WNS









Sustainability Report FY 2020-21





Contents

04

Message from the CEO 06

Sustainability Highlights 07

About the Report

08

WNS: Quick Facts

10

Stakeholder Engagement and Materiality Assessment 12

Caring for Our Communities 19

Ethics, Integrity and Compliance **30**

Co-creating with Our Clients

38

Helping Our People Outperform 47

Protecting Our Planet **52**

WNS' Response to COVID-19

58

Awards and Recognition

60

GRI Content Index 66

Mapping with UNGC Principles 67

Legal Glossary





Message from the CEO¹

At WNS, co-creation — combining our domain knowledge, operational excellence and geographical footprint with our stakeholders' experiences and perspectives — has always been the key to value creation. The ethos of this partnership is a significant differentiator for WNS, driving our success in business and sustainability initiatives.

We have long been committed to protecting the environment and the interests of the communities within which we function. Working with our clients and value chain partners, involving employees in our Corporate Social Responsibility (CSR) and sustainability initiatives, and contributing to governments' initiatives are at the heart of our strategy to embed sustainability within and across the organization.

In FY 2020-21, the COVID-19 pandemic compelled organizations to adapt to new models of delivery overnight to ensure the health and safety of their

employees, customers and communities. We are proud to have shouldered the responsibility of helping our clients navigate this crisis and maintain business continuity, while keeping their information secure.

This past year, we forged strategic partnerships with organizations such as EvoluteIQ and Emagia to co-create digital-led solutions for our clients. The digital innovations released by WNS during the year have been recognized by both clients and analysts, and have received numerous BPM industry awards.

Our people — our most prized assets — have been the key drivers of these achievements. At WNS, we strive to foster a diverse, inclusive and safe workplace that is conducive to their personal and professional development.

We endeavor to promote equality with respect to compensation, hiring, talent development and



retention. I am proud to note that this philosophy, combined with our inclusive company culture, has earned us a spot on the 2021 Bloomberg Gender-Equality Index.

WNS has also signed up for the Women's Empowerment Principles (WEPs), established by the UN Global Compact and the UN Women. The WEPs, a primary vehicle for corporate delivery on gender equality, signal our commitment to foster business practices that empower women.

Skill development is another key tenet of our people management strategy which has continued uninterrupted despite the pandemic-related lock-downs leveraging the online platform GLINT.

Our wider commitment to the well-being of society takes concrete shape through the WNS Cares Foundation (WCF) which operates in 12 countries around the globe to build future-ready and resilient communities. Efforts across the three pillars of education, empowerment and enrichment help us impart real-world skills to underprivileged children, enabling them to break free from the cycle of poverty.

Adapting our WCF program deployment methods to the conditions imposed by the pandemic, we continued to touch lives while helping curb the spread of the disease. CyberSmart, a gamified, free learning ecosystem, was launched to help students, teachers, volunteers and parents traverse the digital landscape in the new normal with ease and security.

In addition, WNS is committed to reducing our environmental impact with consistent efforts

over the years to maximize the energy efficiency of our leased office buildings. Our initiatives have earned sustainability accreditations around the globe. This past year, our ability to adapt to a generational challenge has brought learnings that are now shaping our strategy to further reduce our carbon footprint and contribute in our combined fight against climate change.

We also encourage our employees to lead a sustainable lifestyle by periodically conducting awareness sessions on relevant topics. Every June, we observe 'Go Green Month' by running communication campaigns and taking initiatives in collaboration with employees and Non-Governmental Organizations (NGOs).

I believe that WNS' strategic investments are well-aligned with where the BPM industry is headed. I am confident that our differentiated capabilities, solid business momentum and proven ability to execute will allow us to drive long-term sustainable value for **all** of our key stakeholders, including our clients, employees, shareholders, and the communities in which we live and work.

I present this report, titled 'Powered by Digital: Co-Create. Sustain. Outperform.', which outlines our efforts to create shared value in FY 2020-21. As we continue the meaningful dialogue between our organization and stakeholders, we look forward to enhance business and sustainability performance.

Keshav R. Murugesh

Group Chief Executive Officer

GRI 102-14

Sustainability Highlights

For FY 2020-21



CSR unique beneficiaries (Including 204,500 Covid related program Beneficiaries)



\$1,731,779

CSR Program Spend





\$914,159

Global contribution to COVID-19 relief



\$868,701,087

Economic value generated



Highest score

within Digital and BPO group and one of the leaders in ESG, among Cowen and Company's coverage



333,163

Lives impacted by CyberSmart program



Energy STAR ratings for our facilities





4.138

Employee volunteering hours



















Platinum

Foundation Global Clean India Awards 2021



70,000+

Hits on e-learning platforms

About the Report

This report, which presents information about our sustainability performance in FY 2020-21, has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. The GRI guiding principles have been applied to define the quality and content of this report. The disclosures within it are also aligned with the UNGC principles.²



Reporting Boundary³

The reporting scope and boundary for our Sustainability Report*, unless otherwise stated, are WNS' operations in India, South Africa, the Philippines, China, Costa Rica, Sri Lanka, Poland, and Romania. The reporting period is from 1st April 2020 to 31st March 2021.

Data Collection

The data presented in this report has been sourced and collected through different internal platforms, managed and led by the respective teams.

Precautionary Principle⁶

Due to the inherent nature of our business, our operations have minimal negative impacts on the environment and society. However, we strive to be a responsible corporate citizen and positively contribute towards sustainable development. We have been actively incorporating sustainable development aspects as key components of our business approach. This report aligns with our intent to integrate ESG considerations in our business and ensure transparent financial and non-financial disclosures.

Forward-looking Statements

This report contains certain forward-looking statements that reflect our views with respect to future events and our performance. These statements are based on reasonable assumptions and past performance, and involve a variety of risks and uncertainities. They are subject to change in light of developments in the industry, geographical market conditions, government regulations, laws and other incidental factors. Consequently, no forward-looking statement can be guaranteed, and actual results may vary materially.

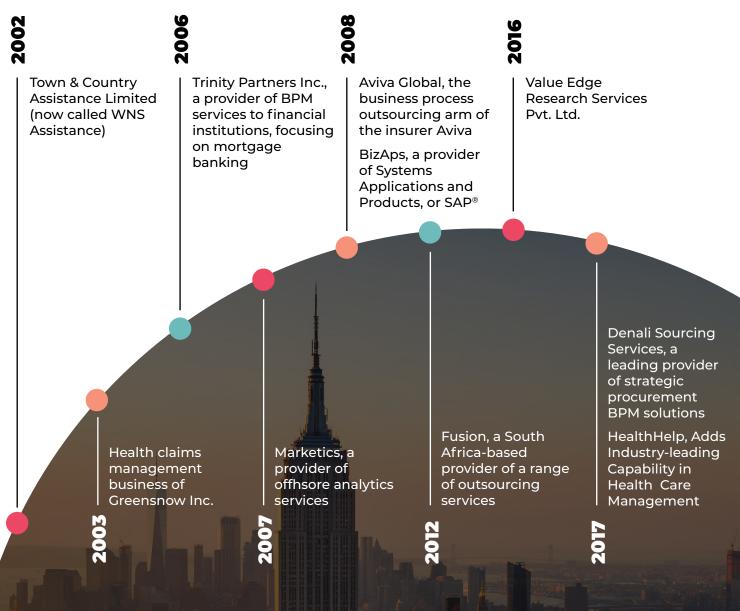
Your feedback, enquiries and suggestions are welcome, as they will help enhance our ESG reporting in the future. You may write back to us on ESG@wns.com.7

WNS: Quick Facts[®]

WNS (Holdings) Limited, headquartered in Mumbai⁹, is a leading Business Process Management (BPM) company. We combine deep industry knowledge with technology, analytics and process expertise to co-create innovative, digitally led transformational solutions with over 380 clients across various industries. We deliver an entire spectrum of BPM solutions including industry-specific offerings, customer experience services, finance and accounting, human resources, procurement, and research and analytics to re-imagine the digital future of businesses. As of March 31, 2021, we had ~44,000 professionals across 58 delivery centers worldwide including facilities in Australia, China, Costa Rica, India, the Philippines, Poland, Romania, South Africa, Spain, Sri Lanka, Turkey, the United Kingdom, and the United States.

Our Major Acquisitions

Originally founded as a captive for British Airways in 1996, we began offering BPM solutions to clients from different industries in 2003. Since then, our success has been driven by a judicious mix of organic and inorganic growth initiatives, including some major acquisitions outlined below;



Mission, Vision and Values¹⁰

At WNS, we enable our clients to outperform with our passion for service and innovation, and help in co-creating brand differentiation for them.

This mission is guided by our CIRCLE of values:



Client First

Place clients at the core of everything we do



Excellence

Strive for excellence in everything we do and aspire to outperform at every stage



circle of Values



Integrity

Be ethical, honest and committed in all actions



Learning

Learn from our experiences; share knowledge and best practices to create innovative solutions



Collaboration

Always keep "One WNS" as uppermost in everything we do



Respect

Be sensitive to individual differences and treat everyone with dignity





Stakeholder Engagement and Materiality Assessment

Stakeholder Engagement¹¹

At WNS, we regularly engage with our stakeholders to understand the impact of our business operations. Our stakeholder engagement process includes gaining insights from key stakeholders that may be impacted by our operations and activities.

We interact with our internal stakeholders to understand their perceptions on key issues for WNS on an ongoing basis. They also engage regularly and communicate to us the expectations of our external stakeholders such as regulators, communities, suppliers on issues material to them. This is a crucial process, which leads to increased opportunities for learning, effective risk management, working towards a shared vision, and informed decision-making. For the purpose of developing this report, we launched an employee survey to develop a holistic understanding of organization-wide topics.

We have identified the following as key stakeholders for WNS:12



Materiality Assessment

Our materiality assessment process includes engaging with our internal stakeholders, who also communicate to us the perceptions of our external stakeholders by engaging with them. We selected a list of material topics based on the Global Reporting Initiative, other relevant frameworks and a review of our industry peers. We interacted with the management and other key internal stakeholders to understand their views on these material topics. After identifying the material topics, we assess them on the impact and prioritize them based on their importance to our business and stakeholders and relative impact on the value chain.

Prioritized Material Topics¹³

Material Topic ¹⁴	Boundary of Impact ¹⁵	Corresponding GRI Standard
Ethics, Integrity and Compliance	Internal and External	GRI-102
Customer Privacy	Internal and External	GRI-418
Digital Security	Internal and External	Non-GRI
Corporate Governance	Internal and External	GRI-102
Economic Disclosures	Internal and External	GRI-201
Employee Wellness	Internal	Non-GRI
Talent and Skill Management	Internal	GRI-404
Customer Relationship	Internal and External	Non-GRI
Health and Safety	Internal	GRI-403
Diversity and Inclusion	Internal	GRI-405
Digitization	Internal and External	Non-GRI
Employee Engagement	Internal	Non-GRI
Local Impact and Communities	External	GRI-413
Innovation	Internal and External	Non-GRI
Responsible Supply Chain	Internal and External	Non-GRI
Energy	Internal and External	GRI-302
Emissions / Carbon Impact	Internal and External	GRI-305
Climate Change	Internal and External	Non-GRI



Caring for Our Communities

At WNS, we believe that corporations can play an active role in making a positive impact on the communities and ushering in a brighter future. With this strategic focus, the WNS Cares Foundation (WCF), our Corporate Social Responsibility (CSR) arm is applying its expertise, skills and resources to create value in different ways.

WCF is registered in India as a not-for-profit company since 2011 for carrying out developmental activities. WNS carries out its developmental activities across 28 locations in 12 countries across the globe through its channel partners. ¹⁶ Our Foundation's core philosophy is rooted in the belief that every individual has the power to make a difference through education. We aim to offer underprivileged children and youth a better and more sustainable future by equipping them with education and real-life skills. Details of our community development programs are accessible online at <a href="https://www.wns.community.com/wns.com/wn

We are committed to building an equitable society through a spectrum of sustainable initiatives, guided by our three pillars: Educate, Empower and Enrich. Under these three key pillars, we have set up a variety of high-impact programs that are contributing to one of the Sustainable Development Goals (SDGs) - Quality Education.

Educate	Empower	Enrich
Computer Literacy	Make My Career	Self Defense
Digital Learning	Youth4Change	e-Mentoring
Digital Treasure Website	Line of Sight	Life Skills Development
Community Knowledge Hub		Remedial English
Reading Program (Mobile & Static)		Cybersecurity Awareness

We have established Corporate Social Responsibility Committees for WNS Global Services Private Limited and WNS Business Consulting Services Private Limited. The Committee comprises of three Directors and its composition more than adequately meets the requirements of the Companies Act, 2013. Guided by our CSR Policy and overseen by the CSR Committee, our activities are spread across the globe and implemented under the banner of the WNS Cares Foundation.¹⁷

Three Pillars	Number of Unique Beneficiaries		
	FY 2019-20	FY 2020-21	
Educate	102,880	215,036	
Empower	2,205	610	
Enrich	776	381,504	

Our CSR spend during the year was USD 1,731,779 and the total unique beneficiaries from our programs and initiatives accounted to 597,150.

