



REPORT

United nations global compact

Communication on progress report - 2017

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Note of Thanks

Genpact would like to acknowledge the team that helped put this report together.

Lavanya Shrinagesh, Corporate Social Responsibility (CSR) and Diversity, and **Sharbani Ray**, CSR, for their valuable insights. Immense gratitude must be expressed to **Amit Ganguly**, who worked tirelessly to bring various teams together. Thanks also to **Sasha Sanyal**, Insurance, CSR and Diversity as well as **Vidya Srinivasan**, Senior Vice President, Infrastructure and IT, for all of their support.

Diana Lurie Boersma, Head of Compliance at Genpact must be thanked for her support for this report, along with **Kanika Jindal**, Manager and **Gail Marold** - Vice President, Communications, who helped in the structuring and formatting of this report, and **Kavita Yadav, Senior Manager, Content Marketing** for help design and development.

Lastly, a special thanks to **Sanjay Bhatia**, Senior Manager, CSR and **Radhakrishna Patel**, Manager, CSR who helped bring together all the content into a cohesive whole.

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CEO Statement and Commitment

I am delighted and proud to present Genpact's sixth public sustainability report based on the Global Reporting Initiative GRI G3.1 guidelines. This report is an extension of our commitment to transparently disclose our performance to all of our stakeholders. Through this report, we wish to showcase what sustainability means for Genpact and how committed we are to achieving our vision. Our approach has allowed us to contextually define what sustainability is and how it relates to our day-to-day business. This report focusses on our sustainability performance and achievements between January and December 2016.

We are a young and dynamic organization - 20 years in operation and 10 years as a publicly-traded company on the NYSE. The enthusiasm and precision with which we approach our business also apply to our zeal for championing sustainability. The senior leadership at Genpact has long stood behind our sustainability endeavors because we understand the impact we can generate and the long-term value we can create for our stakeholders through sustainability. We have not only taken inspiration from global frameworks such as the United Nations Global Compact but have also tried to mirror our internal business prowess in areas such as Six Sigma and Lean while drawing out our sustainability endeavors. This is one of the reasons why we feel that over a period of time, we have widely integrated sustainability to an extent into our business and thinking, as our approach has partially evolved organically through our business expertise and skills. Sustainability transcends several dimensions as does our approach. Every day we generate impact for our clients, for our employees, for our business partners, for the environment, and for the communities in which we work.

Transforming business

We have been able to create a unique space for ourselves in the crowded and competitive professional services market through our unwavering focus on quality and ability to offer a palpably differentiable experience to our clients. We serve more than 700+ clients around the world, with approximately one-fourth of them being Global Fortune 500 companies. We create a tangible and lasting impact for them through our host of

services and products and have generated billions of dollars' worth of cumulative impact since 2006. Today, there are heightened expectations of companies when it comes to ethics and transparency. We have always upheld these principles across our business practices around the world, no matter how strong or lax the regulations are in regions where we operate. We encourage this through all our engagements with our clients, suppliers, and employees as well. Information security and data privacy have emerged among the most challenging issues facing our sector in recent times. This poses great risk to us as we deal day in and day out with sensitive client information. Our robust internal management systems, policies, and protocols ensure that we remain immune from such threats and deliver our work with the utmost business integrity.

Transforming people

Talent is what drives our business, especially in current times when the kind of work we do is undergoing significant transformation. As our client pipeline encompasses increasingly complex and transformational work, including leveraging and integrating the latest digital technologies, our talent strategy has been adequately calibrated to steer this trend. Hiring, training, and retaining are the three imperatives addressed through our focused approach when it comes to managing our talent. Diversity is also one of our key priority areas, where we've been working hard through a number of programs to increase our gender diversity across the organization, including programs to retain female employees who have returned from maternity leave. While women constitute approximately 38% of Genpact's global workforce today, we are aiming for 50%.

Transforming environment

The list of achievements and interventions undertaken at Genpact to check our environmental footprint is endless. Our culture of Six Sigma, Lean and innovation has been

adequately leveraged to deliver exceptional outcomes for the company. It is difficult for a rapidly growing organization such as ours to curb its environmental footprint, but through our determination and hard work we have been able to significantly drive down our energy, water, carbon, and waste-related impact. Our innovative ideas have not only reduced our environmental footprint but have also brought in tangible annual cost savings of almost 0.5 million USD.

Transforming community

Our corporate social responsibility (CSR) efforts are characterized by the unparalleled enthusiasm displayed by our employee volunteers. More than 15,000 unique Genpact volunteers across the globe selflessly work towards making a difference to the world. We are simply a conduit to channel their intentions and goodwill towards generating enduring social capital. Our volunteer program is the hallmark of our entire global CSR program. The changing regulations around CSR in India have actually reinvigorated the organizational spirit into doing much more than what the law requires us to do.

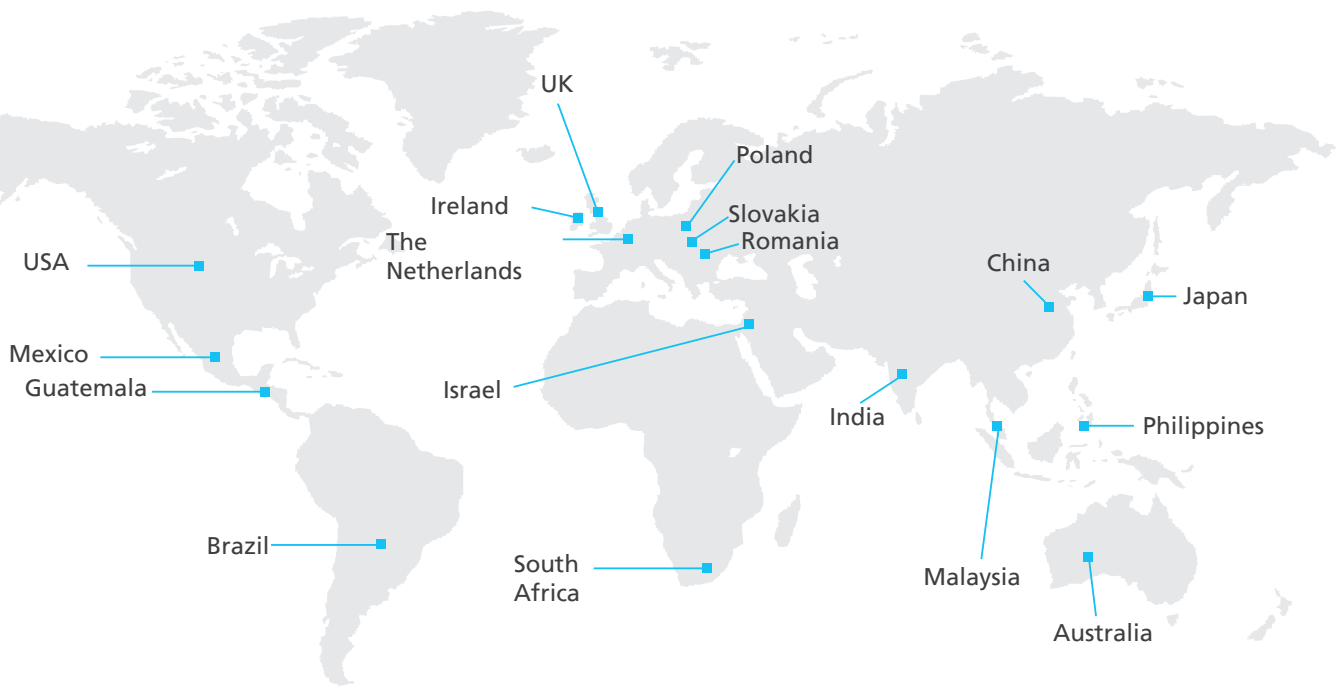
Sustainability: What's next?

Sustainability is not a destination but an endless journey that presents many opportunities to capitalize on and create a competitive edge. There will always be room to innovate more, save more, do more, and make more difference in the world around us. For us, sustainability is now a natural extension of our business and we have embodied it in our mantra of "transformation happens here."

As we look ahead, we commit to exploring newer areas, expanding our existing efforts, and continuing to deepen our engagement with all our stakeholders on sustainability.

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

Locations



700+
clients

70+
countries served

18
delivery countries

70+
delivery centers

30
languages

77,000+
employees¹

¹ As of Q3 2017

Ownership and Financial Performance

Genpact Limited is a Bermuda company whose shares are publicly traded on the New York Stock Exchange (ticker: G). Genpact Limited is a global enterprise. Please see the Company's 10-K filed with the SEC on March 1, 2017.

https://www.sec.gov/Archives/edgar/data/1398659/000156459017003076/g-10k_20161231.htm

For significant changes during the reporting period regarding ownership, please see the beneficial ownership table on page 10 of the Company's Proxy Statement filed with the SEC on April 10, 2017.

https://www.sec.gov/Archives/edgar/data/1398659/000156459017006276/g-def14a_20170509.htm#SECURITY_OWNERSHIP_CERTAIN_BENEFICIAL_OW

The address of the organization's headquarters is below.
 Canon's Court
 22 Victoria Street
 Hamilton HM 12
 Bermuda

The table below presents selected historical financial and certain operating data.

The Company prepares its consolidated financial statements in accordance with U.S. GAAP.

The financial table set forth above is taken from our Annual Report on Form 10-K for the year ended December 31, 2016.

	Year ended December 31,		
	2014	2015	2016
Net revenues	\$ 2,279,438	\$ 2,461,044	\$ 2,570,756
Cost of revenue	1,378,088	1,493,547	1,554,707
Gross profit	\$ 901,350	\$ 967,497	\$ 1,016,049
<i>Operating expenses:</i>			
Selling, general and administrative expenses	585,646	608,114	653,029
Amortization of acquired intangible assets	28,543	28,513	27,183
Other operating (income) expense, net	(6,870)	(3,322)	(4,940)
Income from operations	\$ 294,031	\$ 334,192	\$ 340,777
Foreign exchange gains (losses), net	(12,363)	5,269	2,630
Interest income (expense), net	(29,395)	(31,267)	(16,184)
Other income (expense), net	2,112	4,360	10,120
Income before equity-method investment activity, net and income tax expense	\$ 254,385	\$ 312,554	\$ 337,343
Gain (loss) on equity-method investment activity, net	(4,795)	(10,800)	(7,698)
Income before income tax expense	\$ 249,590	\$ 301,754	\$ 329,645
Income tax expense	57,419	61,937	62,098
Net income	\$ 192,171	\$ 239,817	\$ 267,547
Net loss (income) attributable to non-controlling interest/ redeemable non-controlling interest	(169)	—	2,137
Net income attributable to Genpact Limited shareholders	\$ 192,002	\$ 239,817	\$ 269,684
Net income available to Genpact Limited common shareholders	\$ 192,002	\$ 239,817	\$ 269,684
Earnings per common share attributable to Genpact Limited common shareholders			
Basic	\$ 0.87	\$ 1.11	\$ 1.30
Diluted	\$ 0.85	\$ 1.09	\$ 1.28
Weighted average number of common shares used in computing earnings per common share attributable to Genpact Limited common shareholders			
Basic	220,847,098	216,606,542	206,861,536
Diluted	225,168,665	219,145,044	210,126,023

Corporate Governance

We believe that good corporate governance is critical to our success. We adhere to the highest levels of ethical business practices, as embodied in our Code of Ethical Business Conduct, which sets out the guidelines for ethical conduct by our directors, officers and employees, as well as our integrity handbook, Integrity@Genpact.

