



Delivering Digital Transformation

Sustainability Report - 2017



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About the report

Genpact publishes a Sustainability Report on a biennial basis. This, our 5th Sustainability Report, covers January 1, 2016 to December 31, 2017. Our last report was published for calendar years 2014 and 2015, as per Global Reporting Initiative's (GRI) G4 guidelines. The present report conforms to GRI standards, and disclosures are in accordance with the 'core' option that GRI prescribes.



Our approach

Our 2017 sustainability report, *Delivering Digital Transformation*, details Genpact's economic, social and environmental sustainability initiatives, and describes the impact such initiatives have had in these and other key areas of the company. Unwavering quality and transparency form the foundation of our reporting process. We adhere to the principle of materiality and to that end, we provide all stakeholders with information on the sustainability parameters most pertinent to them and to our business.

This year we undertook a comprehensive re-evaluation of our materiality assessment while following the same process of engaging with suppliers, clients, employees, non-governmental organizations (NGOs), investors and academic institutions. The goal was to determine the impact that significant environmental, social, and governance-related issues have had on our financial performance. Our current materiality assessment, outlined later in this document, reflects the relevant sustainability issues we address in the report.

Reporting boundary and scope

The 2017 report takes into account all our major production offices around the world. We must acknowledge here, however, variations in the maturity of systems and data availability in certain geographies. As a result, we faced some limitations in assessing our sustainability performance globally, particularly in terms of the environment, because we lack data about our many leased offices that are multi-tenant in nature. We've also excluded recent acquisitions from this report because we can't be sure that the quality of data from these sites is of the same robust standard as it is at our other sites. At the same time, we constantly strive to make our systems as uniform as possible and to ensure that new and acquired sites adopt the systems at the first opportunity.

In terms of human resources related indicators, the reporting boundary includes our global operations. However, the data on the environment covers only those production offices in India, the Philippines, China, Poland, Romania and Netherlands that have a significant footprint. This group constitutes about 86% of the total head count. We've noted exceptions to this approach throughout the report and have supplied relevant data in appropriate sections.

We compiled all the information and data herein based on best practices and in accordance with the procedures and standard administration frameworks that our Environment, Health, and Safety (EHS) group and other relevant divisions adopted. We calculated carbon emissions using standard methodologies and conservative assumptions, wherever required. We disclose our key non-financial metrics in our performance data table, including data from the last three years. More information about our global corporate citizenship activities, including our comprehensive GRI Index and SDG index, appears at the end of the report. Current financial information about Genpact appears in our recent Annual Report found here: <http://investors.genpact.com/phoenix.zhtml?c=209334&p=irol-reportsother>.

Report assurance

We've undertaken independent assurance of this report because accurate, reliable and unbiased information builds credibility and trust with key stakeholders and readers. It also leads to quality and process improvements. In this regard, we hired Price Waterhouse Chartered Accountants LLP, to provide limited assurance on the information herein in accordance with the principles of the International Standards on Assurance Engagements ISAE 3000. Attached at the end of this report is the independent assurance statement outlining approach, methodology, and observations.

Suggestions and feedback

We continuously strive to disclose relevant information to our stakeholders and welcome any feedback on this report. Please direct your comments to EHS & Sustainability Coordinator Amit Ganguly (amit.ganguly1@genpact.com).



Message from the President and CEO

I am delighted to present our fifth biennial sustainability report, *Delivering Digital Transformation*, highlighting Genpact's sustainability performance for the calendar years 2016 and 2017. Generating sustainable impact for all our stakeholders is an imperative at Genpact. We focus on long-term business viability, embedding sustainability in our growth strategy. In fact, in every one of our decisions, we strive for superior social, economic, and environmental sustainability performances.

In 2017, we continued to implement a strategy focused on differentiating our solutions, growing our expertise in key industries and geographic markets, and deepening our client relationships. We made several strategic acquisitions and continued to invest in our people, our digital capability solutions, and our brand. We achieved revenues of \$2.74 billion—up by 6%, from \$2.57 billion in 2016—primarily due to strategic investments in digital and talent, which drove 25% growth in transformation services revenues from our global clients. This speaks volumes about our effectiveness in making business transformation real.

Digital transformation is becoming a driving force in organizations across the globe, drastically altering the way we all share information, connect with individuals and organizations, and access opportunities. Genpact is strongly positioned to help organizations navigate this shift and rapidly transform because we combine advanced technologies with powerful actionable analytics.

As part of our commitment to digital transformation, we launched Genpact Cora, an artificial intelligence (AI) platform, that integrates our proprietary automation, analytics, and AI technologies into a single unified tool, drawing insights from our deep domain and operations expertise. Genpact Cora will help our clients home in on their specific operational business challenges and tackle them from beginning to end.

It is critical for Genpact to sustain a world-class ethics and compliance culture to cope with today's fast-changing rules and regulations. We take precautions when it comes to local rules and regulations and adhere to principles based on global charters—often more stringent than those of host countries. We act speedily to comply and avoid defaulting no matter where in the world regulation changes occur. Over the last couple of years, we have also started monitoring and supporting a compliance culture in our supply chain.

Evolving global privacy laws and regulations may adversely affect the business operations, websites and mobile applications that people access. In the EU, for example, a new, comprehensive General Data Protection Regulation (GDPR) is set to supersede EU member states' national protection laws. The GDPR will add privacy and data security compliance obligations and increase penalties for noncompliance throughout the EU effective May 2018. For example, it will enforce greater control for data subjects, ensure increased data portability for EU consumers, enhance data breach notification requirements and issue stiffer fines. In light of this, a sustained investment in training employees at all levels of the organization is in place to implement best practices, and to ensure our compliance with national and international regulations on data protection.

As a responsible corporation, Genpact is aligning its business plan and practices with the contemporary sustainable development agenda. We continuously strive to sustain economic growth while reducing our environmental footprint. We are driving efficiency through resource optimization and waste reduction, while realizing cost reductions in the process. Our facilities are now being designed to reduce specific resource consumption and waste generation. The overarching theme is to decouple business growth from environmental impact. Genpact directed efforts on reducing our environmental footprint per capita through several key initiatives. These include investments in renewable energy, data consolidation and increased virtualization, consolidation of disparate sites into intelligent buildings, water conservation, waste minimization, transport emission reduction, and carbon footprint monitoring.

As a talent-led organization in this new digital era, Genpact is clear about putting people first. Our people are critical to the success of our business. We have created, and constantly reinforce, a culture that emphasizes collaboration, innovation, and process improvement. We seek to attract, retain and develop employees who exhibit our core values—curiosity, incisiveness and courage—and who uphold our dedication to integrity consistent with our Code of Ethical Business Conduct. As of December 31, 2017, we had approximately 78,000 employees working in more than 20 countries.

We are committed to the career development of our employees based on their roles and levels. Our increasingly mobile, agile and inclusive learning infrastructure supports focused and meaningful technical, functional, industry-specific, managerial, and leadership skill development for our employees. Our performance management approach supports our career philosophy by encouraging employees to reflect on their performance, set challenging goals, identify their development needs and find relevant learning and training opportunities.

Gender diversity continues to be an integral part of our strategy, as we chart out our company's future. Over the years, Genpact has been working on several key areas supporting the empowering women. As part of our gender diversity agenda, we have created conditions that sustain a truly inclusive environment. In 2017, nearly 39% of our workforce was female and 42% of new hires were women.

Our approach to corporate social responsibility focuses on pillars that reflect our strengths, core expertise, and the causes that our employees care about. We foster a culture of giving and volunteering through several global platforms, projects, and social initiatives. Our employee volunteers, who number more than 20,000, have helped underprivileged children access education and have assisted unemployed women in developing skills and in searching for jobs. Among other things, these volunteers are also involved in projects to help improve infrastructure and education in communities where they work and live. Additionally, more than 14,000 of our employees participate in our payroll-based charitable donation programs.

We believe that a company's performance is best represented by its triple-bottom-line contribution to building economic, social and environmental capital. In that regard, we continue to innovate to maximize the value we provide to our stakeholders and to strengthen our reputation as a responsible corporate citizen. We seek our stakeholders' support and participation in sustainably delivering digital transformation. They are full partners in Genpact's sustainability journey.

Sincerely,
NV "Tiger" Tyagarajan
President and CEO, Genpact

Genpact at a glance

Locations



\$2.74 Bn
2017
revenues

700+
clients

70+
countries
served

16
countries of
operation

\$30 Bn
business
impact

70+
delivery
centers

30
languages

78,000+
employees¹

¹ As on 31st Dec 2017

About Genpact

Genpact is a global professional services firm focused on **delivering digital transformation** for clients through digital-led innovation and digitally-enabled intelligent operations, guiding our work is our experience running thousands of processes for hundreds of Fortune Global 500 companies. We think with design, dream in digital, and solve problems with data and analytics. We have more than 78,000 employees serving firms in key industry verticals in over 20 countries. From New York to New Delhi, Genpact has the end-to-end expertise to connect every dot, reimagine every process, and reinvent companies' ways of working. We know that rethinking each step from start to finish will create better business outcomes. We ensure that data and digital work together to create bold, lasting results and make business transformation real.

Our experience demonstrates that advanced business processes and operations can generate and sustain a positive impact on business by helping control cost and capital intensity, strengthening market engagement, supporting organizational transformation, and managing risk and compliance. In doing so, we make our clients more competitive.

Our origin

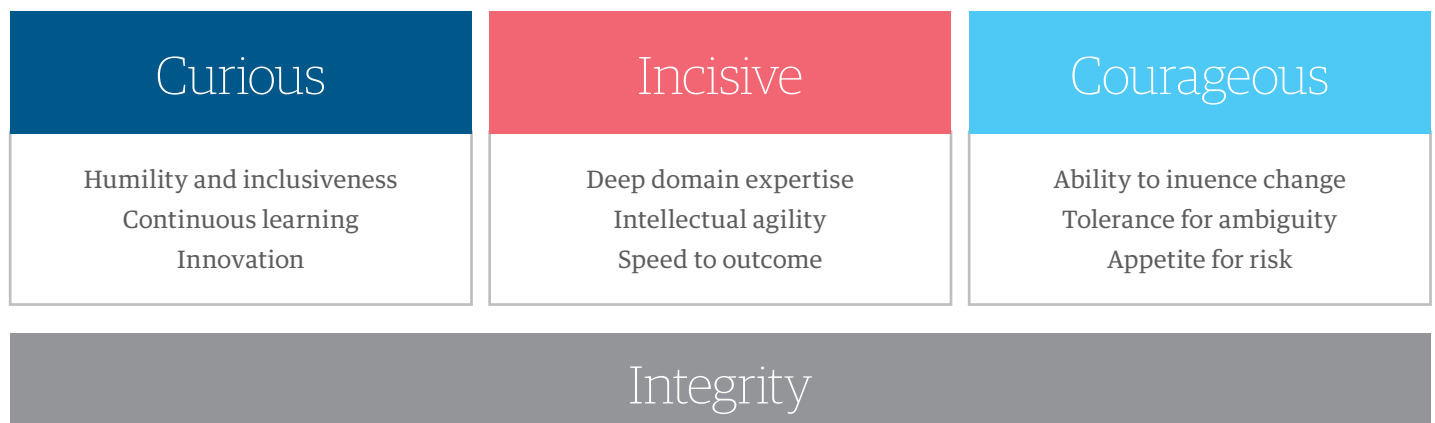
Genpact was founded in 1997 as a business unit within General Electric. In January 2005, Genpact became an

independent company to bring its business process expertise and unique DNA in Lean management to clients beyond GE. In August 2007, we became a publicly-traded company at the New York Stock Exchange (NYSE). CEO Tiger Tyagarajan rang the closing bell at the NYSE on November 8, 2017 to commemorate our 10th anniversary with the exchange. Bain Capital became Genpact's largest shareholder and has maintained this position with the strategic objective of continuing the company's growth.

(CI)2: Our culture framework and business strategy

We call our culture framework, built on a bedrock of integrity **(CI)2**, which stands for **C**urious, **I**ncisive and **C**ourageous. This framework outlines a set of behaviours that drive success for us and that resonate with our strategy. It reflects our personality and aligns profoundly with the core message of our brand refresh, *Transformation Happens Here*. We have designed this framework to ensure consistency between the way we act in the marketplace and the internal culture we drive. (CI)2 lets us all work together, make better decisions and identify acceptable risks. Perhaps most important, it connects us all to opportunities and accelerates our growth.

We have defined three traits and three attributes that will encourage this culture and help Genpact achieve its primary mission: *To design and realize tomorrow's competitive advantage*.





Curious

Humility and inclusiveness

Be open-minded to new information or ideas. Create space for others to step forward and offer solutions. And self-reflect. Be humble in accepting that there's almost always room for improvement.

Continuous learning

Learn, unlearn and relearn. New skills, digital tools, experiences, behaviors. Do whatever it takes to stay relevant to market needs and shifting goal posts. Persistently and passionately strive to re-examine existing ways of working.

Innovation

Re-imagine, explore and experiment. This is what makes lasting transformation a reality for our clients. Collaborate deeply across teams and leverage expertise. Teams win, individuals don't. No silos and no boundaries.



Incisive

Deep domain expertise

Be big believers of domain. In-depth domain knowledge is our DNA, our core. It's what our clients love us for. We have a history of understanding the inner workings of companies. Pursue excellence in whatever you do.

Intellectual agility

Think critically. Figure out the best solution to difficult, complex issues even when there's rarely one clear correct answer. Adapt quickly. Be willing to course correct, based on new information that feeds into the system.

Speed to outcome

Demonstrate high execution velocity. Pursue excellence. And remember, perfection in everything is not always a reality. Adopt the '80:20 approach' when speed is of essence. Have a result-oriented mind-set.



Courageous

Ability to influence change

Lead with trust. Inspire others and influence them by establishing a genuine emotional, logical and ethical connect with people you work with. Be fearless of change. See change as an opportunity, make it part of your DNA.

Tolerance for ambiguity

Seize opportunities, take calculated risks and stay the course. Persevere, despite all the unknowns, to see the journey through. Embrace the uncertain. Step outside your comfort zone – that's where the magic happens.

Appetite for risk

Make mistakes. Fail fast to win big. Continuously embrace failures by treating them as strategic opportunities to learn. Take risks. And wholeheartedly learn from the shortcomings—that is the hallmark of our progress.

This culture is backed by our strategy blueprint illustrated below.



Concentrate investments

Select industries, service lines, and geographies



Enhance domain expertise

Build deep domain expertise through focused hiring



Further differentiate solutions

Build, buy, and partner



Deepen client relationships

Focused investments in sales and marketing

Our global footprint

Genpact Limited is a Bermuda-based company with shares that are publicly traded on the New York Stock Exchange (NYSE). First, as part of General Electric, and later as an independent company, we have been passionately and strategically serving clients, including about one-fifth of the Fortune Global 500. Genpact Limited is a global enterprise, with headquarters in New York City. The following figure shows the locations of some of our major facilities.



What we do

We design, transform, and run intelligent operations, with digital and analytics embedded at every step. And by building on our deep expertise from running thousands of processes for Fortune Global 500 clients, we deliver **domain-led digital transformation** through our extensive digital, analytics, and consulting capabilities. We run some of the most complex business process operations on earth. We help our clients primarily in two ways: designing and running intelligent operations and providing digital-led solutions.

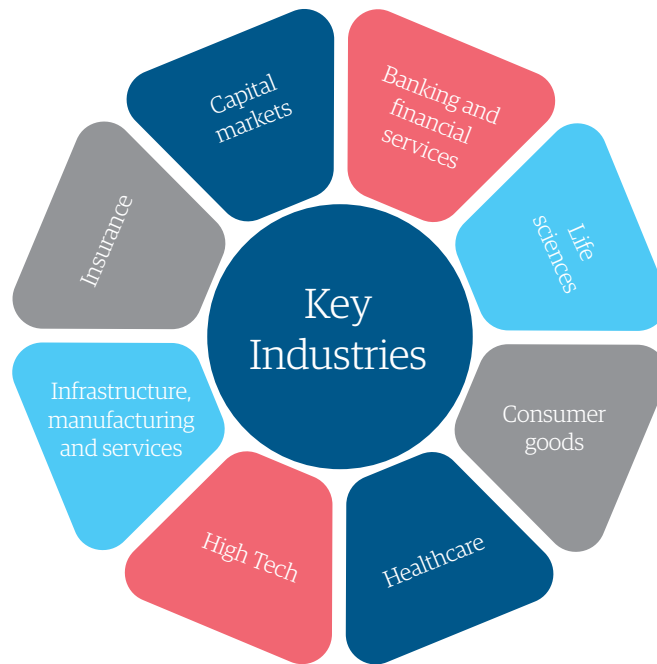
Intelligent operations

Our Intelligent Operations embed digital and advanced analytics into our business process outsourcing (BPO) solutions to automate and transform our clients' operations. This allows enterprises to be more flexible and helps them focus on what they need to do to better compete in their industries.

Digital-led solutions

Across our key industry verticals, our digital-led solutions include technologies such as artificial intelligence (AI), robotic process automation, dynamic workflow, mobility, and design thinking. We use our Smart Enterprise Processes (SEP), which is a patented and highly granular approach, to dramatically improve the performance of business processes. We help our clients identify opportunities and technologies for making business processes more efficient and effective. And we apply our deep process knowledge, process-centric technology and digital products to transform them.

Industries served



Our global delivery

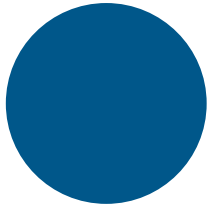
We serve our clients through a global network of 73 delivery centres in 16 countries: Australia, Brazil, China, Guatemala, India, Israel, Japan, Malaysia, Mexico, the Netherlands, the Philippines, Poland, Romania, Slovakia, the United Kingdom, and the United States. Many of our employees work either onsite or virtually, offering flexibility for both clients and staff. This global network allows us to manage complex processes anywhere.

As of December 31, 2017, we offered services in more than 30 languages. Client needs, skill mixes and labour costs determine the location and services we provide.

We're well-positioned to hire locally at both entry and senior levels, better serving clients with multilingual, multicultural, teams who can deal with complex problems they face daily. In 2016, 239 of our vice presidents were locals and 140 were expatriots. In 2017, these numbers rose to 253 and 151 respectively.

Our presence around the world gives us:

- Multilingual capabilities;
- Access to a larger talent pool;
- “Near-shoring” capabilities to take advantage of time zones; and
 - The ability to offer services from the United States.



Our service

For clients across our industry verticals, we offer the following professional services:

1

Transformation services

Our transformation services include our digital products, consulting services, and analytics offerings.

Digital: Through our portfolio of products, we help clients harness the power of digital. Our Genpact Cora platform helps us design and implement our digital solutions, making use of advanced technologies, including robotic process automation, AI, data engineering, and analytics.

Consulting: Genpact Digital consulting helps our clients disrupt their industry, transform their enterprise and leap frog ahead their competition. In practical terms, we guide our clients through the process of reimagining their businesses to realize rapid operational agility, real business performance, and deep data insights. We bring teams with deep industry and process expertise to solve complex business challenges.

Analytics: Our analytics and research capabilities are central to our ability to improve business operations. They help us to work with clients, identify weaknesses in business operations, and transform those operations to create additional value. We help companies harness data to identify trends and issues, uncover new insights, discover and mitigate future risks and calibrate operations to make smarter decisions and meet business goals.

2

Finance and accounting services

As one of the world's premier providers of financial and accounting services, we offer the following:

- **Accounts payable:** Document management, invoice processing, approval and resolution management, and travel and expense processing.
- **Over-the counter services:** Customer master data management, credit and contract management, fulfillment, billing, collections, and dispute management services.
- **Record to report:** Accounting, treasury, tax services, product cost accounting, and closing and reporting, including SEC and regulatory reporting.
- **Enterprise performance management:** Budgeting, forecasting, and business performance reporting.
- **Enterprise risk and compliance:** Operational risk and controls across a wide range of regulatory environments.

3

Core operations

We help our clients design, transform and run core enterprise operations specific to their industries. On the foundation of domain expertise embedded in our SEP frameworks, we use our Lean Digital approach to leverage digital technologies and specialized analytics to power Intelligent Operations. We support our clients' core operations in all our industry verticals.

4

Sourcing and procurement services

We offer direct and indirect strategic sourcing, category management, spend analytics, procurement operations, master data management, and other procurement and supply chain advisory services. Using our Lean Digital approach, we help clients improve productivity and their customers' experiences by:

- Improving sourcing and procurement processes.
- Optimizing inventory management and the overall supply chain.
- Automating processes, such as order management.
- Integrating separate technology systems and analyzing disparate data sources.
- Providing a single dashboard to see metrics in one place.

5

IT services

Our IT services include end-user computing, infrastructure management, application production support, and database management. We provide support in more than 25 languages with a global footprint of native speakers.

Monitoring and management: We help our clients monitor and manage their data centers, servers, storage, emails, networks, databases, applications, and end-user devices. Our network of Remote Operations Centers offers 24/7 infrastructure monitoring and management. To continuously reduce defects, we use our proprietary SEP framework, Service Disruption to Restore, along with our accelerators and IP frameworks.

Infrastructure management: We offer cloud infrastructure services, IT service integration and management and cybersecurity services. Our approach helps our clients maximize the impact that business processes have on business outcomes - while limiting capital expenditures, risk, complexity, and time-to-benefit.

Business intelligence and data warehousing: Our enterprise data management, data warehousing, and business intelligence solutions leverage our deep domain and process expertise, strong partner relationships, and rich experience of supporting our clients. We also have significant expertise in Hyperion, SAS and Cognos, and platform support for ERP systems such as Oracle, SAP, and Microsoft.

Our clients

We serve more than 700 clients across industries and geographies. Our clients include some of the biggest brands in the world, many of which are leaders in their industries.



General Electric (GE)

GE has been our largest client since our inception and accounted for approximately 9.8%, of our total net revenues in 2017. We serve most of GE’s business units, including GE Aviation, Baker Hughes GE, GE Corporate, GE Current, GE Digital, GE Healthcare, GE Industrial Finance, GE Power, GE Renewables and GE Transportation. We provide broad services to GE across all our service offerings.

Global clients

We serve about one-fifth of the Fortune Global 500, including clients such as Abbott, Boeing, Citigroup,

GlaxoSmithKline, Ironshore, Mondelez, PayPal, Sanofi and Wells Fargo. Our net revenues from global clients, which include all clients other than GE, have grown from \$1.4 billion in 2012 to \$2.47 billion in 2017, representing a compound annual growth rate of 12%. Our net revenues from global clients as a percentage of total net revenues increased from approximately 75% in 2012 to approximately 90% in 2017. Our top five clients accounted for 20.3% of the revenues in 2017, against 24.3% in 2016 and 28.5% in 2015. As we diversify our clientele, our dependency on a few large customers has decreased—and ongoing trend for Genpact.

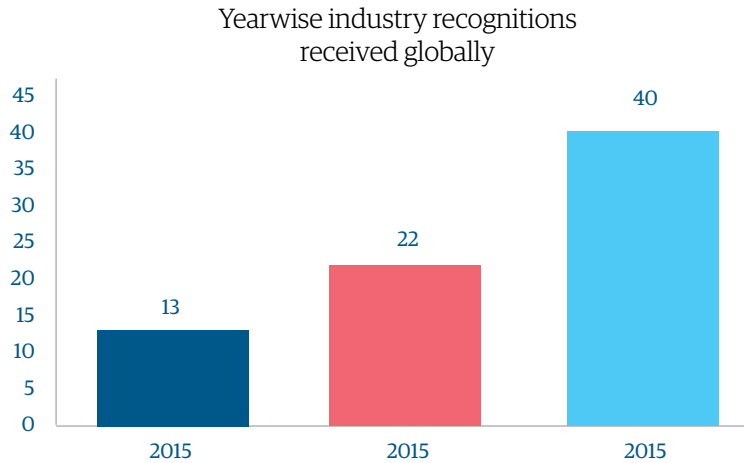


Awards and accolades

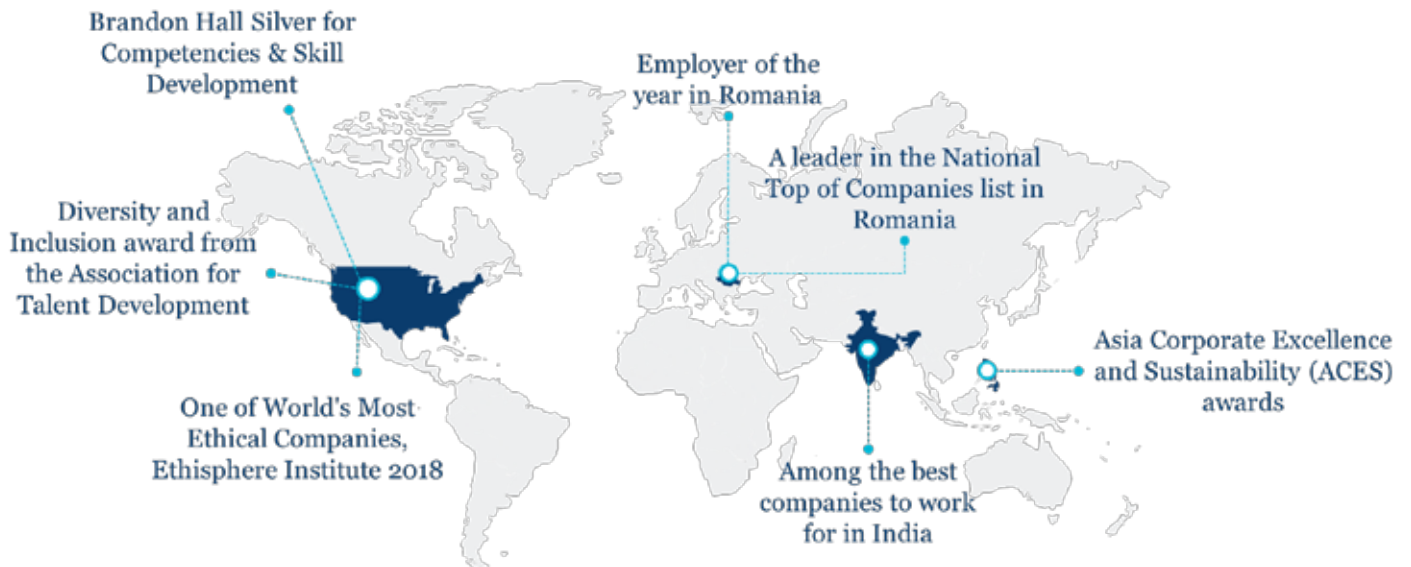
We have won several awards for excellence in our service offerings. Out of 40 leadership rankings in 2018, 14 were in digital focused evaluations, showcasing our successful digital transformation. A summary of the top awards and leadership rankings from HfS (Horses for Sources), Forrester, Gartner, Nelson Hall, etc. is provided in the illustration below.

 <p>Winner’s circle</p> <ul style="list-style-type: none"> F&A-as-a-Service, Insurance as a Service, Capital Markets Operations, ADM Hfs Blueprint - Industry spotlight for BFS <p>High performer</p> <ul style="list-style-type: none"> ITMS & Enterprise Cloud Services Strategy & Consulting, IT Services Masters, Design Thinking As-a-service Economy <p>Early leader</p> <ul style="list-style-type: none"> AI-Powered OneOffice Premier League 	 <p>“Advanced analytics” player</p> <ul style="list-style-type: none"> Customer Analytics Vendor Landscape <p>“Strong performer”</p> <ul style="list-style-type: none"> Consumer Analytics WAVE 2018  <p>“Leader”</p> <ul style="list-style-type: none"> RPA services and IoT Services <p>“Execution powerhouse”</p> <ul style="list-style-type: none"> In Digital Services 	 <p>“Leader”</p> <ul style="list-style-type: none"> Digital Marketing P&C Insurance BPS Fintech Services in Banking Mortgage and Loan BPS  <p>“Leader”</p> <ul style="list-style-type: none"> F&A Services Worldwide Life Science Social Media Analytics 	 <p>PEAK matrix rankings</p> <p>“Star performer & leader”</p> <ul style="list-style-type: none"> SCM Services, Analytics BPS, FAO Services, P&C Inc BPO Banking BPO Services, Supply Chain Services BPO Analytics Business Process Services <p>“Major contender”</p> <ul style="list-style-type: none"> IoT Services Digital Services  <p>“Visionary”</p> <ul style="list-style-type: none"> Intelligent BPM Suites
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The number of industry recognitions has increased steadily over the years.



