatory or harassing behavior in our workforce or by third parties. We do not prevent any employee from exercising the right to freedom of association or collective bargaining. We are committed to ensuring a safe working environment for all employees and have a strict no-tolerance policy for sexual harassment. We also have mandated sexual harassment training.

Supplier management

Our suppliers are an important part of our end-to-end value chain. Our supply chain is built on principles of sustainability that help make it more resilient. Our suppliers are bound to ethical practices in line with our code of conduct. We have also developed a sustainable supply chain program and policy, which aims to integrate ESG issues into our procurement process. The code and policy are applicable to all our supply chain partners, including but not limited to service providers, suppliers, alliance partners, consultants, and contractors.

We expect all third parties that do business with Genpact to share our commitment to sustainability and to strictly adhere to all applicable laws and regulations. We screen all our supply chain partners on defined ESG parameters, such as anti-corruption, anti-competition, regulatory compliance, environmental impact, data privacy, safety standards, and human rights. We actively avoid doing business with high-risk vendors. The process of screening and onboarding is digitalized to enable better compliance with our code of conduct. During the reporting period, we screened 100% of new suppliers on environmental and social criteria.

Moving forward, we will work with our critical supplier partners to build their capacity based on environment- and social-related parameters, including their own supply chains. We will also encourage them to set goals around emissions reduction, energy management, and conservation of natural resources, and leverage our audit processes to track their performance on an annual basis.

1. Ethical and transparent vendor operations and relations

2. Limiting negative environmental impact on 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

Figure 12: Principles of our sustainable supply chain policy

Sustainability scorecard

Environmental scorecard

Source	2017	2018	2019	2020	2021
Diesel	12,045	21,213	89,181	41,434	7,741
Liquefied petroleum gas	1,229	522	740	341	257
Grid electricity	305,126	695,401	529,454	240,562	200,029
Gas electricity	4,978	7,598	7,599	660	20,618
Solar	42,293	24,506	24,412	20,913	18,062
Other sources (DG)	4,278	688	729	395	275
Charcoal	6	6	-	-	-
Total	**369,955**	**749,935**	**652,114**	**304,304**	**246,982**

Table 7: Energy consumption (GJ) by source

Note:

- Energy consumption has decreased in 2020 and 2021 due to the pandemic
- The significant increase in diesel consumption in 2019 compared to 2018 was due to increased diesel consumption at our North Campus, Gurugram, India

Region	2017	2018	2019	2020	2021
EMEA	36,326	382,065	210,656	7,611	17,104
China	17,540	14,801	13,531	12,796	12,290
Philippines	27,515	25,334	27,297	19,729	15,445
Latin America	-	22,740	19,182	21,415	17,531
US	-	34,527	62,665	44,268	46,095
Japan	-	1,601	2,029	1,958	1,428
Malaysia	-	757	957	1,157	960
Australia	-	2,766	2,218	1,274	1,165
India	288,575	265,342	313,580	194,095	134,110
South Africa	-	-	-	-	853
Total	**369,955**	**749,935**	**652,114**	**304,304**	**246,982**

Table 8: Energy consumption (GJ) by region

Year	Energy intensity (GJ/sq)	Energy intensity (GJ/person)
2017	0.07	4.73
2018	0.12	8.56
2019	0.11	6.68
2020	0.03	3.36
2021	0.03	2.23

Table 9: Energy intensity

Region	2017	2018	2019	2020	2021
EMEA	-	106.13	58.36	1.45	2.14
China	-	3.59	3.01	2.73	2.32
Philippines	-	4.36	5.10	3.36	3.33
Latin America	-	8.95	7.86	5.95	4.14
US	-	-	17.38	8.08	5.32
Japan	-	4.79	5.00	6.92	2.12
Malaysia	-	1.94	2.21	2.51	1.41
Australia	-	35.92	32.61	6.53	3.13
India	5.50	4.89	4.97	3.00	1.76
South Africa	-	-	-	-	0.61

Table 10: Energy intensity (GJ/person) by region

Region	2017	2018	2019	2020	2021
EMEA	-	0.907	0.500	0.013	0.031
China	-	0.033	0.031	0.031	0.030
Philippines	-	0.906	0.957	0.066	0.051
Latin America	-	0.086	0.073	0.052	0.038
US	-	0.037	0.068	0.010	0.045
Japan	-	0.056	0.071	0.059	0.051
Malaysia	-	0.023	0.029	0.033	0.029
Australia	-	0.883	0.708	0.079	0.072
India	0.070	0.061	0.079	0.049	0.030
South Africa	-	-	-	-	0.011

Table 11: Energy intensity (GJ/sq. ft.) by region

Emissions type	2017	2018	2019	2020	2021
Scope 1	4,769	4,506	9,286	7,417	4,508
Scope 2	68,725	106,972	85,997	44,747	36,426
Scope 3	35,819	39,112	41,834	9,962	3,333
Total	**109,313**	**150,590**	**137,117**	**62,126**	**44,267**

Table 12: Total emissions (tCO$_2$e)

Note:

- Reduction in GHG emissions has been reported due to energy efficiency initiatives, use of renewable energy, as well as impact of COVID-19 on business operations

- Emissions have been calculated in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard

- Emissions due to use of diesel, LPG, and refrigerants are included in Scope 1 emissions

- Emissions due to grid and gas electricity and other DG sources are included in Scope 2 emissions

- Emissions due to air travel and cabs/shuttles are included in Scope 3 emissions

Source	2017	2018	2019	2020	2021
Diesel	891	1,572	6,608	3,070	577
Charcoal	1	1	-	-	-
LPG	78	33	47	21	16
R22	664	814	941	1,241	1,706
R123	1	-	-	-	-
R134A	1,158	1,053	52	80	-
R410A	1,534	269	566	2,590	1,604
R407C	443	714	1,015	376	601
R32	-	-	3	10	3
Other DG sources	-	51	54	29	53
Grid electricity	68,446	106,547	85,610	44,713	35,313
Gas electricity	279	426	388	34	1,060
Air travel	21,766	22,019	24,668	4,259	1,680
Cabs/shuttles	14,053	17,004	17,166	5,703	1,653
Total	**109,313**	**150,590**	**137,117**	**62,127**	**44,267**

Table 13: Total emissions (tCO$_2$e) by source and year

Year	Emissions intensity (tCO$_2$e/sq. ft.)	Emissions intensity (tCO$_2$e/person)
2017	0.021	1.35
2018	0.023	1.40
2019	0.023	1.72
2020	0.006	1.41
2021	0.006	0.40

Table 14: Emissions intensity

Description	India
R22	969.10
R123	-
R134A	-
R410A	768.42
R407C	339.00
R32	4.40

Table 15: Emissions from ozone-depleting substances (ODS) in kg

ODS source	2017	2018	2019	2020	2021
R22	664.00	814.00	941.00	1,241.00	1,706.00
R123	-	1.00	-	-	-
R134A	1,158.00	1,053.00	52.00	80.00	-
R410A	1,534.00	269.00	566.00	2,590.00	1,604.46
R407C	443.00	714.00	1,015.00	376.00	601.34
R32	-	-	3.00	10.00	3.00
Total	3,799.00	2,849.00	4,296.00	4,297.00	3,914.80

