genpact
Transformation
Happens Here

Genpact Sustainability Report

2020

The relentless pursuit of a world that works better for people

CONTENTS

Message from our CEO

The year 2020 was both challenging and transformative throughout the world. Though it presented tremendous adversity, threatening our collective health, safety, and wellbeing, it also emphasized the ingenuity and resilience of humankind. We leveraged technology to enable remote work and learning. We reimagined supply chains to meet volatile demand. And we developed vaccinations in record time to combat a global pandemic. In short, we saw innovation at its best.

Last year was also about reflection. It forced us all to reassess our assumptions, beliefs, and values, confront problems in our societies, and take action to support a more responsible and equitable world moving forward. Collaboration across environmental, social, and governance (ESG) initiatives will be key to making sustainability a core tenet of the world we rebuild coming out of the pandemic.

For Genpact, 2020 reinforced the importance of serving all our stakeholders: clients, employees, investors, and our communities. We strive to harness the power of technology and humanity - to help reimagine, reinvent, and create meaningful transformation that moves us forward. Our purpose, *the relentless pursuit of a world that works better for people*, guides us as we work to make a bigger impact on the world beyond our bottom line.

We are in the relentless pursuit of a:

🌐 **Better world**	We combine our technical and business knowledge to channel technology as a potent force for change
📊 **Better business**	We partner with clients to make a meaningful difference in their businesses, communities, and beyond
🧠 **Better intelligence**	We've opened parts of our learning platform to the public to help tomorrow's innovators build the abilities they need for today's digital economy
✴ **Better together**	We're creating a diverse, equitable, and inclusive world where everyone can celebrate their authentic selves
🌍 **Better planet**	We're passionate about creating a more sustainable, resilient world
👥 **Better for all**	We're designing a world that works better for all through our social responsibility initiatives

We are proud of the progress we have made on our ESG initiatives and know there is more work to be done. We are committed to collaborating with our stakeholders to continue championing sustainability as a business imperative and are excited about what we can accomplish together.

None of this is possible without the passion and dedication of our global team of more than 96,000 people[1]. The resilience of our people throughout 2020 was incredibly inspiring and enabled us to serve our clients, investors, and communities despite the challenges the year presented. Thank you for your commitment as we continue to make the world work better for people.

"Tiger" Tyagarajan
CEO, Genpact

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[1] *Full-time employees as of December 31, 2020. Our global team now has more than 100,000 full-time employees.*

ESG progress in 2020

$3.7 billion total revenue in 2020, up 44%[1]

96,749 full-time employees, up 26%[1]

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

61,068 corporate social responsibility (CSR) volunteers

24.9 million lives impacted through CSR initiatives

293 water withdrawal (megaliters), lower by 19%[1]

52,165 Scope 1 and 2 emissions (tCO2e), lower by 28%[1]

9,962 Scope 3 emissions (tCO2e), lower by 68%[1]

7% renewable share

304,304 energy consumption (GJ), lower by 10%[1]

12,809 emissions avoided due to energy efficiency measures (tCO2e)

Note:
1. Against a base year of 2016.
2. Among full-time employees.
3. Our sustainability KPIs significantly improved as a result of switching to a primarily remote operating model. We believe, however, that these numbers will not convey the real trend of our sustainability performance. For that reason, we are not showcasing our sustainable year-over-year progress.

Sustainability targets

By 2022

Zero use of nonessential single use plastic disposables

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

By 2025

Achieve **zero liquid discharge** at owned sites

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

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

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

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

Figure 1: Genpact's sustainability targets

We are on track to meet our sustainability targets. The progress we made in 2020 may not represent normal trends as a result of a primarily work-from-home operating model during the pandemic. With respect to our climate impact goals, however, we are currently undergoing a science-based target initiative assessment to establish even more ambitious targets with a corresponding plan.

Report profile

This is our seventh sustainability report prepared in accordance with the Global Reporting Initiative (GRI) sustainability reporting standards Core option. This sustainability report showcases our maturity and progress toward the guiding principles suggested by GRI and the Sustainability Accounting Standards Board (SASB). The data in the report covers the period from January 1, 2020, to December 31, 2020. Our last report covered calendar years 2018 and 2019. Moving forward, we plan to report annually.

Reporting boundary and scope

The report covers our delivery centers and major offices around the world. The reporting boundary for HR indicators encompasses our global operations. The reporting boundary for environmental indicators includes our production offices in India, US, EU, Latin America, China, Philippines, Australia, Japan, and Malaysia, representing approximately 96% of our total employee footprint.

Please see Appendix I for more information on the locations covered in this report.

Data compilation methodology

We prepared all the information and data in this report using GRI best practices as well as in accordance with the protocols and standard administration frameworks that our Environment, Health, Safety, and Sustainability (EHS&S) team and other relevant divisions have implemented. We used accepted methodologies and cautious assumptions to compute carbon emissions. We adopted the conversion factors listed in Appendix II to calculate the amount of energy consumed (GJ) and emissions (tCO2e).

We have published various nonfinancial indicators in the sustainability scorecard section, which includes data from the previous five years. We reserve the right to amend our disclosure requirements for data inclusion in future sustainability reports at any time and will notify our stakeholders of any modifications. Our financial results for year-end December 31, 2020, are available in our annual report on Form 10-K for the year ended December 31, 2020.

Report assurance

DNV GL Business Assurance India Private Limited provided independent assurance of this report, which complies with the International Standards on Assurance Engagements' (ISAE) 3000 limited assurance criteria. The assurance approach, methodology, and observations are presented in the assurance letter. For more information, please refer to our assurance statement.

Suggestions and feedback

For queries or suggestions related to sustainability disclosures, please contact sustainability@genpact.com.

Organizational profile

About Genpact

Genpact (NYSE: G) is a global professional services firm that makes business transformation real. Led by our purpose – the relentless pursuit of a world that works better for people – we drive digital-led innovation and digitally enabled intelligent operations for our clients. Guided by our experience reinventing and running thousands of processes for hundreds of clients, many of them Global Fortune 500 companies, we drive real-world transformation at scale. We think with design, dream in digital, and solve problems with data and analytics. Combining our expertise in end-to-end operations and our AI-based platform, Genpact Cora, we focus on the details – all 96,000+ of us. From New York to New Delhi and more than 30 countries in between, we connect every dot, reimagine every process, and reinvent the ways companies work. We accelerate digital transformation to create bold, lasting results. Locations:
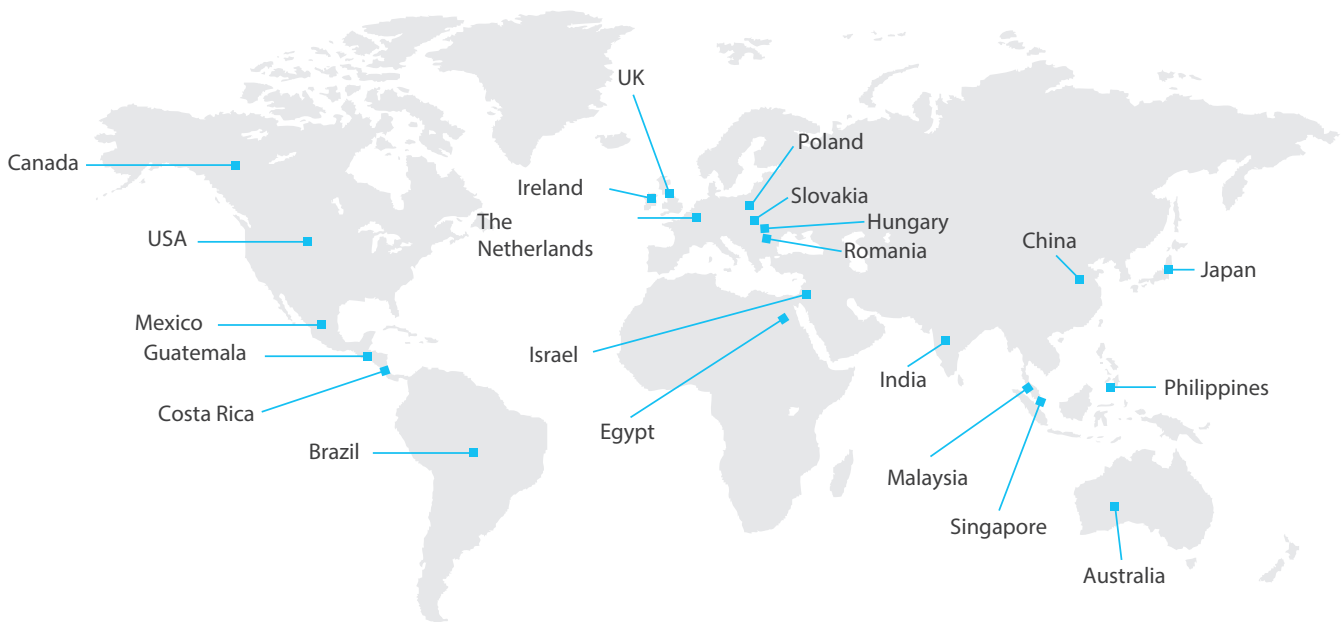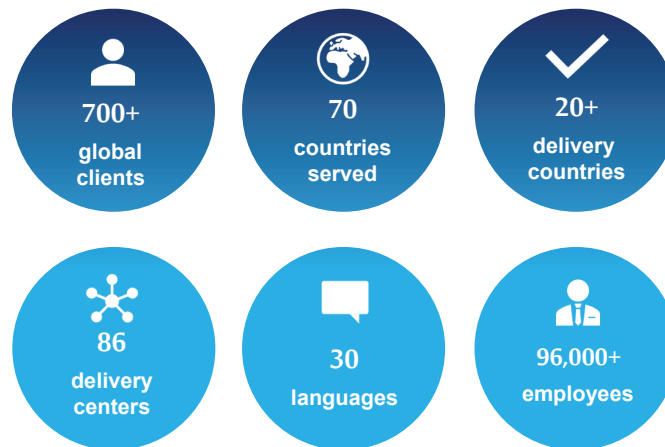

Figure 2: Genpact's global locations

Figure 3: Genpact at a glance

For more information, please refer to our website and <u>annual report</u> on Form 10-K for the year ended December 31, 2020.
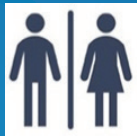
Awards and recognition

Working culture

Among the Top 10 Tech Companies to Work For in India 2020 according to JobBuzz

One of the Top 10 Best Companies for Women in 2020 by Avtar Inc and Working Mother Magazine

Awarded first runner-up for best D&I practices in gender by Beyon Diversity Foundation

Emerged as first runner-up for the Excellence in Community Impact and Talent Acquisition awards from the Society for Human Resource Management, India

Recognized in the Top 20 of the Association for Talent Development's (ATD) BEST Award for 2020

Runner up in Best Organization for Preventing Sexual Harassment at the 2020 KelpHR PoSH Awards

Won New Code of Work and New Code of Future Readiness awards at Workfest 2020

Risk management

Recognized by CNBC-TV18 with Best Risk Management Award

Received CSO50 Awards in 2020 for security projects and initiatives that demonstrate outstanding business value and thought leadership

Innovation

Received the UiPath Automation Excellence Award

Received an award in the 'Innovative Company' category at the Business Impact Awards 2020, hosted by VMware and The Economic Times

Climate-related sustainability

Recognized in 2021 by Ethisphere as one of the World's Most Ethical Companies for the third time

A 'Leader in Sustainability' in the service sector by Frost & Sullivan - TERI Sustainability 4.0 Awards for the third consecutive year

2020 CDP Climate Change Disclosure: B-score

Received Gold EcoVadis Medal in 2021 in recognition of our sustainability achievement. Our sustainability initiatives were rated on 21 indicators across four themes: environment, labor and human rights, ethics, and sustainable procurement. We received a score of 70 out of 100, putting us in the top 3% of organizations across 180 sectors and 150 countries

Genpact's sustainability program

Genpact sustainability program

Our sustainability program focuses on four broad areas: generating business impact, people impact, green impact, and community impact. In our effort to become a sustainability leader, we adapt our sustainability initiatives in response to changing market conditions and stakeholder feedback. This guarantees that our long-term sustainability performance is in line with the goals and targets we set today.
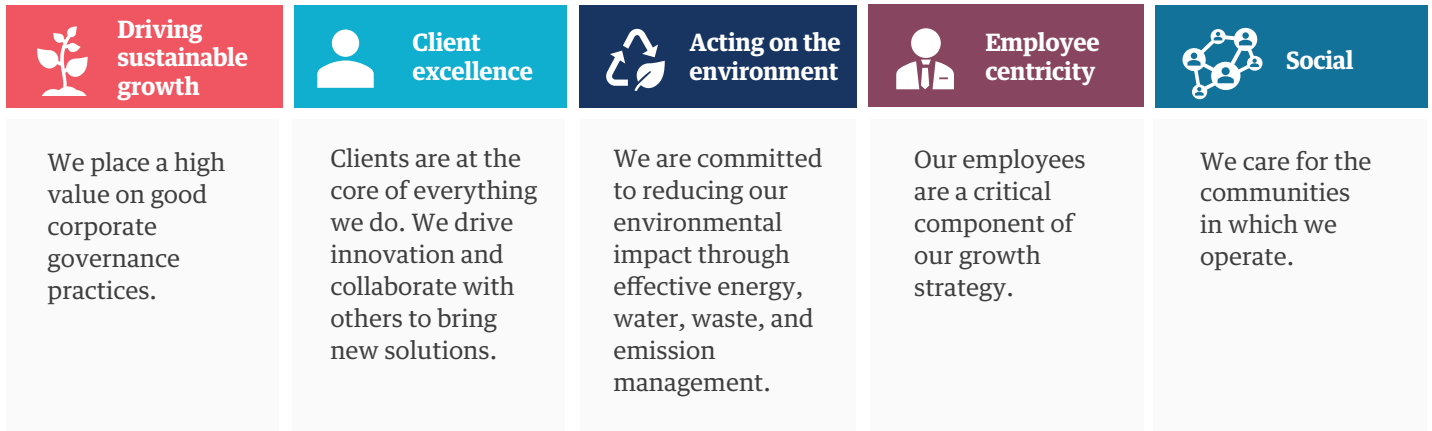
Sustainability pillars

Driving sustainable growth	Client excellence	Acting on the environment	Employee centricity	Social
We place a high value on good corporate governance practices.	Clients are at the core of everything we do. We drive innovation and collaborate with others to bring new solutions.	We are committed to reducing our environmental impact through effective energy, water, waste, and emission management.	Our employees are a critical component of our growth strategy.	We care for the communities in which we operate.

Figure 4: Genpact's sustainability pillars

These pillars align with our purpose and provide a rationalized approach to managing our sustainability commitments and contribution to Sustainable Development Goals (SDGs). We have set goals and targets and we track our progress using measurable and meaningful metrics on a regular basis.

Alignment with Sustainable Development Goals

We align our business goals with 12 of the United Nations' 17 SDGs because we know that is where we can make a significant contribution. Our collaborative partnership with stakeholders diverges into three dimensions of sustainable development: economic, social, and environmental.

We explain our SDG-focused goals and their linkage to our business at the beginning of each section of our five sustainability pillars.

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

Figure 5: SDGs to which we believe we can contribute significantly

Sustainability governance

Figure 6: Sustainability governance structure

Our sustainability governance structure has strong cross-functional representation, with oversight by the board of directors. The sustainability governance structure also broadly includes our EHS&S team, CEO office, and the global management team. These groups oversee our people, corporate social responsibility (CSR), and diversity, equity, and inclusion (DEI) initiatives.

Our EHS&S team is responsible for the execution of sustainability initiatives through proper coordination with our global production offices. It reports on the progress of our sustainability initiatives and performance with stakeholders and communicates overall progress and way-forward plans. Cross-functional teams provide input to the CEO office, which updates the global management team and board of directors, who define overall corporate objectives and direct management toward achieving goals within the given framework.

Sustainability communication and associations

We proactively participate in global frameworks such as the Carbon Disclosure Project (CDP) and EcoVadis, which assess the environment, social, and governance performance of companies. This helps us benchmark performance with industry peers and provides us with actionable insights to further improve. We are also associated with Indus, the Netherlands embassy-sponsored sustainability forum, and are members of the Confederation of Indian Industry (CII) and the National Association of Software and Service Companies (NASSCOM), a major trade association in the Indian IT and business process outsourcing industry.

Stakeholder engagement

Stakeholders are people, groups, or organizations who are affected or potentially affected by our operations, solutions, or services. Stakeholder engagement allows us to better understand their expectations, which helps guide our strategy and operational decisions.