We are proud to be a great place to work and have received recognition for our focus on employees, our ethical conduct, our diverse and inclusive culture, and our sustainability performance.



We also received many sustainability awards during the reporting period, acknowledging our excellent performance in EHS, corporate social responsibility, supply chain practices, sustainability reporting and energy performance. Notably, we were recognized by the Ethisphere Institute, a global leader in defining and advancing the standards of ethical business practices, as one of the World's Most Ethical Companies of 2018. Genpact is one of only three firms in the consulting industry to be honoured this way in 2018 and was among a total of 135 honourees, spanning 23 countries and 57 industries. The award underscores Genpact's commitment to leading with integrity and prioritizing ethical business practices. Select awards are shown in the graphic below.



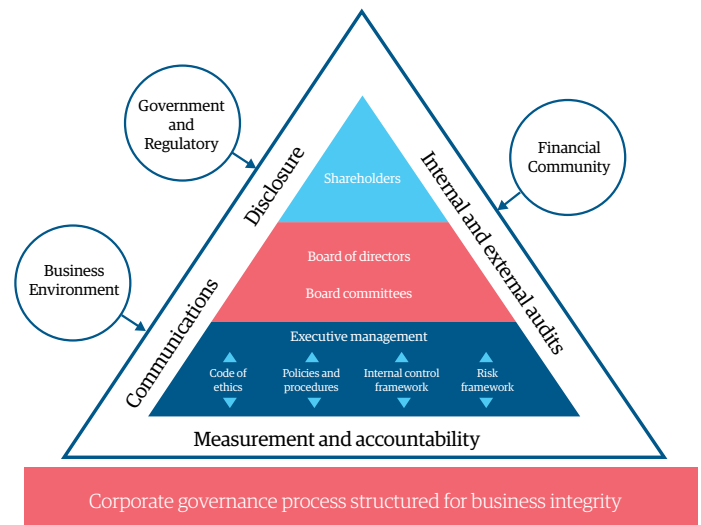
Corporate governance

At Genpact, integrity underpins our performance. Good governance, which we integrate into our business operations, capitalizes shareholder value over the long term—and does so legally, ethically and sustainably. We believe compliance and integrity are everyone’s responsibility. We believe that sound governance enhances and retains investor trust. We respect minority rights in all our business decisions.

As a global organization and an industry leader, we pride ourselves on our unwavering commitment to integrity and ethical business practices. We believe that our actions should always be guided by our core values of honesty, trustworthiness, integrity, dependability, respect, and citizenship. Our clients choose to work with us because we provide them with services that drive business value in an ethical, honest, and transparent manner, supported by a strong governance framework.

Governance framework












This same robust governance framework infuses our values into our business relationships and practices, contributing to sustainable growth and business excellence. The framework ensures complete transparency in the decision-making process, fair and ethical communications with all, a commitment to a clean environment and accountability to all our stakeholders. It is these practices, which have been in our DNA since our inception, that have prepared us for long-term success. Our regular and rigorous review processes, along with our methodical auditing practices, ensure that we meet our core business principles and standards throughout our global operations.



Our board

Our corporate governance practices begin with our independent board of directors: Genpact's CEO is the only company executive to be part of it. All 11 directors, highly respected in their professions, have rich multi-industry experience and bring a range of perspectives and insights to the task. Their work providing oversight and strategic direction for realizing our long-term vision is central to our governance framework. Meetings take place at different sites around the globe with at least one meeting held in India. For more information about our board of directors, please visit:

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

 <p>Robert G. Scott Chairman of Genpact Board</p>	 <p>NV "Tiger" Tyagarajan President and CEO, Genpact</p>
 <p>Amit Chandra Managing Director, Bain Capital India Private Limited</p>	 <p>Laura Conigliaro Former Partner, Goldman Sachs</p>
 <p>David Humphrey Managing Director, Bain Capital</p>	 <p>Carol Lindstrom Retired Vice Chairman, Deloitte LLP</p>
 <p>James C. Madden Co-Founder and Managing Director, Carrick Capital Partners</p>	 <p>Alex J. Mandl Non-executive Chairman, Gemalto</p>
 <p>CeCe Morken Executive Vice President and General Manager, ProTax Group, Intuit Inc.</p>	 <p>Mark Nunnely Secretary, Executive Office of Technology Services and Security, State of Massachusetts</p>
 <p>Mark Verdi Partner, AVALT Holdings</p>	

The board reviews all material aspects of the company, including, among others, significant financial strategies and transactions, risk management, performance evaluation, executive compensation, leadership succession planning, compliance, internal controls, and disclosures. The board is bound by our Code of Ethical Business Conduct and Integrity when they represent or act on behalf of Genpact. Directors are expected to report any actual or potential conflict of interest to the chair, audit committee and the general counsel. The board has adopted corporate governance guidelines to assist in the exercise of its duties

and responsibilities and to serve the best interests of our company and shareholders.

Our committees

Our board has established an audit committee, a compensation committee and a nominating and governance committee to help it fulfil its duties and responsibilities. Committee compositions meet the NYSE's independence requirements and other legal obligations. When deemed necessary or appropriate, the board may establish additional committees.

COMMITTEE	KEY ROLE
Audit committee	<ul style="list-style-type: none"> ● Reviews performance of statutory auditor ● Reviews quality and integrity of Accounting and Reporting ● Practices and Controls including Financial Statement / Reports ● Performance of Internal Audit Function...including Annual ● Internal Audit Risk Assessment ● Compliance with Legal and Regulatory Requirements ● Retains counsel for any specific investigations brought to its notice ● Executive Sessions with Chief Internal Auditor and external auditor
Nomination and governance committee	<ul style="list-style-type: none"> ● Establish criteria/qualification for BOD/Committees membership ● Assess/Recommend candidates qualified to serve on Board/Committees ● Develop/Recommend to Board a set of Corporate Governance Principles including Independence Standards, Leadership role in shaping Corporate Governance ● Annual Review/Evaluation of CEO, Board and Committees
Compensation committee	<ul style="list-style-type: none"> ● Compensation Practices / Policies, including Equity Benefit Plan ● Performance/Compensation for CEO, Chairman, Senior Executive and Directors ● Compensation related disclosures to be located in appropriate filings ● Approval and recommendation of Stock and Incentive Compensation Plan

Business risks and opportunities

Our clients are experiencing an increasingly complex business environment, driven by an explosion in technology opportunities, new and disruptive competitors, and shifting market dynamics. Many companies need to reimagine their business models and adapt to rapid change. These companies seek partners that can help them improve productivity, manage costs and achieve business outcomes that create competitive advantage by expanding market share, improving customer experience, and minimizing risk and loss. We believe that our digitally-enabled approach to business transformation, grounded in our deep domain and process expertise, differentiates us from our competitors.

We also firmly believe that protecting the data of our clients, our company and our people is one of the most fundamental and important responsibilities we possess. We exercise appropriate caution whenever we access the confidential data of clients and our people, safeguarding technology and information through threat identification, risk mitigation and other information security protocols.

Industry risks

<p>Regulations and laws</p>	<p>We are subject to regulations in many jurisdictions around the world as a result of the complexity of our operations and services, particularly in the countries where we have operations and where we deliver services. We are also subject to regulation by regional bodies such as the European Union, United States, etc. Non-compliance with any applicable laws and regulations may restrict our ability to provide services.</p> <p>GDPR- In the EU, a new, comprehensive General Data Protection Regulation (GDPR) will supersede EU member states' national protection laws, will add privacy and data security compliance obligations, and will increase penalties for noncompliance effective in May 2018. In particular, the GDPR will introduce numerous privacy-related changes for companies operating in the EU, including greater control for data subjects, increased data portability for EU consumers, data breach notification requirements and increased fines. Potential fines for violations of certain provisions of GDPR could reach as high as 4% of a company's annual total revenue and potentially include the revenue of a company's international affiliates.</p> <p>As privacy laws and regulations around the world evolve, these changes could adversely affect our business operations, websites and mobile applications that are accessed by residents in the applicable countries. For example, there are evolving laws and regulations in India protecting the use of personal information that could impact our engagements with clients, vendors and employees in India.</p>
<p>Restriction on entry VISAs</p>	<p>Our business depends on the ability of our employees to get the necessary visas and entry permits they need to do business in the countries where our clients and, in some cases, our delivery centres, are located. In recent years immigration authorities generally, and those in the United States in particular, have increased the level of scrutiny in granting visas in response to terrorist attacks, global unrest and political rhetoric.</p>
<p>Economic and political conditions</p>	<p>Economic volatility and uncertainty are particularly challenging because it may take time for the effects and changes in demand patterns resulting from these and other factors to manifest themselves in our business and results of operations. Changing demand patterns from economic volatility and uncertainty could have a significant negative impact on our results of operations.</p>
<p>Information security and cyber breaches</p>	<p>Information and cyber security breaches could result in systemic failures, loss, and the disclosure of confidential information. The threat of incursion into our information systems and technology infrastructure has increased and evolved in recent years. This is due to the increasing number and sophistication of third parties who have hacked, attacked, disrupted or otherwise invaded information systems of other companies and have misappropriated or disclosed data.</p>
<p>Intellectual property</p>	<p>We recognize the growing importance of intellectual property in our daily business. Understanding the various mechanisms of our intellectual property and using it effectively are at the heart of our business strategy.</p>
<p>Data privacy regulations</p>	<p>The global nature of our operations may require that personal data, originating from a region with stringent data privacy laws, be processed in another part of the world with an emerging privacy regulatory regime. It is, therefore imperative that no matter where data processing takes place, we take adequate measures to not only strengthen our compliance to applicable data protection laws, but also to create stakeholder trust.</p>
<p>Service delivery risks</p>	<p>Service delivery risks relate to complex programs providing end-to-end business solutions for our clients. We may face difficulties in providing end-to-end business solutions or delivering complex and large projects for our clients that could cause clients to discontinue their work with us, which in turn could harm our business.</p>

Business opportunities

As digital technologies intersect, a whole new world of opportunities opens for businesses, providing them with a much-needed competitive advantage. Technologies like artificial intelligence, machine learning and big-data analytics, used in innovative combinations, are sparking a bold new era in the way we interact, communicate, collaborate and conduct business. The confluence of these technologies, along with regulatory changes and social media, are causing a major shift in the way businesses operate. And with customer needs and market dynamics undergoing rapid change, organizations need to generate actionable insight from raw data with minimal delay.

Strong opportunities exist in India within the IT-business process management (BPM) sector, which expanded from US\$ 167 billion in FY 2018 from US\$ 74 billion in FY 2010—three to four times higher than the global average in IT-BPM. Estimates are that the industry will expand to US\$350 billion by 2025, making India a leading and growing sourcing destination.

Digital technology	
Artificial intelligence (AI)	Equipped with masses of data on customers and operations, Genpact applies AI to make more predictive business decisions and to anticipate customer wants and needs on behalf of its clients.
Analytics	We help companies harness data to identify trends and issues, uncover new insights, find and prevent future risks, and fine-tune operations to make smarter decisions and meet business goals.
Digital India drive	The Digital India drive will contribute to the domestic revenues of Indian IT firms. This campaign will promote usage of ICT devices. It will drive mobile applications, requirement of security services and data analytics.

CASE STUDY

Artificial intelligence for faster finance

We worked with a financial firm that manages accounts for 45,000 customers in 235 countries

What the company needed

Our client’s customer list was growing, but it was still spreading financial statements by hand. So it needed to speed things up and cut costs by automating financial spreading.

How we helped

Genpact helped the finance firm automate and standardize 80% of the firm’s processes using Cora LiveSpread and our domain expertise. Cora LiveSpread is powered by our AI-based platform, Genpact Cora, and uses our patented extraction and computational linguistics technologies to intelligently automate the financial spreading process.

What the company got

By processing 80% of their financial statements automatically, it cut costs by 70%. Which means it improved customer satisfaction, compliance, and sped up credit decisions.

1. <https://www.ibef.org/download/IT-ITeS-Report-Apr-2018.pdf>

GDPR@Genpact

GDPR, the new data privacy regulation that aims to protect personal information of European citizens, became effective on May 25, 2018 and will serve as the primary law regulating how companies protect EU citizens' personal data. Companies that fail to achieve GDPR compliance before the deadline will be subject to stiff penalties and fines. The GDPR not only applies to businesses in the EU. It also applies to all businesses marketing services or goods to EU citizens.

What is personal data?

Personal data refers to any information, such as name, date of birth and phone number, that can identify an individual—either from data itself or from data in conjunction with other information.

What is sensitive personal data?

Sensitive personal data reveals racial or ethnic origin, political opinions, religious beliefs, and includes genetic data or biometric data. Here are some examples: Income history, insurance information, tax returns and so on. Then there is highly sensitive personal data, such as data revealing sexual orientation.

Genpact's GDPR compliance journey

The GDPR mandates a baseline set of standards for companies that handle EU citizens' information to better safeguard the processing and movement of citizens' personal data. Arguably the biggest change to the regulatory landscape of data privacy comes with the extended jurisdiction of the GDPR. It applies to all companies processing the personal data of EU residents, regardless of the company's location. Since a significant portion of Genpact's business comes from the EU, we have taken several steps to ensure that we comply with these requirements well in advance of the deadline. As well, we continue to build awareness about the sensitive issue of data security across our global locations.

Training and awareness

We provide all employees and contractors responsible for capturing, processing or sharing personal data with appropriate training so that they are absolutely clear about the new rules and how they affect their roles. Genpact plans to launch a GDPR training module on the iLearn platform that, once completed, will give employees a clear understanding of their data privacy obligations.

Key concerns and challenges



Low visibility into personal information handled



Complex requirements such as Right to be Forgotten, Right to data portability, DPIA etc.



Cross border data transfers of EU PII



Risk related to use of third party vendors



Impact to customer and business partner confidence



Impact to corporate reputation

Privacy by design

Privacy by design refers to proactive and preventive measures for embedding privacy during the initial design stages and throughout the complete development process of new products, processes or services that involve processing personal data. While privacy by design is not a new concept it is just now becoming part of a legal requirement of the GDPR. We are proactively adapting our business processes to incorporate privacy of sensitive and personal information at the design stage.

Data protection officer (DPO)

GDPR mandates the appointment of a DPO. The DPO's role is to oversee those whose core activities consist of processing operations that require regular monitoring of data subjects on a large scale or of special categories of data. Genpact has aligned the appropriate resources to meet this requirement as well.

Breach notification

Under GDPR, organizations must notify regulators about a recognized data breach within 72 hours. Processors must also notify their controllers about any data breach.

The information security and risk teams at Genpact have built the relevant safeguards and alerts to comply with this requirement.

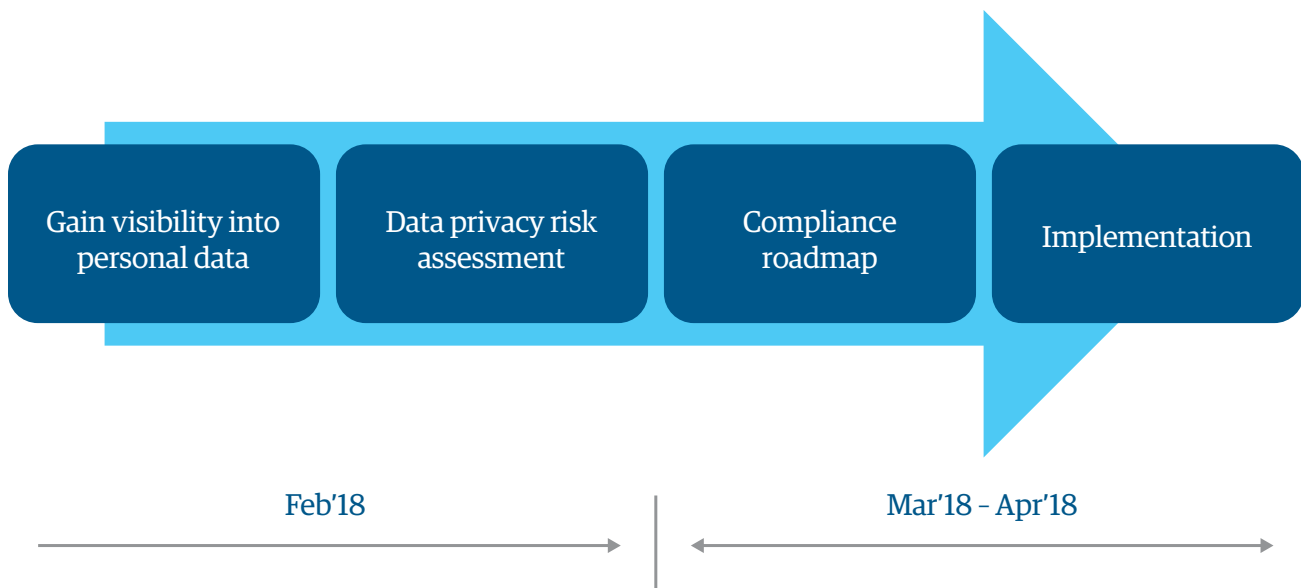
Records of processing

GDPR mandates organizations to maintain a record of all processing activities. We have prepared Data Flow Diagrams and conducted Personally Identifiable Information (PII) assessments for all client operations and corporate functions teams.

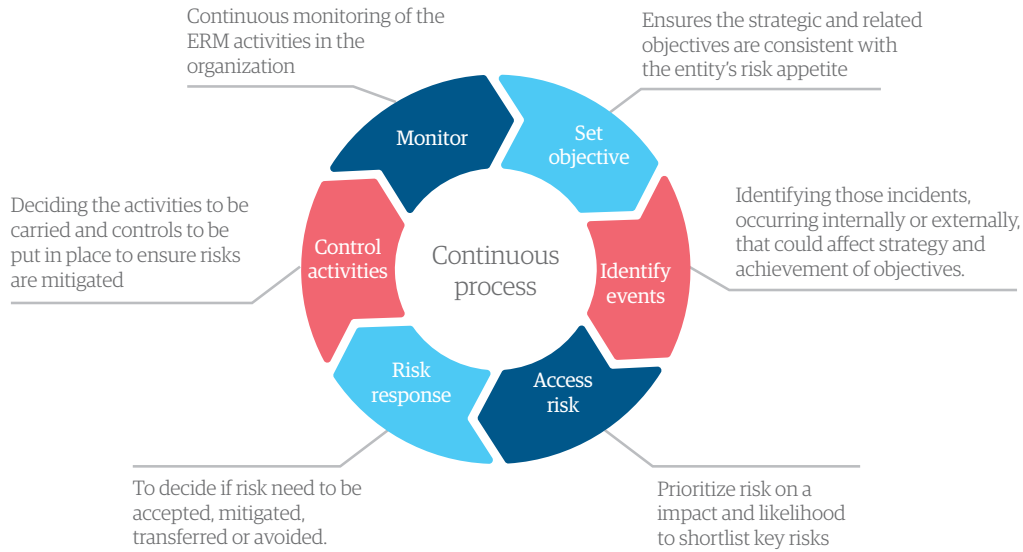
Risk management framework

Our proactive approach is evident in our extensive risk management systems. Our governance framework ensures that we have a process to identify, measure, and manage risks responsibly. We conduct risk assessments annually at the level of the entity, business segment and business process, leading to effective statutory, policy and process compliances. The board of directors is responsible for monitoring risk levels, while the management team oversees the implementation of mitigation initiatives. Our enterprise risk management framework is illustrated in the figure below.

Genpact's GDPR timelines

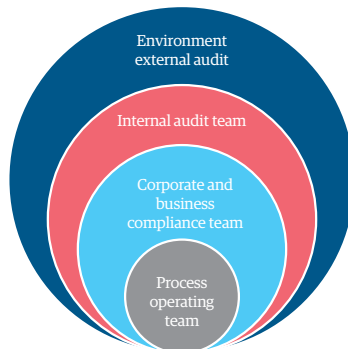


Enterprise risk management



Three lines of defense

Genpact has a multi-tiered risk and compliance monitoring process. Each tier is responsible for carrying out a specific set of risk identification and mitigation activities.



1st line of defense: Process operating teams	2nd line of defense: Risk and compliance teams	3rd line of defense: Internal audit team
<ul style="list-style-type: none"> a. Checks and controls in design of processes b. Adheres to policies and procedures c. Reviews at operating, account & vertical levels d. Detects risk detection and applies response mechanisms 	<ul style="list-style-type: none"> a. Enterprise & business risk and compliance b. Process and control assurance; risk management c. Managing & assurance over regulatory changes and its impact over processes; d. Independent monitoring over transactions e. Building risk culture 	<ul style="list-style-type: none"> a. Operational, financial and compliance related measuring compliance with the company's policies and procedures, b. Laws and regulations; c. Reliability of financial reporting; d. Efficacy of operations; e. Safeguarding of assets as per audit plan.

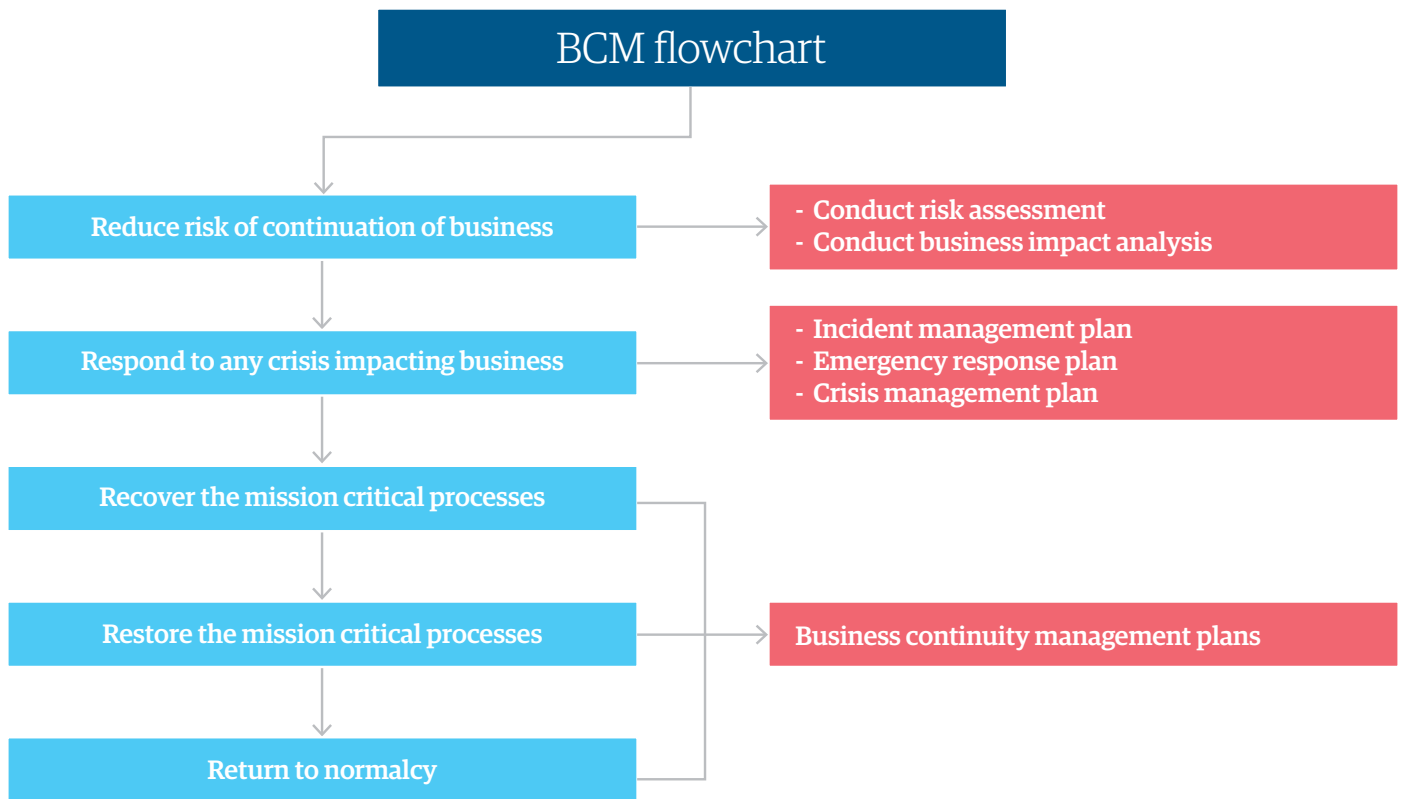
As well, Genpact engages third-party independent external audit firms to ISAE 3402 examinations, certifications (such as ISO 27001, ISO 14001, OHSAS 18001, and ISO 22301), and other security audits on its control environment.

Business continuity planning (BCP)

Genpact evaluates and prepares for potential crises with a highly dynamic, well-structured system to identify, manage and minimize risks. BCP, an integral part of the Genpact’s culture, focuses on strategic, operational, financial and legal risks. We endeavour to ensure prompt and efficient recovery of critical business functions from

any incident at any of our premises, without compromising on employee safety and security. Our Business Continuity Management Systems holistically identifies potential threats and employs a framework for continuously building resilience. It also provides an effective response that safeguards the interests of all interested parties, including contractors, customers, shareholders, investors, government, regulatory bodies, co-tenants and vendors. In addition, it protects the reputation of the organization as well as its brand- and value-creating activities.

We conducted several crisis simulation drills and sessions in 2016 and 2017. We carry out quarterly drills at every Genpact site to validate emergency response coordination. We conducted training and workshop sessions on emergency measures and handling procedures.



Business continuity management flow chart

An important aspect of business continuity planning for a globally mobile workforce is managing global travel risks. Genpact has a dedicated global command centre, run by our physical security team, for managing employees' travel risks. The Chief Security Officer enforces the travel policy, monitoring and mitigating risks, to avoid disruptions in our services.

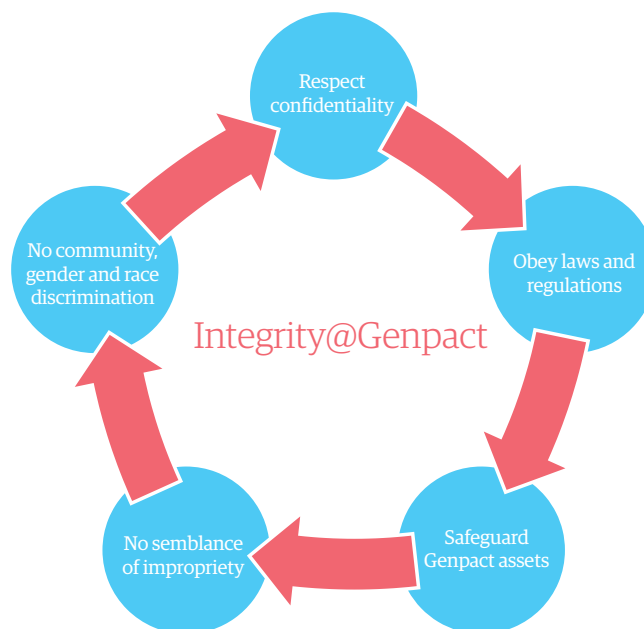
As well, Genpact links with International SOS (ISOS). ISOS classifies countries for travel and medical threats as severe, high, medium, low or insignificant and supports all employees travelling anywhere around the world. Before confirming travel requests, the travel desk takes ISOS guidelines into account. Additionally, Genpact has links with leading service providers like iJet for regular safety and security briefs and advisories.