For more details, follow this link:

http://media.corporate-ir.net/media_files/IROL/20/209334/Code_of_Ethical_Business_Conduct-Oct_5_2016.pdf

The Genpact Board

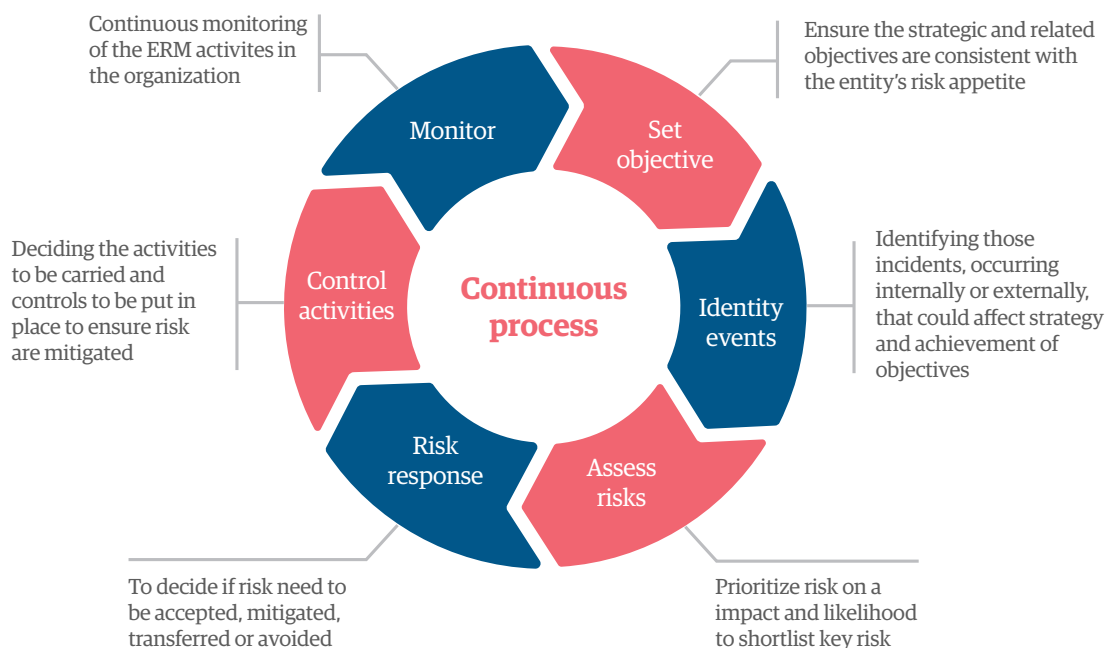
Our corporate governance practices begin with our independent Board of Directors. All of our directors have rich multi-industry experience and are recognized for their contribution in their chosen professions. They bring to our Board varied perspectives and insights. Our Board has established an Audit Committee, a Compensation Committee, and a Nominating and Governance Committee to assist in fulfilling its duties and responsibilities.

Risk Assessment Framework

While we assess risk and monitor compliance at various levels in the organization, Genpact created a formal Risk Council in 2016, which reviews the organization’s risk profile periodically and reports the key business risks to the Genpact Leadership Committee and Genpact Board. The Enterprise Risk Management (ERM) Office is headed by the Enterprise Risk Leader who is responsible for

ongoing maintenance of ERM at Genpact. The risk and compliance leads are responsible for identification of risks in their respective area in consultation with their vertical/function/region head. Responsibilities of the Risk Council and the Enterprise Risk Management Office are detailed in the Charter.

The risk management process at Genpact can be represented in a systematic 6-step process:



Genpact has a multi-tier risk and compliance monitoring process:

1. The Business Operations and Functional teams work as per their standard operating procedures with in-built controls and necessary checks and balances. Quality measurement tools and procedures are run to assess the effectiveness as a first line of defense.
2. The Business Compliance team aligned to each client operations acts as a second line of defense and conducts internal assessments on the process/controls within client operations especially on key controls provided by the client and reports the performance to the client on an agreed frequency.
3. Genpact has an independent internal audit group (the third line of defense), with the Chief Internal Auditor—who has direct link to senior management, including

the CEO and independent auditors—reporting directly to the Audit Committee. The frequency and coverage of the audits get decided as part of the Annual Audit Plan. Operational, Financial, and Compliance related audits are conducted measuring compliance with the company’s policies and procedures, laws, and regulations; reliability of financial reporting; efficacy of operations; safeguarding of assets, etc. High-risk items are reported to the Audit Committee.

4. Genpact engages third-party independent external audit firms to conduct ISAE 3402 examinations, certifications like ISO 27001, ISO 14001, OHSAS 18001, ISO 22301, and other security audits on its control environment.
5. Clients conduct their own audits per the agreed schedule on operations related to the service agreement and Genpact provides reasonable assistance throughout.

Code of Conduct

We have adopted a Code of Ethical Business Conduct that applies to all employees together with a handbook further explaining our expectations, Integrity@Genpact. Every employee is responsible for his or her own actions, and proper business conduct and ethical behavior are fundamental conditions of employment. Any employee, regardless of job or title, who observes or becomes aware of unethical or unlawful activity, is obligated to report such activity immediately. Employees are also urged to discuss any concerns regarding improper conduct with the appropriate individuals. We believe that our actions should always be guided by our core values of honesty, trustworthiness, integrity, dependability, respect, and citizenship. Our clients choose to work with us because we provide them with services that drive business value in an ethical, honest, and transparent manner, supported by a strong governance framework. Our rigorous internal controls, business values, and focus on controllership help us create enduring client trust.

Human Rights Practices

As a responsible corporate citizen, we recognize and acknowledge that it is imperative to protect, promote, and uphold the human rights of all our stakeholders across the organization and beyond. We are cognizant of the role businesses can play in enforcing the above and have instituted policies and mechanisms for them. Our Code of Conduct and Integrity@Genpact policies embody globally recognized human rights principles. We are thoroughly committed to providing our employees a workplace that is safe, congenial, and free from harassment of any kind. Such a workplace fosters creativity, openness, and innovation, all of which are essential when it comes to building an effective organizational culture and delivering uncompromising quality to our clients.

A snapshot of our practices related to fair employment, child labor, forced labor, right to freedom of association, investment screening, privacy, discrimination, and harassment is provided here.

<p>Fair Employment:</p> <ul style="list-style-type: none">• Zero tolerance for nepotism or [comment - I don't know what is meant by adverse bias]• Merit qualifications (for example, education, experience, or skill sets) and other job related criteria are the sole basis for all employment related decisions effecting employees and applicants• No allowances are given to any discriminatory practices regardless of what cultural practices may persist in the wider society• Genpact's goal is to maintain a congenial and productive working environment conducive for all	<p>Child Labor and Forced Labor:</p> <ul style="list-style-type: none">• Genpact strictly prohibits employment of all forms of forced, compulsory, and child labor either directly or through contractors• For vendor employees, date of birth proofs taken and audited in areas of high risk. Regular audits are conducted to mitigate any instance of child/forced labor	<p>Discrimination and Harassment:</p> <ul style="list-style-type: none">• Genpact prohibits basing any employment decisions on race, color, religion, sex, caste, sexual orientation, national or regional origin, or any other characteristic protected by law• Where harassment occurs as a result of an act or omission by any third party or outsider, Genpact will take all steps that are reasonable and appropriate to prevent the harassment from continuing
<p>Investment Screening:</p> <ul style="list-style-type: none">• Thorough diligence process before taking a decision to acquire a stake in a company, including compliance with international norms• Checks are conducted for compliance with statutory obligations, employee benefits, human resource compensation and benefits, leave policy, bonus policy, policy related to salary increases, etc.	<p>Freedom of Association:</p> <ul style="list-style-type: none">• Genpact does not prevent any employee from exercising the right to freedom of association or collective bargaining. We adhere to all necessary regulations related to collective bargaining and freedom of association in regions where we operate• In Brazil and the Czech Republic, 100% of the employees are trade union association members. In Romania, we have employee representatives instead of a trade union and 100% of our employees are covered• All local laws are observed with respect to providing a minimum notice period regarding specific operating changes	<p>Privacy:</p> <ul style="list-style-type: none">• Genpact respects employee privacy with respect to personal information or communications stored on official systems with the provision that Genpact may access such any files/information for business reasons. For example, in the course of performing maintenance, security/ compliance issues or for a legal request etc.• Genpact gives its employees notice that it may monitor, investigate, copy, and inspect files/information (personal or otherwise) in instances mentioned above

Operating Ethically

Genpact is united globally on a foundation of unyielding integrity. This uncompromising integrity is why our clients entrust their business to us. An essential channel of projecting our principles and integrity directly in our work is through our employees, who are the true ambassadors of our values and commitment to unyielding integrity. Our Code of Conduct communicates ethical practices and company expectations to all our employees, officers, directors, and agents. We conduct year-round programs to embed these values into our employees' regular work routine. These include training sessions and direct communication from the leadership. It is always conveyed to all our people that our business vision is to be achieved without compromising our ethical values and integrity.

Besides our Code of Conduct, our Integrity@Genpact handbook also serves as a guiding map for employees when it comes to ethical conduct. The handbook is a reflection of how we have upheld integrity in our business conduct over the years and how we intend to continue doing so in the coming years. The Integrity@Genpact framework consists of five principles and nine policies grouped under four themes. The nine policies directly flow from the principles and serve as the means to achieve the goals rooted in these principles. A dedicated training course on Integrity@Genpact is mandatory for all Genpact recruits. An ongoing training module is also run for all employees. In 2017, as of the date of finalizing this publication, 94% of our workforce including senior management had undergone this training within the previous year; this understates the number of people who have taken the training, as it does not include anyone who is even a single day late in completion of the annual requirement.

Genpact has also supplemented its ethical framework with a transparent and effective grievance redressal mechanism. Employees can access several modes to report any instances of violation of Genpact policies. Employees can report the same to their immediate supervisors, management representative, human resource personnel, local compliance contact, and member of the legal department or local/global ombudsperson. In addition, most of our major operating facilities have an "Ombuds box" which can be used to report violations.

Not all locations still have the Ombuds boxes; as more and more Genpacters are becoming more familiar with electronic means of communication (email), they are choosing to report via email, where they can receive a response usually within a day. Employees are permitted to report anonymously; when an employee wishes to do so electronically, the employee creates a new email address via one of the free email providers. Employees can also directly write to ombudsperson@genpact.com. All employees raising concerns are free to report anonymously and are protected under our No Retaliation Policy. By reporting non-compliant behavior, employees play a key role in preserving the integrity of the workplace. Those concerns that have an established response may be handled directly; those that do not are submitted for final decision to a regional Policy Compliance Review Board (PCRB), which then decides the relevant appropriate mitigation measures. All communications and decisions are subject to review by our Global Compliance Review Board, which is composed of the CEO, CFO, Human Resources head, and General Counsel. The Audit Committee of the Board also reviews all violations on a quarterly basis. A total of 725 cases were reported globally in 2016 as compared to 637 in 2015 through the Ombuds program. In the first half of 2017, 460 concerns were raised by employees. Approximately half of all concerns raised are, on their face, unrelated to Genpact integrity policies but arise out of unrelated concerns, such as proper handling of requested leaves, interpersonal issues, or other matters generally referred to human resources. Such a high percentage of unrelated concerns demonstrates employee trust that this avenue will resolve issues.

A part of the increase in cases reported may be attributed to the significant expansion of our compliance communication program which strives to create more awareness about the Ombuds program. In 2012, we had instituted a compliance communication program and have been leveraging it to effectively deliver the message to our employees straight from the leadership that integrity and business success goes hand in hand. Under this program, a member of the leadership across regional offices is assigned the task of communicating each and every month to employees about the Ombuds program, our no-retaliation policy and another substantive compliance policy. A compliance calendar is prepared with a compliance theme

for every month (October is “Fair Employment Practices,” for example) and relevant materials are provided by the global compliance leader at the start of each month to respective regional leaders. The primary communication mode is meant to be personal and not just email messages. Leadership engages with employees on respective themes through town halls, executive meetings, floor walks, or huddles. These are then supplemented with detailed written communications. We also share actual instances where our employees or business partners have fallen short of Genpact’s ethical expectations. Recent events and news items are also brought into the picture to portray real-world examples and enable better understanding for our employees. Compliance with this program is reported monthly to Genpact executive leadership.

