

Pursuing better

Sustainability
report 2022



Contents

Our ESG overview			
Message from our CEO	3		
Genpact at a glance	4		
ESG highlights in 2022	6		
Sustainability at Genpact	9		
Better planet	15		
Environment and climate action			
Better together	27		
Our people and DEI			
Better communities	40		
Corporate social responsibility			
Better business	47		
Client excellence			
Governance for sustainable growth	54		
		Sustainability scorecards	62
		Alignment to indexes	
		SASB index	81
		GRI content index	83
		TCFD index	98
		About the report	100
		Appendices	
		Impact boundary of material topics	102
		Emission and other conversion factors	103
		Alignment to UN Sustainable Development Goals	105
		Assurance statements	107





Message from our CEO

At Genpact, our purpose – the relentless pursuit of a world that works better for people – lies at the heart of our ability to bring value to our clients, employees, shareholders, communities, and the planet. All 115,000+ of us are pursuing better: a better planet, better communities, and better business because we know we are better together.

As I look back at our environmental, social, and governance (ESG) journey in 2022, we continue to make progress toward our diversity and climate goals. Diversity, equity, and inclusion (DEI) remain integral to our strategy. We are committed to reaching net zero by 2050 and have submitted our goals for validation by the Science Based Targets initiative (SBTi). And our operating centers are greener thanks to the increased use of renewable energy, improved water stewardship, and reduced waste.

For our local communities, we have built on our long-standing work to improve the health, wellbeing, and education of people in need. Over the past year, more than 61,000 of our Genpact colleagues took part in volunteering projects that have touched 17.2 million lives around the world.

I am proud of the work we are doing and the recognition we have received, which includes being named as one of the World's Most Ethical Companies by Ethisphere Institute for the fifth year and earning a platinum rating by EcoVadis for our global sustainability performance.

Beyond our own actions, we seek to help our clients accelerate their sustainability journeys. Building on our Digital Operations and Data-Tech-AI services, we work with Fortune 500 companies to turn their ESG initiatives into a competitive advantage. Whether it's transforming core operations, strengthening supply chains, or managing risk, we unlock better businesses in ways that protect the planet and improve the world for communities, employees, and all stakeholders.

Our work toward our purpose is only possible with the dedication of our global teams and partners. I thank them for their commitment and look forward to another year in pursuit of a world that works better for people.

Tiger Tyagarajan

President and Chief Executive Officer,
Genpact

“
All 115,000+ of us
are pursuing better:
a better planet,
better communities,
and better business
because we know we
are better together. ”

Genpact at a glance

Genpact (NYSE: G) is a global professional services firm delivering the outcomes that transform our clients' businesses and shape their future. We're guided by our real-world experience redesigning and running thousands of processes for hundreds of global companies.

Our clients - including many in the Global Fortune 500 - partner with us for our unique ability to combine deep industry and functional expertise, leading talent, and proven methodologies to drive collaborative innovation that turns insights into action and delivers outcomes at scale. We create lasting competitive advantages for our clients and their

customers, running digitally enabled operations and applying our Data-Tech-AI services to design, build, and transform their businesses. And we do it all with purpose. From New York to New Delhi and more than 30 countries in between, our 115,000+ team is passionate in its relentless pursuit of a world that works better for people.



Figure 1: Genpact's delivery center countries

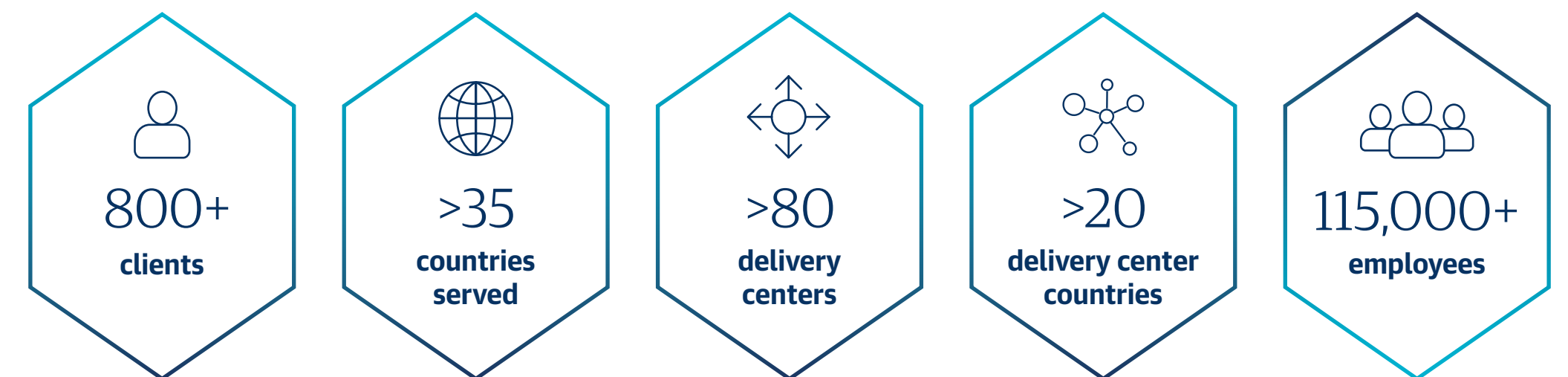


Figure 2: Genpact at a glance

Our purpose

Our purpose is the relentless pursuit of a world that works better for people. It's our North Star, guiding us in everything we do and ensuring we make an impact far bigger than just our bottom line.

We pursue better by collaborating across our ecosystem. By using our collective talent, experience, and resources, we amplify the impact any one of us can make alone. We aim to create lasting change for our clients, their customers, our employees, and the communities and environment in which we live, work, and serve.

We view our ESG strategy through the following five lenses:



We're passionate about creating a more sustainable, resilient world. Because when societies, economies, and the environment flourish, people thrive too.



We partner with clients to make a meaningful difference in their organizations, communities, and the world.



We foster a diverse, equitable, and inclusive workplace where every one of our people can celebrate their authentic selves.



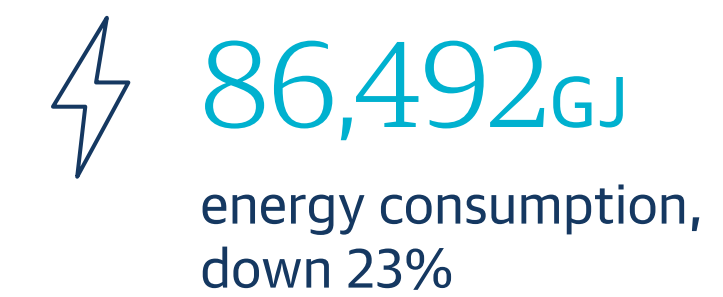
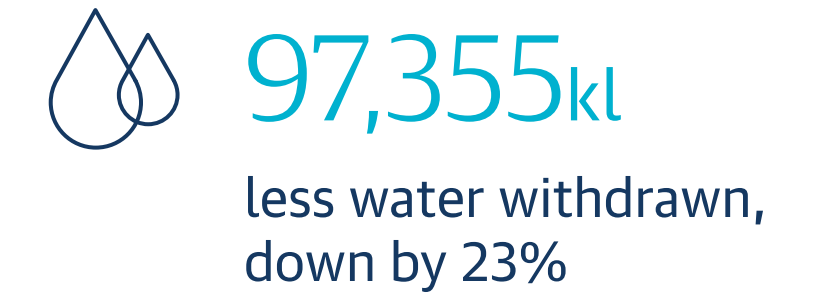
We encourage and empower our people to create impact through many small acts of compassion.



As we create value for all our stakeholders, our corporate governance practices deliver an accountable business with strong performance.

ESG highlights in 2022

Every year, we work to improve diversity in our workforce, encourage more employees to join our volunteering programs, and reduce our impact on the planet. See our biggest achievements in ESG for 2022, compared to 2017 as the base year.







Note:

Our sustainability KPIs improved significantly when we switched to having most employees working remotely in 2020 and in a hybrid model by 2022. We don't believe that these most recent numbers fairly reflect the trend in our sustainability performance, which is why we are not showing our progress year-over-year. Following SBTi validation, we will amend our baseline year and targets.

Sustainability targets

We've set voluntary, long-term global targets so that we can easily measure and verify our impact.

	By 2025 ¹	By 2030 ¹
 Scope 1 and 2 emissions	Reduction by 25%	Reduction by 45%
 Percentage of renewable energy	25%² renewable energy	35%² renewable energy
 External liquid discharge	Zero liquid discharge in owned sites	Moving from zero liquid discharge to 10%² water positivity
 Waste	100% circularity in scrap recycling in India to be extended to other Genpact locations	Reduce waste to landfill by 75%
 Supplier assessment	Completion of supply chain ESG assessments for our top 50 suppliers	Align supplier assessments with net-zero goals

Note:

- 1. All targets are measured against 2017 as the base year. We will align our targets with our net-zero goals post SBTi validation
- 2. Renewable energy is dependent on availability at our sites

Recognition for our ESG work in 2022

Better planet, better communities

Global Leader in Sustainability
(for the second consecutive year),
Golden Peacock Awards



ESG Industry Top Rated,
Sustainalytics



Sustainable Corporate of the Year,
Frost & Sullivan and The Energy and
Resources Institute's Sustainability
4.0 Awards



Platinum rating for global
sustainability performance,
EcoVadis



Outstanding Achievement
(third consecutive year),
CII-ITC Sustainability Awards



Better together

Named in World's Best Employers list,
Forbes



Top 10 Best Companies for Women in
India and Exemplar of Inclusion in the
Most Inclusive Company Index, Avtar
and Seramount



Named in Best Employers for
Diversity list, Forbes



Wellness Program of the Year,
People Matters

Named in Best Employers for Veterans
list, Forbes



Genpact CEO, Tiger Tyagarajan,
ranked number one on the Empower
Executive Role Model list



Tiger Tyagarajan recognized for
prioritizing and driving equity with
methodical measurement and
transparency, Catalyst



Named in Gender-Equality Index
(for the second consecutive year),
Bloomberg



Better business

Named in World's Most Ethical
Companies list (for the fifth time),
The Ethisphere Institute



Recognized by CNBC TV18 in categories:

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



CSO50 Award for excellence in
cybersecurity and implementation of
holistic risk management practices, CSO



Sustainability at Genpact

Our approach to ESG and sustainability

Our relentless pursuit of a world that works better for people is central to every aspect of our business, including our ESG programs. We're building ESG into the fabric of our culture. We want the whole company, at every level, to adopt a sustainability mindset. That's why we encourage our people to collaborate across all functions and develop ESG initiatives that demonstrate our company values.

This is how we pursue our purpose:

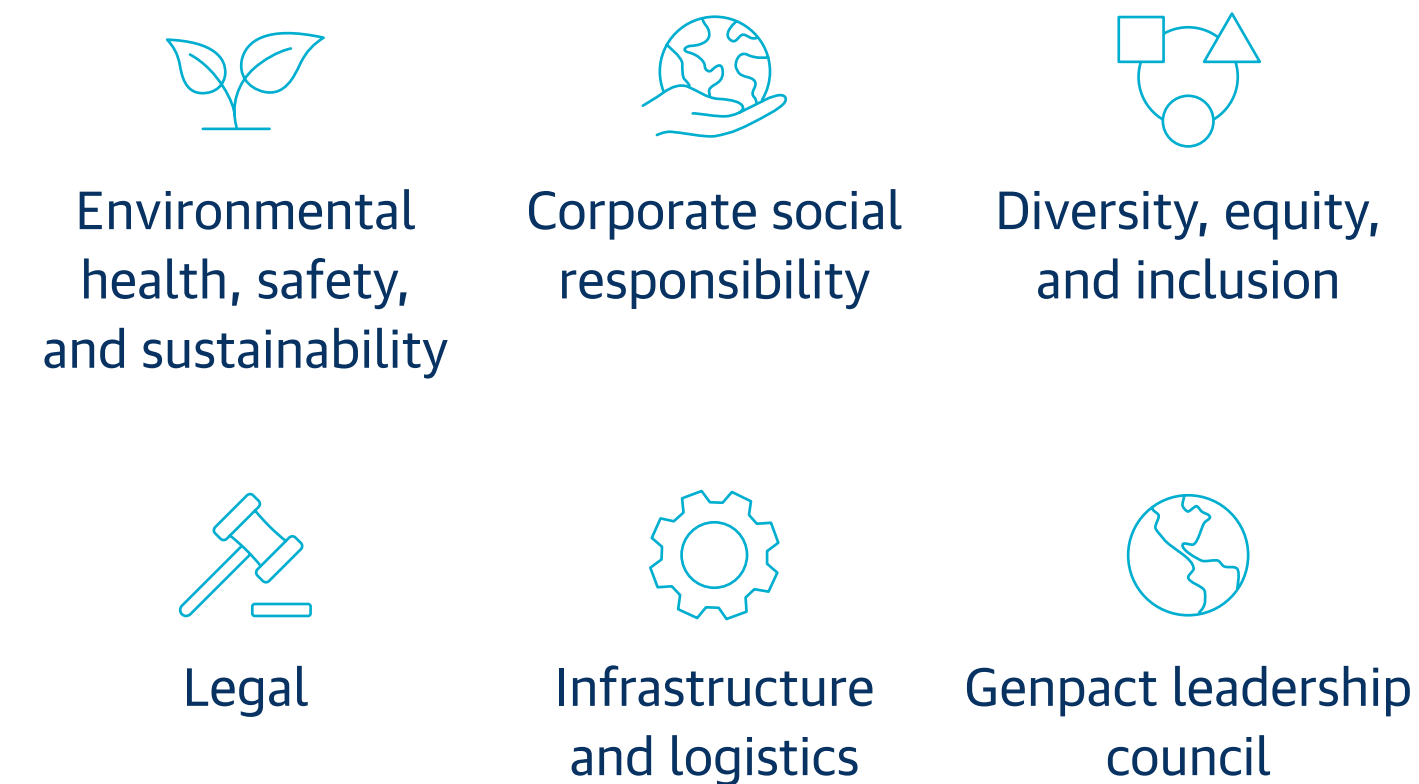


Figure 3: How Genpact pursues a world that works better for people

Sustainability governance

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

Our ESG program is overseen by the nominating and governance committee of our board of directors. Our ESG management committee includes representation from across our business, including:



The global ESG team orchestrates debate and decision-making with the ESG management committee and updates the nominating and governance committee of the board of directors, who define overall corporate objectives for our progress toward our commitments.

The nominating and governance committee of the board receives periodic updates on the risks and opportunities associated with ESG that are relevant to Genpact and our stakeholders.



Alignment with the United Nations' Sustainable Development Goals

We align our business goals with the United Nations' Sustainable Development Goals (SDGs). We have chosen to focus on 12 goals for which we believe Genpact can have the most significant impact. Our partnerships with stakeholders have three core dimensions: economic, social, and environmental.

We identify the SDGs relevant to our business at the start of each section of the report.



We're committed to building collaborative global partnerships with all stakeholders as we pursue the UN's Sustainable Development Goals

Figure 4: Genpact focuses on 12 of the UN's Sustainable Development Goals

Stakeholder engagement

Our stakeholders are the individuals, groups, and organizations that can affect or be affected by Genpact’s business activities. They are integral to our sustainability journey. We actively communicate our vision, strategy, and performance to them and, through surveys, listen to their needs and use their feedback to refine our goals, initiatives, and reporting practices.









Stakeholders	Needs and expectations of our stakeholders	Mode of engagement
 Employees	<ul style="list-style-type: none"> Training and development Fair and timely remuneration Reward, recognition, and appreciation for performance A diverse, open, non-discriminatory, and safe working environment 	<ul style="list-style-type: none"> Employee engagement survey Annual performance appraisal CSR volunteering Training and development programs Ombuds program DEI programs
 Clients	<ul style="list-style-type: none"> Seamless service delivery Innovation Fair and competitive pricing 	<ul style="list-style-type: none"> Net Promoter Score Plus (NPS+) questionnaire for process owners biannually and senior client stakeholders annually Regular governance meetings between Genpact and client organizations
 Investors	<ul style="list-style-type: none"> Sustained financial performance Regular dividends Ethical business practices and good corporate governance Risk mitigation Integrating ESG into strategy and operations Transparent reporting and disclosure 	<ul style="list-style-type: none"> Quarterly earnings calls with investors Annual shareholder meetings Filing annual Form 10-K report Quarterly touchpoints with investors including one-on-one meetings and group meetings as well as broker-sponsored conferences
 Suppliers	<ul style="list-style-type: none"> Fair and ethical procurement and engagement practices Timely payment 	<ul style="list-style-type: none"> Vendor prequalification, risk analysis, and rating process Genpact trains vendors' employees and conducts capacity-building sessions on diverse topics such as health, safety, and the environment
 Communities	<ul style="list-style-type: none"> Economic, social, and environmental betterment of our communities 	<ul style="list-style-type: none"> Employee volunteering activities Initiatives with NGOs, including engagements to strengthen their processes
 Academic institutions	<p>We offer campus recruits:</p> <ul style="list-style-type: none"> Equal opportunity Training and development Fair remuneration 	<ul style="list-style-type: none"> Campus recruitment
 Government and regulatory bodies	<ul style="list-style-type: none"> Compliance with laws and regulations Ethical business practices Transparency in disclosures Tax revenues Contribution to national climate change agendas 	<ul style="list-style-type: none"> Engagement through membership in industry bodies like the National Association of Software and Service Companies (NASSCOM), the Confederation of Indian Industry (CII), the Information Technology and Business Process Association of Philippines, and the Association of Business Service Leaders in Romania Paying taxes Complying with all relevant laws and regulations
 Industry bodies	<ul style="list-style-type: none"> Innovation Advocacy and collaboration 	<ul style="list-style-type: none"> Online questionnaires Conferences

Table 1: Overview of stakeholder engagement at Genpact

Materiality assessment

We run materiality assessments every two years. Guided by the Global Reporting Initiative (GRI) Standards, we consider stakeholder expectations as well as market trend analysis and global sector guidelines from the Sustainability Accounting Standards Board (SASB).

In line with guidance on materiality from the GRI Universal Standards 2021, material topics are those that reflect a company's significant economic, environmental, and social impacts or substantively influence the assessments and decisions of stakeholders associated with our business.

This is the process we followed to arrive at the final list of material topics:

1. Contextualization

We analyzed leading sustainability practices and trends to identify key material issues in our sector. We also considered the guidelines on the Software and IT Services SASB Standards.

2. Impact identification and analysis

We based the impact assessment for each of the material topics on stakeholder engagement and a review of the key trends and outlook for our sector.

3. Prioritization

We aligned the materiality exercise with our risk map, which is prioritized according to likelihood and impact.

While the majority of the material topics have not changed between last year and this year, we no longer consider human rights as a stand-alone material topic because we consider it integral to them all. We are dedicated to upholding and respecting human rights across our entire business and expect the same behavior from our clients, partners, and other third parties.

Our code of conduct and the companion code for the third parties with which we work define these requirements and expectations. The controls and policies we have in place are designed to prevent the use of forced or child labor, and we demand that our vendors and suppliers have similarly suitable controls and policies. We abide by all local legislation that is relevant to the health and safety of our employees.

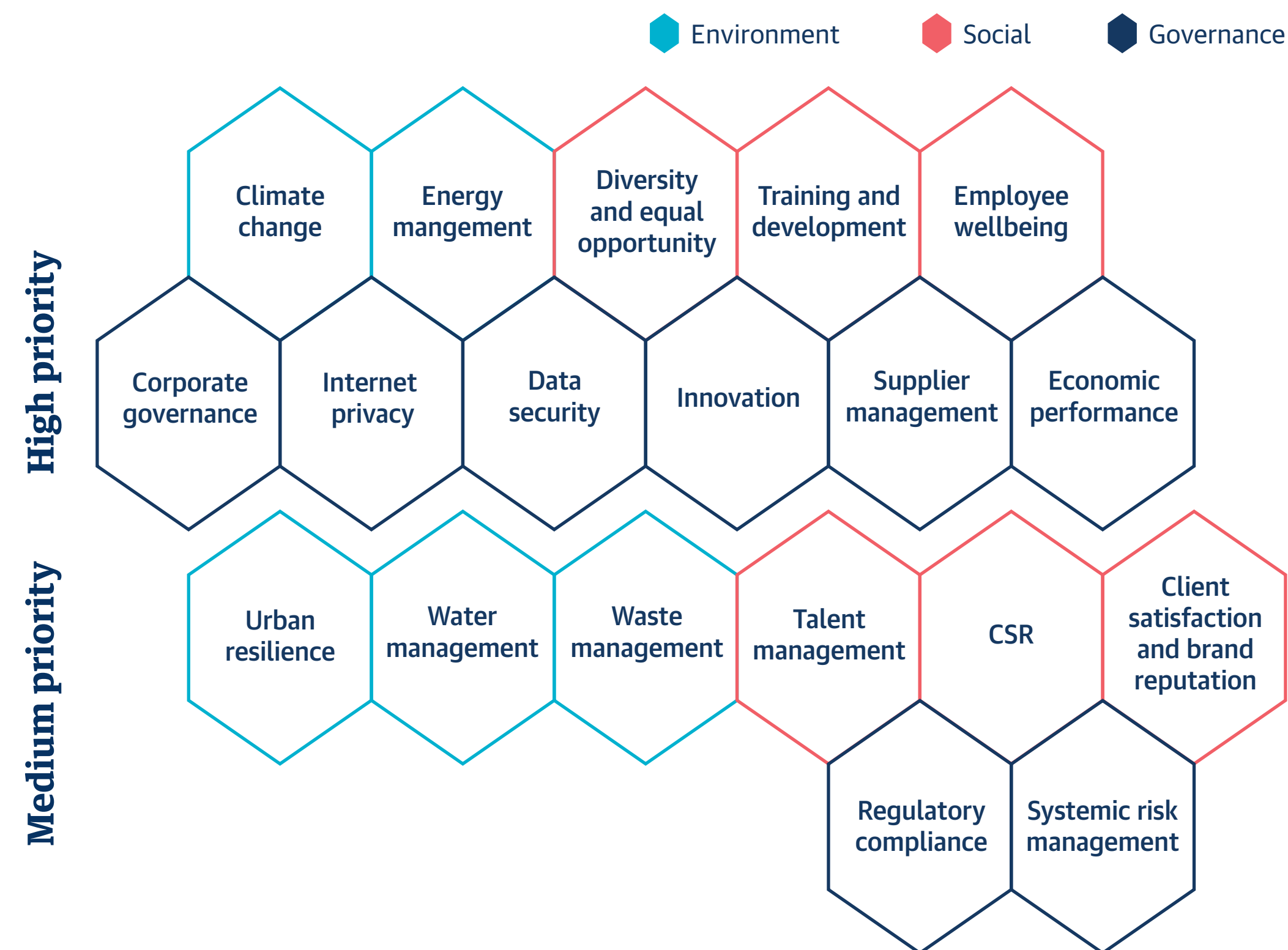


Figure 5: Our 19 material topics



Measuring our performance

We actively participate in global frameworks such as the Carbon Disclosure Project (CDP), submit to assessments by ratings bodies like EcoVadis and Sustainalytics, and enter ourselves for recognition programs that assess companies' environmental, social, and governance performance. We're also members of CII and NASSCOM, major trade associations in the Indian IT and business process management industries.