We consistently engage internal and external stakeholders to improve our reporting and discuss our goals, progress, and results. This provides us with a broader perspective and helps us discover key opportunities, risks, and actions to recalibrate our overall strategy. Employees, clients, investors, suppliers, communities, academic institutions, and regulatory and industry bodies are key stakeholder groups that may be impacted by our operations and activities:

Stakeholders	Material aspects		Value addition	Mode of engagement
Employees	■ Environment ■ Talent management ■ Employee wellbeing ■ Supplier management ■ Economic performance	■ Occupational health ■ Competitive strength ■ Corporate governance ■ Enterprise risk management ■ Corporate social responsibility	■ We provide appropriate compensation, training, development, and reskilling opportunities, and health and wellbeing initiatives	■ Quarterly satisfaction survey ■ Annual performance appraisal ■ CSR volunteering ■ Training and development programs ■ Ombuds program
Clients	■ Environment ■ Supplier management ■ Talent management ■ Occupational health ■ Employee wellbeing	■ Competitive strength ■ Economic performance ■ Human rights ■ Customer satisfaction ■ Training and development	■ We refine our engagement process for better service delivery and partnership based on feedback for our clients to better support their own goals and initiatives, ESG and otherwise	■ NPS+ questionnaire for process owners biannually and CXOs annually ■ Regular governance meetings across levels of both organizations
Investors	■ Environment ■ Diversity and equal opportunity ■ Talent management ■ Data security ■ Customer satisfaction	■ Competitive strength ■ Enterprise risk management ■ Human rights ■ Training and development ■ Regulatory compliance	■ We create value for our investors through strong revenue growth and attractive profit margins. We provide accurate, complete, timely, and transparent information about the organization's financial and ESG performance, as well as its future direction	■ Quarterly earnings call with investors ■ Annual shareholder meeting ■ Annually filed 10-K report ■ Quarterly touchpoints with investors including one-on-one meetings and group meetings as well as broker sponsored conferences
Suppliers	■ Environment ■ Competitive strength ■ Corporate social responsibility ■ Innovation ■ Talent management	■ Corporate governance ■ Employee wellbeing ■ Human rights ■ Diversity and equal opportunity ■ Customer satisfaction	■ We create long-term relationships with suppliers that build economic gains and improve planning	■ Vendor prequalification, risk analysis, and rating process ■ HSE engagements with vendor employees
Communities	■ Environment ■ Diversity and equal opportunity ■ Training and development ■ Employee wellbeing ■ Supplier management	■ Competitive strength ■ Innovation ■ Human rights ■ Talent management ■ Customer satisfaction	■ We have ongoing initiatives to contribute to the economic, social, and environmental betterment of the communities in which we operate	■ Employee volunteering activities ■ Initiatives with NGOs, including engagements to strengthen their processes

Stakeholders	Material aspects		Value addition	Mode of engagement
Academic institutions	■ Environment ■ Supplier management ■ Economic performance ■ Enterprise risk management ■ Employee wellbeing	■ Corporate governance ■ Occupational health ■ Innovation ■ Competitive strength ■ Talent management	■ We hire talent and nurture employees to achieve their professional goals early in their career	■ Campus recruitment
Government and regulatory bodies	■ Environment ■ Human rights ■ Regulatory compliance ■ Corporate social responsibility ■ Competitive strength	■ Enterprise risk management ■ Economic performance ■ Customer satisfaction ■ Occupational health ■ Supplier management	■ We comply with regulations and contribute economically through taxation	■ Engagement through membership of industry bodies like NASSCOM, CII, the Information Technology and Business Process Association of the Philippines, and the Association of Business Service Leaders in Romania
Industry bodies	■ Supplier management ■ Environment ■ Human rights ■ Occupational health ■ Corporate social responsibility	■ Corporate governance ■ Enterprise risk management ■ Data security ■ Innovation ■ Employee wellbeing	■ We collaborate with industry bodies to co-create business solutions and provide feedback on how to build a conducive business environment and simplify policies and procedures	■ Online questionnaire ■ Conferences

Table 1: Overview of stakeholder engagement at Genpact

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

Materiality assessment

We conduct a materiality assessment biennially to identify and map the material issues we face with respect to stakeholders and business to provide direction on areas we need to focus in the future. The assessment is also a strategic enabler as its output goes into building our long-term strategy.

Our materiality exercise aligns with Genpact's risk map, which prioritizes risks based on their likelihood and impact. The significance of impact of the material issues remains the same as our previous sustainability report covering 2018-2019, both from the perspective of stakeholders and the business. Therefore, we continue to cover the same material issues this year.
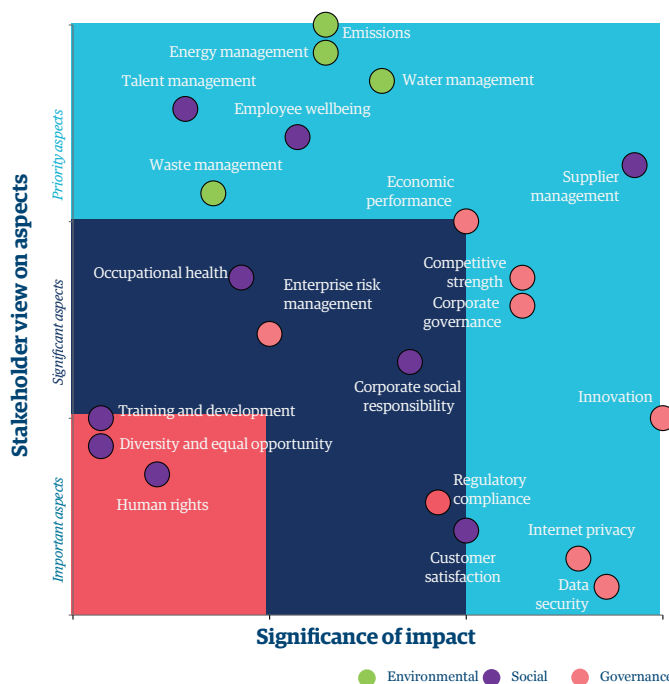
Figure 7: Genpact materiality matrix

Pillar I: Driving sustainable growth

Pillar I: Driving sustainable growth

Relevant SDGs and targets under this pillar

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

17 PARTNERSHIPS FOR THE GOALS

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

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

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

Alignment of our purpose with the pillar

Better business

Better together

Corporate governance

Our commitment to strong corporate governance is reflected in our philosophy, partnership with stakeholders, adherence to values, and ethical business practices. Good governance ensures stakeholder interests, fiscal responsibility, ethical corporate behavior, and fairness to all. We place a high level of importance on good corporate governance because it guides our policies that help us deliver long-term value.

We believe a strong statement of values and principles guides corporate culture and sets expectations for everyone from the newest employee to the most seasoned members of our board.

Integrity @ Genpact

Our code of conduct, Integrity @ Genpact, is a guide to getting our work done honestly and ethically. It provides advice and support for working with clients, business partners, vendors, other third parties, and one another. The framework outlines a set of behaviors that drives success and resonates with our strategy. Building on our values of courage, curiosity, incisiveness, and integrity, it aligns with our purpose: *the relentless pursuit of a world that works better for people.*

For more information on our code of conduct, please visit our website.

Our board of directors

Our board of directors oversees our corporate governance activities and policies. The board's supervision and decisions, as well as feedback from stakeholders, drive the future course of our business and align to the company's mission and core values. The board consists of reputable leaders with cross-disciplinary experience. Diverse in terms of their age, gender, race, and industry, they provide valuable insights from different viewpoints. They abide by our code of conduct, oversee corporate strategy, provide financial oversight, and guide operations and management, among other responsibilities.

For more information on our board, please visit our website.

"Tiger" Tyagarajan
CEO

Jim Madden
Chairman, Genpact Board

Ajay Agrawal
University of Toronto, Rotman School of Management

Stacey Cartwright
Former Deputy Chairman, Harvey Nichols Group

Laura Conigliaro
Former Partner, Goldman Sachs

Tamara Franklin[1]
Chief Digital, Data, and Analytics Officer, Marsh LLC

Carol Lindstrom
Retired Vice Chairman, Deloitte LLP

CeCe Morken
Chief Executive Officer, Headspace Inc.

Mark Nunnelly
Chairman, Toolbox Holdings

Mark Verdi
Partner, AVALT Holdings

Brian Stevens
Executive Chairman, Neural Magic

— Executive board member

— Independent director

Figure 8: Genpact board of directors

[1]Tamara Franklin was appointed to the board in March 2021.

Our committees

Our audit, compensation, and nominating and governance committees help our board of directors meet its obligations.

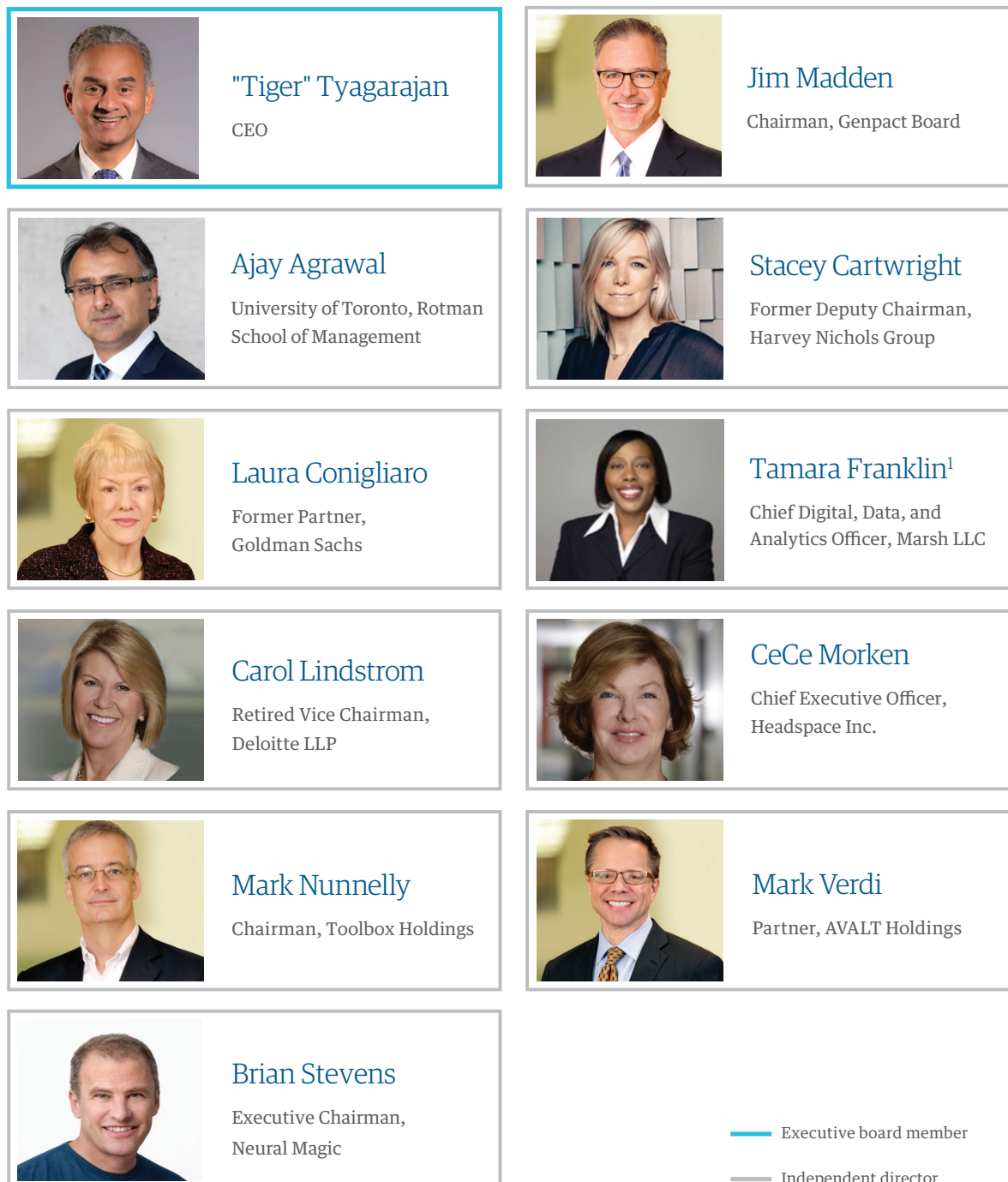| Audit committee	Compensation committee	Nominating and governance committee
■ Reviews performance of statutory auditor ■ Reviews quality and integrity of accounting and reporting ■ Oversees internal audit risk assessment and performance of internal audit function ■ Oversees compliance with legal and regulatory requirements	■ Oversees our compensation practices and policies ■ Conducts annual review of CEO and reviews/approves executive and director compensation ■ Oversees stock and incentive compensation plans ■ Oversees CEO and executive succession planning	■ Establishes criteria for board and committee membership ■ Recommends candidates to serve on the board and its committees ■ Develops and recommends to the board a set of corporate governance principles ■ Conducts an annual review of the board and its committees

Figure 9: Responsibilities of committees

For more information on our committees, please see proxy statement in connection with our 2021 annual general meeting of shareholders.

Enterprise risk management

We have an enterprise risk management (ERM) policy and framework to establish risk management across the organization that aligns with the organization's objectives, strategy, and culture. The framework also details how risks are identified and evaluated based on recognized threats, the parameters used to assess risk, and how risk treatment plans are monitored and reported. We proactively conduct risk assessments at multiple levels, including entity, business segment, and processes. This approach helps us mitigate possible impacts and achieve compliance. We have formed a formal cross-functional risk council that reviews the organization's risk profile periodically and reports key business risks to the Genpact Leadership Council and our board.

We align our risk management methodology to industry standards such as the COSO framework and the ISO 31000:2018 Risk Management Guidelines. In 2020, Genpact received the ISO 31000 Certificate of Compliance for our risk management practices globally. The ISO 31000 certification is a key differentiator because it demonstrates that our risk management framework has been independently attested to and audited.

■ Our ERM office is headed by our enterprise risk leader, who is responsible for the ongoing oversight of enterprise risk management at Genpact

■ The ERM office is governed by the risk council, and risk responses are executed by risk owners across our functions, businesses, and regions

■ The Enterprise Risk Council reviews Genpact's risk profile periodically, oversees risk mitigation measures, and reports key risks to the audit committee of the Genpact board

Three lines of defense

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

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

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

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

Figure 10: Three lines of defense at Genpact

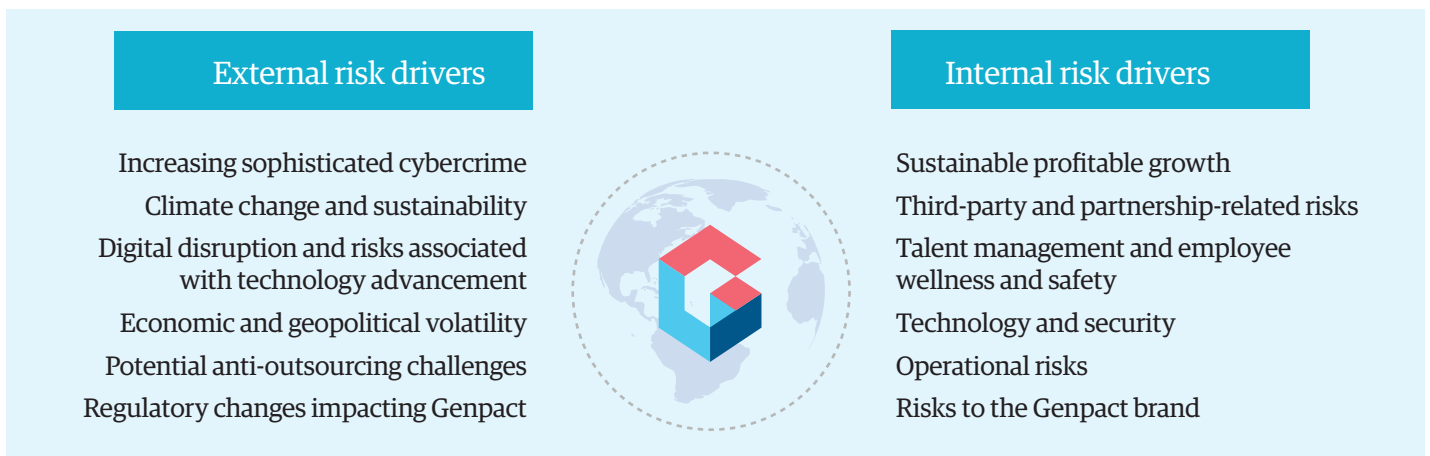| External risk drivers		Internal risk drivers
Increasing sophisticated cybercrime		Sustainable profitable growth
Climate change and sustainability		Third-party and partnership-related risks
Digital disruption and risks associated with technology advancement		Talent management and employee wellness and safety
Economic and geopolitical volatility		Technology and security
Potential anti-outsourcing challenges		Operational risks
Regulatory changes impacting Genpact		Risks to the Genpact brand

Figure 11: Key internal and external risk drivers impacting Genpact's risk profile for 2021

As the first line of defense, the business operations and functional teams work according to their standard operating procedures with built-in controls and necessary checks and balances.