Business transparency

Genpact is globally united by one culture. Our core values of respect and integrity determine how we conduct our business. Our work reflects our principles, and our employees are true ambassadors of our values. We understand that the that long-term success of any company depends on transparent reporting. To earn and retain the reputation of the company and trust of our stakeholders, we are firmly committed to managing our services responsibly and to conducting our business in an ethical and transparent manner.

Completion %	Integrity training	Data privacy	Information security training
2016	48	48	48
2017	71	62	62

Completion %	Integrity training	Data privacy	Information security training
2016	92	92	94
2017	87	95	95



Code of conduct

We believe that our actions should always be guided by our core values of honesty, trustworthiness, integrity, dependability, respect, and citizenship. We have adopted a Code of Ethical Business Conduct that resonates with these core values and that is deeply embedded in the actions and expectations of our employees, officers, directors, and agents. Our clients choose to work with us because we provide them with services that drive business in an ethical, honest and transparent manner, supported by a strong governance framework.

Proper business conduct and ethical behaviour are fundamental conditions of employment: As we indicate in our Integrity@Genpact handbook, every employee is responsible for his or her own actions. All new hires must take a course dedicated to ethical behaviour that helps them avoid scams both at home and at work. Regardless of job or title, any employee who observes or knows of unethical or unlawful activity must report such activity immediately and is urged to confront individuals responsible for such actions.

Our training sessions and direct communication from leadership underscore that we can achieve our business vision without compromising integrity. Our rigorous internal controls, business values and focus on controllership help us create enduring client trust.

Controllership

Two factors are vital to Genpact's controllership and hence our transparency. The first is a *strong GE heritage framework* that commits our CEO, CFO and our business leader to conducting a monthly review of our business operations. The second is our *inbuilt process controls, including audit controls* that consist of stringent financial closure processes, auditor quarterly reviews, and so on.

Internal audit

Our internal audit function reviews and evaluates the company's controls and reports directly to our audit

committee. After management reviews and identifies any process, financial, and compliance risks, it adopts an audit plan with the audit committee's approval. Members of the internal audit team rotate every 18 months to ensure independence.

Compliance

Our ombudsman program has earned a great deal of our employees' and stakeholders' trust: They believe any concern they raise will receive all due attention and resolution. All our major facilities have an ombudsman box for reporting violations. Employees can also write directly to ombudsperson@genpact.com. In 2016, 725 cases were reported globally through the ombudsman program, compared to 869 in 2017.

The compliance communication program

Employees learn about their crucial role in upholding Genpact's values through our compliance communication program. In this capacity-building endeavour, a member of the leadership team describes Genpact's grievance mechanisms, such as the ombudsman program, the no-retaliation policy, and so on. Regional leaders engage with workers on these themes through devices such as town halls and executive meetings. We favour personal communication over email and stress the importance of Genpact's integrity policies. The sessions cover actual instances in which employees or business partners didn't meet Genpact's ethical expectations and also keep our employees informed about recent events and news items, so they can develop a better understanding of relevant issues.

We believe the increase in ombudsman program cases we've recorded in the last few years is a testament to its effectiveness and the trust it has engendered. Technology has helped with the process, too. We have digitized complaint submissions to protect anonymity, to make people less reluctant to file them and to ensure timely resolutions.

	2016	2017
Area	Number of complaints	Number of complaints
Conflict of interest	25	20
Controllership	147	89
Data manipulation	37	51
Data privacy	71	102
Fair employment practices	24	33
HR issue	329	460
Information security	15	4
Intellectual property	2	0
Miscellaneous	29	34
Retaliation	1	0
Safe work environment	31	39
Sexual harassment	14	37
GRAND TOTAL	725	869

Genpact prohibits sexual harassment—a policy that Human Resources (HR), the ombudsman and the Policy Compliance Review Board (PCRB) enforce whenever necessary. Additionally, in India and the Philippines we have specific groups who investigate these matters based on local legal requirements, and specialized committees for handling sensitive sexual harassment issues.

Genpact examines and acts on all concerns that global or regional PCRBs, comprised of the CEO, CFO, head of HR, and general counsel, declare substantiated. The audit committee of the board also reviews all violations on a quarterly basis.

During the reporting period, Genpact has not incurred fines or legal actions for business malpractice or misconduct. As well, there were no incidents of non-compliance to regulatory or voluntary health and safety codes involving our services.

Grievance mechanism

A well-organized and effective grievance system gives our employees a vital role in the process and provides prompt and orderly resolution of complaints or disputes. Employees have many channels for reporting departures from—or violations of—Genpact policies. Our no-retaliation policy lets them anonymously report incidents to supervisors, management, HR, compliance officers, the legal department or the ombudsperson—all of whom are trained to recognize concerns and navigate investigations.

Human rights

Treating people equally and with dignity is an inalienable part of our culture at Genpact. Respect for human rights is fundamental to our business and our value chain.

As a global professional services company, we focus on the human rights most relevant to our enterprise and operations. These include eliminating discrimination; creating a respectful work environment; ensuring employees' health, safety and security; protecting, securing and using personal data responsibly; and working against corruption in all forms. To instil our commitment to human rights in our employees, we mandate them to complete an e-learning module on the subject annually. Using scenarios, the module teaches them about conflict of interest, safety, fair employment practices, and appropriate workplace behaviour between genders, to name a few issues. In addition, we work with our suppliers to see that they respect human rights in their operations. More information about our progress and performance in this area is available in the supply chain section.

Sexual harassment at work

Safeguarding and protecting female employees is an utmost priority for Genpact. The e-learning module described above defines sexual harassment, outlines pertinent laws and regulations, and explains how to raise a concern. In India, the internal complaints committee

(ICC) is a forum for registering complaints that particularly pertain to the sexual harassment of women at work. In addition, we have trained HR and special teams to act as ombudspersons and to understand the importance of a complainant's anonymity and privacy. They take all claims of violations seriously and investigate them in depth.

Public advocacy

At Genpact, we believe it is not enough to abide by our principles, ethics, and values. We must also influence our stakeholders, business partners, peers, and the industry at large to create a responsible marketplace based on transparency, equity, integrity, and respect. We do so by participating in cross-industry forums, industry associations, sustainability charters, and by conducting responsible and transparent public policy advocacy. We strive to fairly represent the interests of the industry and our stakeholders.

Although Genpact works closely with various associations in advising governments, we do not spend money on lobbying or maintain a political stance. In addition, we do not support specific political parties or candidates or give company funds or property as donations to parties, candidates, or campaigns.

Sustainability communication and associations

We have been active participants in major frameworks that assess the environment, social and governance (ESG) performance of companies, including the Carbon Disclosure Project (CDP), EcoVadis, World Resource Initiative, United Nations Global Compact, among others. We received a Gold Rating from EcoVadis for our CSR/ESG global supply chain practices. We also submit our emissions data under CDP, thereby providing important non-financial information to our investors and clients. As signatories of the United Nations Global Compact (UNGC), we regularly submit our annual Communication on Progress report.

We have been a member of the National Association of Software and Services Companies (NASSCOM) since its inception in 1988. NASSCOM is a major trade association of the Indian Information Technology and Business Process Outsourcing industry. We do not lobby directly with any national governments but do engage with them through associations like NASSCOM to catalyze action wherever necessary. We are also members of Indus Forum, an online and offline entrepreneurial network aiming to improve sustainable and inclusive innovations in both Indian and Dutch businesses.

Genpact's sustainability program

*"Generating sustainable impact for
all our stakeholders is a business
imperative at Genpact"*

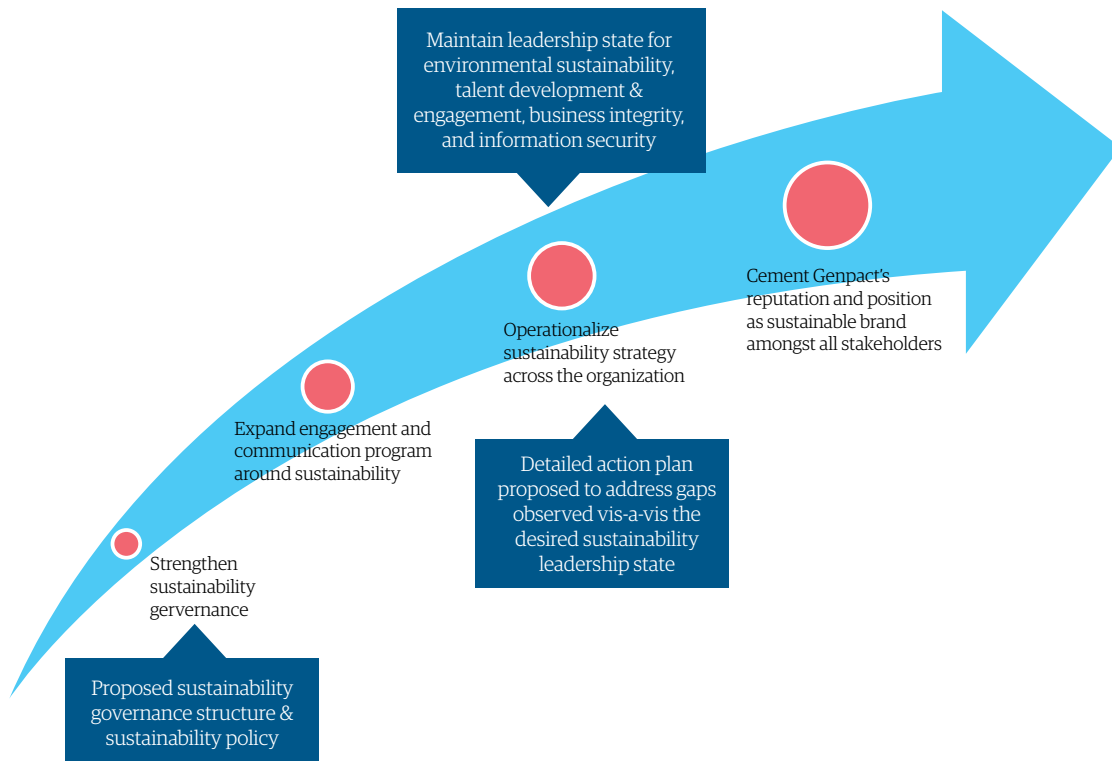
*NV "Tiger Tyagarajan"
President and CEO, Genpact*



Generating Business Impact, Generating People Impact, Generating Green Impact, and Generating Community Impact are the four broad focus areas of our sustainability program. Genpact has an environment health safety and sustainability (EHS&S) team that helps implement our sustainability strategy around the world. The team monitors our success in meeting resource conservation targets and facilitates planning and budgeting under the sustainability umbrella. It also drives sustainability awareness, communication and reporting across geographies as per global standards. The team meets

regularly with top management to discuss progress and evaluate action plans.

We are calibrating our sustainability strategy and targets with key aspects of the materiality assessment, aligning them as well with the most critical sustainability aspects of our organization. To that end, we are setting targets for 2020 that we will monitor and communicate through a robust governance structure, our report and our website. Subsequent sections explain the process we are following to engage stakeholders and to assess materiality.



Stakeholder engagement

Our key stakeholders include employees, clients, investors, suppliers, communities, academic institutions, governments, and industry bodies—all of whom have an impact on the environment and are in turn affected by our operations and activities.

To break silos and create value for these interdependent stakeholders—whether they’re involved directly or indirectly—we must integrate communications between them. Engaging them in this way is vital if they are to understand the environmental, social and economic risks

and opportunities in a business ecosystem. What is more, that kind of open communication helps us establish for ourselves which topics are most critical to our stakeholders and to our business at large.

To improve our reporting and set the tone for the way we manage our business, we regularly engage these stakeholders in dialogues regarding our objectives, our progress and our performance. And because doing so makes engagement more relevant, it generates the impact we desire. Contributions from assorted stakeholders (see table below) inform our reporting approach, which we adjust accordingly to more closely meet their expectations.

Stakeholder	Interfacing group	Engagement types
<p>Employees</p> 	<ul style="list-style-type: none"> • HR • Senior management 	<ul style="list-style-type: none"> • Employee satisfaction survey (annual) • Performance appraisal (bi-annual) • Corporate social responsibility volunteering (ongoing) • Regular formal/informal with managers organization (ongoing) • Training and development programmes (ongoing) • Grievance cell (ongoing)
<p>Clients</p> 	<ul style="list-style-type: none"> • Marketing • Delivery teams • Senior management 	<ul style="list-style-type: none"> • Net promoter score based on the process owner questionnaire (semi-annual) • CXO questionnaire (annual) • Governance meetings at account level between different levels of the organization (ongoing)
<p>Investors</p> 	<ul style="list-style-type: none"> • Investor relations • Company secretary • Senior management 	<ul style="list-style-type: none"> • Quarterly calls with investors and shareholders • Annual 10K report • Annual general meeting • Email alerts for SEC - related information, reports, webcasts and presentations, scheduled events and company news (ongoing) • Online information request/contact us form
<p>Suppliers</p> 	<ul style="list-style-type: none"> • HR • Business units • Procurement 	<ul style="list-style-type: none"> • Vendor prequalification process (ongoing) • Vendor risk analysis and rating process (ongoing) • Engagement with vendor employees during sessions on promoting health and safety-related practices (ongoing)
<p>Communities</p> 	<ul style="list-style-type: none"> • CSR Team • Corporate communications team • Senior management 	<ul style="list-style-type: none"> • Community intervention/employee volunteering activities (ongoing) • Planning exercise with NGOs (ongoing) • Limited engagement with NGOs on strengthening their processes (ongoing)
<p>Academic institutions</p> 	<ul style="list-style-type: none"> • HR • Senior management • CTO 	<ul style="list-style-type: none"> • Campus recruitment
<p>Government & industry bodies</p> 	<ul style="list-style-type: none"> • Corporate affairs • Finance • Senior management 	<ul style="list-style-type: none"> • Engagement through memberships of industry bodies like NASSCOM, CII (Confederation of Indian Industry), Business Processing Association of the Philippines (BPAP), Association of the Business Services Leaders (Poland and Romania) etc. (ongoing)

Materiality assessment

This year we revisited our materiality assessment to prioritize elements based on their impact on the business and their importance to various stakeholders. Defining ‘materiality’ helps an organization to understand what is relevant to stakeholders over the short, medium and long term.

Determining materiality for sustainability is in many ways like conducting accounting, insofar as only properties that

cross a certain threshold become essential to monitor and report. This year we undertook a comprehensive materiality assessment that helped us identify and prioritize key sustainability aspects from the stakeholders’ and company’s perspective. This allows Genpact to focus on ones that are truly critical to achieving our goals, securing our business model and managing our impact on society.

What follows is a summary of the materiality assessment that Genpact adopted.



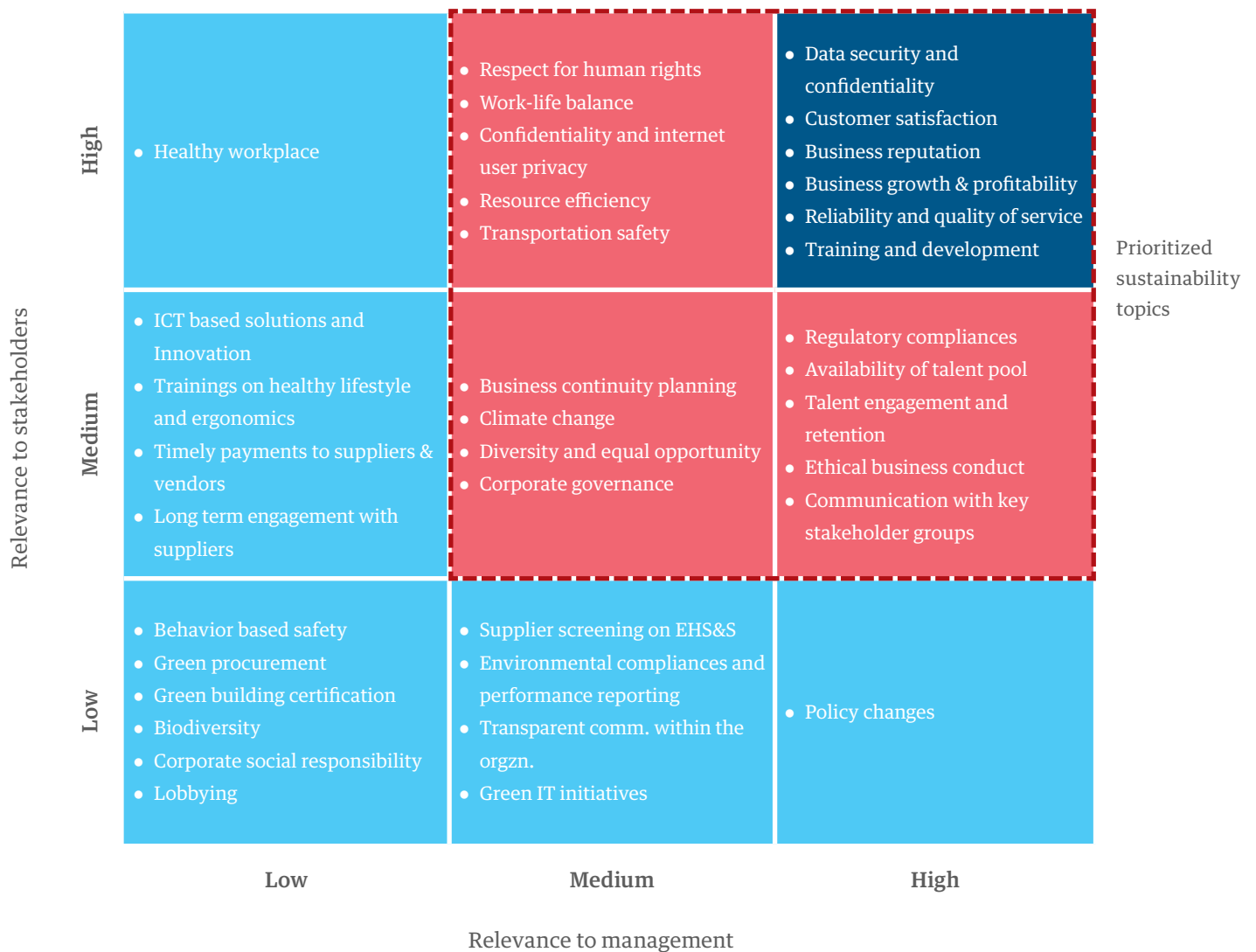
We identified stakeholders based on groups that our peers in the IT/ITeS sector engage with. We covered eight stakeholder groups—employees, clients, investors, academic institutions, government/regulatory bodies, communities & NGOs/civil society networks, industry bodies and suppliers. We prepared questionnaires using guidance the GRI provided and the sustainability aspects considered by Genpact and its peers in the past. We obtained responses through a combination of online surveys, physical questionnaires and personal interactions. To get a well-rounded perspective, we also sought and received management responses from all major function heads at Genpact across different geographies, assisted by their discussions with our sustainability team and external consultants.

Stakeholders and management rated the importance of sustainability aspects from low to high. After consolidating responses and applying appropriate averaging weights, we ranked 39 aspects, which served as the basis of our materiality assessment.

In addition to conducting the materiality assessment exercise every two years, we also engage with important stakeholders on an ongoing basis. For instance, we conduct regular customer satisfaction surveys asking clients to rate our service delivery performance and to share issues. Similarly, we conduct surveys with our suppliers on performance-related concerns and ESG questions. We consult with our local communities to understand aspects

of importance to them and to gauge the effectiveness of our current initiatives. These views indirectly affect our materiality assessment because management sees the results. The following figure shows the materiality matrix, along with some prioritized aspects that were shortlisted for added emphasis in our sustainability strategy for the next two to three years. We noted that some aspects were ranked low or medium. In some cases that is because they may not be relevant for the business. In others, it is because Genpact has managed them well and their importance has moderated over time.

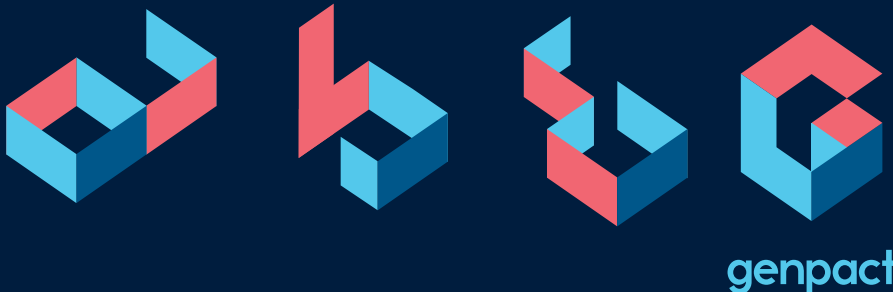
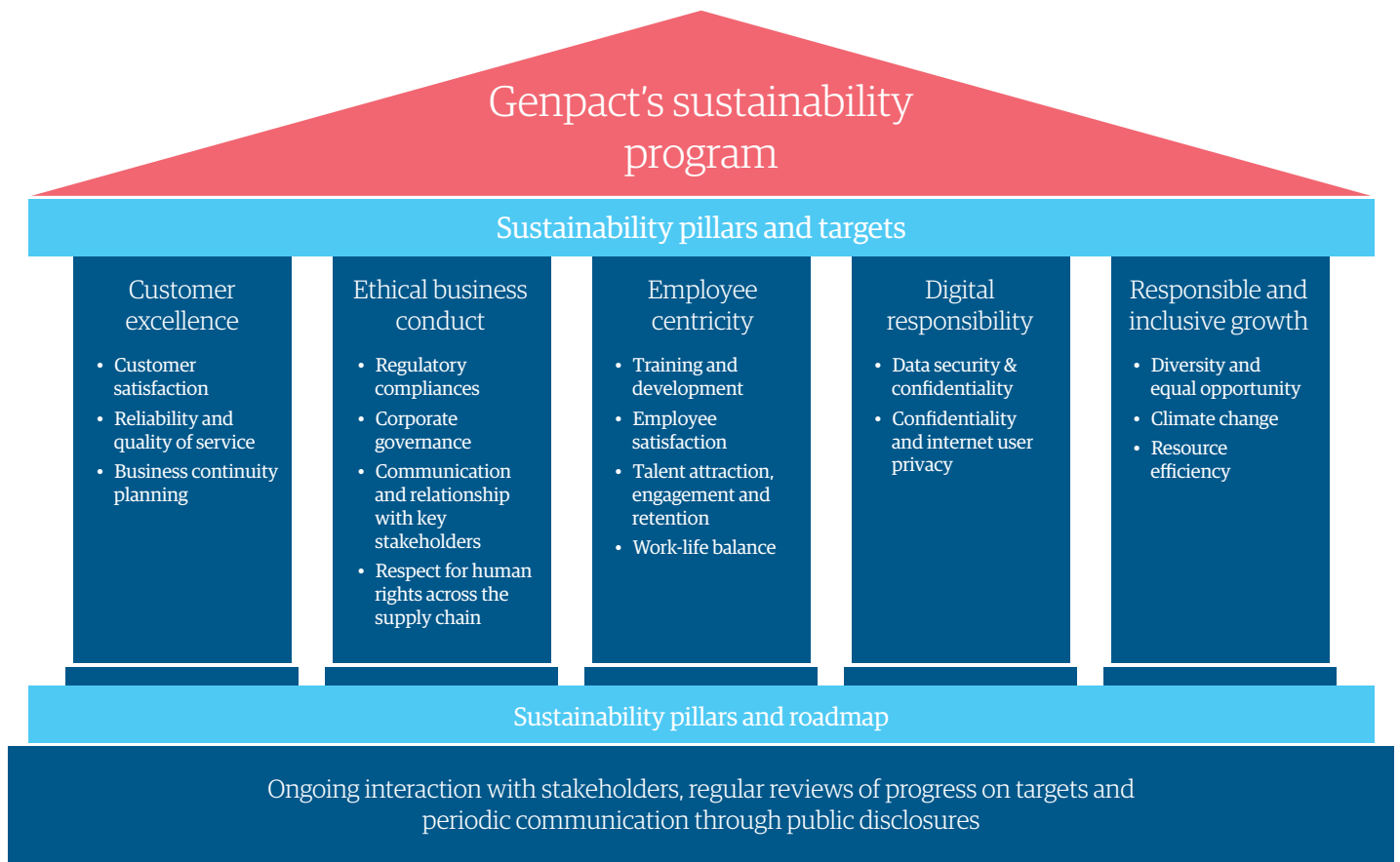
Overall, the most important aspect was data security and confidentiality, followed by customer satisfaction—both deemed important in past materiality assessments as well. In the current assessment, however, confidentiality—previously considered largely from the client’s perspective—now also encompasses employee internet privacy. We will address identified material aspects under Genpact’s Digital Responsibility, where we have also reviewed changes in priorities over the last four to five years—knowledge we used to develop our sustainability strategy to 2020.



Genpact's sustainability program 2020

Based on the results of the materiality assessment, we are recalibrating our sustainability strategy and setting

ambitious targets for 2020. After identifying priorities, we organized them under common themes. Five strategic pillars are part of GSP 2020, as shown in the figure below. We have set internal targets for each of the five pillars. We plan to field reports in the coming years about our progress in meeting these targets.

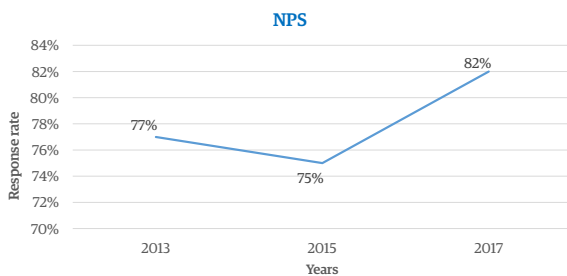


**Transformation
Happens Here**

Financial performance

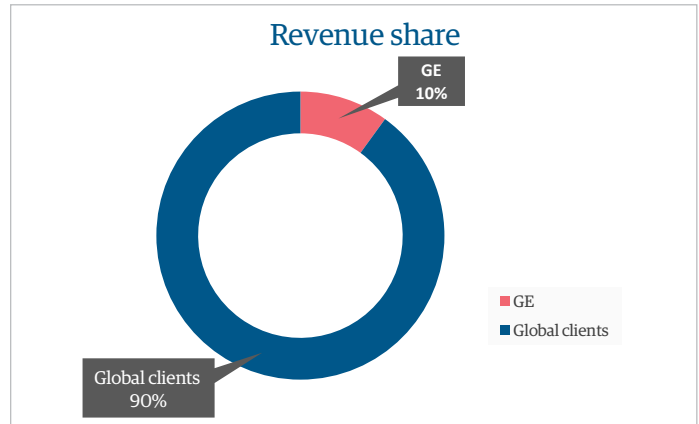
We understand the importance of creating economic value for our stakeholders. We strongly believe that responsible business can create value for all. Our financial performance has been consistently robust and is deeply linked with increasing client satisfaction. We used the Net Promoter Score (NPS) for existing and new clients as an incentive for senior management, effectively encouraging the reference ability of client names during deal pursuits. The figure below shows our NPS response rate trend over five years. In 2017, we received an 82% response rate from a total of 2,274 respondents across 265 accounts, including 31 new accounts. GE constitutes 17% and global clients represent 83% of this breakdown. Some 26%—the highest percentage—comes from manufacturing sector.

Year 2017 marked another successful period for Genpact. We witnessed significant growth: Our revenues increased by 6% compared to previous year. In 2017, we had net revenues of US\$2.74 Billion, of which approximately 90% was from our global clients, with the remaining 10% coming from GE—our largest client since our inception. The net revenue of our global clients has increased steeply over the last five years, from US\$ 780 million (62%) in 2010 to US\$ 2.47 billion (90%) in 2017. The strategic investments we have made in digital domain and talent drove 25% growth in transformation services revenues from global clients.