Working with these initiatives and organizations helps us benchmark our performance against industry peers and continuously improve our work.

Better planet

Environment and climate action

Introduction	16
Future-proofing against climate risks	18
Energy conservation and efficiency	19
Effective use of power and renewable energy	20
Reducing our data-center footprint	22
Waste management	23
Water management	25
Green infrastructure	26

Better planet

Environment and climate action

Climate change is the biggest challenge facing humanity. Recent studies by the Intergovernmental Panel on Climate Change (IPCC) as well as the outcomes of the recent COP26 summit in Glasgow underscore the need to limit the global temperature rise to 1.5°C and to reduce greenhouse gas (GHG) emissions to net-zero by 2050. All organizations, communities, and individuals must increase their efforts to mitigate climate change, and the private sector is a critical player in providing solutions.

The information technology and professional services sectors have an impact on the environment, in particular on the climate. The sector has a growing carbon footprint from GHG released at each stage of its lifecycle. With appropriate measures in place, our industry has the potential to considerably reduce GHG emissions globally.

Genpact's climate strategy revolves around quantifying and tracking our emissions footprint and implementing a suitable mitigation strategy. We have submitted our targets to the Science Based Targets initiative and are awaiting validation in the second half of 2023.

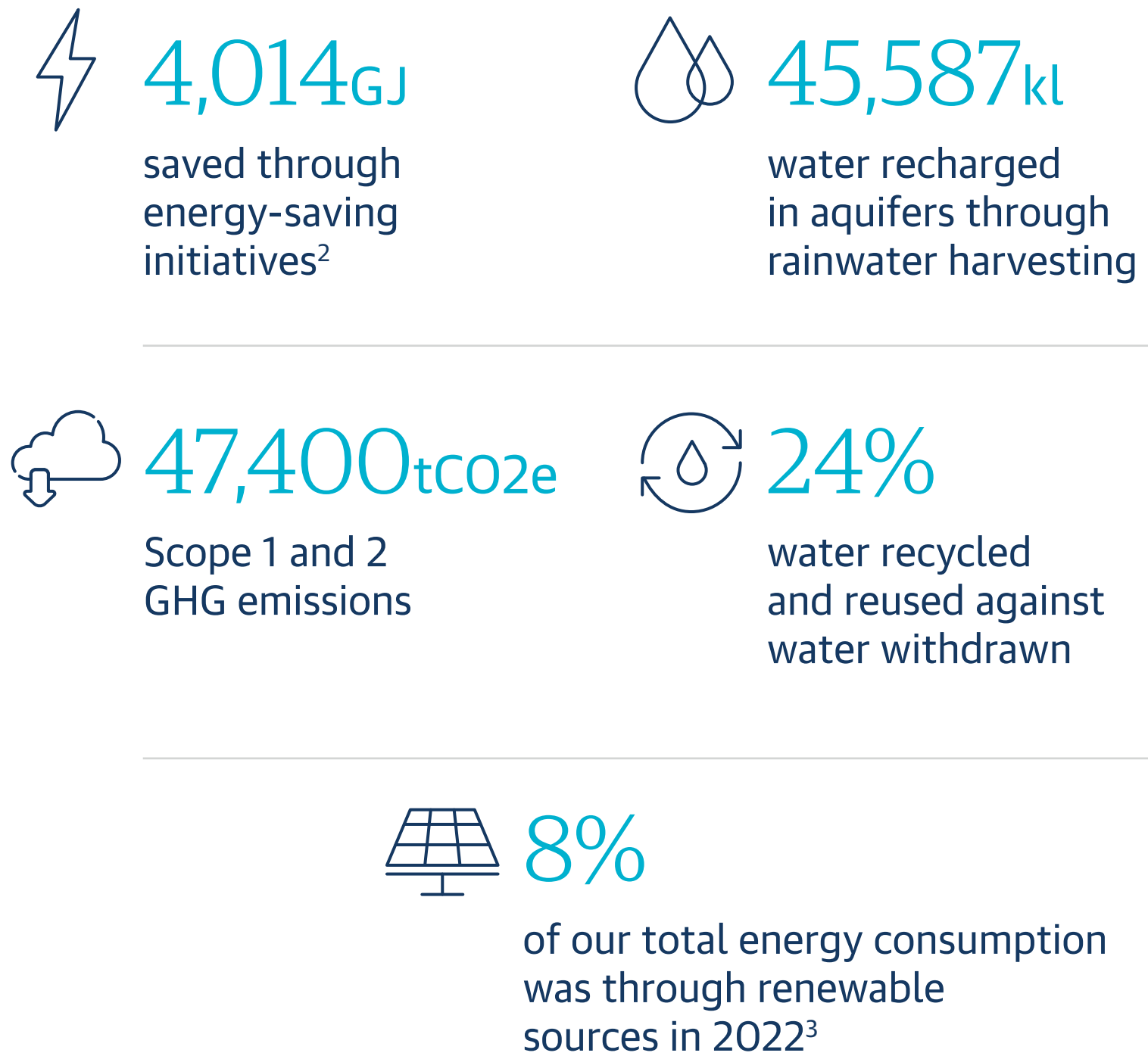


Figure 6: Environmental highlights

SDGs impacted¹



1. See Appendix III: Alignment to the UN Sustainable Development Goals

2. Compared to 2021

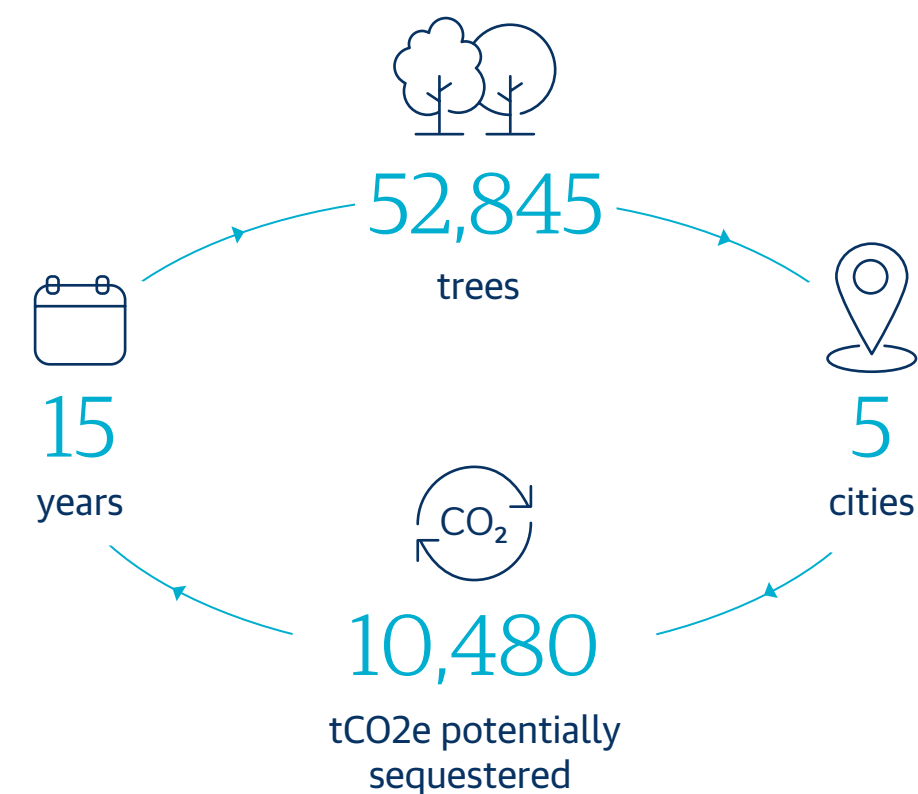
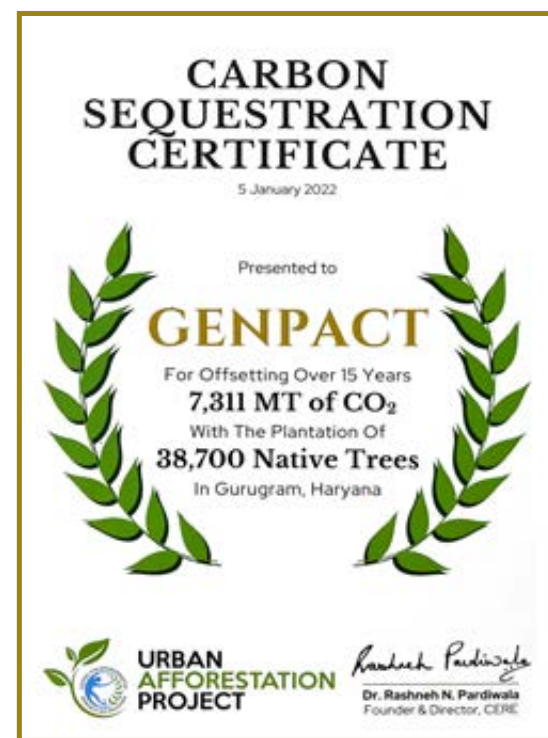
3. The percentage of renewable energy will increase with new units coming online as we move toward our net-zero goal

Case study

Carbon sequestration: a success story

Afforestation is one of the best ways to create carbon sinks that help reduce atmospheric carbon dioxide levels. Over the years, Genpact's afforestation drive has helped create many carbon sinks in urban areas in India. These have helped sequester carbon and improve air quality, reduce noise pollution, and decrease temperatures in and around our afforestation sites.

Since 2021, Genpact has planted 52,845 trees across five cities with the potential to sequester 10,480 tCO₂e over the next 15 years. While our tree-planting drives have contributed to the creation of green spaces in cities, our in-house activities have additional benefits such as green office spaces. These trees also support local biodiversity by providing a habitat for local flora and fauna and support livelihoods for the people who work as their caretakers.





Future-proofing against climate risks

At Genpact, we're mindful that risks like extreme weather and climate change present a systemic threat to the financial stability of our business. But it also offers us opportunities to innovate and explore new markets. In addition, we're in the process of improving how we integrate climate issues into our business and how we assess potential opportunities and the exposure of our operations to climate-related risks.

This year, we initiated a climate-risk assessment in line with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). We included multiple Genpact locations in the assessment and categorized risks as either physical or transitional.

We identified physical risks as those that have the potential to disrupt Genpact's operations, such as interference with city transportation networks; loss of power and water supply hampering business continuity; increased heat causing decreases in labor productivity; water scarcity;

and increased use of building cooling and heating systems leading to strains on electricity grids.

We identified transition risks as those related to the need to move to a lower-carbon economy due to external impacts like new regulatory requirements (for example, ESG disclosures). These regulations lead to increased operating costs, capital expenditures to adapt buildings with the necessary updates to operate with low-carbon technologies, and additional costs to help meet our climate commitments.

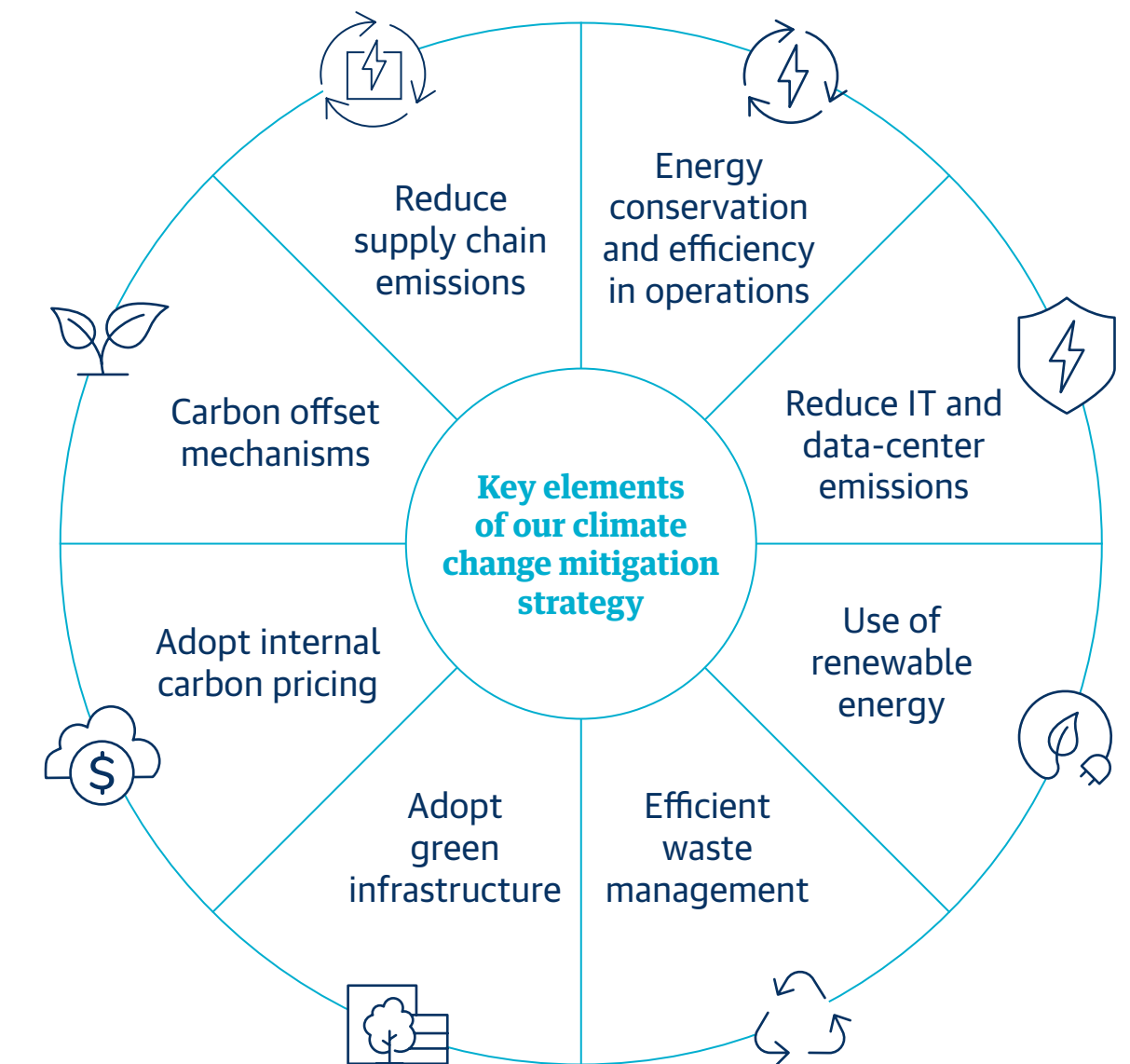


Figure 7: The key elements of our climate change mitigation strategy

Energy conservation and efficiency

As part of Scope 1, we calculate emissions according to the consumption of fuel (primarily diesel, liquified petroleum gas (LPG) in generators and heating, ventilation and air conditioning, and cafeterias) and fugitive emissions from ozone-depleting substances (ODS) across offices. Under Scope 2, we report on emissions that result from the gas and electricity we purchase.

We report on emissions due to business travel under Scope 3. After registering with SBTi in 2021, we have expanded the coverage of our Scope 3 emissions according to SBTi requirements.

In 2022, our emission intensity (emissions per person) was 0.95 tCO₂e/employee. During the same period, our emission intensity (emissions per sq ft) was 0.03 tCO₂e/sq ft.

We can illustrate one example of how we're reducing Scope 3 emissions in our India operations. By the end of 2021, we had successfully converted 90% of our vehicle fleet in the Delhi-Gurugram-Noida region to compressed natural gas (CNG) as part of our commitment to reducing emissions. Starting in 2023, we will convert our transportation

fleet to electric vehicles. We are also in the process of phasing out refrigerant R22 in our owned and controlled sites by the end of 2024.

As we work toward achieving long-term sustainability, our employees are integral to our success through, for example, CSR volunteering, reducing emissions and waste, creating a supportive work environment, and more. With this in mind, we evaluate employees who track and control emissions against our ESG KPIs, which influences their pay increments and promotions. We have defined goals and key performance indicators (KPIs) around energy efficiency, emission reduction, implementation of an environmental management system, and assessments of our suppliers' ESG performance.

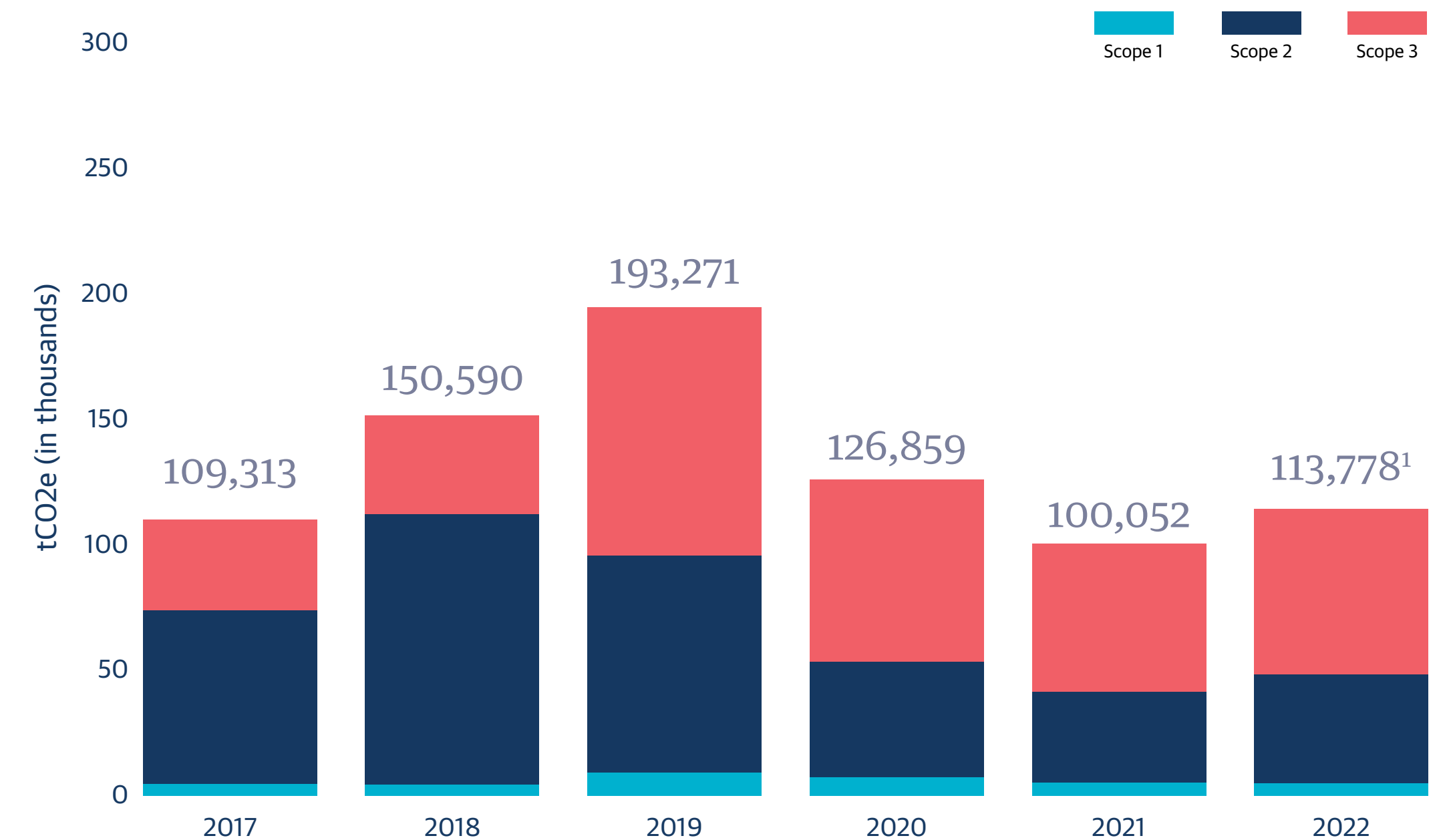


Figure 8: Global emissions, 2017 - 2022

1. The increase in emissions from 2021 to 2022 is due to teams returning to the office as part of our hybrid working model.

Effective use of power and renewable energy

Energy consumption is a major contributor to our overall environmental footprint. Minimizing energy usage, reducing greenhouse gas emissions, maximizing energy efficiency, and increasing the renewable alternatives for power are crucial to successfully managing energy as a resource. Most of our energy consumption comes from the power we consume to run our buildings and data centers. To identify areas for improvement, we conduct third-party energy audits.

Here is a summary of our energy management initiatives:

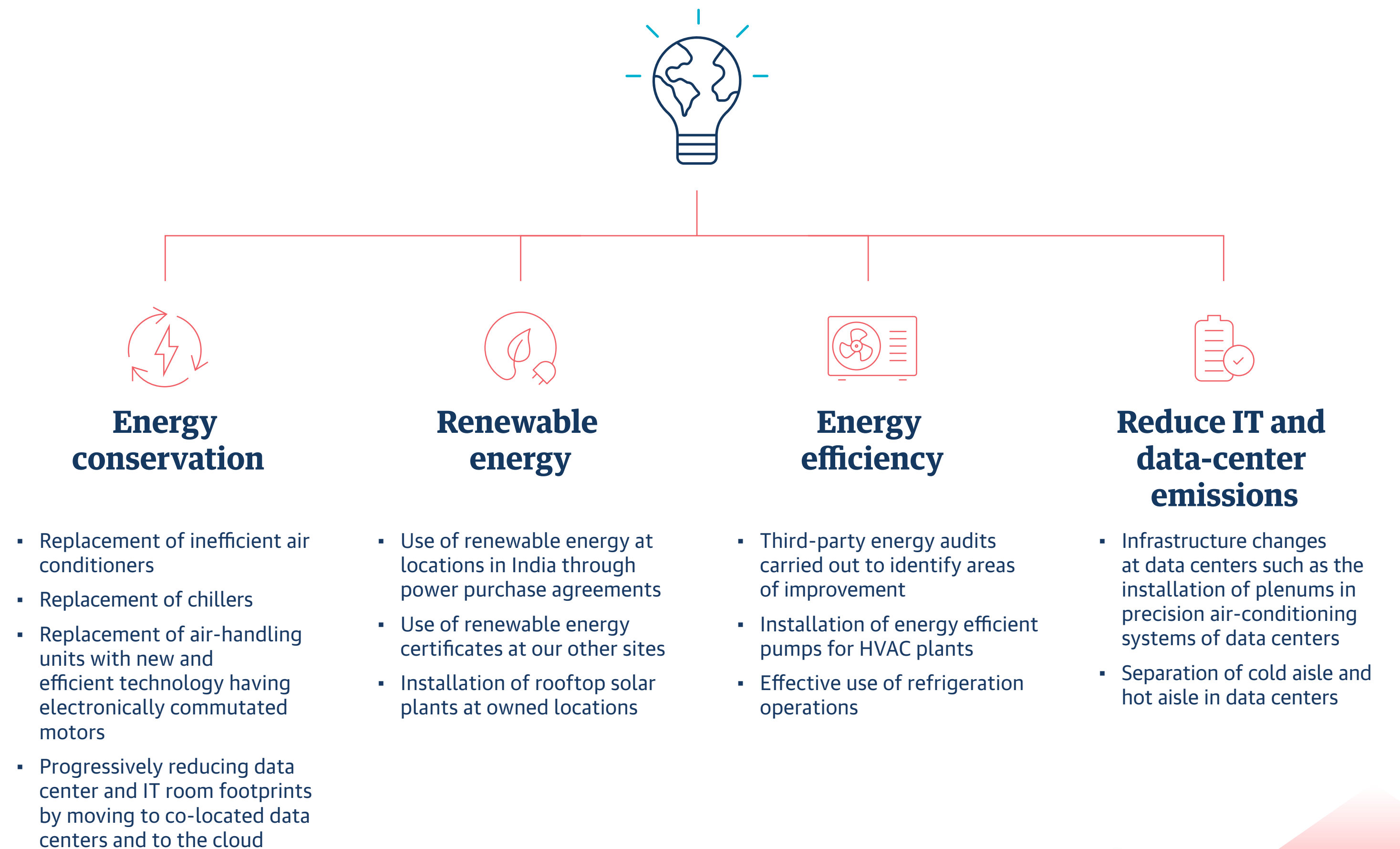


Figure 9: Our energy management initiatives

While grid energy is our primary source of electricity, some of our locations include diesel generators (DGs) for backup and resilience in the event of a power outage. We are evaluating the feasibility of replacing our DG sets with more efficient gas-fired engines to reduce emissions. We have limited operational control over electricity usage across our value chain and, alongside availability constraints, our ability to use renewable alternatives is limited.