- We use quality measurement tools and self-assessment procedures to monitor the effectiveness of this process

- Each organizational unit is headed by a function/operations leader who is responsible for performance and overall governance

As the second line of defense, our risk and compliance team perform process risk assessments and monitor compliance on an ongoing basis.

- At the enterprise level, we conduct comprehensive annual risk assessments to identify internal and external risk drivers that could have a potential impact on our organization's risk profile

- Once risks have been identified, they are evaluated to determine their impact on the organization and prioritized for mitigation accordingly. Risks are assessed in terms of their potential financial, operational, regulatory, or reputational impact, the likelihood of their occurrence, and their velocity if they materialize

- Risk owners across functions, businesses, and regions execute the risk response strategies. We maintain risk registers to track risk-mitigation measures

In line with our 2020 annual risk assessment, pandemic risks and climate change are among the areas on the Genpact risk map that require significant focus in 2021. As outlined in

our risk management framework, risk response strategies were prepared and assigned to risk owners to minimize their impact. These topics, along with a refreshed landscape identifying any emerging risks, are discussed every quarter with the Enterprise Risk Council and the audit committee.

Since the start of the COVID-19 pandemic, we continue to refresh our risk landscape to identify emerging risks through external sources as well as operational risks within the organization due to changes in working models. Appropriate mitigation plans are put in place to address key risks such as cyberattacks, data theft, and employee wellness and safety due to the prolonged impact of the pandemic. For more information, please refer to our annual report 2020 on Form 10-K for the year ended December 31, 2020.

As the third line of defense, we have an independent global internal audit group, and our chief internal auditor makes reports to and consults directly with the board's audit committee.

- The audit committee approves the risk-based audit plan annually

- We conduct operational, financial, and compliance-related audits to measure compliance with the company's policies and procedures, laws, and regulations, the reliability of financial reporting, the efficacy of operations, the safeguarding of assets, and so forth

- The internal audit group reviews audit findings with our management team and communicates key findings and high risks to the audit committee each quarter

We engage independent third-party audit firms to conduct system and organization controls (SOC 1, SOC 2) audits for our operations across the global service delivery centers and our digital products used for service delivery, certifications such as ISO 27001 (Information Security Management System), ISO 14001 (Environmental Management System), ISO 45001 (Occupational Health and Safety), ISO 22301 (Business Continuity Management System), and other security audits.

Business continuity planning

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

At the onset of COVID-19, we rapidly migrated thousands of workers around the world to a virtual, work-from-home operating environment. Because of our agility and our culture of embracing change, we quickly adjusted to client needs and pivoted to new ways of working.
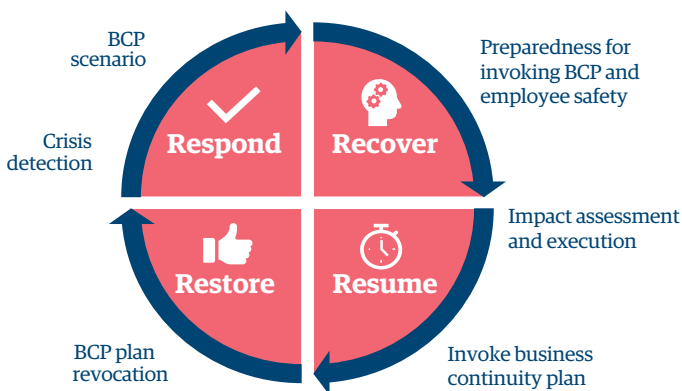

Figure 12: Business continuity planning (BCP)

Human rights

We are committed to respecting and elevating human rights across our global operations. We expect our clients, partners, and other third parties to do the same. These obligations and expectations are written into our code of conduct and

our companion code for the third parties with which we do business. In particular, we have policies and controls in place to guard against the use of child labor or forced labor, and we require our vendors and suppliers to have similarly appropriate policies and controls as well. We comply with all applicable local laws regarding the health and safety of our workforce. We did not experience any violations of human rights practices during the reporting period.

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

Our ombuds program allows our employees and others to raise concerns involving any suspected violation of Genpact policy or applicable law. For more information, please visit our Ombuds Helpline.

Regulatory compliance

Given our global presence, we operate under the supervision of many regulatory bodies and are subject to many different countries' laws and regulations. We comply with applicable regulation not only because it is the right thing to do, but because noncompliance would also affect our business operations and brand reputation. Our legal department guides the company's efforts to operate in a legal and compliant manner, which are bolstered by rigorous operational compliance activities and subject to regular audit.

In the reporting period, we have not been penalized for noncompliance with environmental, safety, economic, or social regulations.

We conduct business transparently and never seek an advantage through corruption or bribery. We have an anti-corruption policy that covers all employees and business partners and guides us to conduct business free from any unfair practices. In the reporting period, we have not been penalized for noncompliance with anticorruption or bribery regulations.

Public policy

We follow the policy of non-alliance with political parties. We do not campaign, nor do we support or offer any funds or property as a donation or otherwise to any political party.

Competing fairly

We do business transparently and ethically and compete fairly, in accordance with all applicable laws and regulations. We promote healthy competition because it makes our services better and provides the best value to our clients. We have not experienced any antitrust or anticompetitive conduct in any of our operational regions throughout the reporting period.

Data privacy and security

Data security is a foundational principle of our business processes, products, and services that spans technology, regulations, and human rights.

We adopt global practices, adapted to regional requirements, to maintain lawfulness, fairness, integrity, and confidentiality for the information that we handle for our clients and our own corporate purposes. We are subject to a variety of data protection laws, including the General Data Protection Regulation (GDPR) in the EU, federal and state laws in the US and similar legal and regulatory requirements across parts of South America, Africa, and Asia Pacific. We dedicate significant resources to compliance with these requirements. Our global data privacy office consists of a cross-functional group from our legal, risk, and information security departments and focuses on analyzing, implementing, and monitoring our compliance with the various laws and regulations that apply to our business. A privacy council comprised of members of senior management oversees the company's compliance with applicable law, and we report regularly to the board of directors' audit committee on topics related to data privacy and security. We have not been penalized for noncompliance to data privacy requirements in the reporting period.

We have put strong security measures in place to safeguard the confidentiality of personal and corporate data. Due to the nature of our business and a global trend of increasing malicious attacks by sophisticated groups, we experience regular incursion attempts from a variety of sources. To meet these challenges, we have hardened our endpoint controls and implemented other security measures to maintain the security of our operations. We have not reported any breaches or complaints related to loss of customer data in the reporting period.

We are proud to report that 56 of our delivery locations are ISO 27001 certified and ISAE 3402 audited in accordance with standards adapted for the work-from-home environment. Additionally, we conduct regular third-party vulnerability assessments of our information security program and multiple cyber-incident response simulations per year. While we continuously solidify our data security framework, we also educate our employees on the importance of cybersecurity and related best practices through both mandatory cybersecurity training as well as regular information sharing.

Supplier management

Suppliers constitute an important component of our value chain. As part of the professional services industry, our supply chain is comprised of our suppliers, service providers, and the end customers and supporting business units of our clients. Our supply chain is built on principles of sustainability that help make it more inclusive and resilient. We employ a variety of approaches to convey the importance of sustainability and familiarize suppliers with our work practices. They are bound to ethical practices in line with our code of conduct. Our sustainable supply chain policy guides them on how to maintain a responsible supply chain.

1. Ethical and transparent vendor operations and relations

2. Limiting negative environmental impact on our supply chain

3. Protecting human rights and promoting globally accepted labor practices among our vendors

4. Promoting diversity and inclusion in our supply chain

5. Encouraging and engaging with vendors to encourage sustainable practices
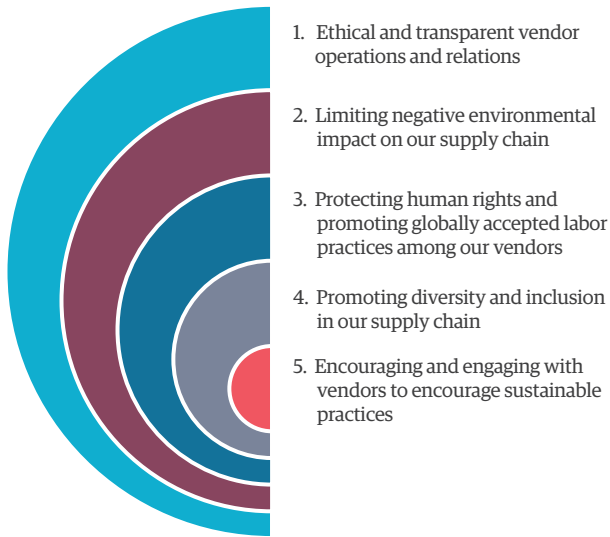
Figure 13: Principles of our sustainable supply chain policy

We screen suppliers based on several factors, such as the ability to supply goods and services, safety standards, and human rights practices. The process of screening and onboarding is digitalized to enable better compliance to our code of conduct. During onboarding, we ensure that suppliers allow freedom of association, collective bargaining, and labor management and that they work to prevent human rights infringements.

We avoid doing business with high-risk vendors and perform supplier assessments to determine the risks associated with data privacy, information security, intellectual property, and business continuity planning. Our sourcing team evaluates a vendor's financials, ownership structure, legal compliances, and history as part of the approval process.

As we embed sustainability into our supply chain, we are setting the expectation that our suppliers will contribute to the collective good. We inspect our suppliers on a regular basis for social and environmental factors. In 2020, we screened 100% of our new suppliers using social and sustainability criteria.

Vendor organization
Information about organization of vendor and contact person

Banking and tax
Information enabling financial transactions

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

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

Sustainability
Responses to questions related to sustainability

Modern slavery
Applicable only to vendors providing services to entities and in locations covered by modern slavery legislation

Figure 14: Our vendor empanelment framework

Pillar II: Client excellence

Pillar II: Client excellence

Relevant SDGs and targets under this pillar

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

17 PARTNERSHIPS FOR THE GOALS

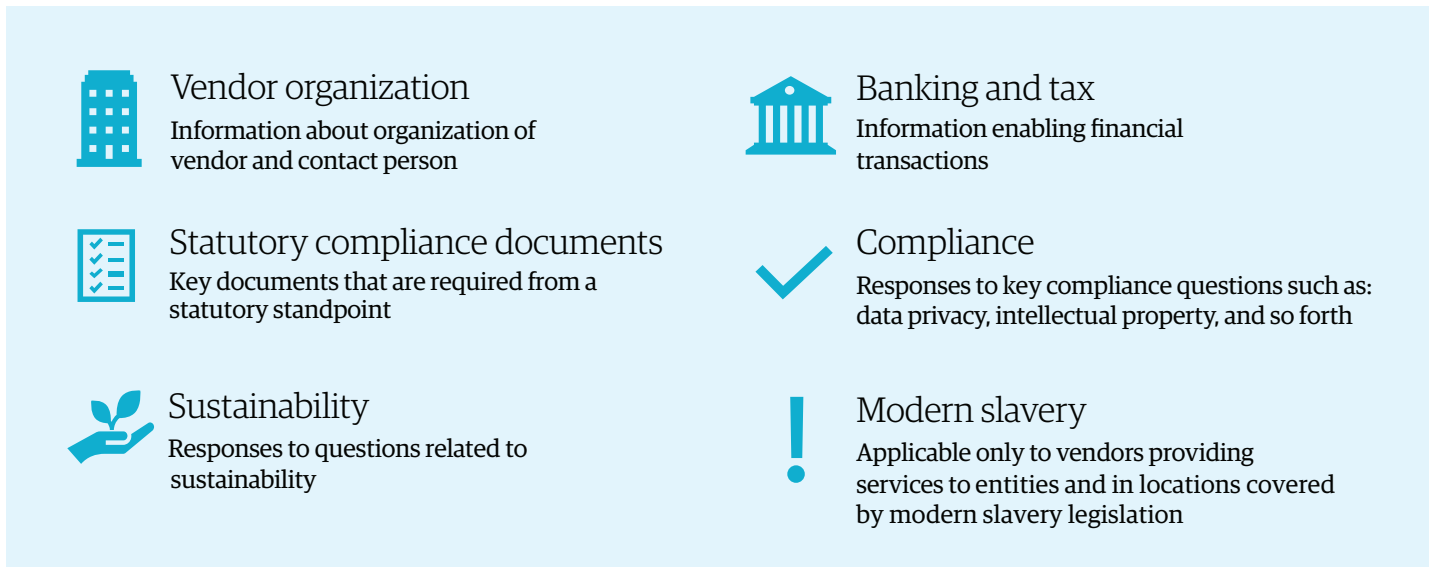**9.5** Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries...encouraging innovation

Alignment of our purpose with the pillar

Better business | **Better together** | **Better intelligence**
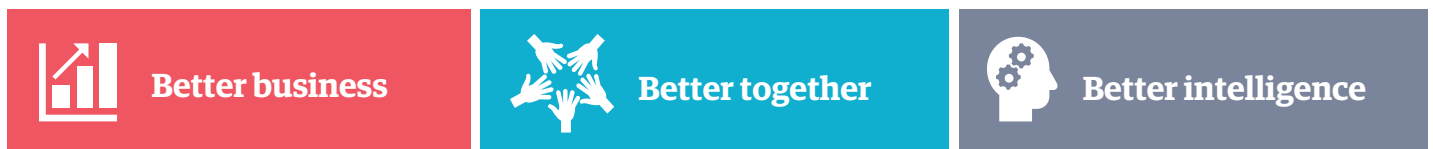
Client satisfaction

We are intensely focused on delivering the best possible service to our clients. Our solutions and services are designed with our clients, their employees, and their end customers in mind.

Our account governance framework is structured to help us stay connected with our clients' organizations at all levels – executive, management, technology, and operations, to name a few. We strive to foster close relationships among all our client stakeholders, including senior stakeholders, to ensure that all sides focus on setting priorities, aligning goals, and driving client value.

We believe transparent and proactive communication is key to building deep, long-lasting relationships with our clients. As such, we regularly request feedback to constantly improve the work we do for them. One way we do this is through our NPS+ model. It goes beyond the standard Net Promoter Score (NPS) to fully understand our clients' experiences across multiple dimensions. NPS+ is based on relationship assessment surveys that capture our clients' perceptions of our performance and account team behaviors. This model helps us gain a deeper understanding of potential misalignments between client expectations and their perception of our performance so we can continue to improve client experience and service quality.

Innovation

As a global professional services firm that drives digitally led innovation and runs digitally enabled, intelligent operations, we believe innovation today is an investment in tomorrow. Our growth strategy focuses on responding to existing problems by driving innovation that will enable us to expand our business into new areas.

We deliver solutions using digital tools such as artificial intelligence (AI), robotic automation, advanced analytics, cloud services, and seamless user experience interfaces. This is not technology for technology's sake. These solutions, combined with our process excellence and deep industry knowledge, deliver improved outcomes to our clients as well as their customers, suppliers, and employees.

Genpact Cora is our AI-based framework for digital transformation with integrated technologies to tackle unique business issues end to end. With our deep industry expertise, we embed AI into business processes to improve outcomes. From transforming business models using computer vision and finding new patterns with machine learning, to redefining knowledge work using natural language understanding, we support a wide range of industries.

For example, our Cora Ops360 solution provides a holistic view into key operational data across processes, people, functions, and industries. Cora Ops360 enables risk-free, zero-surprise operations and continuous, outcome-driven improvement to help our clients move from efficiency-driven to value-driven goals, and from proactive decisions to predictive insights informing prescriptive actions.

Patents reflect Genpact's commitment to driving innovation and transformation for clients. Recently, we were awarded two US patents for business transformation frameworks. The first is for Genpact ProcIndex, a diagnostic tool that uses smart analytics and automation to measure process health. The second is for our Intelligent Automation Index, which is designed to drive greater value from digital investments by identifying where automation will have the biggest impact. Both patents allow companies to generate insights at speed to deliver strategic business outcomes. They have been used by more than 100 clients.

Digital ethics

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

1. Preventing the unauthorized use of data

2. Preventing the unintended and unauthorized use of AI and other analytical models

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

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

Innovation during the COVID-19 pandemic

The disruption caused by COVID-19 necessitated immediate change in businesses processes across all industries. Our clients faced intense short-term risks as they navigated the challenges of the macroenvironment. In response, we developed more than 19 solutions in areas such as digital ways of working, business continuity, cash optimization,

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CASE STUDY

Helping to deliver fast and direct economic relief to small businesses in crisis

The COVID-19 pandemic greatly impacted small businesses around the world, including the US. While consumer goods and healthcare firms needed to support their small-business customers and secure their receivables, banks needed to provide quick and direct economic aid to their clients.

