



EXL

2021

**Sustainability
Update Report**



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About this report

Our 2021 Sustainability Update Report outlines how we are delivering against our vision of establishing sustainability at the center of our business. It provides detailed information on our sustainability management approach, imperatives, initiatives, and performance, and showcases our plans to positively impact our clients and industry as our business evolves.

This year's Sustainability Update Report focuses primarily on new activities, progress and impacts from fiscal year 2021, as well as key highlights through the first half of 2022, and is intended to be read together with our [2020 Sustainability Report](#). For full disclosures on our sustainability strategy and management of environmental, social and governance (ESG) issues, please also reference our 2020 Sustainability Report located alongside this report on our website. Throughout this update report we have also included direct links to key information in our 2020 Sustainability Report.

This report has been prepared in accordance with the 2016 Global Reporting Initiative (GRI) Standards: Core Option and focuses primarily on the activities undertaken during the reporting period from January 1, 2021 to December 31, 2021. We have also aligned this report to the Sustainability Accounting Standards Board (SASB) Software and IT Services Standard

(2018). This report covers operations across our locations (India, US, UK, Canada, Bulgaria, Czech Republic, Romania, Philippines, Colombia and South Africa), which covers exlService.com (India) Private Limited, ExlService Holdings, Inc. (the parent company) and its affiliates, unless otherwise stated, and, in line with the GRI Standards, focuses on aspects of EXL's business that have been identified as "material topics" using the GRI definition of materiality through stakeholder engagement and materiality assessment¹. All monetary values are in U.S. Dollars (USD) unless otherwise noted. Limited Assurance on certain agreed/identified sustainability indicators in this report has been provided by Price Waterhouse Chartered Accountants LLP, in accordance with International Standards on Assurance Engagements (ISAE) 3000 (revised), 'Assurance Engagements Other Than Audits or Reviews of Historical Financial Information' and the ISAE 3410 'Assurance Engagements on Greenhouse Gas Statements', issued by the International Auditing and Assurance Standards Board. The subject matter, criteria, procedures performed and limited assurance conclusion are presented in the assurance report attached at the end of this report. We value and welcome feedback from all stakeholders. Please send comments or questions about this report to: lookdeeper@exlservice.com.

¹ We opened a location in Mexico in the second half of 2021 and a location in Ireland in 2022. Certain 2021 year-end data for our Mexico operation is included, but no data for Ireland.



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Message from our CEO

At EXL, our vision is to be an indispensable partner for data-led business. We have over the last few years transformed our business to do this, and today are a fully integrated data analytics and digital operations and solutions company with exceptional talent.

Our business journey has been matched by our efforts to integrate sustainability across our company. We believe environmental, social and governance (ESG) programs are components of our long-term success, durability and resiliency. In 2022, we have begun to further incorporate sustainability within EXL's business, and plan to take steps to align sustainability and business priorities function by function. We are proud to see first-time recognition by [Newsweek America's Most Responsible Companies](#) and [Barron's 100 Most Sustainable Companies](#) in early 2022.

Here we share our 2021 Sustainability Update Report that highlights how we have deepened and delivered on our sustainability strategy in 2021 and the first half of 2022. This report is

intended to supplement an in-depth summary of our efforts in the [2020 Sustainability Report](#).

Highlights include:

Our people continued to be a critical asset and drive our success. We leveraged digital tools and data to acquire the talent we need and trained over 27,200 employees in digital methodologies and domain capabilities, a 19% annual increase. In 2021, we increased representation of women in leadership (VP and above) to 18.3% over 14.5% in 2019.

We have established a business-aligned and data-driven roadmap to net zero. In 2021, we reduced Scope 1 and Scope 2 greenhouse gas emissions 56% over 2019 as we moved closer to our 2045 net zero target.

We are helping individuals develop in-demand skills for the digital economy by expanding our Skills to Win and Education as a Foundation signature corporate responsibility initiatives through new partnerships and geographic

expansions, including an emphasis on STEM and specifically coding skills.

We continue our commitment to the UN Global Compact and its 10 principles.





Sustainability is a fundamental part of what drives our strong bond with clients and employees. Our customers love the work we do and the value we create. We believe they choose us both for this, as well as our collaboration, character, trust and values. Our commitment on this holistic basis is a business enhancer and differentiator, pivotal to our purpose to look deeper and find a better way for all of our stakeholders.

Rohit Kapoor
Vice Chairman and Chief Executive Officer



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Progress on our sustainability goals¹

	Focus area	Goal	Progress	UN SDGs
Our people 	Employee health, safety, & wellness	<p>All EXL centers covered under EHS Risk Assessment (ongoing).</p> <p>Awareness sessions and communications from EHS to engage employees (ongoing).</p>	<p>All EXL centers are covered under our EHS Risk Assessment. In 2022, we have partnered with the British Safety Council to undergo the Five Star Occupational Health & Safety audit at all geographic locations.</p> <p>64% of our delivery centers are certified to ISO 45001:2018, meeting international standards for occupational health and safety.</p> <p>99% participation in new employee EHS e-learning module, as well as extending to vendor partners.</p>	
	Diversity, equity, & inclusion	By the end of 2025, increase representation of women in leadership (VP and above) to 25% globally.	18.3% women in leadership (VP and above) (vs 14.5% in 2019).	 

¹Data as of December 31, 2021, unless otherwise noted.

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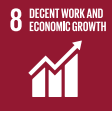
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	Focus area	Goal	Progress	UN SDGs
Environment 	Greenhouse gas emissions / Climate change	Reduce absolute greenhouse gas emissions across Scope 1 and Scope 2 by 67% by 2035 (over 2019 base year) and achieve net zero emissions by 2045. ¹	45% decrease in total GHG emissions over 2019 ² . Additionally: <ul style="list-style-type: none"> • Net-zero goal undergoing independent assessment and validation by the Science Based Targets initiative (SBTi)³. • Developed internal GHG dashboard that captures GHG emissions performance for Scope 1, Scope 2, and Scope 3, as well as emissions intensity. • Expanded renewable energy initiatives. • Continued focus on supplier engagement in sustainability and emissions reductions (e.g. through Supplier Standards of Conduct and onboarding questionnaire). • Continued incorporation of climate risk within EHS risk assessment. 100% of delivery centers worldwide are ISO 14001:2015 certified, as of the date of this report, meeting international standards for effective environmental management systems.	
	Energy use / Use of renewable energy & resources	YoY optimize electrical consumption per employee by 2%.	20% annual decrease in electrical consumption per employee. Additionally: <ul style="list-style-type: none"> • UK office sources 100% renewable energy as of May 2022. • 74 kW solar power generated by new renewable energy projects in India⁴. 100% of delivery centers worldwide are ISO 14001:2015 certified, as of the date of this report, meeting international standards for effective environmental management systems.	
	Water use	YoY reduce water consumption per employee by 2%.	42% annual decrease in liters of water consumed per employee over 2020. 100% of delivery centers worldwide are ISO 14001:2015 certified, as of the date of this report, meeting international standards for effective environmental management systems.	
	Generation of waste	YoY reduce paper consumption per employee by 2%.	Reduced paper consumption per employee by 31%. Additionally: <ul style="list-style-type: none"> • Through our digital initiatives we have significantly reduced our paper consumption. • We are working to reduce all forms of waste, including third-party verification of waste reduction claims. 100% of delivery centers worldwide are ISO 14001:2015 certified, as of the date of this report, meeting international standards for effective environmental management systems.	

¹ Includes Scope 1 and 2 emissions.

² 2021 total GHG emissions include employee teleworking.

³ Validation projected to be approved in 2022.

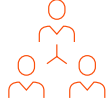




⁴ Projects took place in 2022.

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	Focus area	Goal	Progress	UN SDGs
<p>Community engagement</p> 	Community engagement & investment	By 2023, increase volunteer participation to 15% of global workforce.	13% of our global workforce contributed to our CSR initiatives in 2021, no change from 2020 (13%).	   





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Purpose & mission

About EXL

Headquartered in New York, EXL (NASDAQ: EXLS) is a leading data analytics and digital operations and solutions company that partners with clients to improve business outcomes and unlock growth.



► Please visit our [website](#), [2022 Proxy statement](#) and [current 10-K](#) for more information on EXL's business operations and [financials](#).



Our purpose

We believe there is always a better way. We look deeper, we find it, and we make it happen.



Our mission

We make sense of data to move your business forward.



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Innovation & sustainability

Our solutions are designed to make sense of our clients' data in order to move their businesses forward. Through our constant commitment to innovation, we support our clients' digital transformations, while also helping them to discover ways to reduce their impacts on the environment and society.



How we can help customers operate more responsibly

- **Digital operations and solutions reduce dependency on paperwork**, and uncover business, financial, and environmental efficiencies.
- All recently developed, and any new proprietary digital cloud solutions are **cloud native, and eliminate the need for on premise data centers**. Any legacy applications are also being moved to the cloud, except as specifically requested by our clients.
- Embedding **real-time analytics into business operations significantly improves the efficiency and effectiveness of business processes** to optimize resources and increase productivity.
- Our **analytics solutions help customers to meet their compliance and risk goals**.
- We have developed a **governance structure and dashboard to vet and reduce unlawful and unacceptable biases from occurring in our AI algorithms** created for internal or external deployment. The governance structure and dashboard is expected to be formally implemented across all business units in 2022. Additionally, our AI Governance Committee continued to meet throughout 2021 to accelerate our progress in this space.

► Read more about [our approach to and governance of Responsible AI and machine learning](#).

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Examples in practice

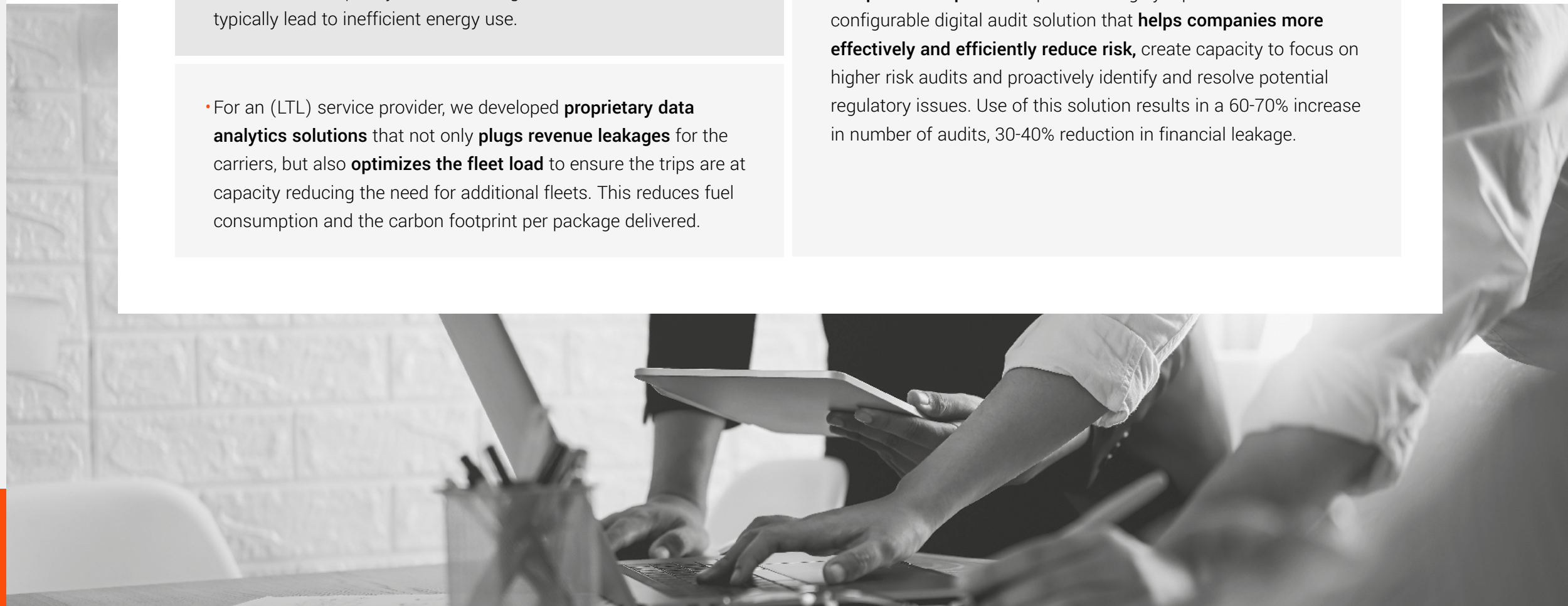
- For multiple clients, we implemented our EXL XTRAKTO.AI™ solution, which **automates content extraction** across structured and unstructured data sources.

- For a large energy provider in the UK, we deployed **AI/ML based analytics solutions that accurately forecasts service calls** on a daily, weekly and monthly basis. This solution helps the provider more accurately forecast manpower needs and ensures engineers are available to quickly address leakages and other issues that can typically lead to inefficient energy use.

- For an (LTL) service provider, we developed **proprietary data analytics solutions** that not only **plugs revenue leakages** for the carriers, but also **optimizes the fleet load** to ensure the trips are at capacity reducing the need for additional fleets. This reduces fuel consumption and the carbon footprint per package delivered.

- For a global beauty and skin care retailer, **we developed and enforced chargeback policies and practices** with the objective of **promoting positive vendor waste management practices**, such as removing inefficient packaging and avoiding breakages that require reshipments.

- Our Smart Audit solution **combines data analytics, advanced technologies like AI and machine learning**, as well as **technology and process expertise** to provide a highly replicable and configurable digital audit solution that **helps companies more effectively and efficiently reduce risk**, create capacity to focus on higher risk audits and proactively identify and resolve potential regulatory issues. Use of this solution results in a 60-70% increase in number of audits, 30-40% reduction in financial leakage.





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Sustainability strategy & priority topics

Since 2020, we have expanded and formalized our sustainability and ESG strategy. In 2021, we focused on the continuous improvement, evolution and growth of our sustainability program as we looked to establish the governance, oversight and business insights needed to ingrain ESG into our day-to-day company strategy and operations.

► [Read more about our governance of sustainability, board oversight of sustainability, board committee responsibilities for sustainability, and our sustainability strategy, priority topics and materiality assessment¹.](#)



Recognized for the first time by [Newsweek America's Most Responsible Companies 2022](#) and [Barron's 100 Most Sustainable Companies 2022](#) for our ESG efforts.

¹ Any references to "material" or "materiality" on our website or in these documents are not intended to have the same meaning as in the context of financial statements or financial reporting or as defined by the securities laws of the U.S. For purposes of this report, we follow the GRI definition of materiality for our sustainability materiality assessment.

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Stakeholder engagement

[Engaging stakeholders](#) remained a priority and critical channel for advancing our sustainability strategy. We continued active engagement with key stakeholder groups in 2021, including internal ESG education and awareness building, [expanding](#) our formal stockholder engagement program, and understanding customer sustainability strategies and management approaches.

► Read more about our [approach to stakeholder engagement, channels and examples of engagements](#) and [involvement in industry and business associations](#).



Transparency & disclosure

We continued to implement further internal controls, processes and frameworks for the collection and reporting of ESG-related data. These include the third-party assurance of our sustainability report by a national auditor as well as centralizing sustainability reporting and information requests through the ESG Steering Committee. In 2022, we are working to further enhance our governance around ESG controls and reporting.

Supporting the UN Sustainable Development Goals

As a member of the UN Global Compact, EXL is committed to implementing universal sustainability principles and accelerating our progress on ESG issues as part of our overall corporate strategy and within the day-to-day operations of our company. Visit the [Content Index](#) at the end of this report to learn more about our commitments and progress in alignment with the UN Global Compact and the UN Sustainable Development Goals.





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Looking ahead: ESG amplification

In 2022, we began efforts to further align sustainability initiatives to EXL’s business strategy. We are amplifying ESG as a component of EXL’s strategy by educating and building capacity across our company through a variety of measures, including: clear sustainability branding and messaging, increased internal and external ESG-related communications, business unit-specific trainings to foster knowledge and collaboration across functions, identifying business unit ESG opportunities and sharing thought leadership with stakeholders.