A few of our sites already run on renewable energy, and we are exploring the feasibility of this for our other sites as well. As of December 2022, 16% of our total electricity consumption in India is powered by renewable energy. Wherever possible, we aim to source renewable energy for our fully owned sites in line with local regulations. Globally, our solar generation represented 8% of total energy consumption in 2022, while grid electricity represented 74.33% of total energy consumption in the same period.

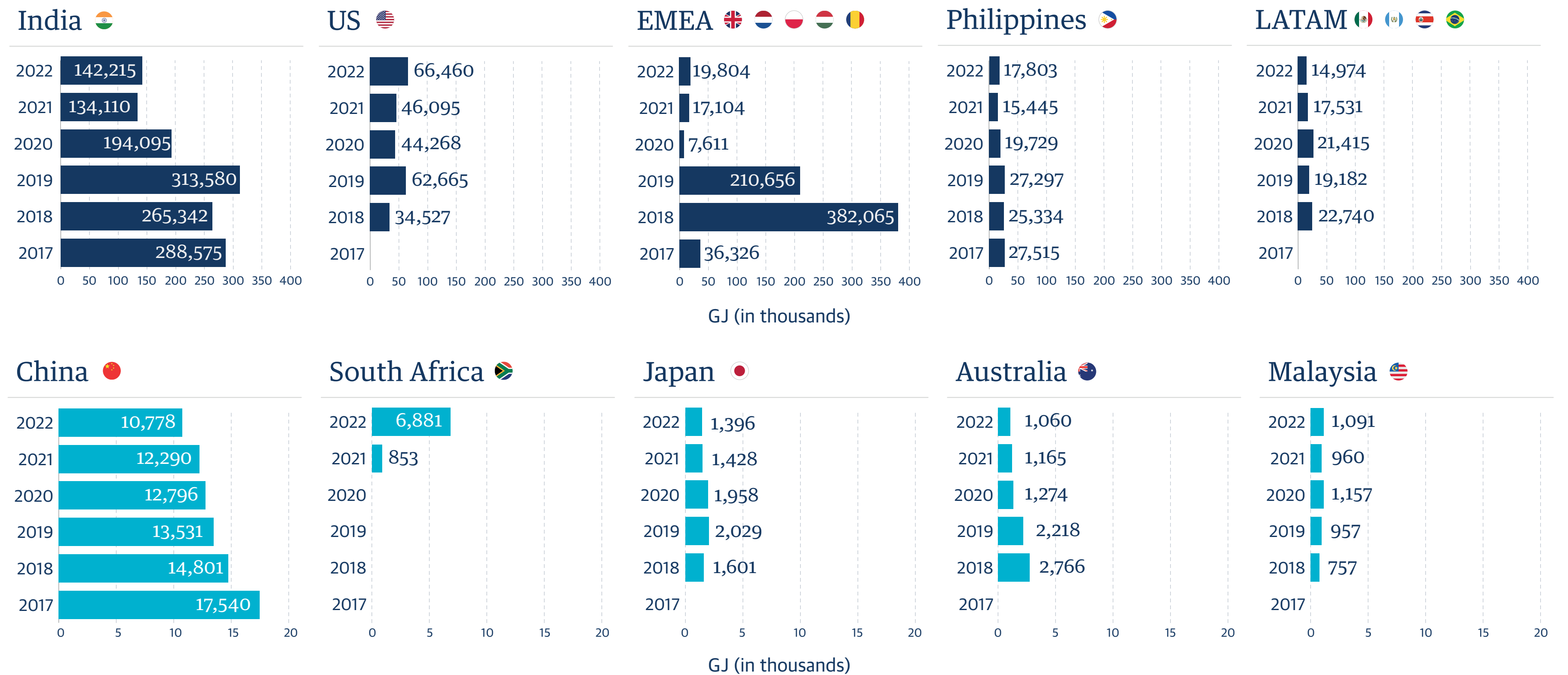


Figure 10: Global energy consumption (GJ)

Note:
The marginal increase in energy consumption from 2021 to 2022 in some of our regions reflects teams returning to the office as part of our hybrid working model.

Reducing our data-center footprint

As an IT/IT-enabled services company, a significant portion of our power consumption comes from the operation of data centers.

Data centers consume a very high amount of energy with usage not only restricted to operating IT equipment, but also maintaining precise temperature and humidity levels for optimum uptime.

Genpact's IT team has been working on several sustainability initiatives including cloud adoption, core IT service consolidation, and the rationalization of unused services and apps. Out of the total power consumption at Genpact, a large amount is attributed to IT, including maintaining data centers and IT rooms.

During 2021 and 2022, our IT and Application team migrated most of our core IT services and 45 internal/business

applications to the cloud. As a result, we decommissioned more than 2,717 servers (physical/virtual) from 23 data centers/ server rooms. This successful migration has directly contributed to energy savings. In 2022, Genpact saved 2,405,311 kWh compared to 319,696 kWh during 2020 by decommissioning data centers. In addition to moving to the cloud, by reducing the footprint of our data centers and IT rooms across all our buildings, we have contributed directly toward reducing energy consumption and ODS emissions.

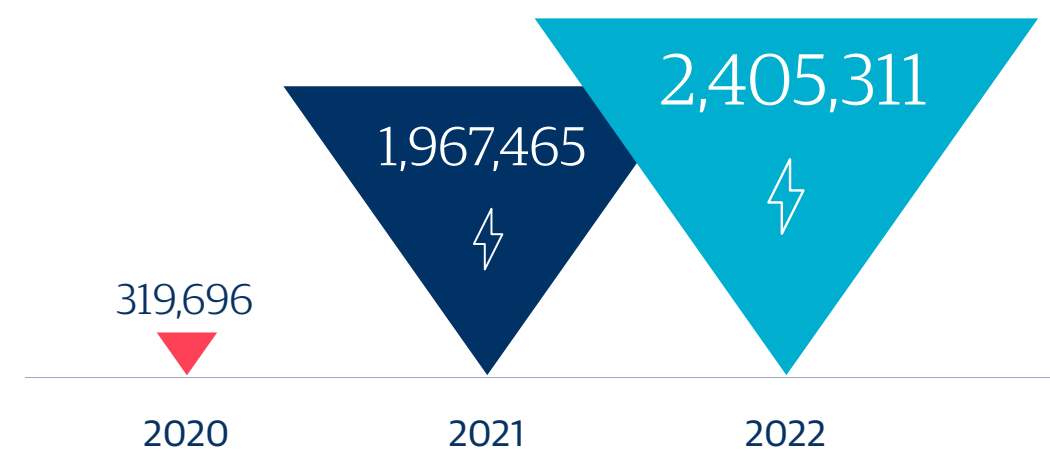
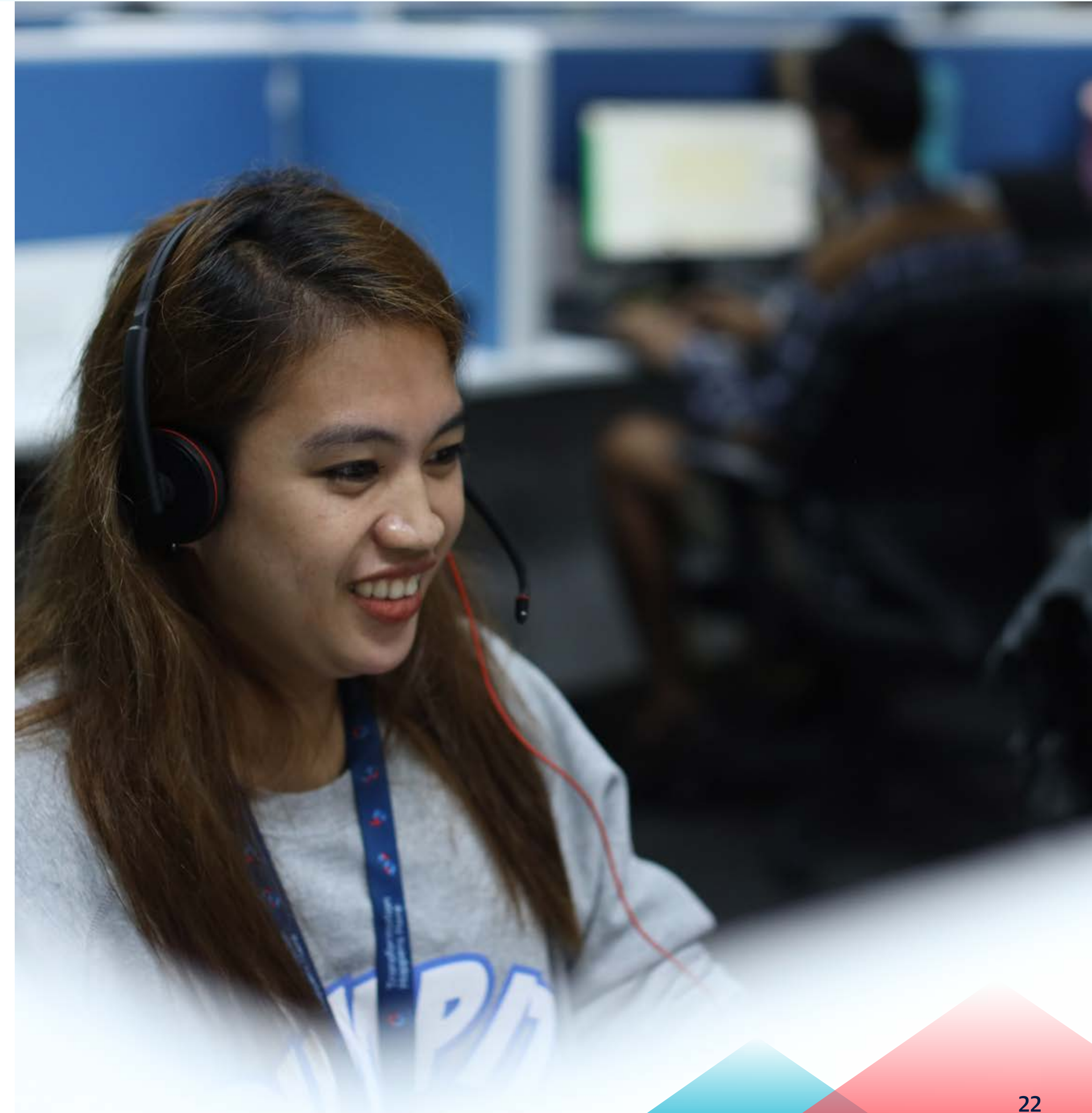


Figure 11: Energy savings (kWh)



Waste management

As the world's waste-generation rates rise exponentially, everyone must step up to tackle this problem. At Genpact, we're working toward having none of our waste end up in landfills. Our waste-management targets include achieving zero liquid discharge at sites. We are committed to reducing waste generation by adopting initiatives that contribute to a circular economy and convert waste into resources.

Our waste-management practices include:

- Tracking hazardous and non-hazardous waste
- Waste segregation at the source that treats or disposes of the entire volume in line with legislative requirements through authorized recyclers

In 2020, we released our policy to eliminate single-use, non-essential plastic 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. In 2022, Genpact's sites have phased out single-use, non-essential plastic in line with this policy.

We also launched our Green Ambassador program to combat plastic pollution. We expect our Green Ambassadors to:

- Commit one to two hours to motivate others to adopt a zero-plastic lifestyle and lead awareness campaigns centered around #GenpactGoesGreen
- Spearhead community efforts to minimize the use of plastic
- Share best practices and report these inspirational stories to the larger organization to build momentum

Hazardous waste



Biomedical waste

Management of biomedical waste is guided by the applicable rules and regulations at respective locations. Typically, segregated waste is handed over to a common biomedical waste treatment facility for treatment and disposal



Used oil

Sent to an authorized recycler where it is treated before reuse



Cotton cloth and waste oil

Sent to an authorized vendor for incineration



DG filters

Sent to an authorized recycler



E-waste incl. batteries

Sent to an authorized recycler

Non-hazardous waste



Dry waste

Sold for recycling



Wood and metal scrap

Sold for recycling



Sewage treatment plant sludge

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



Paper

Sent to an authorized recycler



Food waste

Composted in owned and controlled sites



Wastewater

Established wastewater treatment plants at owned and controlled locations. Water is reused in HVAC cooling towers and other office operations

Figure 12: Waste management at Genpact

Note: We perform waste disposal/treatment methods only at sites Genpact owns or where Genpact is the only tenant with control over these operations.

Eliminating single-use, non-essential plastic

Single-use plastics (SUPs) are the definition of convenience; however, the harm they inflict on the environment and human health through production, distribution, and littering makes them a serious hazard. Globally, nations are taking steps to reduce plastic pollution by adapting to new regulations, banning SUPs, or developing SUP substitutes.

Countries in Latin America, Europe, the Middle East, and Africa have already initiated a ban on SUPs, and the Philippines and Malaysia have set up action plans to phase them out. Genpact has a significant presence in these countries and has been adhering to policies to eliminate SUPs.

We showcased our commitment, through environmental, health, safety, and sustainability policies, to eliminate single-use plastic by 2022 by bringing in reusable or biodegradable alternatives. For example, we're using bamboo and stainless-steel utensils; steel bottles and straws instead of PET bottles and plastic straws; and beeswax or seaweed-based films to cover food and reusable coffee filters across all Genpact sites. With this approach, we replace plastic cling film with reusable paper-based packing or other alternatives.

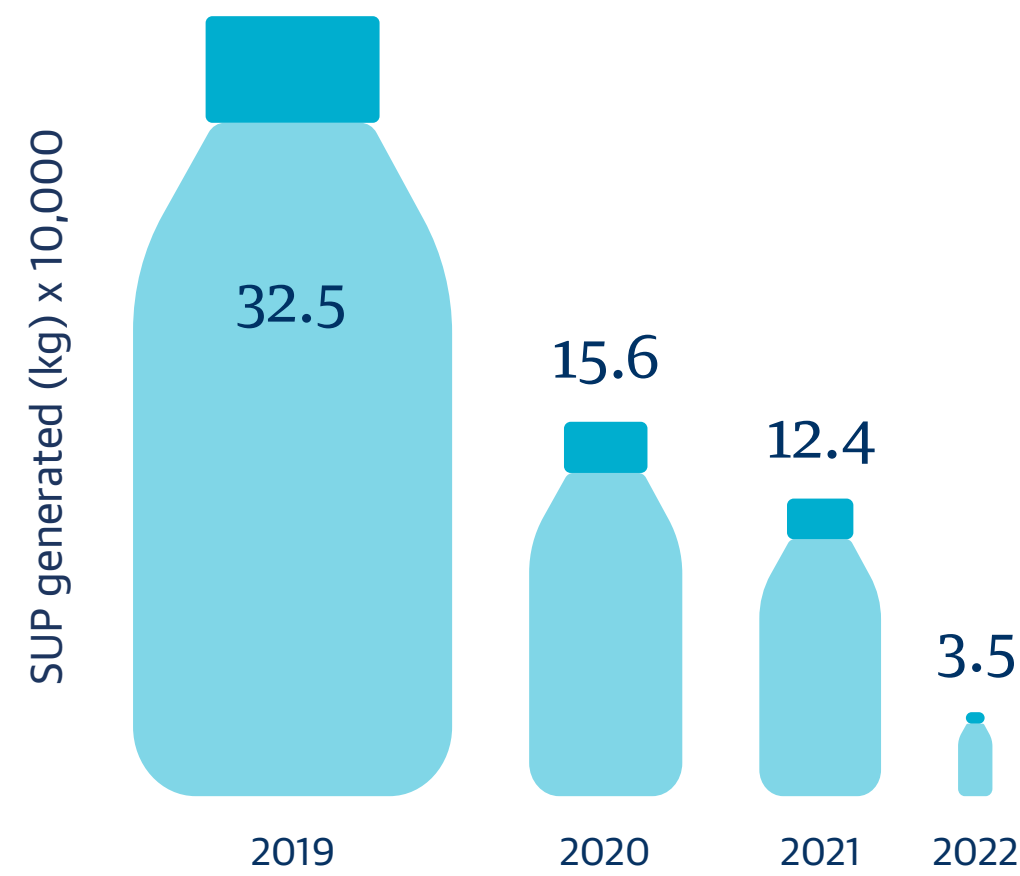


Figure 13: Decreasing SUP generation

Scrap-sale digitalization

Genpact strives to ensure that minimum levels of waste get dumped into landfills. The target is to eliminate it all. To realize this ambition, we have implemented scrap sales in India to maximize recycling and reuse of generated waste.

We track progress through an IT-enabled dashboard that monitors data on recycled and reused waste in different categories such as metals, debris/landfill, glass, plastics, paper, and other mixed categories. We will extend this practice to other global sites.

With reduced waste finding its way to landfills, Genpact has successfully saved on energy, water, and mineral oil consumption, and reduced deforestation. As a result, we have been able to abate 3,194 tCO₂e emissions through recycling and 1,157 tCO₂e emissions through reselling initiatives.

In the coming years, we aim to streamline this initiative by developing a more robust mechanism to track data and the environmental benefits we generate.

Water management

Globally, water resources are under significant pressure due to population growth, industrial operations, and climate change. Water withdrawals have more than doubled since the 1960s. Global warming will only exacerbate the problem, making water stewardship a priority.

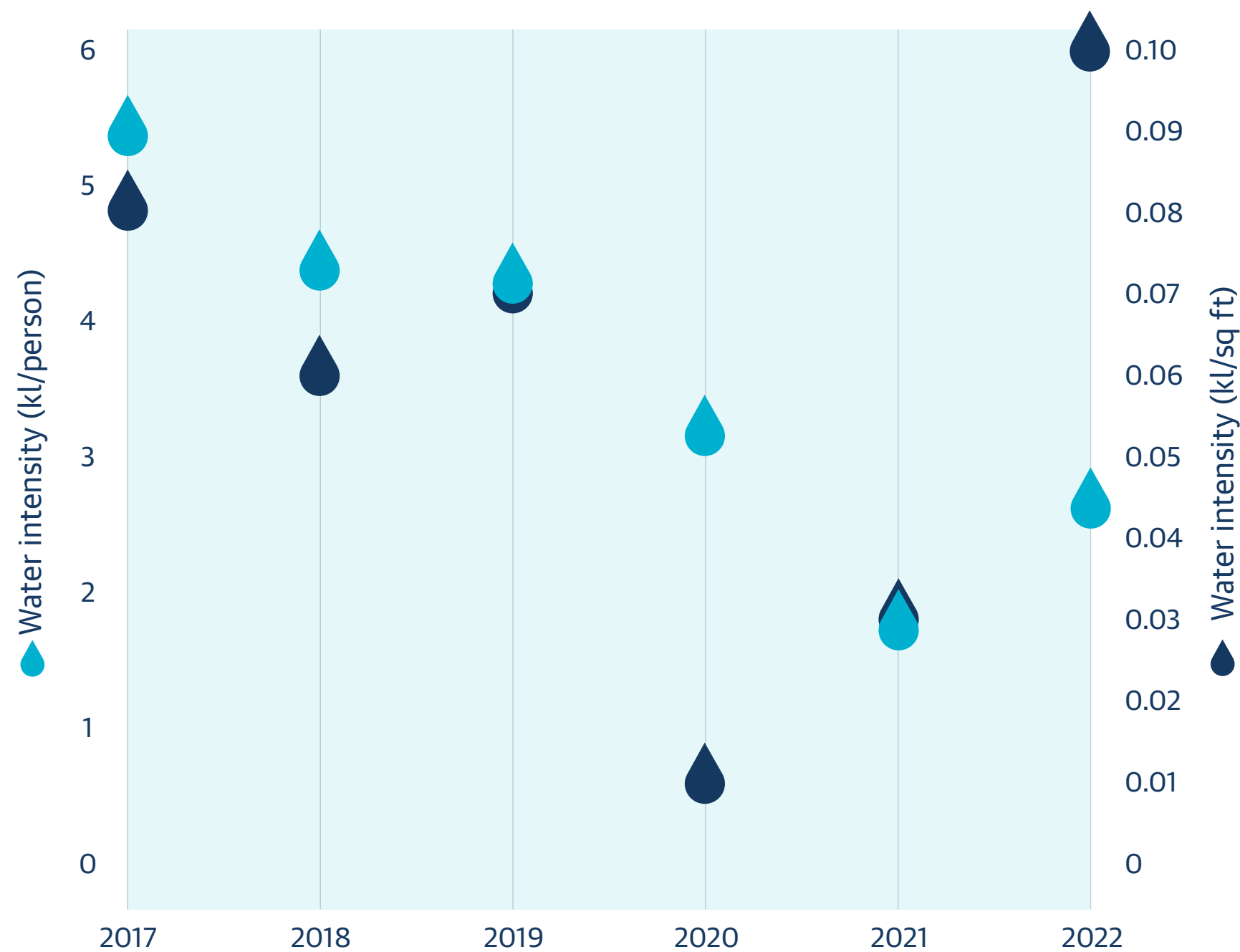


Figure 14: Water consumption at Genpact

Genpact's water demand is met primarily through third-party water supplies (municipal water supplies and private water tankers) and groundwater extraction. Our water stewardship strategies to manage water usage efficiently include:

- Installing smart water meters at owned locations to track and manage water usage
- Processing and treating wastewater for use in, for example, horticulture, cooling, and toilets
- Installing an auto-chemical dosing system in cooling towers to reduce water consumption by reducing the need to drain and replenish water basins
- Installing rainwater harvesting structures at all owned sites

We have established targets for zero liquid discharge at our owned sites and are strongly committed to conserving water through the 3Rs (reduce, reuse, and recycle) and water-saving techniques like rainwater harvesting.