We created a solution to speed up loan processing as part of the US Coronavirus Aid, Relief, and Economic Security (CARES) Act. We built up and staffed CARES Act support centers for the consumer goods and healthcare industries and provided consultancy services to assist small-business customers with the loan-application process.

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order management, and supply chain management that addressed their short-term business needs while also building longer-term resilience.

Because of our deep industry knowledge and process expertise, we also provided clients with solutions that helped support society's wider response to the pandemic, such as government financial relief programs or tracking adverse reactions to COVID-19 vaccines.

The pandemic also highlighted five significant trends that we see across all industries:

1. The move from offline to online

2. Virtualization of all tech, services, and solutions

3. Accelerated movement to the cloud

4. Exponential growth in real-time analytics

5. Human-centric design and experience

These trends have opened new avenues for our unique domain-led transformation services and intelligent operation solutions that incorporate digital automation, AI, data, and analytics, all bundled in a great experience and delivered in the cloud.

During the pandemic, we also introduced innovations to improve remote ways of working. For instance, in 2021, we launched a Genpact-wide virtual assistant called Watercooler – the first of its kind in the world – that aims to replicate fleeting moments of friendly conversations and connections. Watercooler is fully integrated with our Microsoft Office 365 environment and seamlessly schedules quick, informal, one-on-one encounters with colleagues at convenient times.

Genpact's Innovation Centers

Prior to the pandemic, our clients were able to experience our cutting-edge digital solutions and get a feel for our unique approach to ideation, design, and execution firsthand at our innovation centers in Boston and Palo Alto, two of the top technology hot spots in the US. Since the onset of COVID-19, however, we have held these sessions, as well as client tours of our facilities and delivery centers, entirely virtually, enabling our clients to see our innovation in real applications directly despite lockdowns and travel restrictions.

Our collaborations

We know that solving problems requires the collaboration of many stakeholders, and we believe in the power of ecosystems to make that happen and create value. We work with both clients and partners to develop creative strategies that produce business results and competitive advantage through scalable operating models.

For instance, Deloitte, Genpact, and OneSource Virtual have come together to build GenOne, a finance-as-a-service solution, on Workday, the leading cloud-based ERP, and its finance and accounting suite of applications. Combining our functional knowledge with capabilities from Deloitte and OneSource Virtual, GenOne offers standardized, best-in-class, agile finance and accounting processes and state-of-the art process-workflow automation. GenOne's turnkey features allow finance teams to focus on high-value activities to drive long-term growth.

We are also partnering with Formula E team Envision Virgin Racing to help boost performance on and off the track. Using advanced analytics and digital technologies, we are unlocking insights from a vast array of data, which allow the drivers and engineers to make faster, more accurate decisions and win more races. We also support the team's overarching purpose to win the race against climate change by streamlining and automating how it collects data on the organization's carbon emissions to meet the Carbon Trust's reporting requirements and maintain its carbon-neutral status. Finally, we help the team better understand and engage with its fan base so it can refine its marketing strategies to attract even more like-minded fans.

Pillar III: Acting on the environment

Pillar III: Acting on the environment

Relevant SDGs and targets under this pillar

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater, and substantially increasing recycling and safe reuse globally

7.2 Substantially increase the share of renewable energy in the global energy mix

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

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

Alignment of our purpose with the pillar

Better planet

Better world

The need to address climate change is a major global concern that requires the focus and action of businesses. Our global environment, health, safety, and sustainability policy showcases our commitment to sustainable practices. We have made sustainability a company priority and have implemented leading measures to reduce our carbon footprint by making our operating facilities greener. We do this through increased use of renewable energy and through continual improvement in water consumption, waste minimization, food waste recycling, and the elimination of nonessential single-use plastics.

Energy management

Energy consumption contributes significantly to our overall environmental footprint. We strive to cut our energy usage, reduce our greenhouse gases (GHG), become more energy efficient, and employ renewable energy sources to efficiently manage energy as a resource.

Our energy footprint primarily comes from the power we consume to run our offices and data centers. We conduct third-party energy audits to find improvement areas for energy consumption. Some of our initiatives include:

- Designing and operating buildings to be more energy efficient

- Optimizing workspaces to reduce employee resource intensity

- Green IT solutions, such as server virtualization, data center consolidation, and cloud-based solutions to reduce energy consumption
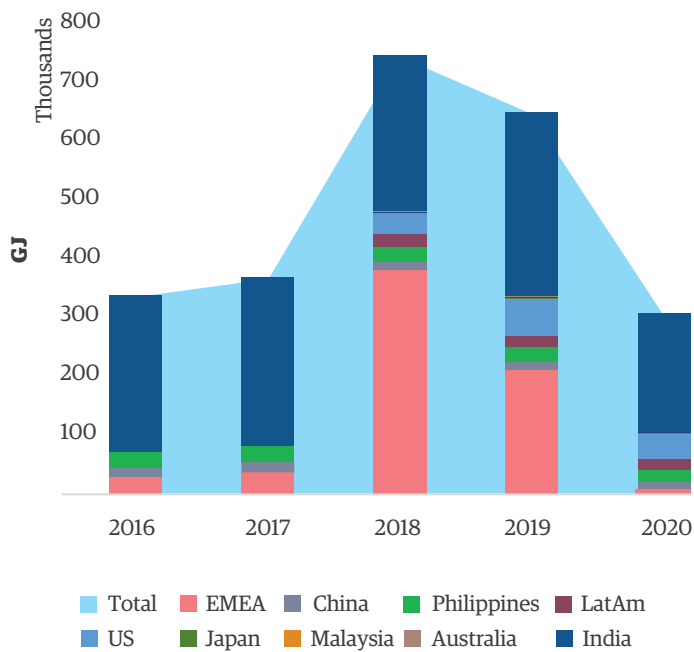
Figure 15: Global energy consumption (gigajoule)

Figure 16: Energy savings initiatives at Genpact

While grid energy is our major source of power, several of our locations have diesel generators (DGs) for backup and resilience in case of power loss. We have limited control over power sources in our rented facilities because site owners do not always allow us to mount rooftop solar panels or acquire power independently.

A few of our sites already operate on renewable energy, and we are exploring the feasibility of this for our other sites as well. Wherever possible, we aim to source renewable energy for our fully owned sites in line with local regulations. Globally, our solar generation represented 7% of total energy consumption in 2020, while grid electricity represented 79% of total energy consumption in the same period.

We saved 16.5 million units of electricity across global sites as a direct result of our initiatives in 2020. These

savings are reflected in the avoidance of 12,809 tons of CO_2 emissions.

For historical energy metrics, please see the sustainability scorecard.

Green buildings

All of our offices adhere to resource efficiency standards, resulting in reduced environmental impact. In Europe, India, and the United States, many of our leased buildings are certified by the Leadership in Energy and Environmental Design system or the Indian Green Building Council. We mandate all our new sites comply with green building codes.

Figure 17: Genpact certifications

Emissions

As a modest but growing source of GHG emissions, our industry has the potential to considerably reduce GHG emissions globally. We keep a careful eye on our GHG emissions and are working to minimize them as a part of our mitigation strategy. We are in the process of completing a Science-Based Target initiative assessment to further strengthen our emissions reduction plan.

Emissions at Genpact are primarily the result of the gas and electricity we purchase and consume (Scope 2), followed by employee commuting and business travel activities (Scope 3), and consumption of fuel/ozone-depleting substances (ODS) across offices (Scope 1).

We consider CO_2 in the calculation of emissions and follow globally accepted standards for its calculation. References to our emission factors and global warming potential (GWP) can be accessed in Appendix II.

In 2020, the emission intensity (tCO2e/employee) was 0.687, representing a 49% decrease over 2016. Similarly, from 2016 to 2020, the emission intensity (tCO2e/sq. ft.) decreased by 68% to 0.006. We plan to convert 90% of our vehicle fleet in the Delhi-Gurugram-Noida region of India to compressed natural gas (CNG) by the end of 2021 as part of our commitment to reducing emissions. We are also looking into the use of electric vehicles (EVs) in parts of India and reducing emissions from business travel through greener alternatives. Videoconferencing technologies, mobile communications, and online collaboration tools can significantly reduce business-related travel, and we made extensive use of all these technologies even before the pandemic. We expect this trend to accelerate.

In line with our commitment to minimize the use of ODS, we have switched to substances that may have a reduced environmental impact. ODS emissions at our owned sites in India increased by 22% in 2020 compared to 2016. We, however, plan to phase out the refrigerant R22 by the end of 2021.

For historical emissions metrics, please see the sustainability scorecard.
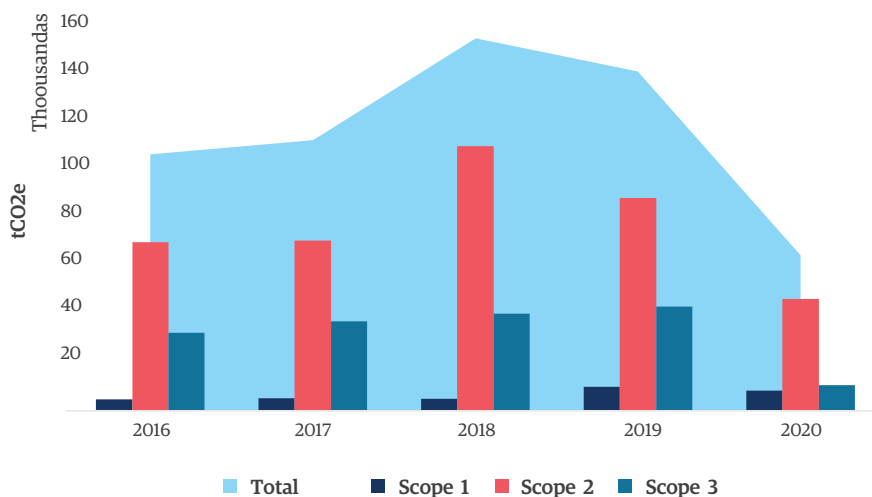

Figure 18: Global emissions, 2020

Water management

As an important shared resource, we have several initiatives in place to efficiently manage the use of water. We have targets for zero liquid discharge at our owned sites and have adopted several practices, such as recycling, reusing, and rainwater harvesting, to improve water conservation. We also engage with third-party audit vendors to further improve our efforts.

There are five primary water withdrawal sources across our sites: borewell, municipal supply, private water tankers, packaged drinking water, and rainwater harvesting. We saved 40,330 KL of water through rainwater harvesting in 2020 at our Indian locations. In 2020, rainwater harvesting was used for recharging groundwater at owned and controlled sites in India.

We recycle and reuse water at most locations. We recycled 21% and reused 13% of water at our global locations in 2020. At our owned and controlled sites globally, we recycled 35% and reused 21% of our water in the same period.

In 2020, the water intensity per employee at our global facilities was 3.24 KL/person and 0.01 KL/sq.ft. This decrease is primarily due to the global switch to remote work at the onset of the pandemic.

For historical water metrics, please see the sustainability scorecard.

Waste management

We are committed to reducing waste generation by adopting initiatives that contribute to a circular economy. At our facilities, we keep track of both hazardous and nonhazardous waste. We segregate garbage at its source, storing and disposing of it in compliance with local rules through authorized recyclers. We are not aware of the disposal methods used by the authorized recyclers.

We have waste-generation reduction goals of zero waste to landfills and zero liquid discharge at our owned sites. We recycle 100% of our food waste and have installed organic food compost machines. We are in the process of eliminating all nonessential single-use plastics across our global sites and have a policy in place to help us reach this goal in 2022 as we bring in reusable or biodegradable alternatives. To support this plan, we conduct capacity-building sessions, baselining, and peer benchmarking to identify and implement industry best practices in line with regional regulations.

Wastewater from service industries is less contaminated than that of other industries. As a result, it can be reused with little effort. At our owned properties, we have established wastewater treatment plants. The water is then used in HVAC cooling towers and other office operations.

Figure 19: Water intensities

Waste segregation
at source

Zero liquid discharge
at owned sites

Waste from sewage treatment
plants to nearby communities
to be used as manure

Employee training
and awareness
campaigns

Hazardous and e-waste
disposal through
authorized recyclers

Food compost
machines
at owned sites

Paper
recycling

Printer cartridge
recycling

Figure 20: Key waste management initiatives at Genpact

For historical waste metrics, please see the sustainability scorecard.

Pillar IV: Employee centricity

Pillar IV: Employee centricity

Relevant SDGs and targets under this pillar

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

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

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

Alignment of our purpose with the pillar

Better together

Better intelligence

Employee wellbeing

As a professional services company, our employees are our greatest asset. Providing compassion, empathy, and care while ensuring their safety is key to retaining and attracting the best talent and growing our company.

We use technology to understand and increase employee engagement and wellness. For instance, we have an AI-enabled chatbot, Amber, that collects regular employee feedback. Amber has helped us better understand employee satisfaction and identify areas of improvement across the organization.

Company-provided health benefits

Across the globe and based on their location, our employees and their dependents get benefits such as medical and dental coverage, disability benefits, and retirement provisions. Genpact offers parental leave to all its employees, regardless of gender. Here we showcase benefits provided to our employees across locations where we have a major footprint:
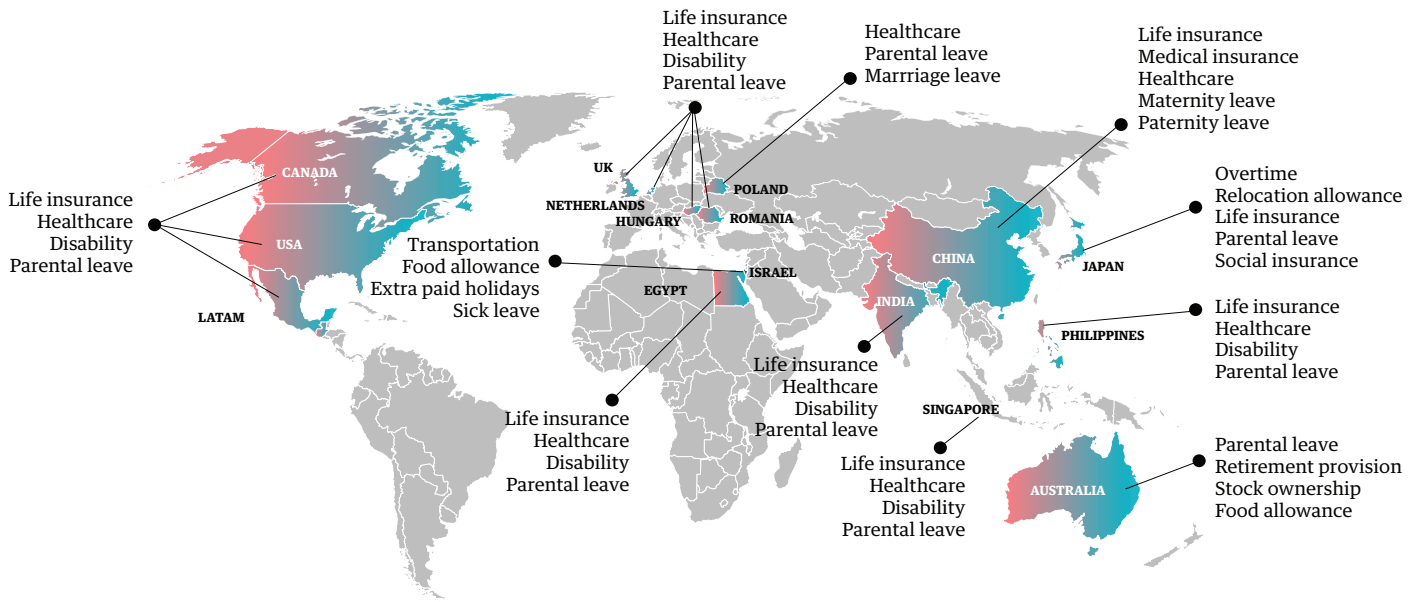
Figure 21: Benefits provided to full-time employees

Note: Map does not reflect all the countries Genpact operates in
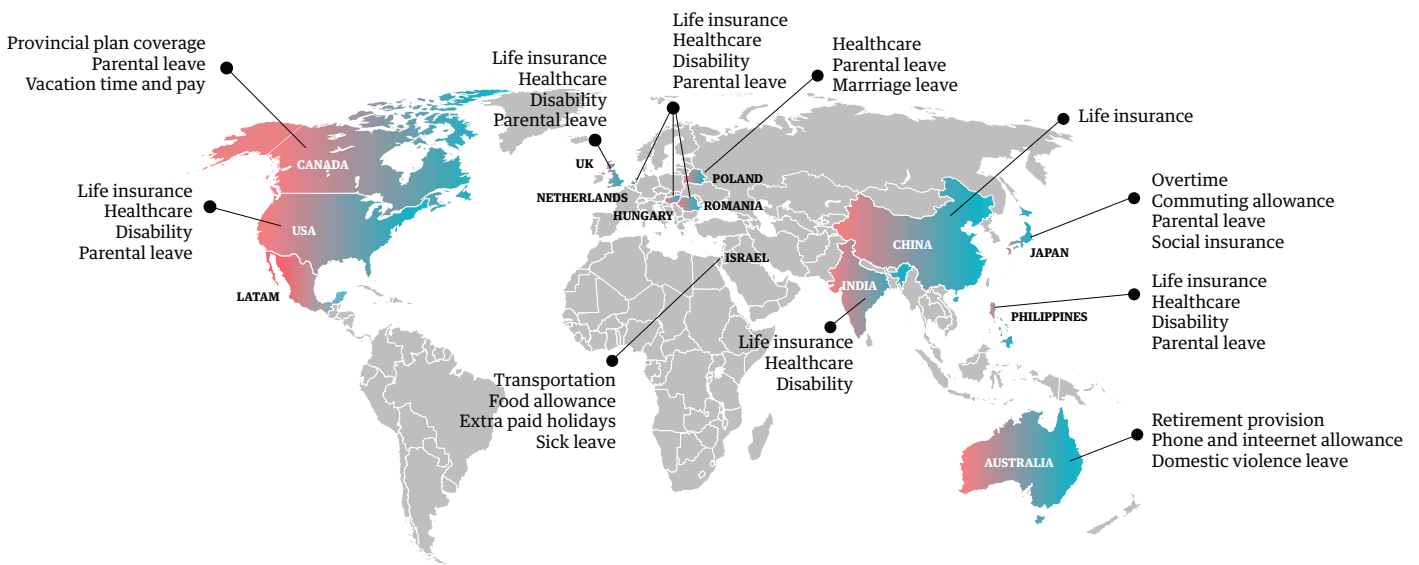
Figure 22: Benefits provided to part-time employees

Note: Map does not reflect all the countries Genpact operates in

Employee wellbeing during the COVID-19 pandemic

The safety and wellbeing of our employees has and will continue to be a top priority.