We are also looking deeper to uncover synergies with our approach to ESG that can lead to sustainable business strategies in the years to come. For example, we see opportunity and overlap between business and sustainability best practices in cloud-based data storage (i.e., emissions reduction), responsible AI practices, further integrating cybersecurity and data privacy as key focus areas of our sustainability strategy and strong recruitment, development and retention of a highly talented and diverse workforce.



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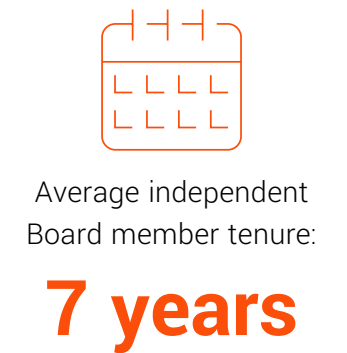
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Governance, ethics & integrity Performance highlights¹



▶ Learn more about how governance, ethics & integrity at EXL is contributing to the UN SDGs.



¹ Data as of June 30, 2022.

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Corporate governance

Our Board of Directors is responsible for providing governance and oversight over the effectiveness of policy and decision-making with respect to our strategy, operations and management in order to enhance our financial performance and stockholder value over the long term. In 2021, we expanded our Board committees' formal involvement in ESG matters. As a best practice, we distributed ESG-related responsibilities across our committees, and reflected those responsibilities in their charters to ensure effective and appropriate oversight. Additionally, we [expanded our formal stockholder engagement program](#), which is used to inform and focus our decisions relating to our governance and sustainability practices and to improve our disclosure.

Board committees' responsibility over ESG

Nominating and Governance Committee:

ESG matters generally, including policies, goals and targets and metrics

Compensation and Talent Management Committee¹:

human capital management matters, including talent and leadership engagement, development and training, employee compensation and benefits, and diversity, equity and inclusion, among others

Audit Committee:

risks relating to ESG-related disclosure, processes and controls

**Full Board is regularly briefed on the matters overseen by each committee.

**Each Board committee receives briefings periodically in those areas.

▶ [Read more about our corporate governance guidelines and policies, practices, Board and governance structure, board expertise, age distribution, diversity and tenure breakdown, as well as business continuity management and planning.](#)

▶ [Read more about corporate risk management and our Board's role in risk oversight, integration of ESG into corporate risk management in our \[2022 Proxy Statement\]\(#\) and \[2020 Sustainability Report\]\(#\) as well as how our CEO total compensation is tied to the achievement of ESG-related performance goals.](#)

¹ This Committee changed from Compensation Committee to Compensation and Talent Management Committee in September 2022.



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Ethics & compliance

EXL is committed to advancing a global organizational culture of ethics, integrity and compliance with all applicable laws and regulations. In 2021, we enhanced and strengthened our ethics and compliance program through monthly awareness drives on key compliance topics and whistleblowing procedures. In addition, we enhanced our existing Fraud Risk Management Framework and internal controls by incorporating and implementing critical components of the COSO (Committee of Sponsoring Organizations) Framework. We extended this framework to high-risk business processes and conducted

fraud risk assessments to evaluate the existence and efficacy of controls across levels. Fraud Risk Management training was made mandatory for all new employees, along with other critical trainings on our ethics and compliance framework (Code of Conduct and Ethics, Anti-Bribery, Securities Trading Policy, Conflict of Interest, Data Privacy and Cybersecurity).

► Read more about our [approach to compliance](#), our [Code of Conduct and supporting policies](#) and our [ethics hotline / whistleblowing policies](#) as well as our [responsible AI governance and approach](#).

Compliance lifecycle

Our [multi-stage compliance lifecycle](#) provides compliance monitoring, reporting and management based on industry best practices. In 2021, we implemented a series of enhancements to our Compliance Self-Assessments (“CSAs”) to streamline use of time and resources. These reduced the time taken to complete assessments and auto alerts, notifications and escalations were set to improve completion rates and responsiveness.



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Cybersecurity & data privacy

Governance

We believe that cybersecurity is imperative for our business growth and delivery model. Throughout 2021, our Cyber Governance program was rated consistently between 760 and 780 by Bitsight – a cybersecurity performance ratings company. This score puts us in the Advanced category, rating above the 90th industry percentile, as determined by Bitsight. Additionally, we had zero data security breaches that required disclosure in our public SEC filings in 2021.

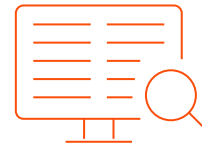
At EXL, cybersecurity is managed and overseen by our cross-functional cybersecurity apex body, the Management Security, Continuity and Privacy Forum. This body is made up of our Chief Financial Officer, Chief Information Officer, General Counsel, Chief Digital Officer, Chief Human Resources Officer, and all business unit heads, as well as the head of Global Technology and the head of Information and Cybersecurity, Data Privacy and Business

Continuity. Our cybersecurity strategy is reviewed by our Board and our cybersecurity operations and initiatives are overseen by EXL’s Audit Committee. We conduct quarterly reviews with the Audit Committee on cybersecurity strategy, policy updates and cybersecurity-related risks and initiatives. We update the full Board on an annual basis on the company’s readiness and capability to prevent, detect and respond to cyber-attacks.

In 2021, our Board established a sub-committee under the Audit Committee to develop a Value-at-Risk framework for a risk-quantification based cyber investment roadmap and heightened governance, and we on-boarded niche skills and capability providers in cybersecurity.

▶ Read more about [board oversight and governance of cybersecurity](#).

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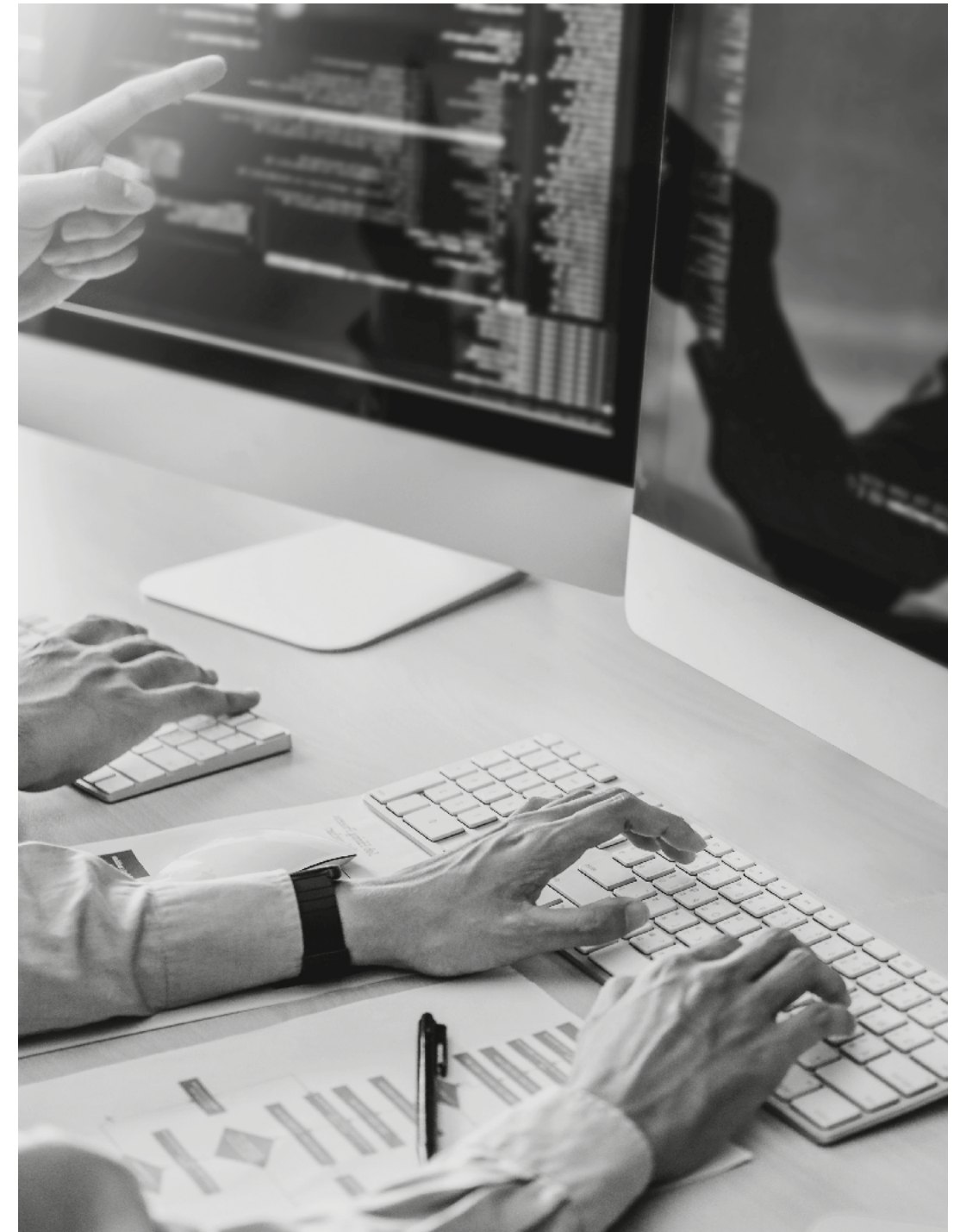
Controls

We have developed robust information security and cybersecurity and data privacy controls, safeguards and enabling measures in accordance with applicable laws, regulations and information security standards. Our programs and platforms are reviewed by an external partner at least once every three years to ensure we are aligned with the NIST (National Institute of Standards and Technology) Cybersecurity framework. We completed this review in the fourth quarter of 2021.

EXL undergoes more than 70 external, internal and client audits annually to enable our compliance with the ISO 27001, PCI DSS 3.2, HITRUST and SOX 404 standards, among others. We regularly carry out phishing simulation exercises and simulated attacks.

In 2021, we continued to take progressive steps toward building an advanced cyber-resilient organization, including the digitization of our cyber defense capability systems to automate our event correlation and response platform, augmenting our threat intelligence capability platform and consolidating our threat strategies in order to more efficiently act in the event of an adverse cyber event, and reassessing our third party risk management program to further extend our existing scope to include multi-lingual risk assessment capabilities.

► Read more about our [cybersecurity and data privacy governance, strategy and auditing, regulatory compliance](#), as well as [cybersecurity risk management](#). You can also read our 10-K [here](#).



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Supply chain responsibility

We expect our suppliers to reflect EXL's corporate values and support our commitment to sustainability, embodied in our Supplier Standards of Conduct. Additionally, we collect information on our suppliers' sustainability practices. To date, nearly half of our total suppliers have completed our new supplier onboarding questionnaire, which includes expanded questions related to supplier responsibility and sustainability performance¹. Looking ahead, we intend to analyze these responses to understand suppliers' positions on sustainability and will use that analysis as a factor in our supplier screening process. Additionally, in late 2021, we began requesting supplier compliance with our Supplier Standards of Conduct through our new supplier onboarding questionnaire. In 2022, we took the additional step of distributing our Supplier Standards of Conduct to our existing (pre-2018) suppliers via email and began including terms in our standard Contractor Agreement requiring compliance with our Supplier Standards of Conduct, where reasonable.

Supplier diversity

EXL is committed to building a strong network of diverse suppliers. EXL's Supplier Diversity Program ensures that all suppliers have an equal opportunity to participate in our procurement sourcing process and encourages engagement with suppliers of [diverse backgrounds](#). Diverse suppliers are encouraged to submit their information profile through our [Supplier Diversity Registration Form](#) on our website. In 2021, approximately 1% of our supplier spend was with suppliers who have obtained third party diverse supplier certifications.

► Read more about our [approach to supply chain responsibility](#), supplier screening in environmental and social areas and supplier diversity. You can also view our [Supplier Code of Conduct here](#).

¹ The remaining approximately 50% were originally onboarded prior to the implementation of our new platform and onboarding questionnaire.





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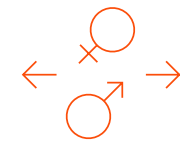
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Our people Performance highlights¹



▶ Learn more about how our commitment to our people is contributing to the UN SDGs.



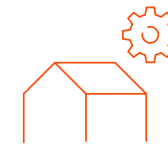
41%

company-wide
gender diversity



25%

gender diversity in
Senior Leadership²



570,800

hours of training
consumed by
employees



82%

penetration of
digital learning
platform

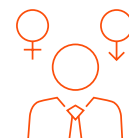


93.2%

of human resources
operations were digital;

70%

increase
in digital
transactions
over 2020



18.3%

gender diversity
VP and above



70%

racial/ethnic diversity³
in Senior Leadership



17.2

average training hours
completed by

80%

of our employees on
the digital ecosystem



64%

of our delivery centers
are certified to
ISO 45001:2018, meeting
international standards
for occupational health
and safety

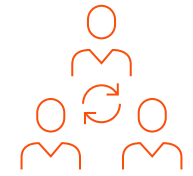
¹ Data as of December 31, 2021 unless otherwise noted.

² Executive Committee and Operating Committee; as of June 30, 2022

³ Defined as any group other than White, Non-Hispanic.

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Culture



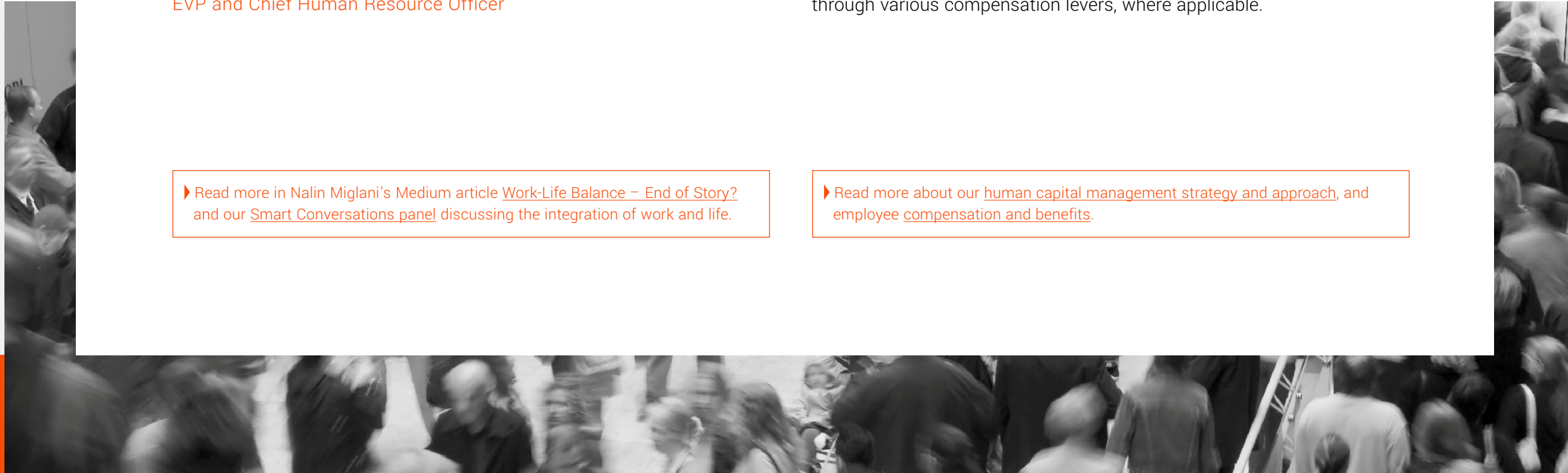
“ The world of work, the notion of employment and the dynamics of the talent market are experiencing pivotal changes. We are excited by the opportunities that these changes present. We are ready to channel all positive forces related to technology, human aspirations and market potential. ”

Nalin Miglani
EVP and Chief Human Resource Officer

At our core, we are a group of talented professionals, industry experts and leaders finding solutions to complex problems in a work environment that helps us thrive both personally and professionally. In 2021, we further strengthened EXL’s human capital management through raising employee awareness of EXL’s culture, ramping up and diversifying employee communications, increasing the representation of women in leadership positions, and undergoing a digital transformation of human capital and employee engagement solutions to support our employees and business as we continue the shift to hybrid working. In 2021, 93.2% of human resource operations were transferred to digital platforms, leading to savings of \$1.8 million. Additionally, our renewed compensation and benefits strategy focused on strengthening retention through various compensation levers, where applicable.