Water savings

In 2022, we used rainwater harvesting to recharge groundwater at owned and controlled sites in India. We saved 45,587kl of water through rainwater harvesting structures at our office locations.

Reducing water intensity

We measure water consumption at our owned facilities using two metrics: water consumption per person and water consumption per sq ft. This year the water intensity per employee was 2.77kl/person and water intensity per sq ft was 0.10kl. We need to make greater efforts to further reduce the intensity and will continue to implement water-saving initiatives, including the installation of water-saving processes and reuse of collected and treated rainwater.

Green infrastructure

Genpact is working to upgrade our owned sites and the buildings in which we are the sole tenant by focusing on indoor environmental quality, energy, and water efficiency, sustainable materials procurement, and waste management. Apart from our owned and single-tenanted sites (where we have operational control of all utilities) in leased buildings, sustainability parameters, especially energy efficiency, are a key consideration in our leasing process.

We have mandated that all new sites comply with green building codes wherever available. The majority of our leased buildings are certified by the Leadership in Energy and Environmental Design (LEED) rating system or Indian Green Building Council (IGBC).

In 2022, climate-related risks to buildings have been added as a key criterion when identifying and leasing buildings. We assessed all new buildings for physical risks from climate change. We used the Shared Socioeconomic Pathways and IPCC's Representative Concentration Pathway to identify physical risks.



Figure 15: Genpact sites that have been awarded green certification

Better together

Our people and DEI

Introduction	28
Talent management	29
Training and development	29
Employee engagement	30
Employee wellbeing	30
Company benefits	31
Occupational health	32
Diversity and equal opportunity	33
Gender equity	34
Racial equity and diversity	36
LGBTQ+ inclusion	38
Veterans' inclusion	39





Better together

Our people and DEI

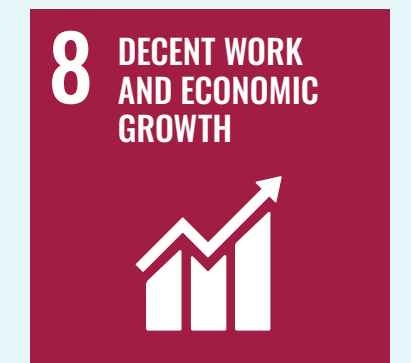
At Genpact, we want to make sure that our workplace works better for everyone.

Every day, we strive to create an environment where:

- People are treated with integrity, respect, and care
- We value diversity of thought, background, and culture
- Everyone is given the same opportunity to contribute, progress, and succeed

To achieve this goal, we have a series of long-term initiatives and goals that are fundamental to our business success.

SDGs impacted¹



1. See Appendix III: Alignment to the UN Sustainable Development Goals

Talent management

Stakeholders expect us to innovate and deliver high performance, which means we must attract the best talent.

Our culture of curiosity, courage, and incisiveness, underpinned by a bedrock of integrity and inclusion, lies at the center of our talent-management practices.

In 2022, Genpact hired a total of 49,046 full-time employees, increasing our permanent workforce by 7.36%. By the end of 2022, we had a total workforce of 124,405, including permanent employees, contract workers, and apprentices.

	Men	Women	Gender not disclosed	Total employees
Permanent	69,215	50,069	357	119,641
Contract workers	461	245	4,058	4,764
Grand total	69,676	50,314	4,415	124,405

Table 2: Total number of employees by employment contract and gender



Training and development

Our curiosity fosters a culture of continuous learning. We believe that providing employees with opportunities for reskilling, development, and professional growth helps maintain our competitive edge and their career growth.

Inspired by MIT's Center for Collective Intelligence, our online, on-demand learning platform, Genome, gives employees the ability to learn more than 600 skill sets in 80+ core areas. It has 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, creates a tailored curriculum, connects learners with subject matter experts, and solidifies new knowledge using 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. One such program is DataBridge,

a data analytics and data literacy program to provide data analytics skills to operating teams so they can deliver greater value to Genpact's clients.

So far, over 56,000 employees have been accredited in data and analytics through DataBridge and the program has won accolades from NASSCOM, HFS, Brandon Hall, Everest Group, IDC, and Analytics India Magazine's AI summit, Cypher. DataBridge is now the largest mass data-literacy and citizen-insights certification program in the industry, with over 100,000 total enrollments.

We also run development programs to build future-ready leaders and accelerate their career journeys while also integrating new executives.

In 2022, our employees completed 9.5 million learning hours and over 120,000 waves (which indicates increased proficiency in a skill), demonstrating our culture of continuous learning.



Employee engagement

We use technology to understand and increase employee engagement and wellness. For instance, we have an AI-enabled chatbot, Amber, that collects regular employee feedback.

Amber contacts every employee at major milestones during their tenure at Genpact, with more contact when they start at the company followed by regular check-ins. Amber helps us understand employee satisfaction and identify areas of improvement across the organization.

We continue to use Watercooler, a tool introduced during the pandemic, as a virtual assistant that replicates fleeting moments of friendly interactions and serendipitous connections between employees. Watercooler is integrated with our Microsoft Office 365 environment and seamlessly schedules quick, informal, one-to-one meetings with colleagues who know each other but don't often meet. Watercooler has helped us foster a more inclusive organization where employees, especially those who work remotely, feel connected to their colleagues and the company.

Employee wellbeing

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

Throughout the pandemic, we provided employees and their families with additional resources to take care of their holistic wellbeing. 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.

In 2022, we launched a microsite on mental wellness for all employees. Over 51,000 employees engaged in our Mental Health Awareness campaign in May through networking sessions and interactions on the microsite.

Company benefits

Across the globe, we provide our employees and their dependents with benefits based on their locations, such as medical and disability benefits, retirement provisions, and life insurance.

Genpact believes in parity for parental leave and provides it to all employees, regardless of gender.

This map highlights the key benefits for employees at locations where we have a major footprint.

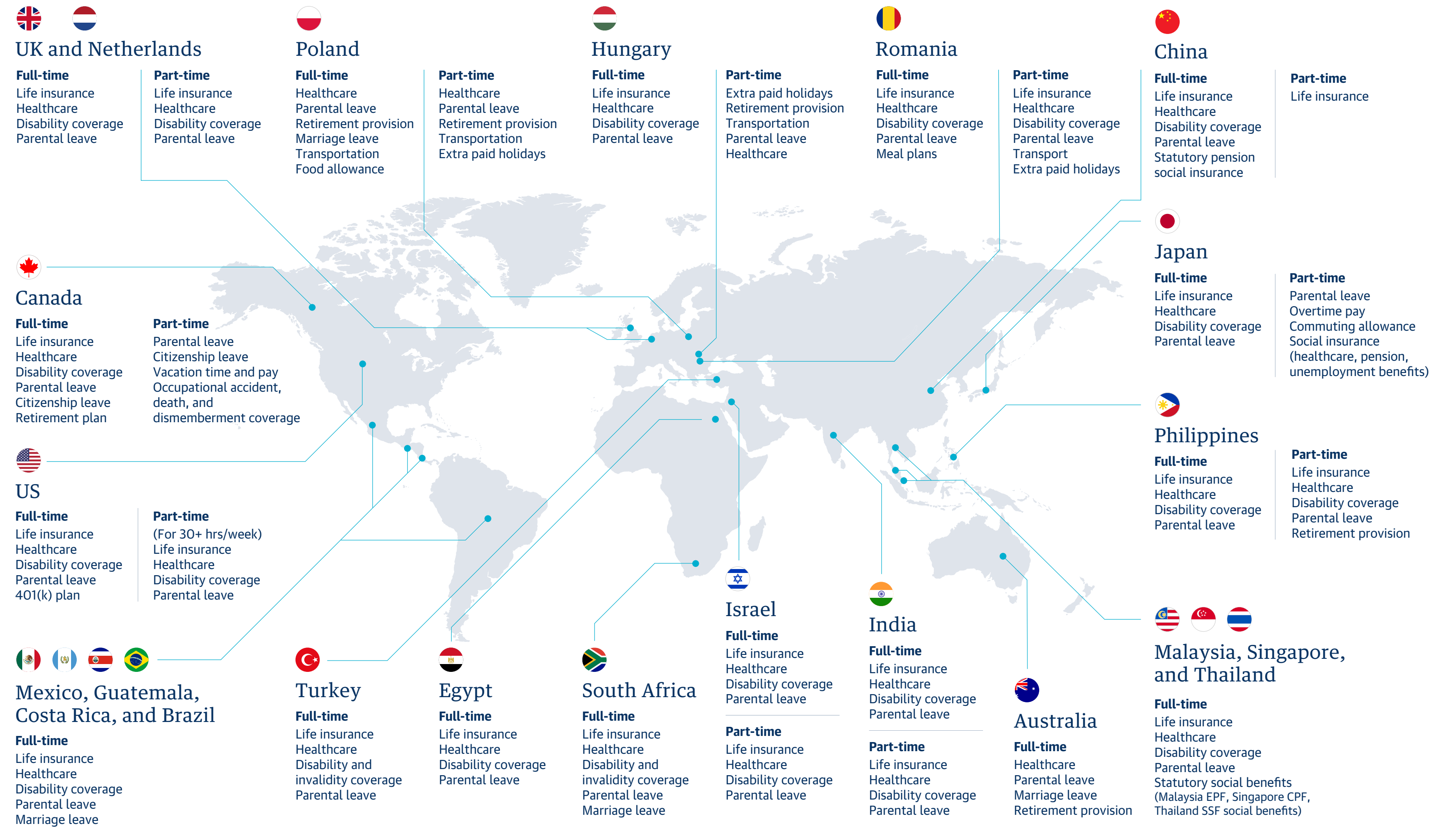


Figure 16: Benefits offered to full-time and part-time employees

Occupational health

We have a robust framework that meets and constantly monitors the company's environmental health and safety standards. Its goal is to prevent workplace hazards and maintain operational efficiency in our technical and physical infrastructure.

Though most of our global workforce continues to follow a hybrid model, we audit our sites to make sure all employees have access to a hazard-free working environment. We also ensure that we have formal agreements in place regarding compliance with local safety laws across all our offices.

Our environment, health, and safety implementation plan covers hazard identification, chemical safety and lifecycle management, better infrastructural ergonomics, and awareness training. It enables us to meet safety standards 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. Our operating locations all comply with ISO 14001:2015 Environmental Management System and ISO 45001:2018 Occupational Health and Safety Management System
- Audits of taxicabs, 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
- Ensuring worker participation, consultation, and communication on occupational health and safety by conducting safety committee meetings
- 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 at all our locations. Some examples include:

- Use of carpets and sound-absorbing elements in conference rooms and work areas
- Use of false ceilings to reduce noise
- Use of white-noise generators and sound-masking systems
- Reducing diesel generator noise with acoustic enclosures

Diversity and equal opportunity

Diversity, equity, and inclusion are critical to Genpact. They are tied to our purpose and key to our success as an organization. Diversity of thought, skills, experiences, and backgrounds creates both a better world and better business. Embracing DEI enables us to be more innovative and generate stronger outcomes for our clients and communities.

Our DEI program helps us attract and retain the best talent, and we are committed to building an inclusive workplace and a diverse global workforce.

We have received numerous awards that recognize our DEI progress, including being named in the Forbes list of Best Employers for Diversity. Our DEI programs continue to evolve to support and represent our diverse global teams. In 2022,

we expanded our gender equity and racial equity programs and focused on promoting LGBTQ+ and veterans' inclusion. These initiatives take a programmatic approach that supports progress through strategic targets, rigorous data tracking, and governance. This helps create a working environment in which we can all strive to be better together.

We have made significant progress over the years, and in 2022 alone:

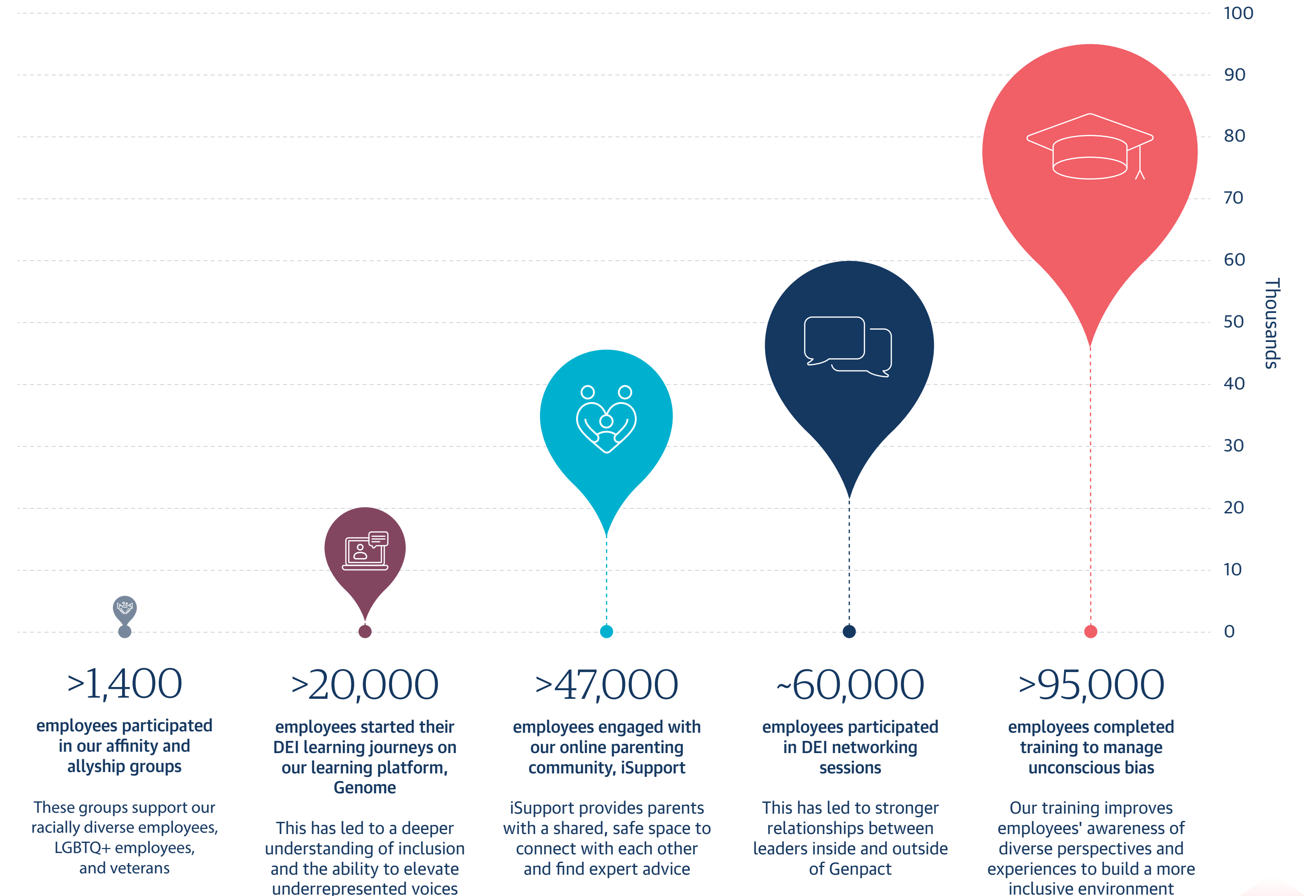


Figure 17: DEI highlights

Gender equity

We have made steady progress toward our goal of becoming a gender-balanced organization across all levels. In 2022, women represented 42% of our global workforce, 50% of our board of directors, and 29% of our Genpact leadership council.

Throughout the year, we ran several successful programs to help women grow in their careers across regions and organizational levels, including:

Women's Leadership Program (WLP)

A 12-month learning journey in partnership with Korn Ferry to empower high-potential women leaders across Genpact on an accelerated career path within the organization. From the top participants in first batch of the program, 40% have been promoted.

Returning Moms Program

Designed to help women in India and the Philippines transition back into the workforce after a temporary pause in their careers to focus on motherhood. We redeployed 96% of returning moms in India and 74% in Philippines.

Pay It Forward

A program that nurtures long-term, sponsor-protégé relationships and encourages protégés to pay it forward by becoming sponsors themselves. In 2022, 2,931 sponsor-protégé pairs participated in the program. Employees also took part in Mission Gender Equity, the cross-company mentorship program offered by the 30% Club. And a select group of women leaders joined Chief, a powerful network for women executives.

Hiring diverse talent

We strengthen inclusive hiring practices through governance initiatives like creating diverse interview panels and training interviewers on how to spot and manage biases.

Additional programs and recognition

Two of our most successful cross-company development programs, Global Operations Leadership Development and the Leadership Development Program, had 40% female participants in 2022.

Genpact's commitment to gender diversity has been widely recognized. We were included in Bloomberg's 2022 Gender-Equality Index and Avtar's Top 10 Best Companies for Women in India.

Commitment from the top

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 nonprofits, schools, and groups that share his passion. For instance, he is on the board of Catalyst, a global nonprofit organization working with some of the world's most powerful CEOs to help build workplaces that work better 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. Involve, a global consultancy and network, honored him with the title of number-one Empower Role Model for diversity and inclusion in 2022.

Case study

Faith Henschel, Women's Leadership Program participant



Faith Henschel, a member of our marketing team in the US, was part of the first batch of Genpact's Women's Leadership Program, designed in collaboration with Harvard Business Publishing.

Faith's journey on WLP was transformational for her career trajectory and provided her with a powerful opportunity to enhance her personal and professional skills. Faith particularly enjoyed learning the concepts of agile thinking, which challenged her convictions and expanded her perspectives.

The program has helped Faith and other Genpact employees to hone the necessary skills to advance in their careers. In a recent survey, 91% of participants say that WLP increased their confidence in their leadership abilities.

Case study

Returning Moms Program: Ranjeeta Yadav



Ranjeeta Yadav joined Genpact in December 2008 and is currently working as a floor manager in banking and capital markets. She participated in the Returning Moms Program.

The program equipped Ranjeeta with the support she needed to navigate parenthood alongside her new responsibilities at work. She decided to shift her work hours and take advantage of flexible options, which has made her transition back to work much easier.

As Ranjeeta says, "The program gave me an opportunity to be part of a network of other mothers who are transitioning back to work. We have learned a lot from each other, and it has helped me effectively manage both my work and home commitments.

Racial equity and diversity

In 2020, we built a unique program as part of our racial equity diversity and inclusion initiative to support our Black and Latinx employees with an initial focus on the US, UK, and Canada. In the past two years, we have worked to establish racial equity initiatives at speed, listen to employees, evolve programs, and track data to enable improvements.

Race/ethnicity	Percentage
Asian (not Hispanic or Latinx)	25.66
Black or African American (not Hispanic or Latinx)	30.51
Hispanic or Latinx	7.36
Native American or Alaska Native (not Hispanic or Latinx)	0.32
Native Hawaiian or Pacific Islander (not Hispanic or Latinx)	0.11
Two or more races (not Hispanic or Latinx)	2.50
White (not Hispanic or Latinx)	33.53
Total	100

Table 3: Racial diversity in the US workforce as of December 14, 2022

Note:

In line with SASB requirements, we report racial diversity for our employees in the US based on self-disclosed information. Our focus is on improving leadership-level racial diversity.

We have continued to make progress in our efforts to better attract, develop, and retain racially diverse talent:

- Our Black and Latinx affinity network grew by 25% from 2021 to 2022. The network continues to assess our current challenges, brainstorm solutions, and collaborate to move the organization closer to creating systemic change
- Our Racial Equity Allyship group, in partnership with leading diversity think-tank Coqual, provides its 120 members with the actionable tools and concrete resources they need to become better allies
- We launched EMERGENCE, a non-profit organization, The Executive Leadership Council. It aims to advance the career opportunities of mid-career employees who identify as part of the Black and Latinx communities through a targeted 12-month learning journey
- Our racially diverse talent participated in an internal mentorship and sponsorship program called Pay It Forward. We also offered membership to the cross-company mentorship program with the 30% Club's partner, Moving Ahead, which connects participants to leaders across organizations outside of Genpact
- More than 8,600 employees worldwide joined our Black History Month, Juneteenth, Asian American and Pacific Islander Month, and Hispanic Heritage Month celebrations. During these sessions, we reflected on our collective histories and their implications on our world today and explored how we can appreciate the entire spectrum of human experience
- We have established new executive recruiting channels to increase racial diversity, including OneTen, the National Society of Black Engineers, the Society of Hispanic Professional Engineers at Boston University, and the Pine Bluff Society of Hispanic Professional Engineers at the University of Arkansas

Case study

Jose Son's story

Jose Son, based out of Guatemala, began his career over 13 years ago as a collection representative for one of Genpact's largest accounts. Today he is the Lean Digital transformation software development team lead for the Americas region.

Jose credits his upward career trajectory to his alignment with Genpact's values, vision, and mission, which have diversity and inclusion at the core. He believes that at Genpact, our purpose statement may end with people, but our actions begin with them.

"Being a member of the Latin community, I can see the value of diversity and inclusion in practice at Genpact, and it has allowed me to develop as a person and professional," he says.



Case study

Tiffany McGilberry's story

Tiffany McGilberry joined the operations team at Genpact 5 years ago after working for 17 years at another company. "Genpact's culture of developing leaders has been instrumental to my growth. The education, development, and mentorship opportunities are the reason for my leadership growth and success at Genpact," says Tiffany.

Tiffany is a part of EMERGENCE, Genpact's exclusive leadership development program for employees who identify with the Black and/or Latin



community. She is also a participant in the Fortune Connect program, which connects talent to CEOs in some of the world's most influential companies. About the program, Tiffany says, "The conversations are so rich and eye-opening; they help me grow further."

Tiffany's goal is to be known as a leader who helps inspire and develop others to reach their full potential. "I've learned so much and been given so many opportunities to showcase my talents. It's been a great journey with Genpact."

LGBTQ+ inclusion

Throughout 2022, our LGBTQ+ affinity group provided a space to engage in open conversations about the LGBTQ+ experience in the workplace.

The group continues to run its allyship program and hosts learning sessions to help employees understand how they can contribute toward the creation of a supportive and inclusive workplace.

More than 6,000 employees came together to participate in our annual Pride Month celebrations, which included special sessions, quizzes, and workshops that explored LGBTQ+ history, challenges, coming out, and how to be a better ally.

Case study

Angelo Gallardo

Angelo Gallardo (he/him/she/her) is a human resources manager at Genpact and identifies as part of the LGBTQ+ community.

At Genpact, Angelo believes that having queer representation in the community and organization can help those who experience and face challenges like fear of societal or family rejection, internalized negativity about their identities, homophobia, and more.

His experience has been that everyone at Genpact celebrates and accepts the LGBTQ+ community and for that he is grateful and proud to be a part of the organization.



Veterans' inclusion

Our veterans' affinity group connected with veteran employees across the globe to identify and address the challenges the group faces, promote veteran hiring, increase learning opportunities, and retain talent.