- At the onset of the pandemic, we sought to secure the safety and wellbeing of our employees and enabled most of our employees to work from home

- We made sure that our offices were carefully audited for staff health and safety, as well as disaster readiness

- For employees who returned to the office to serve clients, locations were thoroughly cleaned and sanitized using scientifically approved ways to reduce bioburden

- For employees returning to the office who use company transportation, every vehicle was sterilized at entry as well as before and after employee pickups and drop-offs. We followed social distancing in transportation cabs by putting up partitions and limiting the number of passengers per cab

Throughout 2020 and into 2021, we continued to take steps to support our employees and their families' health and wellbeing through a variety of initiatives:

- 24/7 access to counseling services with trained psychologists across the globe and free access to a meditation and wellness app

- Global webinars on topics such as COVID-19, healthy lifestyles, wellness, and meditation

- Virtual activities, classes, and tutoring for the children of employees, access to learning materials, and an online parenting community

- Flexible working hours in select US locations

- Covering the cost of the COVID-19 vaccination for all employees in regions where it is not covered by local government or insurance

- In regions where access to vaccine supply has been

Figure 23: Check-in at a vaccine drive at one of our sites in India

limited, such as India and the Philippines, hosting vaccine clinics at our sites for our employees to get vaccinated

- In India, where a particularly devastating wave of COVID-19 occurred in the first half of 2021, setting up drive-through testing for our employees and their families in all of our operating cities, providing access to a telehealth app for our employees and their families, and creating a dedicated COVID-19 helpline for employees to find information related to testing, vaccinations, and urgent medical resources

- Finally, in response to an overwhelming desire among our people across the world who wanted to find a way to personally contribute, we set up a volunteer emergency fund to donate through GiveIndia, our long-term CSR partner. Funds go directly to Genpact employees and their families who were in India and in need of urgent medical care, oxygen, and other emergency requirements

India	United Kingdom	LatAm	China, Japan, and Malaysia
New technologies explored for health and safety such as ultraviolet germicidal irradiation systems in air-handing units for all return-to-office sites in India	Mandatory temperature checks for staff before entering the offices	Installed signage around sites about social distancing, health, and measures against the spread of COVID-19	Sanitation and cleaning processes carried out on a daily basis
Weekly sanitization of buildings with EPA-approved chemical	Maintaining an electronic register of staff who attend the site	Weekly sanitization of buildings with EPA-approved chemicals	Social distancing implemented around floors, chairs, tables
Touchless sanitizers at entrance and across floors	Providing hand sanitizer to staff	Touchless sanitizers at entrances and across floors	Health screening on daily basis
Thermal screening, social distancing marking on floors	Introduced social distancing between desks and sanitizer stations across the sites	Operations adapted into 100% WFH mode	Mandatory mask wearing in offices
UV air purifiers inside washrooms, ergonomic sessions for work-from-home employees	Dedicated PPE stations	Mandatory thermal screening	Hand sanitizers placed in easy-to-access locations

Figure 24: Safety measures adopted during the COVID-19 pandemic

Occupational health

Providing a safe, healthy, and environmentally secure workplace is essential for conducting business responsibly. Occupational health covers all aspects of health and safety, with a focus on preventing hazards at the workplace. Our facilities' well-managed technical and physical infrastructure provides a pleasant, safe, and appealing work setting. We include health and safety terms in all formal agreements and comply with all applicable local laws. And our environment, health, and safety (EHS) framework helps maintain a safe working environment.

- Our EHS framework guides employee wellbeing initiatives and helps us maintain a safe working environment through hazard identification, chemical safety and lifecycle management, better ergonomics, and EHS training, among other ways

- 59% of our sites across India, the US, UK, Philippines, Europe, LatAm, and China are compliant with ISO 14001 and are ISO 45001 certified. They are further supplemented by third-party audits to ensure safe working conditions

- We conduct regular fire safety audits, hazard identification, chemical safety measures, and awareness sessions to minimize the risk of health-related hazards

- We run regular audits of taxicabs, site safety, water vendors, cafeterias, hospital rooms, and ambulances

- We ensure the interior air quality at our facilities meets established standards

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

- We hold regular health clinics at select global locations to provide employees with free medical consultations

- We regularly communicate health and safety information to our employees through daily newsletters, leadership dialogues, and our online employee information website, as well as on screens and on notice boards in offices

- We have mandatory online training in EHS
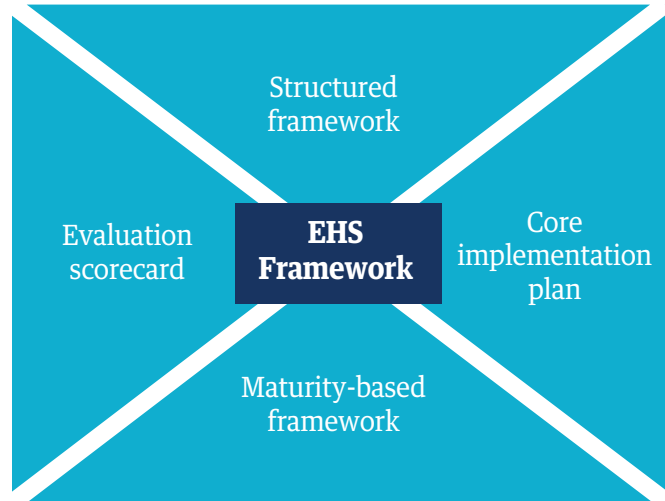
Figure 25: Genpact's environment, health and safety framework

Talent management

In an industry like ours, in which innovative thinking is key to maintaining a competitive advantage, talent management is key to our business.

We have created and constantly reinforce a culture that emphasizes collaboration, innovation, and process improvement. We strive to attract and retain the best talent by offering opportunities for growth within the organization.

For all talent management metrics, please see the sustainability scorecard.

Our workforce

Employment contract	2020			
	(male)	(female)	Gender not disclosed	Total by employee contract
Permanent	57,067	39,217	465	96,749
Temporary	764	295	3,120	4,179
Grand total	57,831	39,512	3,585	100,928

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

Note: It is voluntary for employees to disclose their gender. We have reflected "nonresponses" in the third column, gender not disclosed.

In 2020, we hired 20,546 employees. Between 2016 and 2020, our permanent workforce increased by 26%. By the end of 2020, we had over 100,000 permanent and temporary employees. About 20% were new hires.

Performance management

Our performance management program is a well-structured and transparent three-step process that provides feedback to our employees and the opportunity for promotions and bonuses:

1. Goal setting at the start of each year

2. One-on-one feedback throughout the year to help them achieve their goals

3. An annual performance review to measure performance against the company's expectations

We strive to engage and competitively compensate our high-performing talent by providing performance-based promotions and merit-based compensation increases.

Training and development

Our core value of curiosity fosters a culture of continuous learning throughout the organization. Our employee value proposition is based on four principles: continuous learning, learning linked to performance, personalized and anytime learning, and learner-led learning.

Fostering professional growth in our global workforce has always been a top priority for us. We provide several upskilling opportunities and platforms so our employees can continue to deliver sustained value to the organization and gain the knowledge and skills they need to boost their careers. We frequently partner with prestigious institutions, such as Harvard ManageMentor, to deliver world-class knowledge to our employees.

Inspired by MIT's Center for Collective Intelligence, our innovative digital learning platform, Genome, enables our employees to learn skills across 60 domains and more than 4,000 learning assets. This bolsters their capabilities in their current roles and helps prepare them to achieve their aspirations. Genome's reskilling framework identifies each employee's skill inventory and gaps, provides incisive self-learning through the immersion of curated material, connects learners with subject matter experts to transform their understanding, and finally, solidifies knowledge by applying new skills in a learning-through-doing exercise.

Our investment in Genome, together with our proprietary redeployment platform, TalentMatch, which allow us to identify talent available for redeployment from one part of our business to another, have been extremely beneficial throughout the pandemic. Employee training hours in 2020 increased by 35% year-over-year to more than 10 million hours, and we redeployed more than 10,000 employees.

We also provide employees with the opportunity to participate in several development initiatives, such as:

- **License to Consult Accelerator Program:** a comprehensive program designed to instill the right skills for advisory excellence in our Transformation Services partner ecosystem

- **Leadership Edge Program:** designed to build the capability of managers to become effective leaders within our growth operations function

- **Lead Client Partner Accelerator Program:** an experiential and individualized learning program designed to strengthen the skills and capabilities required for our sales leaders to succeed in line with Genpact's overall growth strategy

- **Machine Learning Incubator:** a digital-first program that builds niche skills to strengthen our AI advisory team

- **Leadership Par Excellence:** a learning program to drive delivery excellence through operational improvements and by enhancing our program management capability

- **Cloud Incubator:** a learning journey to build cloud capability and drive agility, innovation, and experience

Leadership development and accelerator programs

Our talent development team is responsible for creating programs for leaders and high-potential employees. These programs provide a unique platform for employees to learn through innovative methodologies, group coaching, and mentoring, all of which are anchored by the Genome framework. Flagship programs include:

- **Global Operations Leadership Development:** a 16-month program aimed at building future-ready leaders who can drive digital operations and transformation

- **Leadership Direct Program:** a unique 15-18 month accelerated career development program placing participants in leadership roles based on potential and crucial skills important in a digital-first world

- **Global Integration Workshop:** a six-week virtual integration program for new executives focused on enabling a better understanding of, and commitment to, the goals of the organization

Pillar V: Social

Pillar V: Social

Relevant SDGs and targets under this pillar

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

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

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

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

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

Alignment of our purpose with the pillar
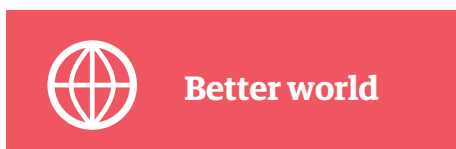
Diversity, equity, and inclusion

Diversity, equity, and inclusion (DEI) is a business imperative for us. We believe that we can only provide the best service to our clients by living our purpose – the relentless pursuit of a world that works better for people. By bringing together diverse perspectives and innovation, we can solve problems for the companies we work with and bring value to the communities in which we operate.

We know that a robust DEI program is crucial to attracting and nurturing the best talent, a catalyst for innovation, and is therefore important to our growth and success as a company. As such, we are committed to building a diverse workforce, fostering an understanding of differences, and creating an inclusive environment.

We have added diversity, equity, and inclusion as a curated content channel on our online learning platform, Genome, and we have mandatory unconscious bias training for all employees. We also have specific programs, initiatives, and events for gender equity, racial equity, and LGBTQ+ inclusion. These programs not only improve awareness among our employees but foster inclusion, helping us unlock the power of DEI to create even greater impact for our clients and communities.

Our DEI program uses a structured framework to ensure that we are set up to make meaningful long-term progress in our areas of focus.
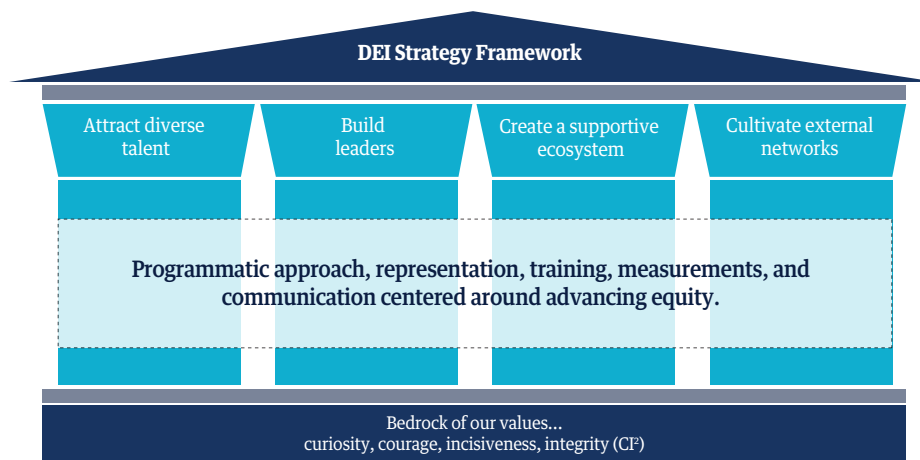
Figure 26: Genpact's diversity, equity, and inclusion framework

Gender equity

Over the past 10 years, we have made meaningful strides in promoting a diverse and inclusive workplace and toward our vision of becoming a gender-balanced organization across all professional levels.

In 2020, women represented 41% of our global workforce and 40% of our board of directors. Across the organization in 2020, women represented 37% of our Genpact Leadership Council, 20% of top management, 26% of senior management, 32% of middle management, and 47% of associates. In 2021, women now represent 45% of our board of directors and 50% of our independent directors.

We have a number of programs, initiatives, and opportunities to help women grow and progress across regions and organizational levels, including:

- **Women Leadership Program:** a 12-month accelerator learning journey designed in collaboration with Harvard Business Publishing for our women employees at the assistant vice president level, in which graduates are put on an accelerated career path within the organization

- **Pay It Forward Program:** a one-year sponsorship and mentorship program focused on building meaningful careers for participating women, who take on protégés themselves at the halfway point

- **Returning Moms Program:** designed to help women in India and the Philippines transition back to the workforce smoothly after a temporary pause in their career to focus on being a mom, with support initiatives including day-care facilities, flexible working hours, and buddy support

- **Women in Genpact Network:** our 40,000+ global employee women's resource group, with regional chapters. Participants raise awareness of the challenges women face in the workforce, share experiences, learn best practices, and elevate one another, creating a powerful ecosystem that supports their development

- **Men Advocating Real Change workshops:** interactive sessions with more than 160 male leaders who advocate for gender equality and organizational change to accelerate women in leadership. Workshops are conducted in partnership with Catalyst, a global nonprofit working with leading companies

- **Fortune Connect:** in partnership with Fortune, a membership community that gives up-and-coming leaders from diverse backgrounds access to the leadership skills, training, coaching, and insights they need to thrive in a purpose-driven world. This includes access to the CEOs of some of the world's most influential companies, mentoring and networking opportunities, and exclusive access to special Fortune events. We are proud to be a founding knowledge partner of this great initiative

Additionally, our CEO, Tiger Tyagarajan, is a vocal champion of gender equity. Tiger is a frequent speaker and editorial contributor on this topic, working with numerous nonprofits, schools, and groups that share his

passion. For instance, he is on the board of Catalyst, a global nonprofit organization working with some of the world's most powerful CEOs to help build workplaces that work for women. He is also one of the founding supporters of the US chapter of the 30% Club, which is committed to gender balance on the boards of directors and in the senior management of companies.

Racial equity and diversity

In 2020, we established a formal racial equity program as part our global DEI agenda with an initial focus on the US, UK, and Canada. We are building a unique program designed to support our Black and Latinx employees, apply learnings from our gender equality program, and encourage and incorporate feedback from our racially diverse employees. Our initiatives strive to improve our attention to racial diversity by better attracting, developing, and retaining racially diverse talent.