2018 Outlook

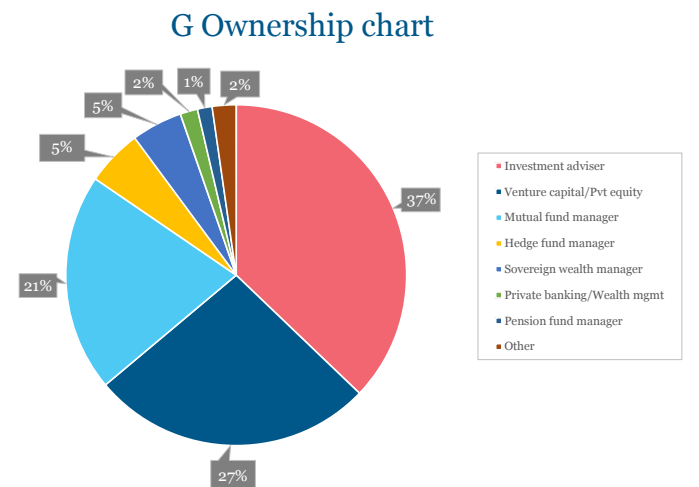
Genpact expects total revenue for financial year 2018 to be between \$2.93 to \$3.0 billion. We expect our global client revenue growth to be in the range of 9% to 11%, both on an as-reported and constant currency basis. The following table details other financial indicators that quantify the economic value we generated and distributed Genpact for in 2016 and 2017. We also receive tax breaks for a few years in some regions where we operate and create economic activity and employment. The total amount of benefit from a tax holiday in 2016 was \$32.893 million and in 2017 it was \$35.814 million.



Category	2016 (US\$ Million)	2017 (US\$ Million)
Economic value generated		
Total revenue	2588.1	2771.3
Economic value distributed		
Operating cost	621.0	659.6
Employees benefits and wages	1531.5	1657.2
Taxes and royalties	62.1	59.7
Interest charges	23.4	39.9
Other expenses*	82.7	94.0
TOTAL	2320.6	2510.5

*CSR investments are allocated as part of the operating costs of business units and therefore do not form a separate line item

On December 31, 2017, Bain Capital, through its affiliates, owned approximately 21% of our outstanding equity. It continues to be our single largest shareholder. The ownership breakup is shown in the pie chart. The entities included in the consolidated financial statements are listed in the succeeding table.



Entities included in the consolidated financial statements

Genpact South Africa (Pty) Ltd	Genpact China Investments (Mauritius)	Genpact Onsite Services - Finland Branch	Genpact PL SP z.o.o. (krakow, Poland)	Strategic Sourcing Excellence Limited
Genpact Kenya Limited	GENPACT CONSULTING (SINGAPORE) PTE. LTD.	Genpact Hungary Kft.	Genpact Poland	PNMSoft UK Limited
Genpact Morocco S.a.r.l	Headstrong Australia Pty Ltd (Australia)	Genpact Hungary Process Szolgaltato' Kft.	Genpact Services Poland spółka z o.o.	Genpact (Dalian) Co. Ltd.
Genpact (Dalian) Information & Technology Service Co., Ltd.	Genpact Onsite Services - Australia Branch	Genpact Onsite Services - Italy Branch	Genpact Romania Srl.	Genpact (Foshan) Information & Technology Service Co., Ltd.
Suzhou Jiante Information & Technology Service Co., Ltd.	Genpact Australia Pty Ltd	Genpact Luxembourg S.a.r.l. (Luxembourg)	Genpact Slovakia s.r.o.	Genpact (Qingdao) Information & Technology Service Co., Ltd.
Genpact (Suzhou) Information & Technology Service Co., Ltd. Shanghai Branch	Genpact Onsite Services - France Branch	Genpact Luxembourg S.a.r.l. (Luxembourg)-US Finance Branch	Genpact UK Limited	Genpact (Suzhou) Information & Technology Service Co., Ltd.
Regional Operating HQ Branch (USD)	Headstrong Services India Pvt. Ltd (France Branch)	Genpact Onsite Services -Luxembourg Branch	Pharmalink Consulting Ltd UK	Suzhou Jiante Information & Technology Service Co.,Ltd. Dalian Branch
Endeavour Software Technologies Private Limited	Genpact Onsite Services - Germany Branch	Genpact Onsite Services - Spain Branch	Genpact Regulatory Affairs UK Limited (United Kingdom)	Genpact India Pvt. Ltd.
Genpact Enterprise Risk Consulting LLP	Headstrong GmbH (Germany)	Genpact Onsite Services - Sweden Branch	Headstrong (UK) Limited (UK)	Axis Risk Consulting Services Pvt. Ltd.(India)
RAGE FRAMEWORKS India Private Limited	Genpact Ireland Private Limited	Genpact Onsite Services - Switzerland Branch	Headstrong WorldWide Ltd (UK)	NGEN Media Services Pvt. Ltd.
Genpact Japan K.K.	Genpact Onsite Services - Austria Branch	Genpact NL B.V. (Netherlands)	Pharmalink Consulting Operations Ltd (Northern Ireland)	Genpact Mobility Services (I) Pvt. Ltd.
Headstrong Hong Kong Ltd.(Macau Branch) (USD)	Genpact Onsite Services - Belgium Branch	Genpact Netherlands B.V. (Netherlands)	Markit Genpact KYC Services Limited	Headstrong Services India Pvt Ltd
Genpact Malaysia Sdn Bhd	Genpact Czech s.r.o.	Genpact Onsite Services - Netherland Branch	Genpact WM UK Limited	Genpact India-HEADST
Genpact Japan Service Co. Ltd.	Genpact Japan Business Services K.K.	Headstrong Hong Kong Ltd. (Hong Kong)	Genpact India Holdings (Mauritius)	Genpact Onsite Service - Denmark Branch-ADIGOS
Genpact Consulting KK	Genpact Onsite Services - Hong Kong Branch	Genpact Mauritius (Mauritius)	Genpact Singapore Pte. Ltd	Genpact International Inc.

Safeguarding the environment

Reduction in energy consumption per square feet * **19%**

Reduction in GHG emissions per square feet* **15%**

Liquid discharge status for all owned sites by 2020 **Zero**

Energy saved at owned sites **1410 MWh**

Water recycling at owned sites **61%**

** Emission intensity reduction and Energy consumption reduction is from 2015 to 2017, Energy Intensity (Energy consumption within the organization) for year 2017 is 0.07GJ/Sq. Ft. and 5.5 GJ/Employee, GHG emission intensity (scope1 & scope2) for year 2017 is 1.1 t CO2e/employee and 0.01 t CO2e/Sq.ft, the area considered for environment boundary for year 2017 is 5332310 Sq. Ft.*



Genpact appreciates the dichotomy inherent in our mission to sustain economic growth while reducing our environmental footprint. To address this dichotomy, we are working towards decoupling economic growth and environmental impact through changes in our strategy across the value chain. We envision that as the way to fulfil our duties as a responsible corporate citizen and follow a sustainable approach while pursuing our business aspirations and enhancing shareholder value.

We continuously strive to reduce our ecological footprint and drive efficiency through resource optimization and waste reduction. While our footprint is large in absolute terms, we focus on reducing its intensity on a per-employee or per-unit area basis. We find that we achieve maximum impact through green technology, green buildings and other green initiatives that focus on building sustainable supply chains in an incremental manner. In addition, we also encourage behaviours that embed sustainability into the day-to-day actions of our employees, suppliers and/or customers. With ongoing improvements in energy efficiency, green infrastructure and green IT initiatives, we continue to reduce our energy and carbon footprint.

Genpact strongly emphasizes resource efficiency: We have adopted ambitious targets for zero waste to landfill and zero liquid discharge status at our owned facilities. Water is an important resource for us and we have taken actions to make our operations self-sufficient by promoting recycling, building on-site treatment facilities and curbing the use of bottled water and municipal supplies with appropriate technologies.

We aim to help our supply chain partners achieve better sustainability through self-assessment, continuous engagement, transparent communication and capacity building. We have structured these efforts under Genpact's policies, codes of conduct and globally recognized standards (like ISO 14001:2007 and OHSAS 18001), which we apply to our supply chain by extension.

Genpact obeys all applicable environmental regulations in its respective operating locations. We received no fines for failing to comply with environmental regulations or for any other negative consequences during the reporting period.



Environment management system

Genpact focuses on recognizing new ways for better health safety and environmental management system which provides the foundation for our sustainability initiatives. Our offices across India, the US, the UK, the Philippines, Europe, South America and China are certified to ISO 14001 and OHSAS 18001. Genpact is transitioning its environment processes to updated environment standard (ISO14001:2015). Genpact conducts formal internal ISO audits to maintain ISO 14001 & OHSAS 18001 certification. In addition to these audits, third parties conduct regular site assessments and other EHS audits on regular basis. These audits assess health, safety and hygiene and include inspections of cafeterias, base kitchens, water vendor sites, transport safety and compliance, medical room and emergency services, fire safety readiness and other building management systems. We also ensure EHS compliances in our day care facilities.

Climate change and energy conservation

Genpact recognizes that climate change is a serious global concern that warrants urgent action to stabilize the atmospheric concentration of greenhouse gases (GHGs). We believe that corporations, governments and civil society need to collaborate and complement each other for meaningful action to curb the threat posed by climate change and extreme weather events. Climate change has consistently remained as a materially important issue for Genpact and its stakeholders, and we have been making concerted efforts to address the same for almost a decade now.

In 2009, we created a baseline across India for land, energy, water, waste, air and carbon (LEWWAC), then expanded it to cover our global operations in 2012. This baseline has provided an internal compass for measuring the efficacy of our climate change mitigation measures and other environmental initiatives. With the publication of sustainability reports since 2011, our disclosure on these aspects has also become increasingly transparent. This year, we have also started disclosing our emission footprint under the Carbon Disclosure Project (CDP). We are constantly improving our performance, systems and disclosures with respect to climate change and energy management.

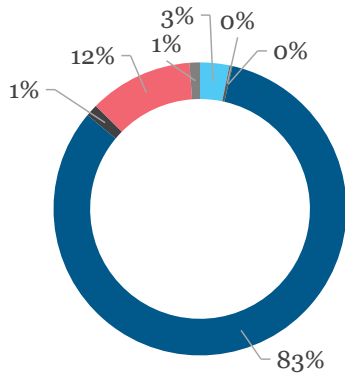
We have a long-standing commitment to climate protection and execute the following measures to reduce GHG emissions related to our operations:

1. We design, build, update and operate facilities to be more energy efficient.
2. We institute green IT—server virtualization, data centre consolidation, co-location of data centres, use of cloud-based IT solutions to optimize use of energy and new modes of communication.
3. We transform workspaces to reduce resource intensity per employee while simultaneously providing better collaboration spaces and amenities.
4. We buy electricity generated from renewable sources and install captive renewable capacity as an option when possible that justifies business and environmental needs.
5. We manage business travel and employee transportation to reduce Scope 3 carbon footprint.

Energy conservation and Energy performance

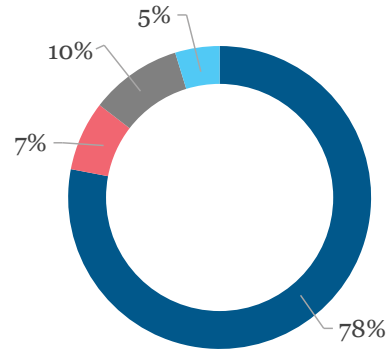
Energy in the form of electricity is a key resource for Genpact's business operations. Since we are a service sector company, powering our offices and mobilizing our human resources are the two major components of our energy consumption and emissions. Our carbon and energy management strategy recognizes climate change risks and aims to take advantage of opportunities inherent in robust energy management.

Source wise energy consumption (Gj)

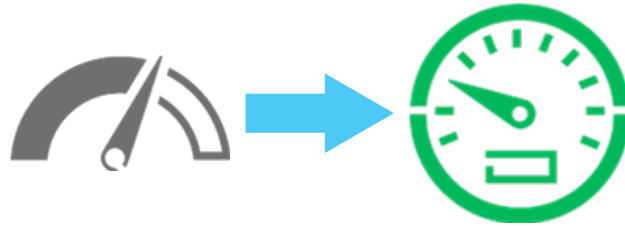


■ Deisel ■ LPG ■ Charcoal ■ Electricity
 ■ Gas ■ Solar ■ Nuclear

Region wise energy consumption (Gj)



■ India ■ Phillipines ■ Europe ■ China



Energy saving initiatives at Genpact, Bangalore

Enthalpy economization of AHUs (Air Handling Units)

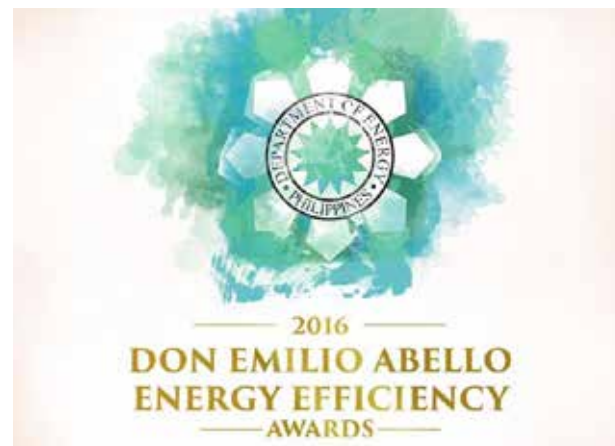
Bangalore has pleasant weather for much of the year, with temperatures at around 20 degrees Celsius on many nights and some days. Since humidity is also low, it is possible to provide a comfortable office environment by ‘free cooling,’ or channeling in the ambient air with automated controls. This saves money on air conditioning, puts chilled water to better use and automates variable frequency drives (VFD). Facilities across India also use free cooling in winter months.

Electronically commutated motors (ECM)

ECM motors provide the variable speed control advantages of brushed DC motors, but without the drawbacks of brushes, which wear out and have lower life. We have installed ECMs in many of our owned facilities to provide variable frequency drives (VFDs), reduce failures, reduce maintenance cost, optimize fan speed and increase the overall efficiency of AHUs. This project has led to energy and cost savings of about 45% over the existing AHUs. It has also cut the need for additional AHUs since the existing units are more efficient. Usage of tube cleaners in chillers also helps improve the efficiency in our owned facilities. As well, we are using radiant ceilings in our facility in Jaipur and Bucharest to reduce energy consumption in HVAC. The use of VRVs in addition to chillers allows us to run part of our facilities in off-peak periods without having to operate the central chillers.

Proactively maintaining, replacing and retrofitting older equipment with more energy-efficient devices have further helped us reduce energy consumption at our facilities. For example, at our office in DLF Phase 5, Gurgaon, we had a chiller that was over ten years old, with a coefficient of performance (CoP) under 6.1 and input kilowatts (IKW) greater than 0.8. Additionally, it broke down frequently, leading to higher maintenance costs. We replaced with a new one that had a better COP and IKW performance, advanced ball cleaning technology and improved degasser technology. The move helped us realize energy savings of 0.07 kWh per square ft. during the summer peak season. Radiant ceilings have been installed at the Bucharest site in Romania, covering almost the entire surface area of the roof. We've incorporated similar features in one of our sites in Jaipur, reducing the building's HVAC load by as much as 30%. Now we are considering radiant ceilings and other green building features when we evaluate new sites. We have undertaken similar energy conservation measures at other facilities to save on both cost and energy. The figure below illustrates these initiatives in detail.

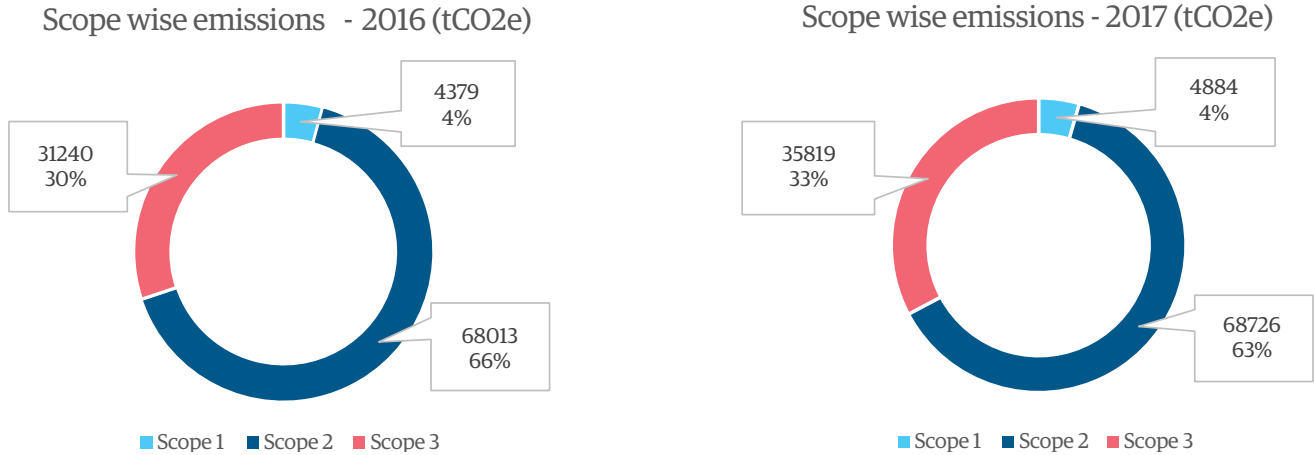
<p>Replacement of motors in the AHU with EC (electronically commutated) motors</p> <p>889 MWh saved</p>	<p>New chiller plant with in-built variable speed drive installed in Feb '2016</p> <p>446 MWh saved</p>
<p>Weekend light off saving (using pull cord)</p> <p>27 MWh saved</p>	<p>VRV retrofitting in HVAC system and weekend HVAC usage reduction</p> <p>48 MWh saved</p>



Energy efficiency awards in Philippines

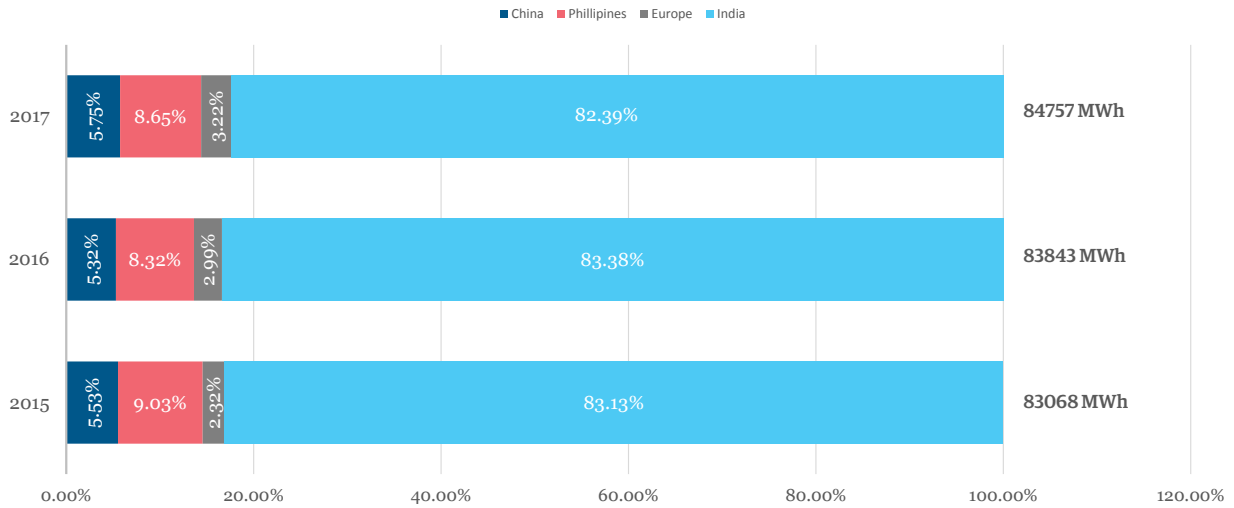
The Philippines houses almost six% of our global headcount and accounts for around 9% of our total electricity consumption. Given rising energy costs and their significant contribution to operational expenses, the energy management team in that country is making great strides in energy conservation that are in keeping with their commitment to Genpact's sustainability vision. The team has implemented a host of energy conservation initiatives across two facilities in the Philippines: the Genpact OCC building and the Genpact Ihub1 building. Two Genpacters from our Philippines operations were honoured at the **35th Don Emilio Abello Energy Efficiency Awards (DEAEEA)** held December 7, 2017 at the Passion Restaurant, Maxims Hotel in Pasay City. The prestigious award goes to individuals who served the country in the field of energy efficiency and conservation. These energy managers have made us proud and with initiatives that form the backbone of running cost-effective and energy efficient operations.

Electricity is the principal form of energy consumption at our facilities. As the graph shows, however, direct energy in the form of diesel, charcoal and LPG is a very small part of our total energy (direct plus indirect). Likewise, the share of direct emissions in our non-Scope 3 emissions is also very small. Our emissions have increased only marginally due to a higher renewable share in the electricity mix. Our emission footprint is illustrated below:



India continues to host a major chunk of our energy and emission footprint. The geographical distribution of our grid power consumption from 2015 to 2017 is shown below.

Region wise grid consumption

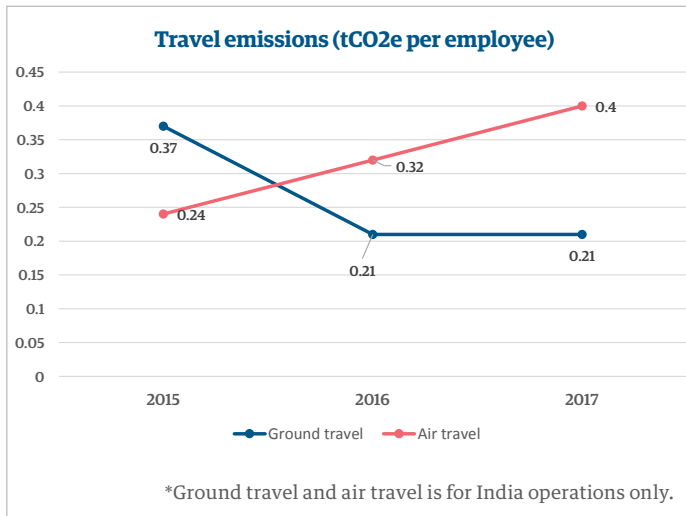


Transport emissions

The IT services outsourcing model requires frequent travel to customer locations both domestically and internationally during the service delivery life cycle. Ground and air transport contribute to about one-third of our overall emissions footprint. This share has come down

significantly from 2015, when around 43% of the emission footprint was from ground and air transport. We have reduced travel as much as possible by using alternative modes of communication like videoconferencing. Because we have made the air travel approval process more stringent, our personnel now undertake such travel only when necessary. We also track inefficiencies in land travel by comparing the distance, time and emissions across

locations against benchmarks. We don't record other aspects under scope 3 currently, but we are taking steps to increase the coverage of our scope 3 emission accounting. The graph below shows our trends in transport/travel related emissions from 2015 to 2017. While there has been an uptick in 2016 & 2017 due to more air travel, ground-travel-related emissions have decreased.



modern building in Bucharest located on Hermes campus takes full advantage of technology for sustainability. It also has more than 40 areas for socializing and eating and a bicycle parking lot.

Offices and campuses where we will shortly be working are designed to green building standards for high resource efficiency. Genpact is also improving existing building standards by adopting green practices regarding indoor environmental quality, energy and water efficiency, sustainable materials procurement, and waste management. As well, we are actively reducing waste and recycling and are undertaking stringent pest control. Our leased site at Pritech Park SEZ in Bangalore is LEED Platinum rated, Stellar in Noida is LEED Gold certified and one of the US (New York) site is LEED silver rated.

Green buildings

New class a building, located in Hermes campus, Bucharest

Genpact views green infrastructure as a key lever for decoupling growth and environmental impact by reducing the ecological footprint of offices. The Leadership in Energy and Environmental Design (LEED) certification program is an internationally recognized performance rating system for the design, construction, and operation of buildings. Many of our leased buildings in Europe, India and US are certified green and incorporate the latest carbon-footprint-reducing technology. Our sites in Bucharest and Cluj are BREEAM and LEED Gold Certified respectively. Our Class A

Energy efficiency is a key criterion for new office leases. While the upfront cost of these buildings may be marginally higher, in the long run green buildings provide the dual benefits of cost savings and reduced environmental impact. Green buildings incorporate features such as an energy-efficient building envelope, energy-efficient electrical and mechanical equipment, solar thermal water heating, onsite renewable energy such as rooftop solar panels, chiller waste heat recovery units and better heating and air conditioning.



Green IT

We analyze our energy and GHG footprint regularly and have observed over the years that air-conditioning systems and an uninterruptible power supply (UPS) account for a large portion of our energy use. Given this fact, Genpact is committed to using power more efficiently in data centres by improving the weighted average power utilization efficiency (PUE) of selected ones.

We manage a diverse portfolio of data centres worldwide in support of our clients and our own operations. Over the past few years, we have applied innovations to consolidate and right-size our IT infrastructure, making it more flexible for maximum efficiency. We're now phasing in these same innovations at all major facilities and data centres, virtualizing servers using cloud services and using modular UPS systems. We now perform data-centre design based on actual demand as opposed to nameplate load ratings.

We have made significant investments in training our employees to use online communication tools such as Jabber, Microsoft Lync and videoconferencing. This has reduced the time, energy and costs incurred when people travel to meet physically. Improvements have made videoconferencing almost as good as a meeting face to face. An added benefit is that participants are never delayed in traffic, at the airport or in other ways. Our employees can even attend meetings on the go. We have made a top-level commitment to increase adoption of these well-established technologies by making our offices more conducive to them.

We are phasing in and expanding online collaboration tools globally. For example, 1,000 employees started using Lync for audio and video conferencing in 2013 and the number has grown since then. We have also adopted new tools like Zoom. We created our internal social platform called GSocial which allows employees to seamlessly interact, exchange ideas and collaborate with peers across the globe.



Workplace transformation

Collaboration zones @Genpact

Our energy and resource consumption directly correlates to the workspace we occupy, so we are transforming our office spaces to conserve natural resources and improve efficiency. Despite an increase in full-time employees since 2015, we released 2259 seats through improve seat utilization and also reused 3200 seats. Our efforts to improve seat utilization aim to maximize the usage of seats by utilizing the same work space by different work groups at different times.



Collaboration zones @Genpact



We are also shrinking Genpact’s per-capita space footprint. We are doing this by aggressively rationalization space usage. We are providing hot seats as an alternate to dedicated work stations, redesigning work stations, as well as open space and collaboration zones instead of enclosed meeting and conference rooms. The median area per work station is now 60 to 70 square feet in 80% of our new sites. That’s a marked reduction from work stations that were from 80 to 100 square feet, an earlier design benchmark. The infrastructure cost of setting up new seats has also been steadily decreasing over the years through value engineering and better efficiencies.

We have combined many offices and sites that have disparate specifications and technologies with more efficient and better-located buildings to reduce inefficient use of space. This also allows us to better track their environmental performance. Utilities in these new spaces are cleaner, greener, and easier to maintain with modern controls. As well, we have created productive live-and-work places for employees. They can use meeting rooms, individual workspaces or collaboration areas—whatever they feel is best for their work.

In addition, we have made our workplaces denser without compromising employee comfort and satisfaction. A large



portion of our workforce prefers more flexible, collaborative and open-office layouts, perhaps a reflection of the fact that there are now more Millennials in the talent pool.

Greater use of these areas has not only reduced space demands but has also improved productivity of employees. Collaboration areas provide space for meetings of any size and are used as work settings, too. With their interactive displays, conferencing tools and vibrant surroundings, they bring out the best in people, keeping them enthused. Density by design encourages positive cultural transformation. It can also reduce negative social workplace experiences when done in a manner that is sensitive to regional and cultural nuances.