Table 16: Emissions from ozone-depleting substances (ODS) in tCO_2e

Type	2017	2018	2019	2020	2021
PM	0.14	0.1	0.71	0.38	0.08
SO_2	0.15	0.14	0.51	0.32	0.06
NO_2	1.54	0.5	4.65	2.29	0.55
CO	0.26	0.15	1.16	0.63	0.18
NMHC	0.09	0.05	0.3	0.16	0.03

Table 17: Other air emissions (tonnes)

	Description	Unit	2017	2018	2019	2020	2021
Hazardous	Biomedical waste	kg	574	192	1,488	96	4,960
	Used oil	L	3,623	2,908	7,245	4,675	5,215
	Cotton cloth	kg	31	28	38	27	32
	Waste oil	L	1,300	1,390	1,850	4,470	1,475
	DG filters	Nos	324	388	1,162	589	359
	E-waste generation	kg	202,943	36,213	43,403	26,256	43,917
	E-waste disposal	kg	52,690	32,426	187,493	24,140	57,247
	Batteries	No.	817	27,262	8,838	-	-
		Kg	-	-	-	25,692	41,774
Non-hazardous	Paper scrap (shredded paper)	kg	246,840	820,718	340,987	179,173	998,107
	Wet waste (food waste)	kg	242,337	431,174	1,360,114	364,795	111,773
	Dry waste (waste JRT/HRT, plastic, other)	kg	691,236	313,653	567,315	264,030	401,849
		L	-	-	-	102,700	
	Wood scrap	kg	46,551	23,393	9,523	9,890	107,401
	Metal scrap	kg	-	-	-	5,999	255,895
	STP sludge	kg	4,813	1,388	1,414	1,699	1,331

Table 18: Waste generation by category

Note:

- Batteries have been reported in kg since 2020

- Volumetric measurements of dry waste conducted at Wormer instead of Gravimetric in 2020

Region	2017	2018	2019	2020	2021
EMEA	50,949	26,270	26,884	10,470	13,966
China	17,540	14,801	13,531	12,796	44,146
Philippines	27,515	25,334	27,297	19,729	2,121
Latin America	-	22,740	19,182	21,415	7,478
US	-	34,527	62,665	44,268	19,269
Japan	-	1,601	2,029	1,958	-
Malaysia	-	757	957	1,157	158
Australia	-	2,766	2,218	1,274	-
India	288,575	265,342	313,580	194,095	111,871
South Africa	-	-	-	-	2,345
Total	428,898	379,256	416,328	292,887	201,355

Table 19: Water withdrawal (kl) by region

Note:

- We have observed a significant decrease in water withdrawal in 2021 due to reduced withdrawal in India

Region	Borewell	Municipal water supply	Private water supply	Packaged drinking water	Any other source	Rainwater harvested
EMEA	-	13,770.05	-	-	195.99	-
China	-	43,141.36	-	1,004.41	-	-
Philippines	-	1,713.60	-	407.54	-	-
Latin America	-	4,173.00	100.00	-	3,205.00	-
US	-	15,750.04	-	-	3,519.00	-
Japan	-	-	-	-	-	-
Malaysia	-	158.15	-	-	-	-
Australia	-	-	-	-	-	-
India	39,495.00	62,750.00	7,370.00	1,751.00	505.49	42,937.00
South Africa	-	2,344.60	-	-	-	-
Total	39,495.00	143,801.80	7,470.00	3,162.95	7,425.48	42,937.00

Table 20: Water withdrawal (kl) by region and source in 2021

Note:

- Harvested rainwater was used for groundwater recharge in 2021

Source	Water withdrawal (megaliters)
Surface water	-
Groundwater	39.50
Seawater	-
Produced water	-
Third-party water	154.43
Others	7.43
Total	**201.35**
Rainwater harvested (groundwater recharged)	42.94

Table 21: Water withdrawal by source and consumption (megaliters) in 2021

Note:

- Borewell constitutes groundwater
- Municipal, private water supply, and packaged drinking water constitutes third-party water
- Other water sources are categorized as 'others'
- Rainwater harvested is used for groundwater recharge
- Currently, Genpact measures the TDS level in water withdrawn only in India. Going forward, we will initiate measurement at other sites as well
- In 2021, four sites in India extracted water from borewell (groundwater)

Description	2017	2018	2019	2020	2021
Total water withdrawn (kl)	161,639	128,680	125,074	103,895	111,871
Total water recycled (kl)	99,354	78,825	95,550	37,774	41,908
Total water reused (kl)	86,757	77,060	93,766	22,908	35,511
Water recycled against water withdrawn (%)	61	61	76	36	37

Table 22: Water recycled and reused at owned sites in India

Note:

- Water recycling does not fall under our control at our leased offices in global locations except Danville

Parameter	2017	2018	2019	2020	2021
Water withdrawn (kl)	428,898	379,256	416,328	292,887	201,355
Water recycled (kl)	-	85,790	134,571	62,828	41,908
Water reused (kl)	-	84,025	132,787	37,600	35,511
Water recycled against water withdrawn (%)	-	23%	32%	21%	21%

Table 23: Water recycled and reused across global locations

Risk level	Groundwater	Surface water	Third-party water	Any other source
Low	-	-	15.18	0.20
Low-medium	-	-	14.79	3.52
Medium-high	-	-	8.35	3.21
High	-	-	53.73	0.47
Extremely high	39.50	-	62.39	0.04

Table 24: Water withdrawal by source and stress areas (in megaliters)

Note:

- Borewell constitutes groundwater

- Municipal and private water supply constitutes third-party water

- Ackaged drinking water and other water sources are categorized as 'others'

- World Resources Institute's Aqueduct Water Risk Atlas consulted to identify water stress levels

Risk level	Water consumption
Low	15.37
Low-medium	18.31
Medium-high	11.55
High	52.13
Extremely high	101.92

Table 25: Water consumption from areas with water stress (in kl)

Year	Water intensity (kl/sq. ft.)	Water intensity (kl/person)
2017	0.08	5.48
2018	0.06	4.33
2019	0.07	4.27
2020	0.01	3.24
2021	0.03	1.82

Table 26: Water intensity

Social scorecard

2021	Age group				Gender			Total by category
	<30	30-50	>50	Age not disclosed	Men	Women	Gender not disclosed	
Top management	-	301	149	6	368	87	1	456
Senior management	38	3,325	459	63	2,847	1,018	20	3,885
Middle management	11,921	33,398	1,105	306	30,959	15,658	113	46,730
Associates	37,454	20,804	1,061	451	30,439	28,862	469	59,770
Total permanent workforce	**49,413**	**57,828**	**2,774**	**826**	**64,613**	**45,625**	**603**	**110,841**
Total contract workforce	**734**	**556**	**28**	**3,994**	**628**	**338**	**4,346**	**5,312**
Total workforce	**50,147**	**58,384**	**2,802**	**4,820**	**65,241**	**45,963**	**4,949**	**116,153**