Volunteer Training and Engagement

Our volunteers are the most important pillar of our CSR activities. Even during the pandemic, we enlisted three volunteers per day across 12 countries as compared to 12 volunteers per day in FY 2019-20. In FY 2020-21, around 1,147 employees volunteered and catered to 106,000 beneficiaries. The total volunteering hours during the reporting period were 4,138 hours. We have contributed USD 11,839 towards employee volunteering during paid working hours.

We believe in creating programs that are comprehensive and driven by specific core objectives. Not only are our programs aimed at benefiting the intended beneficiaries, but they also provide volunteers diverse opportunities to choose from. A distinct feature that contributes to the success of our programs is the volunteer base. An army of volunteers, who are WNS employees, are championing our mission and contributing to sustainable implementation of initiatives across 12 countries.

We promote our brand, philosophy and programs internally and externally to volunteers through various platforms:

- **Orientation:** The WCF project forms an integral part of the WNS induction program, communicating our commitment to social causes to new recruits.
- Intranet: Our Intranet features an MIS created to help employees get the latest information on volunteering opportunities available for their respective locations and register for them.
- **Floor Walks:** Floor Walks involve volunteers visiting each working area of WNS and talking to employees about the WCF, its programs and volunteering opportunities.
- **WCF Wall:** The WCF Wall is a display of the Foundation's latest activities and features, photos of local volunteers in action, and the updated calendar of activities, among other things.
- Monthly Volunteering Calendars: These provide details of volunteering opportunities available to the staff in the coming month.
- **Weekly Broadcast:** The Weekly Broadcast is a weekly mail showcasing the highlights of volunteering activities that took place across the globe during the week.
- **WNS Circle:** A dedicated WCF section within the quarterly company newsletter that complements WCF Pulse and outlines salient WCF activities and programs in various geographies.
- **Pulse:** A WCF newsletter providing updates on various activities and programs undertaken by the Foundation.

We have created a platform that enables volunteers to become an integral part of our CSR initiatives. We train employees on volunteerism after they enroll themselves through the MIS. We encourage them to pick activities based on their interests and skills. Our volunteers go through specific modules that are created for each location with due consideration for the local laws and governance.

The training modules include the following topics:



Child Protection and Rights

- Child protection and rights
- How common is abuse?
- What are abuse and neglect?



Legal Mandates and Guidelines

- Evolution of CSR in India
- The Companies Act
- CSR activities according to the Companies Act
- Which activities do not qualify as CSR?

Our volunteers are also trained to utilize their personal skills and expertise. We expect them to be our eyes on the field, which is why we train them to be aware and ensure that investments done by the Foundation are being used for the right purposes. In case of situations leading to interruptions in CSR initiatives, volunteers are trained on the process of reporting them to the Foundation.

We have entrusted our volunteers with the responsibility of handling grievances and serving as a link between the school, NGOs and WCF team for grievance redressal. Our program leaders, volunteers and school audit SPOCs are involved in planning, implementing, monitoring and evaluating our programs. Every CSR program has been designed based on need assessment. We undertake third-party assessments on individual programs, with the type of assessment depending on the individual initiative.

Educate



We see education as a bridge between the social and economic divide, and therefore, promote a learning environment for all through our initiatives. We support a range of educational programs and offer lesser-privileged communities a better future.



Computer-aided Literacy Program

We manage computer literacy centers across India to provide students from grades 1 to 10 with quality computer-aided education. This program focuses on providing underprivileged children computer education and technology-related job skills. Partnering with Pratham Infotech Foundation, we have set up 138 computer literacy centers that offer computer-aided learning and technology infrastructure across Mumbai, Pune, Nashik, Gurugram and Chennai, with access to Visakhapatnam and Bengaluru, in India, benefitting 55,700 children. We also provide schools with computers to improve the computer-to-student ratio and enhance their learning. Over the years, WCF has established 168 computer centers across the globe.

In light of the COVID-19 pandemic, this program has been adapted for remote implementation through WhatsApp, and as part of online classes.

Digital Learning Centers

The lack of teachers is a big challenge for schools in under-developed communities. Our digital learning centers empower teachers to enhance learning outcomes of students between grades 1 and 10 from low-income households by providing them digitized versions of curriculum content in English and local Indian languages. They also help students understand concepts better, retain their interest in learning and curb school dropouts. Till date, we have set up centers in collaboration with NGOs within 120 schools reaching nearly 50,272 students.





WCF Digital Treasure

Through our digital treasure portal, we offer a plethora of content necessary to prepare students with academic and real-life skills. This portal is a webbased, open source, and user-friendly e-learning platform containing three sections and 1,050 videos. The first section e-tutorials offers practice exercises and instructional videos. Further, e-class provides content that complements the school syllabus and e-library offers a wide range of reading materials extending beyond academic subjects. Till date, this portal has been accessed by more than 102,883 children and has become an integral part of their lives.

Community Knowledge Hub

Offering modern learning assistance to students in remote areas, our Community Knowledge Hub serves 6,000 children from 44 schools. It comprises of a science center, e-learning facility, a lecture room and a library. The science center has a physics lab equipped to perform a range of experiments, a robotics lab, digital microscope to view biology slides along with specimens, and a full-fledged bench for chemistry experiments. In addition, the library and lecture room organize special shows, talks and trainings for students as well as teachers.





Mobile Libraries

We run mobile and community libraries across India and the Philippines, to reach out to children who cannot attend schools. The libraries are equipped with curriculum books, story books, and tablets. Thus far, we have seven mobile libraries in India serving 42 communities and empowering over 22,000 children.

Empower



Members of the next generation are powerful change agents in their communities and, therefore, critical for our nation's success. Driven by the universal imperative to empower youth with the right environment and ideals, we have initiated programs aimed at enhancing the lives of high school students.

MakeMyCareer@WCF

We intend to provide industry-relevant training to youths from economically challenged backgrounds who fail to find employment due to the lack of relevant job skills. Our in-house trainers conduct intensive vocational training on courses relevant to the Business Process Management industry, in order to bridge the skill gap. The students, selected based on pre-defined criteria, gain domain knowledge that increases employment opportunities. This year, we have trained 610 students across India, South Africa and Sri Lanka.

The Youth4Change (Y4C) Leadership Program

We extend our training programs to South African youth through a non-profit organization and implement initiatives to upgrade their learning environment. We train students from grade 11 to work on upliftment projects in their schools and communities. This program helps them develop leadership skills and make them job-ready, resulting in full-time, meaningful employment with our company. In the last two years, over 2,030 students from four schools have benefitted from various development projects, some of which have even received an initial capital investment from us.

"I used to be a shy, withdrawn introvert. Now, after the Y4C Leadership Program, I can inspire others like me."

New to his high school, South African grade 11 student found it difficult to fit in. He avoided teamwork and group discussions and was uncomfortable in public settings. Six months into WCF's Y4C Leadership Program helped him develop selfconfidence and social ease. He engages with people, participates enthusiastically in conversations and is a good team player. He truly appreciates the continuous support from the WCF team that helped him on his journey. He now looks forward to completing his education with positivity and confidence.

Line of Sight

Our leadership program is aimed at developing the capacity of students through experiential learning. It helps boost children's confidence and enhance their leadership, decision-making and problem-solving skills, as they prepare for the next stage of their lives. Our program has benefited more than 200 students from four schools.

Enrich

Children from underprivileged communities usually lack opportunities to learn vital life skills. We realized the value of life skills and experiential learning and conducted programs on self-defense, physical education and creative skills to enrich the children.

Self-defense Program

We have developed a module to educate girls on various situations that they could face, be it at home, school or in public places. Our program has trained girls in martial arts, basic karate and boxing punches, static and dynamic stretches, ways to detect potential threats and deal with them, exercises to develop physical flexibility, and self-discipline and effective use of body language. Almost 10,000 girls from grades 8 and 9 have benefitted from this program.

Case Study: WCF's Self-defense Program

Two young girls, who often had to stay home alone while their parents worked, found themselves threatened by boys in the neighborhood. Not willing to add to their parents' burden by complaining, they stayed silent.

However, they found a solution in WCF's Self-defense Program. Attending the sessions held at their school, they learnt how to stay aware and fit, and defend themselves if they were threatened physically.

While walking home alone one day, one of them was accosted by a man. Without hesitation, she defended herself, immediately attracting a crowd of rescuers. WCF's Self-defense Program has given girls like them the self-confidence and ability to look after themselves, helping them conquer fear and face the future as strong, independent women.



e-Mentoring

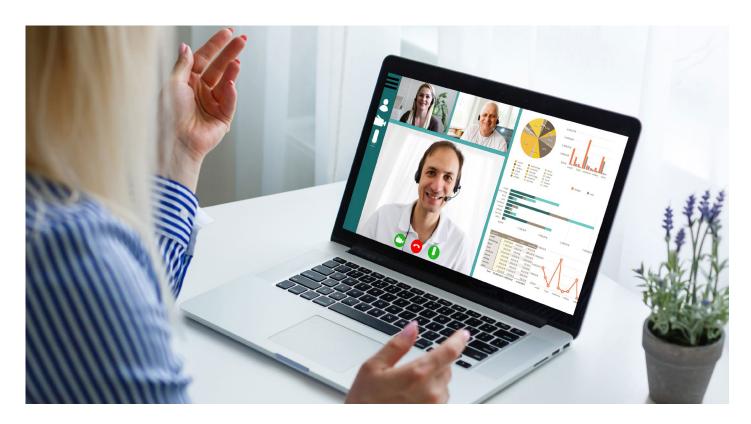
This year, we provided more than 1,200 children from over 24 schools with a unique experience and the opportunity to interact with our leaders from different locations over e-mail. These interactions give them cultural insights, build their self-confidence and empower them to dream big. Identified mentors from our 9 international locations help their protégés overcome their challenges, with the assistance of local mentors.

Global Impact Day (GID)

We launched our flagship event in 2012 with the intent to bring together all the beneficiaries on one global platform through contests and awareness drives. From an art and essay writing competition in 2013, followed by spelling contests, to math Olympiads and campaigns related to cybersecurity and physical literacy, the reach of GID and the impact it generates has grown immensely over the years.

Physical Literacy Program

This program was launched in 2018 on GID to inspire children across the globe to live a physically active and healthy life. The sessions helped develop fundamental movement skills of children like running, hopping, throwing, catching and jumping, giving them confidence to participate in different physical activities and sports. Through this initiative, we have impacted over 100,000 children in 238 schools from 10 countries.



Cybersecurity Awareness

We understand the threat that the cyberspace poses and its exposure on young minds. Our GID 2017 campaign, CyberSword – Fight Attackers of Cyberspace, was designed to create awareness on this topic through a competition. Our team reached out to more than 135,000 children, youth and teachers through a series of videos and multimedia presentations, making them aware of the dangers of the digital world, preventive measures and strategies to pursue if children fall victim to cybercrime. We conducted this campaign in over 400 schools in eight countries. We had driven an initiative, #ThinkTalkTeach, which has garnered over 1.3 million views on social media.

CyberSmart



Reaching out to students through the online platform was a challenge faced in the initial stages. The pandemic made the situation difficult

for the volunteers and even school authorities to reach the students.

WNS launched 'CyberSmart' in June 2020, that enabled teachers, NGOs and volunteers to impart education using a unique blend of online and offline methodology. This portal is a holistic cybersafe ecosystem for children and also the company's response to address the urgent need to nurture a robust cybersafe environment. Till date, more than 333,163 users have accessed host of features available on the portal. Through this program, we have been able to leverage partnerships across the spectrum to ensure wide adoption of CyberSmart. Notable among them include collaboration with Atal Innovation Mission (AIM), an initiative by the Government of India to foster a culture of innovation among children and youth. CyberSmart has received tremendous support from the Government of India, various state governments, NASSCOM and community organizations.18

'WNS (Holdings) Limited, has been declared the Winner of 'Golden Peacock GLOBAL Award for Corporate Social Responsibility' for the year 2020, by the Institute of Directors (IOD), India. This award was conferred for the CyberSmart awareness campaign led by the teams.



Ethics, Integrity and Compliance

We, at WNS, are committed towards delivering value to our customers in an ethical manner. Our clients' trust is the key driver of our success, and we strive to comply with the law and maintain transparency in our disclosures and communication to earn and maintain it. We have, therefore, implemented a number of policies, mechanisms and frameworks to ensure that each one of us remains firmly on the path of compliance while discharging our duties.¹⁹

Compliance Framework

We have adopted a proactive approach towards compliance to avoid non-conformities to applicable legal and other obligatory requirements. The framework also includes guidance on handling legal disputes, prescribing compliance norms, improving dispute management practices and establishing internal regulations and risk prevention mechanisms. The compliance framework is aligned with the sustainability management approach in ensuring that compliance issues related to any initiatives are handled appropriately to ensure minimal negative impacts on the company.

Due to the nature of our work, we are required to comply with numerous, and sometimes contradictory and uncertain, laws and regulations as applicable to BPM processes. These include matters relating to import and export controls, trade restrictions, taxation,

immigration, internal disclosure and control obligations, securities regulation, anti-competition, data privacy and protection, anti-corruption, and employment and labor relations.²⁰ In addition, we are required to obtain and maintain permits and licenses to conduct

our business in various jurisdictions.