In 2022, we extended our mentorship and sponsorship program, Pay It Forward, to include veteran employees in Genpact.

We have already been recognized in Forbes' America's Best Employers for Veterans 2022.

For more information on our work to advance DEI, [visit our website](#).

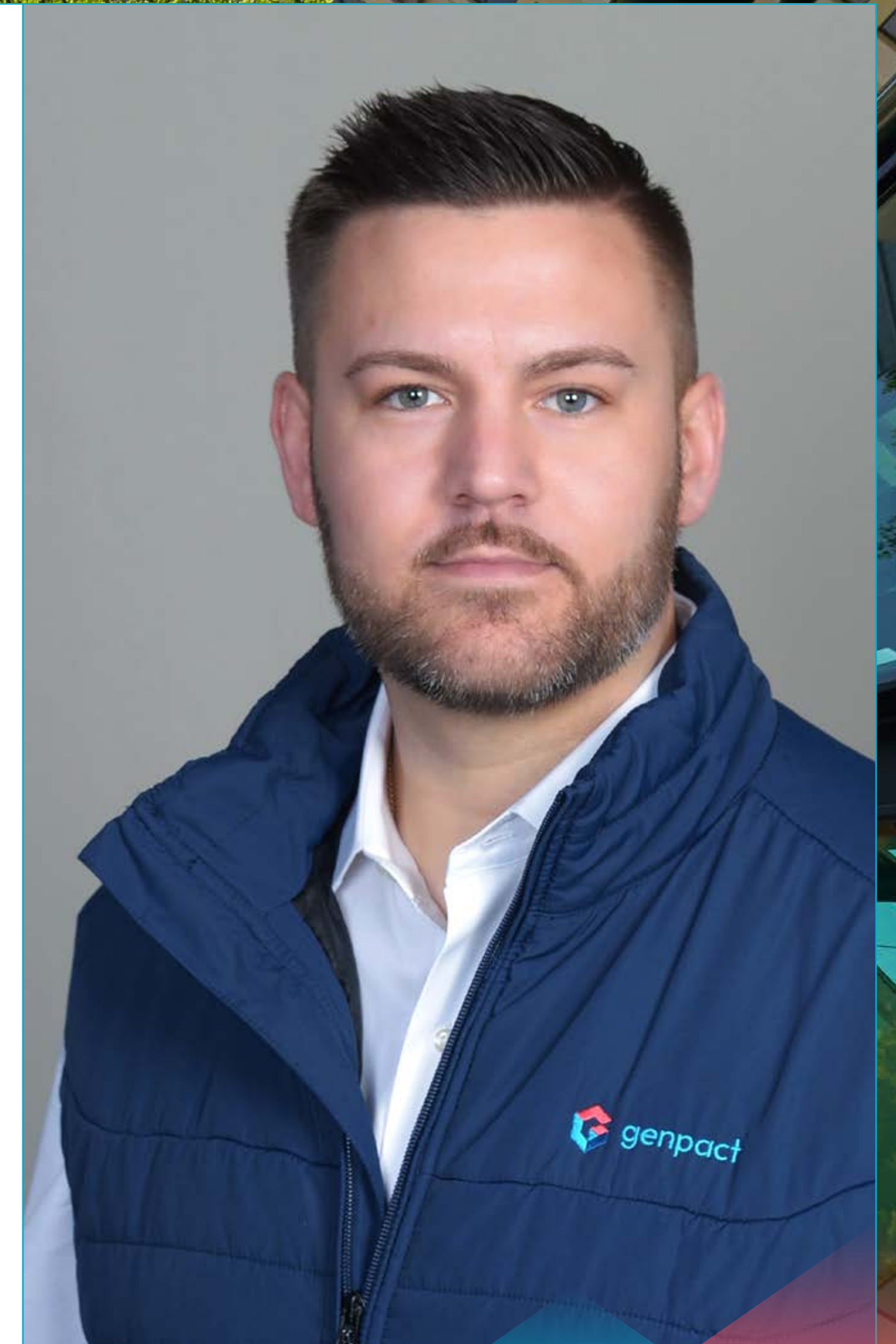
Case study

Ryan Reed's story

Ryan Reed, client advocacy lead at Genpact, is a proud military veteran. It took him some time to figure out what he wanted to be when he grew up, but military service was something he wanted to do since 9/11.

Trying to transition and find a job in the civilian world after his military service was more challenging than he expected. "I had to relearn civilian terms and translate my experience so that others would understand its relevance. Most of the hiring managers I met with didn't have any military background, and my candidacy was seemingly dropped as a result. That was until I interviewed with a former lieutenant colonel in the US Air Force and another hiring manager at Genpact who took the time to understand my experience. That was the break I needed," Ryan says.

Genpact has provided support to many military veterans and helps them successfully transition from military to civilian life.



Better communities

Corporate social responsibility

Introduction	41
Better planet initiatives	43
Access to health and nutrition	44
Access to education	45
Access to opportunity	46



Better communities

Corporate social responsibility

Our CSR program focuses on creating a better world for the communities in which we live and work. Giving back to these communities is not only the right thing to do, but it also creates a positive feedback loop that supports the long-term sustainability of our business.

We follow these guiding principles for selecting, implementing, and monitoring our CSR activities:

- Compliance with global CSR regulations¹
- Alignment to societal needs
- Impact and measurability of our activities
- Opportunities to create shared value for the beneficiaries

We are committed to building a better planet and delivering better access to health, education, and opportunities for all. Genpact's initiatives work directly with the local community or through collaborations with non-profits and non-governmental organizations to create lasting impact after conducting appropriate due diligence and compliance with relevant regulations.

1. Such as the Companies Act in India, which requires companies to spend at least 2% of their average net profits from the past three years on CSR activities
2. See Appendix III: Alignment to the UN Sustainable Development Goals

SDGs impacted²

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

We engage with expert agencies to provide guidance on project design, implementation, monitoring and evaluation, and impact assessment around the Companies Act in India.

All our CSR projects include:

- Clearly defined objectives developed out of existing societal needs
- Identification of target groups and beneficiaries, both direct and extended
- Milestones and timelines
- Annual financial allocation
- A system for robust monitoring and evaluation
- Processes to carry out impact assessments (from 2023 onward)
- Reporting frameworks

In 2022, CSR volunteer participation across all events stood at 114,032 total participants from 61,160 unique volunteers in the fields of environment, education, health, and nutrition. Their work impacted more than 17.2 million lives across the world.

For more information on our CSR policies and governance, [visit our website](#).

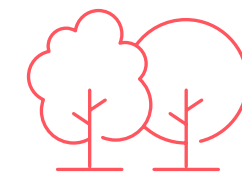




Better planet initiatives

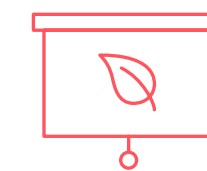
A healthier, cleaner planet

Climate change is a global threat. Genpact employees are passionate about reducing climate impact and leaving a better world for future generations.



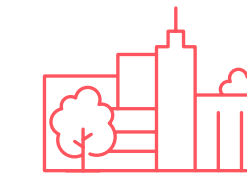
Better planet challenge

As employees sign up to exercise and take care of their health, we recognize their efforts by planting trees on their behalf. In 2022, we planted 27,883 saplings across the globe. Since 2011, our volunteers have planted more than 87,000 trees across the world. Through these plant drives, we have been able to offset 10,151 metric tons of carbon dioxide in India alone.



Climate action sessions

Starting in 2022, we organized monthly learning sessions to help employees understand how climate change affects us and what we can do about it. Since its inception, more than 2,000 employees have taken part.



Cleaner cities

Genpact volunteers across the world engage in a range of activities to create a better planet. We've coordinated community clean-up drives, lake clean-up initiatives, anti-plastic campaigns, and recycling and upcycling projects to help keep waste out of landfills.

Better access initiatives

Access to health and nutrition

Genpact is dedicated to expanding better access to health and nutrition to people from under-resourced communities. We do this through initiatives and partnerships that enable us to distribute nutritious meals across the world, raise funds for breast cancer awareness, and help identify women with high-risk pregnancies, to name a few.



Women's health and wellbeing

Residents in our Better World Initiative program created a platform in India to identify high-risk pregnancies in India early. In partnership with Piramal Swasthya, a healthcare non-profit, we expect to help more than 800,000 women across India by 2024.



Hygiene kit donation

Genpact volunteers distributed 16,000 kits filled with toiletries and hygiene essentials to children from underprivileged communities across India.



Breast cancer awareness

Genpact employees in the US raised funds for the breast cancer organization Susan G. Komen by participating in its annual fundraising walk.

Case study

Meals for Many

In 2018, we started our journey toward combating world hunger by distributing 1 million meals to underprivileged communities. Thanks to more than 71,000 employee and client volunteers over the past five years, we have provided more than 116 million nutritious meals (over 40.5 million in 2022 alone) for communities in 11 countries, including in the US, India, Japan, the Philippines and Malaysia and across Latin America.

One of our partner non-profits, Rise Against Hunger, now provides agriculture training in Senegal and South Sudan, which has led to the production of nearly 5,000 pounds of food.

Omene from South Sudan is a participant in the program and says he hopes to transform his village through the knowledge he has gained from the training: "My future goal is to use the knowledge and resources that I am getting... to produce food and feed my children with a nutritious meal. I am also aiming at transforming my village by teaching as many people [about] agriculture."

Better access initiatives

Access to education

Enhancing access to inclusive and equitable education is a top priority for Genpact. We support schools in India by providing students with educational supplies and hold workshops for young people and adults on career planning and building their professional skills.

In 2022, Genpact volunteers dedicated over 4,245 teaching hours in virtual workshops on professional-skills development to 3,000 high-school students and young adults from under-resourced communities.

Case study

School-centered community development

School-centered community development is a first-of-its-kind partnership between corporations, leading non-profits, and community members to help develop children from low-income communities across India. It supports students' journeys from early childhood to adolescence, including preschool, through school-support systems, and youth resource centers (YRCs). In 2022, we supported over 25,000 students.

Shalmon Sable from Pune, India, was the first student to join a YRC in 2019. Shalmon, a more reserved student, gained self-confidence from the support and mentorship he received through the center. During the COVID-19 lockdown, he volunteered to pack and distribute ration kits that include basic food supplies for the homeless and assisted in the documentation processes of homeless people to make sure everyone who qualified had access to vaccinations and these ration kits. He also distributed hygiene kits with menstrual products to homeless women and helped them find shelter.

As a result, he received a well-deserved award from the Indo-Global Social Service Society.



Better access initiatives

Access to opportunity

Social development organizations often lack access to the skills, technology, and digital tools that help them grow, but together we can transform lives, communities, the planet, and more.

Our Better World Initiative (BWI) program allows Genpact employees to work with social enterprises, improving their operations and maximizing their ability to make a meaningful impact on the communities they serve. Since launching in 2016, BWI has supported over 100 projects and impacted 12.4 million lives through our Lean Six Sigma, digital, analytics, and design-thinking capabilities.

Other key projects include:

- Designing information systems to help the non-profit Connecting Dreams Foundation track the progress of its youth participants, enabling them to connect with 1 million community members through local sustainability projects
- Creating a management information system for Samaritan Help Mission to help it efficiently measure the impact of its learning program for 6,000 students across 6 schools. Our collaboration has reduced the reporting time from 15 to 7 days
- Using our Lean Six Sigma and design-thinking methodologies, we created a resilient agriculture supply chain with Professional Assistance for Development Action, which has benefited 15,000 farmers across 13 farmer collectives in Madhya Pradesh, India

Case study

BWI partners with Barefoot College International

Barefoot College International (BCI) focuses on training rural women in the least-developed countries. They gain the skills to become solar engineers, innovators, and educators who can pass on their knowledge to people in their villages and develop those communities.

As part of their enterprise model, trained participants build, maintain, and sell renewable energy products such as solar lamps and water pumps. BCI faced gaps in its supply chain process, with a lengthy order processing, late product deliveries, and unavailable products impacting the end beneficiary. Our BWI team devised a solution that digitally enables efficient operations, production strategy, and inventory planning.

Over the next three years, this initiative will transform lives, providing 110,000 people with renewable energy, ensuring 80% demand fulfillment, and improving on-time delivery by 70%.



Better business

Client excellence

Introduction	48
Client satisfaction	49
Serving our clients with innovation	50
Digital ethics	52
Genpact's Sustainability Services	52



Better business

Client excellence

Preparing a business for the future takes courage, conviction, and a willingness to think differently.

We help global businesses embrace transformation and digital technologies so that they can pursue better outcomes for their customers and deliver lasting change for their people, communities, and environment.

SDGs impacted¹



1. See Appendix III: Alignment to the UN Sustainable Development Goals



Client satisfaction

We are focused on driving meaningful, 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 companies, their employees, and their customers.

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

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' levels of satisfaction with our performance and account teams.

Serving our clients with innovation

Genpact has been on a journey. We've evolved from helping improve clients' costs and efficiencies to also delivering growth and meaningful outcomes through our Data-Tech-AI and Digital Operations services.

Through our **Digital Operations**, we embed digital technologies, advanced analytics, and cloud-based offerings into our clients' operations to transform performance. Our AI-powered Enterprise360 intelligence platform gives them access to the data and insights we've accumulated over years of running and transforming operations. It uses proprietary metrics and benchmarks from our Digital Smart Enterprise ProcessesSM, a highly granular way to identify the factors and opportunities that can dramatically improve business performance.

Our **Data-Tech-AI** services design and build solutions that harness the power of digital technologies, data and advanced analytics, AI, and cloud-based software-as-a-service offerings to transform clients' businesses and their operations. Using human-centric design, we help build new products and services, create digital workspaces, and drive customer, client, employee, and partner engagement.

We continue to invest in and expand our strategic alliances with companies whose services and solutions complement ours. Together, we work to enhance our existing solutions or create new offerings that meet client needs.

In 2022, we filed applications for 11 new patents and were granted 6 new patents. Additionally, we have over 200 trademarks registered in various jurisdictions. We use our industry and process knowledge, data and technology skills, and the strength of our partner ecosystem to target our investment in intellectual property.

In 2022, we continued to leverage our learning platform, Genome, to help our clients enhance the knowledge of their employees, efficiently allocate those employees to support business initiatives, and lay the foundation for effective collaboration.



To innovate for the future, we focus on:



Moving from automation to autonomy



Digital transformation that reinvents experiences



Human and machine collaboration



Speed and agility



Preparing for growth at scale

Case study

Transforming customer service and profitability in the food and drink sector

One of the largest berry producers in the US had a manual claims process with fragmented data and performance issues, which led to processing delays, incorrect reporting, and hindered customer experiences.

By combining our deep understanding of the challenges of the farm-to-fork value chain with our expertise in supply chain management,

sales operations, and Data-Tech-AI solutions, we worked with our client to develop a new Salesforce-based automated claims system.

Our solution not only enhanced customer service, but also improved the traceability and visibility of claims, enabling our client to achieve an 80% reduction in claim write-offs and a 40-50% reduction in processing time.



Case study

Redesigning the healthcare business model

A well-known healthcare company was struggling to unlock growth across different disease categories due to its highly bespoke and high-touch processes. In particular, the company wanted to expand and adapt its complex cancer case management business from a concierge approach for high-net-worth patients to a more scalable model focused on the broader corporate workforce and health benefits market.

We helped build the client's analytics and technology capabilities to enable it to scale its business, add more customers, and increase revenues from subscription-based health plans. And we did this while still maintaining a superior patient-led experience.



Digital ethics

Digital technologies, including AI, are becoming embedded in the way the world works. We have a responsibility to be good stewards of digital ethics through our work.

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 relate to individuals, and when it does, it is subject to our clients' policies.

Genpact's Sustainability Services

Our Sustainability Services help clients meet compliance demands, transform for good, and strengthen resilience.

As they work toward their sustainability goals, companies need to rethink their core operations and supply chains and how they meet risk management and regulatory requirements. And data management is a foundational step that businesses must take before they can make significant progress.

These are areas that directly align with our industry experience and strengths in data and analytics.

Our Sustainability Services also build on our knowledge in areas such as supply chain, sourcing and procurement, and risk management, supported by a foundation of data engineering and insights.

In 2022, Genpact collaborated with The B Team, a global collective of business

and sustainability leaders, to bring the voice of the industry to the International Sustainability Standards Board and help shape the future of sustainability reporting. We had participation from CFOs, group controllers, and sustainability heads from 16 companies across a range of industries such as consumer goods, insurance, life sciences, healthcare, shipping, and logistics and distribution.

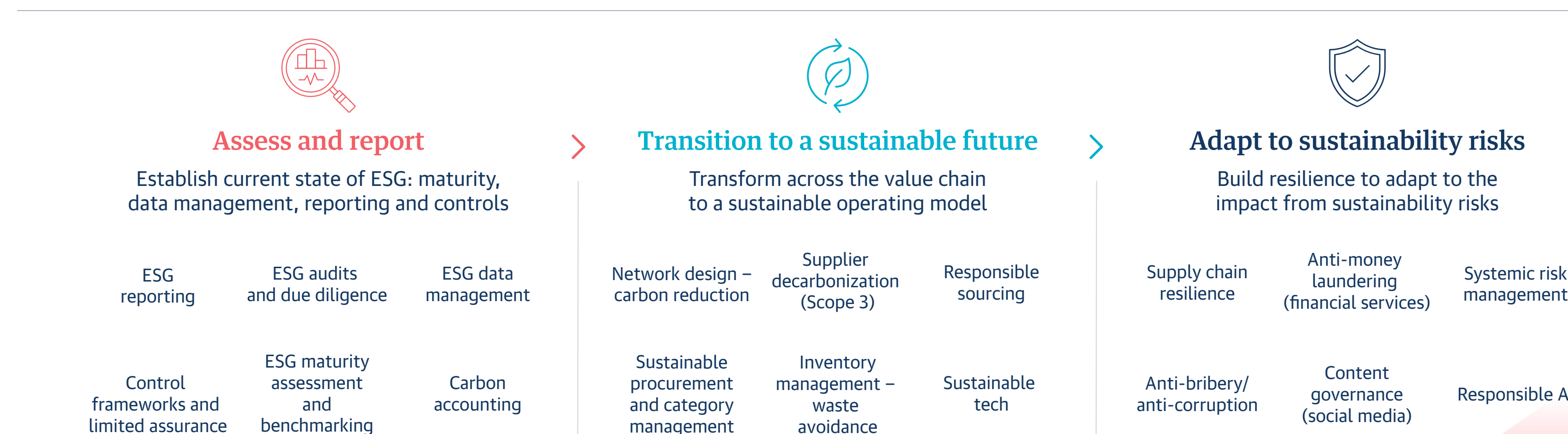


Figure 18: Genpact's Sustainability Services

Case study

A carbon-reduction roadmap for a global power services company

Through our skills with data and digital technologies, Genpact is helping a leading global power services company advance its ESG initiatives by partnering with its power-plant customers to develop carbon-reduction roadmaps.

Genpact's solution uses AI to enrich data with competitive intelligence at the plant and turbine level.

Machine learning forecasts carbon emissions, and AI-based computer vision technology determines the feasibility of installing carbon capture, utilization, and storage technologies.

With Genpact's data-led capabilities, our client can contribute toward its power-plant customers' net-zero goals by offering targeted decarbonization solutions.



Case study

Climate Vault and Genpact: tackling climate change with technology

In 2022, Genpact partnered with Climate Vault – a non-profit that reduces and removes carbon emissions – to give the company scale, give more organizations access to its solution, and deliver trusted climate action that's transparent and verifiable.

The Genpact team used digital technologies and advanced analytics to provide Climate Vault's clients with accurate, real-time carbon-allowance pricing from regulated carbon compliance markets. We also built APIs

to improve Climate Vault's integration with clients, even allowing those clients to offer the solution to their own customers and employees, too. And we enabled greater auditability and transparency for clients and regulators.

Our partnership makes a significant contribution to Climate Vault's goal of removing 10 million metric tons of carbon by the end of 2025 and bringing large-scale support to vital carbon-removal technologies.



Governance for sustainable growth

Corporate governance	55
Enterprise risk management	56
Business continuity planning	58
Data security and privacy	59
Public policy	60
Regulatory compliance and ethics	60
Supplier management	61



Governance for sustainable growth

Corporate governance

We place a high level of importance on strong corporate governance practices, which guide us in delivering long-term value for all our stakeholders. We regularly review our governance approach to make sure it's in line with best practices.

We have a well-established governance structure with clearly defined 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 our company's future ESG goals.

Our board consists of 10 members, 9 of whom are independent directors,

representing a diverse mix of skills, attributes, and industry expertise required to effectively discharge their board duties. Our board is 50% gender diverse and 30% racially/ethnically diverse.

For more information on our board and its committees and our directors and their duties and obligations, please see our [proxy statement](#) in connection with our 2023 annual general meeting of shareholders.

SDGs impacted¹



1. See Appendix III: Alignment to the UN Sustainable Development Goals

Enterprise risk management

Genpact's enterprise risk management (ERM) policy and framework help to identify, monitor, and respond to business risks associated with operations, legal requirements and regulations, strategy, finance, marketing and branding, and reputation. 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 are also certified in the ISO 31000:2018 standard.

We continuously scan our external environment and seek input from internal as well as external stakeholders to identify emerging risks. We conduct a comprehensive risk assessment each year to spot internal and external risk drivers, which are then refreshed monthly. We prioritize risks based on their impact and interactions with other risks. And risk owners across functions, businesses, and regions or by cross-functional teams develop and execute risk-response strategies for prioritized risks depending on the response plan.

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, 2022 for more details on our risk factors.