Table 27: Total workforce by gender, age, and employment level

Note:

- It is voluntary for employees to disclose their age and gender in certain geographies. We have reflected non-responses in the age not disclosed and gender not disclosed columns
- Data on total workforce is reported as on December 31, 2021

Region	Men	Women	Gender not disclosed	Total
Asia Pacific (ex-India)	1,751	5,518	111	7,380
Europe	2,777	4,720	481	7,978
India	51,242	24,880	-	76,122
Latin America	2,036	2,190	11	4,237
North America	4,272	4,628	-	8,900
Philippines	1,957	2,685	-	4,642
Others	578	1,004	-	1,582

Table 28: Permanent employee distribution by region and gender

Note:

▪ It is voluntary for employees to disclose their age and gender in certain geographies. We have reflected non-responses in the age not disclosed and gender not disclosed columns

▪ Data on total workforce is reported as on December 31, 2021

Region	Top management	Senior management	Middle management	Associates	Total
Asia Pacific	12	110	1,770	5,116	7,008
Europe	55	448	2,437	5,038	7,978
India	130	1,962	35,994	38,036	76,122
Latin America	1	49	1,358	2,829	4,237
North America	239	1,144	3,903	3,614	8,900
Philippines	1	31	485	4,125	4,642
Others	18	141	783	1,012	1,954

Table 29: Permanent employee distribution by region and employment level

Note:

▪ Data on total workforce is reported as on December 31, 2021

Region	Permanent				Contractors			
	Men	Women	Gender not disclosed	Total	Men	Women	Gender not disclosed	Total
Australia	5	13	40	58	2	1	46	49
China and Japan	1,702	595	348	2,645	1	2	138	141
Europe	71	93	2,829	2,993	14	10	158	182
India	10,731	19,527	106	30,364	184	52	1,986	2,222
Latin America	699	769	118	1,586	89	125	28	242
North America	158	262	2,247	2,667	57	32	373	462
Other Regions	-	-	-	-	-	-	3	3
Philippines	614	563	-	1,177	5	12	34	51

Table 30: New hires in 2021 by geography, gender, and contract type

Note:

- It is voluntary for employees to disclose their age and gender in certain geographies. We have reflected non-responses in the age not disclosed and gender not disclosed columns
- The data in this table was corrected on May 5, 2022

Employment category	<30 (including 30)			30-50			>50 (including 50)			Age not disclosed		
	Men	Women	Gender not disclosed	Men	Women	Gender not disclosed	Men	Women	Gender not disclosed	Men	Women	Gender not disclosed
Top management	-	-	-	14	2	-	18	2	-	21	7	-
Senior management	-	-	-	292	110	-	51	8	-	146	41	-
Middle management	3,563	1,751	-	4,864	1,735	-	90	19	-	259	159	-
Associates	10,079	7,858	-	1,935	1,783	-	94	35	-	396	470	4,561
Total permanent workforce	13,642	9,609	-	7,105	3,630	-	253	64	-	822	677	5,688
Total contract workforce	113	107	366	120	61	155	6	3	4	113	63	2,241
Total	23,837			11,071			330			9,604		

Table 31: New hires in 2021 by age, gender, and employment level

Note:

- The data in this table was corrected on May 5, 2022

Employment category	<30 (including 30)			30-50			>50 (including 50)			Age not disclosed		
	Men	Women	Gender not disclosed	Men	Women	Gender not disclosed	Men	Women	Gender not disclosed	Men	Women	Gender not disclosed
Top management	-	-	-	16	4	-	23	6	-	-	-	-
Senior management	2	3	-	349	141	1	99	32	-	-	1	2
Middle management	1,879	1,019	6	4,584	1,842	8	133	90	-	26	21	13
Associates	7,673	6,860	46	2,732	2,462	31	79	120	-	26	49	44
Total permanent workforce	9,554	7,881	52	7,681	4,449	40	334	248	-	52	71	59
Total contract workforce	258	119	112	149	37	57	4	2	3	67	60	1,166

Table 32: Employee turnover by age, gender, and employment level

Note:

▪ It is voluntary to for employees disclose their age and gender. We have reflected non-responses in the age not disclosed and gender not disclosed columns

▪ We consider daily average of headcount for turnover numbers. Hence, the sum may not match total turnover

Region	Women	Men	Gender not disclosed	Total
China	1,327	390	19	1,736
Europe	976.5	658	132	1,766
India	6,842	13,742	-	20,584
Others	35	44	-	79
Philippines	1,099	906	-	2,004
North America	1,825	1,211	-	3,036
Latin America	514	640	-	1,154
Australia	31.5	31	-	62
Total	12,650	17,622	151	30,421

Table 33: Permanent employee turnover by gender and region

Age group				Gender		
<30 years	30 - 50 years	> 50 years	Age not disclosed	Men	Women	Gender not disclosed
45%	52%	3%	1%	58%	41%	1%

Table 34: Employee diversity

Note:

- It is voluntary for employees to disclose their gender. We have reflected nonresponses in the gender not disclosed column

Band	Men	Women	Gender not disclosed
Management	31%	15%	0.1%
Technical staff	27%	26%	0.4%
Other employees	1%	0.3%	4%

Table 35: Gender group representation

Note:

- Management category includes top, senior, and middle management
- Technical staff are listed as associates
- Contract workers are considered as other employees
- It is voluntary for employees to disclose their gender. We have reflected nonresponses in the gender not disclosed column

Age group			Gender	
<30 years	30 - 50 years	> 50 years	Men	Women
–	–	100%	55%	45%

Table 36: Board of directors diversity by age and gender

Number of employees entitled to parental leave		Number of employees that took parental leave in CY 2021	
Men	Women	Men	Women
100%	100%	1,000	488

Table 37: Parental leave

Note:

- Currently, we don't record the number of employees who returned to work after parental leave ended and who are still employed with us 12 months after their return in our databases. Going forward, we will initiate tracking of these parameters

Employee category	Men	Women	Total
Top management	96%	100%	97%
Senior management	99%	98%	98%
Middle management	97%	96%	96%
Associates	92%	89%	90%

Table 38: Employees receiving regular performance reviews as of December 2021

Employment contract	Employee category	Men	Women
Permanent	Top management	17.48	18.95
	Senior management	30.82	31.18
	Middle management	59.93	59.97
	Associates	84.59	86.82
Contract workers	Contract workers	4.37	4.14