Robust Governance

Business excellence and long-term value optimization go hand in hand with ethical business conduct. The principles of transparency, accountability, and equity set the tone for our business relationships and underlying practices. Our robust corporate governance framework ensures complete accountability, fair treatment towards all stakeholders, transparency, and ethical conduct, while at the same time creating an enabling environment for sustainability to thrive in. This is imperative for the success

and sustainability of our operations. Regular and stringent review processes along with methodical auditing practices ensure the percolation of our core business principles and standards across the organization.

Our proactive approach is evident in our extensive risk management systems. Risk factors are identified, measured, and managed continuously and responsibly via our governance framework at the entity level, business segment level, and business process level. This ensures compliance with not only applicable statutory guidelines but also with our internal policies and process compliance parameters. The overall monitoring of risk levels is the responsibility of our diverse board of directors accompanied by the management team which is responsible for implementing recommended mitigation measures.

As we chart our ambitious growth plans over the coming years, our operations and processes will invariably become increasingly complex, and preserving our stakeholders’ trust will become even more critical. Our complex global operations subject us to regulation in many jurisdictions around the world, which are, themselves, changing. Our robust and agile systems are designed to withstand this change and dynamically adapt to meet these new and challenging requirements. We have always looked beyond what the law requires of us when it comes to our best-in-class governance practices.

The World Economic Forum Partnering Against Corruption Initiative (PACI)

In April 2013, as members of the World Economic Forum Partnering against Corruption Initiative (PACI), we participated in the Anti-Corruption Workshop in India. 44 companies from 11 countries took part in the workshop with Genpact being one of the four signatories from India. Pramod Bhasin, our Vice Chairman, played the role of a discussion leader in one of the plenary sessions on the link between corruption and competitiveness, the challenges of engaging small and medium-sized enterprises in anti-corruption programs, the role of collective action and current government initiatives. The World Economic Forum Partnering against Corruption Initiative (PACI) is a global, multi-industry, multi-stakeholder anti-corruption initiative set up to raise business standards and to contribute to a competitive, transparent, accountable and ethical business society. <http://www.weforum.org/issues/partnering-against-corruption-initiative>

Complete Accountability

Genpact's diverse board of directors embodies skill and experience of the utmost caliber, making them well suited to provide oversight and strategic direction for realizing our long-term vision. The board is composed of 12 directors, 11 of whom are independent.² The board of directors has adopted corporate governance guidelines to assist in the exercise of its duties and responsibilities and to serve the best interests of our Company and our shareholders. These guidelines, which provide a framework for the conduct of the board's business, provide among other things, that:

- The principal responsibility of the directors is to exercise their business judgment to promote the long-term interests of the Company's shareholders by providing strategic direction to the Company and to oversee management in the performance of the Company's business activities;
- Additional responsibilities include reviewing, approving and monitoring significant financial and business strategies as developed by management, evaluating the performance of the Company and its executive officers, approving CEO succession plans and reviewing and approving material transactions and corporate activities not entered into in the ordinary course of business;

- A majority of the members of the board of directors shall be independent directors;
- The independent directors shall meet at least twice a year in executive session;
- Directors shall have full and free access to management and, as necessary and appropriate, independent advisors; and
- At least annually, the nominating and governance committee shall oversee a self evaluation of the board of directors to determine whether the board of directors and its committees are functioning effectively.

Our Code of Ethical Business Conduct and Integrity@ Genpact Guide also apply to all directors of the board to the extent they are representing or acting on behalf of Genpact. Directors are expected to report any actual or potential conflict of interest to the chairman of the board's Audit Committee and the General Counsel.

The board structure consists of several committees: an Audit Committee, a Compensation Committee and a Nominating and Governance Committee with composition in line with applicable independence requirements of the NYSE and any other applicable legal requirements. Additional committees may be established by the board if deemed necessary or appropriate.³

2. For more information on our board of directors, please visit: <http://www.genpact.com/home/about-us/leadership/board-of-directors>

3. Information on our corporate governance guidelines, our code of ethics and the charters of each of the board committees are available at: <http://investors.genpact.com/phoenix.zhtml?c=209334&p=irol-govhighlights>

Ethical supply chain

Our approach

At Genpact, we believe in building relationships with business partners that understand and live up to our high standards on responsible business conduct.

As a responsible business, we endeavor to cultivate sustainable practices across our supply chain - encouraging and engaging with our suppliers not only delivering the best-in-class services but also better manage their environmental and social performance.

Our supply chain standards

As an extension of our operations, our supply chain is a reflection of our pride in doing business the right way - giving due consideration to our ethical, environmental and social obligations as we pursue business excellence. We expect our vendors to comply with the same high level of standards on business ethics, legal compliance and sustainable practices that we subject our operations to. Accordingly, our vendors are contractually expected to comply with Genpact's environment, health, and safety (EHS) standards, all applicable regulations such as labor laws, fundamental human rights and any other statutory requirements. Specific criteria are also laid down based on the nature of the vendor. For example, our food vendor must comply with specific health-related requirements, and our vendor for chairs has to comply with specific ergonomic requirements.

Further, we have also adapted our Integrity@Genpact policy for our suppliers - Supplier Integrity Policy. This extends the principles of responsible business ethics, fair employment practices, and prohibition of discrimination, confidentiality and data privacy across our supply chain, including all third parties acting on our behalf. We have drafted and implemented the Sustainable Supply Chain policy that serve as a guide to ensuring a responsible supply chain.

Vendor governance framework

We recognize that managing the environmental and social impacts of our supply chain has manifold benefits - mitigating and addressing business continuity risks, meeting the changing demands of our clients and other stakeholders, increasing cost-efficiency and operation efficiency of the supply chain, protecting our reputation and brand value - resulting in long-term economic growth. Given our extensive supply chain ecosystem, this is a challenging task comprising two elements - ensuring stringent compliance to our standards and requirements, and eliminating any risks associated with our supply chain.

Our supplier selection processes route all purchase requisitions through a centralized Global Sourcing team. Genpact optimizes its sourcing footprint based on total cost of ownership including environmental impact and sustainability factors when shortlisting a vendor.

Our supply chain

- 5,000+ vendors globally
- Procuring nearly 150 categories of goods and services
- Comprises two broad categories - IT-related services and products (such as IT hardware, software, IT professional services) and infrastructure and operations-related services and products (such as catering, transport, office maintenance, and equipment)

While our existing measures ensured compliance through site audits and screening processes (such as police verification, background checks, etc.) with vendor violations resulting in suspension or dismissal, we recognized the need to further bolster the screening process. We enhanced the process to Supply Chain Sustainability in 2013. Recently, we structured the risk and compliance elements under a Vendor Governance Framework. The framework renders a holistic approach to risk identification, assessment and mitigation, with vendors being categorized for risks subject to the nature of their association/engagement with Genpact. All vendors are subjected to this assessment prior to being on boarded.

Vendor Governance Framework

Vendor risk categorisation	Actual risk assessment	Control safeguards	Assessment against safeguards	Audit, reporting & exception handling
Rated against risk categories defined (info sec - Client information, info sec - Genpact information, BCP, and compliance)	Risk assessment of vendor to identify high, medium and low risk vendors	List of safeguards to be considered for the vendors depending on their risk ratings and risk category	Assessment of vendor against the agreed safeguards on its existence and operation	Reporting, monitoring and mitigation of exceptions identified

Vendors are required to declare their approach and present the supporting artefacts, which along with the safeguards are reviewed and audited by our sourcing team. One of the key risk areas assessed as part of the Compliance risk category is evaluating vendors' compliance to the local infrastructure norms/regulations and EHS requirements. A signoff is required for the vendor to be on-boarded.

We ensure that all the elements of the Vendor Governance Framework including Sustainability aspects are continuously updated to stay relevant with the industry practices and global norms. A committee comprising of Senior Leaders oversee the effectiveness of the Risk framework and are informed and consulted for course of action if a risk is foreseen. Also there is audit conducted to ensure that the suppliers are adhering to the safeguards that were committed.

Vendor grievance mechanism

Our governance structure, defined at the point of on boarding the vendor, oversees the health and performance of the engagement. A periodic governance touch-point gives an opportunity for both parties to discuss status and address any concerns. Also, this allows for structured tracking of any action plans that may be in place for addressing issues.

Suppliers have a point of contact in the business as well as the Sourcing team, whom they can reach out to during their

term of service with Genpact. In the event of a grievance being brought up for redressal, the sourcing point of contact can bring on board the experts from legal, compliance, or other subject matter experts in the organization, in addressing the issue, and appropriate remedies and action plans are thought through. Appropriate tracking points are defined to track towards closure of the issue, to assure full accountability on our part to address the concern.

Green Procurement

Our sourcing team is also actively involved with procuring green products for Genpact facilities. The sourcing team collaborates with Infrastructure and Logistics, EHS, and IT teams in order to procure products that help save energy and conserve resources. When procuring we prefer products that are greener, given all required technical specifications are met. A database of green products has been developed with a recent addition for green building materials. Expanding the green cataloguing of products to the key product categories is a continuous activity in Genpact.

Supplier Diversity

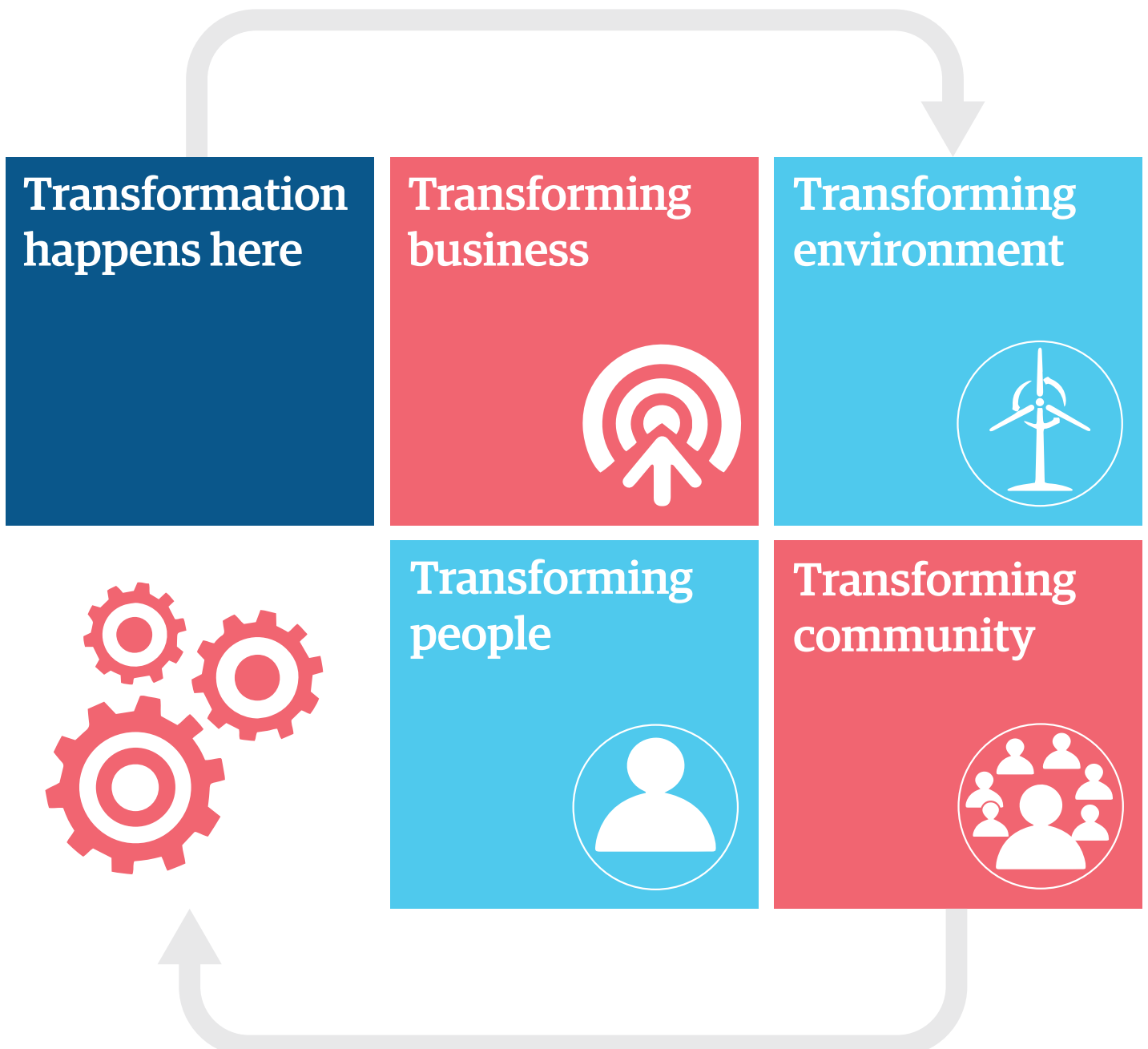
At Genpact we prefer to empower new vendors from diverse groups, provided they meet required VPQ, cost, quality, and delivery timeline requirements.