▶ Read more in Nalin Miglani’s Medium article [Work-Life Balance – End of Story?](#) and our [Smart Conversations panel](#) discussing the integration of work and life.

▶ Read more about our [human capital management strategy and approach](#), and employee [compensation and benefits](#).



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Human capital management

Beginning in 2020, with an official launch in 2021, we set up a culture activation plan to embed the 'Better Way Code' across all employees and help reshape leadership behaviors critical to EXL's growth. The plan aligns our efforts to our customers' priorities and focuses on development, knowledge sharing, advocacy, leadership and communication.

The 'Better Way Code' is a guideline to help employees embed our core values into their day-to-day work. The 'Better Way Code' maps directly to our five corporate values and supports our culture of commitment, effort, inspiration and learning.

► Read more about [culture and employee experience](#) at EXL.

Embedding the 'Better Way Code': Our culture activation plan



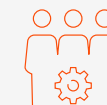
Development

Shifting to a **self-learning culture**
Increasing access to **learning anytime, anywhere** through our digital learning platform
Virtual learning programs on digital specializations, domain and leadership



Knowledge sharing

SME Network program: a **knowledge-sharing platform** for employees
Communities of practice within our internal platform for content and best practice sharing
A series of **thought leadership**, white papers and articles by EXL leaders



Culture of advocacy

Employee generated stories and celebrating individuals and teams exemplifying the EXL brand



Communication

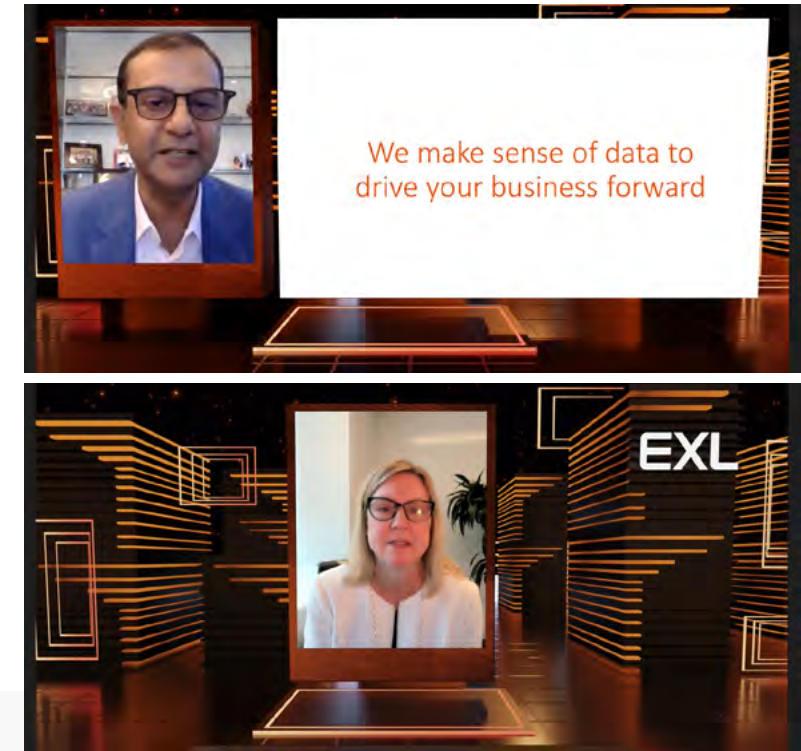
Increased **communication and engagement** through townhalls and virtual connects

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Employee communication and engagement

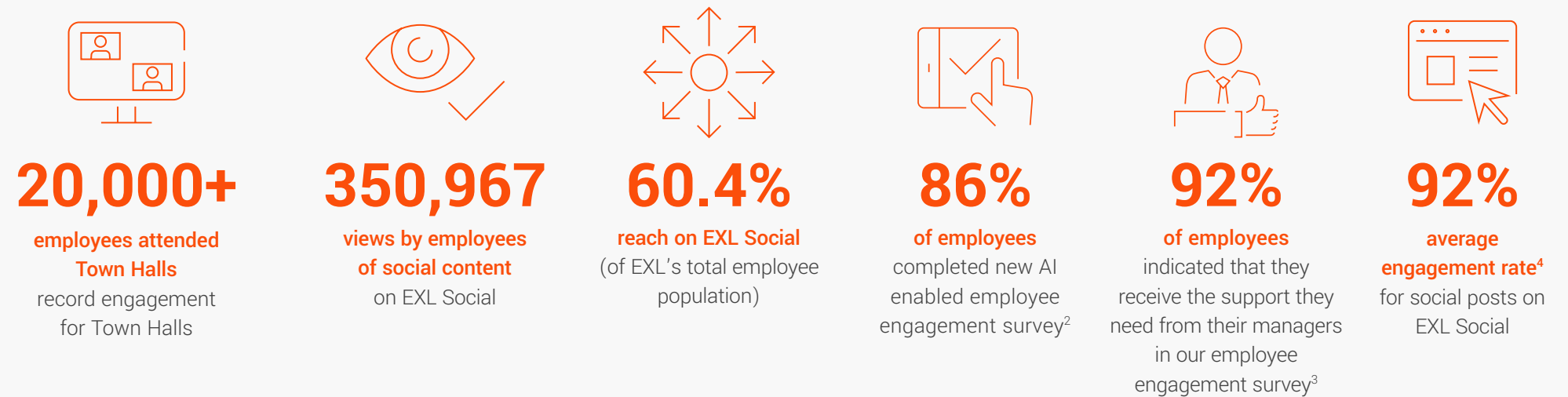
Enhancing employee experience at EXL remains a top goal. With more than 90% of our employees working remotely in 2021, communication and engagement was critical to helping our employees, leaders and teams effectively work, collaborate, and feel connected to each other and our culture. We continued to use and improve digital communications and collaboration platforms and our multi-channel approach to keeping our employees informed and engaged. For example, we held virtual town halls and interactive video broadcasts from locations all over the globe, including our first-ever 3D-immersive Town Hall experience for our new brand launch in September 2021.

▶ [Read more about employee engagement and communication.](#)



Rohit Kapoor, Vice Chairman and CEO and Anita Mahon, EVP and Healthcare Business Head, participating in our virtual Town Halls

Employee engagement highlights¹



¹ Data as of December 31, 2021, unless otherwise noted.

² Pulse survey taken Q2 FY22.

³ Pulse survey taken Q2 FY22.

⁴ Engagement rate for social content is measured by the total number of engagements (comments and likes) divided by the number of views for that piece of content.



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AI-enabled engagement – EXL’s pulse survey

In 2021, we began to use confidential AI-enabled engagement surveys to make our [annual engagement survey](#) accessible employees anywhere, anytime. These surveys included questions relating to remote work productivity and support, manager support, career growth and overall employee satisfaction and engagement. Our latest AI-enabled engagement survey took place in the second quarter of 2022, with 86% completion.

As of the second quarter of 2022¹:

- Overall EXL engagement score has increased to 87.9% from 86% last year²
- 92% of employees feel they receive the support they need from their managers
- 90% of employees feel their manager sets clear goals for their performance
- 86% of employees feel EXL actively supports learning and development of its employees
- 85% of employees feel our senior leaders demonstrate EXL values

¹ Our employee engagement survey is conducted in the first quarter every year. Results were compiled as of the start of the second quarter of 2022.

² The Overall Engagement Score is the mean score of the following three questions
Q11. You would always recommend EXL to a friend who is seeking employment. (Advocacy)
Q12. You hardly ever think about leaving EXL to work somewhere else. (Retention)
Q13. EXL motivates you to perform your best every day. (Drive)

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Talent strategy, acquisition, training & development

Talent strategy: build, acquire, partner

In 2021, our talent strategy revolved around a “build, acquire, partner” approach where we:

Build: Foster leaders from within and create long-term career pathways complemented by continuous employee and leadership skill development.

Acquire: Leverage our expansive skills framework, role descriptions, talent economics and trends, to pinpoint and acquire the specific resources we need.

Partner: Partner across functions and with organizations such as KPMG, LOMA, the Association of Chartered Certified Accountants (ACCA), International Institute for Procurement and Market Research (IIPMR) and others, each of which offers industry-recognized training and certifications to upskill our employees and develop the specific talent pipeline we need.

Talent acquisition

In 2021, we continued to transform how we acquire talent in an increasingly remote working model and competitive landscape. We invested in digital recruitment solutions to deliver a superior, personalized candidate experience that attracts top talent, applied AI-based platforms to intelligently screen talent profiles at scale and with speed, and refined our processes to ensure agility in attracting, engaging, evaluating and hiring digital talent. For instance, through a partnership with [CodInGame](#), we were able to expedite coding skill assessments in the first round of interviewing for certain technical roles, improving speed of hiring and accuracy in assessing the quality of the candidates. As a result of that initiative, time from interview to offer for these roles went from 15 to three days.

▶ [Read more about our talent acquisition approach.](#)



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Talent development

Our [talent development strategy](#) is aligned to EXL’s business strategy and has an emphasis on building digital transformation skills and domain expertise. In 2021 and into 2022, we continued to take talent development to the next level with the launch of reNew, our new learning management system (powered by the learning management platform, Cornerstone) that permits self-driven learning and growth experiences for our employees based on their personal goals and skills by using AI, curated libraries and intelligent web-sourced content. reNew offers features such as specialized learning pathways to build digital capabilities, skill mapping to identify where an individual needs to build skills and direct them to the related courses, communities of talent to collaborate and discuss the latest trends, practice questions, practice labs for real-world and hands-on experience, supervisor dashboards and leaderboards, and learning on the go. Our launch of reNew was complemented by our launch of Skillsoft in

2022, a learning marketplace that provides our employees the latest and best-in-class digital trainings and certifications globally.

▶ Read more about our [training and development, management trainee program and capability development, including 2021 training and development data.](#)

Building next generation leaders

In 2017, we launched our Management Trainee Program in partnership with premier business schools in India and the Philippines. We had 10 participants in 2021 and 26 in 2022, reaching over 100 total participants to date.

In 2021, we continued to strengthen our capability development ecosystem





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People analytics

As an organization that focuses on analytics and digital transformation, EXL applies people analytics to its talent management processes in order to optimize efforts, centralize capabilities and deliver on our talent strategy.

Some examples include:

- **Strategic workforce planning:** Digital management of talent forecasting through a platform that links our operations teams with human resources in order to communicate current and future talent requirements.
- **Talent acquisition:** We use a platform-based, digitized end-to-end recruitment process, which permits us to evaluate recruiting channels, search for and screen candidates and assess talent.
- **Onboarding of new talent:** We use a digital onboarding app-based tool that provides required training and information to new employees, and assesses their progress in reviewing those materials.

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Diversity, equity & inclusion

Diversity is one of our key values. Our diversity, equity and inclusion (DEI) philosophy is to create an inclusive work environment that enables us to effectively capitalize on the innovative views and contributions that each employee brings to the workplace. DEI goals continued to guide our work and keep us accountable to increase representation across the geographies we operate in.

▶ [Read more about our approach and governance of DEI \(including D&I Council\).](#)



Diverse and inclusive leadership

We believe our leadership is one of the most important gateways to building an inclusive business and, in recent years, we have placed a special focus on female leadership development from mid to senior levels.

- We launched a women’s leadership certificate program in collaboration with Cornell University (eCornell) for all of our women VPs. The program focuses on strengthening digital, leadership and finance skills, as well as presence and communication acumen.
- In 2021, 18 women leaders completed ‘Make Your Mark’, an exclusive six-month, virtual women leadership program including group sessions, 1:1 coaching and curated learning resources, followed by an impact assessment to evaluate the success of the program. To date, 90+ women leaders have participated in the program, with 50% of participants receiving promotions following their participation in the program. 93% of participants reported taking action to further expand their leadership skills.

DEI by the numbers¹:

- **25%** women in senior leadership²
- **30%** women in leadership in the U.S. (AVP and above) (vs 28.6% in 2020)
- **18.3%**³ women in leadership (VP and above) (vs 14.5% in 2019)
- **70%** racial and ethnic diversity in our management team (Executive and Operating committees) (vs 65% in 2020)⁴
- **Over 353** manager-level employees and above completed an Unconscious Bias training in 2021, with 2,200+ employees trained to date
- **Over 1,300** managers completed the Inclusion @ Scale training which offers a continuous conversation guide to provide managers with structured resources on leading diverse teams

▶ [Read more about our approach and program to build leadership diversity.](#)

¹ As of December 31, 2021, except where otherwise noted.

² Executive Committee and Operating Committee, as of June 30, 2022.

³ 21% as of June 30, 2022.

⁴ Defined as any group other than White, Non-Hispanic.

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Fostering inclusivity

In 2021, we continued our sharp focus on supporting and developing diverse talent through a [variety of programs](#). For example, we partnered and participated in opportunities with external organizations focused on recruitment of women, mothers and people of diverse ethnic and racial backgrounds to acquire and retain our talent. To date, 2,100+ manager-level and above employees have completed our D&I Managing Bias Workshop.

We also developed a micro-learning series on building an inclusive culture. We are proud to report that over 7,800 employees completed this 12-week course.

In 2021:

- Company-wide female representation increased to 41%, from 39% in 2020
- The representation of underrepresented minorities¹ in the U.S. at all levels increased to 16.9%², from 16.3% in 2020³.

[Read more about our diversity programs.](#)

Pay equity is an important tenet of EXL’s long-term strategy and we are committed to providing equal employment opportunity and equal pay. In 2021, EXL began an annual pay equity analysis to identify and correct any gender pay gaps. Our assessments with external experts in 2021 in this space did not reveal any systematic gender pay inequity.

¹ African American, Hispanic, Native Hawaiian/Pacific Islander, American Indian/Alaskan Native and people who mark two or more races.

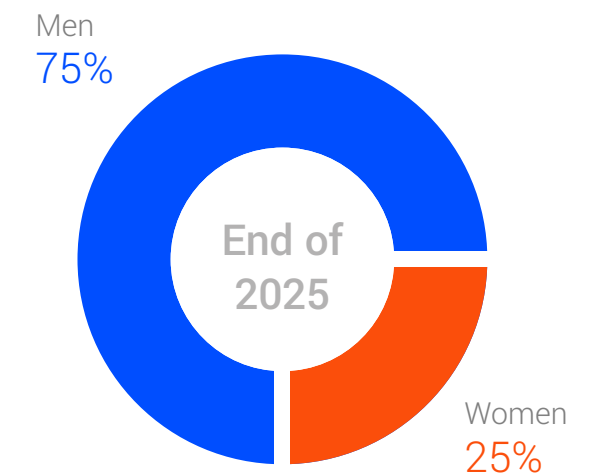
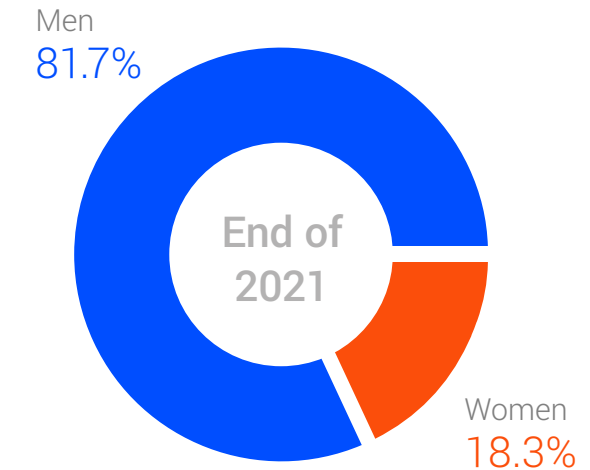
² 18.2% as of June 30, 2022.