Table 39: Average training hours by employment level and gender

Region	No. of people (completed training)
Africa	1,367
Australia	312
China/Japan and others	4,239
Europe	5,772
GMS	91
India	52,004
Latin America	2,579
North America	7,426
Other countries	12
Philippines	3,690
Total	**77,492**

Table 40: Employees trained in managing unconscious bias

Note:
- Total employees trained from November 2019 through December 2021

Region	No. of people (completed training)
Africa	719
Australia	526
China/Japan and others	6,820
Europe	7,375
GMS	135
India	74,527
Latin America	4,398
North America	9,711
Other countries	32
Philippines	4,622
Total	**108,865**

Table 41: Employees trained in code of conduct

Note:
- Mandatory code of conduct training was launched in April 2021
- Total employees trained from April 2021 through December 2021

Particulars	Data
Number of new suppliers added in 2021	1,768
Number of new suppliers added in 2021 that were screened using social criteria	1,768
Percentage of new suppliers that were screened using social criteria	100%

Table 42: New suppliers screened using social criteria

Parameters	India	China	Japan	Malaysia	Philippines	Europe	Latin America	US	Australia	Total
Fatal accidents (permanent and contractual)	-	-	-	-	-	-	-	-	-	-
Fatalities (permanent and contractual)	-	-	-	-	-	-	-	-	-	-
Near miss	5	-	-	-	4	-	-	-	-	9
High-consequence work-related injuries (permanent)	-	3	-	-	-	-	3	9	-	15
High-consequence work-related injuries (contractual)	9	-	-	-	-	-	1	-	-	10
Recordable injury (permanent)	32	-	-	-	3	5	-	-	-	40
Recordable injury (contractual)	114	-	-	-	-	-	-	-	-	114
Lost days (permanent)	-	22	-	-	-	42	13	720	-	797
Lost days (contractual)	27	-	-	-	-	-	1	-	-	28

Table 43: Work-related injuries by region in 2021

Note:

- Rate of high-consequence work-related injuries and recordable injuries have been calculated based on 200,000 hours worked
- Due to the nature of our work, injuries at the workplace are primarily related to ergonomics, slips, and falls

Particulars	2018	2019	2020	2021
Revenues	3,001	3,521	3,709	4,042
Economic value generated	3,001	3,521	3,709	4,042
Economic value distributed	2,822	3,243	3,423	3,673
Operating costs	902	864	813	632
Employee wages and benefits	1,751	2,227	2,458	2,715
Payments to providers of capital	37	43	49	58
Payments to government	81	95	92	114
Other expenses	51	14	11	153
Economic value retained	179	278	286	369

Table 44: Economic value generated, distributed, and retained ($M)

For more details on our financial performance, please see our annual report on Form 10-K for the year ended December 31, 2021.

SASB Index

SASB Code	Description	Reference section	Pg. no.
Environmental footprint of hardware infrastructure			
TC-SI-130a.1	(1) Total energy consumed	Energy management, environmental scorecard	37-38
	(2) Percentage grid electricity		
	(3) Percentage renewable		
TC-SI-130a.2	(1) Total water withdrawn	Water management, environmental scorecard	43-46
	(2) Total water consumed, percentage of each in regions with high or extremely high baseline water stress		
TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Energy management	14
Data privacy and freedom of expression			
TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Data privacy and security	34
TC-SI-220a.2	Number of users whose information is used for secondary purposes	In general, Genpact does not process personal data for secondary purposes. Genpact complies with applicable laws and regulations and is committed to providing individuals with notice regarding the purposes for which personal data is collected	-
TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	No losses	-
TC-SI-220a.4	(1) Number of law enforcement requests for user information	No requests	-
	(2) Number of users whose information was requested		
	(3) Percentage resulting in disclosure		
TC-SI-220a.5	List of countries where core products or services are subject to government required monitoring, blocking, content filtering, or censoring	No censorship in any country	-
Data security			
TC-SI-230a.1	(1) Number of data breaches	No material data breaches	-
	(2) Percentage involving personally identifiable information (PII)		
	(3) Number of users affected		
TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Data privacy and security	34

		Recruiting and managing a global, diverse, and skilled workforce		
TC-SI-330a.1	Percentage of employees that are: (1) foreign nationals (2) located offshore	(1) 2% of our employees are employed in countries where they need employment visas (2) 100% of our employees work outside of Bermuda where Genpact is domiciled	-
TC-SI-330a.2	Employee engagement as a percentage	We use our AI-based chat bot, Amber, to regularly measure employee engagement. We use positive mood as our primary scoring mechanism. It is recorded as YTD PM% (from 0-100). In 2021, positive mood was 84%	-
TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for: (1) management, (2) technical staff, and (3) all other employees	Diversity, equity, and inclusion; social scorecard	24, 46, 50
		Intellectual property protection and competitive behavior		
TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Regulatory compliance and ethics	34
		Managing systemic risks from technology disruptions		
TC-SI-550a.1	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	(1) No material performance issues (2) No material service disruptions (3) No material customer downtime	-
TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	Enterprise risk management	32-34

GRI Index

Disclosure	Page number	Omission
Organizational profile		
102-1 Name of the organization	Genpact Limited	-
102-2 Activities, brands, products, and services	Refer to our Annual Report on Form 10-K for the year ended December 31, 2021 (Page 8 - 11)	-
102-3 Location of headquarters	Bermuda	-
102-4 Location of operations	Genpact - At a Glance, page 4 We have significant operations in countries across Europe, North America, Africa, and Asia-Pacific, including India	-
102-5 Ownership and legal form	Refer to our proxy statement, page 12	-
102-6 Markets served	Genpact - At a glance, page 4	-
102-7 Scale of the organization	Genpact - At a glance, page 4 Pillar II: Supporting our people and communities, page 19 Refer to our Annual Report on Form 10-K for the year ended December 31, 2021	-
102-8 Information on employees and other workers	Sustainability scorecard, page 46	-
102-9 Supply chain	Pillar IV: Governance for sustainable growth, page 35	-
102-10 Significant changes to the organization and its supply chain	No significant changes	-
102-11 Precautionary principle or approach	Genpact strives to assess the environmental impacts of its operations and activities and develops and implements initiatives across its value chain to mitigate the same	-
102-12 External initiatives	Sustainability at Genpact, page 9	-
Strategy		
102-14 Statement from senior decision maker	Message from CEO, page 3	-
102-15 Key impacts, risks, and opportunities	Pillar IV: Governance for sustainable growth, page 32	-
Ethics and integrity		
102-16 Values, principles, standards, and norms of behavior	Pillar IV: Governance for sustainable growth, pages 34-35	-