A critical tenet of this program is ensuring that our people feel seen and heard. At the start of our racial equity journey, we held frequent listening sessions to make sure our employees had a space to share their experiences, express concerns, and help shape our actions as an organization. Continuing to provide forums like this one has been critical to building the foundations of a lasting program.

Based on the lessons from these discussions, our racial equity agenda aims to educate, engage, and empower:

Educate

- Best-in-class partnerships that help us continuously evolve with organizations including Harvard Business Publishing, Coqual, Language & Culture Worldwide, Moving Ahead, the Executive Leadership Council, and Catalyst

- New executive recruiting channels in partnership with Management Leadership for Tomorrow, the National Black MBA Association, and Prospanica with the aim to increase racial diversity at the top and senior management levels

Engage

- Campaigns and events around Martin Luther King Jr. Day, Black History Month, and Juneteenth to share Black history and celebrate Black culture and community

Empower

- Affinity groups for Black and Latinx employees meet monthly with our affinity group leaders to discuss the challenges faced by under-represented people of color and identify ways to enable our DEI team to strengthen the racial equity agenda

- Allyship programs to recruit and empower active allies across the organization

- A sponsorship and mentorship program for Black and Latinx employees focused on career development for racially diverse leaders who are matched with senior leaders in the organization

Though we are still early in our racial equity journey, we have made good progress in establishing the foundation for the program. We look forward to sharing more as we continue to refine and scale it.

Fostering LGBTQ+ inclusion

Genpact celebrates Pride Month, and in 2020, we had more than 3,800 employees come together to participate in virtual events to discuss LGBTQ+ inclusion in the workplace, allyship, and personal stories through our Share Your Pride campaign. In addition to hosting similar virtual forums in 2021, we also organized our first-ever virtual Pride run and offered at-home micro-volunteering opportunities, such as creating art in support of the LGBTQ+ community and writing letters of support to the trans community.

Throughout the year, our LGBTQ+ affinity group provides a space to engage in open conversations and help make Genpact more inclusive. The group also hosts learning sessions to help employees understand the steps they can take to build a supportive and inclusive workplace.

For more information on our work to advance diversity, equity, and inclusion, please visit our website.

Corporate social responsibility

Corporate social responsibility is central to our purpose – because when societies, economies, and the environment flourish, people thrive too. We believe that engaging with, supporting, and giving back to the communities that we operate in are not only the right things to do but also create a positive feedback loop that ultimately support the long-term sustainability of our business.

Our global CSR strategy has four pillars that reflect our strengths, core expertise, and the causes that our employees care most about: education and employability, women's empowerment, sustainable social impact, and environmental sustainability. All of our initiatives work directly with the community or through collaborations with nonprofits and nongovernmental organizations.

Despite the many hardships people around the world faced in 2020, the response by our employees to volunteer and support their communities was incredible. Driven by a deep sense of commitment to society and the environment, we enabled more than 61,000 Genpact employees to volunteer, raised $325,000 in fundraising, and partnered with 72 clients in 2020 – impacting the lives of more than 24.9 million people around the world.

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

Education and employability

As a people-focused company, one of our top CSR priorities is helping people become more employable. We achieve this in a variety of ways, such as youth education and training and upskilling underserved populations so that they can find work and support themselves for the rest of their lives. This not only helps them to advance in their careers but also helps us fight the traditional war for talent in a productive and relevant way.

Here are some examples of the work we did to promote education and employability in 2020:

- The School Centred Community Development program aims to understand and act on community priorities and make a deep impact across India. We supported more

than 9,700 children and 240 teachers from schools and youth resource centers by providing resources for remote learning, empowering parents with the right resources, and organizing life-skill sessions and resilience workshops with students

- The Genpact Centre for Process Transformation in partnership with the Kaivalya Education Foundation streamlined key academic processes to improve education service delivery in India. This work is estimated to impact 20 million students and 500,000 teachers

- The Super Sunday Series, an online teaching initiative to support children from less-privileged communities in India. It offered more than 558,000 learning hours over 110 virtual sessions to accelerate the learning journey for more than 2,200 students

- Donating over 200 backpacks and school supply kits to children in shelter homes in the US and underprivileged communities in Brazil

- We worked in partnership with NASSCOM on its reskilling initiative, FutureSkills, that aims to create diverse and deep learning content to enable millions of employees in the industry to reskill and be future-ready

Women's empowerment

Women make up 50% of the global population, yet are under-represented in companies across the globe. We believe women should have the opportunity to pursue their careers freely, but we know that many face obstacles. Our work championing women's empowerment provides women with access to resources that help them become independent.

For example:

- Our senior women leaders facilitated professional workshops for girls supported by the Indian nonprofit Udayan Care, which works to support vulnerable and underserved children

- We collaborated with two of our leading clients to support the education of 30 underprivileged girls at Udayan Care over the next 5 years

- We raised funds for essential food and supplies for more than 1,600 women and children at New York-based shelter Women in Need

Sustainable social impact

Our people and process excellence make a sustainable impact on communities around the world. From tackling persistent global issues to helping nonprofits improve their operations and maximize their results, we strive to make meaningful social impact.

Our flagship CSR volunteering event, #Feed20Million, focused on combating hunger. The contributions we raised allowed us to serve more than 24 million meals. As part of our fundraising efforts, we hosted a virtual concert and hackathon to create solutions for nonprofits at the frontline of the hunger crisis.

Another wide-reaching program is our Genpact Social Impact Fellowship. A unique yearlong social transformation program that provides our employees with the opportunity to work on high-impact projects for leading nonprofit organizations in India. The program, now in its fifth year, has touched 30 million lives since launch by tapping into our expertise to enable real-world transformation for people most in need.

In 2020, one project focused on increasing employment opportunities for 400,000 young people using Lean Six Sigma and design thinking to create a scalable and sustainable process for NASSCOM to help increase its apprenticeship hiring. Another project created a knowledge management system for Breakthrough, a global human rights organization focused on fighting violence and discrimination against women and girls. This initiative will improve program quality and effectiveness for more than 10,000 underprivileged girls by using digital technology, process expertise, and design-thinking skills.

Environmental sustainability

Climate change is a global threat. We all live on this planet together and know that it is up to every country, business, and person to play their part in minimizing the impact we have. Our employees are passionate about leaving a better world than the one they were given, and support our

#GenpactGoesGreen campaign through efforts such as:

- Engaging in micro-volunteering initiatives such as composting, planting saplings, and eliminating single-use plastics in their homes

- More than 17,300 employees participating in green-a-thon, a key volunteering initiative that emphasizes caring for the environment by caring for your own health. Volunteers participated in activities such as running, walking, cycling, yoga, and hiking. For every volunteer that participated, we planted a tree in India

- Making eco bricks in Mexico, building blocks made entirely from nonrecyclable plastic

- Participating in a "plog run" in India, in which volunteers jog to pick up plastic, collecting 210 kgs (more than 462 lbs) of plastic that was then recycled

- Planting more than 46,000 saplings on World Environment Day 2020

Our Green Ambassadors program also brings together employee champions from across our global sites who lead events, brainstorm ideas, and encourage their local colleagues to #GoGreen.

Figure 27: Plogging in India

Our CSR response to the pandemic

The pandemic has adversely impacted the lives and livelihoods of people around the world. To support our communities, we adopted several initiatives, including:

Providing COVID-19 assistance

- We launched 24/7 COVID-19 helplines in India with our 1,100 volunteers providing information to COVID-19 patients and their families across India. We impacted over 250,000 patients in three months

- Voluntary plasma donation drives that have helped more than 1,000 people suffering from COVID-19

- Providing essential supplies to those on the frontlines, including donating 6,000 masks to the Red Cross in Wuhan and 3,500 masks to Mount Sinai Hospital in New York, as well as 220 kits to healthcare workers in Mexico

Building community resilience

- Training over 2,260 underprivileged high school students and young adults through special virtual workshops held every Sunday, resulting in over 558,000+ learning hours

- Rolling out Adapt and Rise, a version of our online learning platform, Genome, and making it freely available to the public. It helps professionals accelerate the adoption of the critical professional skills they need to succeed in the digital age. At its peak, we've had more than 15,000 unique users on the platform

- Providing 400,000 meals for migrant workers and bars of soap to 20,000 under-resourced children during the initial days of lockdown in India

- Holding virtual storytelling sessions with more than 1,200+ elementary students in the Philippines

- Creating materials for remote learning to help under-resourced children continue their education

- Launching the Rise Together program, which offers job opportunities, training, and ongoing support to individuals who have lost their primary source of household income, opening the door to long-term recovery and resilience around the world

Helping nonprofits thrive

- Ensuring continuous learning for 10,000 children by setting up virtual classrooms through our School Centred Community Development program

- A COVID-19 roundtable hosted by the Genpact Social Impact Fellows for 19 of our education-focused partner nonprofits to help them navigate the pandemic

- A virtual hackathon in which employees created sustainable solutions for nonprofits in India and the US to end hunger, impacting the lives of millions

Additionally, in 2021, Genpact, the Creative Destruction Lab, and COVID Collaborative launched the US Rapid Action Consortium to create a COVID-19 rapid action testing system to help businesses safely and effectively reopen their doors and the US economy faster. Founded on the belief that the private sector is a powerful part of the solution to the COVID-19 pandemic, it operates as a public good, making scalable testing protocols available to organizations across industries and sharing approaches and lessons learned so all can benefit. The US Rapid Action Consortium is an expansion of a successful program led by the Creative Destruction Lab Rapid Screening Consortium in Canada, where Genpact is a founding partner.

For more about our CSR initiatives, please visit our website.

Sustainability scorecard

Sustainability scorecard

People performance

Total workforce

2020	Age group				Gender			Total by category
	<30	30-50	>50	Age not disclosed	(male)	(female)	Gender not disclosed	
Top mgmt.	-	237	126	-	290	73	-	363
Senior mgmt.	25	2,821	464	-	2,422	873	15	3,310
Middle mgmt.	7,596	28,505	1,147	-	25,191	11,999	58	37,248
Associates	34,607	19,830	1,391	-	29,164	26,272	392	55,828
Total permanent workforce	**42,228**	**51,393**	**3,128**	**-**	**57,067**	**39,217**	**465**	**96,749**
Total contract workforce	605	436	35	3,103	764	295	3,120	4,179
Total workforce	**42,833**	**51,829**	**3,163**	**3,103**	**57,831**	**39,512**	**3,585**	**100,928**

Table 3: Total workforce in 2020

Note: It is voluntary to for employees disclose their age and gender. We have reflected nonresponses in the age not disclosed and gender not disclosed columns.

New hires

2020	2020											
	<30			30 to 50			>50			Null		
	(male)	(female)	Gender not disclosed	(male)	(female)	Gender not disclosed	(male)	(female)	Gender not disclosed	(male)	(female)	Gender not disclosed
Top mgmt.	1	-	-	22	3	-	9	2	-	-	-	-
Senior mgmt.	13	11	1	179	56	-	23	9	-	6	7	6
Middle mgmt.	1,919	1,002	3	2,272	891	2	54	28	-	29	32	30
Associates	4,472	5,052	11	1,192	1,762	4	47	125	-	63	73	158
Permanent workforce	12,485			6,383			297			404		
Contract workers	15	22	37	43	43	12	5	9	0	9	6	776
Total by age band	**12,559**			**6,481**			**311**			**1,195**		
Grand total	**20,546**											

Table 4: New hires in 2020, by age group and gender

Note: It is voluntary for employees to disclose their age and gender. We have reflected nonresponses in the age not disclosed and gender not disclosed columns.

New hires by geography

Permanent				Region	Contractors			
👨	👩	Gender not disclosed	Total		👨	👩	Gender not disclosed	Total
23	10	-	33	Australia	-	-	-	-
345	1,104	11	1,460	China/Japan and others	1	9	33	43
385	554	191	1,130	Europe	53	61	27	141
7,198	3,445	5	10,648	India	17	10	650	677
683	603	8	1,294	Latin America	-	-	-	-
986	2,520	-	3,506	North America	1	-	115	116
133	21	-	154	Other regions	-	-	-	-
548	796	-	1,344	Philippines	-	-	-	-
10,301	**9,053**	**215**	**19,569**	**Total**	**72**	**80**	**825**	**977**

Table 5: New hires by geography in 2020

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

Turnover

Age group	Gender	Top management	Senior management	Middle management	Associates	Total
<30	👨	0	3	932	4,926	5,861
	👩	0	0	530	4,950	5,480
	Gender not disclosed	0	0	3	17	20
30 to 50	👨	8	247	2,395	1,562	4,211
	👩	1	79	1,056	1,728	2,864
	Gender not disclosed	0	2	1	9	12
>50	👨	21	75	89	58	243
	👩	1	24	56	158	239
	Gender not disclosed	-	-	-	-	-
Null	👨	1	2	11	34	48
	👩	0	2	11	29	42
	Gender not disclosed	0	1	7	12	20
Total		**32**	**435**	**5,090**	**13,480**	**19,036**

Table 6: Turnover in 2020

Note:

1. It is voluntary for employees to disclose their age and gender. We have reflected nonresponses in the age not disclosed and gender not disclosed columns.

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

Turnover by geography

Region	👨	👩	Gender not disclosed	Total
Asia Pacific	272	881	-	1,153
Europe	379	552	47	978
India	7,716	4,068	1	11,785
Latin America	379	272	3	654
North America	1,091	2,184	-	3,275
Other	49	38	-	87
Philippines	476	629	-	1,105
Total	**10,362**	**8,624**	**51**	**19,036**

Table 7: Turnover by geography in 2020

Note:

1. It is voluntary for employees to disclose their age and gender. We have reflected nonresponses in the age not disclosed and gender not disclosed columns.

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

Training hours

Employment contract	Employee category	2020
Permanent	Top management	17
	Senior management	42
	Middle management	84
	Associates	132
Temporary	Contract workers	8

Table 8: Average training hours per year by band and employee contract

Employees receiving regular performance reviews*

Employment contract	Employee category 👨	2020 👩
Top management	93%	90%
Senior management	97%	98%
Middle management	95%	95%
Associates	100%	100%

* As of November 2020

Table 9: Percentage of total employees by gender and employee category who received regular performance reviews in 2020

Permanent employee distribution by region

Region	Associates	Middle management	Senior management	Top management	Total
APAC (exc. India)	9,590	2,166	189	18	11,963
Europe	4,212	1,840	382	44	6,478
India	35,303	28,202	1,618	112	65,235
North America	6,722	5,014	1,118	189	13,043
Other	1	26	3	-	30
Total	55,828	37,248	3,310	363	96,749

Table 10: Geographic distribution of permanent employees by band in 2020

Region	(male)	(female)	Gender not disclosed	Total
APAC (exc. India)	3,795	8,168	-	11,963
Europe	2,232	3,796	450	6,478
India	44,611	20,620	4	65,235
North America	6,408	6,624	11	13,043
Other	21	9	-	30
Total	57,067	39,217	465	96,749

Table 11: Geographic distribution of permanent employees by gender in 2020

Note: It is voluntary for employees to disclose their age and gender. We have reflected nonresponses in the age not disclosed and gender not disclosed columns.

Gender	<30	30-50	>50
(male)	-	-	55%
(female)	-	-	45%

Table 12: Board diversity as of March 2021

Parental leave

India	2020	
	👨	👩
Employees entitled to parental leave	100%	100%
Employees who took parental leave	1,553	1,348
Employees who returned to work in the reporting period after parental leave ended	1,548	316
Rate of return-to-work among those who took parental leave	100%	23%
Attrition rates of employees that took parental leave	5%	3%

Philippines	2020	
	👨	👩
Employees entitled to parental leave	100%	100%
Employees who took parental leave	78	329
Employees who returned to work in the reporting period after parental leave ended	74	33
Rate of return-to-work among those who took parental leave	95%	10%
Attrition rates of employees that took parental leave	4%	10%

US	2020	
	👨	👩
Employees entitled to parental leave	91%	92%
Employees who took parental leave	134	153
Employees who returned to work in the reporting period after parental leave ended	99	104
Rate of return-to-work among those who took parental leave	74%	68%
Attrition rates of employees that took parental leave	26%	32%

Europe	2020	
	👨	👩
Employees entitled to parental leave	100%	100%
Employees who took parental leave	11	538
Employees who returned to work in the reporting period after parental leave ended	7	230
Rate of return-to-work among those who took parental leave	64%	43%
Attrition rates of employees that took parental leave	14%	19%

Table 13: Parental leave in 2020

Gender group representation

Category	👨	👩	Gender not disclosed
Management	28%	13%	0%
Technical staff	29%	26%	0%
Other employees	1%	0%	3%

Table 14: Geographic distribution of permanent employees by gender in 2020

Note:

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

Safety

Description	India	Australia	Philippines	Europe	China	Malaysia	Japan	LatAm	US
Near-misses/ hazard reports (all near misses documented should be reported here)	0	0	4	0	0	0	0	0	0
Non-reportable injuries (permanent)	122	0	3	2	0	0	0	2	0
Non-reportable injuries (contractual)	113	0	0	0	0	0	0	1	0
Reportable injuries (permanent)	3	0	0	13	2	0	0	2	2
Reportable injuries (contractual)	4	0	0	0	0	0	0	0	0
Lost days (permanent)	0	0	0	304	180	0	0	193	2
Lost days (contractual)	0	0	0	0	0	0	0	0	0
Person-hours worked (permanent, in million hours)	125.25	0.08	8.80	9.38	0.75	0.07	0.09	0	13.72
Person-hours worked (contractual, in million hours)	8.02	0.02	-	0.10	NA	NA	NA	-	0
Fatalities (permanent)	0	0	0	0	0	0	0	0	0
Fatalities (contractual)	0	0	0	0	0	0	0	0	0

Table 15: Work-related injuries by region in 2020

Note: Person hours calculated based on million hours worked.