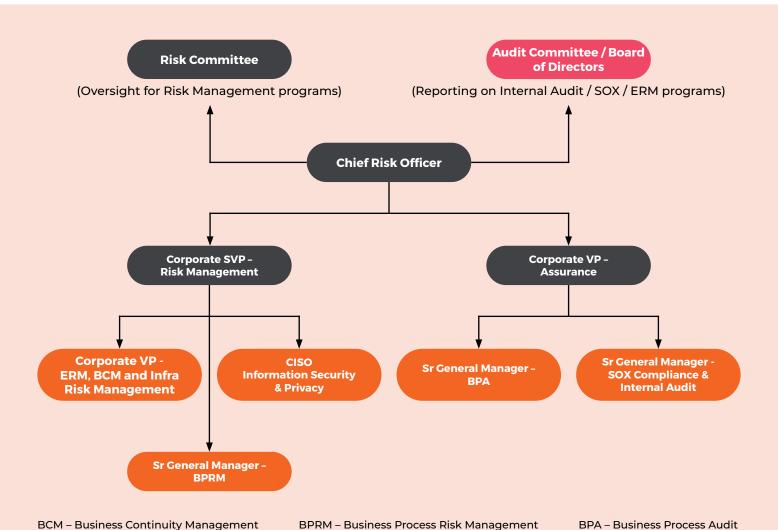
Our clients' business operations are also subject to numerous regulations in the jurisdictions in which they operate or that are applicable to their industry. They may contractually require that we perform our services in compliance with regulations applicable to them or in a manner that will enable them to comply with such regulations.

Risk Management

At WNS, we have implemented targeted risk management programs that focus on specific aspects of risk management, including:

- Enterprise Risk Management: The 'apex' risk management program for managing strategic and operational risks at the group level, across business units, enabling units and geographies
- Information Security: To manage risks pertaining to the confidentiality, integrity and availability of client and WNS information
- Business Continuity and Infrastructure Risk Management: To prevent, monitor and mitigate the risk of disruption of critical business processes and infrastructure.
- Business Process Risk Management and Audit: To identify operational risks within business processes, recommend mitigating controls and verify continued operating effectiveness of controls²¹

The WNS Risk Management and Audit team is a centralized function, with members across various geographies in which WNS operates, which conducts various risk management and assurance activities across the company. The team is independent of other business and enabling units, as depicted below:²²



Business Ethics and Conduct²³

Our Code of Business Ethics and Conduct (CoBEC) is reflective of our working conditions and norms. It applies to each and every person or organization that we come in contact with (such as employees, directors, contractors and vendors, collectively defined as Associates) in conducting our business or serving our clients.

The CoBEC goes beyond outlining principles and practices that the company and our employees should not breach. Its focus areas are:













The WNS commitment

Protecting WNS' assets

Conflict of interest Financial reports, records and retention

Fair dealing Policy breach and procedures

Ensuring that the CoBEC is adhered to is essential. All directors, senior management and employees are informed of the code on joining. It is displayed across our office premises to all visitors and employees, made available on our <u>website</u>, and provided to anyone on request.

Respectful Workplace Program



Our Respectful Workplace Program is based on the premise that all employees need to be treated fairly, and differences should be acknowledged and valued. The program promotes a work environment that is collaborative, with respectful relationships based on a humane and ethical mindset. It is an initiative of the people, for the people and by the people. The premise of this module is inclusion, irrespective of gender, ethnicity, sexual orientation or any other dividing force that may hinder respect towards one another. It also covers various aspects related to the prevention of sexual harassment in the workplace, and drives awareness of our organization's policy and approach in this area.

: Anti-bribery and Fair Dealing Policy²⁴

At WNS, bribery in any form is strictly prohibited, whether indirect or direct, and whether carried out by or through employees, agents, subsidiaries, business partners or other intermediaries or third parties associated with us.

Our Anti-bribery and Fair Dealing Policy covers the following aspects:



For more information, please refer to our website.

Insider Trading Policy

We have an insider trading policy to prevent the use of material and non-public information of the organization for unauthorized purposes. Examples of material information include (but are not limited to) information concerning dividends: corporate earnings or earnings forecasts; possible mergers or acquisitions; tender offers or dispositions; major new products or product developments; important business developments such as major contract awards or cancellations, developments regarding strategic collaborators or the status of regulatory submissions; management or control changes; significant litigation or regulatory actions; significant borrowing or financing developments including pending public sales or offerings of debt or equity securities; defaults on borrowings; bankruptcies; and any knowledge regarding a significant cybersecurity incident experienced by our company. Moreover, material information does not have to be related to a company's business. For example, the contents of a forthcoming newspaper column that is expected to affect the market price of a security can be material.

For more information, the policy is available on the company website.

Whistleblower Mechanism²⁵

It is our policy to treat complaints seriously and expeditiously. Associates are given the opportunity to submit for review by the company confidential and anonymous complaints, including without limitation, the following:

- Fraud against investors, securities fraud, mail or wire fraud, bank fraud,
- Fraudulent statements to the U.S. Securities and Exchange Commission (the "SEC") or applicable regulatory authorities or members of the investing public,
- Violations of any laws, rules, guidelines or SEC rules and regulations applicable to the company and related to accounting, internal accounting controls and auditing matters,
- Intentional error or fraud in the preparation, review or audit of any financial statement of the company,

 24 UNGC Principle 10 | 25 GRI 102-17

- Significant deficiencies in or intentional non-compliance with the company's internal accounting controls, and
- Any other matter that involves reporting of the violation or potential violations of the company's CoBEC or any applicable law.

If requested by an employee, the company ensures that it fully protects the confidentiality and anonymity of the employee as far as possible, consistent with the need to conduct an adequate review. Vendors, customers, business partners and other parties external to the company are also given the opportunity to submit complaints. However, the company is not obligated to keep complaints from non-employees confidential or to maintain the anonymity of non-employees.

All complaints are reviewed under the direction of the Audit Committee and oversight by the company's in-house General Counsel, internal audit manager or such other persons as they determine to be appropriate. A complaint can be made by writing at a dedicated email-id at "whistleblower@wns.com" or logging on to "http://www.mysafeworkplace.com" or by calling at dedicated helpline numbers given in the policy.

For more details, please refer to our website.

Commitment to Compliance

WNS complies with all applicable laws, rules and regulations. These include, without limitation, laws covering bribery and kickbacks, copyrights, trademarks and trade secrets, information privacy, insider trading, illegal political contributions, antitrust prohibitions, foreign corrupt practices (including the Foreign Corrupt Practices Act), offering or receiving gratuities, environmental hazards, employment discrimination or harassment, occupational health and safety, false or misleading financial information, or misuse of corporate assets.



Board of Directors 26 WNS (Holdings) Limited



Adrian T. Dillon Chairman



Keshav R. Murugesh Group Chief Executive Officer



John Freeland Director



Jason Liberty Director



Francoise Gri Director



Gareth Williams Director



Keith Haviland Director



Michael Menezes Director



Mario P. Vitale Director

About the Board

- Adrian T. Dillon was appointed to our Board of Directors in September 2012 and was designated as Non-Executive Vice Chairman of the Board in January 2013. In January 2014 he was appointed as the Non-Executive Chairman of the Board. He is currently a member of the Board of Directors, a member of the Audit and Risk Committee and of the Compensation Committee of HealthEquity, Inc., and Chairman of the Cybersecurity Committee. Mr. Dillon is also a member of the Board of Directors at Datto Inc., and Chairman of its Audit Committee. Mr. Dillon was a member of the Board of Directors and Chairman of the Audit and Finance Committee of Williams-Sonoma, Inc from May 2005 until May 2017. He also served as a member of the Board of Directors of NDS Group Limited, from 2011 to 2012, Verigy Pty, from 2006 to 2007 and LumiLeds Inc., from 2002 to 2007. During his career, Mr. Dillon held key finance roles including Chief Financial and Administrative Officer at Skype Limited, from 2010 to 2011, Executive Vice President - Finance & Administration and Chief Financial Officer at Agilent Technologies, Inc., from 2001 to 2010 and held various positions at Eaton Corporation, from 1979 to 2001, including Executive Vice President and Chief Financial and Planning Officer from 1995-2001. He was a member and past Chairman of The Conference Board Council of Financial Executives. Mr. Dillon graduated from Amherst College with a Bachelor of Arts degree in economics. The business address of Mr. Dillon is 5872 Cottage Ridge Road, Santa Rosa, CA 95403, USA.
- Gareth Williams was appointed to our Board of Directors in January 2014. Presently, Mr. Williams serves as a member of the Board of Trustees of Cicely Saunders International, a charity that funds research and education on palliative care. Mr. Williams also serves as an independent director of SAGA plc until December 2020. He served as a Chairman of YSC until November 2017. He also served as a member of the Board of YSC from 2013 to 2017. He also served as the advisor to the Chief Executive Officer of Diageo plc until June 2014. Prior to his appointment to our Board, he was Director, Human Resources at Diageo plc, one of the world's leading premium drink companies. Prior to taking over as Head of Human Resources at Diageo in January 1999, Mr. Williams held a series of key positions in HR at Grand Metropolitan, plc in North America and the UK from 1984 to 1998, leading up to the merger with Guinness that formed Diageo. Before joining Grand Metropolitan, he spent 10 years with Ford of Britain in a number of HR roles. Mr. Williams graduated with a Bachelor of Arts degree in Economics from the Warwick University. The business address of Mr. Williams is High Tees, Wildernesse Avenue, Sevenoaks, Kent TN15 0EA, United Kingdom.
- John Freeland was appointed to our Board of Directors in September 2014. Currently, Mr. Freeland is the Chairman and Co-founder of Surface Architectural Supply Inc, Chairman and founder of JF Manufacturing LLC and the founder of JF Fitness of North America. He is on the Board of Trout River Lumber, LLC and Scout Logic, Inc. He was on the Board of Compuware Corporation during the year 2014. He brings over 35 years of experience to WNS. Most recently he was the Chief Executive Officer of Symphony Information Resources, Inc. from October 2007 to May 2012, a leading global provider of information, insights and decision solutions. In his previous roles, he was President Worldwide Operations for salesforce.com and a Managing Partner at Accenture in the areas of global Insurance and global Customer Relationship Management. During his 26-year career at Accenture, he was also appointed a member of Accenture's executive committee. Mr. Freeland has a Bachelor of Arts degree in Economics and a Master of Business Administration from Columbia University. The business address of Mr. Freeland is 435 East 52nd Street, Apartment 8B, NY, NY 10022, USA.
- Keshav R. Murugesh was appointed as our Group Chief Executive Officer and director in February 2010. Mr. Murugesh is based out of Mumbai. Prior to joining WNS, Mr. Murugesh was the Chief Executive Officer of Syntel Inc., a Nasdaq-listed information technology company. He holds a Bachelor of Commerce degree and is a Fellow of The Institute of Chartered Accountants of India. Prior to Syntel, he worked in various capacities with ITC Limited, an affiliate of BAT Plc. between 1989 and 2002. Presently, he is an Executive Council member of the National Association of Software and Service Companies ("NASSCOM"). He is also a Charter Member of the Board of Trustees for TiE Mumbai, which is a non-profit organisation focusing on fostering entrepreneurship though mentoring, networking, funding and incubation.

GRI 102-18, 405-1

Previously, he held the position of Chairman and a Director at the Data Security Council of India, a not-for-profit, industry body on data protection in India set up by NASSCOM (from 2019 to 2020) and Vice-Chairman of the Executive Council of NASSCOM. He was the Chairman of the Audit Committee of NASSCOM (from 2017 to 2018) of which he stepped off on being elected as Vice-Chairman and the Honorary Chairman of The Confederation of Indian Industry – Western India's Education Committee (from 2017 to 2018). He has also served as a former chairman of the BPM Council at NASSCOM. NASSCOM is the industry association for the IT-BPM sector in India. He is on the Board of WNS Cares Foundation, a company that focuses on sustainability initiatives. He was the Chairman of SIFE (Students in Free Enterprise) India, which is a global organization involved in educational outreach projects in partnership with businesses across the globe, from 2005 to 2011. The business address of Mr. Murugesh is Gate 4, Godrej & Boyce Complex, Pirojshanagar, Vikhroli West, Mumbai 400079, India.