Corporate governance		
102-18 Governance structure	Pillar IV: Governance for sustainable growth, page 32 Sustainability at Genpact, page 8	-
102-22 Composition of the highest governance body and its committees	Pillar IV: Governance for sustainable growth, page 32	-
Enterprise risk management		
102-30 Effectiveness of risk management processes	Pillar IV: Governance for sustainable growth, page 32	-
Stakeholder engagement		
102-40 List of stakeholder groups	Sustainability at Genpact, page 10	-
102-41 Collective bargaining agreements	We do not prevent any employee from exercising the right to freedom of association or collective bargaining	-
102-42 Identifying and selecting stakeholders	Sustainability at Genpact, page 10	-
102-43 Approach to stakeholder engagement	Sustainability at Genpact, page 10	-
102-44 Key topics and concerns raised	Sustainability at Genpact, page 10	-
Reporting practice		
102-45 Entities included in the consolidated financial statements	Refer to our Annual Report on Form 10-K for the year ended December 31, 2021	-
102-46 Defining report content and topic boundaries	About the report, page 63	-
102-47 List of material topics	Sustainability at Genpact, page 11	-
102-48 Restatements of information	No restatement	-
102-49 Changes in reporting	About the report, page 63	-
102-50 Reporting period	About the report, page 63	-
102-51 Date of most recent report	Sustainability Report 2020 was published in July 2021	-
102-52 Reporting cycle	Annual	-
102-53 Contact point for questions regarding the report	About the report, page 63	-
102-54 Claims of reporting in accordance with the GRI standards	About the report, page 63	-
102-55 GRI content index	GRI Index, pages 56-60	-
102-56 External assurance	Assurance statement, pages 68-71	-
Economic performance		
201-1 Direct economic value generated and distributed	Sustainability scorecard, page 53	-

Anti-corruption		
205-3 Confirmed incidents of corruption and actions taken	Pillar IV: Governance for sustainable growth, pages 34-35	-
Anti-competitive behavior		
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Pillar IV: Governance for sustainable growth, pages 34-35	-
Energy		
302-1 Energy consumption within the organization	Sustainability scorecard, page 37	-
302-2 Energy intensity	Sustainability scorecard, page 38	-
302-3 Reduction of energy consumption	Sustainability scorecard, page 37	-
Water		
303-1 Interactions with water as a shared resource	Pillar I: Environment and climate action, page 16	-
303-2 Management of water discharge-related impacts	Pillar I: Environment and climate action, page 16	-
303-3 Water withdrawal	Sustainability scorecard, pages 43-46	Currently, Genpact measures the TDS level in water withdrawn only in India. Going forward, we will initiate measurement at other sites as well
303-05 Water consumption	Sustainability scorecard, pages 43-46	-
Emissions		
305-1 Direct (Scope 1) GHG emissions	Sustainability scorecard, page 39	-
305-2 Energy indirect (Scope 2) GHG emissions	Sustainability scorecard, page 39	-
305-3 Other indirect (Scope 3) GHG emissions	Sustainability scorecard, page 39	Currently, Genpact reports on emissions due to business travel under scope 3. It is conducting a comprehensive assessment of all scope 3 categories for SBTi
305-4 GHG emissions intensity	Sustainability scorecard, page 40	-
305-5 Reduction of GHG emissions	Sustainability scorecard, page 39	-
305-6 Emissions of ozone-depleting substances (ODS)	Sustainability scorecard, page 41	-
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Sustainability scorecard, page 41	-

Waste		
306-1 Waste generation and significant waste-related impacts	Pillar I: Environment and climate action, page 17	-
306-2 Management of significant waste-related impacts	Pillar I: Environment and climate action, page 17	-
306-5 Waste generated	Sustainability scorecard, page 42	-
Environmental compliance		
307-1 Noncompliance with environmental laws and regulations	Pillar IV: Governance for sustainable growth, pages 34-35	-
Supplier environment assessment		
308-1 New suppliers that were screened using environmental criteria	Sustainability scorecard, page 39	-
Employment		
401-1 New employee hires and employee turnover	Sustainability scorecard, pages 48-49	-
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pillar II: Supporting our people and communities, page 21	-
401-3 Parental leave	Sustainability scorecard, page 50	-
Occupational health and safety		
403-1 Occupational health and safety management system	Pillar II: Supporting our people and communities, page 22	-
403-2 Hazard identification, risk assessment, and incident investigation	Pillar II: Supporting our people and communities, page 22	-
403-3 Occupational health services	Pillar II: Supporting our people and communities, page 22	-
403-3 Worker participation, consultation, and communication on occupational health and safety	Pillar II: Supporting our people and communities, page 22	-
403-5 Worker training on occupational health and safety	Pillar II: Supporting our people and communities, page 22	-
403-6 Promotion of worker health	Pillar II: Supporting our people and communities, page 22	-
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pillar II: Supporting our people and communities, page 22	-
403-9 Work-related injuries	Sustainability scorecard, page 53	-

Training and education		
404-1 Average hours of training per year per employee	Sustainability scorecard, page 51	-
404-2 Programs for upgrading employee skills and transition assistance programs	Pillar II: Supporting our people and communities, page 20	Genpact doesn't provide any additional transition assistance to employeees at the time of retirement. Redundancy pay is provided to associates in an individual contributor role (employees who are considered as workers/ workmen)
404-3 Percentage of employees receiving regular performance and career development reviews	Sustainability scorecard, page 51	-
Diversity and equal opportunity		
405-1 Diversity of governance bodies and employees	Sustainability scorecard, page 50	-
Human rights assessment		
412-1 Operations that have been subject to human rights reviews or impact assessments	All our operations are subject to human right reviews	-
Local communities		
413-1 Operations with local community engagement, impact assessments, and development programs	Pillar II: Supporting our people and communities, pages 25-26	-
Supplier social assessment		
414-1 New suppliers that were screened using social criteria	Sustainability scorecard, page 39	-
Customer privacy		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	No complaints	-
Socioeconomic compliance		
419-1 Noncompliance with laws and regulations in the social and economic area	Pillar IV: Governance for sustainable growth, pages 34-35	-

TCFD alignment

S. No.	Particulars	Reference section	Page no
1	Governance (a) Describe the board's oversight of climate-related risks and opportunities	Sustainability at Genpact	8
2	Governance (b) Describe management's role in assessing and managing climate-related risks and opportunities	Enterprise risk management	32-34
3	Strategy (a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	Pillar IV: Governance for sustainable growth	33
4	Strategy (b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	Pillar IV: Governance for sustainable growth	33
5	Strategy (c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Pillar IV: Governance for sustainable growth	33, 17
6	Risk management (a) Describe the organization's processes for identifying and assessing climate-related risks	Pillar IV: Governance for sustainable growth	32-34
7	Risk management (b) Describe the organization's processes for managing climate-related risks	Pillar IV: Governance for sustainable growth	32-34
8	Risk management (c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	Pillar IV: Governance for sustainable growth	32-34
9	Metrics and targets (a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Pillar I: Environment and climate action	15
10	Metrics and targets (b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks	Pillar I: Environment and climate action	15
11	Metrics and targets (c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	Pillar I: Environment and climate action ESG progress in 2021	15, 5