³ Percentages calculated on the basis of total U.S. reporting employees. Percentages of representation of underrepresented minorities calculated on the basis of total U.S. employee population (including individuals who choose not to disclose race/ethnicity) were 11.9% as of December 31, 2020, 15.1% as of December 31, 2021 and 16.7% as of June 30, 2022. Our 2020 Sustainability Report discloses representation of underrepresented minorities on the basis of total U.S. employee population.

Progress on our DEI goal

Global

Leadership gender diversity (Vice President & above)



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Expanding LGBTQ+ programs

We actively work to foster the representation of underrepresented groups as well as promoting LGBTQ+ inclusion at all levels of the organization. In addition to EXL's employee resource groups (ERGs), in 2022 we launched "The Umbrella Project", a celebration of inclusion alongside our LGBTQ+ colleagues, communities and allies worldwide. With The Umbrella Project, we aim to build a strong allyship to support our LGBTQ+ community through our ERGs, celebrate inclusion through webinars, fireside chats and sensitization campaigns, and organize open forums, sessions and chats for our employees to engage with each other, globally.

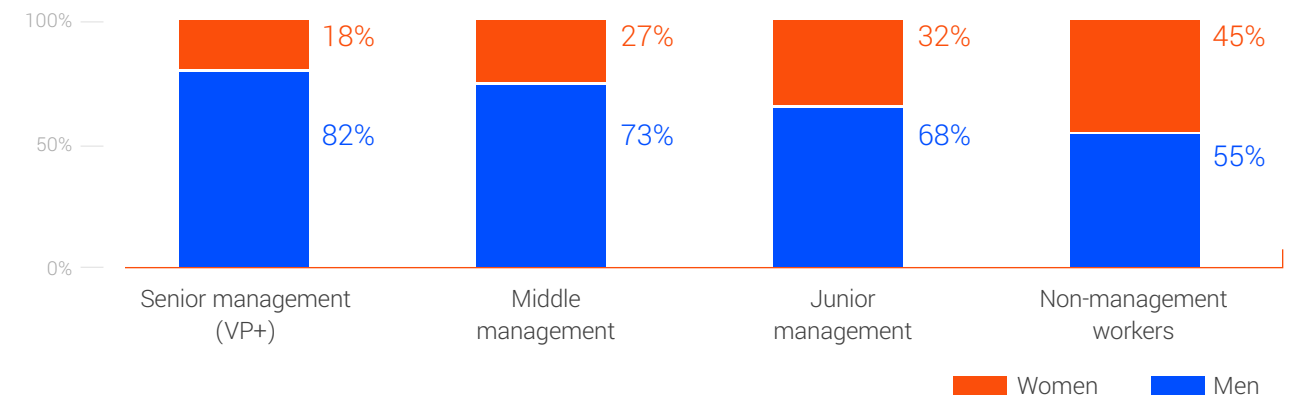
Workforce details by employee category, age and gender (as of Dec 31, 2021)

Employee Category	<30 years	30-50 years	>50 years	Total	Male	Female
Senior management (VP+)	-	248	101	349	285	64
Middle management	666	3,051	410	4,127	3,016	1,111
Junior management	2,161	3,974	272	6,407	4,331	2,076
Non-management workers	13,420	12,161	472	26,053	14,208	11,845
Contingent / temporary workers	235	127	21	383	191	192
Foreign nationals ¹	95	504	33	632	475	157
% of Foreign nationals	0.6%	2.6%	2.6%	1.7%	2.2%	1%
Located offshore ²	-	5	-	5	4	1
% of offshore locations	-	0.03%		0.03%	0.02%	0.01%
Total	16,482	19,561	1,276	37,319	22,031	15,288

¹ Foreign nationals are defined as anyone requiring an employment visa for work in the country in which he or she is employed.

² Located offshore refers to the number of employees that are located offshore from the entity's country of domicile.

EXL's workforce distribution by gender of employee



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Health, safety & well-being

Our people are our biggest asset and we are committed to creating a safe and healthy workplace for our employees, contractors, clients, visitors and the communities in which we operate. With the objective of delivering a safe, secure and environment-conscious workplace; in 2022, we are undergoing the British Safety Council's Five Star Occupational Health and Safety audit at all of our locations. Successful completion of the audit illustrates our commitment towards achieving excellence in health and safety standards for our employees, vendor partners, clients and other stakeholders on a continual basis.

► [Read more about employee health and safety at EXL, supporting our employees through COVID-19 \(including learning and development\), how it impacted our approach to risk and compliance, as well as how we supported our communities and COVID relief efforts.](#)



Health & safety awards

- International Institute of Security and Safety Management Awards 2021: Industrial Sector Safety Awards in IT/ITeS Category & Safety Excellence Award for Women Safety
- Confederation of Indian Industry - Southern Region, India: EHS Excellence Awards 2021: Silver Award
- International Safety Awards 2022: British Safety Council: India, UK, US and South Africa
- World Safety Forum: Global Safety Summit 2022: National Environment Award & National Safest Workplace Award





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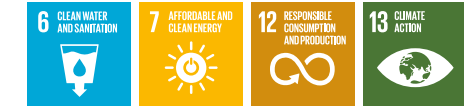
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Environment

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Environment Performance highlights¹



▶ Learn more about how our commitment to environmental stewardship is contributing to the UN SDGs.

 <h3>Net zero</h3> <p>Announced our goal to achieve net zero GHG emissions by 2045²</p>	 <h3>100%</h3> <p>of delivery centers worldwide³ are ISO 14001:2015 certified, meeting international standards for effective environmental management systems</p>	 <h3>20%</h3> <p>annual decrease in electrical consumption per employee</p>	 <h3>100%</h3> <p>renewable energy powered UK site⁴</p>	 <h3>74 kW</h3> <p>solar power generated by new renewable energy projects in India⁵</p>
 <h3>10,000</h3> <p>trees to be planted in 2022 in partnership with CSR India</p>	 <h3>42%</h3> <p>annual decrease in liters of water consumed per employee</p>	 <h3>99%</h3> <p>employee participation in new Environment, Health and Safety (EHS) training e-learning module as well as extending to supplier partners, where approximately 30% have completed it</p>	 <h3>100%</h3> <p>of suppliers onboarded in 2021 have been asked to complete questions on environmental management and sustainability practices</p>	 <h3>100%</h3> <p>of suppliers in 2022 received our new Supplier Standards of Conduct, which includes a commitment to managing environmental impacts</p>

¹ Data as of December 31, 2021 unless otherwise noted.
² Goal includes Scope 1 and 2 emissions.
³ Outside the U.S. and including the U.S. as of the date of this report.
⁴ Data as of May 2022.
⁵ Projects took place in 2022.

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Strategy & approach

From our offices and delivery centers to the services and solutions that we offer, in 2021 and moving into 2022, we continued to look deeper at the practices and innovations that allow us to conduct our business more sustainably, finding a better way for our planet and all the stakeholders that depend on it.

► Read more about our [environmental sustainability strategy, approach, policies and frameworks](#) as well as [integration of environmental sustainability into our business strategy](#).

“ We are committed to doing our part as global citizens to build a better future for us all by operating in a responsible and sustainable manner. We believe that by integrating sustainable practices into our business model and providing transparent reporting on those practices and our progress, we will be best able to deliver long-term value to all stakeholders while promoting and developing our business, people, communities, and the world around us. ”

Ashu Kalra

Vice President, Head of Global Real Estate and EHS

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Governance

Our Environmental, Health & Safety (EHS) Policy ensures that all workplace policies, procedures, systems and practices are performed at an optimal level, including those related to reducing environmental impacts. The policy applies to our global operations and includes a commitment to EHS leadership and regulatory compliance, continuous EHS improvement with a focus on reducing our carbon footprint, establishing environmental targets, energy conservation and waste minimization, actively assessing and addressing EHS risks and increasing stakeholder awareness of EXL’s approach to environmental sustainability.

In 2022, we developed our first internal global Climate Change Policy that states the commitments (including goals and targets) and approach of our business, in partnership with employees and suppliers, to address the business risks and opportunities associated with climate change. The policy aligns our strategy with global standards to limit average global warming to 1.5°C.

Our Logistics, Infrastructure, Facilities and Engineering (LIFE) team oversees areas such as facilities and real estate, and environmental, health and safety (EHS), and ensures the Climate Change Policy is implemented. A dedicated EHS team is part of the LIFE team and leads our environmental stewardship strategy as well as oversight of our EHS Policy. EXL’s Vice President and Global Head of Facilities heads the EHS team reporting to the Senior Vice President, Chief Information Officer and Global Head of Enterprise Digital.

▶ Read more about [governance of environmental sustainability](#), including our Environmental, Health & Safety (EHS) Policy and inclusion of environmental criteria at all stages of the procurement process through our Global Procurement Policy.

EXL’s Environment Management System (EMS) is ISO 14001:2015 certified in all delivery centers, as of the fourth quarter of 2022.

Environmental risk management

EXL follows a risk-based environmental management approach to identify potential environmental impacts and to develop controls where needed. To help inform this approach, EHS leaders across the business conduct bi-annual risk assessments. Both self-assessments and audits are conducted to evaluate actions taken to address key risks. Additionally, we continue to work towards including climate change risk assessments in our enterprise risk management (ERM) process and we are working to build out our climate risk assessment process and disclosure.



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Our path to net zero

In 2021, we shared our ambition to achieve net zero emissions by 2045 with an interim goal to reduce absolute greenhouse gas emissions across Scope 1 and Scope 2 by 67% by 2035 (over 2019 base year); supporting the shifts necessary to mitigate climate change and reach our goals. We are focusing on reducing Scope 2 emissions via global investments in renewable energy and energy efficient office space, as well as achieving direct greenhouse gas emissions reductions.

▶ [Read more about our strategy and roadmap to reach net zero.](#)



“ We are focused on helping to mitigate the impacts of climate change with a business-aligned and science-based roadmap to net zero. We know it takes time and detailed planning to achieve this goal. We are building a cross-functional effort to tackle emissions and create a culture of sustainable and efficient workplace practices. ”

Jai Agnani

Vice President and Global Head of Facilities,
Corporate Real Estate & Logistics



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Our progress in 2021

In 2021, we laid the groundwork for our targeted approach to net zero by updating our full baseline and identifying emissions hotspots, developing an internal dashboard that captures GHG emissions performance and continuing to incorporate climate risk within our EHS risk assessment.

We continued to make progress towards both our 2035 and 2045 goals with a 56% reduction in Scope 1 and Scope 2 emissions since 2019. This decrease is primarily attributed to cleaner and lower emissions sources of electricity as well as a shift to remote working.¹ Scope 3 emissions continued to increase as a percentage of total emissions, however, we expect this will likely shift with the ease of pandemic restrictions and a return to the office through the hybrid model. Remote working will remain partially in place because of our new hybrid remote/in office model.

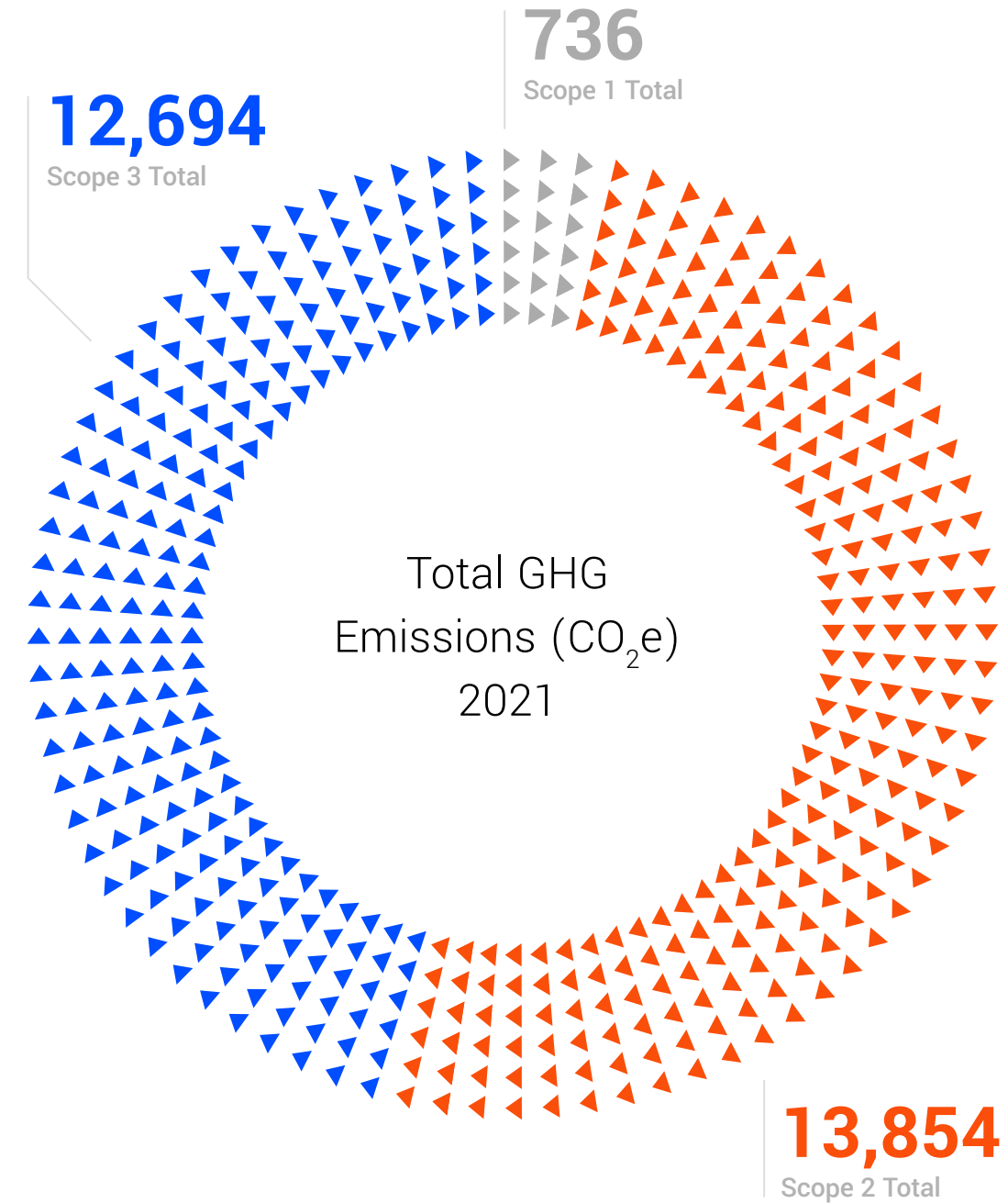
¹ Employee teleworking made up 31% of total emissions and the largest source of Scope 3 emissions at 61%. We report on Scope 3 emissions but they are not included in our net zero goal.