- Michael Menezes was appointed to our Board of Directors in January 2014. Mr. Menezes presently serves as an Executive-in-Residence to the Master of Business Administration students at Ryerson University in Toronto on a voluntary basis. He is the President of Acumentor Inc. a sole proprietary business engaged in providing consulting and other services. Most recently, he was the special advisor to the Continental Bank of Canada and was an advisor to Fairfax India. He was also Chief Financial Officer, Technology, Operations and was Corporate Group at Bank of Montreal from 2000 to 2012. Mr. Menezes has over two decades of global exposure, both as Chief Executive Officer and Chief Financial Officer in the Financial Services, Consumer Goods and Agri-business sectors. In his previous stints, he has been the Chief Financial Officer for ONIC (Holding), Chief Executive Officer of ITC Agro Tech Ltd., India, apart from holding various senior finance roles at ITC Ltd. in India. Mr. Menezes received a Bachelor of Arts Degree in Economics from University of Delhi, India, a Master's degree in Economics from London School of Economics, UK and qualified as a Member of the Institute of Chartered Accountants of India. The business address of Mr. Menezes is LPH 02, Landmark 2, 7825 Bayview Avenue, Thornhill, Ontario, Canada, L3T 7N2.
- Françoise Gri was appointed to our Board of Directors in May 2015. Ms. Gri brings over 30 years of international business experience to WNS, most recently as Chief Executive Officer of Pierre & Vacances-Center Parcs Group, a European leader in local tourism. In her previous roles, she was Executive Vice President France, and then for all of Southern Europe, at Manpower, Inc., a workforce solutions company which she joined in 2007. During her 26-year career at IBM, she served in various executive positions, being at last the President and Country GM for IBM France. She is a chairperson of INSEEC U, which is a private multidisciplinary higher education and research institution, and a member of the Board of Directors and chairperson of the Risk Committee at Credit Agricole, the tenth largest bank in the World. She is also on the board of Credit Agricole Investment Banking and an independent lead director at Edenred. Ms. Gri has a Master of Science degree in Computer Engineering from Ecole Nationale Superieure d'Informatique et Mathematiques Appliquees (ENSIMAG) in Grenoble, France. The business address of Ms. Gri is 25, Rue des Vaussourds, 92500 Rueil Malmaison, France.
- Keith Haviland was appointed to our Board of Directors in July 2017. He brings 35 years of global technology and business experience to WNS, including strategic vision, executive leadership, operational execution and C-suite relationships. He spent 23 years with Accenture where he was a key founder of their offshore business model and global delivery network for their Technology Services, later becoming responsible for all client-facing technology services. He finished his tenure at Accenture in 2013 as Senior Managing Director of Technology Services and a member of their Global Leadership Council. Currently, Keith is an Emmy-nominated film producer and the founder of Haviland Digital Limited, a company dedicated to creating awardwinning intelligent film, television and digital media. He also serves on the board of Mission Control Productions Limited, Mirabilis Technology Services Limited, Caravan Media Limited, Haviland Digital Co-Productions Limited, 35 Yard Development Limited and Tin Goose Films Ltd. Mr. Haviland received a Master of Arts degree from Gonville and Caius College, Cambridge University in Mathematics and Management Science and is Fellow of the British Computer Society, a Fellow of the Institution of Engineering and Technology and a Liveryman of the Worshipful Company of Information Technologists. The business address of Mr. Haviland is 8 Albany Park Road, Kingston Upon Thames, London, KT2 5SW, United Kingdom.

- Mario P. Vitale was appointed to our Board of Directors in October 2017. He has over 40 years of experience in the insurance industry. Currently, Mario serves as the Chief Executive Officer of Resilience Cyber Insurance Solutions, a startup of a cyber insurance platform for insurance, a member of the advisory board of Kalepa Insurance and Director on the Board of Broad Street Partners, an insurance brokerage Services Company. He also serves as the Trustee of St. John's University College of Insurance and the Director of Growthsource Academy, a non-profit organization. Most recently, he was the Chief Executive Officer of Aspen Insurance, a leading specialty insurer. In his previous roles, he has been the Chief Executive Officer of Zurich Insurance Group's Global Corporate business in North America from October 2006 to March 2011 and the Chief Executive Officer of Willis North America from January 2000 to October 2006. He was the Chairman of the Board of Blue Marble, a micro-insurance company from February 2016 to April 2017. The business address of Mr. Vitale is 3440 Thornbury Ln Bonita Springs, Florida 34134, United States.
- Jason Liberty was appointed to our Board of Directors in February 2020. Mr. Liberty brings over 21 years of finance experience and deep domain expertise in the travel and leisure vertical. Currently, Mr. Liberty is the Executive Vice President and Chief Financial Officer for Royal Caribbean Cruises Ltd. He is responsible for overseeing their finance and accounting, strategic planning, information technology, supply chain, port operations, legal and risk management functions. Before joining Royal Caribbean Cruises Ltd. in 2005, he was a senior manager with KPMG, LLP. The business address of Mr. Liberty is 1050, Caribbean Way, Miami FL33131.



Board Committees²⁷

Our Board of Directors has three standing committees: an Audit Committee, a Compensation Committee, and a Nominating and Corporate Governance Committee.

Audit Committee

The Audit Committee comprises four directors: Mr. Michael Menezes (Chairman), Mr. Jason Liberty, Mr. Keith Haviland and Mr. Mario P. Vitale. The principal duties and responsibilities of our Audit Committee are as follows:

- To serve as an independent and objective party to monitor our financial reporting process and internal control systems.
- To review and appraise the audit efforts of our independent accountants and exercise ultimate authority over the relationship between us and our independent accountants.
- To provide an open avenue of communication among the independent accountants, financial and senior management and the Board of Directors.
- To identify risks and the effectiveness of Company's risk management programme.

The Audit Committee has the power to investigate any matter brought to its attention within the scope of its duties. It also has the authority to retain counsel and advisors to fulfill its responsibilities and duties.

We have posted our Audit Committee charter on our website.

Compensation Committee

The Compensation Committee comprises four directors: Messrs. Gareth Williams (Chairman), John Freeland, Adrian T. Dillon and Ms. Francoise Gri. The scope of this committee's duties are as follows:

- To determine the compensation of our executive officers and other key management personnel
- To administer the 2006 Incentive Award Plan and the 2016 Incentive Award Plan
- To review performance appraisal criteria and sets standards for and decides on all employee shares options allocations when delegated to do so by the Board of Directors

We have posted our Compensation Committee charter on our <u>website</u>.

Nominating and Corporate Governance Committee

The Nominating and Corporate Governance Committee comprises four directors: Ms. Françoise Gri (Chairman) and Messrs. Adrian T. Dillon, John Freeland and Gareth Williams.

The principal duties and responsibilities of the Nominating and Corporate Governance Committee are as follows:

- To assist the Board of Directors by identifying individuals qualified to become board members and members of board committees, to recommend to the Board of Directors nominees for the next annual meeting of shareholders, and to recommend to the Board of Directors nominees for each committee of the Board of Directors
- To monitor our corporate governance structure
- To periodically review and recommend to the Board of Directors any proposed changes to the corporate governance guidelines applicable to us

We have posted our Nominating and Corporate Governance Committee charter on our website.

The Nominating and Corporate Governance Committee uses its judgment to identify well qualified individuals who are willing and able to serve on our Board. Pursuant to its charter, the Nominating and Corporate Governance Committee may consider a variety of criteria in recommending candidates for election to our board, including an individual's personal and professional integrity, ethics and values; experience in corporate management, such as serving as an officer or former officer of a publicly held company, and a general understanding of marketing, finance and other elements relevant to the success of a publicly-traded company in today's business environment; experience in our company's industry and with relevant social policy concerns; experience as a board member of another publicly held company; academic expertise in an area of our company's operations; and practical and mature business judgment, including ability to make independent analytical inquiries.

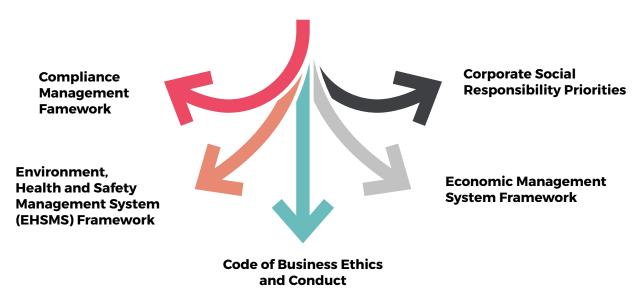
The Nominating and Corporate Governance Committee considers director nominees with a diverse range of backgrounds, skills, national origins, values, experiences and occupations.

: Sustainability Governance²⁸

At WNS, we not only strive to enhance our economic performance, but also our ESG impacts. Our strategy and management approach use our existing systems and strengths as a foundation, from which we look to expand our practices and range to increase the scale of our impacts.

The Nominating and Corporate Governance Committee of the Board has oversight of WNS' ESG initiatives. Our CEO and the other CXOs have executive oversight of these initiatives. The Business Unit and Enabling Unit leaders, meanwhile, are responsible for identifying material issues, and they are also tasked with implementing our ESG priorities.

Our sustainability management framework is based on:



This approach focuses on our operations and those of our key direct suppliers, our customers, and the communities in which we have a presence. We aim to expand it to include greater areas of our value chain, both upstream and downstream. Our future focus to expand sustainability interventions can lead to WNS extending the sustainability management approach to a more overarching focus.

Environment Health and Safety Management System Framework



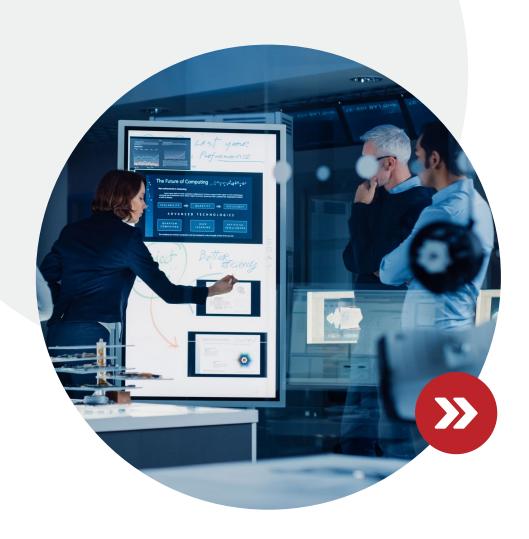
The EHSMS supports the sustainability management approach of WNS to conduct activities specifically within the areas of:



The EHSMS is established and implemented in line with the latest Environment Management System ISO 14001:2015 and the Occupational Health and Safety Management System Standard ISO 45001:2018. It is guided by our EHS Policy, which is an apex-level document that is duly signed by our senior leaders, including the Group CEO. The policy establishes environmental and health and safety management and sustainability as core parts of our operations in India, the Philippines, Sri Lanka, South Africa and Romania, and declares the intent, direction and commitment of the senior leadership towards it.

The EHSMS allows us to identify and control aspects on an ongoing basis. This, in turn, allows us to mitigate any negative effects from our operations, while maximizing opportunities related to the environment and health and safety of employees and stakeholders for continual improvement of the EHS management system performance.

The key role of EHSMS as an integral part of business is to take a 360-degree view of possible solutions, going beyond the immediate task to evaluate how these changes can be introduced or managed with least risk exposures or impacts on the workplace, business, community and environment.



Co-creating with Our Clients

At WNS, we constantly strive to identify and deliver new business value to our clients and partners through collaboration and a structured approach to co-creation. The solutions, services and products we provide are constantly evolving as we develop new digitally focused and innovative solutions to support the competitiveness of our clients in their industry and markets. Combined with our domain expertise, our client-centric approach enables us to align our people, processes and delivery networks with their business goals. We work closely with our clients to understand their needs and expectations and deliver solutions that enable them to succeed and stay ahead of the curve. This also allows us to maintain a leadership position and stay ahead of the evolving trends in our sector and embed resilience in our operations. We have adopted a pioneering vertical approach that enables us to offer customized solutions designed to improve both our clients and our competitive positioning.



Innovation

At WNS, we firmly believe that innovation begets innovation. As an enterprise, we have constantly endeavored to foster a culture of innovation and this is reflected in our myriad internal initiatives / forums such as WiNCUBATE, Brainwave, Fusion and so on. Some of our key proprietary business offerings, including WNS Analytics Decision EngineSM (a predictive analytics solution framework to help clients scale the analytical maturity curve) and ADAPT (a business re-engineering framework), to name a few, have been the outcomes of initiatives like the ones mentioned above.

We have been catalyzing innovation through our WNS Co-creation and Innovation Labs (Pune, London, NY) that bring together humancentered design, customer design and user experience with our digital capabilities and practices including Agile, technology, and data and analytics. This creates an immersive client experience which delivers new levels of collaboration and business problem-solving (using stories that are immersive, intuitive and interactive). Our Analytics Innovation Center fuels our quest for intelligent and cognitive analytics leadership. It helps us research new analytics technologies in developing endto-end modularized digital solutions and addressing critical business problems for clients.

Our talent development initiatives are a testament to our focus on innovation as we prioritize the development of a future-ready workforce. Learning programs such as Digital Future (DiFu) enable us to be digitally ready for the future as we identify, assess and develop capabilities across the organization. Similarly, GLINT is an Artificial Intelligence (AI)-led digital learning and knowledge platform designed to enable us to democratize learning, keep pace with digitization, create a future-ready workforce and foster a culture of excellence.

We are on top of the recent trends that have driven BPM solution providers to be more innovative. Resultantly, our focus has been on building capabilities, new services and product offerings around digital business including cognitive technologies, hyperautomation, intelligent automation, data and analytics, and technologies that are targeted to resolve the challenges and requirements of specific industry sectors.

Our efforts have earned us industry-wide recognition, including a Silver Stevie (at the International Business Awards 2020) for Achievement in Product Innovation and the prestigious Association of Talent Development (ATD) Award 2020 for Innovative Learning Initiatives, to name a few recent wins.



Cognitive data management to standardize quality control and validation of master data for a global FMCG leader

For an FMCG company, it was critical to manage the master data in Laboratory Information Management Systems (LIMS). LIMS is a specialized software used to store information regarding quality assurance testing processes, specifications and results. Any loss or inaccuracy in the LIMS master data has the possibility to create product quality issues, market and brand value erosion, and delays.