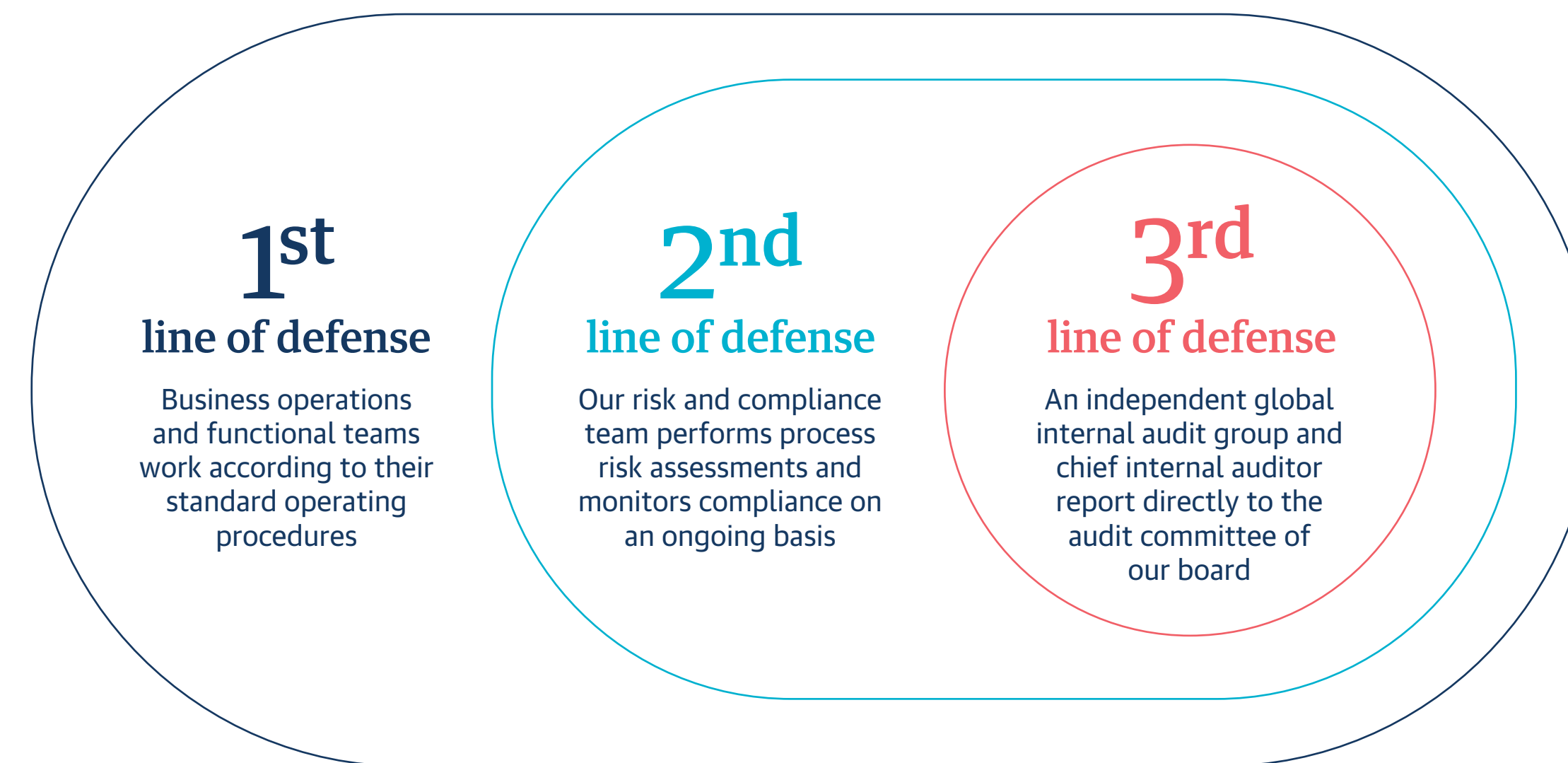


Figure 19: Three lines of defense

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 potential impact of these on our existing business strategy and identify solutions for future decision-making processes.

In line with the recommendations of the TCFD, 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 to low carbon/carbon neutrality

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

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






Risk type	Description	Response strategies
 Physical risk - acute	Climate-change-induced disaster leading to business and supply chain disruption	<ul style="list-style-type: none"> Our business continuity and disaster recovery planning cover our entire value chain, including suppliers
 Physical risk - chronic	Changes in weather patterns, precipitation patterns, and temperature increases	<ul style="list-style-type: none"> Bolstering our infrastructure
 Transition risk - policy and legal	Regulatory requirements such as mandatory ESG and climate disclosure, carbon tax, and bans on single-use plastic	<ul style="list-style-type: none"> We regularly monitor emerging regulations and have continuously increased our voluntary disclosure over time We continue to ensure that non-essential, single-use plastics are not used at our sites globally
 Transition risk - technology	Adopting low-carbon technology	<ul style="list-style-type: none"> We have invested significantly in smart grid technology and strategic priorities like cloud, which have significant cost benefits and reduce GHG emissions
 Transition risk - reputational	Increased preference by stakeholders to work with companies incorporating climate risk into decision-making processes and undertaking voluntary targets	<ul style="list-style-type: none"> We are committed to reaching net-zero by 2050 and are in the process of validating our net-zero targets and roadmap with SBTi

Table 4: Climate-related risks

Business continuity planning

With suitable controls and methods in place, we have developed a strong, core protection plan to maintain operational resilience so that we can continue to offer our clients secure, uninterrupted services.

Our preparations for business continuity are largely concerned with risk reduction, crisis management, and company recovery. Every one of our solutions is designed to deal with the lack of essential resources including people, infrastructure, and technology. We run these strategies through various annual tests.

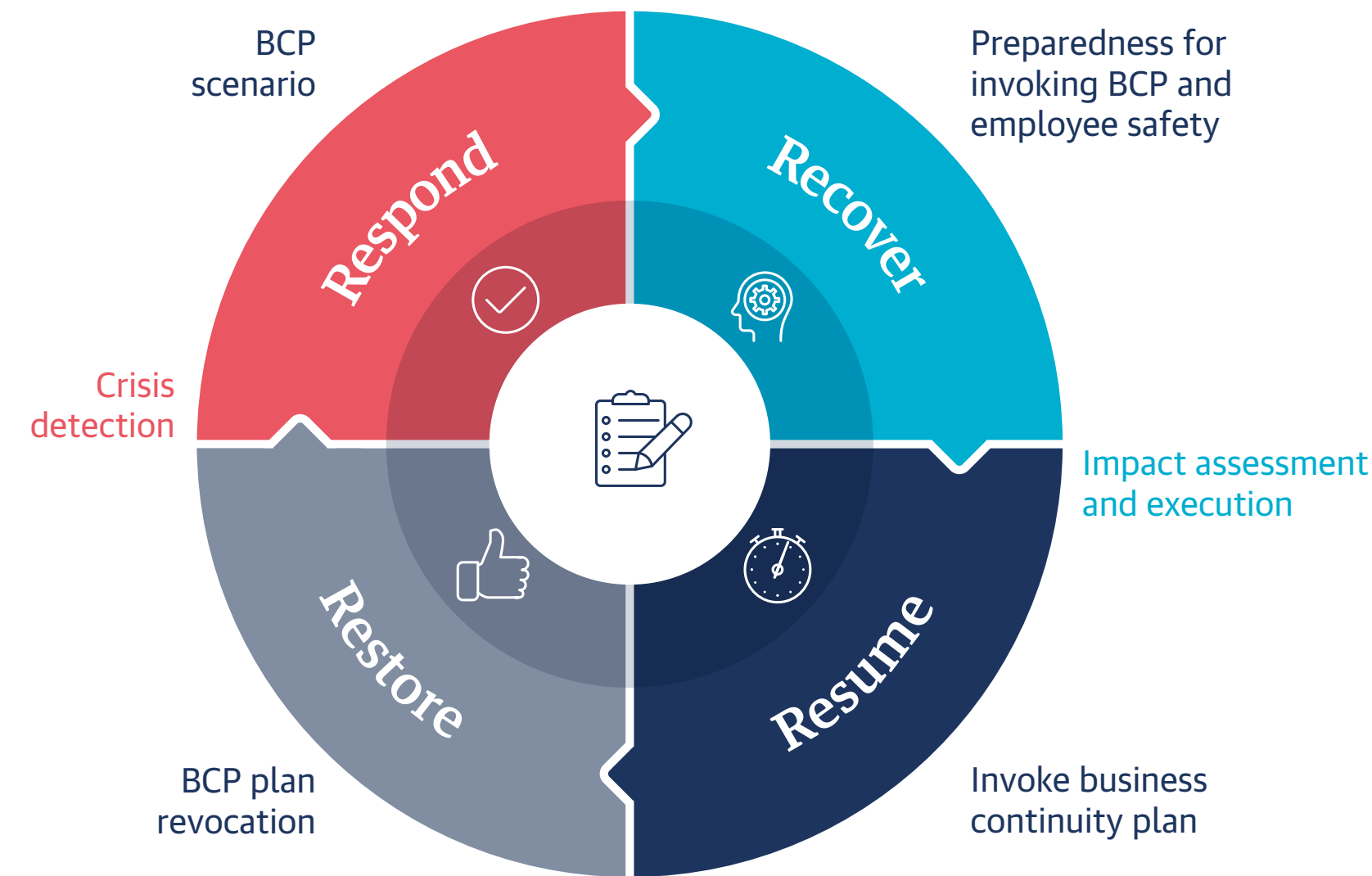


Figure 20: Elements of our business continuity plan (BCP)





Data security and privacy

Genpact has always had a sharp focus on data security and privacy. This concern has increased as cyberattacks become more frequent and many people continue to work from home. Our goal is to safeguard both our intellectual property and the interests of our clients, workers, and business partners.

We uphold strict rules and security procedures to reduce these threats and protect the confidentiality of personal and corporate data. Our procedures are influenced by international standards, laws, evaluations of our risk environment, and third-party vulnerability assessments.

Genpact has implemented an information security program based on the principles of industry-accepted standards such as ISO27001 and ISO31000. Our offices and services are certified to these standards.

If and where agreed and required, we leverage the PCI DSS or HITRUST standards for any sector-specific, contractually agreed-upon needs. The certification and annual surveillance audits are conducted by reputed certification bodies in line with ISO certification requirements.

Genpact has also adopted a documented vulnerability management program to periodically assess and manage network, endpoint, and application vulnerabilities. And we constantly train and inform workers about risks. Genpact uses the adjusted Common Vulnerability Scoring System risk score methodology to allow for a focused, time-bound remediation for identified vulnerabilities across our managed infrastructure. We track both open and closed vulnerabilities.

The General Data Protection Regulation in the EU, federal and state legislation in the US, and similar legal and regulatory

obligations in parts of South America, Africa, and Asia Pacific are a few of the data protection rules that apply to us. We dedicate significant resources to maintaining compliance with applicable laws and regulations.

A cross-functional team from our legal, risk, and information security departments make up our worldwide data protection office. It is responsible for analyzing requirements and implementing and overseeing our adherence to the many laws and regulations that are relevant to our company.

Senior management personnel make up the privacy council, which is in charge of oversight and reports to the audit committee of the board.

During the reporting period, we have not received any reports of material data breaches nor been penalized for non-compliance with data privacy requirements.



Public policy

We follow a policy of non-alliance with political parties. We do not support any political party or candidate in any region with financial or other support, nor do we campaign for them. We do not solicit campaign contributions from employees or discuss political parties or candidates with them.

Regulatory compliance and ethics

Given the scale of our activities, we are subject to a wide range of legal and regulatory requirements on topics including anti-corruption, anticompetitive activity, data protection, cybersecurity, taxation, employment, and labor relations, among others.

We abide by all applicable laws because it is the right thing to do and because failing to do so could subject us to penalties or negatively affect our brand's reputation and company operations. Our legal department supervises global compliance and maps emerging rules, allowing us to prepare for the transition to new standards.

We are dedicated to operating our company in compliance with all applicable laws and regulations. Our [code of conduct](#) serves as our compass in this endeavor. It offers guidance and assistance on how to behave while interacting with clients, co-workers, vendors, and other outside parties. We conduct business transparently, do not seek advantage through corruption or bribery, and are committed to competing fairly.

No regulatory body fined us for violating any anti-corruption, anti-bribery, antitrust, or anticompetitive regulations during the reporting period.

Supplier management

We consider our supply chain to be a vital component of our operations and view it as an important contributor to our sustainability ambitions.

We have developed a sustainable supply chain program, which aims to integrate ESG issues into the procurement process. Our program is guided by our third-party code of conduct and our sustainability strategy and is applicable to all our supply chain partners, including service providers, suppliers, alliance partners, consultants, and contractors.

We expect all third parties that do business with Genpact to uphold all relevant rules and regulations and share our commitment to sustainability. All our supply chain partners are subject to a thorough screening process based on defined ESG criteria, including anti-corruption, anti-competition, regulatory compliance, environmental impact, data privacy, safety standards, and human rights. Dealing with risky vendors is something we

intentionally avoid. To improve compliance with our code of conduct, we have digitized the screening and onboarding processes.

During the reporting period, we screened 100% of new suppliers on environmental and social criteria.

Going forward, we will work with our critical supply partners to build their capacity on environmental and social parameters, including supply chain. We will also encourage them to set goals around emissions reduction, energy management, and the conservation of natural resources. We are working toward achieving our target of auditing our top 50 suppliers and mapping their yearly performance. This year, we audited 33% of our top 50 suppliers, covering 66% of them over the past two years. In 2021 and 2022, no suppliers were identified as having significant actual or potential negative environmental impacts on our supply chain.



Figure 21: Principles of our sustainable supply chain program

Sustainability scorecard

Environmental scorecard

63

Social scorecard

71

Environmental scorecard

Source	2017	2018	2019	2020	2021	2022
Diesel	12,045	21,213	89,181	41,434	7,741	4,746
Liquified petroleum gas	1,229	522	740	341	257	279
Grid electricity	305,126	695,401	529,454	240,562	200,029	219,714
Gas electricity	4,978	7,598	7,599	660	20,618	25,732
Solar	42,293	24,506	24,412	20,913	18,062	23,560
Natural gas	-	-	-	-	-	5,913*
Other sources (DG)	4,278	688	729	395	275	3,519
Charcoal	6	6	-	-	-	-
Total	369,955	749,935	652,114	304,304	246,982	283,463

Table 5: Energy consumption (GJ) by source

Note:

1. Energy consumption decreased in 2020 and 2021 due to the pandemic
2. The significant increase in diesel consumption in 2019 compared to 2018 was due to increased diesel consumption at our North Campus, Gurugram, India
3. *This data is available from 2022

Region	2017	2018	2019	2020	2021	2022
EMEA	36,326	382,065	210,656	7,611	17,104	19,804
China	17,540	14,801	13,531	12,796	12,290	10,778
Philippines	27,515	25,334	27,297	19,729	15,445	17,803
Latin America	-	22,740	19,182	21,415	17,531	14,974
US	-	34,527	62,665	44,268	46,095	66,460
Japan	-	1,601	2,029	1,958	1,428	1,396
Malaysia	-	757	957	1,157	960	1,091
Australia	-	2,766	2,218	1,274	1,165	1,060
India	288,575	265,342	313,580	194,095	134,110	142,215
South Africa	-	-	-	-	853	6,881
Total	369,955	749,935	652,114	304,304	246,982	283,463

Table 6: Energy consumption (GJ) by region

Region	2017	2018	2019	2020	2021	2022
EMEA	-	106.13	58.36	1.45	2.14	2.35
China	-	3.59	3.01	2.73	2.32	1.96
Philippines	-	4.36	5.10	3.36	3.33	2.59
Latin America	-	8.95	7.86	5.95	4.14	3.42
US	-	-	17.38	8.08	5.32	7.94
Japan	-	4.79	5.00	6.92	2.12	1.64
Malaysia	-	1.94	2.21	2.51	1.41	0.86
Australia	-	35.92	32.61	6.53	3.13	3.33
India	5.50	4.89	4.97	3.00	1.76	1.75
South Africa	-	-	-	-	0.61	4.82

Table 7: Energy intensity (GJ/person) by region

Region	2017	2018	2019	2020	2021	2022
EMEA	-	0.91	0.50	0.01	0.03	0.03
China	-	0.03	0.03	0.03	0.03	0.03
Philippines	-	0.91	0.96	0.07	0.05	0.06
Latin America	-	0.09	0.07	0.05	0.04	0.03
US	-	0.04	0.07	0.01	0.05	0.07
Japan	-	0.06	0.07	0.06	0.05	0.09
Malaysia	-	0.022	0.03	0.03	0.03	0.03
Australia	-	0.89	0.71	0.08	0.07	0.04
India	0.07	0.06	0.08	0.05	0.03	0.19
South Africa	-	-	-	-	0.01	0.10

Table 8: Energy intensity (GJ/sq ft) by region

	2017	2018	2019	2020	2021	2022
Energy intensity (GJ/sq ft)	0.07	0.12	0.11	0.03	0.03	0.08
Energy intensity (GJ/person)	4.73	8.56	6.68	3.36	2.23	2.37

Table 9: Energy intensity

Emissions type	2017	2018	2019	2020	2021	2022
Scope 1	4,769	4,506	9,286	7,417	4,508	4,508
Scope 2	68,725	106,972	85,997	44,747	36,435	42,891
Scope 3	35,819	39,112	97,988	74,695	59,109	66,379
Total	109,313	150,590	193,271	126,859	100,052	113,778

Table 10: Global emissions (tCO2e)

Note:

1. Reduction in GHG emissions has been reported due to energy efficiency initiatives, use of renewable energy, and the impact of COVID-19 on business operations
2. Emissions have been calculated in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard
3. Emissions from the use of diesel, LPG, and refrigerants are included in Scope 1 emissions
4. Emissions from grid and gas electricity and other DG sources are included in Scope 2 emissions
5. Emissions from purchased goods and services, capital goods, waste generated in operations, and fuel and energy-related activities are now included in Scope 3 emissions in addition to business travel and employee commuting. We have recalculated Scope 3 emissions from 2019 to date in accordance with the SBTi requirements

Region	2017	2018	2019	2020	2021	2022
Diesel	891	1,572	6,608	3,070	577	354
Charcoal	1	1	-	-	-	-
LPG	78	33	47	21	16	18
R22	664	814	941	1,241	1,706	639
R123	1	-	-	-	-	-
R134A	1,158	1,053	52	80	-	-
R410A	1,534	269	566	2,590	1,604	3,117
R407C	443	714	1,015	376	601	-
R32	-	-	3	10	3	-
Other DG sources	-	51	54	29	53	669
Grid electricity	68,446	106,547	85,610	44,713	35,313	41,021
Gas electricity	279	426	388	34	1,069	906
Business travel	21,766	22,019	24,668	4,259	1,680	6,941
Employee commuting	14,053	17,004	17,166	5,703	1,653	4,135
Waste generated in operations	-	-	-	-	-	65
Purchase good and services and capital goods (Cat 1 and 2)	-	-	-	-	-	49,788
Fuel and energy-related activities (Cat 3)	-	-	-	-	-	5,449
Natural gas						677
Total	109,313	150,590	137,117	62,127	42,267	113,778

Table 11: Total emissions (tCO2e) by source and year

Note:

1. We have revised the values from 2019 onward to include relevant Scope 3 categories and align with SBTi requirements

	2017	2018	2019	2020	2021	2022
Emissions intensity (tCO ₂ e/sq ft)	0.02	0.02	0.03	0.01	0.01	0.03
Emissions intensity (tCO ₂ e/person)	1.35	1.40	2.42	2.88	0.90	0.95

Table 12: Emissions intensity

Note:

1. We have revised the values from 2019 onward to include relevant Scope 3 categories and align with SBTi requirements

	R22	R123	R134A	R140A	R470C	R32
Global	363	-	-	1,493	-	-

Table 13: Emissions from ozone-depleting substances (ODS) in kg

ODS source	2017	2018	2019	2020	2021	2022
R22	664.00	814.00	941.00	1,241.00	1,706.00	639
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	3,117
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	3,756

Table 14: Emissions from ozone-depleting substances in tCO₂e

Type	2017	2018	2019	2020	2021	2022
PM	0.14	0.1	0.71	0.38	0.08	0.32
SO ₂	0.15	0.14	0.51	0.32	0.06	0.15
NO ₂	1.54	0.5	4.65	2.29	0.55	1.99
CO	0.26	0.15	1.16	0.63	0.18	0.71
NMHC	0.09	0.05	0.3	0.16	0.03	0.17

Table 15: Other air emissions (tons)

	Decription	Unit	2017	2018	2019	2020	2021	2022
Hazardous	Biomedical waste	kg	574	192	1,488	96	4,960	3,116
	Used oil	L	3,623	2,908	7,245	4,675	5,215	6,408
	Cotton cloth	kg	31	28	38	27	32	35
	Waste oil	L	1,300	1,390	1,850	4,470	1,475	0
	DG filters	Nos	324	388	1,162	589	359	484
	E-waste generation	kg	202,943	36,213	43,403	26,256	43,917	220,145
	E-waste disposal	kg	52,690	32,426	187,493	24,140	57,247	297,155
	Batteries	Nos	817	27,262	8,838	-	-	-
		kg	-	-	-	25,692	41,774	53,076
Non-hazardous	Paper scrap (shredded paper)	kg	246,840	820,718	340,987	179,173	998,107	203,190
	Wet waste (food waste)	kg	242,337	431,174	1,360,114	364,795	111,773	148,290
	Dry waste (waste JRT/HRT, plastic, other)	kg	691,236	313,653	567,315	264,030	401,849	1,681,168
		L	-	-	-	102,700	-	-
	Wood scrap	kg	46,551	23,393	9,523	9,890	107,401	78,698
	Metal scrap	kg	-	-	-	5,999	255,895	228,822
	STP sludge	kg	4,813	1,388	1,414	1,699	1,331	2,484

Table 16: Waste generation by category

Note:

1. Batteries have been reported in kg since 2020
2. Volumetric measurements of dry waste conducted at Wormer instead of Gravimetric in 2020

Region	2017	2018	2019	2020	2021	2022
EMEA	50,949	26,270	26,884	10,470	13,966	27,422
China	17,540	14,801	13,531	12,796	44,146	39,031
Philippines	27,515	25,334	27,297	19,729	2,121	3,758
Latin America	-	22,740	19,182	21,415	7,478	11,526
US	-	34,527	62,665	44,268	19,269	38,770
Japan	-	1,601	2,029	1,958	-	-
Malaysia	-	757	957	1,157	158	266
Australia	-	2,766	2,218	1,274	-	-
India	288,575	265,342	313,580	194,095	111,871	181,454
South Africa	-	-	-	-	2,345	29,315
Total	428,898	379,256	416,328	292,887	201,335	331,543

Table 17: Water withdrawal (kl) by region

Note:

1. We 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	-	27,422.44	-	-	-	2,714.19
China	-	38,189	-	841.75	-	n/a
Philippines	-	3,298.3	-	459.78	-	n/a
Latin America	-	6,958.49	-	-	4,568	n/a
US	-	35,250.58	-	-	3,519	n/a
Japan	-	-	-	-	-	n/a
Malaysia	-	266.12	-	-	-	n/a
Australia	-	-	-	-	-	n/a
India	59,368	84,196.38	7,809.5	2,867.44	1,405.96	42,873
South Africa	-	29,315	-	-	-	n/a
Total	59,368	224,896.32	7,809.5	29,975.93	9,492.96	45,587.19

Table 18: Water withdrawal (kl) by region and source in 2022

Note:

1. Harvested rainwater was used for groundwater recharge

	Surface water	Groundwater	Seawater	Produced water	Third-party water	Others	Total	Rainwater harvested
Water withdrawal (megaliters)	-	59.37	-	-	262.68	9.49	331.54	45.58

Table 19: Water withdrawal by source and consumption (megaliters) in 2022

Note:

1. Borewell constitutes groundwater
2. Municipal, private water supply, and packaged drinking water constitutes third-party water
3. Other water sources are categorized as 'others'
4. Rainwater harvested is used for groundwater recharge
5. Currently, Genpact measures the level of total dissolved solids in water withdrawn only in India. Going forward, we will initiate measurement at other sites as well
6. Four sites in India extracted water from borewell (groundwater)

Description	2017	2018	2019	2020	2021	2022
Total water withdrawn (kl)	161,639	128,680	125,074	103,895	111,957	181,454
Total water recycled (kl)	99,354	78,825	95,550	37,774	41,908	79,722
Total water reused (kl)	86,757	77,060	93,766	22,908	35,511	79,288
Water recycled against water withdrawn (%)	61	61	76	36	57	44