UN Sustainable Development Goals alignment

SDG Statement		Linked target(s) that Genpact contributes to
1 NO POVERTY	End poverty in all its forms everywhere	▪ 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 the least-developed countries, to implement programs and policies to end poverty in all its dimensions
2 ZERO HUNGER	End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	▪ End hunger and ensure access to safe, nutritious, and sufficient food year-round to all people, in particular, under-resourced communities and people in vulnerable situations, such as infants
4 QUALITY EDUCATION	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	▪ Ensure equal access for all women and men to affordable and quality education ▪ 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 GENDER EQUALITY	Achieve gender equality and empower all women and girls	▪ Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
6 CLEAN WATER AND SANITATION	Ensure availability and sustainable management of water and sanitation for all	▪ 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 AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable and modern energy for all	▪ Increase substantially the share of renewable energy in the global energy mix ▪ By 2030, double the global rate of improvement in energy efficiency
8 DECENT WORK AND ECONOMIC GROWTH	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	▪ Protect labor rights and promote safe and secure working environments for all workers ▪ Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	▪ Develop sustainable, resilient and inclusive infrastructures ▪ Enhance scientific research, upgrade the technological capabilities of industrial sectors
10 REDUCED INEQUALITIES	Reduce inequality within and among countries	▪ Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies, and practices and promoting appropriate legislation, policies, and action in this regard
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure sustainable consumption and production patterns	▪ Substantially reduce waste generation through prevention, reduction, recycling and reuse. ▪ Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle ▪ Promote public procurement practices that are sustainable, in accordance with national policies and priorities
13 CLIMATE ACTION	Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy	▪ Integrate climate change measures into policy and planning ▪ Promote mechanisms to raise capacity for planning and management
17 PARTNERSHIPS FOR THE GOALS	Strengthen the means of implementation and revitalize the global partnership for sustainable development	▪ Encourage effective partnerships ▪ Enhance availability of reliable data

About the report

The Genpact Sustainability Report 2021 is the eighth sustainability report published by Genpact Limited (Genpact). The report has been developed in accordance with the GRI Standards: Core option (see GRI index on page 56) and the SASB Software and IT Services standard (see SASB Index on page 54). We have also aligned the report with the recommendations of the TCFD framework.

Scope and boundary

The report focuses on the activities undertaken at our delivery centers and offices across the world. The reporting boundary for HR indicators encompasses our global operations, including our locations in Asia Pacific, Europe, India, Latin America, North America, Philippines, Africa and other countries. Currently, the reporting boundary for environment and safety indicators comprises production offices of Genpact and includes our offices in Asia Pacific, Europe, India, Latin America, North America, and Philippines. We are working continuously toward enhancing our reporting on environmental indicators and to include more sites in the reporting boundary. There have been no significant changes from the previous reporting period in reporting scope and boundary.

Defining report content

The report presents in-depth, transparent, and balanced disclosures on Genpact's material economic, environmental, social, and governance issues for the period of January 1, 2021, to December 31, 2021. The material topics have been identified through the review of global and sectoral trends, our key risks and opportunities, and stakeholder engagement. Through the report, we aim to provide insight into our strategy and how it enables us to create value for our stakeholders: employees, clients, supply chain partners, investors, and society at large.

The data published in the report has been collected and compiled by individual locations through internal data management systems. We have used acceptable methodologies and reasonable estimations or assumptions for the calculation of our GHG emissions (refer to the note on methodology and conversion factors on page 66).

We reserve the right to amend our disclosure requirements for data inclusion in future sustainability reports at any time and will notify our stakeholders of any modifications. Our financial results for year-end December 31, 2021, are available in our annual report on Form 10-K.

External assurance

The content and data disclosed in this report have been externally assured by DNV Business Assurance India Private Limited as per the International Standard on Assurance Engagement 3000 (Revised) – limited assurance criteria.

Other reports and information pertaining to the Genpact can be accessed at www.genpact.com. Questions and feedback about the report or general questions about sustainability at Genpact can be directed to sustainability@genpact.com.

Impact boundary of material topics

Appendix I

Material topic	Associated GRI and SASB disclosures	Stakeholders impacted
Corporate governance and ethics	GRI 205: Anti-corruption 2016 GRI 206: Anti-competitive behavior 2016	▪ Employees ▪ Investors ▪ Government/ regulatory bodies
Regulatory compliance	GRI 307: Environmental compliance 2016 GRI 419: Socioeconomic compliance 2016	▪ Employees ▪ Government/ regulatory bodies
Innovation	-	▪ Employees ▪ Clients
Systemic risk management	Managing systemic risks from technology disruptions (TC-SI-550a.1, TC-SI-550a.2)	▪ Employees ▪ Clients
Economic performance	GRI 201: Economic performance 2016	▪ Investors ▪ Employees ▪ Communities ▪ Suppliers
Talent management	GRI 401: Employment 2016 Recruiting and managing a global, diverse, and skilled workforce (TC-SI-330a.1, TC-SI-330a.2)	▪ Employees
Human rights	GRI 412: Human rights assessment 2016	▪ Communities ▪ Suppliers ▪ Employees
Supplier management	GRI 308: Supplier environment assessment 2016 GRI 414: Supplier social assessment 2016	▪ Suppliers
Employee wellbeing	GRI 403: Occupational health and safety 2018	▪ Employees and other workers
Diversity and equal opportunity	GRI 405: Diversity and equal opportunity 2016 recruiting and managing a global, diverse & skilled workforce (TC-SI-330a.3)	▪ Employees
CSR	GRI 413: Local communities 2016	▪ Communities
Training and development	GRI 404: Training and education 2016	▪ Employees
Customer satisfaction and brand reputation	-	▪ Employees ▪ Clients
Data security	Data security (TC-SI-230a.2, TC-SI-230a.2)	▪ Employees ▪ Clients
Internet privacy	GRI 418: Customer privacy 2016 Data privacy and freedom of expression (TC-SI-220a.1,TC-SI-220a.2,TC-SI-220a.3,TC-SI-220a.4,TC-SI-220a.5)	▪ Employees ▪ Clients ▪ Government/ regulatory bodies

Climate change	GRI 305: Emissions 2016	- Employees - Investors - Clients - Government/ regulatory bodies
Energy management	GRI 302: Energy 2016 Environmental footprint of hardware infrastructure (TC-SI-130a.1)	- Employees - Suppliers
Waste management	GRI 306: Waste 2020	- Employees - Suppliers
Water management	GRI 303: Water and effluents 2018 environmental footprint of hardware infrastructure(TC-SI-130a.2)	- Employees - Suppliers
Urban resilience	-	- Employees - Community - Academic institutions - Industry bodies