Renewable energy

Grid electricity is the primary source of power at Genpact. We supplement this with diesel generators (DG) at many sites for back-up and resilience in the event of a power outage. In our leased buildings we have less control over electricity because owners might not allow us to install rooftop solar panels or procure power independently. At the sites we do own we try, wherever possible, to procure renewable power and to install captive renewable capacity through solar or biomass power.

In 2017, for instance, about 58% of electricity consumption at the Uppal site in Hyderabad, India, came from solar power sourced through a power purchase agreement (PPA). Our owned buildings in Jaipur and Hyderabad have rooftop solar-based water heating systems. They are among the few of our owned and leased offices that have such installations to carry part of the electricity load. However, we are also exploring whether we can procure renewable power through open access when regulations allow.

Ozone depleting substances (ODS)

We have taken steps to reduce our energy and refrigerant load cooling requirements. Apart from the measures we have already outlined, we are replacing ozone-depleting refrigerants with cleaner ones that potentially cause nearly no ozone depletion. To that end, in the last few years we have replaced R-22 and R-123 with other refrigerants like R134A, R410A and R407C. We ensure that all refrigerants in the HVAC systems installed we install are R410 for VRV Systems and R134a for chillers.

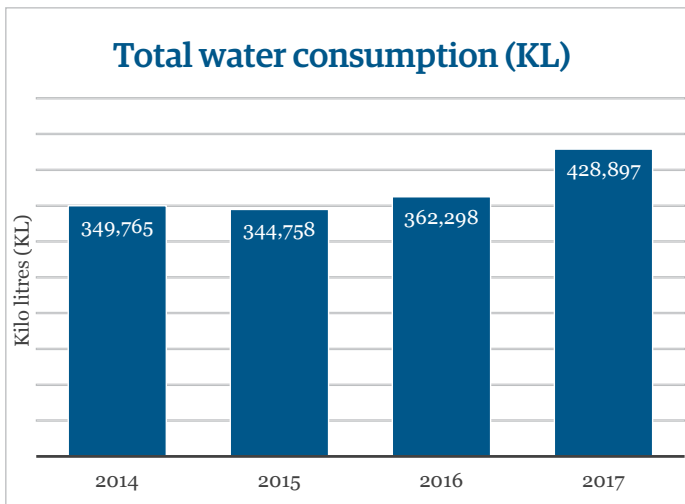
In 2016 we saw an increase in R22 because we phased out R123 while using more non-ozone depleting refrigerants such as R134A, R410A and R407C. As a result, the share of ODS in the total refrigerant use declined from 78% in 2015 to 17% in 2017. As we expand, our overall use of refrigerants is bound to increase, but we are ensuring that all new facilities use the latest environmentally safe refrigerants. The annexes provide details of our refrigerant load.

Water conservation

Water is an important resource for Genpact, the communities living near its offices and globally, given the depletion of ground waters. Our fresh water comes from various sources such as municipalities, bore-wells, and packaged drinking water at some sites. We have taken steps to reduce our dependence on packaged drinking water since it has a high environmental footprint compared to other sources. We have installed RO systems at many locations to supplement the drinking water supply. Our water consumption has not kept up with our expanding operations. In fact, there has been a decrease in per-employee water consumption and, based on area, in offices. Our water consumption trend is shown in the figure below.

Our per employee water consumption stood 11.68 KL per employee in 2016 and 11.22 KL per employee in 2017. The water intensity per square foot of office space was 0.15 KL in 2016 and 0.14 KL in 2017 (We calculated per-employee water consumption and water intensity per square foot based on complete information from our owned-site figures). That shows a clear downward trend, as the figure below shows.



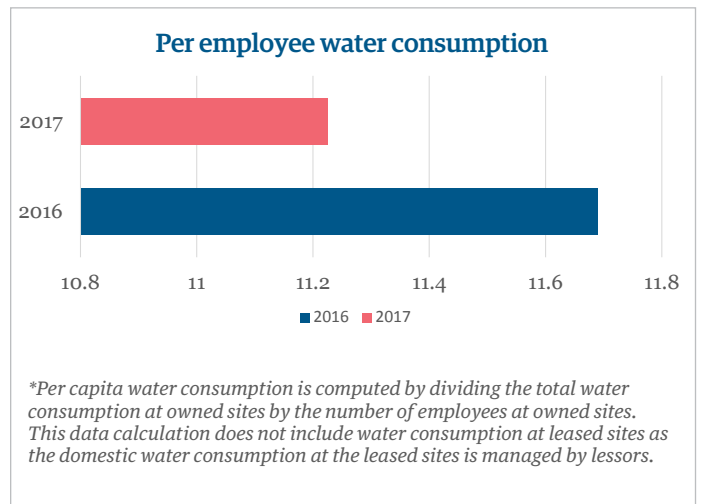


We initiated a program in 2016 to minimize freshwater consumption by 15% over the course of the two years. Genpact started investing in waste water treatment plants (WWTP) at owned sites to treat and recycle waste water. Because this water is not heavily contaminated, modest investments in treatment equipment allow us to reuse the water in offices instead of discharging it into drainage systems. We have also installed sewage treatment plants (STPs) at our all owned sites to recycle waste water for non-domestic in HVAC cooling towers, flushing and landscaping. Few of our owned sites are zero discharge. We are setting up systems to use all the recyclable water we can—and when we can't recycle it, we treat it and discharge it into municipal sewers. In 2017, we discharged about 8% of water withdrawal at our owned sites. We regularly monitor the quality of treated water at our STPs for required parameters such as COD, BOD, TSS, pH, oil and grease, sulphate and chloride, to adhere to all applicable regional environmental laws.

We have been increasing the percentage of recycled water at our owned sites, and are planning to make all these sites zero discharge by 2020. To achieve this target, we have initiated water balance studies and installed water meters at some of our owned sites.

Harvesting rain water and recharging the ground or utilizing treated rain water is another priority for us, as we explain in the following paragraphs. Our long-term target is to be water neutral at all our owned sites.

#. Water discharge has been calculated by subtracting total reused water from total recycled water at our owned sites. For 2017, the total water withdrawal is 161640KL for Genpact owned sites.



Rainwater harvesting

We try to recharge the groundwater as much as possible in facilities under our control. We aim to harvest as much water as possible from our rooftops and use it after treatment to recharge aquifers. Rainwater harvesting helps de-stress typically over-exploited water tables in urban areas. We have built water recharge structures according to the layout and topography of our sites and ensure that these structures are functioning properly throughout the year.

We installed seven water recharge pits at our Uppal facility that covered over 48,000 square metres, leading to a water recharge of 266.2 KL in 2017. During the same year, we recharged 39.02 KL of water at the Jaipur facility and monitored it using piezometers. We also installed water recharge structures on the rooftop of our CMIT facility in Noida: It spans almost 145,000 square feet. As well, we installed rainwater harvesting structures over a plot of almost 10,000 square metres at our Surya Park facility in Bangalore.



Resource efficiency and waste management

Since we are a service sector company with limited material inputs, our waste generation is not very high compared to other sectors. We monitor both hazardous and non-hazardous waste generated at our sites. We segregate the waste at the source, store and dispose of it through authorized recyclers, in accordance with legislation. We have nonetheless taken steps to minimize waste generation at source, reduce waste to landfill and promote reuse and recycling.

The key inputs in our offices include paper, computers and food. Accordingly, food waste, paper waste and some e-waste account for most of our waste generation by

weight. We always strive to reduce food waste and paper generation at source through rigorous employee training and awareness campaigns.

We recycle some waste for internal consumption and external consumption by, for instance, sending waste from our sewage treatment plants to nearby communities to be used as manure. We partner with local agencies and organizations in these initiatives, as we show in the following two case studies.

We are striving to use as little paper as possible in the workplace by using digital media wherever we can. Our paper procurement, 91.7 tonnes in 2016, dropped to 89.8 tonnes in 2017, in part because of paper-recycling pilots such as the one in our Phase V plant in Gurgaon. Our consumption will drop further as recycling increases and as we commit even fewer documents to paper.



HP Planet Partners Program

We collect HP LaserJet toner and ink cartridges and send them to recycling facilities from some of our offices in the Asia Pacific & Japan (APJ) region. These facilities are fully permitted and meet the requirements for ISO 14001 and ISO 9001, an internationally recognized standard of environmental management systems. All Genpact offices in India implement this program. HP Planet Partners returns all original HP cartridges after they go through a multiphase recycling process. They are reduced to raw materials, which can then be used to make new metal and plastic products, such as HP cartridges. Any remaining material is disposed of or handled responsibly through energy recovery. LaserJet cartridges and Ink cartridges totalling hundreds of kilograms in weight are sent for recycling from our sites every year.

Paper recycling at Genpact phase V, Gurgaon

As our operations have grown, we have been focusing on using electronic communication as much as possible to reduce print-outs, photocopies and to discourage the use of writing pads. Our offices still generate a considerable amount of waste paper however, so we brainstormed to determine ways to make the best use of this paper. We chose to pilot a wastepaper recycling program at our Gurgaon facility in partnership with third-party vendor Greenobin. Greenobin collects Gurgaon's wastepaper free of charge, shredding it on-site to ensure that no confidential information is compromised. The firm then grades the shredded paper and channels it to different recycling mills. As a final step, the recycled paper products returns to Gurgaon for office use. That saves money and means people aren't using as much fresh paper for notes, printing or photocopying internal documents.

The successful pilot project has recycled approximately 1,000 kilograms of wastepaper and has cut expenditure on paper by INR 150,000. Gurgaon received a certificate of appreciation for its commitment to paper recycling. We are contemplating deploying this initiative across major Indian sites and are exploring potential local partnerships.



Waste paper collection



Securely shredding at the site

Responsible supply chain

We choose our vendors with utmost care, based on their merit, competitive value-add, pricing, quality and performance. But we also consider their business conduct and ethics, including how they comply with laws and regulations. We believe that our vendors and suppliers play an integral role in our success and view them as an extension of our operations. Just as we do in our business, we expect our vendors to conduct themselves and their enterprises in a manner that reflects our emphasis on sustainability. To that end, we strive to integrate sustainability into our supply chain and encourage our vendors to adopt our sustainability standards.

We formulated our sustainable supply chain policy in 2016. It captures the principles that ensure a responsible supply chain at our end and details the sustainability standards we require of our vendors. Broad tenets of the policy are:

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

The principles of Genpact’s sustainable supply chain policy flow from Genpact’s integrity policy as it pertains to suppliers, our EHS policy and our global sourcing policy. All vendors must adhere to these policies: Non-compliance may lead to suspension or termination of their contracts. In particular, our contract with vendors operating out of our facilities obligates them to adhere to our global safe work environment policy encompassing. Vendors must also follow specific criteria regarding the services they offer. The sourcing team collaborates with infrastructure and logistics, EHS and IT teams to procure products that help save energy and conserve resources.

Sourcing lifecycle

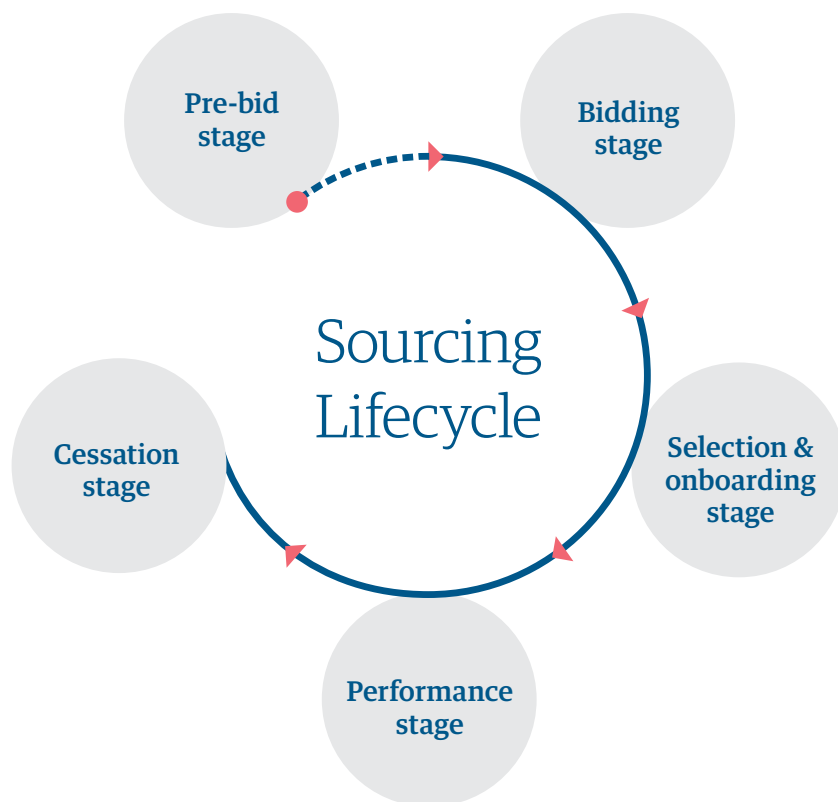
Sustainable supply chain management involves securing a supply of goods and services with minimal environmental impact, less waste and that come from partners with safe, humane and healthy workplace practices. Sustainability is a key component of Genpact’s sourcing process. It determines who we do business with, and the rules of engagement.

When procuring, we prefer products that are greener, assuming they meet technical specifications. For example,

our food vendor in India must comply with specific health-related requirements, must have public liability insurance, must follow statutory norms such as food license and Food Safety and Standards Authority of India (FSSAI) standards. Vendors who provide our chairs have to comply with specific ergonomic requirements. Vendors for transport must comply to local statutory regulations, road permits check, insurance, EHS clearance, commercial licenses, and so on. We structure deals in real estate to include sustainability norms.

Supplier code of conduct

We began evaluating suppliers on sustainability criteria in July 2017. Since then, we have screened 201 of 580 new vendors using these criteria and are aiming for full adherence in the near future. We are gradually screening our existing suppliers using the same parameters with the goal of completing most of the supply chain screening process over time. We have been organizing supplier awareness sessions on sustainability practices and expectations as a part of this endeavour.



Integrity policy

Genpact has an unwavering commitment to integrity and ethical business practices. Because we expect our business partners to conduct themselves accordingly, we insist all vendors commit to this policy before engaging with us. The figure below shows the principles of this policy.

Our relationship with vendors is not one-sided: We understand that we have a duty to build lasting relationships with them. We encourage them to raise any concerns about ethics, business practices, and so on directly to the vice president for sourcing or the vice president of legal and compliance.

Obey laws and regulations

Respect confidentiality

Safeguard Genpact assets

Avoid even the appearance of impropriety

No community, gender or race discrimination

New vendor empanelment, screening and risk assessment

All suppliers must reply to a qualifying sustainability questionnaire as a part of the supplier/vendor on-boarding process. We hire our key suppliers using a risk-based approach. In 2016 and 2017, we started sustainability evaluations of our top 50 vendors to identify gaps and opportunities for improvement. We looked at their global environment health and safety standards, resource conservations initiatives, corporate social responsibility commitments and life cycle assessments. We checked if they support local economies, take measures against discrimination, adhere to work hours and wage norms. And we clarified whether they allow freedom of association, collective bargaining and labour management processes. The new vendor empanelment framework is illustrated in the figure below.

Vendor organization

This section seeks information about the organization of the vendor, and key contact personnel

Statutory compliance documents

Provides guidance on key documents that need to be shared, that are required from a statutory perspective or to establish authenticity of the vendor

Sustainability

This section seeks responses on key questions related to sustainability.

Banking and tax

This sections seeks information that is required to enable financial transactions

Compliance

This section seeks responses and supporting artefacts on key compliance questions (information security, data privacy, intellectual property, etc.).

Modern slavery

This section is applicable only to vendors rendering services to Genpact UK and any of the European countries.

We avoid business relationships with high-risk vendors to prevent financial, physical or reputational damage to Genpact and its stakeholders. In supplier self-assessment forms, we flag risks regarding data privacy, information security, intellectual property and business continuity planning.

As part of the approval process, the sourcing team also assesses a vendor's financials, ownership structure, legal compliances and history. This assessment is industry-specific to account for the differences inherent in each sector.

When we do find high risks based on any of these criteria, we urge vendors to put plans in place to mitigate them.

We are digitizing the supplier screening and on-boarding process to create a repository of assessments and to document their actions. This initiative is helping us to evaluate supply chain risks across locations and to review whether vendors are complying with our supplier code of conduct. It is also making sourcing/procurement procedures process- rather than people-driven.

Our talent pool

Number of employees: **78,000+**

% of women in new hires: **42%**

Gender diversity (% of women): **39**

Average hours of training/employee: **49***

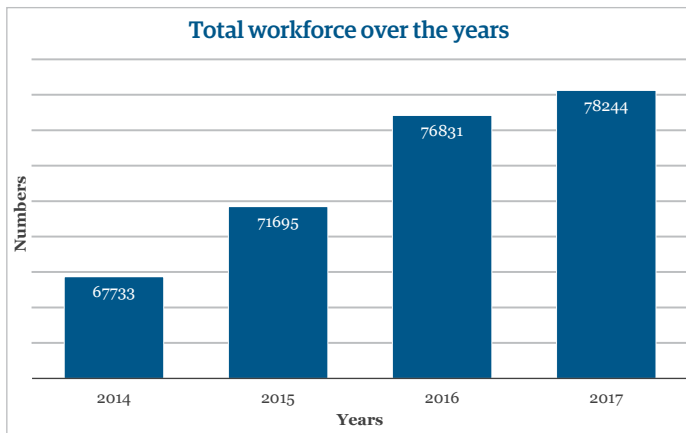
% of employees under the age of 30: **51**

As on 31st December 2017

* Associates, the largest part of our workforce, accounted for about forty-seven thousand employees during the reporting period

Our workforce

As a talent-led organization in the new digital era, Genpact is clear about putting people first. Our professionals make extraordinary contributions to our clients' businesses, and these efforts fuel our own business results. Our people are a strategic asset for ensuring business sustainability: They provide our clients with best-in-class solutions and services. We know that the commitment of every employee forms the foundation of our success. Putting people first means going beyond current workplace best practices. To truly enhance the employee experience, we are providing next-generation opportunities in learning, development, inclusion and diversity.

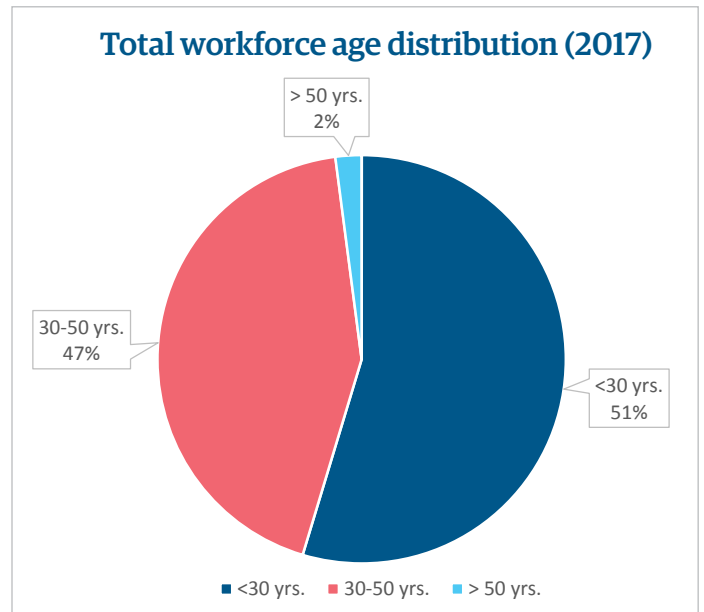


Genpact positions itself as the employer of choice for top talent. Our firm has an inclusive and diverse environment that encourages people to develop and advance. We strive to create rich and rewarding careers unparalleled elsewhere in the industry. In turn, this helps our workers build skills for the future, so they can anticipate and fulfil our clients' needs.

We are committed to creating an enjoyable workplace and continuously check the pulse of the organization through intranet, notice boards, emails, surveys, floor walks, and so on. To keep and nurture our talent, we empower employees with training, workplace benefits and a vibrant culture.

We had over seventy-eight thousand employees at the end of 2017. The workforce is predominantly young, with 51% of employees under the age of 30. Genpact's talent acquisition strategy is to hire the competencies the business needs at

the right time. In 2017, we hired 22,234 employees, while 20,806 left our employ. On average, employees spent about 42.43 hours in 2016 and 44.39 hours in 2017 in training.



Performance management

We have designed our performance management process to recognize, nurture and reward our people. We base our objective appraisals on both financial and non-financial performance metrics. We believe in pay-for-performance and that is reflected in our compensation structures.

Our competitive advantage has always been the strength of our talent. Our performance management process has two tiers:

At the individual level we provide clear feedback on what is working well and opportunities to change from a performance and behaviour perspective. Our decisions about raises, bonuses and promotions are transparent.

The organization level we strive to clearly align business and talent strategy. We assess the company’s overall talent vitality and we measure the depth of our leadership pipeline.

Performance management process snapshot

We meticulously evaluate our Band 4 and Band 5 employees every year. **Band 5 employees follow either an annual or anniversary appraisal cycle depending on the region.** In 2017, 100% of eligible employees received performance appraisals.

We reward employees for their performance, as well as for their potential to improve. We measure their performance against goals set at the start of the year, and against the Genpact Culture Framework. As well, we engage with supervisors to express our plans and expectations. iPerform, our internal talent management portal, facilitates

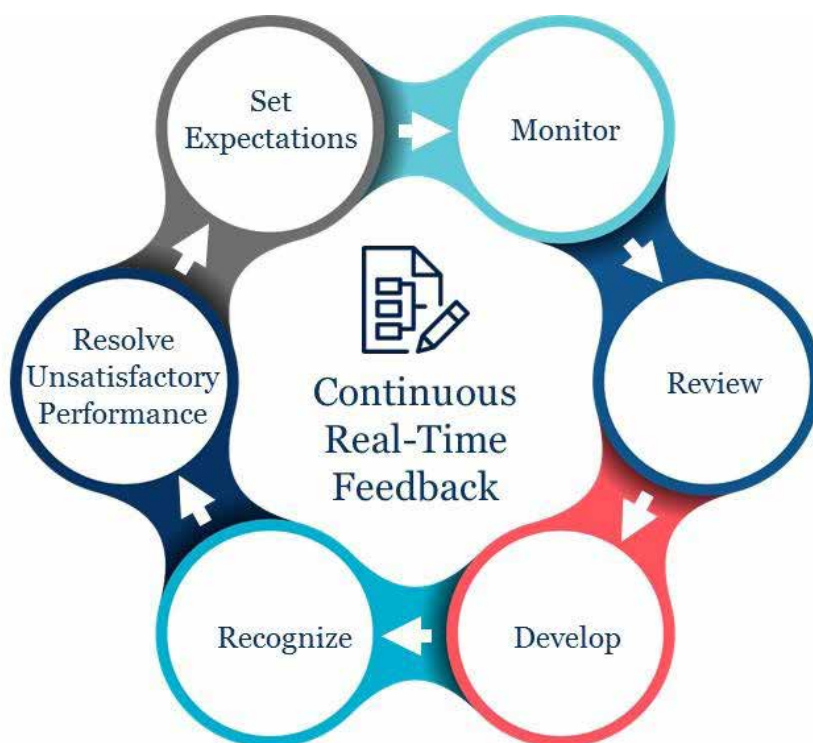
the process. Our sustainability performance scorecard provides details about performance reviews.

Key milestones

Goal setting: At the beginning of each year, all employees go through a rigorous goal-setting process reflecting their area of work. They set so-called SMART targets—that is, ones that are **S**pecific, **M**easurable, **A**ctionable, **R**ealistic, and **T**ime-bound. Workers then align these goals with those of their teams. One goal is auto-launched to everyone’s goal sheet. In 2017, this goal was aligned with the organization’s Technology and Lean DigitalSM quotient.

Annual performance review: Our annual performance review, a critical milestone in performance management, evaluates employees’ accomplishments and results for the cycle. The employee learns exactly how well he or she did and can then use that information to improve performance in the future. The following schematic depicts our process philosophy.

One-on-one feedback: Managers also provide continuous and ongoing feedback throughout the year that clearly spells out each person’s strengths and development needs, and that helps employees plan the next stage of their careers.



Talent calibration/Moderation sessions

Because differentiation and meritocracy form an integral part of our performance management philosophy, we hold an organization-wide talent review alongside the annual reviews to determine the strength of our talent pool.

We discuss everyone's performance and potential, including the CEO's, using a nine-block grid. We cover career and development planning, retention, risk, succession planning, and the talent pipeline. As well, we take a granular look at gender diversity in each unit.

Each business records the high, medium or low risk of losing anyone at the vice president level or above. Based on what we find, we identify successors and ascertain their readiness and availability. This critical part of the process guarantees that we have talent at the ready to meet unprecedented business challenges at all times.

Performance management calendar - Linking business strategy with talent imperatives

Q1	Q2	Q3	Q4
<p>Jan-Feb: Goal settings, Scorecards</p> <p>Feb: Board meeting (Compensation review)</p> <p>Jan - Mar: Annual talent review</p>	<p>Apr: Compliance review</p> <p>May: Board meeting (Talent review)</p> <p>May: Leadership meeting</p>	<p>Jul: Board meeting</p> <p>Jul: Leadership meeting</p> <p>Jul - Sept: Mid year talent review</p>	<p>Oct: Board meeting (Compensation review)</p> <p>Oct - Nov: Strategic plan by business</p> <p>Dec: Year end closing + Operating plan for next year + Leadership meeting</p>

Our performance-driven culture

We drive a culture of excellence through a combination of process and behavioral mechanisms and based on Lean and Six Sigma standards, as our performance review process shows. To derive even more value from this process, in 2017 we made a few key changes depicted in the following chart.

Area of change	Description
Continuous feedback	<ul style="list-style-type: none"> • Feedback is no longer restricted to a particular time of year. We have abolished mid-year appraisals and are now providing regular and real-time feedback. • The transition from the success factors performance management platform to the cornerstone one also helped us achieve this, since cornerstone comprehensively covers goals, feedback and the appraisal process.
Linkage of performance & development	<ul style="list-style-type: none"> • After linking the performance platform with iLearn, our training platform, we have witnessed a positive shift in employee development because relevant training is now more easily accessible.
Performance review flow	<ul style="list-style-type: none"> • Doing away with the moderation stage has made the process flow leaner. • Introducing the auto-sweep feature at the employee sign-off stage ensures that the closure of the appraisal process happens is timely and doesn't affect employee increments.

2018 and way forward

In 2018 we focussed on three primary aspects that we believe will help us ingrain a culture of learning and development. Focus on continuous feedback and employee's development will be the key goals for 2018. This will be driven through:

- **Feedback functionality on iPerform:** With the annual appraisals across the organization, our imperative is to educate people on the importance and the usage of the feedback tool.
- **Meaningful personal development planning (PDP) conversations:** We must help employees set relevant PDPs, while streamlining training at the same time to achieve better outcomes.
- **360 feedback:** To encourage self-development, we will scrupulously use our 360 feedback instrument.

Competitive compensation and benefits

Genpact must attract and retain talent in a highly competitive market. We regularly benchmark our

compensation plans and benefits with peers to ensure competitiveness. Prevailing practices guide our compensation in each country where we operate, but across the enterprise, we offer equal pay to men and women working in the same or similar positions.

As well, Genpact provides retirement plans based on the local regulations. In India, Genpact offers a lump sum to eligible employees upon retirement or termination. In Mexico, we provide a termination package to all qualified employees for reasons other than restructuring. We determine who gets this package based on age, years of service and salary. We offer similar plans in the US, UK, Hungary, China, Morocco, South Africa, Hong Kong, the Netherlands, the Philippines, Japan, and Singapore.