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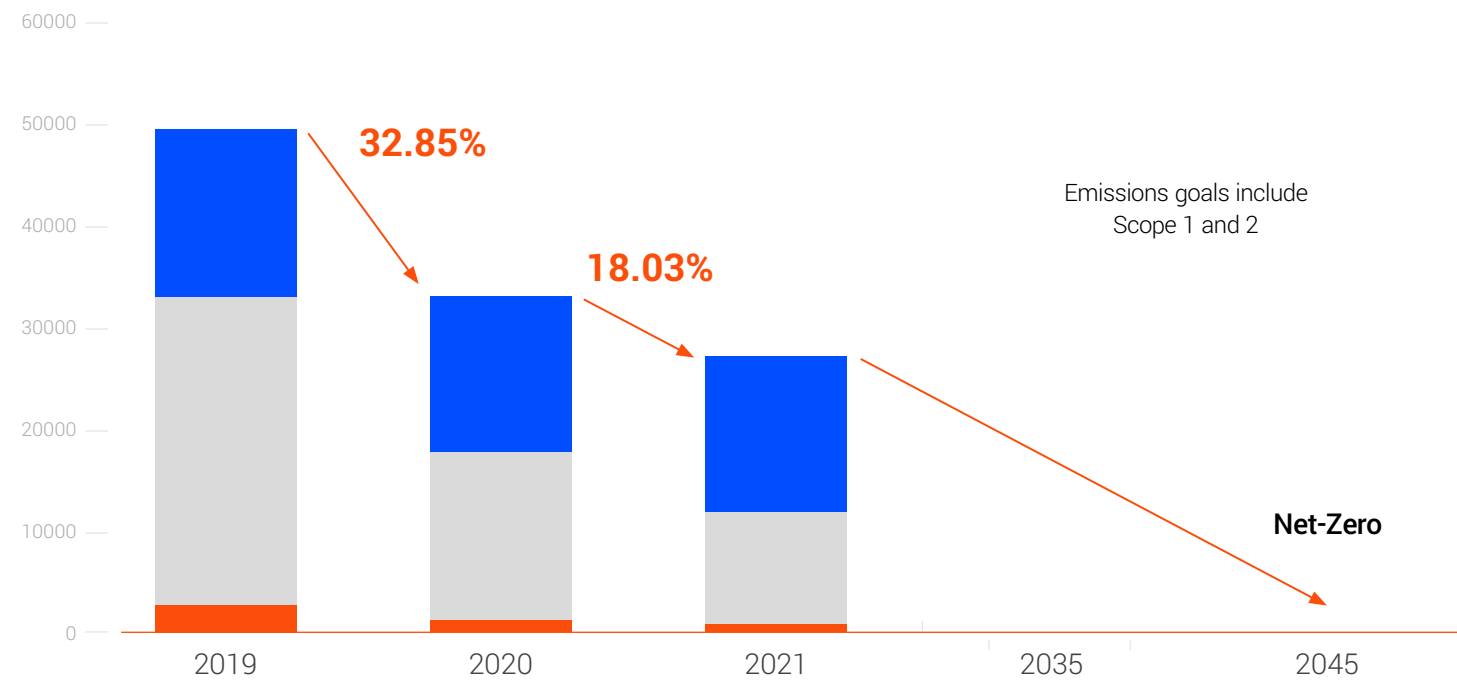
2021 GHG emissions

Scope	Emission sources	tonne-CO ₂ e	%
Scope 1	Stationary - Diesel oil for DG set	65	0.24
	Stationary - Natural gas	0	0
	Mobile - Fuels for company owned vehicles	35	0.128760
	Fugitive - Refrigerant gases & CO ₂ fire extinguishers	636	2.33
	Scope 1 Total	736	3%
Scope 2	Purchased grid electricity	13,669	50.1
	Purchased off-grid electricity (shared DG set)	123	0.45
	Purchased heat	61	0.22
	Scope 2 Total	13,853	51%
Scope 3	Category 1: Purchased goods (paper)	9.3	0.03
	Category 1: Purchased goods (packaged water)	220	0.81
	Category 5: Waste generated (food wastes)	0.15	0.0005
	Category 6: Business air travel	600	2.20
	Category 7: Employee commuting	3,390	12.42
	Category 7: Employee teleworking	8,475	31.1
	Scope 3 Total	12,694	47%
Note: in tonnes CO ₂ -equivalent, rounded to the nearest whole number		27,283	100%



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GHG emissions trends 2019-2021



Note: Emissions goals include Scope 1 and 2. 2019 data does not include WFH emissions as we began measuring WFH associated emissions in 2020.

- Scope 1 (Direct emissions) Total
- Scope 2 (Indirect emissions) Total
- Scope 3 (Other indirect) Total



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2021: Emissions baseline & focus on reduction hotspots

- Developed internal GHG dashboard that captures GHG emissions performance for Scope 1, Scope 2, and Scope 3, as well as emissions intensity
- Expanded renewable energy initiatives
- Continued incorporation of climate risk within EHS risk assessment

2022-2025: Scope 2 reduction focus

- Net-zero goal independently assessed and validated by the Science Based Targets initiative (SBTi)²
- Assess demand-side energy efficiency improvement programs
- Increasing the number of solar rooftops and assess access to renewable power purchase agreements
- Supplier engagement in sustainability and emissions reductions
- Evaluation of access to Renewable Energy Purchase Credits (RECs)
- Publish internal Climate Change Policy

2025-2030: Scope 1 & extended Scope 2 reduction focus

- Ramp up Scope 2 reduction focus and effort
- Progressive conversion of business center operations, where practicable, to Certified Green Building (LEED Platinum or equivalent) premises
- Purchase of RECs, subject to evaluation
- Evaluation of access to net zero building premises (LEED Zero or equivalent)

Net zero roadmap: where we are and where we are going

Goal: Achieve net zero emissions by 2045¹ with an interim goal to reduce absolute greenhouse gas emissions across Scope 1 and Scope 2 by 67% by 2035 (over 2019 base year)

2030-45: Focus on net zero

- Ramp up Scope 1 and Scope 2 reduction efforts and define targets from 2035-2045 with SBTi. New activities during this period could include:
 - increased use of renewable energy
 - conversion of business center operations to net zero building premises (LEED Zero or equivalent)
 - nature-based solutions (afforestation, etc.) to support carbon removal

- developing and implementing a corporate strategy for reducing or neutralizing unabated indirect GHG emissions
- implementing, internally, a carbon pricing mechanism to build understanding and awareness of the costs of emissions

¹ Goal includes Scope 1 and 2 emissions.

² Validation projected to be approved by the end of 2022. To guide our path to net zero, SBTi will validate our progress against annual targets for emissions reductions. We have set such targets through 2035, in line with SBTi's target setting tool, based on current assumptions, and will define targets beyond 2035 at a later date.



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Energy efficiency

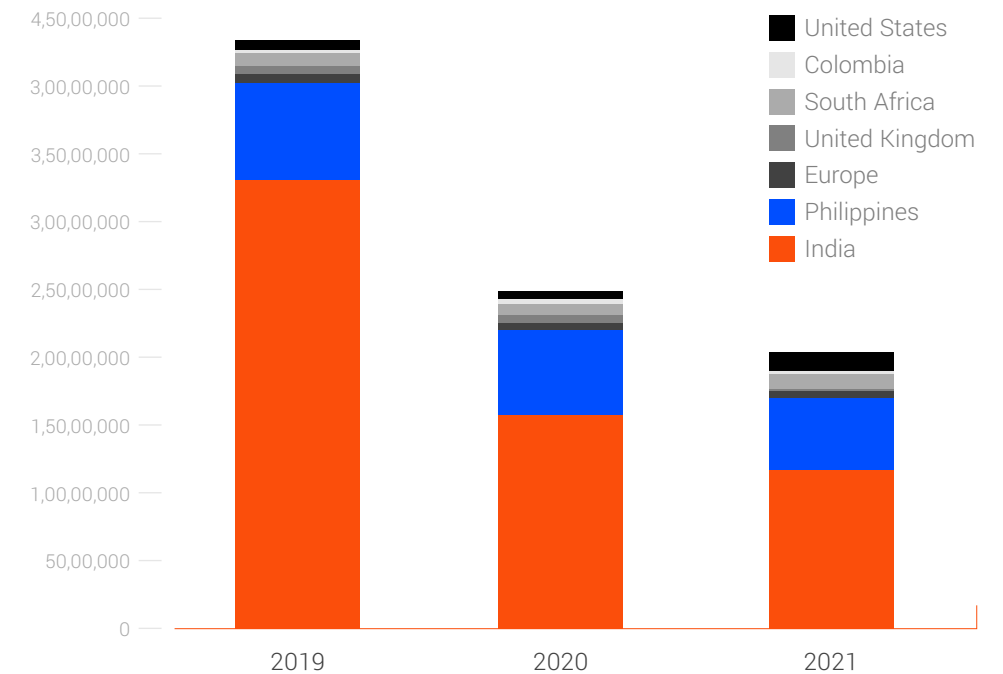
Total energy consumption¹ decreased by 20% between 2020 and 2021, exceeding our goal of 2% year over year. In India and Philippines, we reduced electrical consumption per employee by approximately 25% over the same time period.

A renewable energy transition

Beginning in 2021, we began to seek options that would permit us to increase our use of renewable energy within the limitations posed by our rental facilities. We installed solar arrays generating 74 KW solar power in India (54 KW in Pune and 20 KW in Noida centers) in 2022. These are expected to avoid approximately 70 tonnes of CO₂ each year. We are also installing an additional 25 KW solar power project in Kochi, India and continue to explore acquiring Renewable Energy Credits (RECs) as part of our reduction strategy. In May 2022, we completed the transition of our UK office to 100% renewable energy.

¹ The different types of energy used by EXL include (i) grid electricity, (ii) off-grid non-renewable electricity and (iii) purchased heat/steam..

Total energy consumption by region in kWh (2019-2021)



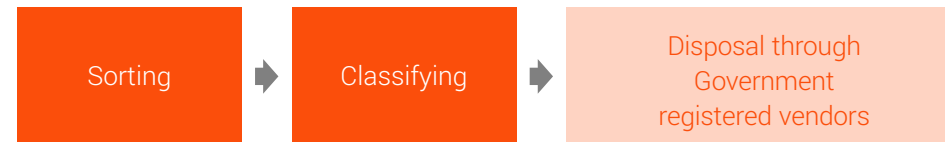
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Waste

We are working to reduce waste that goes to landfill through recycling, active minimization of waste and streamlining systems and processes.

Used lubricant oil from diesel generators and e-waste, such as CPUs, printers, networking equipment, laptops and cartridges, constitute a significant volume of our hazardous waste. We have adopted environmentally responsible measures to manage our waste. As treatment and disposal of waste must follow local guidelines and regulations, each of our locations has a separate waste management team, which is responsible for sorting, classifying, and handing over waste to government-authorized recyclers, as well as securing relevant permits for various types of waste.

At EXL, 100% of generated e-waste and hazardous wastes are disposed of through government- authorized agencies and we track and maintain records of the same. Waste management throughout EXL is guided by a documented standard operating procedure, which is continuously updated to incorporate evolving regulations. The waste management process followed by the team includes the following steps:



During 2021, there were no significant spills and no cases of monetary or non-monetary sanctions for violations or environmental grievances that have been reported.

Through our digital initiatives we have significantly reduced our paper consumption and thereby waste. Additionally, we continued our reduction of single use plastics by developing an inventory of one-time plastic commodities throughout our offices. Our offices worked to eliminate single-use plastics by using non-plastic items where possible.

In 2020, we set the goal to reduce our paper consumption per employee at least 2% per year. We reduced paper consumption per employee by 31% between 2020 and 2021.

Water

In 2020, we set a goal to reduce water usage per employee by 2% per year and in 2021, reduced water consumption per employee by approximately 42%.

***Note:** In 2020 and 2021, we saw greater than expected improvements in energy efficiency and reductions in waste and water as a result of pandemic-related reductions in office work and increased work from home operations. As we shift to our future operating model, we expect to have an increased office presence versus 2020 and 2021, which may result in short-term increases in energy and water usage and waste generation compared to 2021.

▶ [Read more about our strategy and approach to waste reduction and water efficiency and see our detailed 2021 waste and water data in the Appendices.](#)



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Community engagement Performance highlights¹



► Learn more about how our commitment to community engagement is contributing to the UN SDGs.



13%

of our global workforce contributed to our CSR initiatives



4,000+

employee volunteering hours



24,000+

people worldwide benefited from our volunteering efforts



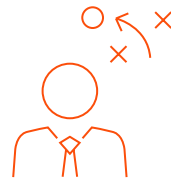
\$255K+

provided in charitable giving from EXL employees and company match²



8,800+

students impacted through Education as a Foundation



650+

people equipped with market-relevant skills through our Skills to Win initiative



US, UK and South Africa

locations of expansion for signature Skills to Win community initiative



119K+

people expected to be reached through our COVID-19-related relief efforts in India



\$50K

donated to victims of Typhoon Odette in the Philippines

¹ Data as of December 31, 2021 unless otherwise noted.

² Charitable giving total includes individual country giving totals and EXL's corporate matching in India, converted to USD.

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Strategy & approach

EXL's community engagement strategy focuses on active participation by our employees who leverage their expertise to help build market-relevant technical and life skills for the future that empower and permit individuals to position themselves as leaders in the job market.

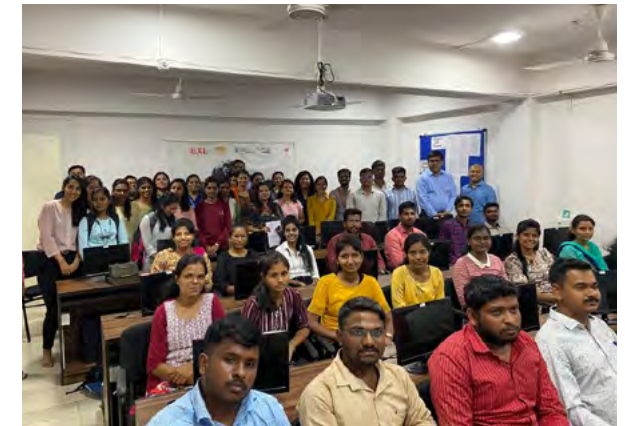
In 2021 and early 2022, we increased the reach of our community engagement programming and alignment with our corporate purpose by adding a coding skills focus to our Skills to Win initiative.



Signature initiatives

Building the Skills to Win initiative globally

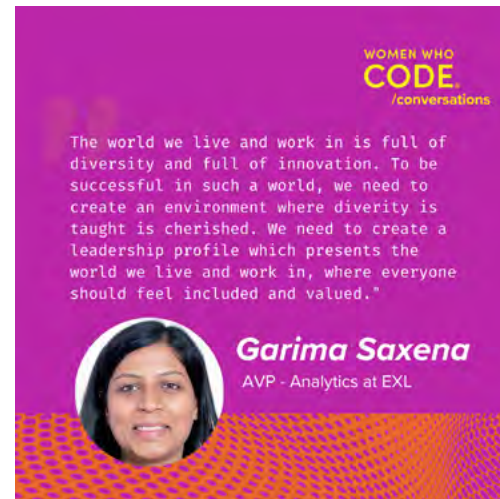
Our Skills to Win initiative equips individuals in the US, the UK, the Philippines, India and South Africa with in-demand skills to expand their career paths in the digital economy. In 2021, we entered into three new partnerships in the US, the UK and South Africa. These partnerships focus on providing training in coding and data, AI, and digital technologies; elevating women and non-binary members of our communities in technology. In 2021, through this program, we helped approximately 650+ people acquire market-relevant skills to enhance their career prospects.



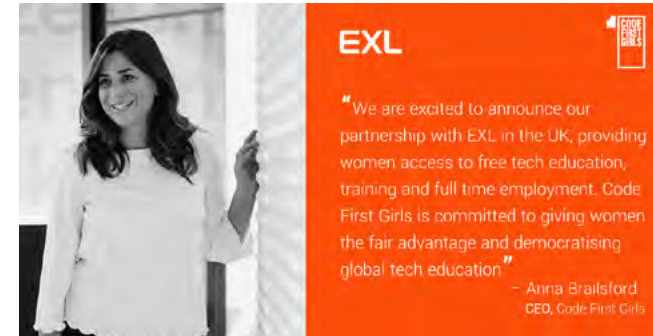
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Women Who Code, United States

In 2021, we entered into a partnership with [Women Who Code](#), an international non-profit organization to provide training in coding, data, AI and digital technologies to women and non-binary members of our communities. Partnering with Women Who Code helps elevate EXL as a preferred organization to work with within the Women Who Code community and ecosystem, increasing our pipeline for diverse recruitment. EXL's sponsorship will enable over 1,000 Women Who Code members from 134 countries to receive scholarships to attend Women Who Code programming and trainings in 2022. Through this partnership, EXL also collaborates on developing programming for Women Who Code, including co-hosting a digital event in collaboration with EXL employee volunteers to be held in 2022. EXL women volunteers discuss digital skills with Women Who Code members and share their career histories and advice through a Women Who Code interview-style podcast¹.