We analyzed the current process setup, existing source documents and templates used to extract master data and key functional information sets required to run product quality tests in product supply division laboratories. Upon detailed analysis, we determined that the master data creation and maintenance process can be automated using advanced Machine Learning (ML) and classical or self-learning Natural Language Processing (NLP) routines. We also devised the automation routines to extract outputs in such a way that they are not dependent on the technology or commercial off-the-shelf software used for LIMS solutions at each product supply site. We were able to achieve almost 100 percent accuracy on a sample set of documents.

The solution was developed in-house along with the client's domain expertise using AI and cognitive models. It has also resulted in reduced material storage costs, and lower obsolescence and wastage for the client. We have been able to provide increased process standardization by adopting a centralized AI engine and low-touch workflow. It has also led to reduced lead time for data setup and maintenance, thereby ensuring more schedule adherence for product suppliers and overall shorter production cycle time. Our solution can be replicated for all CPG and Pharmaceutical companies that have LIMS.

We were awarded the Stevie Gold (Best Collaboration Solution) for this solution.



Digitization

Digital-led transformation has been at the core of our collaboration with global clients across key industry verticals and its importance has increased exponentially amidst the COVID-19 pandemic. As many of our clients grappled with a sudden and widespread business disruption caused by the pandemic, we worked with them to accelerate their shift to digital and support them to identify opportunity areas, design solutions and implement digital solutions from point solution digital accelerators to broad end-to-end digital transformations. For instance, we co-created a digital customer experience solution for a large insurer to reduce manual activity and enable self-service customer options with predictive models. Another example was deploying an Intelligent Automation (analytics plus Robotic Process Automation) solution for a leading airline to deal with a sudden surge in refund requests due to COVID-19. Similarly, for a global sales promotions company, a cloud contact center setup enabled by WNS EXPIRIUS (a digital customer experience model) allowed the client to switch to a Work-from-Home (WFH) model within hours of the lock-down imposition.

We continue to build industry-specific and cross-industry digital BPM solutions. To cite a few examples, WNS Malkom is our proprietary digital platform, enhanced by AI and ML, that intelligently automates the end-to-end shipment document processing. In insurance, VeriChain is our risk syndication solution that leverages blockchain to enable specialty insurers execute secure transactions in a multi-party ecosystem. In the finance and accounting space, Quote-to-Sustain is our next-generation digital finance offering, underpinned by analytics and intelligent automation, that re-invents the traditional order-to-cash process.

We are constantly augmenting our digital transformation capabilities, including digital business solutions, hyperautomation, intelligent automation, customer / user experience and design, technology, and data and analytics capabilities through new talent, internally developed intellectual property, strategic partnerships and acquisitions. Recently, we launched a differentiated, domain-led hyperautomation platform suite designed to accelerate the adoption of automation and drive enterprise-wide digital transformation.

Our analytics practice is supporting more than 100 global clients on their data-to-insights journey. We have aggressively worked towards enhancing our technology-enabled analytical offerings, leveraging ML, cognitive computing and Al. SocioSEER™ (a cloud-based social media analytics platform powered by Al and ML) and WNS Agilius (a cloud-based integrated analytics platform) are a few important examples.

Our thrust on digital was also evidenced by the alacrity with which we securely moved our client operations from the office environment to a work-from-home model in the wake of the pandemic. For instance, we moved ~500 skilled employees to a WFH mode in record time to ensure uninterrupted customer experience for a global energy and utility client. Backed by enablers such as cloud and Software-as-a-Service (SaaS), and stringent cybersecurity protocols, we are now driving the adoption of a hybrid operating model that comprises both work-from-home and work-from-office models.

WNS delivers heightened productivity and enhanced accuracy in billing digitization for a global logistics client

The client's billing process was completely manual and prone to errors. The process was also time-consuming and repetitive, requiring a large number of resources to enable quick dispatch of goods. Since there were a significant number of Bill of Lading (BoL) templates, it was not possible to use template-based Optical Character Recognition (OCR).

WNS implemented a solution that enabled direct in-cab scanning of diverse billing documents using a mobile application. This also ensured early visibility and a longer window for subsequent processing. We used intelligent OCR and ML to read non-template-based scans and predict data attributes based on historical trends and pre-configured databases. We also implemented a work assignment interface, auto escalation, review and approval mechanism, exception handling and role-based access with built-in reporting and visualization dashboards.

Our solution is a proprietary AI-enabled digital data extraction platform that ensures simple integration, reduces manual interventions and offers the highest accuracy. It leverages cloud (SaaS), mobility and intelligent automation to drive early demand visibility and deliver operational savings.

WNS' solution enabled the client to operate seamlessly in a WFH scenario during COVID-19, even recording a 30 percent productivity improvement. It also led to a reduction in Turnaround Time (TAT) due to direct Application Programming Interface (API) integration with client systems. The client was able to digitize 85 percent billing documents with ~40,000 documents being processed per day, with the help of our solution. The client also saw 25 percent reduction in invoicing errors from incorrect billing capture as well as 99 percent billing accuracy and 80 percent increase in productivity.

Our solution can be replicated and customized for any Less-than-Truckload (LTL) company. We received several accolades for our solution from the client's team.



Digital Security and Customer Privacy

Digital security and customer privacy considerations are crucial to us, and can have a severe impact on our business. We respect the privacy of our consumers and endeavor to protect their data. We collect certain personal information for the delivery of our services, but ensure that it is safeguarded in line with applicable laws. We obtain customers' consent before collecting such information and provide them with an option to withdraw consent for the use of their information. We also inform them how their information will be used and allow them to review it.²³

We have incorporated information security compliance and data protection as an integral part of our service offering and are committed towards providing continual assurance to our customers and other stakeholders, through the implementation of a robust internal information security framework and by demonstrating compliance with globally accepted industry standards.

Our Information security framework is based on ISO 27001 principles, comprising documented and approved information security policies and procedures. The Information security team conducts risk assessments of the organization and client environments to identify

²³ GRI 103-1, 103-2, 103-3 (Customer Privacy)

information security threats, vulnerabilities, and risks to business processes to implement a robust control structure to mitigate the identified risks. In addition, we have rolled out a data privacy policy to ensure data privacy efforts and compliance with various data protection acts / rules as applicable to it.

We have achieved ISO 27001 information security certification and are 'Payment Card Industry Data Security Standard (PCI DSS)' certified under the category of 'Level 1 Service Provider' for all client processes that either 'store', 'process' or 'transmit' cardholder information. In addition, we also undergo enterprise wide SSAE 18 / ISAE 3402 SOC 1 and SOC 2 Type 2 audits for our general control environment.

All employees complete a mandatory computer-based information Security Awareness Program (iSAP) and electronically sign-off on an information security handbook, which is an extract of the Information Security Policy. In addition, employees are required to undergo mandatory training on CoBEC. We brief the employees about in-place security safeguards to ensure protection of information and to be able to identify any suspicious activities / data leakage attempts as well as the associated disciplinary actions associated with any policy violations or data breaches.

We have a dedicated Information Security team which is led by the 'Chief Information Security Officer'. The Information Security team works towards ensuring information security compliance and improving the information security stature of the company through regular reviews and audits of the effectiveness of implemented controls, robust incident management practices and identification and recommendation of new controls. The compliance status is periodically shared with the Risk Committee. The Risk Committee, which provides oversight of the information security program, comprises top management personnel including the Leadership Group and is chaired by our Group CEO.

Customer Relationship

Client centricity and cultivating deep trusted customer relationships have been key driving forces behind WNS' client growth. At WNS, we measure the execution of business operations against multiple performance parameters. Our aim is to consistently meet and exceed these parameters which, in turn, will enable us to maintain and expand our client relationships.

We have established expertise in the industries we serve as a result of our vertical organizational structure, legacy client relationships, proprietary technology offerings, key acquisitions and the hiring of management with industry-specific knowledge. In addition to industry-specific services, we offer a range of services that are common across multiple industries which we refer to as our horizontal services, including customer experience services, finance and accounting (including procurement), research and analytics and technology services. Our deep domain expertise in each of the 12 industries we serve helps us develop keen insights and transform them into cutting-edge impactful business solutions with the help of technology, analytics and process rigor. We have developed methodologies, frameworks, proprietary knowledge and industryspecific technology platforms applicable to our target industries that allow us to provide industry-focused solutions and help clients compete within these industries.

At WNS, our key emphasis is on customer satisfaction and value addition. As we continue to grow as a top-tier BPM company, we want to ensure that our clients receive the best of our services. The WNS corporate team conducts the Voice of Customer (VoC) survey to measure clients' level of satisfaction on various parameters. This survey not only helps us assess our performance but enables us to continue focusing on their expectations and delivering best-in-class services as well. The VoC survey is conducted annually for all WNS clients across business units. The survey covers different levels from each client organization, including the CXO level, department level, functional level and process level to get 360-degree feedback.



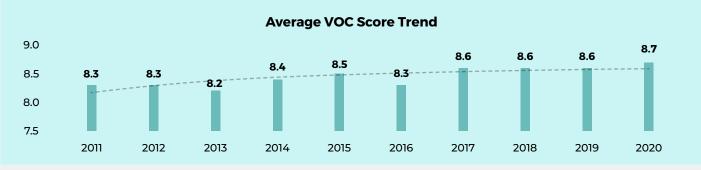
A team from Business Transformation Group (BTG) conducts this web-enabled survey as an independent third-party to ensure unbiased findings.

The client VoC process begins with the client engagement, wherein the scope and objective of the VoC is shared. The feedback collected from the clients is captured under eight different parameters to ensure all aspects of business are captured. The parameters under which the feedback is covered are:



The analyzed results of the survey are reported to the WNS leadership team. The findings lead to the chartering of teams to address fulfillment of needs captured in the scorecard within a defined time period. Our NPS, as per our last VOC survey in 2020, is 72.





Our total number of clients as of March 31, 2021 were 384 (GAAP) and 383 (Non-GAAP) and contributed to USD 912.6 Million (GAAP) and USD 868.7 Million (Non-GAAP).

72

2020



Responsible Supply Chain²⁹

A solid and sustainable relationship with our business partners underpins our corporate ambition to outperform. Apart from operational excellence, a strong governance framework is the bedrock of our association with our business partners. Our compliance program ensures that our ethical and governance standards are aligned to our suppliers and clients. The compliance charter that is applicable to our business partners is outlined in the WNS Supplier Code of Conduct. It signifies our mutual commitment to honor the responsibilities and obligations towards responsible sourcing. All our suppliers are required to provide a sign-off on the WNS Supplier Code of Conduct, as a prerequisite for doing business with WNS.

Responsible Sourcing



Supplier Contracts

Standardisation and enforcement of supplier obligations through contracts.



Supplier Diversity

Supplier profiling and classification of suppliers.



WNS Supplier Code of Conduct

Mandatory compliance standards applicable for suppliers and business partners.



Supplier Evaluation

Periodical review of suppliers on competence, capability and compliance.



Supplier Governance

Audit and management reporting.



WNS Supplier Portal

Digitally managed supplier repository.



Supplier Assurance

Self certification of suppliers for adhering to WNS compliance standards.



Continuous Improvement

Benchmarking and upgradation of procurement standards.



Supplier Due Diligence

Risk review and risk assessment for potential red flags.



Supplier Awareness

Mandatory Anti-bribery training.

²⁹ GRI 102-9

Economic Disclosures

While planning our activities, we take the commercial and economic substance of any transaction, and its contribution to the achievement of our strategic goals, into consideration. The financial results, arising out of these activities, is disclosed to all our stakeholders in a transparent manner, in line with our commitment to ethics, integrity and compliance.

In addition to our economic performance, we also strive to articulate other material financial information in a clear, concise manner. This includes our Tax Policy, which can be found on our website. In the context of tax, we are committed to complying with relevant laws and regulations, paying our dues, responding to enquiries and audits, and engaging with relevant authorities.³⁰

Direct Economic Value Generated and Distributed³¹

Particulars	FY 2020-21 (USD)
Economic Value Generated	868,701,087
Net revenues	868,701,087
Economic Value Distributed	766,084,235
Operating costs	167,303,509
Employee wages and benefits	552,147,712
Payments to providers of capital	14,827,329
Payments to government	30,073,906
Community investments	1,731,779
Economic Value Retained	102,616,852





Diversity and Inclusion³²

Given the central role that our employees play in driving our operations, fostering a diverse workforce is of crucial importance to us. Having a healthy mix of people from different nationalities, ethnicities, gender identities, age groups and educational backgrounds gives us access to a wide range of skills, experience and expertise. This, in turn, allows us to effectively serve over 380 clients in different sectors and geographies.

Our diversity and inclusion strategy is built on the three core pillars of inclusivity, creating a sense of belongingness and a respectful workplace. While these tenets are applicable across our delivery locations, each region also has the flexibility to focus on issues and challenges unique to it.