Digitization our enterprise architecture is one of the biggest organization-level initiatives currently underway. We are revamping human resources and finance to standardize processes and systems and to derive better analytics. In the compensation work stream specifically, we are migrating to the Cloud and redesigning systems to ensure these benefits.

Gender diversity and inclusion

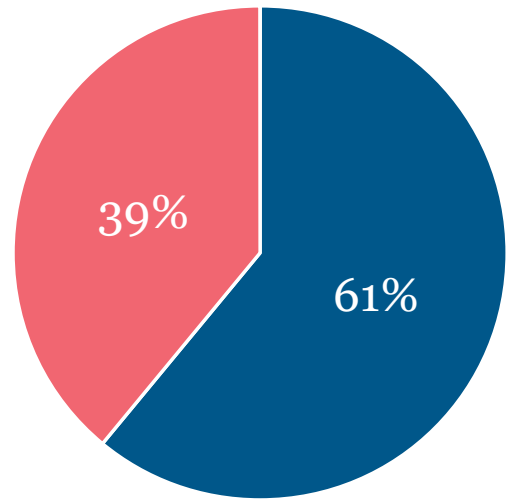
Over the years, Genpact has been working on key areas for empowering women and for sustaining a truly diverse and inclusive culture. Gender diversity continues to be an integral part of our strategy, as we chart out our company's future. It has been gratifying to see the number of women in our leadership teams rise and make their presence felt.

We provide flexible work arrangements, work-from-home options, maternity benefits and daycare centres. We retain our female colleagues by supporting a balance between personal and professional responsibilities.

We have always promoted gender diversity across the organization. In 2017, nearly 39% of our workforce was female and 42% of new hires were women.

Some 44% of entry-level employees, 18% in our leadership team, and 27% on our board of directors are women. Three out of 21 key executives at the global leadership level are women. We are working on building a gender-balanced

Diversity at Genpact



■ Male ■ Female

organization that reflects the world we live in, makes equality a way of life for our people, and delivers real business transformation for our clients.



Create a supportive ecosystem

We are working to create a supportive ecosystem for women employees. Supporting women in key life stages such as maternity ensures they can strike the right balance between the demands of work and family. To this end, we expanded some of our existing programs and introduced new benefit programs.

Returning Moms program

Our Returning Moms programs in India and the Philippines ensure a smooth transition back to work. We offer flexible shifts and working conditions, the option of locating new mothers as close to their homes as possible, “stork” parking, and daycare assistance.

To make sure new mothers manage this transition, we give them a buddy for support when we reintegrate them. In a 2016 survey, 93% of returning mothers called

Genpact mom-friendly. As well, 85% said that the program encourages a healthy work-life balance and 80% said that they have found a role that excites them back to work. In 2017, we successfully deployed 92% of our returning moms.



Everything falls into place!

- Rekha Rana



The program helps you achieve a balance between work and life!

- Soma Singh

Day care testimonials



“My son Aayushman is a shy child but he is very happy to come to the Daycare every day and **I am delighted with his progress.**”

Pooja Khandelwal/ Financial Services – Jaipur



“The daycare is a beautiful place where our children are nicely guided through life. The governesses are highly qualified and pleasant people, always smiling. **I'm very happy with the daycare.**”

Eliza Matres/ Manager Operations, Bucharest



“**Mom, is it Monday tomorrow? Shall we go to the kindergarten?**” As I say “Yes”, he replies while bouncing and smiling: “**Yipeee!!!**”. A simple and natural feedback, straight from my 5 years old son, that says it all! Thank you for this great opportunity!

Stefania Onisiforou / Process Associate, Bucharest



“Each day was full of joy and excitement for her because of the daycare. **It is a safe place where kids can beautifully grow and develop.**”

Raluca Moldovan / Assistant Manager, Cluj

Parental leaves enhancement

We also reconsidered our parental leave benefits and policies in the US given ample scientific evidence highlighting the importance of spending time with children, especially newborns. Gender roles and clichés are disappearing and today, both parents are equally involved in raising their children, so we have established a more inclusive policy. With this in mind, we celebrate Mother's day and Father's day with equal enthusiasm at our offices.



genpact

#CelebratingMoms

Heartwarming stories filled the Gsocial Diversity Community and the "Women at Genpact" Facebook page as Genpacters around the world shared how their mothers inspired their career success. Garnering more than **800 Likes**, their entries reminded us that it takes someone brave and strong to be a mother and raise a child!

Here are the winners of the #CelebratingMoms contest!

Surekha Chugh
India
My Mother is my inspiration. Confidence, never say die attitude, being positive and loving...thanks to your guidance and teachings.

Sonia Larisa
Romania
Happy Mother's Day to the most dedicated, loving and kind mother in the whole world! You are my role model, my best friend and my greatest supporter.

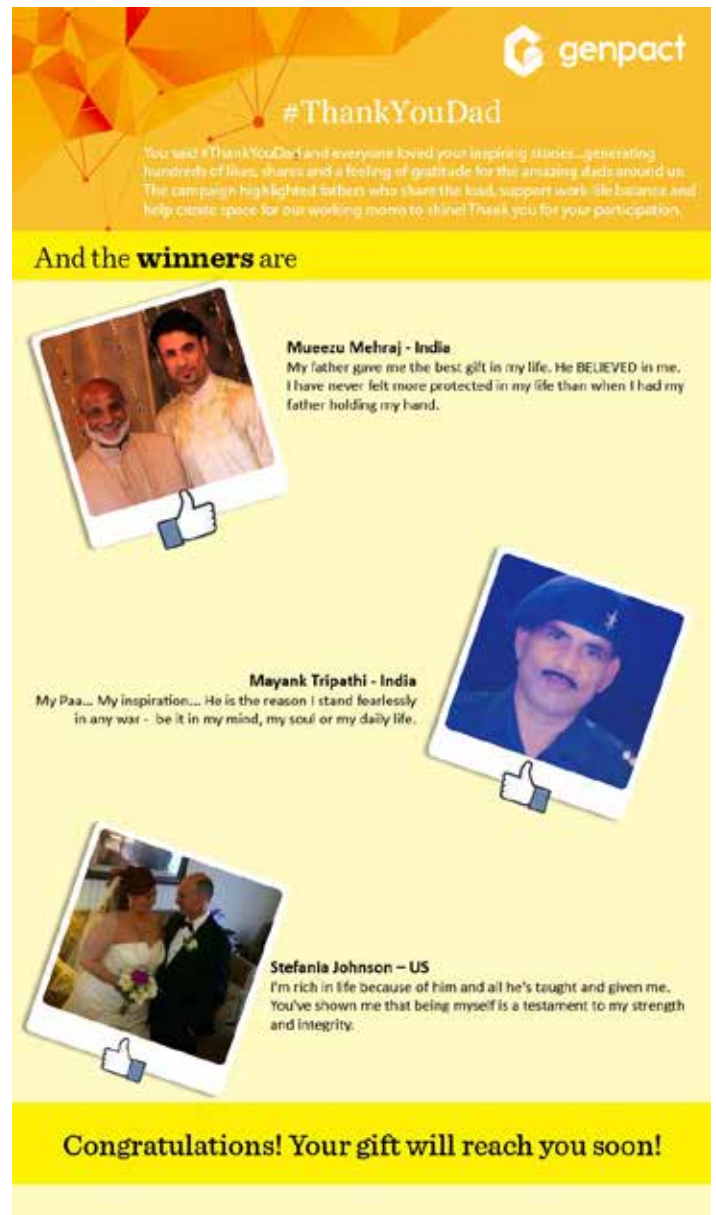
Leslie Surley Kostrikin
United States
My mom raised me to be independent and inspired me to follow my dreams and find what makes me happy.

Lili Zhu
China
In spite of not having a great educational background, my mother encourages me to improve my professional knowledge and complete my work better.

Congratulations! Your gift will reach you soon!

Mother's day and Father's day campaign

Effective July 1, 2016, we significantly improved US parental leave policies. All new fathers, mothers and adoptive parents now get six weeks of fully paid parental leave—far better than the two weeks we used to offer. Effective January 1, 2017, we increased our paid maternity leave in India for both birth and adopting mothers from 12 weeks to 26 weeks.



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#ThankYouDad

You saw #ThankYouDad and everyone loved your inspiring stories... generating hundreds of likes, shares and a feeling of gratitude for the amazing dads around us. The campaign highlighted fathers who share the load, support work-life balance and help create space for our working moms to shine! Thank you for your participation.

And the winners are

Mueezu Mehraj - India
My father gave me the best gift in my life. He BELIEVED in me. I have never felt more protected in my life than when I had my father holding my hand.

Mayank Tripathi - India
My Paa... My inspiration... He is the reason I stand fearlessly in any war - be it in my mind, my soul or my daily life.

Stefania Johnson - US
I'm rich in life because of him and all he's taught and given me. You've shown me that being myself is a testament to my strength and integrity.

Congratulations! Your gift will reach you soon!

Drive sensitization

Genpact is purposefully managing unconscious bias through e-learning modules that foster a more inclusive environment mandatory and that every employee must take. So far, we've held networking forums across sites for more than 17,000 women.

Our Building Safe Spaces series is a forum for employees to engage with leaders inside and outside Genpact. The forum positions managers as pivotal in driving change and promoting collaboration. We invite visiting client leaders to facilitate these sessions and recently held successful ones in India, the Philippines, and the US.



Internal forum - 63
Client forums - 41
17000+ employee engaged

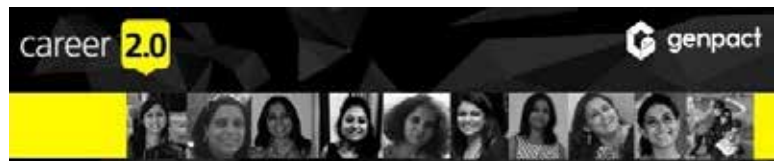


Client leader forum
150 client leader engaged

Attract diverse talent

We strive for diversity in management. To that end, we recruit talented women, retain those we have and groom them all to take on senior positions. To further this initiative, in February 2016 we launched Career 2.0, Genpact's flexible and supportive flagship program for recruiting and retaining mid-level women who have taken a career break. Career 2.0 was born out of the company's desire to tap into an often-overlooked group of potential leaders—women on leave from the corporate world.

Experienced, high-potential women often take breaks to spend time with their children, start their own ventures, or to achieve a better work-life balance. Regardless of the reason, many want to return to the workforce once there is more stability in their lives. Genpact believes in sensitively accommodating the unique requirements and constraints of each one.



Build women leaders

At Genpact we are building women leaders with talent and leadership development programs. These programs build competencies specific to business verticals. We've listed and briefly explained some of the related programs in the following section.



The **30% club** connects high-potential women employees with mentors in leading companies in the US and UK. Through this initiative, we are developing a broader pipeline of women at leadership levels..

Cultivate external network

We understand the benefits of a diverse workforce and have committed to improving gender diversity at all levels with internal programs and external partnerships. To make diversity and inclusion part of everyone's work and life, we foster conversations in these programs that create awareness about these issues.



Aparajita is the flagship diversity initiative of Banking, Financial Services and Insurance (BFSI). Some 35% of the 2016 participants in the program and 38% of those who graduated from it were promoted or saw their roles expand.



Genpact's Centre for Women's Leadership (GCWL)

GCWL is a unique industry-academia partnership to drive gender inclusive growth in all sectors. We are also working to give the next generation of women leaders a leg up through classes and mentorship programs at Genpact's Centre for Women's Leadership at Ashoka University in India.

WINGS (Women in Genpact network)

WINGS is a special network available to all Genpact women for cultivating leadership skills, sharing best practices, expanding personal contacts, getting inspired, and encouraging others who are navigating their careers. The aim is to create a common ground for all women to connect, collaborate and share their experiences, so they can learn from each other to build a successful career. Under WINGS, employees engage with leaders inside and outside Genpact, including visiting client leaders. Feedback has been very positive.





Catalyst, a global leader for the past 50 years in workplace diversity, partners with businesses to accelerate the progress of women at work. Last year, our CEO NV “Tiger” Tyagarajan pledged to support women’s leadership across all levels by becoming a Catalyst CEO #ChampionsForChange. Champions for Change is a group of 50 CEOs committed to advancing women leaders at all levels. Genpact is proud to be part of this initiative because we firmly believe that progress for women is progress for everyone. Our partnership with Catalyst will:-

Accelerate progress in the representation of women, including women of color, in executive/ senior level positions over the next five years.

Maintain (where strong) or accelerate representation of women, including women of color, on the Company’s Board of Directors (or equivalent) over five years.

Strengthen the pipeline of women through an annual review of internal diagnostics and leverage leading practices to address any identified issues.

Benchmark and track inclusion and improve the culture of inclusion within the organization.

Nurturing talent

In the last few years we have witnessed a digital revolution brought on by remarkable new technologies that affect every facet of organizational behaviour, both external and internal. Because digital transformation is a top priority for our clients, we have made it the focus of our business strategy. In mid 2016, we unveiled a plan to create new value by bundling digital, analytics, and consulting services, and established a new path to market—what we call digital-led transformation.

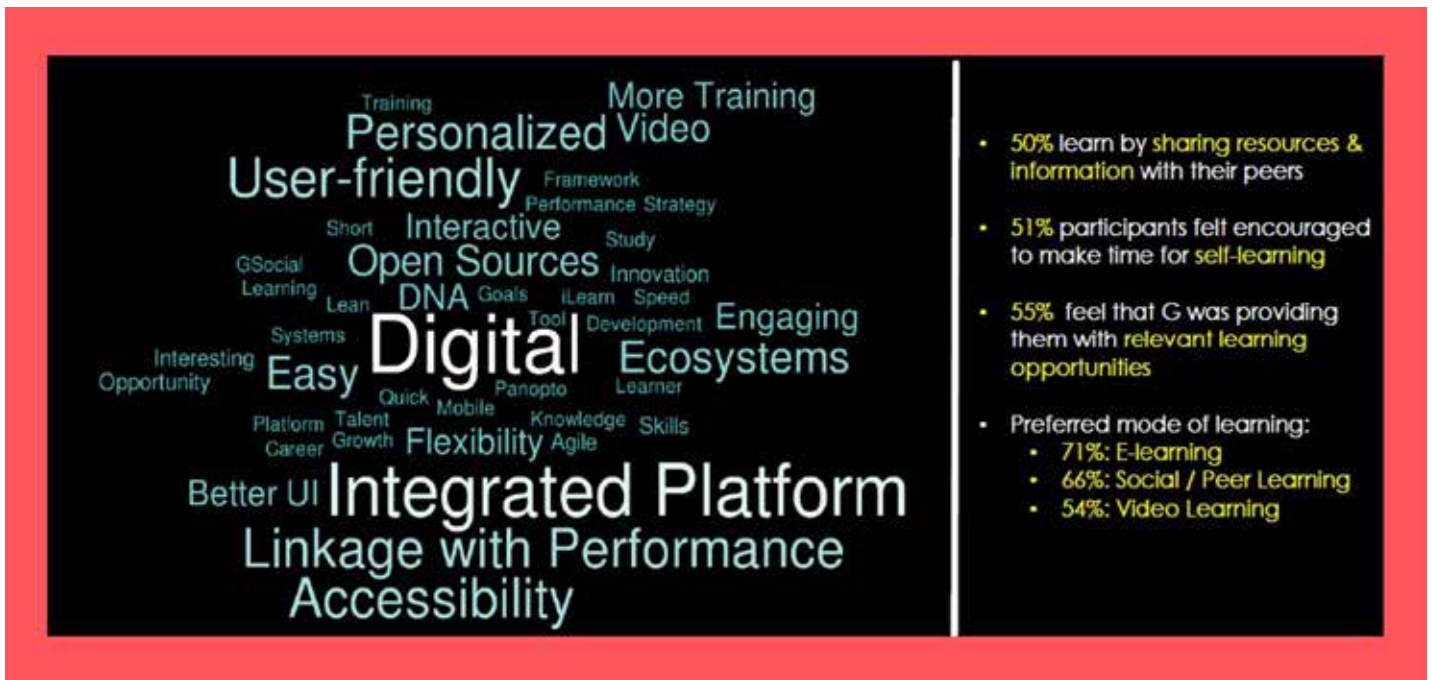
The changes this brought about are especially evident in Genpact’s learning and development approach. Improving our domain expertise, deepening client relationships and applying our proprietary solutions became the key pillars of our learning programs, which build digital and analytical capabilities and Lean Digital skills.

Our employees, diverse in age and background, come from around the world and learn differently. Many work in non-traditional ways, accessing information from various channels, collaborating more than before, and have constantly changing needs.

Here’s what our employees said:

To learn, grow and succeed, Genpact employees access training systems such as Education@Work, Gateway and BUILD programs, as well as Quality and Global Leadership Development (GLD) programs. We train our employees holistically and are skilling our employees for the future by teaching them the essentials of Robotic Process Automation, Artificial Intelligence, Angular JS, Outh and Open Web Application Security Project (OWASP), and so on.





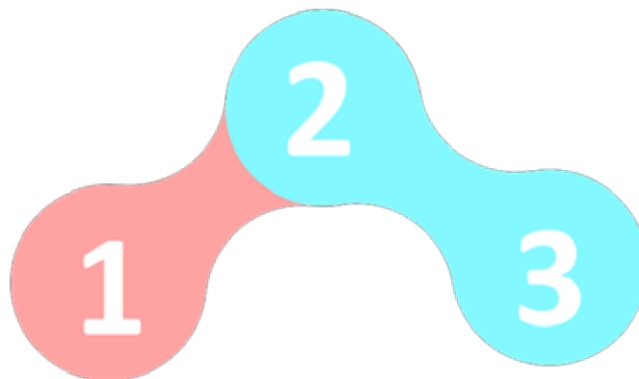
To integrate industry and employee’s needs, we are moving towards a learning culture that is agile, flexible and inclusive, and promises a wholesome learning experience. To create a continuous learning experience, our latest programs focus on:

- Technologies such as digital, artificial intelligence, robotics programs
- Key business domains i.e. F&A, Project Management, HR & management courses

Our learning principles

Pull-based learning

All employees are empowered to choose how they would like to learn, what they would like to learn and the pace at which they would like to learn. The content of each curriculum is frequently revised, and reduced into byte sized learning to make it engaging and easier to consume.



Anytime anywhere learning

Learning is no more restricted to classrooms. It happens online. It’s readily available on employees’ devices. People learn throughout the day, manifesting the anytime-anywhere learning principle.

Co-ownership of learning with manager

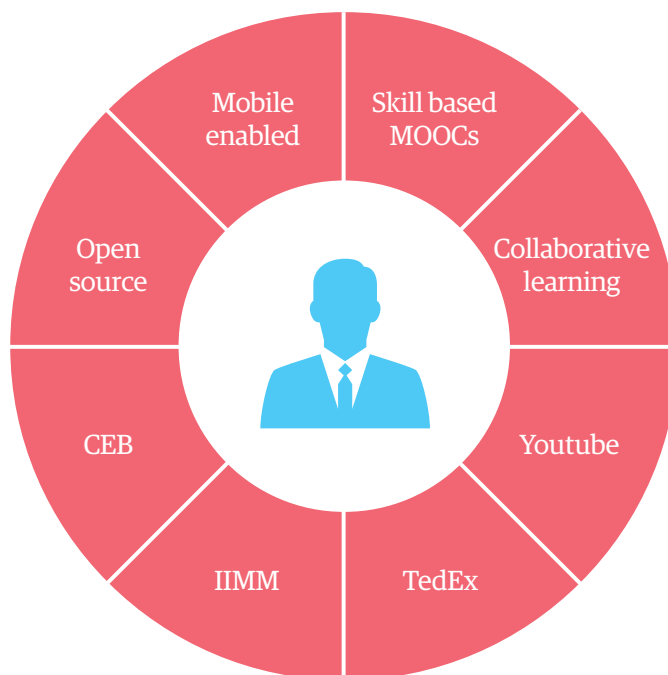
The onus of learning now lies on each individual, along with their managers, as they are the best judge of what is needed for enhancing performance and progressing career.

Learning ecosystems

As befits our business goals, Genpact is moving towards digitized learning. We have crafted our learning ecosystems to deliver best-in-class training opportunities that provide employees with individualized experiences designed to help them stay ahead of the curve.

A study we conducted showed that people today demand learning in real time—learning that is bite-sized and personal—to make it relevant to them and the business. To that end, we provide both internal and external training resources and e-learning modules where they can pick the training most pertinent to their performance and acquire knowledge at their own pace.

Since introducing these learning ecosystems and phasing out the old ones, we have seen a remarkable 24% increase in the hours our employees are investing in training.



Our training initiatives

1. Harvard Manage Mentor (HMM)

HMM is a leading online learning and performance support resource that delivers critical management skills to all employees at Genpact. HMM provides access to action oriented information on 40 key management topics, developed under the guidance of world renowned experts, practitioners, and business leaders. Each topic contains research-based content, as well as engaging resources and tools, interwoven with state-of-the-art services and reporting capabilities. Through HMM, employees have access to expert advice, proven practices, and practical tools that help them make better decisions and connect with others to enhance individual and organizational performance.

2. GlobeSmart

This is a powerful online knowledge resource that provides tips and resources on how to conduct business and how to communicate effectively with people from more than 58 countries. It is an excellent repository of cultural awareness and is available 24x7 to all Genpact employees.

3. Ascentify

It combines process training with language communications and soft skills development. Our integrated assessment and training platform enables employees to test, train, and audit an individual's progress from recruiting, to onboarding, to on-the job training resulting in proven individual effectiveness and productivity.

Our learning legacy

We're reinventing the learning culture at Genpact to suit changing needs, but the goal, as always, is to ensure that employees have every opportunity for training. Meanwhile, the legacy programs, such as Education@Work, the Gateway and BUILD program, among others, have been running successfully for the last several years.

Education@Work

Genpact University, our premier in-house employee engagement and talent development initiative, is committed to meeting the aspirations and needs of full-time working professionals. With Learn while You Earn as its motto, the university offers face-to-face and virtual opportunities through courses and certifications from premier institutions across the globe. Today's Education@Work suite consists of more than 50 internationally recognized programs in domains such as management, finance and accounting, procurement, supply chain, analytics, business management, human resource management, and so on. The university, which has burgeoned over the years, is the first of its kind in the industry.

The university provides a two-fold benefit. From an employee's perspective, it makes subsidized or sponsored programs easily accessible. For its part, Genpact profits by growing its internal pool of talented people who are eager

to learn. We measure Education@Work's effectiveness with metrics such as headcount penetration percentage, completion rate, program attrition rate, and post-program attrition rate. In 2016, 22% of employees enrolled in E@W programs and 90% of them completed their courses successfully. The on-program and post-program attrition rates were 15% and 15%, respectively, compared to Genpact's overall attrition rate of 26%. In a 2017 survey, about 80% of employees who underwent E@W said they were satisfied that their careers were progressing apace.

E@W - Key offerings

In 2017, we launched major programs in Digital Strategy for Business, Artificial Intelligence, and Project Management. This year, as our learning approach evolved, we revamped the E@W portfolio to:

- Strengthen Genpact's 'employer of choice' value proposition
- Create employee development and engagement
- Positively impact employee retention

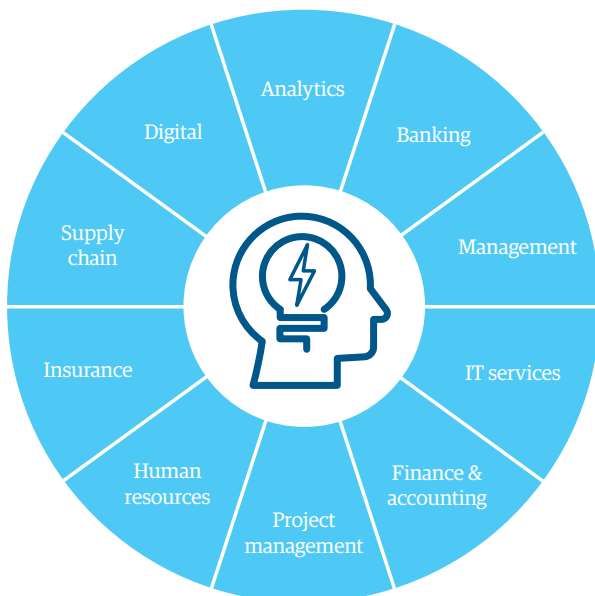
Gateway and BUILD

Gateway and BUILD create a talent ecosystem with just-in-time resources to support business growth and continuity. Subject matter experts and reputable external partners provide the training.

The Gateway program, which started in 2013, is a predictable pipeline for training and hiring people with entry-level skills. By contrast, BUILD creates a predictable supply of employees with skills that are tough to find or hire, but that are a business priority.

Broadly, the Gateway & BUILD programs provide:

- A steady supply of talent at the right cost
- Just-in-time talent to prevent revenue leakage
- A skilled/customized talent basis that addresses a business need
- Low up-skilling costs for higher revenue
- A talent pool to handle volume surge



The business saved approximately US\$ 1.5 million this year by building this talent in-house. More than 9,000 employees have improved their skills in the Gateway program since it started in 2013. And since the inception of the BUILD program in 2011, over 8,000 employees have been placed in new roles.

In the current year, we have concentrated on building the skills of the future, including analytics techniques such as optimization, forecasting and data visualization. We are also emphasizing Robotic process automation, and IT skills such as Hadoop and Java. In 2017, about 59% of identified roles were seeded via Gateway & BUILD. In addition, the business saved about US\$ 5 million, which it would have spent to source these roles externally.

Global leadership development (GLD)

To be remain at the forefront our industry, Genpact endeavours to strengthen the talent pool by building strong, dynamic leaders internally—leaders with vision who can propel it into the future. The Global Leadership Development team (GLD) plays a vital role in building this talent pool. The team designs and builds programs that advance and sustain our leadership capabilities and brand value. The GLD programs help employees cultivate

a leadership mind-set through innovative learning methodologies, rotational assignments, world-class mentoring, and opportunities to work on high impact projects and networking. Since its inception, over 7,500 participants have benefitted from these programs.

We conduct specific offerings such as Global Operations Leadership Development (GOLD) and the Leadership Excellence Acceleration Program (LEAP) to hone high-potential talent. We also provide transition programs such as the School for Effective Aspiring Leaders (SEAL), Accelerating Leadership Performance (ALP) and Leadership Walk.



Suite of programs offered by GLD

The year 2017 saw a transition from classrooms to a blended learning approach in which we used all available media to provide the best learning experience for leaders. More than 1,200 employees participated and benefitted from these programs.

Quality learning and development

At Genpact, we make employees ready to run transformation projects by up-skilling them in Lean, Six Sigma, BPMS, design thinking, and other important business techniques. The Quality Learning and Development team has been conducting training in these areas since Genpact's inception. In 2016, Genpact laid the foundation of digitalized learning, starting with Lean Digital. The resulting skill-building journey provides unique methods for assessments, self-learning, coaching and on-the job learning. The objective is to communicate in a compelling 30-minute conversation how Lean Digital can help our clients.

Building Lean Digital capability has been a priority for us since 2016. As we started to frame the strategy, we realized

that a one-size-fit-all approach wouldn't work, so we built specific capabilities for diverse groups.

We invest heavily in up-skilling our employees through the Green Belt curriculum, which has now been digitized. Employees can access these modules easily, and can now go through them anytime, anywhere, and at their own convenience. Because we provide interactive and learner-friendly videos that include case studies and assessments, employees get the same enriched learning experience that they did in classroom settings—but standardized and scaled up to reach vast global audience. Our Black Belt program, meanwhile, is a rigorous 21-day instructor-led classroom program held quarterly with participation from across the globe. This workshop delivers industry-relevant content, explores business requirements, and proffers feedback from senior leadership and expert trainers. Participants also learn soft skills in this multi-dimensional program. These programs led to a business impact of US\$ 8.15 Million in 2016.