Emission and other conversion factors

Appendix II

S. No.	Emission source	Factor	Source
1	Diesel, NCV (TJ/Gg)	43.00	IPCC 2006
2	Density of diesel (Kg/L)	0.84	IPCC 2006
3	LPG, NCV (TJ/Gg)	47.30	IPCC 2006
4	Diesel ($kgCO_2$/litre) – stationery combustion	2.69	GHG protocol (Cross Sector Tool 2017)
5	LPG, emission factor (tCO2/TJ)	63.1	IPCC 2006
6	DG generated electricity (tCO2/mWh)	0.7	Central Electricity Authority, 2021
7	Diesel ($kgCO_2$/litre) - mobile	2.678	GHG protocol (Cross Sector Tool 2017)
8	CNG ($kgCO_2$/kg)	0.014	GHG protocol (Cross Sector Tool 2017)
9	Gas electricity emission factor (US) ($kgCO_2$ per mmBtu)	53.06	EPA
10	Gas electricity emission factor (UK) ($kgCO_2$/kwH)	0.18	DEFRA
11	Gas electricity emission factor (Romania) ($kgCO_2$/kwH)	0.202	Com default emission factors for the member states of the European Union version 2017
12	Gas electricity emission factor (Philippines) ($kgCO_2$/TJ)	56100	GHG protocol (Cross Sector Tool 2017)
13	Grid electricity emission factor (India) ($kgCO_2$/kWh)	0.79	Central Electricity Authority, 2021
14	Grid electricity emission factor (US) ($kgCO_2$/kWh)	0.42394	www.carbonfootprint.com
15	Grid electricity emission factor (UK) ($kgCO_2$/kWh)	0.21233	www.carbonfootprint.com
16	Grid electricity emission factor (Romania) ($kgCO_2$/kWh)	0.26184	www.carbonfootprint.com
17	Grid electricity emission factor (Scotland) ($kgCO_2$/kWh)	0.21233	www.carbonfootprint.com
18	Grid electricity emission factor (Hungary) ($kgCO_2$/kWh)	0.24375	www.carbonfootprint.com
19	Grid electricity emission factor (Poland) ($kgCO_2$/kWh)	0.75962	www.carbonfootprint.com

20	Grid electricity emission factor (South Africa) (kgCO$_2$/kWh)	0.951	https://www.iges.or.jp/en/pub/list-grid-emission-factor/en
21	Grid electricity emission factor (Philippines) (kgCO$_2$/kWh)	0.5038	https://www.doe.gov.ph/electric-power/ngef?page=1&withshield=1#main-content
22	Grid electricity emission factor (Brazil) (kgCO$_2$/kWh)	0.0617	www.carbonfootprint.com
23	Grid electricity emission factor (Costa Rica) (kgCO$_2$/kWh)	0.281	https://www.iges.or.jp/en/pub/list-grid-emission-factor/en
24	Grid electricity emission factor (Guatemala) (kgCO$_2$/kWh)	0.589	https://www.iges.or.jp/en/pub/list-grid-emission-factor/en
25	Grid electricity emission factor (Mexico) (kgCO$_2$/kWh)	0.4314	www.carbonfootprint.com
26	Grid electricity emission factor (Australia) (kgCO$_2$/kWh)	0.76	www.carbonfootprint.com
27	Grid electricity emission factor (Malaysia) (kgCO$_2$/kWh)	0.67	https://www.iges.or.jp/en/pub/list-grid-emission-factor/en
28	Grid electricity emission factor (China) (kgCO$_2$/kWh)	0.5374	www.carbonfootprint.com
29	Grid electricity emission factor (Japan) (kgCO$_2$/kWh)	0.4658	www.carbonfootprint.com

DNV

Independent Assurance Statement

Introduction

DNV Business Assurance India Private Limited ('DNV') has been commissioned by Genpact India Private Limited (Corporate Identity Number (CIN) U73100DL2005PTC307363) to undertake an independent assurance of Genpact's (headquartered at Bermuda, International Securities Identification Number (ISIN) BMG3922B1072) Sustainability Report 2021 in its printed format ('the Report') for the reporting period 1st January 2021 - 31st December 2021. The sustainability disclosures in this Report have been prepared based on the material topics identified by Genpact and related Topic-specific Standards from the Global Reporting Initiative ('GRI') Sustainability Reporting Standards ('GRI Standards') and its Core option of reporting. The intended user of this assurance statement is the Management of Genpact ('the Management'). Our assurance engagement was planned and carried out during March 2022 – April 2022, and we performed a limited level of assurance based on our assurance methodology VeriSustain™[1].

Responsibilities of the Management of Genpact and of the Assurance Provider

The Management has the sole responsibility for the preparation of the Report and are responsible for all information disclosed in the Report as well as the processes for collecting, analyzing and reporting the information presented in the Report. Genpact is also responsible for ensuring the maintenance and integrity of its website and any referenced disclosures on sustainability performance. In performing this assurance work, DNV's responsibility is to the Management of Genpact; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of Genpact.

We provide a range of other services to Genpact, none of which in our opinion, constitute a conflict of interest with this assurance work. Our assurance engagements are based on the assumption that the data and information provided by Genpact to us as part of our review have been provided in good faith and are free from misstatements.

Scope, Boundary and Limitations

The reporting scope and boundary encompasses environmental, social and governance performance of Genpact's operations across geolocations as brought out in the Report in the sections *'About the Report'* and *'Scope and Boundary',* for the activities undertaken by Genpact during the reporting period 1st January 2021 – 31st December 2021.

The assurance engagement considers an uncertainty of ±5% based on materiality threshold for estimation/measurement errors and omissions. We did not engage with any external stakeholders as part of this assurance engagement.

During the assurance process, we did not come across limitations to the scope of the agreed assurance engagement. The reported data on economic performance, expenditure towards Corporate Social Responsibility (CSR) activities, and other financial data are based on audited financial statements issued by Genpact's statutory auditors which is subject to a separate audit process. We were not involved in the review of financial information within the Report.

Basis of our Opinion

As part of the assurance process, a multi-disciplinary team of sustainability specialists performed assurance work for selected sample sites of Genpact. We adopted a risk-based approach, that is, we concentrated our assurance efforts on the issues of high material relevance to Genpact's business and its key stakeholders. Due to the COVID-19 pandemic and associated travel restrictions, we undertook remote assessments covering sample locations within the boundary of reporting covering locations in India, North America, Europe, Philippines and Latin America - Gurugram – Genpact India North campus, Badshahpur; Noida – Genpact India, Assotech; Noida – Genpact India Headstrong D4-CMIT; Hyderabad – Genpact India, South

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[1] *The VeriSustain protocol is based on the principles of various assurance standards including International Standard on Assurance Engagements 3000 (ISAE 3000) Revised (Assurance Engagements other than Audits or Reviews of Historical Financial Information) and the GRI Principles for Defining Report Content and Quality, international best practices in verification and our professional experience; and is available on request from www.dnv.com*

campus, Hafeezpet; Hyderabad – Genpact India, Uppal; Bengaluru – Genpact India SMS; Genpact Romania – Bucharest; Genpact Philippines: Alabang – Plaza A; Genpact USA – Danville, and Genpact Guatemala - in line with DNV's remote assessment methodology. We carried out the following activities:

- Reviewed the approach to stakeholder engagement and materiality determination process and its outcomes as brought out in the Report.
- Interviews with selected senior managers responsible for management of sustainability issues and review of selected evidence to support topics disclosed in the Report. We were free to choose interviewees and interviewed those with overall responsibility to deliver Genpact's sustainability objectives.
- Reviewed the process of reporting on Organizational Profile, Strategy, Ethics and Integrity, Governance, Stakeholder Engagement and Reporting Practices based on GRI Standard 102: General Disclosures 2016.
- Reviewed the performance disclosure of identified material topics and related GRI Standards; that is, carried out an assessment of the processes for gathering and consolidating performance data related to identified material topics and, for a sample, checked the processes of data consolidation to assess the Reliability and Accuracy of performance disclosures reported based on GRI's Topic-specific Standards.
- Verification of the data consolidation of reported performance disclosures in context to the Principle of Completeness as per VeriSustain for a limited level of verification.
- An independent assessment of the Report against the requirements of the GRI Standards: Core option of reporting.

Opinion and Observations

Based on the verification undertaken, nothing has come to our attention to suggest that the Report together with referenced information does not properly describe Genpact's adherence to the GRI Standards: Core option of reporting, including the GRI 102: General Disclosures 2016, GRI 103: Management Approach 2016 and the disclosures related to the following GRI Standards:

- GRI 201: Economic performance 2016 – 201-1;
- GRI 205: Anti-Corruption 2016 – 205-3;
- GRI 206: Anti-Competitive Behavior 2016 – 206-1;
- GRI 302: Energy 2016 – 302-1, 302-3, 302-4;
- GRI 303: Water and Effluents 2018 – 303-1, 303-2, 303-3, 303-5;
- GRI 305: Emissions 2016 – 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7;
- GRI 306: Waste 2020 – 306-1, 306-2, 306-3;
- 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 2018 – 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9;
- GRI 404: Training and Education 2016 – 404-1, 404-2, 404-3;
- GRI 405: Diversity and Equal Opportunity 2016 – 405-1;
- GRI 412: Human rights assessment 2016 – 412-1;
- GRI 413: Local Communities 2016 – 413-1;
- GRI 414: Supplier Social Assessment 2016 – 414-1;
- GRI 418: Customer Privacy 2016 – 418-1;
- GRI 419: Socio-economic compliance 2016 – 419-1;

Note: Scope 3 emissions (GRI 305-3) covers employee commuting and business travel for the reporting year. Genpact is in the process of strengthening its processes towards capturing other Scope 3 emission categories in future reporting periods.

Observations

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.

DNV

The Report brings out the materiality assessment process which has been carried out and reviewed by Genpact incorporating significant risks, as well as relevant topics from frameworks such as GRI and the Sustainability Accounting Standards Board (SASB). The twenty (20) material topics that has been identified as a result of this exercise are brought out in the Report, along with the changes in relative materiality from the previous reporting periods.

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 identifies stakeholders as those who can be affected by or can affect Genpact's business activities; Genpact has thus considered employees, clients, investors, suppliers, communities, academic institutions, government and regulatory bodies, and industry bodies as its significant stakeholders. The Report also bring out the mode of engagement in place towards identifying and responding to the needs and expectations of these stakeholders.

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.

The Report brings out the processes through which Genpact responds to stakeholder concerns, that is, descriptions of policies, strategies, management approach, including setting of goals and initiatives for sustainable development. The Report also brings out General Disclosures about Genpact and responses to identified material topics through chosen GRI Topic-specific Standards, SASB accounting metrics and UN Sustainable Development Goals.

Nothing has come to our attention to believe 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 Report brings out the processes that Genpact has established towards capturing and reporting its performance related to its identified material topics considering the requirements related to the principles of Reliability and Accuracy. The majority of data and information verified through our remote assessments with Genpact's management teams and data owners at the sites sampled by us as part of our assurance engagement within the boundary of the Report were found to be fairly accurate and reliable. Some of the data inaccuracies identified during the verification process were found to be attributable to transcription, interpretation and aggregation errors. These data inaccuracies have been communicated for correction and the related disclosures were reviewed for correctness.

Nothing has come to our attention to believe that the Report does not meet 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 Genpact's General Disclosures and performance related to the twenty (20) environmental, social and governance-related topics that it has identified as material during 2021, along with descriptions of management approach and overall strategy. The reporting boundaries predominantly cover its key operations and production offices in India, Asia Pacific, Europe, Latin America, North America and the Philippines – Genpact is in the process of strengthening its adherence to the principle of completeness towards including more sites within its reporting boundaries.

Nothing has come to our attention to suggest that the Report does not meet 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 Genpact's sustainability performance during the reporting period in a neutral tone in terms of content and presentation, along with descriptions of key risks and concerns faced by 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.

Statement of Competence and Independence

DNV applies its own management standards and compliance policies for quality control, in accordance with ISO IEC 17021:2015 - Conformity Assessment Requirements for bodies providing audit and certification of management systems, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the DNV Code of Conduct[2] during the assurance engagement and maintain independence as required by relevant ethical requirements relevant ethical requirements including the ISAE 3000 (Revised) Code of Ethics as set out in VeriSustain. This engagement work was carried out by an independent team of sustainability assurance professionals. DNV was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement, Management Report and gap assessment report. DNV maintains complete impartiality toward stakeholders interviewed during the assurance process.

For DNV Business Assurance India Private Limited

Radhakrishnan, Kiran Digitally signed by Radhakrishnan, Kiran Date: 2022.04.05 19:52:50 +05'30'	**Vadakepatth, Nandkumar** Digitally signed by Vadakepatth, Nandkumar Date: 2022.04.05 19:55:39 +05'30'
Kiran Radhakrishnan Lead Verifier DNV Business Assurance India Private Limited, India.	Nandkumar Vadakepatth Technical Reviewer DNV Business Assurance India Private Limited, India.

5th April 2022, Mumbai, India.

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

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[2] *The DNV Code of Conduct is available on request from www.dnv.com*

About Genpact

Genpact (NYSE: G) is a global professional services firm that makes business transformation real. Led by our purpose - the relentless pursuit of a world that works better for people - we drive digital-led innovation and digitally enabled intelligent operations for our clients. Guided by our experience reinventing and running thousands of processes for hundreds of clients, many of them Global Fortune 500 companies, we drive real-world transformation at scale. 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 100,000+ of us. From New York to New Delhi, and more than 30 countries in between, we connect every dot, reimagine every process, and reinvent the ways companies work. We know that reimagining each step from start to finish creates better business outcomes. Whatever it is, we'll be there with you – accelerating digital transformation to create bold, lasting results – because transformation happens here. Get to know us at Genpact.com and on LinkedIn, Twitter, YouTube, and Facebook.

genpact

Transformation Happens Here