Environmental performance

Energy

Energy consumption by region

Region	2016	2017	2018	2019	2020
EMEA	28,451	36,326	382,065	210,656	7,611
China	16,056	17,540	14,801	13,531	12,796
Philippines	27,663	27,515	25,334	27,297	19,729
LatAm	-	-	22,740	19,182	21,415
US	-	-	34,527	62,665	44,268
Japan	-	-	1,601	2,029	1,958
Malaysia	-	-	757	957	1,157
Australia	-	-	2,766	2,218	1,274
India	267,388	288,575	265,342	313,580	194,095
Total	**339,560**	**369,955**	**749,935**	**652,114**	**304,304**

Table 16: Energy consumption (GJ) by region

Note:

1. The number of our sites around the world reporting data has increased significantly in 2020 compared to 2018 and 2019. But energy consumption has decreased due to operations affected by the pandemic. To learn which sites we used to calculate emissions, please refer to Appendix I. We have rounded the numbers to the nearest whole number.

2. There are significant drops in grid electricity consumption at Cluj and Bucharest in 2020 compared to 2018 and 2019, leading to an overall decrease in energy consumption. The effect is more pronounced due to operations affected by the pandemic.

Source	2016	2017	2018	2019	2020
Grid electricity	301,833	305,126	695,401	529,454	240,562
Solar	16,347	42,293	24,506	24,412	20,913
Other sources (DG)	3,129	4,278	688	729	395
Diesel	13,785	12,045	21,213	89,181	41,434
LPG	770	1,229	522	740	341
Charcoal	4	6	6	0	-
Gas electricity	3,691	4,978	7,598	7,599	660
Total	**339,560**	**369,955**	**749,935**	**652,114**	**304,304**

Table 17: Energy consumption (GJ) by source

Note: There are significant drops in grid electricity consumption at Cluj and Bucharest in 2020 compared to 2018 and 2019, leading to an overall decrease in energy consumption. The effect is more pronounced due to operations affected by the pandemic.

Energy intensity

Year	Energy intensity (GJ/sq. ft.)	Energy intensity (GJ/person)
2016	0.06	4.42
2017	0.07	4.73
2018	0.12	8.56
2019	0.11	6.68
2020	0.03	3.36

Table 18: Energy intensity

Note: There are significant drops in grid electricity consumption at Cluj and Bucharest in 2020 compared to 2018 and 2019, leading to an overall decrease in energy consumption. The effect is more pronounced due to operations affected by the pandemic.

Region	2016	2017	2018	2019	2020
China	-	-	3.59	3.006	2.73
EMEA	-	-	106.129	58.36	1.45
LatAm	-	-	8.95	7.86	5.95
Philippines	-	-	4.36	5.1	3.36
US	-	-	-	17.38	8.08
Japan	-	-	4.794	4.996	6.92
Malaysia	-	-	1.942	2.205	2.51
Australia	-	-	35.923	32.612	6.53
India	4.91	5.5	4.89	4.97	3.00

Table 19: Energy intensity (GJ/person) by region

Note: Data relevant to the energy intensity calculation was not available for sites other than India in 2016 and 2017. Also, the employee count for Richardson 3101 (US) was not available in 2018. Energy consumption has reduced in EMEA region and number of sites has increased in 2020, leading to a significant drop in intensity.

Region	2016	2017	2018	2019	2020
China	-	-	0.033	0.031	0.031
EMEA	-	-	0.907	0.500	0.013
LatAm	-	-	0.086	0.073	0.052
Philippines	-	-	0.906	0.957	0.066
US	-	-	0.037	0.068	0.010
Japan	-	-	0.056	0.071	0.059
Malaysia	-	-	0.023	0.029	0.033
Australia	-	-	0.883	0.708	0.079
India	0.067	0.070	0.061	0.079	0.049

Table 20: Energy intensity (GJ/sq. ft.) by region

Note: Data relevant to the energy intensity calculation was not available for sites other than India in 2016 and 2017. Energy consumption has reduced in EMEA region and number of sites has increased in 2020, leading to a significant drop in intensity

Emissions

Total emissions

Emission type	2016	2017	2018	2019	2020
Scope 1	4,274	4,769	4,506	9,286	7,417
Scope 2	68,013	68,725	106,972	85,997	44,747
Scope 3	31,240	35,819	39,112	41,834	9,962
Total	**103,527**	**109,313**	**150,590**	**137,117**	**62,127**

Table 21: Total emissions (tCO2e) by scope and year

Note: Scope 2 emissions dropped significantly in 2020 compared to 2018 and 2019 due to high grid energy consumption at Cluj and Bucharest in 2018 and Cluj in 2019. Scope 3 emissions have reduced significantly from 2018 and 2019 due to a significant drop in air travel in 2020 because of the pandemic.

Source	2016	2017	2018	2019	2020
Diesel	1,019	891	1,572	6,608	3,070
Charcoal	-	1	1	-	-
LPG	49	78	33	47	21
Other DG sources	-	-	51	54	29
R22	1,007	664	814	941	1,241
R123	-	1	-	-	-
R134A	959	1,158	1,053	52	80
R410a	741	1,534	269	566	2,590
R407c	499	443	714	1,015	376
R32	-	-	-	3	10
Grid electricity	67,806	68,446	106,547	85,610	44,713
Gas electricity	207	279	426	388	34
Air travel	17,478	21,766	22,109	24,668	4,259
Cabs/shuttles	13,762	14,053	17,004	17,166	5,703
Total	**103,527**	**109,313**	**150,590**	**137,117**	**62,127**

Table 22: Total emissions (tCO2e) by source and year

Note:

1. Diesel, LPG, other DG sources, and emissions from ODS are Scope 1 emissions
2. Grid and gas electricity are Scope 2 emissions
3. Emissions from air travel and cabs/shuttles are Scope 3 emissions
4. We have rounded the numbers to the nearest whole number

ODS source	2016	2017	2018	2019	2020
R22	1,007	664	814	941	1,241
R123	-	1	-	-	-
R134A	959	1,158	1,053	52	80
R410a	741	1,534	269	566	2,590
R407c	499	443	714	1,015	376
R32	-	-	-	3	10
Total	**3,207**	**3,799**	**2,849**	**2,577**	**4,296**

Table 23: Emissions from ozone-depleting substances (ODS) in tCO2e

Note:

1. Data related to ODS emissions is not available for sites other than India

2. The consumption of R22 and R410a increased in 2020 compared to 2018 and 2019, leading to more ODS emissions. We, however, have plans to phase out R22 by the end of 2021

3. We have rounded the numbers to the nearest whole number

Type	2016	2017	2018	2019	2020
PM	0.11	0.14	0.10	0.71	0.38
SO_2	0.16	0.15	0.14	0.51	0.32
NO_2	1.02	1.54	0.50	4.65	2.29
CO	0.21	0.26	0.15	1.16	0.63
NMHC	0.06	0.09	0.05	0.30	0.16

Table 24: Other air emissions (tonnes)

Note: The numbers have been rounded to the nearest whole number. Refer to Appendix I for more information.

Emission intensity

Year	Emission intensity (tCO2e/Sq. ft.)	Emission intensity (tCO2e/person)
2016	0.019	1.347
2017	0.021	1.397
2018	0.023	1.718
2019	0.023	1.405
2020	0.006	0.687

Table 25: Emission intensity

Note: Scope 2 and Scope 3 emissions reduced significantly in 2020 compared to 2018-2019 and the number of sites has increased, leading to a reduction in emission intensities.

Water

Water withdrawal

Region	2016	2017	2018	2019	2020
China	39,409	39,837	41,306	41,928	39,999
EMEA	50,696	50,949	26,270	26,884	10,470
LatAm	-	-	13,372	12,801	6,299
Philippines	12,481	13,227	13,867	15,873	5,273
US	-	-	5,094	5,727	42,741
Japan	-	-	5,231	6,631	29
Malaysia	-	-	411	570	1,408
India	259,714	324,884	273,706	305,915	186,649
Australia	-	-	-	-	18
Total	**362,300**	**428,898**	**379,256**	**416,328**	**292,887**

Table 26: Water withdrawal (kl) by region

Note: A significant drop in water withdrawal in India through borewell, private water supply, and packaged drinking water between 2019 and 2020 led to overall decrease in water withdrawal. The numbers have been rounded to the nearest whole number.

Region	Borewell	Municipal water supply	Private water supply	Packaged drinking water	Any other source	Rainwater harvest
India	58,923	68,775	15,610	2,984	27	40,330
EMEA	-	10,470	-	-	-	-
Philippines	-	4,617	-	656	-	-
LatAm	-	5,939	360	-	-	-
US	-	27,819	2,127	4,288	8,507	-
China	-	39,125	-	874	-	-
Malaysia	-	1,408	-	-	-	-
Japan	-	-	-	29	-	-
Australia	-	-	-	18	-	-
Total	**58,923**	**158,153**	**18,097**	**8,850**	**8,535**	**40,330**

Table 27: Water withdrawal (kl) by region and source in 2020

Note:

1. Rainwater harvesting increased in 2020 due to the inclusion of more sites in 2020 compared to 2018 and 2019. For more information, please refer to Appendix I.

2. We have considered lower limits of the rainwater harvesting surface coefficients.

3. For more information on the surface coefficients, please refer Appendix II.

4. All numbers have been rounded to the nearest whole number.

Region	Total water withdrawn	Total water recycled
China	39,999	-
Philippines	5,273	-
EMEA	10,470	-
LatAm	6,299	-
US	42,741	-
Japan	29	-
Malaysia	1,408	-
India	186,649	62,828
Australia	18	-
Total	**292,887**	**62,828**

Table 28: Water withdrawal (kl) and recycled (kl) by region in 2020

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

Source	Water withdrawal
Surface water	40
Groundwater	59
Seawater	-
Produced water	-
Third-party water	176
Others	17
Total	**293**

Table 29: Water withdrawal by source in megaliters (ML) in 2020

Note:
1. There is no source of sea, and produced water
2. Borewell and rainwater harvesting constitutes ground and surface water respectively
3. Municipal and private water supply constitutes third-party water
4. Packaged drinking water and other water sources are categorized as 'Others'
5. Numbers have been rounded to nearest whole number

Water stress	Surface water	Groundwater	Seawater	Produced water	Third-party water	Others
Extremely high	40	59	-	-	88	3
High	-	-	-	-	9	-
Medium-high	-	-	-	-	35	1
Low-medium	-	-	-	-	29	1
Low	-	-	-	-	14	13
Total	**40**	**59**	**-**	**-**	**176**	**17**

Table 30: Water withdrawal by source and stress areas in megaliters (ML) in 2020

Note:
1. There is no source of sea and produced water
2. Borewell and rainwater harvesting constitutes ground and surface water respectively
3. Municipal and private water supply constitutes third-party water
4. Packaged drinking water and other water sources are labeled as 'others'
5. Aqueduct Water Risk Atlas considered to identify water stress levels
6. Numbers are rounded to the nearest nearest whole number

Parameter	2016	2017	2018	2019	2020
Water withdrawn (kl)	362,300	428,898	379,256	416,328	292,887
Water recycled (kl)	NA	NA	85,790	134,571	62,828
Water reused (kl)	-	-	84,025	132,787	37,600
Recycle percentage	NA	NA	23%	32%	21%

Table 31: Water recycled and reused across global locations

Note: There is a drop in water recycled and reused in 2020 compared to 2019 due to pandemic containment.

Parameter	2016	2017	2018	2019	2020
Water withdrawn (kl)	165,140	161,639	128,680	125,074	103,895
Water recycled (kl)	90,493	99,354	78,825	95,550	37,774
Water reused (kl)	85,975	86,757	77,060	93,766	22,908
Recycle percentage	55%	61%	61%	76%	36%

Table 32: Water recycled and reused at owned sites, India

Note: There is a drop in water recycling and reuse in 2020 compared to 2019 due to pandemic containment.

Water intensity

Year	Water intensity (kl/sq. ft.)	Water intensity (kl/person)
2016	0.07	4.72
2017	0.08	5.48
2018	0.06	4.33
2019	0.07	4.27
2020	0.01	3.24

Table 33: Water intensity

Note: Water withdrawal has decreased, and more sites have been included in 2020 leading to decrease in water intensity.

Waste

Waste by category

Region	Type of waste	Units	2016	2017	2018	2019	2020
Hazardous waste	Biomedical	kg	343	574	192	1,488	96
	Used oil	L	3,785	3,623	2,908	7,245	4,675
	Cotton cloth	kg	64	31	28	38	27
	Waste oil	L	1,100	1,300	1,390	1,850	4,470
	DG filters	Nos.	331	324	388	1,162	589
	E-waste generated	kg	57,014	202,943	36,213	43,403	26,256
	E-waste disposal	kg	33,043	52,690	32,426	187,493	24,140
	Batteries[1]	Nos.	1,646	817	27,262	8,838	-
		kg	-	-	-	-	25,692
Non-hazardous waste	Paper scrap	kg	215,864	246,840	820,718	340,987	179,173
	Food/Wet waste	kg	247,729	242,337	431,174	1,360,114	364,795
	Dry waste[2]	kg	587,566	691,236	313,653	567,315	264,030
		L	-	-	-	-	102,700
	Wood scrap	kg	288,600	46,551	23,393	9,523	9,890
	Sludge	kg	5,438	4,813	1,388	1,414	1,699
	Metal scrap	kg	NA	NA	NA	NA	5,999

Table 34: Hazardous and nonhazardous waste

Note:
1. Batteries have been reported in kg. in 2020.
2. Volumetric measurements conducted at Wormer instead of Gravimetric in 2020.