We have dedicated the last few years to transforming how we work. We are creating efficiencies and impact through technology and internal collaboration. Learning is part of Genpact's DNA.



Genpact Romania has been recognized as one of the best employers in the country. This award is extra special since its rankings are based on ratings received directly from a platform where employees share information about their organizations. We are in the top 10 list across industries and in the first position in the outsourcing industry. The award resonates with our 'inside-out' go-to-market approach and is the result of our amazing journey in Romania! Ranking criteria included work environment, salaries and professional development opportunities in 2017.

ROMANIAN OUTSOURCING AWARDS FOR EXCELLENCE 2017

powered by Outsourcing THE DIPLOMAT



Employer of the Year GENPACT ROMANIA

On **May 11**, Genpact was awarded for the 2nd year in a row in the Outsourcing Industry Gala - this time, as the **Employer of the Year**.

The award recognizes Genpact Romania's contribution to the development of the business climate in the outsourcing services in Romania in 2016.





Employee health and safety

2016	2017
<ul style="list-style-type: none"> ● Emotional well-being: Pan India free helpline for Psychological counselling ● Free health camps - check up by specialists ● Monthly tele conference calls with entire medical teams across sites for imparting medical education. ● Posters on imparting health education published across sites. ● Flu vaccination camps ● Life skill sessions through personalized counselling for better health and reduce stress levels. 	<ul style="list-style-type: none"> ● Web chat on emotional wellness. ● Pan India employee engagement activity through VC. ● Free health camps - check up by specialists ● Monthly tele conference calls with entire medical teams across sites for imparting medical education. ● Posters on imparting health education published across sites. ● Best initiators in women empowerment.

We recognize that a healthy workplace is important for the business in the long term. We have a comprehensive EHS framework system with 16 elements that guide a range of wellbeing programs and initiatives. We encourage our people to report potential workplace hazards, so we can respond in a timely manner. We record all work- and non-work-related injuries and illnesses to our on-site safety teams. We have identified EHS champions in operations areas who are part of our extended emergency response team. They help us in early reporting of hazards—essential for managing risks and bridging gaps in our safety readiness.

We hired an external environment health and safety team that regularly updates the EHS site matrix and tracks EHS compliance to minimize risk and the impact of incidents. The team uses our robust digital tool Archer for doing so.

Healthy workplace

Our workforce is our most vital asset and their health is our utmost priority. The most important thing we can do for our employees and their families is to maintain a working environment that promotes safety, health and wellbeing. We have been increasingly emphasizing wellness initiatives during the past two years. The materiality assessment also demonstrates that health and wellbeing has become increasingly important to our employees. Our sedentary ones, especially, are prone to lifestyle conditions such as obesity, depression, chronic backache, diabetes, heart disease, and hypertension. We have launched several motivational programs on lifestyle management.

In May 2017, Genpact launched a communications initiative to generate health and wellness impact. We now offer a

single access point for high-quality emotional support for handling stress, anxiety, and so on, and that provides referrals for face-to-face counselling.

GENERATING HEALTH & WELLNESS IMPACT

46% people in organizations in India suffer from some form of stress*
Are You Among Them?

Take the Stress-o-Meter test today!
[Click here](#) to answer some simple questions and understand your level of stress

Green	Yellow	Orange	Red
Stress-free ☺	Dial the experts from No Worry No Tension at 9891386864		

No Worry No Tension is a complimentary and confidential 24*7 service. It is a single access point for high quality emotional wellness related support around a variety of issues including referrals to face-to-face counselling services for handling stress, anxiety etc.
 *Source: The Economic Times

We are committed to providing a safe and healthy work environment. All our major operating sites—primarily in India, China, Mexico, EMEA, and the Philippines—are ISO-14001 and OHSAS-18001:2007 certified. All employees undertake mandatory online courses on office ergonomics and environment, health, and safety (EHS) awareness when they join the organization. We supplement these courses every year with other online and classroom sessions at our sites that cover issues such as safe driving, first aid, life-saving skills, and more.

We conduct health talks and expert sessions to emphasize lifestyle management—interactive seminars in which employees can ask guest experts health-related questions. The kick-off of this initiative was 2007. Since then we’ve conducted these sessions have been conducted at different sites. We held a total of 48 such sessions during the reporting period.

GENERATING HEALTH & WELLNESS IMPACT

Your emotional wellbeing... delivered free!
 All you need to do is dial the experts at **9891386864**

Stressed?

Nervous?

Fatigued?

Anxious?

Being happy and relaxed not only brings a sense of personal wellbeing but also makes you more productive.

No Worry No Tension is a complimentary and confidential 24*7 service. It is a single access point for high quality emotional wellness related support around a variety of issues including referrals to face-to-face counselling services for handling stress, anxiety etc.



Health talk topics - 2016	Health talk topics - 2017
Lifestyle risk management	Staying healthy in night shift
Awareness on dengue (8)	Enriching lives to succeed - Health session for women support staff with a lady doctor (2)
Ergonomics training and awareness session (23)	Office ergonomics
Working in night shifts (3)	Monsoon preparedness (3)
Healthy & happy Genpact (3)	Staying healthy for cab drivers (3)

As well, we conducted health camps: Specialists from major hospitals visit a site's medical facility where they provide free consultations and health checkups. The chart below depicts the camps that we organized in 2016 and 2017.

Camp organized (2016 and 2017)	No. of employees
Dental and eye camp	711
Well women camp	156
Skin and hair camp	852
Lawrence and Mayo eye camp	483
Ortho camp by Yashoda Hospitals	40
Cardiology camp by Yashoda Hospitals	68
Blood donation camp by N.T.R blood bank	554
Rheumatology camp by Yashoda Hospitals	20
ENT screening by Yashoda Hospitals	76

We mitigate health and safety risks by creating awareness through newsletters, email, counselling sessions, and issue-based campaigns. We also release health and wellness bulletins on contemporary health issues. For instance, in 2016 there was an outbreak of Chikungunya in the NCR region. Few people knew about it or understood its symptoms, diagnosis and treatment, so we circulated relevant information. We have released timely information about seasonal diseases such as Dengue, flu and H1N1 flu. The following summarizes our 2016 and 2017 newsletters.

Wellness focus (2016)	Wellness focus (2017)
Health precautions during summer	Seasonal flu and H1N1 flu
Chikungunya virus disease	Your emotional wellbeing.....delivered free
We care for your wellbeing	Stay safe and healthy this monsoon
Pollution alert: Preventive advisory	Seasonal flu and H1N1 flu
Boost your emotional wellbeing	
Think parenting is stressful? This is what you need	

Superior indoor air quality (IAQ) is essential in a work environment because bad air can impact the health, comfort, wellbeing and productivity of employees who spend much time inside the office. We measure IAQ throughout our locations on a regular basis by checking microbiological and chemical parameters. We track concentrations of respiratory suspended particulate matter, CO₂, carbon monoxide, nitrogen dioxide, oxygen, temperature, humidity and other volatile organic compounds in the to ensure levels are within permissible limits. HVAC air filters and ducts are regularly inspected to ensure that buildings are maintaining superior indoor air quality . We met all IAQ standards throughout our sites in the reporting years.

Fully equipped and appropriately staffed medical centres are available at our sites. Ambulances are also available on standby in case of emergency. For injuries and safety issues outside the boundary of our offices, we engage with our employees through awareness and training sessions. These activities are managed and driven on-site by the respective EHS single point of contact (SPOC). Employees can also raise any safety concerns directly with the EHS SPOC at their site or the site EHS leader, or logistics leader. We test emergency evacuation plans and infrastructure readiness for man-made and natural disasters and emergency response teams conduct mock drills.

We have committees at site level who conduct site governance council meetings on health, safety, logistics and infrastructure every month, among other topics. Participants discuss and share issues of concern at these meetings. Service line managers cover health and safety topics in addition to other issues with a larger audience. Additionally, logistics SPOCs at each site ensure that EHS concerns receive the appropriate remedial action.

We witnessed 21 and 12 reportable injuries in 2016 and 2017 respectively, resulting in 716 and 252 days away from work. Detailed safety data regarding our employees, including the lost day rate for the two years, is presented in the sustainability performance scorecard.

Transport safety

Most of our employees are based in India and making their daily commute safe, reliable and efficient is an important factor for Genpact. We also have to adapt to the changing local pollution and safety regulations. For instance, the Supreme Court banned diesel cabs in Delhi because they spew dangerously high levels of particulate matter. In response, our transport team quickly adapted and plans to convert our fleet to much cleaner compressed natural gas (CNG) vehicles. Currently the team is evaluating electric vehicles for transportation to meet future requirements. We have actively responded to other such orders and changes in laws affecting how our transport team moves employees to and from work.

All our vehicles in Delhi's National Capital Region have GPS and panic buttons for increased employee security, safety and for quick communication in the event of an emergency. Our command centre tracks these vehicles for faster response time and better coordination.

We created a command center for real-time tracking of the fleet vehicles our employees use, so workers can be safe and secure from the moment they request a cab until the time they reach their homes. Dispatchers at the center handle all bookings, pick-ups, drops, and so on. They are also alerted when drivers speed, which keeps drivers in check and ensures compliance with the law. We can track unauthorized and unscheduled stops to avoid any untoward activity. Along with real-time tracking, we maintain records of the itineraries vehicles used in the past, to plan routes that reduce fuel costs. This coordinated system saves time, cuts telephone calls, and helps the fleet move more efficiently.

Public transportation has improved considerably in major Indian cities over the last decade, so we have phased out our daytime transportation services. We encourage employees to use public transit by providing shuttles to our offices from major metro stations, bus stops or train stations. For their safety and convenience, however, night-shift workers can still use the GPS-enabled cabs we provide.

We are promoting carpooling with a tool that matches employees with others traveling to the same sites. The

carpooling tool presently has over 1,500 records across locations. Indian law prevents private car owners from charging passengers for a ride, but we are working with authorities and the National Association of Software and

Services Companies (NASSCOM) to amend this law in the interests of more efficient vehicle use and fewer traffic jams. As another incentive to car pool, car poolers get preferential parking spots at our offices.

SHE Shuttle

The Society for Cyberabad Security Council (SCSC) is a collaborative venture of the Telangana (India) government, companies such as Genpact and the Cyberabad police. It promotes business continuity by keeping women employees safe, ensuring traffic rules are followed and that infrastructure is sound. The SCSC recently rolled out a free transportation service called SHE-shuttle exclusively for any women working in the Cyberabad IT corridor in Hyderabad. The service integrates with our command centre so we can monitor the safety of our female employees.

-  **SAFE: A Full Time Lady Security Guard**
-  **SMART: 24 Hour Monitoring from Central Control Room**
Smart App for every passenger with Panic Mode
-  **INTEGRATED:**
Integrated with Company Security and Whatsapp Control Room
-  **FORCE MULTIPLIER:**
Integrated with Citizen Marshalls from IT Corridor
-  **Free for all Women Employees of SCSC member companies**
-  **ON THE MOVE, ALWAYS:**
Shuttle services from **8 AM to 10 PM**

Giving back to society

unique employee
volunteers

20,000+

increase in
volunteering hours*

83%

employee participation
in payroll giving program

24%

client partnerships
for CSR#

21%

increase in payroll
contribution*

14%

* Year on year improvements from 2016 to 2017

24 partnerships in 2016 and 17 partnerships in 2017

Our approach and strategy

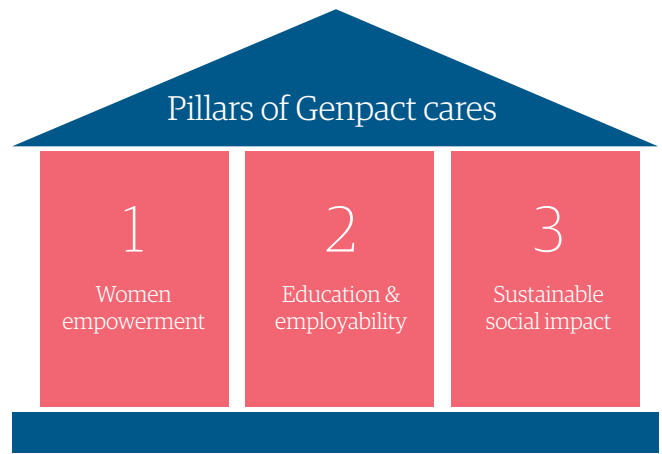
Genpact believes it is our responsibility to address some of society's most urgent needs and to ensure balanced and inclusive growth in the communities where we operate. Digital technologies are transforming every facet of our society, altering the way we live, work and interact, creating new opportunities and challenges. We are committed to applying our expertise to develop process-efficient solutions that make a measurable difference around the world.

Corporate social responsibility plays a major role in our company's success. As we grow, our employees are progressively using their talents, expertise and strengths to contribute to the betterment of our communities. There are four key components of our CSR programs that help nurture a culture of giving: volunteering, payroll donations, NGO partnerships, and strong client engagement powerfully communicated.

At Genpact, giving is an inherent part of our culture: We support volunteerism and donations through global platforms, programs, projects, and social initiatives. We believe that a sustainable and socially viable company must have a robust and passionate volunteer base. We are proud to have a network of over 20,000 volunteers worldwide who support our projects and initiatives. Genpact leads other businesses in India as the first company in country with over **12,000 people making payroll donations to the Give India Payroll Giving Program**.

Genpact cares

Genpact Cares, which takes advantage of our employees' skills and talent to sustainably empower the communities where we work, is the umbrella organization for all our CSR efforts. The guiding principles of Genpact Cares are:



With CSR teams in 18 countries, Genpact is giving back to communities through projects and initiatives that our employees are passionate about. We are doing so based on three pillars that align with our strengths, core expertise, and causes.

We believe that our work under these pillars catalyzes transformation and brings about improvements in the country and community. We run these projects independently or in partnership with institutional or non-profit organizations.

Each major site conducts a CSR program based on this framework, taking local needs into account. Each location or region drives the CSR program through a CSR leader/champion and a team of single point of contacts (SPOCs). A global CSR leader supervises the overall CSR program. Management, execution, and governance of our CSR endeavours are also taken care of through this structure.

Our CSR program engages all employees, including our senior leadership, who provide the vision and motivation that drives these initiatives. We believe this accounts for the success of our CSR endeavours. With our leaders' backing, our employees have a true sense of ownership of the projects they undertake. In turn, the unflinching commitment of these volunteers fosters even deeper leadership engagement in CSR—a virtuous cycle.



3. During 2017, up from about 15,000 in 2016.

Key focus areas and initiatives



1. Women's empowerment

It will take the world 217 years to achieve gender equality according to the World Economic Forum's latest annual gender gap report. We champion the cause of gender equality not just within the organization but also in our communities. We strive to empower women so they can succeed in their chosen paths. We aim to accelerate gender equality and promote inclusivity. The following depicts some of our key global programs in support of these efforts:

Dress for success in US



Genpact promotes the economic independence of disadvantaged women by providing professional attire, a support network, and career development tools

to help women thrive in work and life. We empower women in their quest for economic independence, along with providing them a network of support and resources.

Touched Romania



We are helping transform the lives of high-risk mothers and babies by providing infrastructural and emotional support.

Beneficiary Speak:

"As a mother of five beautiful children, I am thankful to Touched Romania and Genpact for giving us many opportunities and reasons to smile."

Mihaela, beneficiary of Touched Romania

Udayan Shalini Fellowship in India



'Udayan' means 'eternal sunshine' and 'Shalini' means 'dignified woman.' The NGO Udayan Care is behind this unique initiative, which financially supports and

mentors bright girls from underprivileged homes throughout their college years. The women are encouraged to lead a life of dignity—to become a 'Shalini.' Genpact presently supports 450 Udayan Shalinis across India, through advanced education, personal development programs and the fostering of employment skills.

Health and hygiene workshops for staff



We partner with our medical team to spread health and hygiene awareness to our female custodial staff. We hold interactive and informative sessions in Delhi,

Bangalore, Hyderabad and Jaipur to answer participants' questions about their everyday health concerns.

Olympic Gold Quest (OGQ)

We partner with Olympic Gold Quest (OGQ) to support women athletes in their Olympic quests. OGQ, a not-for-profit foundation, aims to up the game of Indian athletes to help them win more Olympic Gold. With our backing, OGQ provided top class support to 31 female athletes during the 2016-17 fiscal year. Our work benefitted 42 senior and junior athletes in fiscal year 2016-2017 16-17 and 64 senior and junior athletes in fiscal year 2017-2018.



“More than 40% of OGQ-supported athletes are women and with the help of Genpact, we are creating not just champions but role models for millions of girls across the country.”

- Viren Rasquinha, CEO, Olympic Gold Quest

Achievements

- P. V. Sindhu (Badminton) - Silver medal, Rio 2016 Olympics
- Deepika Kurnari, Laishram Bombayla Devi and Laxmirani Majhi (Archery) - Quarter finals, Team Event, Rio 2016 Olympics
- Pooja Ghatkar (Shooting) Bronze medal, Shooting World CUPI New Delhi, Feb 2017
- Lajja Gauswami (Shooting) - Represented India at the Shooting World Cup in Azerbaijan, Germany and USA in 2016 - 17
- Rahi Sarnobat and Elizabeth Koshy (Shooting) - Silver medal, National Shooting Championships, Pune 2016-17

Some highlights

- OGQ was able to provide 10m Air Rifle electronic target system to Rio 2016 Olympian and 2014 Commonwealth Games Gold medalist Apurvi Chandela (Shooting)
- Personal coach for Rio 2016 Olympian Heena Sidhu (Shooting) and London 2012 Olympian Rahi Sarnobat (Shooting)
- Purchase of world class archery equipment for archers Laishram Bombayla Devi Madhu Vedwan, Rimil Buriuly and Simranjeet Kaur
- OGQ sent shooter Lajja Gauswami (Shooting) for a 10 day training camp to Hungary under world renowned coach Laszlo Szucsak
- Logistics support for P. V. Sindhu's (Badminton) parents travel for International tournaments. Sindhu finds this very important for emotional support for her especially during major tournaments.



2. Education and employability

Genpact's enthusiastic volunteers are continuously working towards creating a better future for disadvantaged groups. Through our 'adopt a school' program, our volunteers regularly interact with children to help them excel in schools in the Philippines, Guatemala, and India. We also provide vocational training programs in partnership with non-profits, with the aim of helping people get better jobs so their communities can grow stronger every day.

Our priority is education and employability. One-third of the Indian population is between the ages of 15 and 29, the largest youth cohort of any country in the world. By 2020, the average age of the country will be 29. Genpact is strategically developing an ecosystem to create a level playing field between government-run and private schools, and to improve youth employability with relevant skill-building. The following depicts some of the initiatives that our employees undertake around the globe each year.

School centred community development project (SCCD)

The School-Centred Community Development Project' is a unique partnership of Genpact, United Way, and Teach for India. Our vision is to ensure that all children have access to quality education, so they may become change agents of their communities. We work in 10 government schools in Delhi, Hyderabad and Bangalore and are impacting the lives of 10,000 students. Our project brings school staff, community stakeholders and multiple organizations together to achieve a common goal. Currently, 25 non-profits are applying different levers to improve education through school leadership initiatives, teacher development, early childhood education, parent engagement, and extra-curricular learning.



Filinvest Annex Elementary School, Alabang, Philippines

We partnered with the school to improve facilities and build a better learning environment for 800+ students.



Mount Carmelo School, Guatemala

We are working closely with the school to improve its infrastructure and to provide career counselling support to 300-plus students.



Junior Achievement, New York

For the last six years, we have been giving business courses at low income schools in New York.

Other education initiatives include:



Equipping school labs in Philippines!

Genpact team donated 14 desktops to the computer lab of the school. These computers will play a crucial role in developing the computer skills of the students.



Empowering teachers for quality education, Philippines

The Philippines Learning & Development (L&D) team empowered 20 teachers of Filinvest Alabang Elementary School (FAES) with new teaching methodologies.



Building a school in Romania

40 Genpact employees volunteered to renovate four classrooms in Rosiori School. Their hard work as a team served 80 students from Rosiori school, The school will now benefit from more comfortable and equipped spaces.



3. Sustainable social impact

Genpact's sustainable social impact initiative supports non-profits, skill-based volunteer programs, and environmental undertakings. We use our professional capabilities to transform non-profit organizations so that they can have a greater impact on their communities. We also deeply care for the environment and help conserve it with planting and awareness drives.

Genpact social impact fellowship (GSIF)

In partnership with EdelGive Foundation, we launched GSIF in 2016. GSIF is a one-year full-time fellowship program that seeks to transform a social sector through process excellence. The GSIF program gives professionals an opportunity to work on high-priority specific projects with select NGOs.

The first group of six GSIF fellows collaborated with three leading non-profit organizations working in the education sector and impacted 70,000-plus lives in India. Genpact's Lean Six Sigma techniques and process excellence skills and EdelGive's sector knowledge strengthened the program of the following non-profits:

- **Teach for India (TFI):** GSIF fellows designed a model for increased operational efficiency for the Teach for India fellows. This helped more than 10,000 students get about a 100 additional learning hours a year.
- **Kaivalya Education Foundation (KEF):** GSIF fellows transformed processes for the delivery of scholarships, mid-day meals, and textbooks. They helped some 55,000 students receive their books and scholarships on time.
- **Udayan Care:** GSIF fellows standardized Udayan Care's existing process framework by creating a playbook that will enable the non-profit to double its impact by 2020 and improve the lives of some 9,000 underprivileged girls.

The second group—16 fellows—went to work in 2017, helping leading non-profits such as Kaivalya Foundation, United Way, Teach for India, Magic Bus and the NASSCOM Foundation. The fellows apply our process expertise to transform these non-profits and their beneficiaries. Through GSIF, Genpact partners with more companies to create high-impact social programs that, step by step, are building new futures for the communities they touch.

Environmental initiatives undertaken for communities:



Plant a million, India

In five years, 7000+ Genpact volunteers have planted 22,000 trees in the Aravalli biodiversity park - the largest contribution among all the corporates. This abandoned mining site has been transformed into a flourishing city forest.



Greening Gurgaon drive, India

The 'Greening Gurgaon,' Genpact CSR's plantation drive on the 18th of August next to the phase V office garnered a footfall of approximately 1400 volunteers who planted close to 2100 saplings in their bid to provide lungs to the millennium city.



Cleaning forest, Romania

Every year, Genpacters in Romania work with 'Let's Do It Romania' a non-profit organization to make a difference to the environment around them. This time they collected 600 kg of waste from Snagov, in the forest of Mogosoaia. Through their efforts, volunteers have protected many plants and animals which inhabit this area.



Clean drinking water, Kenya

Water is a basic necessity and is often the key to poverty reduction and conservation of nature. Genpacters in the Netherlands came together to make clean drinking water a reality for underprivileged families in Nakuru County, Kenya. They led the construction of a 10,000-litre rainwater tank in the region by contributing to the Lake Nakuru T6 project. This tank will help store rainwater so that instead of walking long distances, villagers can now spend their time on education or small enterprise.



Bringing a lake back to life in Bangalore

700+ employees got together to plant trees at the Sowl Kere lake and played a role in transforming the lake ecosystem.



Caring for animals in Delhi

Our volunteers volunteered at the ‘Delhi Society for Prevention of Cruelty to Animals’, an organization which rescues sick and suffering animals in the city. Their contributions will provide food and essential medicines to the rehabilitated animals and gift them a healthy and happy life.



Supporting earthquake relief efforts in Mexico

Mexico suffered 2 earthquakes on September 7th and 19th affecting the states of Chiapas and Mexico city respectively. CSR Mexico along with CSR Global donated around \$3000 USD to the Red Cross of Chiapas.

Community healthcare initiatives:



Helping create a world free of diabetes, North Carolina, US

This is first CSR initiative which took place in Durham, North Carolina, US. Our team collaborated with JDRF, a world leader in Type-1 diabetes research and prevention. The JDRF-One Walk was organized at Raleigh to support the cause of creating a world without type 1 diabetes. About 8,000 people attended the event, made up of 56 corporate teams.



Running for a cause, Poland

30 Genpacters trained for months and participated in the Krakow Business Run, supporting the prosthesis and rehabilitation of 18 people with locomotive disability . Together with the other thousands of participants, 115,000+ USD was raised for this cause.



Blood donation across Delhi NCR, India

On 14th June 2017, we celebrated World Blood Donor Day, by organizing blood donation camps in all Genpact NCR sites in association with Rotary Blood Bank. Over 817 volunteers came forward to contribute to this cause, they donated over 800 units blood with which almost two thousand lives could be saved. This simple action demonstrated the genuine care Genpacters feel towards the community.

Employee volunteering and payroll giving

Human capital is undoubtedly our best asset, and we use it extensively in our CSR programs. Contributions from our 78,000-plus employees are the foundation of our CSR program. Genpact's platforms motivate employees to channel monetary and non-monetary gifts to causes close to their hearts.

We know that volunteering, inclusivity and integrity are fundamentally important and we have a deep commitment to society and the environment.

Over the years, we have weaved these values into our cultural fabric. To ensure that this culture is maintained, we stress volunteering and payroll contributions when onboarding new hires.

Genpact Global Giving celebrates volunteering. This annual event, started in 2016, brings us all together in the spirit of service, compassion and camaraderie, and gets widespread participation across the Genpact world. We went from 3,000 volunteers in 2016 to 7000-plus in 2017, evidence of this initiative's tremendous success.

In 2017, over 20,000 Genpact employees volunteered. Our people put in 119,434 hours volunteering, their efforts spanned 18 countries, and they impacted the lives of 164,791 people through our range of initiatives and projects. Penetration figures for our volunteering program stood at 27% in 2017.

Our volunteers teach and mentor children, plant trees, work in orphanages and old age homes, undertake clean-ups, and so on. Our p3 Employee program, volunteer apps and portals all make such volunteering possible. Using our platforms, employees quickly discover the latest volunteering opportunities near them and can easily register for them.

Along with volunteering, we partner with leading non-profit organizations, such as Give India, United Way, Dress for Success, and American Cancer Society, to provide flexible and transparent donation platforms. These programs are voluntary, and employees are free to change or discontinue their contributions. Globally, Genpact employees contributed USD353,042 in 2016 through payroll programs and other CSR initiatives and USD402,799 in 2017. Penetration figures

for our payroll program stood at 24% in 2017. Our annexes provide more detail. The table below shows our community investment contributions in US dollars.

Increasing impact through communication

We encourage people to join our CSR programs with targeted and effective communication drives at the start of the year that powerfully and consistently infuse a culture of giving.

Spend on activities related to CSR focus areas (USD)	2015	2016	2017
	1,572,573	2,471,416	1,872,458

We have created a strong Genpact CSR brand. Newsletter highlight volunteers' experiences and the impact of our CSR activities. We make sure our CSR initiatives get the exposure they deserve, and we recognize our ace volunteers in town halls. Our communication plans often provide the extra nudge and motivation some employees need to get involved.

The CSR teams at each location coordinate with the central CSR group to execute the yearly communication plan. We connect CSR teams across the globe to share best practices via monthly calls and an annual global CSR meeting. We source our volunteering app, where employees upload accounts of their experiences, to find and relate the latest, most compelling stories.

Genpact also has active CSR community on the company intranet and social media, as well as an external blog where we report our stories of impact and drive engagement of our volunteers. We work closely with the Talent Marketing and Communication team to get the right visibility of our programs both internally as well as externally. Our social media presence on Facebook and Twitter helps us join the global conversation on social transformation.

Impact measurement

Genpact has a vigorous governance and audit mechanism for everything it does. We strongly believe that "what gets measured gets done." Our CSR governance mechanism involves reviews and monitoring by the CEO, board members

and senior leaders with global CSR councils and committees. The senior leadership team approves strategy, policy and projects, regularly reviews implementation, and checks that committed funds are used effectively. In 2016 and 2017, KPMG, our CSR consultant monitored and evaluated the impact and effectiveness of all our CSR projects.

