

WINNER FOR INCLUSION & DIVERSITY

GENPACT DELIVERS ON DEI

How to Make Every Employee Feel Valued & Included

Genpact, winner of the 2021 Duty of Care Award for Inclusion and Diversity, has developed a four-pillar programme to deliver diversity, equity and inclusion across all its operations.

Genpact is a global professional services firm delivering digital transformation by putting digital and data to work to create competitive advantage.

Ram Kumar Kovvali, Genpact CSO, explains its approach to diversity:

'Genpact recognises the challenges faced by employees in the workplace: lack of diverse representation at mid-management to leadership level, talent retention, and the fear of being authentic or unheard in the workplace. To address this, our diversity, equity, and inclusion (DEI) programme takes our purpose of 'the relentless pursuit of a world that works better for everyone' forward with the belief that we are #BetterTogether.'

Leading From the Top

Accountability starts at the top. CEO 'Tiger' Tyagarajan is a strong advocate of DEI and chairs the Diversity Council. The Global DEI Head, and other members of Genpact's DEI team, work together to align the company's DEI and business strategies and implement the agreed initiatives.

The DEI Advisory Council, a group of senior leaders, serves as a sounding board, providing accountability to the team. A group of ambassadors champion the diversity agenda, and DEI catalysts - employees working with the ambassadors - facilitate the execution of the programme.

The Four Pillars

Genpact's DEI strategy is based on four pillars:

- 1. Creating a supportive ecosystem - to address the needs and challenges faced by Genpact's diverse employees.**
 - **The Returning Moms Programme** in India and the Philippines offers preferred shift timings and locations to new mothers. Post maternity, 95% of female employees have been deployed successfully in India, and 100% in the Philippines.
 - **In 2021, 30,000+ employees** engaged in Genpact's online Parenting Community
 - **Virtual day care** engages children of employees in India in activities, blending virtual learning and day care. 80+ children have participated.
 - **Affinity groups create safe spaces** - 400+ employees have signed up for Black and Latinx affinity groups in the UK, the US and Canada, and 120+ for LGBTQ+ affinity groups globally.



WINNER FOR INCLUSION & DIVERSITY

2. Building leaders – and nurturing under-represented diverse talent

- **The Pay It Forward sponsorship programme for women** encourages sponsor-protégé relationships, providing opportunities for each protégé to enhance their career. The number of pairs expanded from 32 in 2013 to 2503 in 2021, with 75% retention.
- **The Women's Leadership Programme** is a self-nominated, 12-month accelerator learning journey designed in collaboration with Harvard Business Publishing. 313 women registered for the programme. 72 women completed all learning waves to reach the final phase, with the top 50 having graduated and placed on a fast-tracked career path.
- **The Sponsorship and Mentorship Programme** for Black and Latinx employees is a structured 12-month developmental programme matching high-potential individuals from underrepresented minorities. 94 sponsor-protégé pairs are taking part.
- **Global Operations Leadership Development (GOLD)** is an award-winning, 18 month-long programme for managers and senior managers. It has a 40% diversity target for each batch.
- **Leadership Direct Programme (LDP)** is a highly aspirational 12 month-long leadership development programme aimed at infusing 100 high-potential candidates into the top 1,000 VP roles at Genpact. The programme has a gender diversity ratio of 40%.

3. Attracting, retaining and promoting diverse talent

Genpact has 41% gender diversity, which exceeds the industry average of 39%. From 27% in 2018, gender diversity in the Board rose to 45% in 2021. The VP group saw an increase from 21% to 22%.

To tap into a racially diverse pool of candidates, Genpact is focusing on redrawing recruitment channels through minority affinity groups at target MBA schools, minority affiliate organisations and conferences, as well as specific recruitment agencies for Blacks and Latinos for managerial and executive levels.

4. Driving inclusion – Building an environment where people can bring their whole selves to work

Much has already been achieved:

- **77,975 employees** participated in Unconscious Bias Training in 2020-21.
- **59,000 employees** joined the global networking forum, Women in Genpact Network, in 2021.
- **Since 2018**, Genpact's virtual SharePoint communities of Gender, Race and LGBTQ+ has had 177,609 visits.
- **Allyship programmes recruit and empower active allies** - 300 have signed up for Black and Latinx, and 100+ for LGBTQ programmes.

Longer term, Genpact is striving for 50% gender diversity across all levels in the organisation and for deeper engagement in racial and LGBTQ+ equity.

Ram Kumar Kovvali Concludes

'We have seen clear and measurable benefits in implementing our diversity programmes. We continue to drive behavioural change. Through our online networking forums, we aim to engage in powerful discussions and gain new perspectives. We will also focus on the mental and emotional health of employees by driving a sense of purpose, building trust, resilience, wellness and inclusion among remote teams. We strive to ensure that everyone feels valued.'

Key Elements

- Create a supportive ecosystem to address employees' needs.
- Nurture under-represented diverse talent.
- Attract, retain and promote diverse talent.
- Build an inclusive working environment.