Table 20: Water recycled and reused at owned sites in India

Note:

1. Water recycling does not fall under our control at our leased offices in global locations except Danville, Illinois, in the US

Parameter	2017	2018	2019	2020	2021	2022
Water withdrawn (kl)	428,898	379,256	416,328	292,887	210,335	331,543
Water recycled (kl)	-	85,790	134,571	62,828	41,908	79,722
Water reused (kl)	-	84,025	132,787	37,600	35,511	79,288
Water recycled against water withdrawn (%)	-	23	32	21	21	24

Table 21: Water recycled and reused across global locations

Emission source	Low	Low-medium	Medium-high	High	Extremely high
Groundwater	-	-	-	-	59,368.00
Surface water	-	-	-	-	-
Third-party water	8,655.02	34,451.44	10,563.74	54,006.88	83,880.50
Any other source	-	3,519.00	4,661.94	2,785.54	28,502.40

Table 22: Water withdrawal by source and stressed areas (in megaliters)

Note:

1. Borewell constitutes groundwater
2. Municipal and private water supply constitutes third-party water
3. Packaged drinking water and other water sources are categorized as 'others'
4. World Resources Institute's Aqeduct Water Risk Atlas consulted to identify water stress levels

	Low	Low-medium	Medium-high	High	Extremely high
Water consumption	8,655.02	37,970.44	15,225.68	56,792.42	171,750.90

Table 23: Water consumption from areas with water stress (in kl)

	2017	2018	2019	2020	2021	2022
Water intensity (kl/sq ft)	0.08	0.06	0.07	0.01	0.03	0.10
Water intensity (kl/person)	5.48	4.33	4.27	3.24	1.82	2.77

Table 24: Water intensity

Social scorecard

Category	Age group				Gender			Total by category
	<30 (including 30)	30-50	<50 (including 50)	Age not disclosed	Men	Women	Gender not disclosed	
Top management	0	309	174	3	385	100	1	486
Senior management	16	3,270	532	41	2,783	1,059	17	3,859
Middle management	12,440	37,493	1,421	195	33,848	17,599	102	51,549
Associates	39,559	22,724	1,275	189	32,199	31,311	237	63,747
Total permanent workforce	52,015	63,796	3,402	428	69,215	50,069	357	119,641
Total contract workforce	466	462	39	3,797	461	245	4,058	4,764
Total workforce	52,481	64,258	3,441	4,225	69,676	50,314	4,415	124,405

Table 25: Total workforce by gender, age, and employment level

Note:

1. It is voluntary for employees to disclose their age and gender. We have reflected non-responses in the 'age not disclosed' and 'gender not disclosed' columns
2. Data to total workforce is reported as on December 31, 2022

Region	Men	Women	Gender not disclosed	Total
Asia Pacific	1,817	5,798	5	7,620
Europe	3,202	5,222	342	8,766
India	54,507	27,111	0	81,618
Latin America	2,057	2,318	10	4,385
North America	4,039	4,333	0	8,372
The Philippines	2,825	4,055	0	6,880
Others	768	1,232	0	2,000

Table 26: Permanent employee distribution by region and gender

Note:

1. 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
2. Data on workforce is reported as on December 31, 2022

Region	Top management	Senior management	Middle management	Associates	Total
Asia Pacific	9	114	1,854	5,647	7,624
Europe	68	460	2,816	5,377	8,766
India	149	2,038	39,902	39,530	81,619
Latin America	3	56	1,459	2,867	4,385
North America	238	1,024	3,836	3,275	8,373
Philippines	1	40	678	6,161	6,880
Others	18	128	963	891	2,000

Table 27: Permanent employee distribution by region and employment level

Note:

1. Data to total workforce is reported as on December 30, 2022

Category	Permanent				Contractors			
	Men	Women	Gender not disclosed	Total	Men	Women	Gender not disclosed	Total
Australia	81	58	0	139	1	2	24	27
China and Japan	635	1,492	240	2,367	4	13	289	306
Europe	1,359	1,917	21	3,297	18	4	205	227
India	21,674	11,376	0	33,050	34	16	2,537	2,587
Latin America	717	688	1	1,406	84	96	7	187
North America	1,290	2,450	0	3,740	83	33	918	1,034
Other regions	1,879	2,752	1	4,632	1	9	128	138
Philippines	132	283	0	415	9	7	8	24

Table 28: New hires in 2022 by geography, gender, and contract type

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	0	0	0	15	5	0	10	1	0	1	0	0
Senior management	1	0	0	296	101	2	50	15	0	3	0	2
Middle management	4,534	2,300	0	6,474	2,680	0	146	99	0	14	11	7
Associates	12,973	11,858	3	3,146	3,753	4	97	183	0	7	10	245
Total permanent workforce	17,508	14,158	3	9,931	6,539	6	303	298	0	25	21	254
Total contract workforce	54	69	226	44	43	99	8	3	3	128	65	3,788
Total workforce	17,562	14,227	229	9,975	6,582	105	311	301	3	153	86	4,042

Table 29: New hires in 2022 by age, gender, and employment level

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	0	0	0	32	11	0	38	6	0	1	0	0
Senior management	5	1	0	565	181.5	1	83	29	1	7	3	2
Middle management	3,153	1,740	9	6,611	2,564.5	5	109	119.5	0	39	22.5	19.5
Associates	9,239	8,478	54	3,190	3,201	25.5	65	147	0	21	52	99
Total permanent workforce	12,397	10,219	63	10,398	5,958	32	295	302	1	68	78	121
Total contract workforce	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total workforce	12,397	10,219	63	10,398	5,958	32	295	302	1	68	78	121

Table 30: Employee turnover by age, gender, and employment level

- Note:**
1. 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
 2. We consider the daily headcount average for turnover numbers. As such, the sum may not match total turnover
 3. We do not track data for our contract workforce

Band	Men	Women	Gender not disclosed
Management	30%	15%	0.1%
Technical staff	26%	25%	0.2%
Other employees	0.2%	0.4%	3.3%

Table 31: Gender group representation

Note:

1. Management category contains top, senior, and middle management
2. Technical staff are listed as associates
3. Contract workers are considered other employees
4. It is voluntary for employees to disclose their gender. We have reflected non-responses in the 'gender not disclosed' column

Age group				Gender		
<30 (including 30)	30-50	>50 (including 50)	Age not disclosed	Men	Women	Gender not disclosed
43%	53%	3%	0.36%	58%	42%	0%

Table 32: Employee diversity

Note:

1. It is voluntary for employees to disclose their gender. We have reflected non-responses in the 'gender not disclosed' column

Region	Men	Women	Gender not disclosed	Total
America	2,345	3,230	2	5,577
China	490	1,180	75	1,745
Europe	985	1,470	139	2,594
India	18,189	9,177	0	27,366
Others	166	143	0	308
The Philippines	1,002	1,380	0	2,382
Total	23,176	16,579	216	39,971

Table 33: Permanent employee turnover by gender and region

Age group				Gender		
<30 (including 30)	30-50	>50 (including 50)	Age not disclosed	Men	Women	Gender not disclosed
0	0	100%	0	50%	50%	0

Table 34: Board of directors by age and gender

Region	Number of employees entitled to parental leave		Number of employees who took parental leave in 2022	
	Men	Women	Men	Women
India	100%	100%	1,940	1,246
USA	100%	100%	118	146
Europe	100%	100%	10	161

Table 35: Parental leave

Note:

1. This covers 82% of our employee base. Going forward, we will track 100% of employees as well as those who remain employed with Genpact for at least 12 months after returning from parental leave and those who are still employed with us 12 months later

Employee category	Men	Women	Total
Top management	99%	100%	99%
Senior management	98%	98%	98%
Middle management	97%	97%	97%
Associates	97%	95%	96%

Table 36: Employees receiving regular performance reviews as of December 2022

Employment contract	Employee category	Men	Women
Permanent	Top management	12.5	9.29
	Senior management	19.49	19.27
	Middle management	46.63	42.49
	Associates	75.70	69.66
Contract workers	Contract workers	9.24	9.87

Table 37: Average training hours by employment level and gender

	Africa	Australia	China/ Japan and others	Europe	Greater Mekong Subregion	India	Latin America	North America	The Philippines	UK	Other countries	Total
Number of people (completed training)	1,251	295	5,596	6,387	108	68,425	3,152	6,250	6,154	551	93	98,262

Table 38: Employees trained in managing unconscious bias

Note:

1. Total employees trained from April 2022 through December 2022
2. New annual refresher training was launched in April 2022

	Africa	Australia	China/ Japan and others	Europe	Greater Mekong Subregion	India	Latin America	North America	The Philippines	Other countries	Total
Number of people (completed training)	1,707	516	8,794	10,427	170	104,386	6,208	12,345	14,477	138	159,168

Table 39: Employees trained in code of conduct

	Number of new suppliers added in 2022	Number of new suppliers added in 2021 that were screened using social criteria	Percentage of new suppliers that were screened using social criteria
Data	1,235	1,235	100%

Table 40: New suppliers screened using social criteria

Parameters	India	China	Japan	Malaysia	Philippines	Europe	Latin America	US	Australia	Total
Fatal accidents (permanent and contractual)	0	0	0	0	0	0	0	0	0	0
Fatalities (permanent and contractual)	0	0	0	0	0	0	0	0	0	0
Near miss	2	0	0	0	0	0	0	0	0	2
High-consequence work-related injuries (permanent)	0	0	0	0	0	0	0	0	0	0
High-consequence work-related injuries (contractual)	0	0	0	0	0	0	0	0	0	0
Recordable injury (permanent)	1	1	0	0	2	4	6	3	0	17
Recordable injury (contractual)	1	0	0	0	1	0	1	0	0	3
Lost days (permanent)	0	81	0	0	2	35	133	870	0	1,121
Lost days (contractual)	12	0	0	0	1	0	0	0	0	13

Table 41: Work-related injuries by region in 2022

Note:

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

Particulars	2020	2021	2022
Revenues	3,709	4,042	4,371
Economic value generated	3,709	4,042	4,371
Economic value distributed	3,423	3,673	4,017
Operating costs	813	632	650
Employee wages and benefits	2,458	2,715	3,036
Payments to providers of capital	49	58	58
Payments to government	92	114	112
Other expenses	11	153	161
Economic value retained	286	369	353

Table 42: Economic value generated, distributed, and retained (\$m)

Note:

1. For more details on our financial performance, please see our [annual report](#) on Form 10-K for the year ended December 31, 2022

Indexes

SASB index	81
GRI content index	83
TCFD index	97

SASB index

SASB code	Description	Reference section	Page no.
Environmental footprint of hardware infrastructure			
TC-SI-130a.1	(1) Total energy consumed	Environmental scorecard	63-64
	(2) Percentage grid electricity		
	(3) Percentage renewable		
TC-SI-130a.2	(1) Total water withdrawn	Environmental scorecard	68-70
	(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	Better planet	22
Data privacy and freedom of expression			
TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Governance for sustainable growth, Data privacy and security	59
TC-SI-220a.2	Number of users whose information is used for secondary purposes	Genpact does not use the information of the data subjects it collects for any secondary purposes. Our business services are not B2C (business to end consumer) and we do not put out any targeted ads/service on end consumers	N/A
TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	No losses	N/A

SASB code	Description	Reference section	Page no.
Data privacy and freedom of expression cont.			
TC-SI-220a.4	(1) Number of law enforcement requests for user information	No requests	N/A
	(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 core products or services are subject to government-required restrictions	N/A
Data security			
TC-SI_230a.1	(1) Number of data breaches	No material data breaches have been observed during the reporting period	N/A
	(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	59
Recruiting and managing a global, diverse, and skilled workforce			
TC-SI-330a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore	(1) 1.5% (2) 100%	N/A

Table 43: SASB index

SASB index cont.

SASB code	Description	Reference section	Page no.
Recruiting and managing a global, diverse, and skilled workforce cont.			
	Potential risks from recruiting foreign nationals and/or offshore employees	Recruiting foreign nationals requires visa sponsorship, some countries have stringent adjudication standards, and denial of an application filed is a possibility. There is a similar risk of denial at the time of extension or renewal of work visas, which can impact the continuity of stay on a project or in a country. The processing timelines are also quite prolonged due to the pandemic, which has increased the waiting times when securing visas for hiring foreign nationals	N/A
TC-SI-330a.1	Approach to addressing the risks identified related to recruiting foreign nationals	The visa applications address the risk factors by including additional evidence or information upfront to avoid possible rejections. Visa adjudication is still subjective and depends on adjudicating officials. Renewals or extensions are initiated well ahead of time to mitigate risks and look for alternatives. Businesses are baking in the increased timelines for work visa processes as part of deployment or hiring of foreign nationals	N/A
	Approach to addressing any additional risks, such as implementing safeguards for data security, piracy, IP protection, etc.	Genpact has taken an enterprise-wide, location-agnostic approach for its controls on data security - such as encryption, email security, endpoint security, cloud security, monitoring, documented processes, and a well-trained security team. We comply with jurisdiction-specific laws regarding data localization and/or transmission. We have global policies and procedures in relation to intellectual property rights, while also protecting Genpact's IP as required in various international jurisdictions	N/A

Table 43: SASB index

SASB code	Description	Reference section	Page no.
Recruiting and managing a global, diverse, and skilled workforce cont.			
TC-SI-330a.2	Employee engagement as a percentage	We use an AI-based chatbot called Amber to regularly measure employee wellness and engagement. We use positive mood (PM)% as a scoring mechanism. It is recorded as YTD PM% (from 0-100). In 2022, positive mood was 64%	N/A
TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Social scorecard	75
Intellectual property protection and competitive behavior			
TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Regulatory compliance and ethics	60
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	N/A
TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	There has been no business disruption from any event at any of our delivery locations during the reporting period	N/A

GRI content index

Statement of use	Genpact Limited has reported in accordance with the GRI Standards for the period January 2022 to December 2022
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI sector standard(s)	The sector standard for IT/ITeS was not available at the time of publication

GRI content index

GRI standard/ other source	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
General disclosures					
GRI 2: General disclosure 2021	2-1 Organizational details	Genpact Limited Ownership and legal form: Refer to our proxy statement , page 13 Location of headquarters: Bermuda Country of operations: Genpact at a Glance, page 4			
	2-2 Entities included in the organization's sustainability reporting	Refer to Exhibit 21.1 to our Annual Report on Form 10-K for the year ended December 31, 2022			
	2-3 Reporting period, frequency and contact point	About the report, page 100			
	2-4 Restatements of information	Scope 3 emissions data, environmental scorecard, page 65			
	2-5 External assurance	Assurance statement, pages 108			
	2-6 Activities, value chain, and other business relationships	Refer to our Annual Report on Form 10-K for the year ended December 31, 2022 (page 8-11)			
	2-7 Employees	Social scorecard, page 71			
	2-8 Workers who are not employees	Social scorecard, page 74			
	2-9 Governance structure and composition	Governance for sustainable growth, page 55 Sustainability at Genpact, page 10			

Table 44: GRI content index

GRI content index

GRI standard/ other source	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 2: General disclosure 2021	2-10 Nomination and selection of the highest governance body	Governance for sustainable growth, page 55 Sustainability at Genpact, page 10			
	2-11 Chair of the highest governance body	Governance for sustainable growth, page 55 Sustainability at Genpact, page 10			
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance for sustainable growth, page 55 Sustainability at Genpact, page 10			
	2-13 Delegation of responsibility for managing impacts	Governance for sustainable growth, page 55 Sustainability at Genpact, page 10			
	2-14 Role of the highest governance body in sustainability reporting	Refer to pages 4 and 10 of our proxy statement			
	2-15 Conflicts of interest	Refer to page 15 of our proxy statement			
	2-16 Communication of critical concerns	Governance for sustainable growth, Enterprise risk management, page 56			
	2-17 Collective knowledge of the highest governance body	Sustainability at Genpact, page 10			
	2-22 Statement on sustainable development strategy	Sustainability at Genpact, page 9			

Table 44: GRI content index

GRI content index

GRI standard/ other source	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 2: General disclosure 2021	2-23 Policy commitments	<p>Refer to our policies published on our website</p> <p>Refer to Genpact's code of conduct</p> <p>Each Genpact employee takes mandatory code of conduct training upon joining and annually thereafter, within which employees must acknowledge receiving and reading the code</p> <p>Refer to Genpact's third-party code of conduct</p> <p>The code is communicated to all vendors/suppliers, and third parties must either agree to abide by the code or represent that their own code covers the same critical areas</p> <p>We have a non-public anti-slavery and human trafficking policy that applies to the company globally and meets the requirements of the UK and Australia's modern slavery legislation</p>			
	2-24 Embedding policy commitments	Sustainability at Genpact, page 10			
	2-25 Processes to remediate negative impacts	Refer to our policies in GRI Index 2-23 Policy commitments			
	2-26 Mechanisms for seeking advice and raising concerns	Refer to our policies in GRI Index 2-23 Policy commitments			
	2-27 Compliance with laws and regulations	Governance for sustainable growth, Regulatory compliance and ethics, pages 60			
	2-28 Membership associations	Measuring our performance, page 14			
2-29 Approach to stakeholder engagement	Stakeholder engagement, page 12				

Table 44: GRI content index

GRI content index

GRI standard/ other source	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 2: General disclosure 2021	2-30 Collective bargaining agreements	We do not prevent any employee from exercising the right to freedom of association or collective bargaining			
Material topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality assessment, page 13			
	3-2 List of material topics	Materiality assessment, page 13			
Economic performance					
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer to our annual report on Form 10-K, page 42			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Social scorecard, page 79			
	201-2 Financial implications and other risks and opportunities due to climate change	Governance for sustainable growth, Enterprise risk management, page 57			
	201-3 Defined benefit plan obligations and other retirement plans	Better together, Company benefits, page 31			
	201-4 Financial assistance received from government	Refer to our annual report on Form 10-K, page 53			

Table 44: GRI content index

GRI content index

GRI standard/ other source	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
Anti-corruption					
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance for sustainable growth, Regulatory compliance and ethics, pages 60			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Governance for sustainable growth, Regulatory compliance and ethics, pages 60			
	205-2 Communication and training about anti-corruption policies and procedures	Governance for sustainable growth, Regulatory compliance and ethics, pages 60			
	205-3 Confirmed incidents of corruption and actions taken	Governance for sustainable growth, Regulatory compliance and ethics, pages 60			
Anticompetitive behavior					
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance for sustainable growth, Regulatory compliance and ethics, pages 60			
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, antitrust, and monopoly practices	Governance for sustainable growth, Regulatory compliance and ethics, pages 60			
Energy					
GRI 3: Material Topics 2021	3-3 Management of material topics	Better planet, Environment and climate action, page 19-20			

Table 44: GRI content index

GRI content index

GRI standard/ other source	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environmental scorecard, page 63			
	302-2 Energy consumption outside the organization	N/A		As a professional services company, energy consumption outside the organization does not contribute significantly to the organization's total anticipated energy consumption	
	302-3 Energy intensity	Environmental scorecard, page 64-65			
	302-4 Reduction of energy consumption	Environmental scorecard, page 63			
Water and effluents					
GRI 3: Material Topics 2021	3-3 Management of material topics	Better planet, Water management, page 25			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Better planet, Water management, page 25			

Table 44: GRI content index

GRI content index

GRI standard/ other source	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	N/A	All our owned and controlled sites have sewage and wastewater treatment plants and recycled wastewater. Water discharge (if any) is negligible. We are not reporting the management of impact due to water discharge because it is not measurable		
	303-3 Water withdrawal	Environmental scorecard, page 68-69			
	303-4 Water discharge	N/A	All our owned and controlled sites have sewage and wastewater treatment plants and recycled wastewater. Water discharge (if any) is negligible. We are not reporting the impact of water discharge because it is not measurable		
	303-5 Water consumption	Environmental scorecard, table 28: Water consumption from areas with water stress (in kl), page 70			
Emissions					
GRI 3: Material Topics 2021	3-3 Management of material topics	Better planet, Environment and climate action, page 19-22			

Table 44: GRI content index

GRI content index

GRI standard/ other source	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Environmental scorecard, page 65			
	305-2 Energy indirect (Scope 2) GHG emissions	Environmental scorecard, page 65			
	305-3 Other indirect (Scope 3) GHG emissions	Environmental scorecard, page 65			
	305-4 GHG emissions intensity	Environmental scorecard, page 66			
	305-5 Reduction of GHG emissions	Better planet: environment and climate action, page 19			
	305-6 Emissions of ozone-depleting substances (ODS)	Environmental scorecard, page 66			
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Environmental scorecard, page 66			
Waste					
GRI 3: Material Topics 2021	3-3 Management of material topics	Better planet, Waste management, page 23-24			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Better planet, Waste management, page 23-24			

Table 44: GRI content index

GRI content index

GRI standard/ other source	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Better planet, Waste management, page 23-24			
	306-3 Waste generated	Environmental scorecard, page 67			
	306-4 Waste diverted from disposal	Better planet, Waste management, page 23-24			
	306-5 Waste directed to disposal	Better planet, Waste management, page 23-24			
Supplier environmental assessment					
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance for sustainable growth, Supplier management, page 61			
GRI 308: Supplier Environment Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Governance for sustainable growth, Supplier management, page 61			
	308-2 Negative environmental impacts in the supply chain and actions taken	Governance for sustainable growth, Supplier management, page 61			
Employment					
GRI 3: Material Topics 2021	3-3 Management of material topics	Better together, page 29-31			

Table 44: GRI content index

GRI content index

GRI standard/ other source	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Social scorecard, page 72-75			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Company-provided benefits, page 31			
	401-3 Parental leave	Social scorecard, page 76			
Occupational health and safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	Better together, Our people and DEI, Occupational health, page 32			
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	Better together, Our people and DEI, occupational health, page 32			
	403-2 Hazard identification, risk assessment, and incident investigation	Better together, Our people and DEI, Occupational health, page 32			
	403-3 Occupational health services	Better together, Our people and DEI, Occupational health, page 32			
	403-4 Worker participation, consultation, and communication on occupational health and safety	Better together, Our people and DEI, Occupational health, page 32			

Table 44: GRI content index

GRI content index

GRI standard/ other source	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 403: Occupational Health and Safety	403-5 Worker training on occupational health and safety	Better together, Our people and DEI, Occupational health, page 32			
	403-6 Promotion of worker health	Better together, Our people and DEI, Occupational health, page 32			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Better together, Our people and DEI, Occupational health, page 32			
	403-8 Workers covered by an occupational health and safety management system	Better together, Our people and DEI, Occupational health, page 32			
	403-9 Work-related injuries	Social scorecard, page 78			
	403-10 Work-related ill health	N/A		We are not separately accounting for work related to ill health. Some requirements like fatalities, near misses, and injuries are covered in the social scorecard, table 46: work-related injuries by region in 2022	
Training and education					
GRI 3: Material Topics 2021	3-3 Management of material topics	Better together, Our people and DEI, page 29			

Table 44: GRI content index

GRI content index

GRI standard/ other source	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Social scorecard, page 76			
	404-2 Programs for upgrading employee skills and transition assistance programs	Better together, Our people and DEI, page 29			
	404-3 Percentage of employees receiving regular performance and career development reviews	Social scorecard, page 76			
Diversity and equal opportunity					
GRI 3: Material Topics 2021	3-3 Management of material topics	Better together, page 33-39			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Social scorecard, page 75-76			
Non-discrimination					
GRI 3: Material Topics 2021	3-3 Management of material topics	Genpact's code of conduct , showing respect, page 7			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Genpact's code of conduct , showing respect, page 7			

Table 44: GRI content index

GRI content index

GRI standard/ other source	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
Local communities					
GRI 3: Material Topics 2021	3-3 Management of material topics	Better communities: corporate social responsibility, page 41-46			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Better communities: corporate social responsibility, page 41-46			
Supplier social assessment					
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance for sustainable growth, Supplier relationship management, page 61			
GRI 414-1: New suppliers that were screened using social criteria	414-1 New suppliers that were screened using social criteria a. Percentage of new suppliers that were screened using social criteria.	Social scorecard, page 77			
Customer privacy					
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance for sustainable growth, Data security and privacy, page 59			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	No material breaches			

Table 44: GRI content index

TCFD index

Particulars	Reference sections	Page no.
Governance (a) Describe the board's oversight of climate-related risks and opportunities	- Sustainability at Genpact	10
Governance (b) Describe management's role in assessing and managing climate-related risks and opportunities	- Governance for sustainable growth	56-57
Strategy (a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	- Governance for sustainable growth	57
Strategy (b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	- Governance for sustainable growth	57

Particulars	Reference sections	Page no.
Strategy (c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	- Better planet	18
Risk management (a) Describe the organization's processes for identifying and assessing climate-related risks	- Governance for sustainable growth	56-57
Risk management (b) Describe the organization's processes for managing climate-related risks	- Governance for sustainable growth	56-57
Risk management (c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	- Governance for sustainable growth	56-57

Table 45: TCFD index

TCFD index cont.