▶ [Read more about our Skills to Win Initiative.](#)



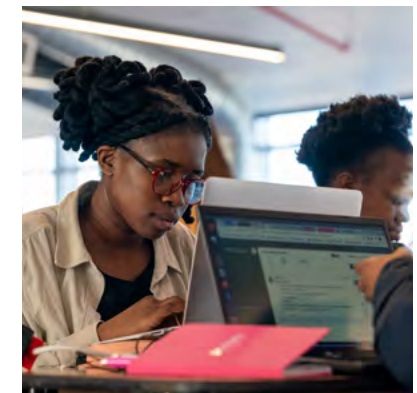
Code First Girls, United Kingdom

[Code First Girls](#) provides the skills, space, and inspiration for women and non-binary people to become skilled developers, data whizzes and future leaders. Through EXL's sponsorship, the Code First Girls is providing an eight-week classroom program to 90 participants that is designed specifically for university graduates, career switchers / professionals and school leavers. At the end of the program, participants present a final project to a panel of EXL volunteers who engage in a review and feedback session.



GirlCode, South Africa

[GirlCode](#) aims to alleviate unemployment in South Africa by preparing women with little or no prior experience for work in emerging technologies. GirlCode has a targeted skills and job placement initiative in the form of an online, intensive, three-month coding bootcamp. EXL's sponsorship supported 15 participants in 2021. EXL volunteers are closely involved in supporting the bootcamp, by serving as one-on-one mentors to participants, providing workshops on career readiness and providing supplemental tutorials on the digital skills that the participants were learning in the program.



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Building market-relevant skills

In 2021, we were able to scale our [Education as a Foundation](#) program through our online platform and reached more than 8,800 students worldwide.

Education at scale

In 2021, we continued growing our Education at Scale initiative (launched in 2020) for students in seventh to tenth grades by expanding into Pune, Chennai, Kochi and Gurgaon, India, and reaching 7,500 students.

2020
Enrollment:
2,000
2 locations:
Noida, Bangalore

2021
Enrollment:
7,500
6 locations:
Noida, Bangalore, Pune, Chennai,
Kochi and Gurgaon



Supporting communities in times of disaster

EXL has always stood by the communities in which it operates. In response to Typhoon Odette in 2021, EXL made a donation of \$50,000 (equivalent to 2.5 Million Philippines Pesos) to provide relief assistance to the victims of the typhoon, through the Philippine Economic Zone Authority (PEZA). The donation was used by PEZA to (a) purchase construction materials for victims who lost their homes and (b) transport relief goods (food and hygiene and survival kits) to affected individuals.

Additionally, in 2021, we continued to devote a portion of our funds to COVID-19-related relief efforts and in coordination with the American India Foundation, we expect to reach approximately 119,000 beneficiaries in India.

► Please visit our [2020 Sustainability Report](#) for more information on our community engagement strategy, impacts, signature initiatives and partners

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Employee participation

Our employees are an integral part of our community strategy. Shifting our volunteer programs to hybrid and virtual formats has allowed our employees to reach even more people and positively impact our communities worldwide.



Additionally, in 2021, through EXL's payroll giving program,¹ available in India, employees donated \$77,000 to nonprofits they are passionate about.

EXL Social Impact Awards

The EXL Social Impact Awards are a way to honor the contributions of our employees and support and inspire a culture of charitable giving and volunteerism. In 2021, we recognized 26 individuals and seven EXL teams for their dedication to our community engagement initiatives.

¹ Monthly payroll giving is available to employees in India. EXL provides corporate matching for the total annual contribution generated by the employee payroll giving program each year.

Mentoring and upskilling students

Through our partnership with [GirlCode](#) 26 EXL employees from India, South Africa, the UK and the US volunteered a total of 70.5 hours to mentor students in South Africa.

Our volunteers in India have also devoted more than 60 hours to teaching Portuguese language basics to a group of 10 students at one of our partner NGO schools. In addition to developing teaching and practice materials, our volunteers connected with a language certification organization to enable students to certify their language proficiency. Following the basic A-level certification, our volunteers continue to up skill students to help them increase their proficiency to the A+ level.





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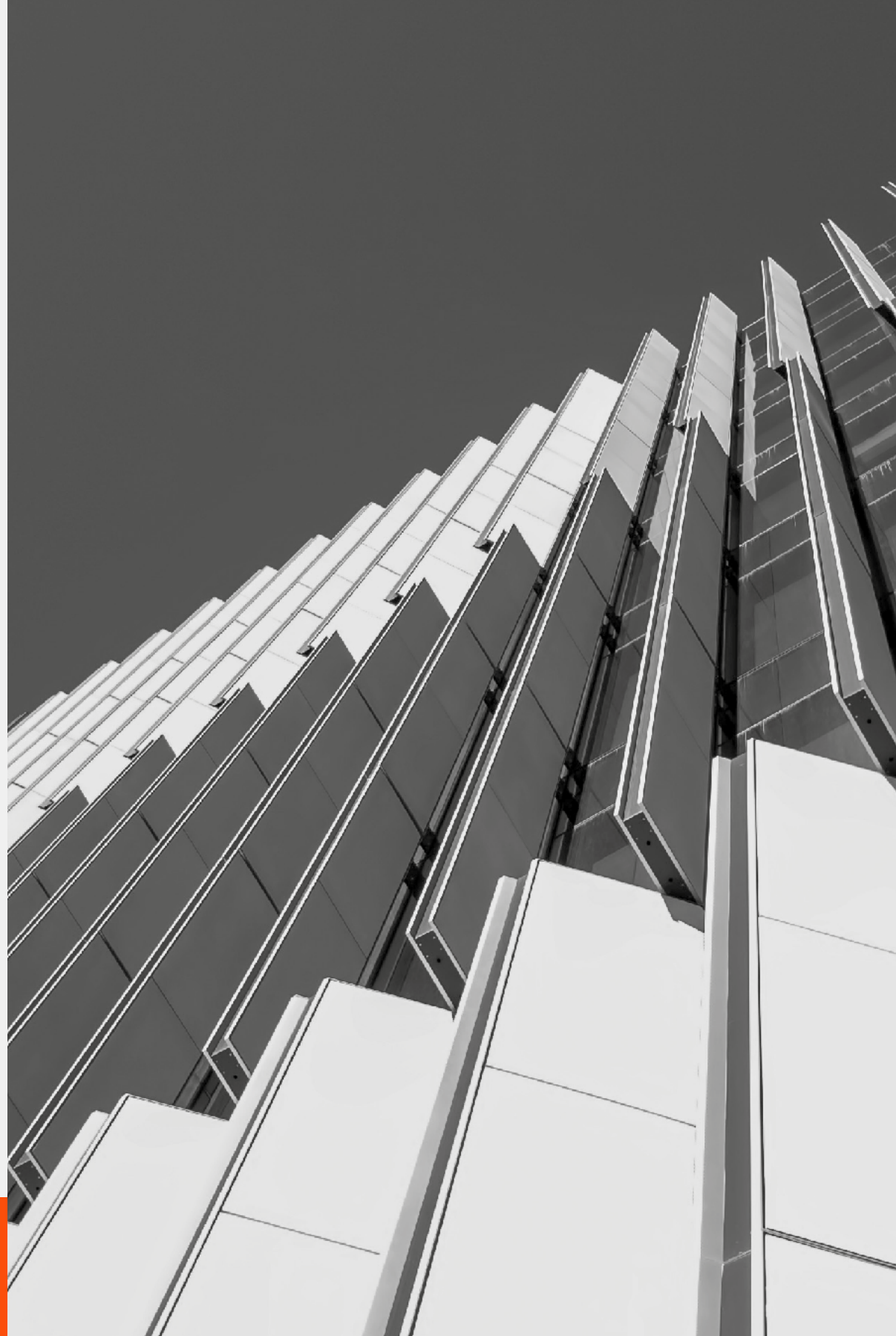
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GRI, UNGC and UN SDG index

This table covers the Global Reporting Initiative's ("GRI") Sustainability Reporting Standards and Disclosures found in our 2020 Sustainability Report and 2021 Sustainability Update Report, 2021 Form 10-K, 2022 Proxy Statement and/ or company website. We will be transitioning to the 2021 GRI Universal Standards with our next report to be published in 2023.

As a signatory to the United Nations Global Compact ("UNGC"), we are also committed to embedding the Ten Principles in the areas of human rights, labor standards, the environment, and anti-corruption into our strategies and operations. In the following table we have highlighted topic areas where our disclosures demonstrate our commitment to the principles of the UNGC and where our commitments and activities support the UN Sustainable Development Goals (SDGs).








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GRI content index and UNGC and SDG alignment

GRI 102: General Disclosures (2016)				UNGC Alignment	UN SDG Alignment
GRI Standard	Disclosure	Description	Location & notes		
102: Organizational profile					
	102-1	Name of the organization	ExlService Holdings, Inc. (NASDAQ: EXLS)		
	102-2	Activities, brands, products, and services	About EXL (2021 Sustainability Update Report) About EXL : Industries and services		
	102-3	Location of headquarters	320 Park Avenue, 29th Floor, New York, 10022		
	102-4	Location of operations	About EXL : Locations		
	102-5	Legal structure	Publicly listed company on NASDAQ Incorporated in Delaware See 2021 Form 10-K		
	102-6	Markets served	About EXL (2021 Sustainability Update Report) See 2021 Form 10-K		
	102-7	Scale of the organization	About EXL (2021 Sustainability Update Report) See 2021 Form 10-K		
	102-8	Information on employees and other workers	About EXL (2021 Sustainability Update Report) Our People: Diversity, equity and inclusion (DEI) (2021 Sustainability Update Report)		
	102-9	Supply chain	Governance, ethics and integrity: Supply chain responsibility (2021 Sustainability Update Report)	Principles 1 and 2	 
	102-10	Significant changes to the organization and its supply chain	The strategic importance of digital continues to grow and we make ongoing organizational enhancements on that basis. For example, in December 2021, we completed the acquisition of Clairvoyant, a global data, AI, ML, and cloud services firm that helps organizations in their business transformation by maximizing the value of data through actionable insights. The acquisition strengthens our analytics capabilities with additional expertise in data engineering and cloud enablement, further supporting our clients in the insurance, healthcare, banking and financial services, and retail industries. We continued to use a hybrid remote and in office model due to COVID-19 in 2021 and anticipate using that hybrid model going forward. See 2022 Form 10-Q for the Quarterly Period Ended September 30, 2022. See 2021 Form 10-K		

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GRI 102: General Disclosures

GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment
102: Organizational profile					
	102-11	Precautionary principle or approach	<p>Our cross-functional management-level ESG steering committee, responsible for setting our ESG strategy and managing potential risks, applies the precautionary approach in identifying and assessing emerging risks.</p> <p>In 2021, our Board established a sub-committee under the Audit Committee to provide enhanced governance related to potential cyber risks, and apply a precautionary approach to our cyber investment roadmap.</p> <p>In 2022, we developed our first internal global Climate Change Policy that states the commitments and approach of our business to implement and support a climate change business strategy. The Climate Change Policy aligns our strategy with global standards to limit average global warming to 1.5°C. We have also set a goal to be a Net Zero GHG emissions by 2045 with respect to Scopes 1 and 2. (2021 Sustainability Update Report).</p> <p>Integration of ESG into corporate risk management (2021 and 2020 Sustainability Reports)</p>	Principle 7	
	102-12	External initiatives	<p>EXL endorses the following voluntary environmental and social charters/standards/sets of guiding principles:</p> <ul style="list-style-type: none"> • CDP • Global Reporting Initiative (GRI) • International Labor Organization (ILO) Conventions • ISO 14001: Environmental Management Systems • ISO 27001: Information Security • OHSAS 18001:2007 • Sustainability Accounting Standards (SASB) • Science Based Targets initiative (SBTi) • UN Global Compact (UNGC) • UN Sustainable Development Goals (UN SDGs) 	Principles 1, 2, and 8	    
	102-13	Membership of associations	Sustainability at EXL: Engaging stakeholders on sustainability - Industry and responsible business associations (2020 Sustainability Report)		



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GRI 102: General Disclosures

GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment
102: Strategy					
	102-14	Statement from senior decision-maker	Message from our CEO (2021 Sustainability Update Report)	Statement of continuing Support of the UNGC	
	102-15	Key impacts, risks, and opportunities	See Item 1A. Risk Factors in the 2021 Form 10-K Sustainability at EXL: Sustainability strategy and priority topics (2021 Sustainability Update Report) Progress on our sustainability goals (2021 Sustainability Update Report) Corporate governance: Board ESG oversight, ESG risk management and compensation tied to ESG (2021 Sustainability Update Report) Sustainability at EXL: Strategy and approach (2020 Sustainability Report) Sustainability at EXL: Materiality assessment (2020 Sustainability Report)	Principles 1-10	


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GRI 102: General Disclosures

GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment
102: Ethics and integrity					
	102-16	Precautionary principle or approach	<p>Governance, ethics and integrity: Ethics and compliance (2021 Sustainability Update Report and 2020 Sustainability Report)</p> <p>About EXL:</p> <p>Our purpose and values</p> <p>EXL Code of Conduct and Ethics</p> <p>Corporate Governance Guidelines</p> <p>For a complete description of EXL's corporate governance practices, please refer to our Proxy Statement and Form 10-K or visit our Corporate Governance website.</p>	Principles 1-10	
	102-17	Mechanisms for advice and concerns about ethics	<p>Governance, ethics and integrity: Speak up culture (2020 Sustainability Report)</p> <p>EXL Code of Conduct and Ethics</p> <p>Statement on Reporting Ethical Violations</p>		

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GRI 102: General Disclosures

GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment
102: Governance					
	102-18	Governance structure	<p>Governance, ethics and integrity: Board and governance structure (2021 Sustainability Update Report)</p> <p>Governance, ethics and integrity: Corporate governance (2020 Sustainability Report)</p> <p>For a complete description of EXL's corporate governance practices, please refer to our Proxy Statement and Form 10-K or visit our Corporate Governance website.</p>		
	102-20	Executive-level responsibility for economic, environmental, and social topics	<p>Sustainability at EXL: Governance (2021 Sustainability Update Report)</p> <p>Sustainability at EXL: Approach and Governance (2020 Sustainability Report)</p>		
	102-22	Composition of the highest governance body and its committees	<p>Governance, ethics and integrity: Corporate governance (2020 Sustainability Report)</p> <p>To learn more about the composition of our Board of Directors and committee composition, visit our Corporate Governance website or our 2022 Proxy Statement.</p>		
	102-23	Chair of the highest governance body	<p>To learn more about the composition of the highest governance body at EXL and its committees, please visit our Corporate Governance website or our 2022 Proxy Statement.</p>		
	102-29	Identifying and managing economic, environmental, and social impacts	<p>Sustainability at EXL (2021 Sustainability Update Report)</p> <p>Sustainability at EXL: Stakeholder engagement (2021 Sustainability Update Report and 2020 Sustainability Report)</p> <p>Sustainability at EXL: Approach & governance (2020 Sustainability Report)</p> <p>Sustainability at EXL: Sustainability strategy & priorities (2020 Sustainability Report)</p> <p>Sustainability at EXL: Materiality assessment (2020 Sustainability Report)</p>		
	102-31	Review of economic, environmental, and social topics	<p>Sustainability at EXL: Governance (2021 Sustainability Update Report)</p> <p>Sustainability at EXL: Approach & governance (2020 Sustainability Report)</p>		

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GRI 102: General Disclosures

GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment
102: Stakeholder engagement					
	102-40	List of stakeholder groups	Based on a prioritization exercise undertaken in consultation with our management, we have identified seven key stakeholder groups: employees, customers, shareholders and investors, suppliers, communities, governments, and regulatory bodies. Sustainability at EXL: Engaging stakeholders on sustainability (2020 Sustainability Report)		
	102-41	Collective bargaining agreements	Less than 1% of our total workforce is covered by collective bargaining agreements, comprised of our employees based in Romania in accordance with Romanian law.		
	102-42	Identifying and selecting stakeholders	Sustainability at EXL: Engaging stakeholders (2021 Sustainability Update Report) Sustainability at EXL: Engaging stakeholders on sustainability (2020 Sustainability Report)		
	102-43	Approach to stakeholder engagement			
	102-44	Key topics and concerns raised			
102: Reporting practice					
	102-45	Entities included in the consolidated financial statements	See 2021 Form 10-K		
	102-46	Defining report content and topic Boundaries	About this report (2021 Sustainability Update Report) Sustainability at EXL: Materiality assessment (2020 Sustainability Report)		
	102-47	List of material topics	Sustainability at EXL: Materiality assessment (2020 Sustainability Report)		
	102-48	Restatements of information	After receiving third party validation of our GHG inventory data in 2021, we discovered some data discrepancies have adjusted and restated the emission factors for mobile combustion for Company owned vehicles (Scope 1) and Employee commuting (Scope 3 Category 7) for the 2019 base year. We also made some minor adjustments to certain HR data from 2020 based on improvements in our data collection methodology.		