Economic value distributed

Category	2018 ($M)	2019 ($M)	2020 ($M)
Economic value generated			
Total revenue	3,001	3,521	3,709
Economic value distributed			
Operating cost	902	864	813
Employee benefits and wages	1,751	2,227	2,458
Taxes and royalties	81	95	92
Interest charges	37	43	49
Other expenses	51	14	11
Total	**2,822**	**3,243**	**3,423**

Table 35: Economic value generated and distributed

GRI Index

GRI Standards: Core option			
GRI Standard	**Title**	**Reference section**	**Pg. no.**
Organizational profile			
102-1	Name of the organization	Genpact Limited	-
102-2	Activities, brands, products, and services	Refer to our annual report on Form 10-K for the year ended December 31, 2020	-
102-3	Location of headquarters	Bermuda	-
102-4	Location of operations	Organizational profile	7
102-5	Ownership and legal form	Refer to our proxy statement, P.11 (Mar, 2021)	-
102-6	Markets served	Organizational profile	7
102-7	Scale of the organization	People performance	47
102-8	Information on employees and other workers	Talent management, people performance	37,47
102-9	Supply chain	Supplier management	20
102-10	Significant changes to the organization and its supply chain	No significant changes	-
102-11	Precautionary principle or approach	Acting on the environment	27
102-12	External initiatives	Corporate governance	15
102-13	Membership of associations	Sustainability communication and associations	11
Strategy			
102-14	Statement from senior decision maker	Message from CEO	4
102-15	Key impacts, risks, and opportunities	Enterprise risk management	17
Ethics and integrity			
102-16	Values, principles, standards, and norms of behavior	Driving sustainable growth	15
Corporate governance			
102-18	Governance structure	Corporate governance	16
102-22	Composition of the highest governance body and its committees	Corporate governance	17
Enterprise risk management			
102-30	Effectiveness of risk management processes	Enterprise risk management, Refer to annual report on Form 10-K for the year ended December 31, 2020	17
Stakeholder engagement			
102-40	List of stakeholder groups	Stakeholder engagement	11
102-41	Collective bargaining agreements	Supplier management, human rights	20,19
102-42	Identifying and selecting stakeholders	Genpact's sustainability program	11
102-43	Approach to stakeholder engagement	Genpact's sustainability program	11
102-44	Key topics and concerns raised	Genpact's sustainability program	12

	Reporting practice		
102-45	Entities included in the consolidated financial statements	Refer to annual report on Form 10-K for the year ended December 31, 2020	-
102-46	Defining report content and topic boundaries	Report profile	6
102-47	List of material topics	Materiality assessment	13
102-48	Restatements of information	The figures for other air emissions in 2018 and 2019 have been revised. The reported figures were calculated based on wrong cell references in the spreadsheet formula picked inadvertently.	-
102-49	Changes in reporting	Report profile	6
102-50	Reporting period	Report profile	6
102-51	Date of most recent report	Report profile	6
102-52	Reporting cycle	Report profile	6
102-53	Contact point for questions regarding the report	Report profile	6
102-54	Claims of reporting in accordance with the GRI Standards	Report profile	6
102-55	GRI content index	GRI Index	61
102-56	External assurance	Assurance statement	69
	Management approach for each material topic		
103-1	Explanation of the material topic and its Boundary	Genpact's sustainability program	10
	Economic performance		
201-1	Direct economic value generated and distributed	Sustainability scorecard	60
	Anti-competitive behavior		
206-1	Legal actions for anticompetitive behavior, antitrust, and monopoly practices	Competing fairly	20
	Energy		
302-1	Energy consumption within the organization	Environmental performance, Energy management	53,27
302-3	Energy intensity	Environmental performance	54
302-4	Reduction of energy consumption	Energy management	27
	Water		
303-3	Water withdrawal	Environmental performance	57
	Emissions		
305-1	Direct (Scope 1) GHG emissions	Environmental performance	55
305-2	Energy indirect (Scope 2) GHG emissions	Environmental performance	55
305-3	Other indirect (Scope 3) GHG emissions	Environmental performance	55
305-4	GHG emissions intensity	Environmental performance	56
305-5	Reduction of GHG emissions	Energy management	27
305-6	Emissions of ozone-depleting substances (ODS)	Environmental performance	56
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Environmental performance	56
	Waste		
306-3	Waste generated	Environmental performance	60

	Environmental compliance		
307-1	Noncompliance with environmental laws and regulations	Regulatory compliance	19
	Supplier environment assessment		
308-1	New suppliers that were screened using environmental criteria	Supplier management	21
	Talent management and employee wellbeing		
401-1	New employee hires and employee turnover	People performance	47,48,49
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee wellbeing	34
401-3	Parental leave	Employee wellbeing	51
	Occupational health and safety		
403-9	Work-related injuries	People performance	52
	Training and education		
404-1	Average hours of training per year per employee	People performance	49
404-2	Programs for upgrading employee skills and transition assistance programs	Training and development	37,38
404-3	Percentage of employees receiving regular performance and career development reviews	People performance	49
	Diversity and equal opportunity		
405-1	Diversity of governance bodies and employees	Gender diversity, People performance	41,50
	Local communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Corporate social responsibility	43
	Supplier social assessment		
414-1	New suppliers that were screened using social criteria	Supplier management	21
	Client satisfaction		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data privacy and security	20
	Socio-economic compliance		
419-1	Noncompliance with laws and regulations in the social and economic area	Regulatory compliance	19

Table 36: GRI Index

SASB Index

SASB Code	Description	Reference section	Pg. no.
Environmental footprint of hardware infrastructure			
TC-SI-130a.1	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	Energy management, Environmental performance	28,53
TC-SI-130a.2	(1) Total water withdrawn (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Water management, Environmental performance	30,57,58
TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Energy management	27
Data privacy and freedom of expression			
TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Data privacy and security	20
TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	No losses	-
TC-SI-220a.4	(1) Number of law enforcement requests for user information (2) Number of users whose information was requested (3) Percentage resulting in disclosure	No requests	-
TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	No censorship in any country	-
Data security			
TC-SI-230a.1	(1) Number of data breaches (2) Percentage involving personally identifiable information (PII) (3) Number of users affected	No data breaches	-
TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Data privacy and security	20
Recruiting and managing a global, diverse, and skilled workforce			
TC-SI-330a.2	Employee engagement as a percentage	We use an AI-based chat bot called Amber to regularly measure employee wellness and engagement. We use positive mood (PM)% as a scoring mechanism. It is recorded as YTD PM% (from 0-100). 2020 Target: PM 75% 2020 Actuals: PM 84%	-
TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	People performance	52
Intellectual property protection, and competitive behavior			
TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Regulatory compliance	19
Managing systemic risks from technology disruptions			
TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	Enterprise risk management	17

Table 37: SASB Index

UNGC mapping

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

Table 38: UNGC mapping

Appendix I: Locations covered

Energy usage

Year	Indian locations	Global locations	Total
2018	22	29	51
2019	22	35	57
2020	24	41	65

Table 39: Energy usage

Emissions

Year	Indian locations	Global locations	Total
2018	22	29	51
2019	22	35	57
2020	24	41	65

Table 40: Emissions

Other air emissions

Year	Indian locations	Global locations	Total
2018	9	-	9
2019	9	-	9
2020	9	-	9

Table 41: Other air emissions

Water usage

Year	Indian locations	Global locations	Total
2018	22	23	45
2019	22	23	45
2020	23	40	63

Table 42: Water usage

Waste

Year	Indian locations	Global locations	Total
2018	22	25	47
2019	22	44	66
2020	21	38	59

Table 43: Waste

Appendix II: Reference table for emission factors and NCV

S.no.	Emission source	Emission factor	Reference
1	Grid emission factor (kg CO_2/kWh), India	0.82	CEA
2	Diesel, NCV (TJ/Gg)	43	2006 IPCC Guidelines
3	Diesel, emission factor (t CO_2/TJ)	74.10	2006 IPCC Guidelines
4	LPG, NCV (TJ/Gg)	47.30	2006 IPCC Guidelines
5	LPG, emission factor (t CO_2/TJ)	63.10	2006 IPCC Guidelines
6	GWP, R22	1760	IPCC
7	GWP, R134a	1300	IPCC
8	GWP, R123	79	IPCC
9	GWP, R407c	1774	IPCC
10	GWP, R410a	2088	Honeywell
11	GWP, R32	677	IPCC
12	Density of diesel (kg/liters)	0.84	2006 IPCC Guidelines
13	CNG emission factor (kg CO_2/Scf)	0.05	EPA
14	CNG emission factor (kg CO_2/m3)	1.92	1 Scf = 0.0283 m3
15	CNG density (kg/m3)	0.90	-
16	Diesel fuel mobile consumption (kg CO_2/gallon)	10.21	EPA
17	Diesel fuel mobile consumption (kg CO_2/liters)	2.70	1 gallon = 3.78 liters
18	Grid emission factor for Romania (kg CO2e/kWh)	0.310	Grid emission factor for 2020
19	Grid emission factor for Poland (kg CO2e/kWh)	0.791	Grid emission factor for 2020
20	Grid emission factor for China (kg CO2e/kWh)	0.555	Grid emission factor for 2020
21	Grid emission factor for Philippines (kg CO2e/kWh)	0.512	IGES List of Grid Emission Factors
22	Grid emission factor for Mexico (kg CO2e /kWh)	0.529	IGES List of Grid Emission Factors
23	Grid emission factor for Guatemala (kg CO2e /kWh)	0.594	IGES List of Grid Emission Factors
24	Grid emission factor for US (kg CO2e /kWh)	0.453	Grid emission factor for 2020
25	Grid emission factor for Japan (kg CO2e /kWh)	0.506	Grid emission factor for 2020
26	Grid emission factor for Malaysia (kg CO2e /kWh)	0.67	IGES List of Grid Emission Factors
27	Grid emission factor for Australia (kg CO2e /kWh)	0.79	Grid emission factor for 2020
28	Emission factor for gas electricity in Romania	0.202	Gas emission factor
29	Emission factor for gas electricity in the Netherlands	0.202	Gas emission factor
30	Emission factor for gas electricity in the UK	0.18	Gas emission factor
31	Emission factor for gas electricity in the US	0.181	EPA
32	Rooftop surface coefficient (Tiles)	0.8	Rainwater harvesting and conservation manual, CPWD
33	Paved surface coefficient (Asphaltic or concrete pavement or brick pavement)	0.7	Rainwater harvesting and conservation manual, CPWD
34	Unpaved coefficient (Rocky material catchment)	0.2	Rainwater harvesting and conservation manual, CPWD

Table 44: Emissions factors, NCV, and other factors

Glossary

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

Table 45: Glossary of terms

Assurance statement

DNV

Independent Assurance Statement

Scope and Approach

DNV GL Business Assurance India Private Limited ('DNV') has been engaged by the management of Genpact India Private Limited ('Genpact', Corporate Identification Number: U73100DL2005PTC307363) to undertake an independent assurance of the Genpact's sustainability performance disclosures in its Report titled Genpact Sustainability Report 2020 ('the Report') in its web based and printed format. The disclosures in this Report have been prepared by the Genpact, based on the Global Reporting Initiative's (GRI's) Sustainability Reporting Standards ('GRI Standards') and its Core option of reporting.

We performed our assurance engagement in accordance with the requirements of International Federation of Accountants' (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (Revised)* and DNV GL's assurance methodology VeriSustain^{TM1}. In doing so, we evaluated the qualitative and quantitative disclosures presented in the Report using GRI's Principles for Defining Report Content and Quality, together with the Genpact's protocols for how the data was measured, monitored, recorded and reported. The performance data and information in the agreed scope of work included the qualitative and quantitative information on sustainability performance which have been disclosed in the Report based on GRI Standards covering its environmental, social and governance (ESG) performance for the activities undertaken by the Genpact over the reporting period 1st January 2020 to 31st December 2020.

The intended user of this Assurance Statement is the Management of the Genpact. Our assurance engagement was planned and carried out during June 2021 – July 2021. The scope and boundaries of the sustainability performance disclosures covers Genpact's operations across geolocations as set out in the Report in the section 'Reporting boundary and Scope'.

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

Responsibilities of the Management of Genpact and of the Assurance Provider

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

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

Basis of our Opinion

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

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[1] *The VeriSustain protocol is available on request from www.dnv.com*
* Assurance Engagements other than Audits or Reviews of Historical Financial Information.

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

- Reviewed Genpact's approach to stakeholder engagement and materiality determination and their outcomes as brought out in the Report. We did not have any direct engagement with external stakeholders;

- Interacted with selected leadership team, senior managers and other representatives of the Genpact, including data owners and decision-makers from different functions of the Genpact to validate the disclosures made in the Report. We were free to choose interviewees and interviewed those with overall responsibility to compile and disclose sustainability performance;

- Performed sample-based review of the mechanisms for implementing the Genpact's sustainability related policies, as described in the Report;

- Verified the information and claims made in the Report, and assessed the robustness of the data management system, data accuracy, information flow and controls for the reported disclosures. We examined and reviewed supporting evidence such as documents, data and other information made available by the Genpact related to the disclosures made in the Report;

- Performed remote sample-based checks of the processes for generating, gathering and managing the quantitative data and qualitative information included in the Report related to the identified material topics;

- Remote assessments of disclosed sustainability performance and sample evidence: Corporate Office - Phase 5, North Campus, Plot-22 and Tikri in Gurgaon, CMIT, Stellar and SEZ in Noida, Surya Park and Pritech Park in Bangalore, Uppal, RITP Pocharam and South Campus in Hyderabad, Sitapura and JLN in Jaipur, in India. Review of data for the offshore site included Genpact's office in 5132 (Manila) in the Philippines, Romania, Hungary & Krakow in Europe, Juarez in Mexico, Guatemala City in Guatemala, Dalian in China, Richardson (3101, 3300) in the United States of America.

- Evaluated the Report's adherence to the requirements of the GRI Standards: Core option of reporting.

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

Opinion and Observations

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

- GRI 201: Economic Performance 2016 – 201-1;
- GRI 206: Anti-competitive Behavior 2016 – 206-1;
- GRI 302: Energy 2016 – 302-1, 302-3, 302-4;
- GRI 303: Water and Effluents 2018 – 303-1, 303-3;
- GRI 305: Emissions 2016 – 305-1, 305-2,305-3$^\$$ 303-4, 305-5, 305-6, 305-7;
- GRI 306: Effluents and Waste 2016 – 306-2,306-3;
- GRI 307: Environmental Compliance 2016 – 307-1;
- GRI 308: Supplier Environmental Assessment 2016 – 308-1;
- GRI 401: Employment 2016 – 401-1, 401-2, 401-3;
- GRI 403: Occupational Health and Safety 2018 – 403-1, 403-2,403-9;
- GRI 404: Training and Education 2016 – 404-1, 404-2, 404-3;
- GRI 405: Diversity and Equal Opportunity 2016 – 405-1;
- GRI 413: Local Communities 2016 – 413-1;

  – GRI 414: Supplier Social Assessment 2016 – 414-1;
  – GRI 418: Customer Privacy 2016 – 418-1;
  – GRI 419: Socioeconomic Compliance 2016 – 419-1.

Further, the Report also brings out SASB disclosures related to Data Security, Recruiting and Managing a Global - Diverse & Skilled Workforce, Intellectual Property Protection and Competitive Behaviour, and Managing Systemic Risks from Technology Disruptions.

$^{\$}$-Scope 3 reporting is limited to employee commuting and business travel activities.

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

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

The Report has articulated that there were no significant changes in the identified material topics and Genpact has prioritized its disclosures based on the dimensions of stakeholders views on aspects i.e. significance to stakeholder and significance of impact on Genpact. Further, the Report articulates that the materiality determination exercise was carried out through a process of consultations including peer analysis and guidance provided by GRI and Sustainability Accounting Standards Board (SASB) and other frameworks to which Genpact subscribes.
Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Materiality.

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

The Report brings out the process of stakeholder engagement which includes engagement with key stakeholders such as employees, clients, investors, suppliers, communities, academic institutions and industry bodies. Genpact's team further interacts with stakeholders through multiple communication channels with key stakeholder groups with defined purpose to understand key concerns with an aim to create value for its stakeholders.
Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Stakeholder Inclusiveness.

Responsiveness
The extent to which an organization responds to stakeholder issues.

The Report has articulated Genpact's sustainability performance and responses to identified material topics through selected GRI Topic-specific and SASB Standards, includes the sustainability strategies, policies, management approach and governance mechanisms as per the requirement of GRI and SASB standards for reporting.
Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Responsiveness.

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

The majority of data and information verified through interactions with the management teams and data owners were found to be accurate. However, some of the data inaccuracies identified during the sample verification process were found to be attributable to transcription, interpretation and aggregation errors. These identified errors were communicated and responses from the Genpact were reviewed, including corrections that were made to the reported data and information.
Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Reliability.

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

The Report brings out the performance related to Environmental, Social and Governance aspects of Genpact's operations across its geolocations of operations (boundary of reporting) through selected GRI and SASB Standards. The disclosures include organizational overview, strategy, management approach, performance indicators and initiatives related to its identified material topics and chosen boundary of reporting for the reporting period.

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

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

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

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

Statement of Competence and Independence

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

We have complied with the DNV Code of Conduct[2] during the assurance engagement and maintain independence where required by relevant ethical requirements including the ISAE 3000 (Revised) Code of Ethics. This engagement work was carried out by an independent team of sustainability assurance professionals. DNV was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement and Management Report. DNV maintains complete impartiality toward stakeholders interviewed during the assurance process. DNV did not provide any services to Genpact and its subsidiaries in 2020-21 that could compromise the independence or impartiality of our work.

For DNV GL Business Assurance India Private Limited

Vadakepatth, Nandkumar Digitally signed by Vadakepatth, Nandkumar Date: 2021.07.29 11:41:45 +05'30'	Radhakrishnan, Kiran Digitally signed by Radhakrishnan, Kiran Date: 2021.07.29 11:39:25 +05'30'
Vadakepatth Nandkumar Lead Verifier, DNV GL Business Assurance India Private Limited, India.	Kiran Radhakrishnan Technical Reviewer DNV GL Business Assurance India Private Limited, India.

Bengaluru, India, 29 July 2021.

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

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

About Genpact

Genpact (NYSE: G) is a global professional services firm that makes business transformation real. Led by our purpose – the relentless pursuit of a world that works better for people – we drive digital-led innovation and digitally enabled intelligent operations for our clients. Guided by our experience reinventing and running thousands of processes for hundreds of clients, many of them Global Fortune 500 companies, we drive real-world transformation at scale. We think with design, dream in digital, and solve problems with data and analytics. Combining our expertise in end-to-end operations and our AI-based platform, Genpact Cora, we focus on the details – all 90,000+ of us. From New York to New Delhi, and more than 30 countries in between, we connect every dot, reimagine every process, and reinvent the ways companies work. We know that reimagining each step from start to finish creates better business outcomes. Whatever it is, we'll be there with you – accelerating digital transformation to create bold, lasting results – because transformation happens here.

Get to know us at Genpact.com and on LinkedIn, Twitter, YouTube, and Facebook.