Our key thrust areas in the short term are:



Gender Balance

Enhance the gender balance within our teams across levels in the organization

Drive gender balance metrics

Engaging a Multigenerational Workforce

Build harmonious multigenerational work groups to deliver business goals

Talent Acquisition Strategy

Continuously enhance and evolve talent strategy to ensure fairness and equity

Respectful Workplace

Create a work culture that is aligned with our vision and values

Ensure respect for every individual and a positive work environment

Culture of Cocreation and Outperformance

Nurture a work culture and ecosystem that drives collaboration and excellence

An overview of our workforce as on March 31, 2021 is provided below:33

Gender Distribution					
Category Female Male					
Professionals	17,098	18,776			
Manager	2,545	5,190			
Business Manager	31	243			
Officers & Executives	10	69			
Contract	13	22			
Total	19,697	24,300			

Age-wise Distribution						
Category Below 30 30-50 50+						
Professionals	21,879	13,442	553			
Manager	863	6,601	271			
Business Manager	1	213	60			
Officers & Executives	-	43	36			
Contract	34	1	-			
Total	22,777	20,300	920			

³² UNGC Principle 6, GRI 405-1 | ³³ GRI 102-8 | GRI 103-1, 103-2, 103-3 (Diversity and Equal Opportunity)

Key Diversity and Inclusion Practices and Programs in FY 2020-21:

Equal Opportunity Policy

WNS strives to ensure that access to employment, training and promotion, and the treatment of employees is free from discrimination, and based solely on the objective assessment of ability and performance-related criteria. This policy guides our practices related to recruitment, employee engagement, and talent and skill management, to ensure fairness and equality across the company.

Respectful Workplace

We believe that a respectful workplace is the basic enabler for employees to do their best, and that respect and dignity are directly correlated to people's motivation and our organization's success. We have devised the Respectful Workplace program, which aims to help participants honor each other's individual dignity.

The above elements of diversity and inclusion practices are highlighted in our CoBEC policy available on our website.

WNS' Inclusion on the Bloomberg Gender-Equality Index 2021

This year, WNS became one of 380 companies across 11 sectors in 44 countries to be listed on the Bloomberg Gender-Equality Index (GEI).

The GEI recognizes gender-related practices and policies in publicly listed companies, measuring gender parity across five pillars: female leadership and talent pipeline, equal pay and gender pay parity, inclusive culture, sexual harassment policies, and pro-women brand. It analyses the quality of gender-related disclosures and data excellence, providing investors with an increased breadth of ESG data.

We, at WNS, have long considered equality a business imperative, and are constantly working to create a culture of inclusiveness. We take pride in being recognized by GEI. At the same time, we remain committed to advancing the five principles at the core of the Index, and ensuring "belongingness for all" at our organization.

Centurion

This initiative proactively identifies and nurtures women employees to build next-role capabilities and help them advance in their careers. Centurion was launched to further our business priorities of building a talent pipeline of women leaders in a structured manner, provide an aspiration and structured career progression framework for women with high potential, and advance our diversity and inclusion agenda.

This flagship program seeks to help women progress into leadership roles in an accelerated period of 30 months. Participants are nurtured through multi-faceted development interventions to build both domain and leadership skills. This includes academic certifications from premier institutions, allied function exposure and certifications, participation in industry forums and much more.

We aspire to enable 100 women leaders to take up key positions over the next four to six years. The two batches of Centurion program ensured that 44 women leaders from middle management were groomed to take up future leadership roles, across business units. Moreover, the program has garnered multiple accolades, and boasts of an NPS of 9.3.



TESTIMONIAL

"The Centurion academic sessions have helped us connect to our truest selves. The sessions have guided us to recognize our inner goals and values, and have brought more clarity in our thoughts and emotions. These sessions have also introduced us to several tools that we can use to achieve more on both professional and personal fronts. On the other hand, the Athenaeum learning series has also given us some important lessons to be our best self in these times of crisis. I feel fortunate to be able to learn from such accomplished and experienced people."

Kriti Saraf, India

Campus Program

Our campus hiring strategy has been designed to ensure that we have a healthy gender balance in our fresher program batches for business and enabling unit roles. Our internal guidelines help us ensure that we have diversity and gender balance in our first line of leadership, paving the way for diversity across levels and business units.

CEO Millennial Council

At WNS, consideration for diversity goes beyond just gender. More than 70 percent of our workforce comprises millennials between the ages of 20 and 35, making it crucial for us to engage these young minds in our decision-making process. We have, therefore, constituted a formal forum 'for and by' the millennials on roll, giving them the opportunity to choose and drive certain focus areas within the organization. It provides our young employees a platform to put forth pragmatic ideas that can shape the destiny of our brand, and drive their implementation with support from the leadership.

At present, the Council consists of 12 members in six geographies, from various business units and functions. They have taken on strategic projects in the areas of CSR, customer management, social media engagement and manager-employee engagement.



TESTIMONIAL

"I've learned a lot by being part of the Millennial Council. When we first met in person in India, I was immersed in Indian culture, which I had never experienced. I've also learned a lot in my team. I've tested my interpersonal skills. I reached out to co-workers to understand the lessons they have experienced while at WNS."

Daniel Kasoff, USA

"A one-of-a-kind experience! It's an opportunity for us millennials to be involved and run projects mentored by senior leaders, as well as the CEO himself. Lot of learnings gained and felt that my voice is important too. Very informative sessions that all of the members were really thankful for, as it helps us a lot with the projects that we're running. Sleepless nights paid off after few of our projects successfully launched. Proud to represent the Philippines for the first ever CEO Millennial Council in WNS."

Jomilyn Tan, the Philippines

Signature Leadership Development Program

The Signature Leadership Development program (SLDP) is a unique engagement specially designed & created for the top 100 leaders in the organization. Created in partnership with Korn Ferry (KF) & Harvard Business Publishing (HBP), some of the key focus areas of this program include driving:

■ Strategic agility ■ New Age Thinking ■ Collaboration

The Program is a 12 - month journey, designed as a combination of face-to- face residentials, virtual sessions, group as well one-to- one coaching along with corporate immersions. The entire program has been curated to help participants with continued career success & simultaneously supporting WNS in its digital transformation journey & driving the organization's strategic objectives.

World-class facilitators, innovative design, business outcome anchored, application centric & a fluid approach are some of the differentiating features of this program.

Prevention of Sexual Harassment

We seek to create internal sensitivity and awareness, and protect employees from sexual harassment at their place of work. Our e-learning module on the prevention of sexual harassment at the workplace was created and made mandatory for every WNS employee.

People Policies and Programs

Our employee policies and programs have been continuously evolving to ensure that our diverse workforce feels included and engaged. Towards this end, we provide employee services such as transportation, cafeteria, and well-equipped medical rooms and recreational areas.³⁴

Our employees also have flexibility with respect to work hours and shift timings, and have access to benefits such as health insurance and parental leave. In FY 2020-21, 23,511 men and 19,488 women were entitled to parental leave. 643 men and 583 women availed this leave in the reporting year; 92 percent and 82 percent of them, respectively, were still working with us as of March 31, 2021.³⁵

³⁴ GRI 401-2 | ³⁵ GRI 401-3 | GRI 103-1, 103-2, 103-3 (Employment)



ITalent and Skill Management 36

Upskilling our people is the key to ensuring our continued success in a constantly evolving business and technological landscape. Therefore, our talent strategy complements the business strategy to access, mobilize and optimize talent for WNS' aspiration to impact clients and stakeholders. Our efforts to forge a future-ready, digitally capable and resilient workforce are built on the three pillars of future-ready workforce, robust leadership bench, and focus on talent development.

Future-ready Workforce

Enhancing the future-readiness of our employees is paramount to building our resilience as an organization. We have a three-pronged approach to set our workforce and the organization up for success in the years to come.

Digital Future (DiFu)

Four-step journey to identify, assess and build capabilities across the hierarchy in order

to be digitally ready for the future

Successfully completed the first phase of building a 'digital mindset' through a series of workshops with industry experts for 100 leaders across the organization

WNS Education Program

 A curriculum-based certification for developing tech-savvy domain specialists with the right temperament to thrive in a digital world

 Our aspiration is to upskill 30 percent of our workforce over the next three years Future Skills

 An e-platform that enables continuous learning and deep skilling in nine emerging technologies

 Organized in collaboration with National Association of Software and Service Companies

³⁶ GRI 404-2 | GRI 103-1, 103-2, 103-3 (Training and Education)

Digital Future (DiFu) - Digital Capability Development Program

The fifth industrial revolution is just around the corner; all industries, and ours in particular, are being revolutionized by AI, robotics and various other digital disruptions. DiFu was created to identify, assess and build the competencies required in the evolving business landscape. We identified the 23 crucial traits that indicate a person's digital readiness. This 'Digital DNA' has been contextualized to create a framework for relevant competencies, across five stages of digital maturity, which will enable us to assess our future-readiness.



A digital **assessment** platform has been designed and developed to identify gaps and build targeted interventions. The findings of this exercise are being used to **activate** and build mindsets, identify and **articulate** digital capabilities for each domain, and **augment** this effort through an internal Centre of Excellence (CoE).

This program has helped build a 'digital mindset' and enhance the problem-solving abilities of 100 top leaders within our organization. It has culminated in the creation of five minimum viable products that are aimed at steering the organization into the digitized era of the BPM world.

A first-of-its-kind intervention, DiFu is expected to facilitate a smoother transition to newer technological changes. This, in turn, will help us stay ahead of the competition, and create customer delight by providing them with the digital solutions they need to succeed. The program has received positive feedback from participants, clocking in at an NPS of 8.14.

Leadership Bench

We have designed a series of unique interventions for leaders, right from future first-level managers up to senior executive leadership.

Signature Leadership Development Program

Top 100 Leaders are undergoing this program, implemented in partnership with Korn Ferry and Harvard.

Succession Planning

Bi-annual talent review workshop to discuss the leadership bench and potential successors for critical roles.

Aspire

Learning journey to build a strong talent pipeline at the mid-to leadership level, in partnership with Cornell University.

Compass

Our self-paced learning platform for managers transitioning into new roles.

Trusted Client Advisor

A curated learning journey for the Global Client Partnering team, which comprises four modules co-created with leading learning providers.

Talent Development

The BPM industry is being revolutionized by AI, robotics and other digital disruptions, propelling the need for a fungible talent pool to meet changing business requirements.

Winning DNA Leadership Competency Framework

Aimed at developing future leaders.

Backbone of customized leadership and talent initiatives across hierarchy.



AI-led digital learning and knowledge platform that enables learning in the form of journeys through curated pathways specific to BU, band, role, competency, partner or location.

Over 70,000 hits have been clocked on our e-learning platforms.

Average training hours in FY 2020-21:37

Category	Average Training Manhours		
	Male Female		
Professionals	57.67	70.0	
Manager	5.90	8.3	
Business Manager	10.29	10.6	
Officers & Executives	8.28	6.6	

In addition to building their technical competencies and leadership development skills, we also train our employees on the CoBEC, which contains elements related to human rights. This year, 22,392 employees dedicated 55,981 hours to attending these trainings.³⁸

All these interventions have culminated in a series of awards and recognition for our learning and development efforts in FY 2020-21. Moreover, 30 percent of our frontline employees and mid-level managers are on track to be realigned and ready to take up digital-led roles.

Employee Health, Safety and Wellness

Providing a safe and healthy environment to our employees is of paramount importance to us, allowing employees to focus on their performance and that of WNS.

This year, one recordable work-related injuries were recorded at our sites.³⁹

We provide a slew of trainings related to health and safety, to equip our employees with the know-how they need to ensure their well-being as well as that of their colleagues. Some of the trainings provided this year include those on first aid and fire safety, in addition to medical emergency mock drills.⁴⁰





A medical emergency mock drill at our Costa Rica facility





Fire safety training at our Pune facility

We also respect the freedom of association of our employees, with 154 of them in France and Spain covered by the collective bargaining agreement represented by the industry body.⁴¹

Employee Engagement



An engaged workforce is a productive workforce. At WNS, we regularly reach out to our employees to gauge their engagement levels, and understand and address any issues they may be facing. This year, our annual survey found 71 percent of men and 70 percent women to be actively engaged.

Additionally, we conducted the following region, business unit and situation-specific engagement surveys to help us tailor our initiatives.

Survey Name	Engagement Scores
Global Work From Home (WFH) Survey	4.5
Global Rewards and Recognition Survey	4.1
Utilities and Customer Experience Engagement Survey	4.2
Romania Engagement Survey	4.3
South Africa Engagement Survey	4.2
Business Unit (BU) Insurance Engagement Survey	4.3
Glint - Feedback Survey	3.8
Travel Industry Specific BPO (ISB) - Engagement Survey	4.4
Romania Employee Support Engagement Survey	4.1
New Joiner Experience Survey	4.0

Protecting Our Planet®



As our organization grows, we foresee our environmental footprint and dependence on natural resources increasing. At the same time, due to the nature of our operations, we have limited levers to directly impact our environmental parameters. Despite this, we continue to monitor and manage our environmental performance to mitigate climate risk and enhance our organizational resilience. We have identified the following key areas where we can achieve a positive impact, while optimizing resource consumption, productivity and cost-saving:



Energy and Emissions

Being a service-oriented organization, our main infrastructure and primary energy-consuming locations are leased office buildings from which our employees operate.