Sustainability @ Genpact

Genpact has always considered Sustainability as a business-critical initiative that drives long-term business viability. This also spearheads us further on our sustainability journey as we progressively integrate sustainability into our business strategy.

“The focus now is not on “IF” a company should be sustainable, but on “how” a company goes about being sustainable, if done right, Sustainability can be a competitive advantage”

NV “TIGER” TYAGRANJAN
President and CEO, Genpact



Approach

Embedding sustainability as an essential element of our day-to-day decision making is a continual endeavor. In doing so, we extend our business creed - (*Generating Impact*) - to our sustainability approach that incorporates social progress and environmental stewardship into a more responsible economic growth for Genpact. At the core of this philosophy, is the importance we hold to improving the quality of life for our stakeholders, both internal and external, as we approach our stakeholder relationships - be it clients, employees or suppliers - with utmost integrity and respect, utilize our naturally Lean approach to operations to minimize our environmental footprint, and proactively engage with communities to positively impact their progress. Thus, translating into the pillars of our sustainability approach - Generating Business Impact, Generating People Impact, Generating Green Impact, and Generating Community Impact.

Reinforcing this further, is the unrelenting commitment of Genpact's management and senior leadership in providing strategic direction to Genpact's sustainability vision to meet underlying goals. The A+ rating of our sustainability report, which is assured for conforming with GRI G4 Guidelines, indicates the highest level of transparency and robust sustainability practices across people, economic and environmental dimensions.

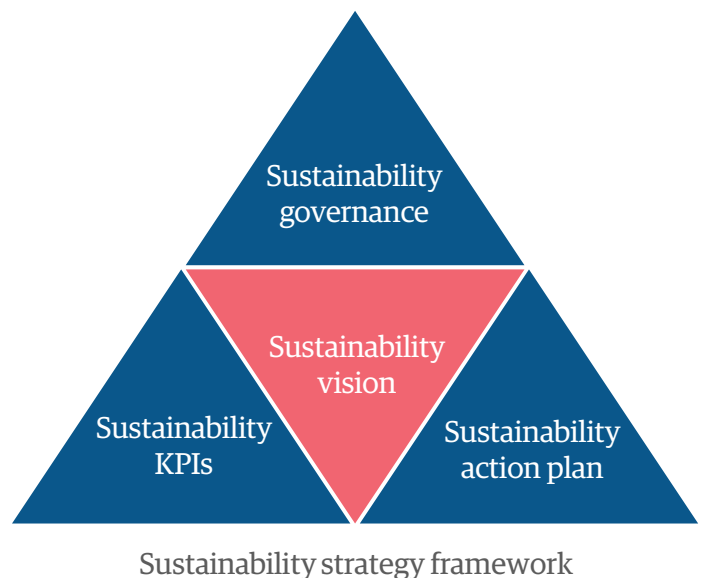
Strategy framework

In 2014, we commenced an internal exercise to reformulate our sustainability framework in order to benchmark our performance and communicate the same to our stakeholders in the future. Consequently, we outlined a viable strategy framework that rendered further clarity to our sustainability journey.

Our strategy framework consists of:

- **Sustainability Vision:** The four pillars, mentioned earlier, form the foundation of our sustainability journey, addressing the basic tenets of sustainability - economic, environment and social growth.

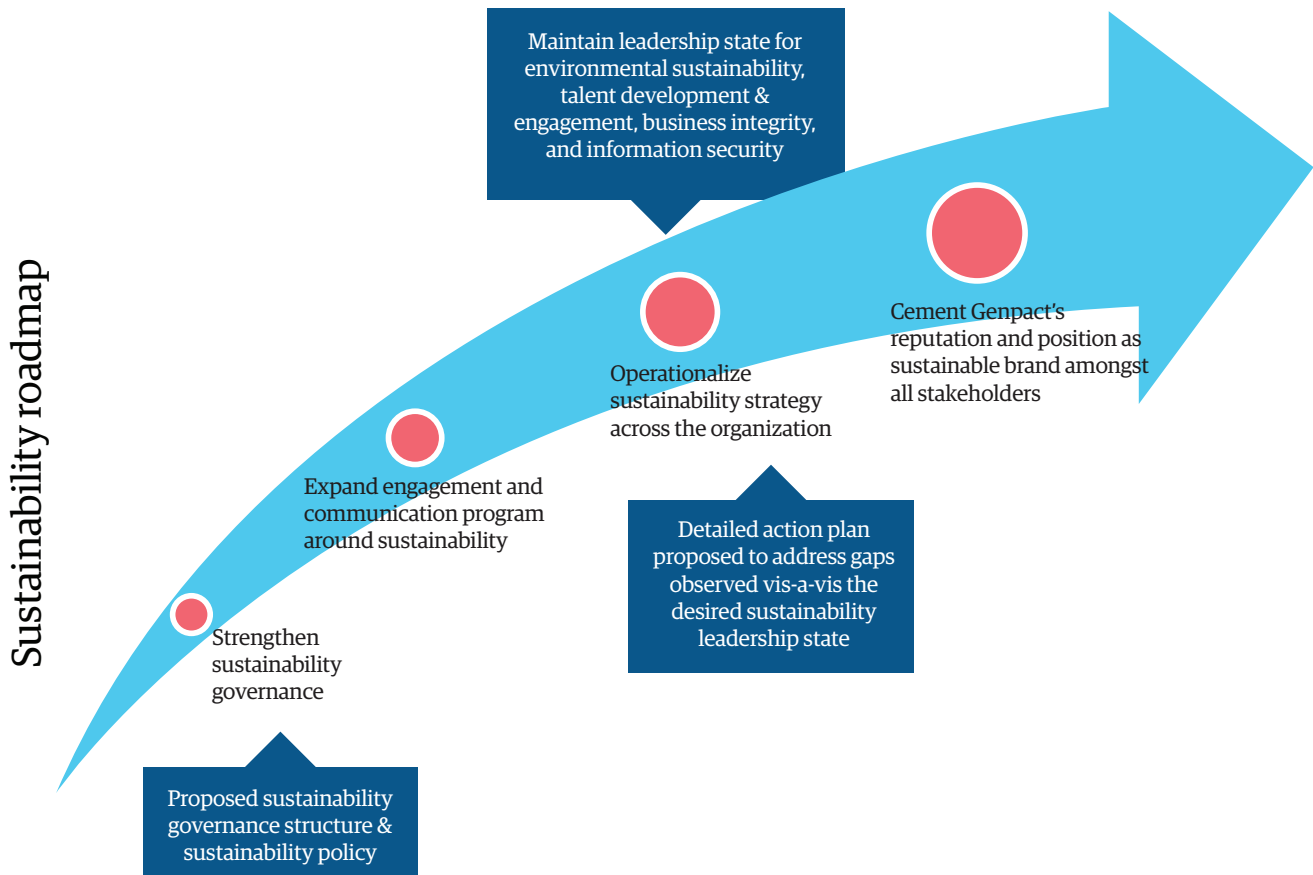
- **Sustainability Governance Framework:** Steering and monitoring our sustainability performance, is the sustainability governance framework holding our leadership accountable to this task. We developed an Environment, Health and Sustainability Policy in 2010, which was revised in 2012. To further streamline the sustainability operations, we have proposed an exclusive sustainability governance structure pending implementation. We are in the process of drafting a Sustainability Policy, which is instrumental in defining the organizational culture towards our sustainability visions as well as holding all employees responsible and accountable towards the same.
- **Sustainability KPIs (Key Performance Indicators):** Supporting the monitoring of our sustainability performance and keeping it in line with our sustainability vision, are our organizational sustainability KPIs (tracked in Summary of key performance indicators). The responsibility of tracking these have been mapped and communicated to the relevant business functions. We are currently, in the process of determining baselines and targets against each KPI, to measure our sustainability performance.
- **Sustainability Action Plan:** Paving the way ahead, is our sustainability action plan that defines the key sustainability activities that need to be undertaken along with the respective roles and responsibilities aligned to them.



Journey ahead

In 2013, we undertook a maturity analysis of our sustainability journey to ascertain our desired maturity level. Building upon this and utilizing our materiality assessments and feedback from internal and external stakeholders, we identified the gaps that need to be addressed in order to achieve sustainability leadership status. In line with this, we developed the above key elements of our Sustainability Strategy Framework and

developed a progressive and actionable sustainability roadmap for Genpact in 2015. Moving forward, our aim would be to completely operationalize our sustainability strategy across the organization, along with implementing the supporting governance framework and communication strategy to take us to a sustainability leadership state amongst our peers. Having identified areas where we excel, the task that lies ahead of us is that of maintaining this state for those areas, while closing in on our gaps to emerge as a sustainability frontrunner.



Stakeholder Engagement

Our sustainability journey is fueled by fostering meaningful stakeholder dialogues and empathizing with their concerns. Our engagement with our stakeholders makes us cognizant of matters that are most important to them and informs our strategic decisions and policies. They are provided with adequate avenues to voice their concerns about their engagement with Genpact, and we make it a point to fairly and objectively address these issues. It sets the tone for the way we manage our business - making our engagement more pertinent.

Our stakeholders comprise of those who are both impacted and impact our operations and activities. Our

key stakeholders, mutually identified in consultation by the Company's management, include our employees, our clients, our investors, our vendors, the communities we interact with, and the government. In all our dealings with our stakeholders we foster an ongoing two-way communication channel between us and them, represented in the figure. We endeavor to promote environmental, social ethical, health and safety related best practices through engagement platforms designed for each stakeholder group. Further, we also actively involve and inform them about our sustainability approach, goals and performance. Such consistent and structured engagements have helped us nurture enduring and mutually beneficial relationships with our stakeholders.