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GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment
102: Reporting practice					
	102-49	Changes in reporting	When we refreshed our materiality assessment in 2021, the refresh did not change the pillars of our strategy, however, it informed disclosures within these pillars. For example, compliance topics remain the most material and due to shifts to a remote and/ or hybrid working model due to COVID-19, interest in data security and privacy topics has continued to increase. Additionally, due to the ongoing impacts of COVID-19, employee health and safety, including mental health and well-being, remain relevant. Diversity, equity and inclusion also continue to increase in significance. We have provided disclosures on all material topics in this report, and wherever quantitative data is not available, we provide qualitative disclosures in line with the GRI Standards' reporting requirements.		
	102-50	Reporting period	January 1, 2021 to December 31, 2021 (Update to 2020 Sustainability Report)		
	102-51	Date of most recent report	This year's Sustainability Report is an update report focusing primarily on new activities, progress and impacts from fiscal year 2021, as well as key highlights through the first half of 2022, and is intended to be read together with our 2020 Sustainability Report. For full disclosures on our sustainability strategy and management of environmental, social and governance (ESG) issues please also reference our 2020 Sustainability Report located alongside this report on our website. 2020 Sustainability Report		
	102-52	Reporting cycle	Annual		
	102-53	Contact point for questions regarding the report	Contact Us: EXL Service		



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GRI 102: General Disclosures

GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment
102: Reporting practice					
	102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the 2016 GRI Standards: Core Option. We will transition to the 2021 GRI Universal Standards with our next report to be published in 2023.		
	102-55	GRI content index	This GRI content index		
	102-56	External assurance	Limited Assurance on certain agreed/ identified sustainability indicators in this report has been provided by Price Waterhouse Chartered Accountants LLP, in accordance with the International Standards on Assurance Engagements (ISAE) 3000 (revised), the ISAE 3410 Assurance Engagements on Greenhouse Gas Statements, and Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. The subject matter, criteria, procedures performed and limited assurance conclusion are presented in the assurance report attached at the end of this report.		


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GRI 200: Economic

GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment
201: Economic performance (2016)					
	103-1 to 103-3	Management approach	See 2021 Form 10-K		
	201-1	Direct economic value generated and distributed	<p>About EXL (2021 Sustainability Update Report) Community engagement: 2021 Performance highlights (2021 Sustainability Update Report)</p> <p>For more information on direct economic value generated and distributed, see 2021 Form 10-K</p>	Principle 6	
203: Indirect economic impacts (2016)					
	103-1 to 103-3	Management approach	<p>Community engagement: Strategy & approach (2021 Sustainability Update Report) Community engagement: Strategy & approach (2020 Sustainability Report)</p>	Principle 6	
	203-2	Significant indirect economic impacts	<p>Community engagement: 2021 Performance highlights Community engagement: Signature initiatives: Building the skills to win globally Community engagement: Building market relevant skills (2021 Sustainability Update Report)</p> <p>Community engagement: Signature initiatives Community engagement: Education as a foundation for market-relevant skills Community engagement: community engagement performance (2020 Sustainability Report)</p>		





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GRI 200: Economic

GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment
203: Indirect economic impacts (2016)					
	103-1 to 103-3	Management approach	We operate in a highly competitive market, believe in fair and open competition, and adhere strictly to antitrust laws. Many routine business activities can present issues and challenges under antitrust laws. Any employee, agent or contractor acting on our behalf that is involved with establishing our prices or terms of sale, dealing with clients, competitors, or suppliers, is expected to be familiar with the antitrust laws applicable to our business, outlined in the EXL Code of Conduct and Ethics , and our Supplier Code of Conduct .	Principle 10	
	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Operating with integrity and high ethical standards is critical, and EXL has strict corporate policies and a Code of Conduct that govern its business operations and practices globally related to anti-competitive behavior and compliance with antitrust laws. No legal actions were pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation.	Principle 10	




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GRI 300: Environment

GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment																
302: Energy (2016)																					
	103-1 to 103-3	Management approach	Environment: Our path to net zero (2021 Sustainability Update Report) Environment: Climate & energy Environment: Climate & energy Developing a path to net zero Environment: Climate & energy Energy efficiency (2020 Sustainability Report)	Principles 7, 8 and 9	  																
	302-1	Energy consumption within the organization (GJ)	Fuel: 1,329.0 GJ Electricity: 71,227.4 GJ Renewable Electricity: 107 GJ Purchased Heat: 715.9 GJ Purchased Heat (Off Grid): 554.9 GJ Total Energy: 73,934 GJ																		
303: Water (2018)																					
	103-1 to 103-3	Management approach	Environment: Water (2021 Sustainability Update Report and 2020 Sustainability Report)	Principles 8 and 9																	
	303-3	Water withdrawal	Environment: Water (2021 Sustainability Update Report and 2020 Sustainability Report) <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="6" style="text-align: left; color: #e67e22;">Total water withdrawal by category*</th> </tr> <tr> <th>Parameter</th> <th>Units</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Fresh water</td> <td>kl</td> <td style="color: #e67e22;">154,546</td> <td style="color: #e67e22;">163,315</td> <td style="color: #e67e22;">64,878</td> <td style="color: #e67e22;">38,978</td> </tr> </tbody> </table> <p>* Reporting boundary for water withdrawal in this table is only for our operations in India, excluding Gurgaon, and the Philippines. As of now, in other geographies we do not have options to measure our raw water consumption. However, we are working on feasible alternatives in order to report our raw water consumption in future reporting years for all our operations. We are also not currently tracking or disclosing on water withdrawal by source, or water withdrawal from areas of water stress. We will continue to evaluate opportunities to improve our data availability and quality in areas of high priority for the business. We also report on kiloliter instead of megaliters as our total amount of water withdrawal is so small.</p>			Total water withdrawal by category*						Parameter	Units	2018	2019	2020	2021	Fresh water	kl	154,546	163,315
Total water withdrawal by category*																					
Parameter	Units	2018	2019	2020	2021																
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GRI 300: Environment





GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment
305: Emissions (2016)					
	103-1 to 103-3	Management approach	Environment: Our path to net zero (2021 Sustainability Update Report)] Environment: Climate & energy Environment: Climate & energy Developing a path to net zero Environment: Climate & energy GHG emissions (2020 Sustainability Report)	Principles 7, 8 and 9	  
	305-1	Direct (Scope 1) GHG emissions	Environment: Our path to net zero (2021 Sustainability Update Report) Environment: Climate & energy GHG emissions (2020 Sustainability Report)		
	305-2	Energy indirect (Scope 2) GHG emissions	Environment: Our path to net zero (2021 Sustainability Update Report) Environment: Climate & energy GHG emissions (2020 Sustainability Report)		
	305-3	Other indirect (Scope 3) GHG emissions	Environment: Our path to net zero (2021 Sustainability Update Report) Environment: Climate & energy GHG emissions (2020 Sustainability Report)		
	305-4	GHG emissions intensity	Environment: Our path to net zero (2021 Sustainability Update Report) Environment: Climate & energy GHG emissions (2020 Sustainability Report)		
	305-5	Reduction of GHG emissions (GJ)	Environment: Our path to net zero (2021 Sustainability Update Report) Environment: Climate & energy GHG emissions Environment: Climate & energy GHG emissions (2020 Sustainability Report)		

GHG emissions intensity* (in metric tons CO₂e / full-time employees)		
2019	2020	2021
1.06	0.58	0.39

* Includes Scope 1 and 2 GHG emissions only.


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GRI 300: Environment

GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment																																																										
305: Emissions (2016)																																																															
	305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Air Emissions: Data on SO _x , NO _x and Particulate Matter are not available as they are not relevant for EXL. Air emissions are not material to us. We therefore do not consider air emissions to be a key indicator. Given that we are not operating in a carbon-intensive industry we are not currently subject to the same level of regulation as companies in high-emitting sectors.	Principles 7, 8 and 9	  																																																										
306: Waste (2020)																																																															
	103-1 to 103-3	Management approach	Environment: Waste (2021 Sustainability Update Report and 2020 Sustainability Report)	Principles 8 and 9																																																											
	306-4	Waste diverted from disposal	Environment: Waste (2021 Sustainability Update Report and 2020 Sustainability Report) <table border="1" style="margin-top: 10px;"> <thead> <tr> <th colspan="6">Recycling data:</th> </tr> <tr> <th colspan="2"></th> <th colspan="4">Quantity recycled (kg)</th> </tr> <tr> <th colspan="2"></th> <th colspan="2">2018</th> <th colspan="2">2019</th> </tr> <tr> <th>Waste description*</th> <th>Type of waste</th> <th>Quantity (#)</th> <th>Weight (kg)</th> <th>Quantity (#)</th> <th>Weight (kg)</th> </tr> </thead> <tbody> <tr> <td>Batteries</td> <td>Hazardous</td> <td>136</td> <td>3,000</td> <td>1,931</td> <td>65,210</td> </tr> <tr> <td>E-waste</td> <td>Hazardous</td> <td>2,039</td> <td>10,940</td> <td>12,426</td> <td>41,804</td> </tr> </tbody> </table> <table border="1" style="margin-top: 10px;"> <thead> <tr> <th colspan="2"></th> <th colspan="2">2020</th> <th colspan="2">2021</th> </tr> <tr> <th>Waste description</th> <th>Type of waste</th> <th>Quantity (#)</th> <th>Weight (kg)</th> <th>Quantity (#)</th> <th>Weight (kg)</th> </tr> </thead> <tbody> <tr> <td>Batteries</td> <td>Hazardous</td> <td>237</td> <td>5,936</td> <td>2,841</td> <td>27,014</td> </tr> <tr> <td>E-waste</td> <td>Hazardous</td> <td>2,272</td> <td>8,389</td> <td>4,594</td> <td>10,091</td> </tr> </tbody> </table> <p>* Reporting boundary for this table is only for our operations in India and the Philippines. As of now, for other geographies we are working on feasible alternatives to track and report our electronic and battery waste generated for all our operations. We do not yet collect data on preparation for reuse or other recovery options and do not yet have the offsite/ onsite breakdown. In addition, we track and report on waste globally in our operations in kilograms and not metric tons.</p>			Recycling data:								Quantity recycled (kg)						2018		2019		Waste description*	Type of waste	Quantity (#)	Weight (kg)	Quantity (#)	Weight (kg)	Batteries	Hazardous	136	3,000	1,931	65,210	E-waste	Hazardous	2,039	10,940	12,426	41,804			2020		2021		Waste description	Type of waste	Quantity (#)	Weight (kg)	Quantity (#)	Weight (kg)	Batteries	Hazardous	237	5,936	2,841	27,014	E-waste	Hazardous	2,272	8,389
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GRI 300: Environment

GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment
308: Supplier environmental assessment (2016)					
	103-1 to 103-3	Management approach	Governance, ethics and integrity: Supply chain responsibility (2021 Sustainability Update Report)	Principle 8	
	308-1	New suppliers that were screened using environmental criteria	We collect information via a questionnaire that asks suppliers about their policies and performance with respect to economic, environmental, human rights, data privacy, product safety, and working conditions. We do not currently formally assess supplier performance against specific criteria in determining whether to contract with them, but are rather gathering baseline information about our supply chain partners to identify potential opportunities for improvement.		






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GRI 400: Social

GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment																																																																		
401: Employment (2016)																																																																							
	103-1 to 103-3	Management approach	<p>Our people: Human capital management Our people: Talent acquisition, training & development (2021 Sustainability Update Report)</p> <p>Our people: Human capital management Our people: The EXL employee experience and activating a better way culture Our people: Competitive compensation and benefits (2020 Sustainability Report)</p>	Principles 1 and 6	  																																																																		
	401-1	New employee hires and employee turnover	<table border="1"> <thead> <tr> <th colspan="3">New hire rate by age group, gender and region</th> <th colspan="3">Turnover rate by age group, gender and region</th> </tr> <tr> <th></th> <th>Number</th> <th>Rate</th> <th></th> <th>Number</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>9,053</td> <td>41.45%</td> <td>Male</td> <td>6,232</td> <td>28.53%</td> </tr> <tr> <td>Female</td> <td>7,507</td> <td>49.73%</td> <td>Female</td> <td>4,843</td> <td>32.08%</td> </tr> <tr> <td><30 years</td> <td>10,281</td> <td>63.28%</td> <td><30 years</td> <td>6,245</td> <td>38.44%</td> </tr> <tr> <td>30-50 years</td> <td>5,988</td> <td>30.81%</td> <td>30-50 years</td> <td>4,538</td> <td>23.35%</td> </tr> <tr> <td>>50 years</td> <td>291</td> <td>23.19%</td> <td>>50 years</td> <td>292</td> <td>23.27%</td> </tr> <tr> <td>Asia</td> <td>14,132</td> <td>43.49%</td> <td>Asia</td> <td>9,505</td> <td>29.25%</td> </tr> <tr> <td>Americas</td> <td>1,107</td> <td>36.68%</td> <td>Americas</td> <td>908</td> <td>19.74%</td> </tr> <tr> <td>UK and Europe</td> <td>223</td> <td>42.16%</td> <td>UK and Europe</td> <td>120</td> <td>34.58%</td> </tr> <tr> <td>Other</td> <td>1,098</td> <td>91.12%</td> <td>Other</td> <td>542</td> <td>44.98%</td> </tr> </tbody> </table>	New hire rate by age group, gender and region			Turnover rate by age group, gender and region				Number	Rate		Number	Rate	Male	9,053	41.45%	Male	6,232	28.53%	Female	7,507	49.73%	Female	4,843	32.08%	<30 years	10,281	63.28%	<30 years	6,245	38.44%	30-50 years	5,988	30.81%	30-50 years	4,538	23.35%	>50 years	291	23.19%	>50 years	292	23.27%	Asia	14,132	43.49%	Asia	9,505	29.25%	Americas	1,107	36.68%	Americas	908	19.74%	UK and Europe	223	42.16%	UK and Europe	120	34.58%	Other	1,098	91.12%	Other	542	44.98%		
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	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>Our people: Competitive compensation and benefits (2020 Sustainability Report)</p> <p><u>For a complete list of employee benefits see 2022 Proxy Statement</u></p>																																																																				