We also monitor and evaluate CSR's work with a compliance portal that tracks the progress of our programs against intended outcomes or targets. The CSR committee and board analyze the effectiveness of our programs every year.

As signatories of the United Nations Global Compact (UNGC), we deliver a Communications of Progress

report on our CSR efforts to the group annually: https://www.unglobalcompact.org/system/attachments/cop_2017/446261/original/UNGC_Report_2016.pdf?1513260734. Our bi-annual sustainability report in the public domain also outlines the impact of our CSR efforts across the globe. We highly transparent regarding what we do to benefit the society, and invite comments and feedback from the communities and NGOs we work with. We firmly believe that openness is crucial if we are to understand the critical needs of our communities, Being transparent in this way also helps us streamline our programs.

Sustainability performance scorecard



People performance

Total workforce¹

2017	Age group			Gender			Total
	<30 yrs.	30-50 yrs.	> 50 yrs.	Female	Male	Not mapped ⁶	
Top management	0	226	65	53	237	1	291
Senior management	4	2419	277	665	2027	8	2700
Middle management	6405	20495	595	8881	18596	18	27495
Associates	33764	13341	653	21021	26217	520	47758
Total	40173	36481	1590	30620	47077	547	78244

2016	Age group			Gender			Total
	<30 yrs.	30-50 yrs.	> 50 yrs.	Female	Male	Not mapped ⁶	
Top management	0	218	50	52	215	1	268
Senior management	12	2340	214	608	1955	3	2566
Middle management	7153	18988	519	8672	17977	11	26660
Associates	34658	12045	634	20541	26521	275	47337
Total	41823	33591	1417	29873	46668	290	76831

Geographic distribution of employees

Geography 2017	Female	Male	Not mapped ⁶	Total
India	17428	38182	2	55612
APAC (ex. India)	6602	3130	3	9735
EMEA	3161	1554	542	5257
NA & LATAM	3429	4211	0	7640
Total	30620	47077	547	78244

Geography 2016	Female	Male	Not mapped ⁶	Total
India	16677	37760	0	54437
APAC (ex. India)	6642	3295	0	9937
EMEA	3595	1721	290	5606
NA & LATAM	2959	3892	0	6851
Total	29873	46668	290	76831

New Hires²

2017	Age group				Gender			Total
	<30 yrs.	30-50 yrs.	> 50 yrs.	Not mapped ⁶	Female	Male	Not mapped ⁶	
Top management	0	20	15	0	4	30	1	35
Senior management	5	240	106	1	77	267	8	352
Middle management	1897	2750	176	31	1411	3406	37	4854
Associates	13597	2910	417	69	7790	8709	494	16993
Total	15499	5920	714	101	9282	12412	540	22234

2016	Age group				Gender			Total
	<30 yrs.	30-50 yrs.	> 50 yrs.	Not mapped ⁶	Female	Male	Not mapped ⁶	
Top management	0	31	10	0	12	28	1	41
Senior management	5	420	79	0	88	413	3	504
Middle management	2282	3024	169	0	1723	3739	13	5475
Associates	16233	2848	246	0	8797	10168	362	19327
Total	18520	6323	504	0	10620	14348	379	25347

New hires by geography

Geography 2017	Female	Male	Not mapped ⁶	Total
India	5448	9778	26	15252
APAC (ex. India)	1858	847	5	2710
EMEA	567	362	500	1429
NA & LATAM	1409	1425	9	2843
Total	9282	12412	540	22234

Geography 2016	Female	Male	Not mapped ⁶	Total
India	5978	11547	0	17525
APAC (ex. India)	2534	1165	0	3699
EMEA	1155	620	379	2154
NA & LATAM	953	1016	0	1969
Total	10620	14348	379	25347

Turnover³

2017	Age group				Gender			Total
	<30 yrs.	30-50 yrs.	> 50 yrs.	Not mapped ⁶	Female	Male	Not mapped ⁶	
Top management	0	25	16	0	6	35	0	41
Senior management	2	333	68	0	88	312	3	403
Middle management	1596	3852	179	0	1894	3724	9	5627
Associates	10965	3526	244	0	6628	7934	173	14735
Total	12563	7736	507	0	8616	12005	185	20806

2016	Age group				Gender			Total
	<30 yrs.	30-50 yrs.	> 50 yrs.	Not mapped ⁶	Female	Male	Not mapped ⁶	
Top management	0	22	11	0	4	29	0	33
Senior management	0	284	50	0	72	262	0	334
Middle management	1659	3268	159	0	1699	3385	2	5086
Associates	11537	3387	146	0	6565	8411	94	15070
Total	13196	6961	366	0	8340	12087	96	20523

Turnover by geography

Geography 2017	Female	Male	Not mapped ⁶	Total
India	4701	9251	0	13952
APAC (ex. India)	1905	1015	0	2920
EMEA	1054	560	185	1799
NA & LATAM	956	1179	0	2135
Total	8616	12005	185	20806

Geography 2016	Female	Male	Not mapped ⁶	Total
India	4808	9651	0	14459
APAC (ex. India)	1732	889	0	2621
EMEA	984	549	96	1629
NA & LATAM	816	998	0	1814
Total	8340	12087	96	20523

Training hours⁴

Function	Average training man hours 2016	Average training man hours 2017
Top management	38.96	24.27
Senior management	36.50	33.97
Middle management	48.94	37.11
Associates	38.96	48.97

Parental leave

S. No.	Parameter	Full time employees (2017)		Full time employees (2016)	
		Men	Women	Men	Women
1	The number of employees who took parental leave	1570	1911	1444	1559
2	No of employees who re-joined service after parental leave	345	1364	512	1383
3	No of employees who are still employed after rejoining the service after parental leave	1348	1518	1039	1003

Safety⁵

S. No.	Description	2016	2017
1	Near misses	10	21
2	Non-reportable injuries (permanent)	21	14
3	Non-reportable injuries (contractual)	5	1
4	Reportable injuries (permanent)	21	12
5	Reportable injuries (contractual)	5	0
6	Lost days (permanent)	716	252
7	Lost days (contractual)	0	0
8	Man hours worked (permanent; in million hours)	148	150
9	Man hours worked (contractual)	0	0
10	Fatalities (permanent)	2	0
11	Fatalities (contractual)	0	0

Environmental performance

Refrigerant load

Refrigerant	2015	2016	2017
R22 (Kg)	395	572	375
R123 (Kg)	375	0	11
R134A (Kg)	132	738	891
R410A (Kg)	30	355	735
R407C(Kg)	61	281	250

Other air emissions

Other emissions include emissions of SO_x and NO_x gases from the diesel generator sets (used as standby source of power during power outages) are as given below:

Emission	Quantity in 2016 (tonnes)	Quantity in 2017 (tonnes)
NO_x	0.259	0.386
PM	0.021	0.035
SO_x	0.012	0.024

This data pertains to our owned sites as emission reports are not available in case of multi-tenant leased buildings.

Waste generation / disposal

Non-hazardous waste	2016	2017
Paper scrap (Kg)	167276	194,833
Food/Wet waste (Kg)	247729	242337
Dry waste (Kg)	555668	645221
Wood scrap (Kg)	22874	37153
Sludge (Kg)	5438	4813
Hazardous waste		
Biomedical waste (Kg)	306	559
Tube lights(Kg)	1374	2033
Used oil (Liters)	3785	3623
Cotton cloth(Kg)	64	31
Waste oil (Litres)	1100	1300
DG filters (Nos)	331	324
E-waste generation (kg)	43462	190477
E-waste disposal (kg)	33043	52690
Battery (Nos)	1646	817

Water consumption by source and region

Region-wise water consumption - 2016				
	Municipal water (m3)	Packaged drinking Water (m3)	Bore well water (m3)	Total water consumed (m3)
China	38707	702	-	39409
Philippines	11087	1394	-	12481
Europe	26722	23975	-	50697
India	52231	37920	169560	259711
Total	128747	63991	169560	362298

Region-wise water consumption - 2017				
	Municipal water (m3)	Packaged drinking Water (m3)	Bore well water (m3)	Total water consumed (m3)
China	39110	727	-	39837
Philippines	12094	1133	-	13227
Europe	27452	23497	-	50949
India	52565	54685	217634	324884
Total	131221	80042	217634	428897

Water recycle/reuse

Genpact has five owned sites in India where we monitor water recycling and reuse. While the sites we lease may also perform such measurements, the data is not available with us. In 2017, owned sites showed an improvement in the water recycling compared to 2016.

	2016	2017
Total water withdrawal (m3) (India)	259711	324884
Total water withdrawal (m3) (India-owned Sites)	165,140	161,639
Water recycled (m3) (India-owned Sites)	90,493	99,354
Water reused (m3) (India-owned Sites)	85975	86757
Recycle percentage of total water withdrawal at owned sites	55%	61%

Energy consumption by region and source

Energy consumption, GJ	Energy source	2016	2017
India	Diesel	11116.93	10813.19
	LPG	770.28	1229.19
	Charcoal	4.43	5.9
Philippines	Diesel	2561.24	1127.73
India	Electricity	251660.33	251378.69
China		16056.45	17539.51
Philippines		25102.05	26387.46
Europe		9014.51	9820.52
Europe		Gas	3690.94
India	Solar	3730.00	25044.00
Europe		12617.00	17249.00
Europe	Nuclear	3129.00	4278.00
Total (GJ)		339453.15	369851.18

Emission (scope 1, scope2 & scope3⁷) by region and source

Emissions (tCO ₂ e)	Emission source	2016	2017
India	Diesel	812	790
	LPG	49	78
	Charcoal	0.5	0.7
	R22	1036	683
	R123	0	1
	R134a	1055	1274
	R410a	741	1534
	R407c	499	443
	Philippines	Diesel	187
Europe	0		0
India	Electricity	57323	57258
China		4258	4651
Philippines		4189	4404
Europe		2036	2133
Europe	Gas electricity	207	279
International travel (air)		15622	19495
Domestic travel (air)		1856	2271
Domestic travel (cabs)		13762	14053

Societal performance

Unique volunteering penetration 2017

Location	Unique volunteers	Penetration
Genpact India	14,604	27%
Genpact Philippines	1,625	33%
Genpact US	699	15%
Genpact China	759	19%
Genpact Malaysia	11	6%
Genpact Romania	786	23%
Genpact Poland	358	38%
Genpact Netherlands	18	9%
Genpact Slovakia	11	7%
Genpact UK	211	31%
Genpact CZECH Republic	10	77%
Genpact Guatemala	1,192	97%
Genpact Mexico	375	39%
Genpact Brazil	85	95%
Total	20,744	27%

Payroll penetration 2017

Country	Payroll givers	Penetration
India	13,469	24%
Romania	362	11%
Guatemala	316	32%
Mexico	435	46%
Total	14,582	24%

1. Workforce data is based on the end of the reporting period 2016 (31st Dec) and 2017 (31st Dec)
2. Note: New hire is calculated based on the end of the reporting period 2016 (31st Dec) and 2017 (31st Dec)
3. Turnover is calculated based on the end of the reporting period 2016 (31st Dec) and 2017 (31st Dec). Turnover: Number of employees who leave the organization voluntarily or due to dismissal, retirement, or death in service.
4. Training hours have not been segregated gender wise, although the average training man-hours data includes all gender category and management level.
5. For safety performance, the reporting boundary includes our sites in India, Philippines, China, Europe & US. This data includes all gender category and the mentioned regions.
6. Not mapped - DOB not available or gender not disclosed
7. Scope-3 emission is for India operations only.

Reference table for emission factors & NCV

Sr No.	Description	Parameter	Value	Reference
1	Diesel	NCV (TJ/Gg)	43	IPCC Guideline 2006, Vol 2, Chapter 1
		Emission factor CO2 (Kg/TJ)	74100	IPCC Guideline 2006, Vol 2, Chapter 2
2	Refrigerant, R22	GWP	1810	GHG Protocol - GWP Values
3	Refrigerant, R134a	GWP	1430	GHG Protocol - GWP Values
4	Refrigerant, R410a, 407C	GWP	2088, 1774	https://www.gov.uk/guidance/calculate-the-carbon-dioxide-equivalent-quantity-of-an-f-gas
5	LPG	NCV (TJ/Gg)	47.3	IPCC Guideline 2006, Vol 2, Chapter 1
		Emission factor CO2 (Kg/TJ)	63100	IPCC Guideline 2006, Vol 2, Chapter 2
6	Charcoal	NCV (TJ/Gg)	29.5	IPCC Guideline 2006, Vol 2, Chapter 1
		Emission factor CO2 (Kg/TJ)	112	IPCC Guideline 2006, Vol 2, Chapter 2
7	Grid electricity, India	Emission factor CO2 (Kg/kWh)	0.82	Central Electricity Authority, Ministry of Power, Government of India: "Baseline Carbon Dioxide Emission Database Version 11" April 2016
8	Northeast China power grid	Emission factor CO2 (Kg/kWh)	0.9547	IGES List of Grid Emission Factors, 2017
9	Grid electricity, Philippines	Emission factor CO2 (Kg/kWh)	0.6008	IGES List of Grid Emission Factors, 2017
10	Grid electricity, Romania	Emission factor CO2 (Kg/kWh)	0.701	The Emission Factors, Technical annex to the SEAP template
11	Grid electricity, Poland	Emission factor CO2 (Kg/kWh)	1.191	The Emission Factors, Technical annex to the SEAP template
12	Grid electricity, Holland	Emission factor CO2 (Kg/kWh)	0.435	The Emission Factors, Technical annex to the SEAP template
13	Gas electricity, Romania	Emission factor CO2 (Kg/kWh)	0.202	The Emission Factors, Technical annex to the SEAP template
14	Gas electricity, Holland	Emission factor CO2 (Kg/kWh)	0.435	The Emission Factors, Technical annex to the SEAP template
15	Electricity including grid, gas, solar and nuclear sources	Energy conversion factor (GJ/kWh)	0.0036	

GRI Standards content index

GRI Standards: Core option			
✓ For indicators externally assured (External assurance is provided on pages 102 of this report)			
GRI Standard	Title	Reference section	Pg no.
Organisational profile & strategy			
102-2	Activities, brands, products, and services	Organisation profile	10-15
102-3	Location of headquarters	Organisation profile	12
102-4	Location of operations	Organisation profile	12
102-5	Ownership and legal form	Financial performance	37
102-6	Markets served	Organisation profile	13
102-7	Scale of the organization	Organisation profile	9
102-8	Information on employees and other workers	Our talent pool	55-56
102-9	Supply chain	Responsible supply chain	51-53
102-11	Precautionary principle or approach	Safeguarding the environment	39-40
102-12	External initiatives	Corporate governance	18-19
102-13	Membership of associations	Corporate governance	30
102-14	Statement from senior decision-maker	About the report	7
Ethics and integrity			
102-16	Values, principles, standards, and norms of behaviour	Business transparency	11,27
Governance			
102-18	Governance structure	Corporate governance	18
Stakeholder engagement			
102-40	List of stakeholder groups	Genpact's sustainability program	33
102-41	Collective bargaining agreements	Safeguarding environment	39
102-42	Identifying and selecting stakeholders	Genpact's sustainability program	32
102-43	Approach to stakeholder engagement	Genpact's sustainability program	32-33
102-44 ✓	Key topics and concerns raised	Genpact's sustainability program	35
Reporting practice			
102-45	Entities included in the consolidated financial statements	Financial performance	38
102-46	Defining report content and topic boundaries	About the report	5
102-47	List of material topics	Genpact's sustainability program	34-35
102-49	Changes in reporting	About the report	4
102-50	Reporting period	About the report	4
102-51	Date of most recent report	About the report	4
102-52	Reporting cycle	About the report	4

GRI Standard	Title	Reference section	Pg no.
102-53	Contact point for questions regarding the report	About the report	6
102-54	Claims of reporting in accordance with the GRI Standards	About the report	4
102-55	GRI content index	GRI content index	97
102-56	External assurance	Independent assurance	102
GRI 200	Financial topics		
103	Management approach	Economic performance	37
GRI 201	Economic performance		
201-1	Direct economic value generated and distributed	Financial performance	37
201-2	Financial implications and other risks and opportunities due to climate change	Climate change and energy conservation	41
201-3	Defined benefit plan obligations and other retirement plan	Performance management	57-58
201-4	Financial assistance received from government	Financial performance	37
GRI 202	Market presence		
202-2	Proportion of senior management hired from the local community	Organisation profile, Corporate governance	18,19
GRI 203	Indirect economic impacts		
203-1	Infrastructure investments and services supported	Giving back to society	76-86
203-2	Significant indirect economic impacts	Giving back to society	76-86
GRI 300	Environmental topics		
103	Management approach	Safeguarding the environment	40
GRI 301	Materials		
301-1	Materials used by weight or volume	Safeguarding the environment	40
301-2	Recycled input materials used	Safeguarding the environment	40
GRI 302	Energy		
302-1 ✓	Energy consumption within the organization	Safeguarding the environment	42, 94
302-3 ✓	Energy intensity	Safeguarding the environment	39
GRI 303	Water		
303-1 ✓	Water withdrawal by source	Safeguarding the environment	49, 93
303-3 ✓	Water recycled and reused	Safeguarding the environment	49, 93
GRI 305	Emissions		
305-1 ✓	Direct (Scope 1) GHG emissions	Safeguarding the environment	44, 94
305-2 ✓	Energy indirect (Scope 2) GHG emissions	Safeguarding the environment	44, 94
305-3 ✓	Other indirect (Scope 3) GHG emissions	Safeguarding the environment	44, 45
305-4 ✓	GHG emissions intensity	Safeguarding the environment	39

GRI Standard	Title	Reference section	Pg no.
305-6 ✓	Emissions of ozone-depleting substances (ODS)	Safeguarding the environment	48, 92
305-7 ✓	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Environmental performance	92
GRI 306	Effluents and waste		
306-1 ✓	Water discharge by quality and destination	Safeguarding the environment	49, 93
306-2 ✓	Waste by type and disposal method	Safeguarding the environment	50, 92
GRI 307	Environmental compliance		
307-1	Non-compliance with environmental laws and regulations	Safeguarding the environment	40
308-1 ✓	Supplier environmental assessment	Responsible supply chain	52
GRI 401	Employment		
401-1 ✓	New employee hires and employee turnover	People performance	88, 89, 90
401-2	Additional benefits provided to full-time employees	Competitive compensation and benefits	59
401-3	Parental leave	People performance	62, 91
GRI 403	Occupational health and safety		
403-1	Workers representation in formal joint management-worker health and safety committees	Healthy workplace	72
403-2 ✓	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	People performance	91
GRI 404	Training and education		
404-1 ✓	Average hours of training per year per employee	People performance	91
404-2 ✓	Programs for upgrading employee skills and transition assistance programs	Nurturing talent	65
404-3 ✓	Percentage of employees receiving regular performance and career development reviews	Performance management	57
GRI 405	Diversity and equal opportunity		
405-1 ✓	Diversity of governance bodies and employees	Gender diversity & inclusion	60
GRI 406	Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	Code of conduct	28

GRI Standard	Title	Reference section	Pg no.
GRI 407-409	Human rights risks in the operations and supply chain		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Responsible supply chain	52-54
408-1	Operations and suppliers at significant risk for incidents of child labor	Responsible supply chain	52-54
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Responsible supply chain	52-54
GRI 412	Human rights assessment		
412-2	Employee training on human rights policies or procedures	Human rights	29
GRI 413	Local communities		
413-1 ✓	Operations with local community engagement, impact assessments, and development programs	Giving back to society	76-86
GRI 414	Supplier social assessment		
414-1	New suppliers that were screened using social criteria	Responsible supply chain	52-54
414-2	Negative social impacts in the supply chain and actions taken	Responsible supply chain	52-54
GRI 415	Public policy		
415-1	Political contributions	Public advocacy	30
GRI 418	Customer privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Business transparency	27
GRI 419	Socioeconomic compliance		
419-1	Non-compliance with laws and regulations in the social and economic area	Risk management framework	25

SDG linkage reference index

SUSTAINABLE DEVELOPMENT GOALS

 <p>3 GOOD HEALTH AND WELL-BEING</p>	Employee health and safety (Page 71-75)	 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	Safeguarding the environment (Page 39-51)
 <p>4 QUALITY EDUCATION</p>	Education and employability (Page 80-82)	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	Green buildings (Page 45-46); Sustainable social impact (Page 82)
 <p>5 GENDER EQUALITY</p>	Gender diversity & inclusion (Page 60-64); Women's empowerment (Page 78)	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	Safeguarding the environment (Page 39-51)
 <p>6 CLEAN WATER AND SANITATION</p>	Water conservation (Page 48-49)	 <p>13 CLIMATE ACTION</p>	Climate change and energy conservation (Page 40-45)
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	Our workforce (Page 56); Education and employability (Page 80-82)	 <p>17 PARTNERSHIPS FOR THE GOALS</p>	Partnerships with industry bodies, NGOs, supply chain partners, etc referred throughout the report

Independent
assurance
statement



Price Waterhouse Chartered Accountants LLP

Independent practitioner's limited assurance report To the Board of Directors of Genpact India Private Limited

We have undertaken to perform limited assurance engagement for Genpact India Private Limited (the 'Company' or 'Genpact') vide agreement dated November 27, 2018 and addendum thereto dated December 21, 2018 (the 'agreement') in respect of selected sustainability indicators listed below ("Identified Sustainability Indicators"). These indicators are as identified in the Global Reporting Initiatives (GRI) Standards Content Index on pages 97-100 of the Sustainability Report for the years ended December 31, 2016 and December 31, 2017 ('the Sustainability Report').

Identified Sustainability Indicators

The Identified Sustainability Indicators are summarized in **Annexure 1**.

Our limited assurance engagement was with respect to the period January 01, 2016 to December 31, 2017 information only and we have not performed any procedures with respect to earlier periods or any other elements included in the sustainability report and, therefore, do not express any conclusion thereon.

Criteria

The criteria used by the Company to prepare Identified Sustainability Indicators are Global Reporting Initiatives Standards ("GRI Standards") as stated on page 5 of the Sustainability Report (the 'Criteria').

Management's Responsibility

The Company's Management is responsible for identification of key aspects, engagements with stakeholders and the content and preparation of the Identified Sustainability Indicators in accordance with the Criteria. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of the sustainability report and measurement of Identified Sustainability Indicators, which is free from material misstatement, whether due to fraud or error.

Inherent limitations

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial indicators allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. In addition, GHG quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Control 1 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.



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Price Waterhouse (a Partnership Firm) converted into Price Waterhouse Chartered Accountants LLP (a Limited Liability Partnership with LLP identity no: LLPIN AAC-5001) with effect from July 25, 2014. Post its conversion to Price Waterhouse Chartered Accountants LLP, its ICAI registration number is 012754N/N500016 (ICAI registration number before conversion was 012754N)

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Identified Sustainability Indicators based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) [ISAE 3000 (Revised)], 'Assurance Engagements other than Audits or Reviews of Historical Financial Information', issued by the International Auditing and Assurance Standards Board. These standards require that we plan and perform this engagement to obtain limited assurance about whether the Identified Sustainability Indicators are free from material misstatement.

A limited assurance engagement involves assessing the suitability in the circumstances of Company's use of the Criteria as the basis for the preparation of the Identified Sustainability Indicator, assessing the risks of material misstatement of the Identified Sustainability Indicators whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Identified Sustainability Indicator. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above, we:

- Made enquiries of Company's management, including the Sustainability team, Corporate Social Responsibility (CSR) Team and those with responsibility for CSR management and Company's Sustainability reporting;
- Understood and evaluated the design of the key structures, systems, processes and controls for managing, recording and reporting on the selected sustainability indicators.
- Our review covered only the corporate office at Gurgaon, 3 sample operation sites visited (at Jaipur JLN, Hyderabad Uppal and Bangalore Surya Park) and telephonic enquiries with 3 additional sample operation sites (at Noida D-4, Kolkata G-3 and Bucharest). These sites were identified by the company.
- Performed limited substantive testing on a sample basis of the Selected Indicators at corporate head office, and in relation to the operation sites visited, to check that data had been appropriately measured, recorded, collated and reported.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether Company's Identified Sustainability Indicators has been prepared, in all material respects, in accordance with the Criteria.

Exclusions

Our limited assurance scope excludes the following and therefore we do not express a conclusion on the same:

- Operations of the Company other than those included in the reporting boundary
- Information pertaining to the group companies or entities other than those specified under 'Identified Sustainability Indicators'
- Aspects of the Report and the data/information (qualitative or quantitative) other than the identified Sustainability indicators above.
- Data and information outside the defined reporting period i.e. January 1, 2016 to December 31, 2017.
- The Company's statements that describe expression of opinion, belief, aspiration, expectation, aim or future intentions provided by the Company.



Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that Company's Identified Sustainability Indicators contained in the Sustainability Report for the years ended December 31, 2017 are not prepared, in all material respects, in accordance with the Criteria.

Restriction on Use

Our limited assurance report has been prepared and addressed to the Board of Directors of Genpact India Private Limited at the request of the company solely to assist the Company in reporting on the Company's consolidated Sustainability performance and activities. Accordingly we accept no liability to anyone, other than the Company. Our Deliverables should not be used for any other purpose or by any person other than the addressees of our Deliverables. The Firm neither accepts nor assumes any duty of care or liability for any other purpose or to any other party to whom our Deliverables are shown or into whose hands it may come without our prior consent in writing.

For Price Waterhouse Chartered Accountants LLP
Firm Registration No: 012754N/N500016
Chartered Accountants



Place: Gurgaon
Date: January 08, 2019

Heman Sabharwal
Partner
Membership Number: 093263

Annexure 1

List of Identified Sustainability indicators

S. No.	Indicator number	Indicator Description
	General Disclosures	
1	102-44	Key topics and concerns raised
	Energy	
2	302-1	Energy consumption within the organization
3	302-3	Energy Intensity
	Water	
4	303-1	Water withdrawal by source
5	303-3	Water recycled and reused
	Emissions	
6	305-1	Direct (Scope 1) GHG emissions
7	305-2	Energy indirect (Scope 2) GHG emissions
8	305-3	Other indirect (Scope 3) GHG emissions
9	305-4	GHG emissions intensity
10	305-6	Emissions of ozone-depleting substances (ODS)
11	305-7	Nitrogen oxides (NO _x), Sulphur oxides (SO _x), and other significant air emissions
	Effluents and Waste	
12	306-1	Water discharge by quality and destination
13	306-2	Waste by type and disposal method
	Supplier Environmental Assessment	
14	308-1	New suppliers that were screened using environmental criteria
	Employment	
15	401-1	New employee hires and employee turnover
16	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities
	Training and Education	
17	404-1	Average hours of training per year per employee
18	404-2	Programs for upgrading employee skills and transition assistance programs
19	404-3	Percentage of employees receiving regular performance and career development reviews
	Diversity and Equal Opportunity	
20	405-1	Diversity of governance bodies and employees
	Local Communities	
21	413-1	Operations with local community engagement, impact assessments, and development programs





About Genpact

Genpact (NYSE: G) is a global professional services firm that makes business transformation real. We drive digital-led innovation and digitally-enabled intelligent operations for our clients, guided by our experience running thousands of processes for hundreds of Global Fortune 500 companies. We think with design, dream in digital, and solve problems with data and analytics. We obsess over operations and focus on the details - all 78,000+ of us. From New York to New Delhi and more than 20 countries in between, Genpact has the end-to-end expertise to connect every dot, reimagine every process, and reinvent companies' ways of working. We know that rethinking each step from start to finish will create better business outcomes. Whatever it is, we'll be there with you - putting data and digital to work to create bold, lasting results - because transformation happens here. Get to know us at [Genpact.com](https://www.genpact.com).

For additional information visit <https://www.genpact.com>

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**Transformation
Happens Here**