Our stakeholders

EMPLOYEES

- Employee satisfaction survey (annual)
- Performance appraisal (biannual)
- Corporate social responsibility volunteering (ongoing)
- Regular formal/informal discussions with managers (ongoing)
- Training and development programmes (ongoing)
- Grievance cell (ongoing)

CUSTOMERS

- Net promoter score based on process owner questionnaire (semi-annual)
- CXO questionnaire (annual)
- Governance meetings at account level between different levels of the organization (ongoing)

INVESTORS

- Quarterly calls with investors and shareholders
- Annual IOK report
- Annual general meeting
- Email alerts for SEC-related information, reports, webcasts and presentations, scheduled events and company news (ongoing)
- Online information request/contact us form

VENDORS/SUPPLIERS

- Vendor prequalification process (ongoing)
- Vendor risk analysis and rating process (ongoing)
- Engagement with vendor employees during sessions on promoting health and safety related practices (ongoing)

CUSTOMERS

- Community intervention/ employee volunteering activities (ongoing)
- Planning exercise with NGOs (ongoing)
- Limited engagement with NGOs on strengthening their processes (ongoing)

INVESTORS

- Engagement through memberships of industry bodies like NASSCOM, CII, Business Processing Association of the Philippines (BPAP), Association of the Business Services Leaders (Poland and Romania) etc. (ongoing)

Materiality

Materiality assessment is a principal component of sustainability efforts, defining the issues that are of the utmost importance to all our stakeholders as well as Genpact’s business. In doing so, it imparts focus and direction to not only our reporting endeavor but also to our sustainability approach. Keeping in line with our previous materiality assessment in 2013, we actively interacted with our stakeholders on sustainability to understand their perspective and concerns about their engagement with Genpact. At the outset of 2015 materiality assessment, we compared our earlier assessment with sustainability issues

currently being faced by us, some of our global and local peers, the IT/ITeS industry as a whole and global issues highlighted by the international community (business, NGOs, development agencies, leading international organizations, etc.). Through internal discussions, we zeroed in on the most relevant sustainability issues for Genpact. The materiality assessment was then conducted in two prongs - discussions with internal stakeholders to ascertain the impact of these issues on Genpact’s business in the near future and in-depth dialogues with representatives of our key external stakeholder groups (suppliers, clients, NGOs, etc.) to assess their level of concern on these issues. We then collated the inputs to arrive at Genpact’s materiality map.

<h3>Operational excellence</h3> <ul style="list-style-type: none"> • Carbon management • Green buildings • Green IT • Water management • Waste management • Biodiversity 	<h3>Client excellence</h3> <ul style="list-style-type: none"> • Business continuity • Quality of services • Data privacy & information security • Transnational solutions for sustainability • Innovation 	<h3>Talent excellence</h3> <ul style="list-style-type: none"> • Recruiting/ Creation of talent pool • Talent development • Diversity & inclusion • Occupational health & safety • Employee engagement & satisfaction
<h3>Supply chain excellence</h3> <ul style="list-style-type: none"> • Social/ environmental assessment of suppliers • Supplier engagement • Supplier diversity 	<h3>Ethics, transparency and governance</h3> <ul style="list-style-type: none"> • Human rights • Business integrity - Anti-corruption/ Ant-bribery • Responsible policy advocacy • Transparent disclosures 	<h3>Corporate citizenship</h3> <ul style="list-style-type: none"> • Corporate social responsibility • Employee volunteering

Materiality Map

Through this report, we endeavor to communicate our approach as well as our performance on all material issues identified. The top-right corner here represents all the issues that have the highest impact on our stakeholders as well as on our business, and hence will be the focus of this report

Reporting our Sustainability

In this report, the four pillars of our Sustainability Strategy Framework form the various sections of the report that highlight the relevant material aspects as well as our sustainability progress in FY 2015. These pillars along with the relevant topics are depicted below.



Business impact

Embedded in our corporate culture is a maniacal client centricity that strives to not only meet but exceed our clients' expectations.

For us at Genpact, we do not just stop at providing quality services but also assure our clients that as an extension of their team we have their best interests in mind, keeping ourselves constantly abreast of their needs and priorities - measuring their pulse.

Action plan

Responsible Business Conduct

Commitment to Quality

Responsible Advocacy

Major clients are leaders in their respective industries - Ahold Europe, AstraZeneca, Citigroup, GE, GlaxoSmithKline, Hyatt, Ironshore, Kimberly-Clark, Merck, National Australia Bank, Nissan, Symantec, Walgreens, and Wells Fargo

Our Approach

An Extension of our Client

To our clients, we are not just another service provider but an integral part of their organization - an extension of their operations. This reflects our commitment and efforts towards creating long-term relationships with our clients - often beginning humbly with the outsourcing of isolated processes or with shorter engagements in analytics and research, business consulting, enterprise risk consulting, or reengineering, and over time develop into a multiple business processes engagement encompassing

At Genpact, our pursuit towards responsible economic growth is what permeates through our business culture.

*Our **commitment to quality** and **responsible business conduct** act as our compass in building and navigating our fruitful long-term client relationships.*

*Through **responsible advocacy** we seek to create a fair and transparent market place that represents the best interests of our industry as well as our stakeholders.*

a wider range of functions and geographic zones. In this constantly changing environment, our clients turn to us for transforming their businesses to not only adapt but outperform the competition.

Our LeanDigitalSM approach extends our reach with clients - tapping their unmet potentials end-to-end, including the middle and back offices, ensuring a seamless connection to the front end. Our service delivery model strives to create a virtual extension of the clients' own environment with dedicated employees and management as well as infrastructure at our delivery centres. All personnel, be it our employees, contractors or vendors, are familiarized with not only the processes but also with the client's business environment in which the process is to be executed. In recent times, in dealing with sensitive client information our sector has been continuously battling the threat to information security and data privacy. Along with our robust internal management systems, policies and protocols, sensitizing our personnel to these threats safeguards us from such risks, while delivering quality service with utmost business integrity

Investing in marketing

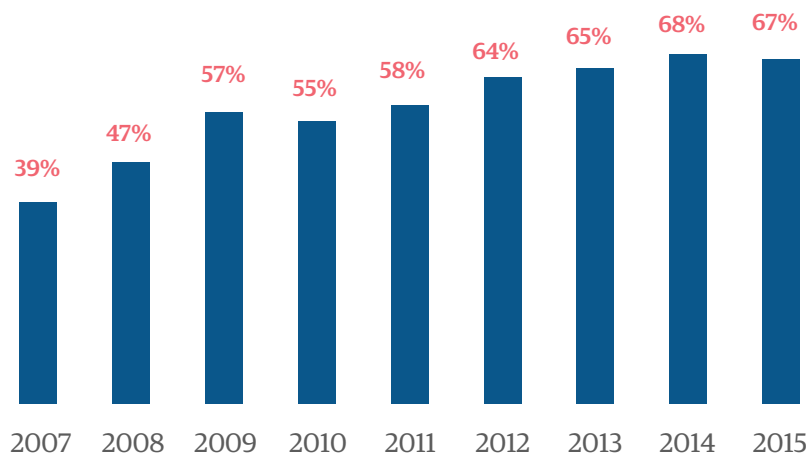
Genpact's spend on Marketing activities has traditionally been modest, especially compared to our competitors, but our investment in marketing as a %age of sales has increased steadily in the past several years, and these investments have helped the team directly increase the company's brand awareness and deal pipeline. We have always used the Net Promoter Score (NPS) of existing clients as an incentive for the top management, effectively encouraging the reference ability of client names during deal pursuits.

The existing marketing approach encompasses on a lean foundation of traditional activities (public relations and

analyst/influencer relations and event marketing) but has significantly increased digital marketing activities including social media, an enhanced website, inbound and outbound outreach campaigns to clients and prospects, and some paid targeted marketing and advertising. Genpact Marketing has also built up its capabilities in targeted content marketing, research projects, marketing automation and supporting technologies, and an integrated approach to supporting large client deals. Genpact Marketing has been instrumental in the company's rebranding launches, messaging platforms, and product and capability launches such as its Lean DigitalSM approach, Genpact Cora platform (June 2017), and its most recent logo and tagline launched in September 2017.

Testimony to our clients trust our blueprint strategy

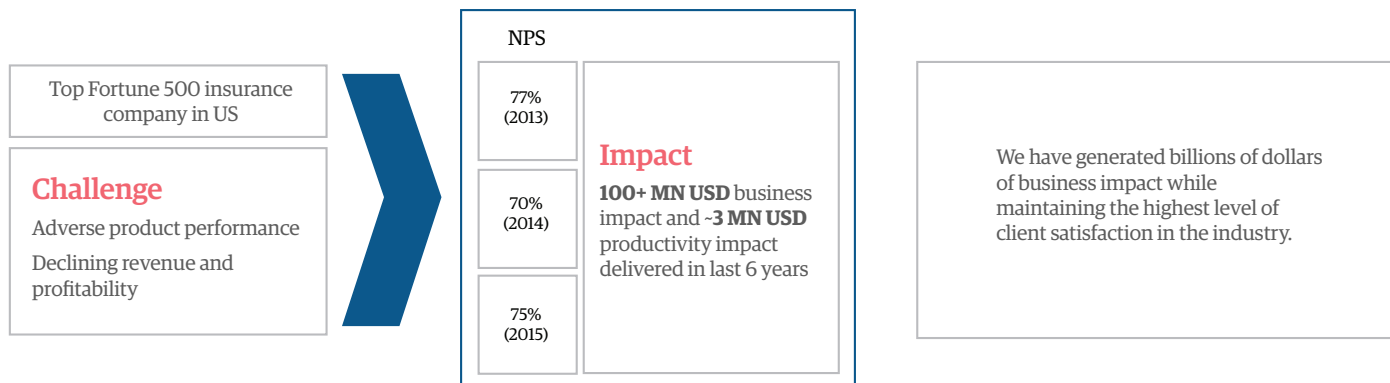
NPS growth: 7% CAGR



Over the years, our clients have increasingly seen the value we bring towards their transformation and have sought to work with us year after year. A consistently upward moving NPS, from 39% in 2007 to 67% in 2015, is a testimony to the trust our clients place in us and the value we create for them.

Our performance

Client impact



LeanDigitalSM across Industries



Financial assistance

We benefit from tax relief provided by laws and regulations in India, China, Colombia, the Philippines, and Guatemala. During the last nine years, we established new centres that we believe are eligible for tax benefits under the Special Economic Zones Act (SEZ) of 2005. The SEZ legislation introduced a 15-year tax holiday scheme for operations established in designated special economic zones or SEZs.

Under the Indian Income Tax Act of 1961, our delivery centres in India, from which we derived a significant portion of our revenues, benefited from a 10-year holiday

from Indian corporate income taxes for their export profits under the Software Technology Parks of India (STPI) Scheme through March 31, 2011. In the absence of this tax holiday, income derived from our Indian operations is taxed up to the maximum tax rate generally applicable to Indian enterprises, which, as of December 31, 2015, was 35%.