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GRI 400: Social

GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment								
403: Occupational health & safety (2018)													
	103-1 to 103-3	Management approach	Our people: Health, safety, & well-being (2021 Sustainability Update Report) Our people: Health, safety, & wellbeing (2020 Sustainability Report)	Principles 1 and 2	 								
	403-1	Occupational health and safety management system	Our people: Health, safety, & wellbeing (2020 Sustainability Report)										
	403-5	Worker training on occupational health and safety	Our people: Health, safety, & wellbeing (2020 Sustainability Report)										
	403-6	Promotion of worker health	Our people: Health, safety, & wellbeing (2021 Sustainability Update Report) Our people: Supporting our workforce through COVID-19 (2020 Sustainability Report)										
	403-8	Workers covered by an occupational health and safety management system	All of our delivery centers are covered under EXL's Health and Safety Management system. As of December 2021, 38 out of our 59 delivery centers worldwide (64%) were ISO 45001:2018 (Occupational Health and Safety) certified and we will cover all centers by the end of 2022. Our people: health, safety and wellbeing (2020 Sustainability Report)										
404: Training & education (2016)													
	103-1 to 103-3	Management approach	Our people: Talent development (2021 Sustainability Update Report) Our people: Human capital management (2020 Sustainability Report) Our people: Talent acquisition, training & development (2020 Sustainability Report)		 								
	404-1	Average hours of training per year per employee	We currently track average hours of training per year per employee by gender but not by employee category.										
			<table border="1"> <thead> <tr> <th colspan="2">Average training hours per employee by gender</th> </tr> <tr> <th></th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>15.6</td> </tr> <tr> <td>Female</td> <td>14.3</td> </tr> </tbody> </table>	Average training hours per employee by gender			2021	Male	15.6	Female	14.3		
Average training hours per employee by gender													
	2021												
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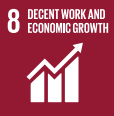


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GRI 400: Social

GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment
404: Training & education (2016)					
	404-2	Programs for upgrading employee skills and transition assistance programs	Our people: Talent acquisition, training & development (2021 Sustainability Update Report) Our people: Talent acquisition, training & development (2020 Sustainability Report)		
	404-3	Percentage of employees receiving regular performance and career development reviews	In 2021, 100% percent of employees across all employee categories participated in the annual performance development process.		
405: Diversity & equal opportunity (2016)					
	103-1 to 103-3	Management approach	Diversity, equity and inclusion (DEI) Diversity, equity and inclusion (DEI): A focus on diverse and inclusive leadership (2021 Sustainability Update Report) Diversity, equity and inclusion (DEI): Supporting women (2020 Sustainability Report)	Principles 1, 2 and 6	 
	405-1	Diversity of governance bodies and employees	Our people: Diversity, equity and inclusion (DEI): Diverse and inclusive leadership Governance, ethics & integrity: Corporate governance: Board and governance structure (2021 Sustainability Update Report) Diversity, equity and inclusion (DEI): A focus on diverse and inclusive leadership Diversity, equity and inclusion (DEI): Diversity, equity and inclusion in numbers (2020 Sustainability Report)		

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GRI 400: Social

GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment
413: Local communities (2016)					
	103-1 to 103-3	Management approach	Community engagement: Strategy & approach (2021 Sustainability Update Report) Community engagement: Strategy & approach Community engagement: Signature initiatives (2020 Sustainability Report)		   
	413-1	Operations with local community engagement, impact assessments, and development programs	Community engagement: Strategy & approach (2021 Sustainability Update Report) Community engagement: Signature initiatives (2020 Sustainability Report) 99% of our operations have local community development programs based on local communities' needs ¹ . We have local community development programs in place in all major regions of operation based on local communities' needs and engage with key stakeholders based on mapping of our priority stakeholder groups. We will be conducting impact assessments for our community engagement program in upcoming years.		 
414: Supplier social assessment (2016)					
	103-1 to 103-3	Management approach	Governance, ethics and integrity: Supply chain responsibility (2021 Sustainability Update Report)	Principles 1, 2, 4, 5, and 6	 
	414-1	New suppliers that were screened using social criteria	We collect information via a questionnaire that asks suppliers about their policies and performance with respect to economic, environmental, human rights, data privacy, product safety, and working conditions. We do not currently formally assess supplier performance against specific criteria in determining whether to contract with them, but are rather gathering baseline information about our supply chain partners to identify potential opportunities for improvement.		

¹ This includes locations with significant employee populations, including operations in Canada, India, Philippines, South Africa, UK/Europe, and the US.

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GRI 400: Social

GRI Standard	Disclosure	Description	Location & notes	UNGC Alignment	UN SDG Alignment
415: Public policy (2016)					
	103-1 to 103-3	Management approach	The EXL Code of Conduct and Ethics outlines our policy and expectations on employee participation in political activities.		
416: Customer health and safety (2016)					
	103-1 to 103-3	Management approach	About EXL: Commitment to innovation About EXL: Responsible AI (2020 Sustainability Report)		
	416-1	Assessment of the health and safety impacts of product and service categories	We do not yet track or report on the percentage of product and service categories for which we evaluate the degree of responsible AI, but in 2020, we launched a global policy and framework that sets out our approach and commitment to mitigating AI bias, and released multipronged responsible AI strategy. About EXL: Responsible AI (2020 Sustainability Report)		
418: Customer privacy (2016)					
	103-1 to 103-3	Management approach	Governance, ethics and integrity: Cyber security and data privacy (2021 Sustainability Update Report)	Principle 1	
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No substantiated complaints were received concerning breaches of customer privacy during the reporting period, nor did we have any identified leaks, thefts, or losses of customer data.		

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SASB index

EXL has elected to report to the SASB Standard for the Software and IT Services Sector. Unless otherwise noted, all data and descriptions apply to our entire company and data is for the year ended December 31, 2021, unless otherwise noted. We do not currently disclose all metrics included in the Standard for our sector, but we will continue to evaluate them in the future.





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Table 1. Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting metric	Response/Location
Environmental footprint of hardware infrastructure	TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	1) 73,934 GJ 2) 96.34% 3) 0.14% In 2021, we started incorporating renewable energy in our energy mix, and we are committed to increasing our use of renewable energy into the future as part of our Net Zero roadmap.
	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	Environment: Water (2021 Sustainability Update Report) Environment: Water (2020 Sustainability Report) Being an IT/ITeS organization, we are not a water intensive organization and none of our operations have any impact on water conservation areas that have been designated and notified to us by national or international bodies. Given that this topic is immaterial to us, we have not calculated a water stress analysis.
	TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Not material to EXL business activities.
Data privacy & freedom of expression	TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Governance, ethics and integrity: Cyber security and data privacy (2021 Sustainability Update Report) ExlService Privacy Policy
	TC-SI-220a.2	Number of users whose information is used for secondary purposes	ExlService Privacy Policy : This privacy policy describes the information we collect about users and what may happen to that information. We do not use information for secondary purposes.
	TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	In 2021, we had zero monetary losses as a result of legal proceedings associated with user privacy that required disclosure in our public SEC filings.
	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	Not applicable as we received no requests for user information from law enforcement in 2021.
	TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	None of our core products and services are subject to government-required monitoring, blocking, content filtering, or censoring.



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Table 1. Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting metric	Response/Location
Data security	TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	In 2021, we had zero data security breaches that required disclosure in our public SEC filings.
	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Governance, ethics and integrity: Cyber security and data privacy (2021 Sustainability Update Report)
Recruiting & managing a global, diverse and skilled workforce	TC-SI-220a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore	1) 1.7% 2) 0.03%
	TC-SI-330a.2	Employee engagement as a percentage	<p>We assess employee engagement annually through a formal employee engagement survey and report our score publicly each year. We outline our methodology below, and note that it does not align completely with the methodology outlined in the SASB Standard for Software and IT Services. We also conduct regular pulse surveys to gauge employee perspectives on specific topics such as communication, health and wellness, connectivity, etc.</p> <p>As of Q2 FY22¹:</p> <ul style="list-style-type: none"> • Overall EXL engagement score has increased to 4.02 from 3.90 last year² • 93% of employees feel their manager treats them with respect • 92% employees receive the support they need from their managers • 90% employees feel their manager sets clear goals for their performance • 86% employees feel EXL actively supports learning and development of its employees • 85% employees feel senior leaders demonstrate EXL values

¹ Our employee engagement survey is conducted in Q1 every year, with results compiled as of the start of Q2.

² The Overall Engagement Score is the mean score of the following three questions.

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Table 1. Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting metric	Response/Location																									
Recruiting & managing a global, diverse and skilled workforce	TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	<p>Diversity, equity and inclusion: Diverse and inclusive leadership (2021 Sustainability Update Report)</p> <table border="1"> <thead> <tr> <th colspan="3">Percentage of gender representation by grouping</th> </tr> <tr> <th></th> <th>Female</th> <th>Male</th> </tr> </thead> <tbody> <tr> <td>1 – Management¹</td> <td>17%</td> <td>83%</td> </tr> <tr> <td>2 – Technical Staff</td> <td>28%</td> <td>72%</td> </tr> <tr> <td>3 – All Other Employees</td> <td>44%</td> <td>56%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="2">Percentage of racial/ethnic representation by grouping</th> </tr> <tr> <th></th> <th>% Racially/Ethnically Diverse²</th> </tr> </thead> <tbody> <tr> <td>1 – Management</td> <td>44%</td> </tr> <tr> <td>2 – Technical Staff</td> <td>49%</td> </tr> <tr> <td>3 – All Other Employees</td> <td>35%</td> </tr> </tbody> </table>	Percentage of gender representation by grouping				Female	Male	1 – Management ¹	17%	83%	2 – Technical Staff	28%	72%	3 – All Other Employees	44%	56%	Percentage of racial/ethnic representation by grouping			% Racially/Ethnically Diverse ²	1 – Management	44%	2 – Technical Staff	49%	3 – All Other Employees	35%
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Intellectual property protection & competitive behavior	TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	No legal actions were pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation.																									
Managing systemic risks from technology disruptions	TC-SI-550a.1	Number of (1) performance issues and (2) service disruptions (3) total customer downtime	15 business continuity management incidents were reported in 2021. Most of the incidents reported were related to pandemic, weather (typhoon, tropical storm), geophysical (earthquake) or man made (strikes, elections) incidents. Our crisis response procedures are comprehensive and well defined, the recovery workarounds implemented by the Crisis Management Teams helped us to manage these events without any major business impact.																									
	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	<p>Governance, ethics and integrity: Business continuity (2020 Sustainability Report)</p> <p>Please see Item 1A. Risk Factors in 2021 Form 10-K for risks related to service disruptions and outages.</p>																									

¹ Management is defined in the above tables as Senior Vice President and above, in line with SASB guidance. The percentages noted above are calculated considering the total number of employees as of October 31, 2022.

² Defined as any group other than White, Non-Hispanic.

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Assurance statement

Price Waterhouse Chartered Accountants LLP

Independent practitioner's limited assurance report on Identified Sustainability Indicators

To the ESG Committee of EXL

We have undertaken to perform limited assurance engagement for exl Service.com (India) Private Limited (the company), ExlService Holdings, Inc. (the parent company) and its affiliates (together referred to as 'EXL' or 'Group'), as defined under section "About this Report" of the Sustainability Report, pursuant to the Engagement Letter dated September 01, 2022 and subsequent addendum dated December 16, 2022 in respect of the agreed indicators/ parameters listed below (the "Identified Sustainability Indicators"). These indicators/ parameters are as identified in the in the Global Reporting Initiative (GRI) content index and Sustainability Accounting Standards Board (SASB): Software and IT services Standard index on pages 55-73 and 74-77 respectively in the Sustainability Report of the Group for the year ended December 31, 2021 ('the Sustainability Report').

Identified Sustainability Indicators

The Identified Sustainability Indicators are summarized in Appendix 1 to this report.

Our limited assurance engagement was with respect to the year ended December 31, 2021 information only and we have not performed any procedures with respect to earlier periods or any other elements included in the Sustainability Report and, therefore, do not express any conclusion thereon.

Criteria

The criteria used by the Company to prepare the Identified Sustainability Indicators is Global Reporting Initiatives Standards ("GRI Standards") and Sustainability Accounting Standards Board (SASB):Software and IT services Standard ("SASB Standards"), as stated in section "About this report" on page 03 of the Sustainability Report (the "Criteria").

Management's Responsibility

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

Inherent limitations

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

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Price Waterhouse (a Partnership Firm) converted into Price Waterhouse Chartered Accountants LLP (a Limited Liability Partnership with LLP number LLPIN/ACD-0801) with effect from July 29, 2014. Post its conversion to Price Waterhouse Chartered Accountants LLP, its ICAI registration number is (121764)/Noida/16 (ICAI registration number before conversion) was D127549.

Our Independence and Quality Control

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

Our firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Identified Sustainability Indicators based on the procedures we have performed and evidence we have obtained. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' and International Standard on Assurance Engagements 3410 'Assurance Engagements on Greenhouse Gas Statements', issued by the International Auditing and Assurance Standards Board. These standards require that we plan and perform this engagement to obtain limited assurance about whether the Identified Sustainability Indicators are free from material misstatement.

A limited assurance engagement involves assessing the suitability in the circumstances of the Company's use of the Criteria as the basis for the preparation of the Identified Sustainability Indicators, assessing the risks of material misstatement of the Identified Sustainability Indicators whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Identified Sustainability Indicators.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

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

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

- Made enquiries of Company's management, including the various teams such as Environment, Health and Safety (EHS) team, Corporate Social Responsibility (CSR) team, Human Resources team, etc., and those with responsibility for managing the Company's Sustainability Report.
- Understood and evaluated the design of the key structures, systems, processes and controls for managing, recording and reporting on the Identified Sustainability Indicators for the sites covered.
- Checked the consolidation for entities under the reporting boundary to ensure the completeness of data being reported.
- Performed limited substantive testing on a selective basis of the Identified Sustainability Indicators at the corporate head office in Noida, India, and in relation to a sample of sites (Pasay City - Philippines, New York City - US and Pune & Noida in India), to check that data had been appropriately measured with underlying document, recorded, collated and reported.
- Reviewed the level of adherence to GRI and SASB Standards as the case maybe, the reporting frameworks followed by the Company in preparing the Sustainability Report.
- Reviewed the Sustainability Report for detecting, on a test basis, any major anomalies between the information reported in the Sustainability Report on performance with respect to Identified Sustainability Indicators/ parameters and relevant source data/information.
- Obtained representations from Company's Management.

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

Exclusions

- Our limited assurance scope excludes the following and therefore we do not express a conclusion on the same:
- Operations of the Company other than those mentioned in the "Scope of Examination"
 - Testing the operating effectiveness of management systems and controls
 - Aspects of the Report and the data/information (qualitative or quantitative) other than the Identified Sustainability Indicators.
 - Data and information outside the defined reporting period, i.e., January 1, 2021 to December 31, 2021
 - The statements that describe expression of opinion, belief, aspiration, expectation, aim or future intentions provided by the Company
 - Testing or assessing any forward-looking assertions and/or data

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Company's Identified Sustainability Indicators included in the Sustainability Report for the year ended December 31, 2021 are not prepared, in all material respects, in accordance with the Criteria.

Restriction on Use

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

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

HEMAN SABHARWAL
Digitally signed by HEMAN SABHARWAL
Date: 2022.12.20 11:20:22 +05'30'

Heman Sabharwal
Partner
Membership Number: 093263
UDIN: 22093263BFSZEJ8176

Place: Gurugram
Date: December 20, 2022

Appendix 1

A: Identified sustainability indicators in line with the GRI standards

S. No.	GRI Indicator reference	Indicator description
1	303-3	Water Withdrawal
2	305-1	Direct (Scope 1) GHG emissions
3	305-2	Energy indirect (Scope 2) GHG emissions
4	305-4	GHG emissions intensity (Scope 1 and 2 emissions only)
5	401-1	New employee hires and employee turnover
6	403-8	Workers covered by an occupational health and safety management system
7	404-3	Percentage of employees receiving regular performance and career development reviews
8	413-1	Operations with local community engagement, impact assessments, and development programs

B: Identified sustainability indicators in line with the SASB standards

S. No.	Indicator code	Indicator description
9	TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable
10	TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees
11	TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected

EXL

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