Much of our energy consumption and related GHG emissions can be attributed to electricity procured from national grids in the locations we operate. We also use diesel-run generators as a contingency measure to provide backup power and maintain business continuity in case of outages. Currently, we measure and manage direct energy consumption and related GHG emissions – fuel consumption for diesel generators (Scope 1) and indirect energy consumption and related GHG emissions – grid electricity procurement (Scope 2).

Key Parameters ⁴³	Unit	FY 2020-21
Direct Energy Consumption	Giga Joule	12,248.81
Indirect Energy Consumption	Giga Joule	109,254.76
Total Energy Consumption	Giga Joule	121,503.57
Energy Intensity ⁴⁴	Giga Joule/ Full-time Employee (FTE)	2.76



Energy Efficiency and Conservation Initiatives⁴⁵

Our office infrastructure spread across many geographies is the main source of energy consumption. It has the highest potential to implement energy efficiency measures. We are taking conscious steps to maximize the efficiency of our office infrastructure, while improving the productivity of our operations. In India, we have made sincere efforts to improve the energy productivity of our office infrastructure. This has helped us move to a higher level in the Energy STAR ratings for our India operational sites.

Sr. No.	Award Category by BEE	Location	STAR Rating Certification
1	Energy STAR Rating	Plant No. 10 & 11, Mumbai	4 Star
2	Energy STAR Rating	Weikfield IT City Info Park, Pune	4 Star
3	Energy STAR Rating	Tower 1, Pune	4 Star
4	Energy STAR Rating	Tower 8, Pune	4 Star
5	Energy STAR Rating	NH-8, Silokhera	5 Star
6	Energy STAR Rating	RMZ, Bengaluru	4 Star
7	Energy STAR Rating	Visakhapatnam	5 Star
8	Energy STAR Rating	Shree Niketan, Nashik	4 Star
9	Energy STAR Rating	V Tech, Nashik	5 Star
10	Energy STAR Rating	Plant 5, Vikhroli	3 Star
11	Energy STAR Rating	Airoli	5 Star

We have been able to achieve these ratings through several focused energy-saving initiatives in the key consumption areas of our buildings. These are primarily the lighting and Heating, Ventilation and Air Conditioning (HVAC) systems in our offices.

We have introduced Light-Emitting Diode (LED) lamps to replace more energy intensive Compact Fluorescent Lamps. Our HVAC initiatives are more widespread, given the greater opportunities and energy-saving options available.

In our India, South Africa and the Philippines operations, we conducted energy management initiatives for optimized consumption as per restricted employee strength due to COVID-19 guidelines such as

- Using air handling units for specified locations;
- Controlled lighting system;
- Limited cafeteria operation and other area equipment.

Our efforts to improve the energy efficiency of our office infrastructure were recognized by the Bureau of Energy Efficiency (BEE), Government of India, who awarded us the National Energy Conservation Award for the year 2020. We also received "Energy And Environment Foundation Global Clean India Award 2021" in Platinum Category.

Some of our offices in the Philippines have earned energy STAR rating certification for their energy efficient office infrastructure.

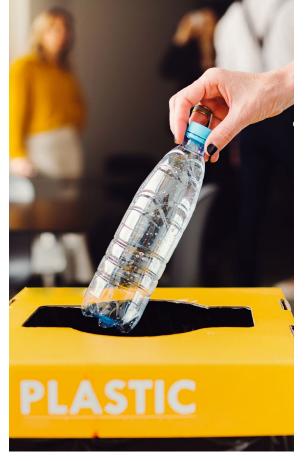
GHG Emissions

We currently measure and track our direct (Scope 1) and indirect (Scope 2) GHG emissions in alignment with the measurement and tracking of our energy consumption. In FY 2020-21, our cumulative per FTE emissions for our global operation in Scope 1 and 2 was 0.60 tCO₂.

We have adopted video and teleconference facilities, wherever possible, to reduce our dependence on employee travel. This has not only helped us conduct our business in a sustainable manner, but also enabled a smooth transition to remote working following the COVID-19 outbreak.

Key Parameters	Unit	FY 2020-21
Direct GHG emissions (Scope 1) ⁴⁶	tons of CO ₂	1,846.97
Indirect GHG emissions (Scope 2) ⁴⁷	tons of CO ₂	24,759.84
Total GHG emissions	tons of CO ₂	26,606.81
Total GHG emissions intensity ⁴⁸	tons of CO ₂ / FTE	0.60





Waste

There are two major sources of waste generation in our operations:

- Non-hazardous waste such as food (from canteen) and stationery waste (paper, and other items)
- E-waste from old and discarded electronic items, which is handed over to authorized recyclers for reuse and recycling

There are other forms of waste that are negligible in comparison. These are appropriately disposed of along prescribed and compliant norms.

In India and the Philippines, WNS undertakes the following initiatives to reduce the quantity of waste generated:

- Replacement of shrink wrap plastic film with reusable acrylic closed containers
- Replacement of packaged plastic water bottles with reusable glass water bottle
- Promoting the use of both sides of a sheet of paper for inter-office communication and printing
- Installation of hand dryers to reduce tissue paper consumption
- Optimizing the utilization of IT equipment to reduce e-waste

Key Parameters	Unit	FY 2020-21
Biodegradable Waste	Tons	932.78
Non-Biodegradable Waste	Tons	72.55
Paper	Tons	59.22
Lube Oil	Tons	7.68
Uninterruptible Power Supply Batteries	Tons	1.84
e-waste	Tons	15.60

: Water

We usually operate from leased premises, whose lessors are responsible for providing water from various sources, such as municipal water supply, ground water or tankers.

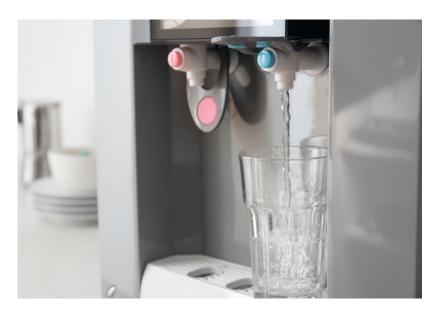
We use water for domestic consumption in our office buildings. The wastewater generated from our operations is treated in centralized sewage water treatment plants owned, operated and maintained by the lessors in most locations. In FY 2020-21, 22.25 percent of the water was recycled for use in bathrooms and gardens.⁵⁰

This year, our water consumption per FTE amounted to 1.16 Kiloliter/FTE.

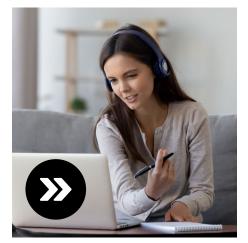
As a part of our endeavor to improve our water productivity, we have taken the following initiatives:

- Water flow control aerator installation for all wash basin taps
- Replacing conventional taps with push taps
- Reduction of water losses in cooling towers
- Adopting better technology e.g. air-cooled chiller systems
- Use of recycled water instead of freshwater wherever possible
- Replacing the conventional taps with push taps / sensor type taps
- Initiated waterless yet hygienic urinals
- Initiated sensor type water closets
- Waterless carwash
- Metered water dispensing taps
- Dual toilet flushes
- Installed water meters

Key Parameters	Unit	FY 2020-21
Fresh Water Consumption	Kiloliter	50,948.69
Recycled Water	Kiloliter	11,333.71
Fresh Water Consumption	Kiloliter/FTE	1.16



WNS' Response to COVID-19 The World Health Organization (WHO) declared COVID-19 a global pandemic on March 11, 2020. More than a year later, it is still challenging to determine the full extent of the social and economic impacts of the outbreak. Over the years, we have successfully navigated through countless crises together with our stakeholders by prioritizing their welfare. Capitalizing on our strengths, we will continue to ensure the safety and well-being of our employees and support our clients and communities through these uncertain times. WNS | Sustainability Report FY 2020-21



Business Continuity

This year has highlighted our agility in many ways. We had devised a Pandemic Planning Strategy in 2003 after the initial outbreak of the SARS epidemic. However, the Pandemic Response Plan for a specific crisis would require customization based on the spread and intensity of the outbreak across countries and territories. Given that geographies around the world had to deal with the COVID-19 outbreak simultaneously, the Business Continuity Management, Information Technology (IT) and Information Security (InfoSec) teams developed plans to enable our employees to WFH as the central pillar of our Pandemic Response Plan.

We created bespoke WFH solutions to meet client expectations on information security standards. These were crafted by our IT and InfoSec teams, which depicted how WNS employees would securely connect to client IT systems in a WFH scenario.

In line with the Pandemic Response Plan, we set up a task force to address business continuity, including designing and securing WFH solutions along with client, employee, media and other external stakeholder communication. We also made changes to organizational policies related to travel and HR, in line with the changing environment and governmental orders issued across the world.



Challenge

Several delivery center geographies had regulations that would be serious inhibitors to the Pandemic Response Plan.

WNS Solution

In alignment with respective industry bodies in different countries, we petitioned for regulations to be relaxed to a certain extent to allow the Pandemic Response Plan measures, specifically the WFH solutions, to be compliant with the regulatory requirements.

Changes were made to the telecommunication regulations and export laws across various geographies. Exemptions were also pulled out across municipal, state and federal government levels for movement of IT hardware to employees' homes during the lock-down to enable the WFH solutions.



Challenge

The WFH operating model was very different to the operating model that we deploy for providing services to clients in a secure manner.

WNS Solution

To ensure that the WFH solution was secure and met client expectations on information security standards, customized solutions were crafted by the IT and InfoSec team for our clients. These solutions depicted how our employees would securely connect to the client's IT systems in a WFH model. In order to ensure complete transparency and enable clients to approve the solution with full situational awareness, residual risks were called out for individual WFH solutions.

Client and Data Privacy During Remote Work

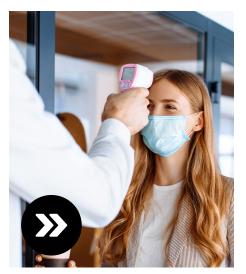
We worked on creating a hybrid remote working environment to ensure secure and continued delivery of business services to our clients from any locations. Safeguarding data with the highest standards of privacy controls, in line with our information security policies and client-defined guidelines, has remained our priority throughout. To achieve this, we have developed a well-defined remote working security governance strategy. It focuses on securing remote endpoints, network connectivity, security monitoring and rigorous educational and awareness campaigns for our employees.

To enhance visibility of threat vectors and actors taking advantage of the current crisis, we have leveraged third-party digital risk protection solutions. These provide real-time alerts and intelligence on new cyber threats, patterns and threat actors to give monitoring an outside-in perspective. The solutions include:

- Curated threat intelligence integration with Security Information and Event Management
- Credential leakage detection on dark web
- Phishing and brand abuse detection, including monitoring of phishing forums
- Monitoring public internet protocol, domain name system or application infrastructure
- Data-driven dynamic measurement of our cybersecurity performance using a leading security rating platform

To make sure that our remote workers are routinely reminded of their security obligations, we have introduced rigorous awareness campaigns and trainings during the year. These include mandating all remote workers to confirm secure access and usage by signing off on "end-user guidelines for remote working". We also limit the use of their systems for required purposes, to maintain data privacy and confidentiality. Furthermore, we conducted awareness campaigns through e-mail text messages and other platforms to ensure that employees are aware of cybersecurity best practices and ongoing phishing attacks. We have also built an in-house training module dedicated to remote security and phishing awareness, hosted on our cloud-based training platform, along with a unique webinar series conducted by the InfoSec leadership.





Preventing the Spread of COVID-19 at the Workplace

At WNS, we have applied a sharp 'Trifecta' model, a three-pronged approach for prioritizing employee safety, delivering on client needs and adapting to the changing contours of the new normal. We have implemented best practices as a responsible employer, to assist the government in reducing the spread of COVID-19 in our work environment.

Facilities

We have documented procedures and guidelines to maintain workplace safety during challenging times of COVID-19. Based on these guidelines, several on-ground activities were undertaken across all sites. We have identified body temperature checking points in the building, and screen all employees using a contactless thermal device at entry points.

We have adhered to various advice, guidelines and directives of global, national, and local health and governmental agencies, including in relation to travel restrictions, social distancing, quarantines, virus prevention, and medical protocols. In India, we also use the government's contact tracing app, Aarogya Setu, to track employee health and well-being. We have taken preventative measures such as conducting awareness sessions, and control measures in travel and transportation. Alcohol-based hand sanitizers are deployed at strategic places such as entrances, breakout areas and operation bays for employees. We regularly clean, sanitize and disinfect the premises, including the operations areas, elevators and common areas like meeting rooms, using medical-grade disinfectants at regular intervals during the workday. We have deployed trained medical staff at some of our premises to identify symptoms and initiate isolation and containment measures required in the event of a suspected infection.

Employees

In line with various governmental mandates, we have reduced the strength of employees working at our offices. Employees with flulike symptoms have been advised to stay home and requested to obtain a relevant health certificate from medical authorities before rejoining the office.

For employees that are operating from our premises, we have structured shifts across operations to ensure a "lighter shift" through the day in order to maintain social distancing. They are advised to avoid public transportation, and commute to office on their own vehicles or make use of our transport services. We have encouraged them to avoid in-person meetings and opt for e-meetings, wherever feasible. Additionally, restrictions have been levied on business travel, both domestically and internationally.