Year ended December 31			
US\$ ('000)			
	2013	2014	2015
Tax benefit from tax holiday	39,785	35,868	38,039

Transforming community

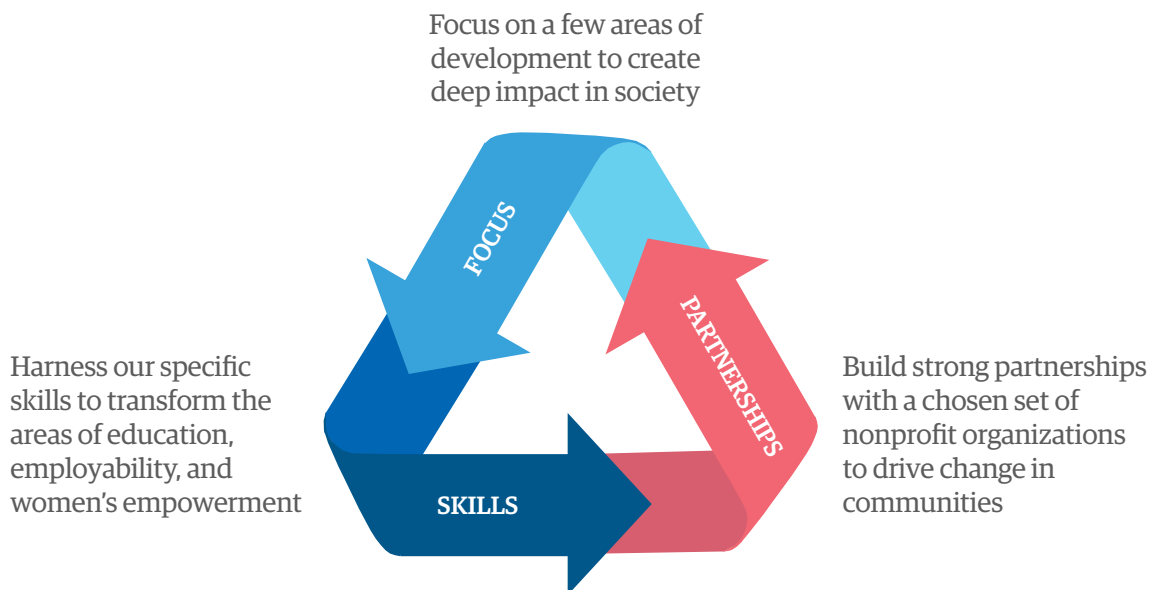
Transforming social impact by leveraging earnest efforts of our workforce to make a difference in the world beyond their desks, running structured programs within our limited capacity to address relevant social and environmental issues, making a contribution towards solving the bigger sustainable development puzzle as a responsible corporate citizen and ensuring the growth of the community along with ours by virtue of our overall business impact.

Our CSR Philosophy

Corporate citizenship has a critical role to play in shaping our company's success. As we grow, we will harness the energy and talent of our employees and leverage our distinctive strengths to contribute to the economic, social, and environmental betterment of our communities. Our special focus is on development through Education and Employability, Women's Empowerment and generating Sustainable Social Impact.

At Genpact, giving is a way of life. We have institutionalized this culture among our employees through a number of global platforms, programs, projects, and social initiatives. We believe that the core of a sustainable and socially viable company is a strong and motivated volunteer base. We are proud to have a network of over 15,500 unique volunteers worldwide who support our various projects and initiatives. In India, Genpact has been a clear leader in the Give India Payroll Giving Program and the first company in the country to have over 15,000 people donating from payroll through this platform.

Guiding principles of Genpact cares



- **Focus** on a few areas of development to create deep impact in society
- Harness our specific **skills** to transform the areas of education, employability, and women's empowerment
- Build strong **partnerships** with a chosen set of nonprofit organizations to drive change in communities

Objectives

Genpact is committed to giving back to the community through projects and initiatives under three pillars that align with our strengths, core expertise, and causes that our employees are passionate about:

- Education and Employability
- Women's Empowerment
- Sustainable Social Impact

Under each pillar, we run projects independently or in partnership with institutional or nonprofit organizations. We believe that our work under each of these pillars enables

us to do transformational work and bring about change in the country and community.

Education and Employability:

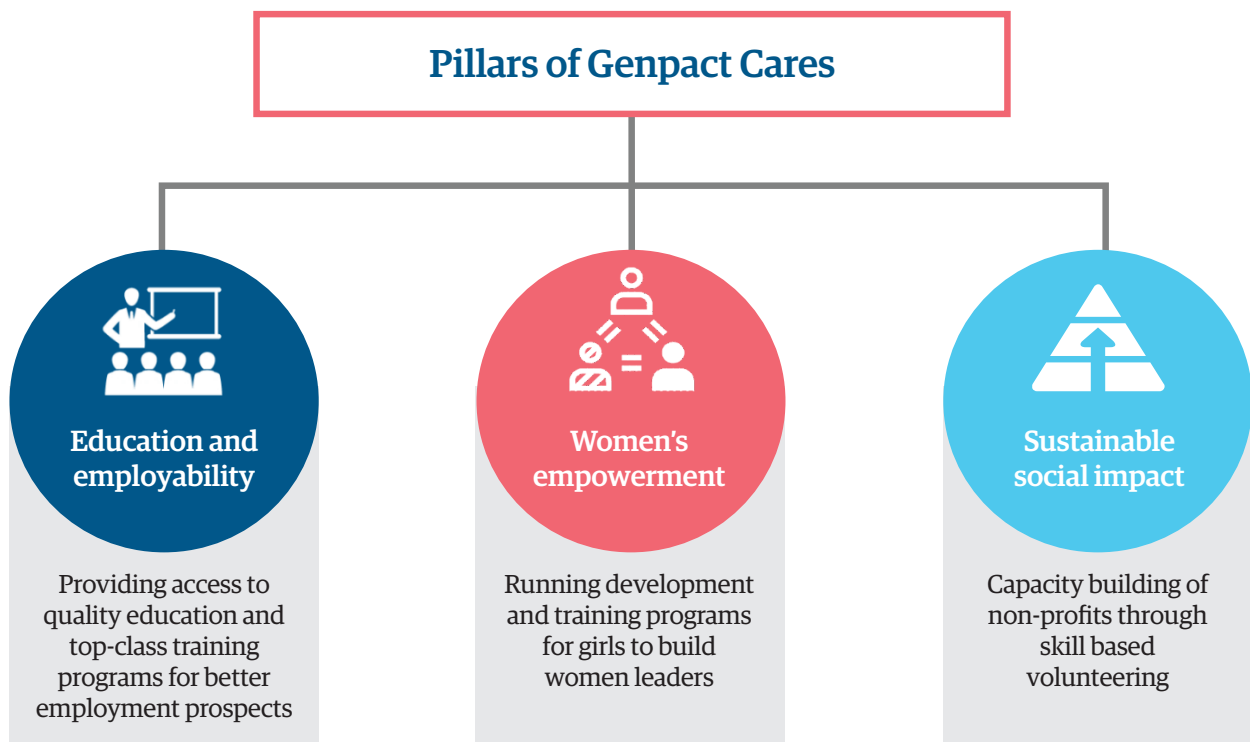
Our priority is to help create education and employability. India has the largest youth population in the world. A third of Indians are between the ages of 15 and 29. The country is set to be the world's youngest with 64% of its population of working age. By 2020, the average age of the country will be 29.

Genpact has strategically focused on developing an ecosystem to:

- Improve Student Learning Outcomes: Create equitable education between Government and Private schooling sector
- Improve employability by developing domain relevant skills to youth

Key Projects:

- School Centered Community Development Project (SCCD): Partnership between Genpact, United Ways,



Teach For India and multiple skilled NGOs to create sustainable holistic impact by:

- Building infrastructure
- Teacher development & training
- Principle Mentorship
- Additional Classes
- Community Development
- Programs like “Adopt a Classroom,” “Paint a School”, ‘Create Teaching Aids” in partnership with schools across India, Europe, the US, Guatemala, and the Philippines:
 - **Transforming Filinvest Annex Elementary School in Philippines** to better the learning experience for 800 students through infrastructural developments
 - **Mount Carmelo School in Guatemala:** Supporting the education of 310 students for the past five years through infrastructural development, mentoring and career support
 - **Junior Achievement in New York:** Teaching business lessons at low income schools in New York for the past six years
- **The Reach Higher Program with NASSCOM Foundation in India** to create a model, best-in-class program that demonstrates how employability can be created effectively.
 - 2033 people Trained
 - 1606 people Certified on F&A and Communication
 - 1288 people placed

Women’s Empowerment:

Under this pillar, we focus on empowerment of women, enabling them to succeed in their chosen paths to accelerate gender equality and inclusive growth. This has always been close to the hearts of our employees and is evident through the plethora of volunteering initiatives that they undertake around the globe each year.

Key Projects:

- **Dress for Success in US:** Empower women in their quest for economic independence, along with providing them a network of support and resources

- **Genpact Centre for Women’s Leadership (GCWL) with Ashoka University in India:** A leading platform to develop, and support women leaders through ecosystem and policy changes
- **Udayan Shalini Fellowship in India:** Supports girls for advanced education, personality development skills and enable employment
 - Genpact runs a mentorship and scholarship program for 419 girls from low income backgrounds
- **Olympic Gold Quest (OGQ) in India:** Training and development of women athletes with OGQ to get them ready for the Olympics
 - Impacted 31 senior and junior athletes in FY 16-17
 - Successfully achieved 3 Bronze Medals and 2 Silver Medals in International Sports Championships
- **Touched Romania in Romania:** Leading the vision of transforming the lives of high risk mother and babies through infrastructural and emotional support

Sustainable Social Impact:

At Genpact, we leverage our people power and process excellence skills to transform non-profit organizations so that they can create a greater impact on the community. We also deeply care for the environment and help conserve it through frequent plantation and awareness drives. We abide by the global “Environment Health Safety and Sustainability Policy” (EHS&S) which is clearly displayed in all our projects across locations.

Key Projects:

- **Genpact Social Impact Fellowship (GSIF) with EdelGive Foundation in India:** This is a unique one year program in partnership with EdelGive Foundation, where Genpact extends its core business skills to non-profits with an aim to transform the social sector. In the first batch (2016-2017) of the program, six fellows worked with three leading non-profits and re-engineered the existing processes, transforming the lives of 70,000+ students. The second batch has been scaled up by 180%, with 15 fellows and eight non-profits. The vision of this program is to create diverse project opportunities across

our CSR pillars, explore social entrepreneurship model through incubation, and spread across key Genpact India locations

- **Klopperpark School in South Africa:** Providing support in IT and using data analytics to understand academic data so as to improve the learning curve of students.
- **Care for Kere in India:** Partnering with non-profits and the local community to rescue and rejuvenate Sowl Kere - a 48-acre lake in Bangalore. This lake was on the verge of dying but now boasts a quality score of 61.49% (up from 37.24% in 2015).
- **Plant a Million in India:** In five years, 7000+ Genpact volunteers have planted 22,000 trees in the Aravalli Biodiversity Park - the largest contribution among all corporations. This abandoned mining site has transformed into a flourishing city forest.

Highlights

- Apart from the focused work under the three pillars, we also work for the development of underprivileged

children and neglected communities. Some of our projects include:

- Sponsoring a Primary Health Centre for the underprivileged at minimal cost, and engaging our large volunteer base to participate in blood, organ, and stem cell donation drives
- Supporting disaster relief through donation drives with partner nonprofit organizations
- Restoring water bodies, planting trees and driving environment conservation
- Supporting rehabilitation of street children

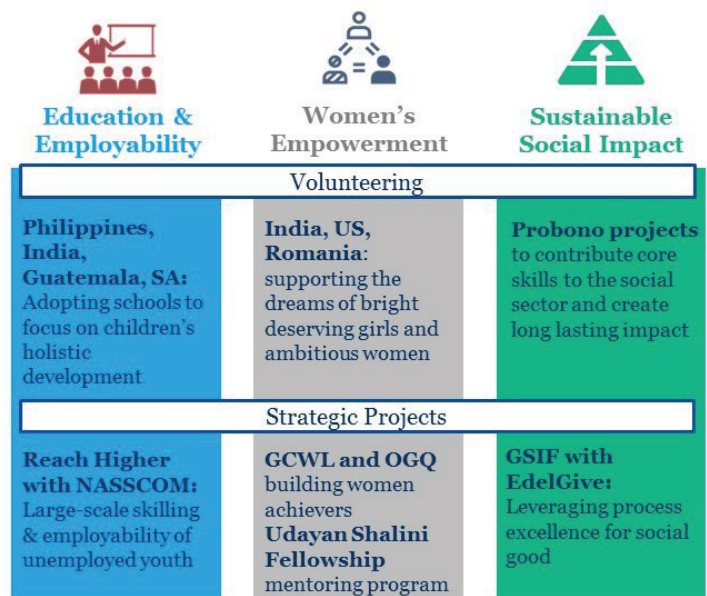
Our areas of focus are supported by the following key drivers:

- Volunteerism - the cornerstone of our CSR program
- Payroll giving and donation programs
- Partnership with nonprofits and strong client engagement and support
- Powerful communication engine that helps build a culture of giving

Guiding Principles of Genpact Cares



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Each of our major sites conducts a CSR program based on an adaptation of the above framework taking the local context into consideration. Each location or region drives the CSR program, through a CSR leader/champion supported by a team of single point of contacts (SPOCs). The global CSR leader is responsible for supervision and oversight of the overall CSR program. Management, execution, and governance of our CSR endeavors are also taken care of through this structure.