Particulars	Reference sections	Page no.
<p>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</p>	- Better planet	16
<p>Metrics and targets (b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks</p>	- Better planet	19
<p>Metrics and targets (c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets</p>	- Better planet - ESG highlights in 2022	16 6-7

Table 45: TCFD index

About the report



About the report

The Genpact 2022 Sustainability Report is the ninth sustainability report published by Genpact Limited (together with its subsidiaries, "Genpact" or the "Company"). We are currently following an annual reporting cycle. The report has been developed in accordance with the GRI Universal Standards 2021 (see GRI content index on page 83) and the SASB Software and IT Services standard (See SASB index on page 81). We have also aligned the report with the recommendations of the TCFD framework (see TCFD index on page 97). The publication date for this report is May 11, 2023.

Scope and boundary

The report focuses on the activities undertaken by 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, the Philippines, Africa, and other countries.

Currently, the reporting boundary for environment and safety indicators comprises Genpact's production offices and includes our offices in Asia Pacific, Europe, India, Latin America, North America, and the Philippines. We continuously work toward enhancing our reporting on environmental indicators and to include more sites in the reporting boundary. A few new global sites have been added to the boundary in the current reporting period.

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, 2022 to December 31, 2022. The material topics have been identified through review of global and sectoral trends, our key risks and opportunities, and stakeholder engagement. Through the report, we aim to provide an 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 103).

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, 2022, are available in our [annual report](#) on Form 10-K.

External assurance

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

Other reports and information pertaining to the Company 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.

Appendices

Appendix I Impact boundary of material topics	102
Appendix II Emission and other conversion factors	103
Appendix III Alignment to UN Sustainable Development Goals	105

Appendix I

Impact boundary of material topics

Material topic	Associated GRI and SASB disclosures	Stakeholders impacted
Corporate governance and ethics	GRI 205: Anti-corruption 2016 GRI 206: anticompetitive behavior 2016	Employees, investors, and government/regulatory bodies
Regulatory compliance	GRI 2-27 Compliance with laws and regulations	Employees, investors, and government/regulatory bodies
Innovation		Employees and clients
Systemic risk management	Managing systemic risks from technology disruptions (TC-SI-550a.1, TCSI-550a.2)	Employees and clients
Economic performance	GRI 201: Economic performance 2016	Employees, investors, communities, and 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
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, and skilled workforce (TC-SI-330a.3)	Employees
CSR	GRI 404: Training and education 2016	Communities
Training and development	GRI 404: Training and education 2016	Employees
Customer satisfaction and brand reputation		Employees and clients
Data security	Data security (TC-SI-230a.2, TC-SI-230a.2)	Employees and clients
Internet privacy	GRI 418: Customer privacy 2016 Data privacy and freedom of expression (TC-SI-220a.1, TC-SI-220a.3, TC-SI-220a.4, TC-SI-220a.5)	Employees, clients, and government/regulatory bodies
Climate change	GRI 305: Emissions 2016	Employees, investors, clients, and government/regulatory bodies
Energy management	GRI 302: Energy 2016 Environmental footprint of hardware infrastructure (TC-SI-130a.1)	Employees and suppliers
Waste management	GRI 306: Waste 2020	Employees and suppliers
Water management	GRI 303: Water and effluents 2018 Environmental footprint of hardware infrastructure (TC-SI-130a.2)	Employees and suppliers
Urban resilience		Employees, community, academic institutions, and industry bodies

Table 46: Impact boundary of material topics

Appendix II

Emission and other conversion factors

S. no.	Emission source	Factor	Source
1	Diesel, NCV (TJ/Gg)	43.00	IPCC 2006
2	Density of diesel (lg/L)	0.84	IPCC 2006
3	LPG, NCV (TJ/Gg)	47.30	IPCC 2006
4	Diesel (kgCO ₂ /liter) – stationery combustion	2.69	GHG protocol (Cross Sector Tool 2017)
5	LPG, emission factor (tCO ₂ /TJ)	63.1	IPCC 2006
6	DG-generated electricity (tCO ₂ /mWh)	0.7	Central Electricity Authority 2021
7	Diesel (kgCO ₂ /kg)	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 (Hungary) (kgCO ₂ /kWh)	0.24375	www.carbonfootprint.com
18	Grid electricity emission factor (Poland) (kgCO ₂ /kWh)	0.75962	www.carbonfootprint.com

Table 47: Emission sources

Appendix II

Emission and other conversion factors cont.

S. no.	Emission source	Factor	Source
20	Grid electricity emission factor (South Africa) (kgCO2/kWh)	0.951	www.iges.or.jp/en/pub/list-grid-emission-factor/en
21	Grid electricity emission factor (Philippines) (kgCO2/kWh)	0.5038	www.doe.gov.ph/electric-power/ngef?page=1&withshield=1#main-content
22	Grid electricity emission factor (Brazil) (kgCO2/kWh)	0.0617	www.carbonfootprint.com
23	Grid electricity emission factor (Costa Rica) (kgCO2/kWh)	0.281	www.iges.or.jp/en/pub/list-grid-emission-factor/en
24	Grid electricity emission factor (Guatemala) (kgCO2/kWh)	0.589	www.iges.or.jp/en/pub/list-grid-emission-factor/en
25	Grid electricity emission factor (Mexico) (kgCO2/kWh)	0.4314	www.carbonfootprint.com
26	Grid electricity emission factor (Australia) (kgCo2/kWh)	0.76	www.carbonfootprint.com
27	Grid electricity emission factor (Malaysia) (kgCO2/kWh)	0.67	www.iges.or.jp/en/pub/list-grid-emission-factor/en
28	Grid electricity emission factor (China) (kgCO2/kWh)	0.5374	www.carbonfootprint.com
29	Grid electricity emission factor (Japan) (kgCo2/kWh)	0.4658	www.carbonfootprint.com

Table 47: Emission sources

Appendix III

Alignment to UN Sustainable Development Goals

SDG statement	Linked target(s) that Genpact contributes to	Reference sections	SDG statement	Linked target(s) that Genpact contributes to	Reference sections
 <p>End poverty in all its forms everywhere</p>	<ul style="list-style-type: none"> Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, 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 	<ul style="list-style-type: none"> Better communities 	 <p>Ensure availability and sustainable management of water and sanitation for all</p>	<ul style="list-style-type: none"> Improve water quality by reducing pollution, eliminating dumping and minimizing the release of hazardous chemicals and materials, halving the proportion of untreated wastewater, and substantially increasing recycling and safe reuse globally 	<ul style="list-style-type: none"> Better planet
 <p>End hunger, achieve food security and improved nutrition, and promote sustainable agriculture</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Better communities 	 <p>Ensure access to affordable, reliable, sustainable, and modern energy for all</p>	<ul style="list-style-type: none"> Increase substantially the share of renewable energy in the global energy mix By 2030, double the global rate of improvement in energy efficiency 	<ul style="list-style-type: none"> Better planet
 <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Better communities 	 <p>Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Better communities Better business Governance for sustainable growth
 <p>Achieve gender equality and empower all women and girls</p>	<ul style="list-style-type: none"> Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women 	<ul style="list-style-type: none"> Better communities Better together Governance for sustainable growth 	 <p>Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation</p>	<ul style="list-style-type: none"> Develop sustainable, resilient, and inclusive infrastructures Enhance scientific research, upgrade the technological capabilities of industrial sectors 	<ul style="list-style-type: none"> Better business

Table 48: SDG references

Appendix III

Alignment to UN Sustainable Development Goals cont.





SDG statement	Linked target(s) that Genpact contributes to	Reference sections
 <p>10 REDUCED INEQUALITIES</p> <p>Reduce inequality within and among countries</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Better communities Better together
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <p>Ensure sustainable consumption and production patterns</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Better planet
 <p>13 CLIMATE ACTION</p> <p>Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy</p>	<ul style="list-style-type: none"> Integrate climate change measures into policy and planning Promote mechanisms to raise capacity for planning and management 	<ul style="list-style-type: none"> Better planet
 <p>17 PARTNERSHIPS FOR THE GOALS</p> <p>Strengthen the means of implementation and revitalize the global partnership for sustainable development</p>	<ul style="list-style-type: none"> Encourage effective partnerships Enhance availability of reliable data 	<ul style="list-style-type: none"> Better communities Better business Governance for sustainable growth

Table 48: SDG references

Assurance statements



Assurance statements



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 2022 in its printed and online format ('the Report') for the reporting period 1st January 2022 - 31st December 2022. The sustainability disclosures in this Report have been prepared based on the material topics identified by Genpact and related Topic Standards from the Global Reporting Initiative ('GRI') Sustainability Reporting Standards ('GRI Standards') and Sustainability Accounting Standards Board (SASB) standards.

The intended user of this assurance statement is the Management of Genpact ('the Management'). Our assurance engagement was planned and carried out during March 2023 – April 2023, and we performed a limited level of assurance based on our assurance methodology VeriSustain^{TM1}.

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 2022 – 31st December 2022.

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

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

Assurance statements cont.



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. We undertook site level assessments covering sample locations within the boundary of reporting covering locations in India and overseas in line with DNV's onsite and 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.
- Onsite assessment covering locations across India which included Genpact India-Phase V Gurugram, Genpact India-CMIT D4 Noida, Genpact India-Uppal Hyderabad, Genpact India-Hafeezpet Hyderabad, Genpact India-Surya Park Bengaluru and Genpact India-SMS Bengaluru. Remote Assessment covering overseas locations which included Genpact USA-Danville, Genpact China-Dalian, Genpact Philippines-Manila and Genpact Romania-Bucharest.
- 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 2: General Disclosures 2021.
- 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 3: Material Topics 2021 and GRI's Topic 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 and principles of the GRI Standards.

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, including the GRI 2: General Disclosures 2021, GRI 3: Material Topics 2021 and the Topic 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;

Assurance statements cont.



- GRI 306: Waste 2020 – 306-1, 306-2, 306-3;
- GRI 308: Supplier environmental assessment 2016 – 308-1, 308-2;
- 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 413: Local Communities 2016 – 413-1;
- GRI 414: Supplier Social Assessment 2016 – 414-1;
- GRI 418: Customer Privacy 2016 – 418-1;

*Note 1: Scope 3 emissions (GRI 305-3) covers Purchased goods and services, Capital goods, Fuel and Energy related activities, Waste generated in operations, Employee commuting and Business travel for the reporting year.
Note 2: GRI Disclosure 305-6 related to emissions of Ozone Depleting Substances (ODS) is reported in refrigerant consumption (kg) and TCO_{2e} instead of CFC11 equivalent.*

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.

The Report brings out Genpact's process for identification of material topics which have direct and indirect impacts on the Company's ability to create, preserve and enhance values for sustainable development. This process and related outcomes were reviewed during the reporting period through views of senior management as well as key stakeholder groups, and Genpact confirmed the continuing relevance of its existing material topics and topic boundaries. In our opinion, the Company does not miss out any known material topics related to its chosen reporting boundary. The nineteen (19) material topics that has been identified as a result of this exercise are brought out in the Report.

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

Stakeholder Inclusiveness

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

The Report brings out the engagement systems which have been established for identifying key stakeholder concerns and expectations. The Company has identified employees and contractual employees, suppliers, communities, government and regulatory bodies, investors, clients, academic institutions and industry bodies as its key stakeholder groups. The Company identifies and prioritizes engagement with its significant stakeholders based on significance of actual and potential impacts of the Company's activities, and these processes are brought out within the Report, along with the identified expectations and concerns of stakeholders as well as Genpact's responses.

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.

Assurance statements cont.



The Report brings out the Company's responses to key material issues through descriptions of the Company's policies, strategies and management systems including key performance indicators for the identified material topics using selected GRI Standards and other global standards which are of relevance to the Company and its stakeholders.

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 methodology and approach related to qualitative and quantitative disclosures considering the principle of Reliability. Most data and information verified through assessments with the Company's Corporate Office and sampled sites were found to be accurate. Some of the data inaccuracies identified during the verification process were found to be attributable to transcription, interpretation, and aggregation errors. These identified errors were communicated and subsequently corrections made in the reported disclosures.

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 disclosures related to Genpact's non-financial/sustainability performance considering the principle of Completeness and the chosen scope, boundary and time period of reporting. The Report articulates descriptions of the Company's policies and management approaches including key performance indicators for the identified material topics using selected GRI Topic-specific Standards and other standards/frameworks found relevant to the Company and its stakeholders. The reporting boundaries predominantly cover its key operations and production offices in India, Asia Pacific, Europe, Latin America, North America and the Philippines.

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 sustainability issues, challenges, stakeholder concerns, and performance in a neutral tone, in terms of content and presentation, applying adequate consideration to not unduly influence stakeholders' opinions made based on the reported disclosures.

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.

Assurance statements cont.



We have complied with the DNV Code of Conduct² during the assurance engagement and maintain independence as required by 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 except for this Assurance Statement and the GHG Verification Statement. DNV maintains complete impartiality toward stakeholders interviewed during the verification process. We did not provide any services to Genpact and its subsidiaries and joint ventures in the scope of assurance during 2022 that could compromise the independence or impartiality of our work.

For DNV Business Assurance India Private Limited

 <p>Digitally signed by Aravind, Arun Date: 2023.05.11 09:48:33 +05'30'</p> <p>Arun Aravind A Lead Verifier DNV Business Assurance India Private Limited, India.</p>	 <p>Digitally signed by Lankalapalli, Bhargav Date: 2023.05.11 09:23:43 +05'30'</p> <p>Bhargav Lankalapalli Technical Reviewer DNV Business Assurance India Private Limited, India.</p>
--	---

10th May 2023, 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

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

Assurance statements cont.

DNV

Independent Greenhouse Gas Verification Statement

Introduction

DNV Business Assurance India Private Limited ('DNV') has been commissioned by the management of Genpact India Private Limited ('Genpact' or 'the Company', Corporate Identity Number: U73100DL2005PTC307363) to carry out an independent customized verification of its Scope 3 Greenhouse Gas (GHG) emissions data, that is, six (6) categories which have been identified as relevant by the Company. The GHG emissions data has been presented to us in bespoke spreadsheets covering the Company's operations across geolocations inside India and overseas for the period 1st January 2019 to 31st December 2019 (CY 2019), 1st January 2020 to 31st December 2020 (CY 2020), 1st January 2021 to 31st December 2021 (CY 2021) and 1st January 2022 to 31st December 2022 (CY 2022) and is brought out in this Statement.

Genpact has prepared its Scope 3 GHG data based on the requirements set out in the Greenhouse Gas Protocol's Corporate Value Chain (Scope 3) Accounting and Reporting Standard published by the World Business Council for Sustainable Development (WBCSD) and World Resources Institute (WRI) and based on the Company's procedures documented in its GHG emissions summary sheet.

We performed a limited level of customized verification as per VeriSustain™¹ during February 2023 to April 2023 and this verification statement represents our verification opinion for the reporting period CY 2019, CY 2020, CY 2021 and CY 2022 as mutually agreed between DNV and Genpact based on the agreed scope of our engagement. The limited level of verification considers an uncertainty of ±5% based on materiality threshold for estimation/measurement errors and omissions.

Scope, Boundary and Limitations of Verification

The scope of verification includes the Scope 3 GHG data identified as relevant by Genpact (six emission categories) for the operational boundary of Genpact (offices across globe). The exclusions and reasons for exclusions of categories are brought out and explained in Genpact's GHG emission sheet and are related to sources which have been identified by Genpact as not being relevant or significant considering its business and overall emissions data.

The intended user of this Verification Statement is the management of the Company (the 'Management'). The Management is responsible for the data and information provided to us for verification, as well as the processes for collecting, analyzing and reporting the information on the Company's performance data. Our scope of work regarding this verification is a limited level of verification of data and in accordance with the scope of work agreed upon with the management of the Company.

During the verification process, we did not come across limitations to the scope of the agreed verification engagement. Our verification engagement is based on the assumption that the data and information provided to us is complete, true and free from material misstatements. We expressly disclaim any liability or co-responsibility for any decision a person or entity would make based on this verification statement. The verification of financial data of Genpact is based on audited financial statements which has been subjected to a separate independent statutory audit process and is not included in our scope of work. Our verification engagement did not involve any engagement with external stakeholders.

Verification Methodology

DNV adopted a risk-based approach, and a sample-based limited level of verification was carried out covering the Scope 3 GHG data reported by Genpact for the period CY 2019, CY 2020, CY 2021 and CY 2022. As part of our verification engagement, we carried onsite assessment at Genpact's India offices at Gurugram, Hyderabad and Bengaluru and Remote assessments for overseas offices at USA, Romania and Philippines covering data for Waste generated in operations and Fuel and energy related activities as per Category 3 and 5 respectively. Consolidated assessment for India and overseas offices covering data for Purchased goods and services, Capital goods, Business travel and Employee commute as per Category 1,2,6 and 7 respectively.

¹ The VeriSustain protocol is available on request from www.dnv.com. The protocol is based on our professional experience, international assurance best practice including International Standard on Assurance Engagements 3000 (ISAE 3000) Revised (Assurance Engagements other than Audits or Reviews of Historical Financial Information) and the Global Reporting Initiative's (GRI's) Principles for Defining Report Content and Quality.

Assurance statements cont.



We undertook the following activities:

- Review of the data management systems and processes that Genpact has in place to report the data and information.
- Review of the accuracy of the input activity data prepared for the Company's reporting purposes.
- Review of the qualitative and quantitative information through site visits and interactions with key data owners at the Genpact Offices in Gurugram, Hyderabad and Bengaluru in India.
- Review of data aggregation system in place including forms and formats, assumptions, limitations, uncertainties as well as associated emission factors and calculation methodologies.
- Validation of systems and procedures for data collection and aggregation.
- Verification of sample data to check accuracy and reliability for a limited level of verification.
- Review of GHG emission calculations including review of supplier specific methods, spend-based methods and average data methods used to arrive at Genpact's Scope 3 GHG emissions

Conclusion

Based on our customized verification engagement and agreed scope of work, nothing has come to our attention that would cause us not to believe that the data and information verified by us at the operational sites of Genpact and as listed in Annexure-I, is not a reliable and accurate representation of Genpact India Private Limited's Scope 3 GHG emissions.

Category	Summary of Genpact's Scope 3 emissions				
	Quantification method	CY 2019 (TCO ₂ e)	CY 2020 (TCO ₂ e)	CY 2021 (TCO ₂ e)	CY 2022 (TCO ₂ e)
Category 1: Purchased goods and services	Spend-based Method	44,716	58,333	51,706	49,788
Category 2: Capital goods					
Category 3: Fuel-and energy related activities (not included in Scope 1 or 2) - T&D loss (Purchased Electricity)	Average-data Method	11,426	6,399	4,022	5,449
Category 5: Waste generated in operations	Average-data Method	11.35	1.5	48.5	65
Category 6: Business travel	Average-data Method	24,668	4,259	1,680	6,941
Category 7: Employee Commute	Average-data Method	17,166	5,702	1,653	4,134
Total Scope 3 GHG emissions		97,988	74,695	59,109	66,379

Note 1: As per a limited level of verification, about 30 - 40% of the samples were verified during verification based on our risk-based approach.

Note 2: AR5, IPCC based GWP values are used for emission calculations, Emissions factors for fossil fuels are derived from GHG Protocol emission factor cross sector tools March 2017.

Note 3: Transmission and distribution losses defined by IEA (2022)-Adjustments for transmission and distribution losses induced emissions.

Note 4: Hazardous wastes are sent to Authorised Recyclers (recycling) or disposed (to Treatment, Storage, and Disposal Facility) and are as per amounts recorded in manifests.

Note 5: GHG data calculation methodologies and emission factors adopted towards GHG Scope-3 emission include India GHG Program's Road and Rail Transport documents and the Greenhouse Gas reporting conversion factors from Defra GHG Emission factor, IEA country specific T&D and US Environmentally Extended Input-Output Models emission factors.

Assurance statements cont.




DNV's 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 Conduct² during the verification engagement and maintain independence where required by relevant ethical requirements as detailed in DNV 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 related to Scope 3 GHG emissions made by Genpact except for this Verification Statement. DNV maintains complete impartiality toward stakeholders interviewed during the verification process. DNV did not provide any services to Genpact India Private Limited in the scope of our verification during the year 2023 that could compromise the independence or impartiality of our work.

For DNV Business Assurance India Private Limited,

<p>Aravind, Arun</p> <p>Digitally signed by Aravind, Arun Date: 2023.05.09 23:21:02 +05'30'</p> <p>Arun Aravind A Lead Verifier DNV Business Assurance India Private Limited, India. Mumbai, India, 9th May 2023.</p>	 <p>Digitally signed by Lankalapalli, Bhargav Date: 2023.05.10 09:41:48 +05'30'</p> <p>Bhargav Lankalapalli Technical Reviewer DNV Business Assurance India Private Limited, India.</p>
--	---

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

² DNV Corporate Governance & Code of Conduct - <https://www.dnv.com/about/in-brief/corporate-governance.html>



The relentless pursuit of a world that works
better for people

www.genpact.com