Our CSR program engages employees across the organization, including our senior leadership, which we feel is the key to success of our CSR efforts. Leadership involvement provides a sense of organizational ownership of the CSR vision and acts as a great motivation tool for employees. The unflinching commitment of our volunteers in turn motivates the leadership. Genpact's leadership is committed to investing in the CSR program, which is evident from the program's expansion over the years. In 2016, Genpact spent 2471416 USD on its CSR programs.

Our people make a difference

Volunteering and payroll donations

Human capital is undoubtedly our most valuable asset, and we utilize it to generate social capital by investing it in our CSR programs. As a company of more than 77,000 people, employee contributions are the foundation of our CSR program. Genpact's role is to provide effective platforms that allow our motivated employees to channel their monetary and non-monetary contributions to causes that are close to their hearts. Employee volunteering and payroll are thus the backbone of most of the CSR programs we run.

Over the years, we have instilled these values within our cultural fabric and have ensured that they are maintained by focusing on volunteering and payroll at the beginning of the employee life cycle in our orientation programs. Such exposure also allows new Genpacters to get a sense of the organizational culture and values. Genpact donated USD 300,000+ to non-profits across the world in 2016 via the payroll donation program

Payroll Giving at Genpact



5

Countries
Guatemala, India, Mexico,
Romania, US



15,500+

Employees signed up on
Payroll giving program



300,000+

Dollars donated to
nonprofits across the world



Genpact is the largest corporate donor to GiveIndia, the payroll giving program in India

Overall, volunteering at Genpact includes 15,500+ unique volunteers (22% of our employee base), 65000+ volunteer hours, spanning 16 countries, impacting the lives of 16,000+ people through our range of initiatives and projects. Our volunteers get involved in activities such as teaching and mentoring children, planting trees, volunteering in orphanages and old age homes, cleanliness drives, etc. We partner with leading non-profit organizations (charities such as Give India, United Way, Dress for Success, and American Cancer Society) to provide flexible and transparent platforms that enable employees to donate to credible local charities. These programs are voluntary, and employees are free to change or discontinue their contribution.

Involving our clients and partners

At Genpact, we do not treat the relationship we share with our clients as purely transactional. We believe in fostering

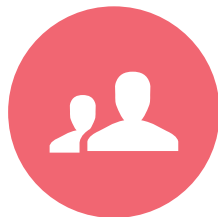
a collaborative bond that strengthens as we move forward. We encourage our clients to visit our facilities, engage with our people, and participate in the Genpact experience. During client visits to our facilities, we expose our clients to the CSR programs at that particular site. Such visits allow us to explore participation opportunities for clients in our CSR programs. We have received positive feedback from clients and feel that this allows us to forge an informal bond that extends beyond the workspace and allows our clients to get first-hand experience of Genpact values and culture. Over the years, numerous clients have pitched in and made a contribution to our CSR programs. Clients' contributions have included teaching underprivileged children, sponsoring infrastructure at schools, and providing volunteers for teaching, among others. We extend this CSR engagement to clients by regularly updating them not only on business issues but also on Genpact's CSR initiatives, strategies, and opportunities.

Volunteering at Genpact



65,500+

volunteering hours



15,500+

volunteers



16

countries



16,000+

lives impacted



Aline Antobel (Brazil)

“Being a volunteer makes me feel so good, especially when I see employees engaged, and see children having fun.”



Erin Mc Fadden (US)

“By volunteering, I have been able to directly impact many lives and form new friendships along the way.”



Sahnik Banerjee (India)

“Volunteering exposes me to new experiences and each experience is a new learning.”

Increasing impact through communication

Volunteer penetration and payroll penetration

Penetration figures for our unique volunteer program and payroll program stood at 22% and 27%, respectively, in 2016. One of the ways we encourage more of our people to become part of our CSR programs is through targeted and effective communication. Impactful and consistent communication permeates the culture of giving within the organization, which we do by implementing an effective communication plan laid out at the start of every year. Our efforts include creating standard CSR branding, newsletters highlighting volunteers' experiences and the impact of our CSR activities, adequate exposure of CSR activities, and recognition for our ace volunteers in town halls and through Genpact leaders. The communication is not just meant to inform employees about how and where they can make their contribution but also to provide that extra nudge and motivation to more actively and consistently become part of such activities.

In order to deepen our volunteer penetration, in 2017 Genpact launched an internal platform called "p3 Employee App." This is a mobile app which enables employees to discover and register for volunteering opportunities at the click of a button. It also gives an opportunity to employees to instantly share their stories of impact with the Genpact community making their volunteering experience much more fulfilling. P3 employee app has led to steep increase in our volunteer base in 2017 and has increased the level of engagement of employees with CSR activities.

The CSR teams at each location work as a team with the central CSR group for executing the communication plan designed for that year. Effort is also made to connect CSR teams across the globe to share best practices. This is done through monthly calls and an annual CSR global meet. We always encourage our people to look beyond their desk and make a difference in the world. We also feel that participation in such activities inculcates the values and leadership skills that we look for in our future leaders.

Genpact also has active CSR communities on the company intranet and social media, as well as an external blog where we report out our stories of impact and engage with our volunteers.

Leveraging our expertise and skills

Through the Genpact Social Impact Fellowship (GSIF) program in partnership with EdelGive Foundation we leverage and contribute our process excellence and expertise to transform the social sector. We have helped leading non-profits improve their Impact through introduction of a strong rigor and systems of governance and monitoring of Success Metrics and Fund Utilization. This enables the NGO and their staff to focus on Success Metrics and desired outcomes of the projects. By conducting comprehensive process diagnostics of all existing processes—and then re-engineering them to maximize outcomes—NGO and their staff can ensure timely and adequate fund utilization on the ground.

The first batch of GSIF fellows partnered with three leading non-profits and worked on projects that led to improving student learning outcomes of 70,000+ children in India.

Our Performance

Impact measurement

We at Genpact have a strong Governance and Audit Mechanism for all that we do. We strongly believe in "what gets measured gets done." Our governance mechanism involves reviews and monitoring by the CEO, Board members and senior leaders who are part of the Genpact CSR Councils and Committees at various sites/regions. The senior leadership team not only approves the strategy, policy and projects but also regularly reviews the implementation and whether the funds committed are being utilized effectively.

For India, per the requirements of the New Company's Act, a CSR spend report is also a part of the Annual Board of Directors report. We are also committed to the International Standards of reporting and Audit (UNGC & GRI Reporting). For our CSR and Sustainability approach, we adhere to GRI standards and are part of the UN Global Compact Reporting.

Beneficiary speak

- **Naghma Mulla, COO, EdelGive Foundation** - "Combining the philanthropic expertise of EdelGive with Genpact's Lean Six Sigma proficiency, the Genpact Social Impact Fellowship goes beyond traditional funding. The first edition of GSIF has yielded wonderful results and we hope to continue this journey well into the second year."
- **Brendy Lissette, Principal, Mount Carmelo School** - "Because of Genpact's various interventions, our school is now influencing a larger number of students. Genpact has become a part of the educational community."
- **Deepanshi, Teach For India Fellow** - "Genpact has truly left an impact on all the stakeholders at our school - the students, parents, teacher and even the community around"
- **Nidhi, an Udayan Shalini Fellow and now a Genpacter** - "The Udayan Shalini Fellowship program has given many aspiring girls like me the opportunity to study further and work in top organizations."
- **Viren Rasquinha, CEO, Olympic Gold Quest** - "More than 40% of OGQ supported athletes are women and with the help of Genpact, we are helping create not just champions but role models for millions of girls across the country."
- **Mihaela, Beneficiary, Touched Romania** - "As a mother of five beautiful children, I am thankful to Touched Romania and Genpact for giving us many opportunities and reasons to smile."
- **CV Naido, School Principal, Klopperpark School** - "For seven years, Genpact has helped provide quality public education to our students. They are excelling academically and have gone ahead to win several scholarships."
- **Venkat Krishnan, Founder and Director, GiveIndia** - "The design thinking workshop was a wonderful experience. Our team is really excited about the conclusions and is charting out a path to implement many of them over the next 6 months."

Community investment (in USD '000)

CSR areas	2015	2016
Spend on activities related to CSR focus areas	1531	2471
Total	1531	2471

Unique Volunteering and payroll giving penetration 2016

Site	No of volunteers	Volunteering penetration (%)	Payroll penetration (%)
National capital region	5384	24	27
Jaipur	1128	24	13
Hyderabad	2271	14	31
Bangalore	1441	32	45
Kolkata	810	31	24
China	983	25	NA
Philippines	799	18	NA
Romania	878	28	13
Czech Republic	16	52	NA
Krakow, Poland	62	6	NA
Wormer, Netherlands	83	38	NA
South Africa	107	67	NA
Bratislava	35	16	NA
Mexico	358	33	39
London	65	11	NA
Guatemala	370	38	26
Brazil	95	100	NA
Australia	21	26	NA
USA	604	14	NA
Overall	15510	22	27

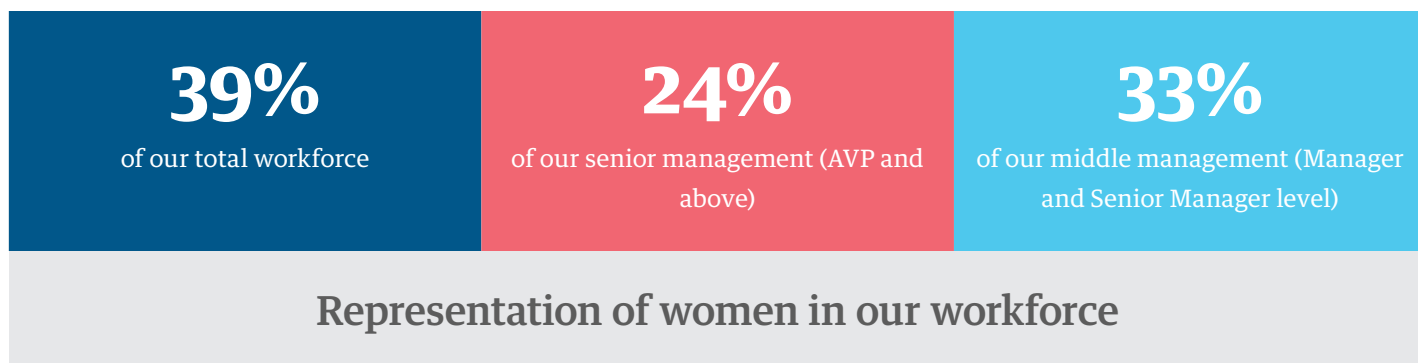
Amount contributed by global Genpact employees through payroll programs and other initiatives for CSR objectives: 353,042 USD.

Celebrating diversity of our people

Genpact values the unique attributes that make each person who they are. We believe that the collective strength of a diverse and passionate talent pool is and will continue to be a crucial competitive advantage that helps us generate the desired impact for our clients. As a responsible corporate citizen, Genpact works towards creation of a balanced workplace that respects, celebrates and advocates diverse perspectives and provides equal opportunity to all based on merit, without discriminating on grounds of race, nationality, religion, gender, sexual orientation or any other form of differentiation. Our mission is to be a company whose employee demographics reflect those of the countries in which we operate and the clients that we

serve. We target our efforts towards fostering an inclusive culture where every individual has an equal opportunity to contribute, develop and grow. We ensure no discrimination in compensation on grounds of gender.

It has always been our endeavor to promote gender diversity across the organization. The overall representation of women in our global workforce is 39%, and rising. Of this total representation, 33% are at the mid-management (managers and senior managers) level and 24% are in the senior management (AVP and above). Due to our efforts over the years, we have seen significant increases in representation of women at our very top levels of leadership, with 23% women at SVP level, 15% women in the Global Leadership Council (our highest level of leadership consisting of 20 key executives from across our global operations including the CEO), and 25% women on board.



Our strategy on gender diversity is focused on five pillars: Create a Supportive Ecosystem, Drive Sensitization, Build Women Leaders, Attract Diverse Talent, and Cultivate an External Network. These pillars are supported by regional as well as a business-level strategy and dedicated plans around governance, communication and partnerships. Each business vertical and region has diversity ambassadors who are passionate advocates for the diversity agenda. Diversity Ambassadors are responsible for driving diversity and inclusion initiatives on the ground, track the health of diversity metrics within their regions and verticals and provide contextual and regional feedback to the central team.

Creating a supportive and safe ecosystem:

At Genpact, we do whatever it takes to make our

organization 'women-friendly' - right from flexi-work policies to onsite childcare centers to systems and infrastructure. Genpact offers six weeks of fully paid parental leave in the US, for all new parents. Effective January 2017, we have increased paid maternity leave in India from 12 weeks to 26 weeks for birth mothers, adopting and commissioning mothers. Our Returning Moms program, currently operational in India and Philippines, helps ensure that women returning from maternity leave have a smooth transition by making the best effort to accommodate their shift timing and location of choice. We were one of the first few companies in India to offer on-site daycare facilities. Currently we have six onsite facilities in India and Philippines as well as tie-ups with near-office facilities in India and Europe, in which a total of 265 children are enrolled. Both onsite and near-office services are available to employees at the same cost, and

the company also provides a subsidy to make the services available at a nominal and affordable fee.

Driving sensitization

We are committed to creating an inclusive workplace where all our employees are recognized and valued for their specific attributes and contributions. We realize the importance of driving sensitization in building a more inclusive workforce. We regularly host networking forums for our employees to engage with women leaders both inside and outside of Genpact and explore the power of people talking about diversity and inclusion - creating awareness and making it a part and parcel of their work life.

We are aware of the fact that managing unconscious bias is an important step towards building an inclusive organization. A good part of the effort that we undertake to drive sensitization comprises of identifying our unconscious biases, bringing them to the forefront, and addressing them effectively. We have specific training programs that are mandatory for all manager and above employees, we track and report completion details periodically.

We have a zero tolerance towards harassment of women at the workplace and stringent policies in accordance with the law.

Developing women leaders

At Genpact we believe in nurturing talent to become fantastic leaders. Mentoring is a key component of continuous learning and development. It plays a vital role in breaking barriers, providing opportunities to network with experienced leaders, and taking proactive ownership of one's own career trajectory. With this in mind we have partnered with the US and UK Chapter of the 30% Club on their exclusive cross-mentoring program.

We also ensure 40% gender diversity for all of our existing internal Global Leadership Development (GLD) programs. Business functions have also launched their own Leadership and Development (L&D) programs addressing networking, training, and sponsorship. In particular, Genpact's Banking and Financial Services (BFS) function has successfully been running the

Aparajita L&D program for women since 2014. In recognition of these efforts, Genpact's BFS business leader won the "Noon Award" at the Gender Equality and Diversity Conference in London and the "WiLL Women's Choice" Award in India in 2015. The initiative was also showcased at the Gender Equality and Diversity Conference in London and at Catalyst India's D&I Logues Conference in Mumbai in 2015. In 2017, the program received an Honorable Mention Citation at the ATD Excellence in Practice Awards for Diversity and Inclusion.

Attracting diverse talent

We hire top women talent by incorporating best practices for diverse hiring particularly at the mid-management to senior levels of leadership when women tend to drop off the career ladder. Our flagship initiative, Career 2.0, targets this exact pain point by proactively seeking an often overlooked segment of the corporate talent pool: women with strong experience who have been on sabbatical or on a career break. Career 2.0 runs solely on social media (Facebook, Twitter, LinkedIn), and its content has collectively received approximately two million views.

Cultivating external network

In 2015, we launched the Genpact Centre for Women Leadership, a unique academic-industry partnership with Ashoka University to drive gender-inclusive growth with a vision to create a balanced distribution of income, resources and decision-making powers across sectors.

To ensure that Genpact is leveraging all available best practices to help build an even more gender-inclusive workforce, we partner with leading organizations. Our President and CEO Tiger Tyagarajan serves on the Boards of Catalyst and the Center for Talent Innovation (CTI), and is one of the founding members of the US chapter of the 30% Club, a global group of business leaders across industries who are working together to achieve better gender balance at all levels of organizations including corporate boards. We work closely with the Catalyst team and leverage their expertise to inform our communication and programs. In 2017, we kicked off a series of workshops in partnership with Catalyst - which deal with topics such as engaging men in gender initiatives and mitigating unconscious biases.

Our practices take a holistic approach in furthering gender diversity at every level of the organization - with a particular focus on leadership – and are structured around attracting, developing, advancing, and retaining top talent. As Tiger Tyagarajan states in his blog, gender diversity is critical to the success of any company and is not just another box that a company checks off of a list. He has also written extensively about global talent development and the need for inclusiveness, especially by increasing the number of women in the workforce.

Use of Communication

We recognize communication as a powerful tool - and rally for support and create awareness around gender diversity through compelling campaigns and communication series. We use various channels of communication such as videos, emails, theatre performances, and have active communities on the company intranet and social media. These channels help us engage with our employees and re-enforce messages around our initiatives. Inspiring stories showcasing our women leaders and how men in the organization act as important catalysts are regularly published to bring about a change in the mindset.

In 2017, we ran a month-long campaign which led our leadership team as well as over 700 Genpacters to take an actionable pledge in support of gender diversity. These pledges included signing up for our on-going initiatives such as being a buddy or mentor to new female colleagues, participating in and hosting diversity networking forums, sponsoring and guiding women, and helping them achieve their ambitions and more. We are now tracking the pledges made and partnering with the employees to ensure that they get the opportunity to fulfil their pledges.

Awards & Accolades

HfS Research Capability Blueprints:

- “Winner’s Circle” in HfS F&A-as-a-Service Blueprint, 2017
- “Winner’s Circle” in HfS Insurance as a Service Blueprint 2017

- “Winner Circle” in Application Development & Management Services BP 2017
- “High Performer” in Strategy and Consulting Blueprint 2017
- “High Performer” in ITMS and Enterprise Cloud BP 2017
- “Early Leader” in AI-Powered OneOffice Premier League, 2017
- “High Performer” in Design Thinking As-a-Service Economy, 2017
- #9 in HFS Digital OneOffice Premier League, 2017
- “Winner’s Circle” in Capital Markets Operations, 2017
- #6 in HFS RPA Autonomics Premier League, 2016
- “Winner’s Circle” in Intelligent Automation, 2016
- “Winner’s Circle” in Procurement-As-a-Service, 2016
- “Winner’s Circle” in F&A BPO , 2016
- “Execution Powerhouse” in digital marketing operations, 2016
- “Winner’s Circle” in BFS Analytics, 2016
- “Execution Powerhouse” in IoT services, 2016
- “Strong High Performer” in Pharma Core Operations BPO, 2016
- “Strong High Performer” in Supply Chain Services, 2016
- “High Performer” in Mortgage-as-a-Service, 2016

Forrester Vendor Landscapes:

- “Advanced Analytics” Player in Customer Analytics Vendor Landscape, 2017
- Strong Performer in Customer Analytics WAVE 2017

Gartner Magic Quadrant Rankings:

- “Visionary” in Intelligent BPM Suites, 2017 (PNMsoft)
- “Visionary” in Managed Workplace Services for North America, 2016
- “Leader” for 6th consecutive year in F&A BPO, 2015

Everest Group PEAK Matrix Rankings:

- “Leader” in Banking BPO Services, 2017

- “Leader” in Supply Chain Services BPO, 2017
- “Major Contender” in Procurement Outsourcing Services, 2017
- “Major Contender” in Banking ITO Services, 2017 & 2016
- “Major Contender” in Capital Market ITO Services, 2017 & 2016
- “Major Contender” in Contact Ctr. Outsourcing Services, 2017 & 2016
- “Major Contender” in Life Sciences BPO Services, 2017
- “Major Contender” in Business Process Services Delivery Automation (BPSDA) Services, 2017
- “Star Performer and Leader” in Analytics BPS, 2017
- “Star Performer and Leader” in P&C Insurance BPO, 2017
- “Star Performer” and “Major Contender” in Life & Pensions BPO, 2016
- “Major Contender” in Insurance AO, 2016
- “Star Performer” and “Leader” in P&C Insurance, 2016
- “Major Contender” in Capital Markets BPO, 2016
- “Leader” in F&A BPO, 2016
- “Star Performer” in Source to Pay BPO, 2016
- “Major Contender” in Healthcare Payer, 2016

Zinnov Zones:

- Leader in RPA Services, 2017 and 2016
- “Leader” in IoT Services, 2017 & 2016

Aecus Innovation Award:

- Innovation award for Genpact-Mondelez partnership, 2016

Brandon Hall

- 7 2017 and 10 2016 Brandon Hall Group Human Capital

Management (HCM) Excellence Awards for global talent development practices

NelsonHall NEAT Rankings:

- “Leader” in P&C Insurance BPS, 2017
- “Leader” in Fintech Services in Banking, 2017
- “Leader” in RPA & AI in Banking, 2016
- “Leader” in Life, Annuities & Pensions BPS, 2016
- “Leader” in Wealth and Asset Mgmt. BPO, 2016
- “Leader” in Analytics BPS for BFS, 2015
- “Leader” in Mortgage and Loan BPO, 2015
- “Leader” in Procurement BPO, 2015
- “Leader” in Marketing BPS, 2015
- “Leader” in Healthcare Payer BPO, 2015

IDC MarketScape Rankings:

- “Leader” in Finance & Accounting Services, 2017
- “Leader” in Worldwide Life Science Social Media Analytics, 2017
- “Major Player” in Industry Cloud Collaborative Services, 2017 & 2016
- “Leader”
- “Leader” in Worldwide Business Analytics Services, 2016
- “Leader” in Worldwide F&A BPO, 2015
- “Major Player” in Life Sciences Sales and Marketing Strategic Consulting, 2015

Association for Talent Development (ATD):

- BEST Award for enterprise-wide commitment to employee learning and development (L&D) and its talent function, 2015



About Genpact

Genpact (NYSE: G) is a global professional services firm that makes business transformation real. We drive digital-led innovation and digitally-enabled intelligent operations for our clients, guided by our experience running thousands of processes for hundreds of Global Fortune 500 companies. We think with design, dream in digital, and solve problems with data and analytics. We obsess over operations and focus on the details - all 77,000+ of us. From New York to New Delhi and more than 20 countries in between, Genpact has the end-to-end expertise to connect every dot, reimagine every process, and reinvent companies' ways of working. We know that rethinking each step from start to finish will create better business outcomes. Whatever it is, we'll be there with you - putting data and digital to work to create bold, lasting results - because transformation happens here, at Genpact.com.

For additional information contact, info@genpact.com and visit www.genpact.com

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