To aid our employees, we have leveraged our learning platform GLINT to share COVID-19 updates, employee wellness content and work from home content, and Amelia chatbot instructed to answer queries specifically on the disease's impact, symptoms and precautions. We have made efforts to improve the remote working experience for our employees through the Virtual People Program. It is centered around employee well-being and takes a three-tier approach to employee engagement – Reset, Rejuvenate, Re-learn and Re-engage. Reset involves helping employees settle at home, and rejuvenate helps in their emotional, physical and mental well-being. Meanwhile, re-engage and re-learn help them establish informal connects and drive focus on learning and upskilling. This involves virtual trainings through GLINT, learning sessions, connects with leaders and weekly engagement activities.





Reset

- Leadership videos and talks on GLINT
- Helping employee settle through employee connects
- COVID-19 awareness sessions and mailers
- Training sessions with managers on leading remote teams
- Enabling employees through launch of digital tools for productivity, hiring, engagement, communication and onboarding



Rejuvenate

- Vaccination drive facilitated for employees and their families in India
- Free virtual medical consultation on COVID-19 with in-house doctors
- Daily sessions on yoga, zumba, parenting, and craft for kids
- Employee Assistance Program, which includes virtual personalized and professional counselling for employees
- Training for managers to be thoughtful of their team members' mental wellbeing
- Pregnancy care programs for women
- Online health and well-being sessions thrice a week



Re-engage & Re-learn

- Launched a virtual learning platform, GLINT
- Self-paced and instructor-led learning sessions
- Connects with HR partners and leaders
- Virtual Town Halls and allhands session
- Amelia, an Al-based Chatbot for wellbeing survey and query resolution
- Weekly engagement activities that include employees' family members and pets; cooking classes, talent shows, and much more
- Focus on virtual rewards and recognition (R&R) campaigns including an opportunity to thank and appreciate peers by using #iValYou (which means 'I Value You')

In Poland, we conducted workshops to help our employees manage stress in times of COVID-19 and help them make positive and productive personal choices. The participants also learned instruments to deliver individual and organizational mandates despite stressful circumstances. This workshop has been the most popular training module among employees and is offered every alternate month in the training calendar.



PCR Tests carried out in Lanka Hospital, Sri Lanka

In the initial stages of the COVID-19 pandemic, PCR tests were done in government hospitals alone. However, the facility of conducting tests was later granted to private hospitals as well. To ensure adherence to social distancing norms, we had to obtain prior approval from the hospital to allocate our employees in different time slots to prevent the spread of the virus.

We carried out two in-house PCR tests and thereafter, directed all staff to Lanka Hospital. Further, all floors are disinfected and sanitized on a daily basis, which has helped us bring two of our business units back to office.

Community Outreach During COVID-19

Our CSR arm has been active in responding to COVID-19, right from the pandemic's initial outbreak. This includes, but is not limited, to an investment of USD 914,159 towards COVID-19 relief funds.

Most parts of the world experienced restrictions in accessing quality education due to school closures and social distancing policies. The pandemic affected our educational programs by forcing the cancellation of many activities. However, the crisis also gave rise to creative digital solutions that made it possible for community development work to be continued online. Based on our rich experience in corporate citizenship, we modified our programs to the digital learning platform in which students can participate remotely.

We introduced CyberSmart, a first-of-its-kind cybersecurity platform, age-relevant and gamified, to hold the interest of a child, teaching them ways to stay safe online. It enables teachers, NGOs and volunteers to impart education using a unique blend of online and offline methodology. CyberSmart portal's age-appropriate, thematic quiz-based modules (for grades 2 to 10) are based on curriculum advisories and challenges that children commonly encounter in cyberspace.

Further, our computer-aided literacy program has been adapted for remote implementation through WhatsApp, and as part of online classes. Since the mobile libraries cannot go to the communities, the program continues through static libraries which follow social distancing rules, community workers who implement the book exchange and stories are now also available at a phone number that students can dial to hear a story. For e-mentoring, we have devised new methods to make the program completely digital. Employee volunteers used the WCF Digital Treasure educational platform to educate children over mobiles. Moving forward, we will continue to support our partners and will explore new opportunities for digital volunteering in light of COVID-19.



Awards and Recognition



Gold

Stevie Great Employers Award 2020 for Achievement in HR Technology

Stevie Awards



Gold

Stevie Great Employers Award 2020 for Achievement in Leadership Development for Women

Stevie Awards



Gold

Stevie Great Employers Award 2020 for Best Learning & Development Strategy

Stevie Awards



Bronze

Brandon Hall Human Capital Management Award 2020 for Best Advance in Leadership Development for Women

Brandon Hall



Bronze

Brandon Hall Human Capital Management Award 2020 for Best Learning Program Supporting a Change Transformation Business Strategy

Brandon Hall



Award

Grant Thornton Sabera Award for Shiksha (Education)

Grant Thornton Bharat & Simply Suparnaa - Media Network



Award

WNS China named 2020 Best Employer in Northeast China

Liepin



Award

Golden Peacock Business Excellence Award

Institute of Directors (IOD)



Award

Golden Peacock National Quality Award

Institute of Directors (IOD)



Award

ATD Best Award 2020 for Learning and Development

> Association for Talent Development (ATD)



Award

ATD Best Award 2021 for Talent Development

Association for Talent Development (ATD)



Award

India CSR Award 2021 for Best Digital Education Project 2021 (BPM industry)

India CSR





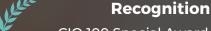


Award

IT, ITES & BPO Icon Award to WNS Chief Information Officer

CIO Powerlist 2020





CIO 100 Special Award to WNS Chief Information Officer

IDG





Gold

Stevie International Business Award for Content Analytics Solution

Stevie Awards



Gold

Stevie International Business Award for Corporate Social Responsibility Program of the Year - in Asia, Australia and New Zealand

Stevie Awards



Silver

Stevie Award for Sales & Customer Service for COVID-19 Response

Stevie Awards



#1

HFS Research's Top 10 for Travel, Hospitality and Logistics 2020

HFS Research





Leader and Star Performer

Everest Group's P&C Insurance - Service Provider Landscape with Services PEAK MatrixTM Assessment 2020

Everest Group



Leader

NelsonHall's NEAT evaluation for Mortgage & Loan Services 2020 in the New Digital Business Models category

NelsonHall



Leader

ISG's Provider Lens™ Global Procurement BPO and Transformation Services 2020

> **Information Services Group (ISG)**



Award

National Energy Conservation Award 2020 to WNS India

Bureau of Energy Efficiency, Power Ministry, **Government of India**





Award

Global Golden Peacock Award for Cybersmart Program

Institute of Directors



Award

India CSR Award for Best Digital Education Project 2021

India CSR Summit





GRI Content Index**

GRI Standard		Disclosure	Reference Section	Page No.			
GRI 101: Found	1: Foundation 2016 (GRI 101 does not include any disclosures)						
General Disclosures							
GRI 102	Organizat	ion Profile					
General Disclosures	102-1	Name of the organization	WNS: Quick Facts	8			
2016	102-2	Activities, brands, products, and services	WNS: Quick Facts	8			
	102-3	Location of headquarters	WNS: Quick Facts	8			
	102-4	Location of operations	WNS: Quick Facts	8			
	102-5	Ownership and legal form	WNS's Fiscal 2021 Annual Report Form 20F	2			
	102-6	Markets served	WNS: Quick Facts	8			
	102-7	Scale of the organization	WNS: Quick Facts	8			
	102-8	Information on employees and other workers	Helping Our People Outperform	39			
	102-9	Supply chain	Co-creating with Our Clients	36			
	102-10	Significant changes to the organization and its supply chain	Not Applicable				
	102-11	Precautionary Principle or approach	About the Report	7			
	102-12	External initiatives	About the Report	7			
	102-13	Membership of associations	WNS' Response to COVID-19	18			
	Strategy						
	102-14	Statement from senior decision-maker	Message from the CEO	4, 5			
	102-15	Key impacts, risks, and opportunities	Ethics, Integrity and Compliance	20			
	Ethics and	Integrity					
	102-16	Values, principles, standards, and norms of behavior	WNS: Quick Facts Ethics, Integrity and Compliance	9, 19			
	102-17	Mechanisms for advice and concerns about ethics	Ethics, Integrity and Compliance	21-23			
	Governand	ce					
	102-18	Governance structure	Ethics, Integrity and Compliance	13, 24-28			
	Disclosure						
	102-19	Delegating Authority	Ethics, Integrity and Compliance	20, 28			

GRI Standard		Disclosure	Reference Section	Page No.
	Stakehold	ler engagement		
	102-40	List of stakeholder groups	Stakeholder Engagement and Materiality Assessment	10
	102-41	Collective bargaining agreements	Helping Our People Outperform	45
	102-42	Identifying and selecting stakeholders	Stakeholder Engagement and Materiality Assessment	10
	102-43	Approach to stakeholder engagement	Stakeholder Engagement and Materiality Assessment	10
	102-44	Key topics and concerns raised	Stakeholder Engagement and Materiality Assessment	11
	Reporting	Practice		
102-45		Entities included in the consolidated financial statements	WNS's Fiscal 2021 Annual Report Form 20F	F-68
	102-46	Defining report content and topic boundaries	About the Report Stakeholder Engagement and Materiality Assessment	7, 11
	102-47	List of material topics	Stakeholder Engagement and Materiality Assessment	11
	102-48	Restatements of information	Not Applicable	
	102-49	Changes in reporting	Not Applicable	
	102-50	Reporting period	About the Report	7
	102-51	Date of most recent report	Not Applicable	
	102-52	Reporting cycle	About the Report	7
	102-53	Contact point for questions regarding the report	About the Report	7
	102-54	Claims of reporting in accordance with the GRI Standards	About the Report	7
	102-55	GRI Content Index	GRI Content Index	60-65

GRI Standard		Disclosure	Reference Section	Page No.
Material Topic	s			
GRI 201: Econo	mic Perfo	rmance		
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Stakeholder Engagement and Materiality Assessment	11, 37
	103-2	The management approach and its components	Co-creating with Our Clients	37
	103-3	Evaluation of the management approach	Co-creating with Our Clients	37
GRI 201: Economic	201-1	Direct economic value generated and distributed	Co-creating with Our Clients	37
Performance 2016	201-4	Financial assistance received from government	WNS's Fiscal 2021 Annual Report Form 20F	F-61
GRI 207: Tax				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Stakeholder Engagement and Materiality Assessment Co-creating with Our Clients	11, 37
	103-2	The management approach and its components	Co-creating with Our Clients	37
	103-3	Evaluation of the management approach	Co-creating with Our Clients	37
GRI 207: Tax 2019	207-1	Approach to tax	Co-creating with Our Clients	37
GRI 302: Energ	ıу			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Stakeholder Engagement and Materiality Assessment Protecting Our Planet	11, 48
	103-2	The management approach and its components	Protecting Our Planet	48
	103-3	Evaluation of the management approach	Protecting Our Planet	48
GRI 302: Energy	302-1	Energy consumption within the organization	Protecting Our Planet	48
	302-3	Energy intensity	Protecting Our Planet	48
	302-4	Reduction of energy consumption	Protecting Our Planet	48, 49

GRI Standard		Disclosure	Reference Section	Page No.
GRI 305: Emiss	ions			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Stakeholder Engagement and Materiality Assessment Protecting Our Planet	11, 49
	103-2	The management approach and its components	Protecting Our Planet	49
	103-3	Evaluation of the management approach	Protecting Our Planet	49
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emission	Protecting Our Planet	49
	305-2	Indirect (Scope 2) GHG emissions	Protecting Our Planet	49
	305-4	GHG emissions intensity	Protecting Our Planet	49
GRI 401: Emplo	yment			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Stakeholder Engagement and Materiality Assessment Helping our People Outperform	11, 41
	103-2	The management approach and its components	Helping Our People Outperform	41
	103-3	Evaluation of the management approach	Helping Our People Outperform	41
GRI 401: Employment	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employee	Helping Our People Outperform	41
	401-3	Parental leave	Helping Our People Outperform	41
GRI 403: Occup	oational he	alth and safety		
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Stakeholder Engagement and Materiality Assessment Ethics, Integrity and Compliance Helping our People Outperform	11, 45
	103-2	The management approach and its components	Helping Our People Outperform	45
	103-3	Evaluation of the management approach	Helping Our People Outperform	45

GRI Standard		Disclosure	Reference Section	Page No.
GRI 403: Occupational	403-1	Occupational health and safety management system	Ethics, Integrity and Compliance	45
health and safety	403-3	Occupational health services	Helping Our People Outperform	45
	403-5	Worker training on occupational health and safety	Helping Our People Outperform	45
	403-9	Work-related injuries	Helping Our People Outperform	45
GRI 404: Traini	ng and Edu	ıcation		
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Stakeholder Engagement and Materiality Assessment Helping Our People Outperform	11, 42
	103-2	The management approach and its components	Helping Our People Outperform	42
	103-3	Evaluation of the management approach	Helping Our People Outperform	42
GRI 404: Training and Education 404-1 404-2	404-1	Average hours of training per year per employee	Helping Our People Outperform	44
	404-2	Programs for upgrading employee skills and transition assistance programs	Helping Our People Outperform	42
GRI 405: Divers	sity and Equ	ual Opportunity		
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Stakeholder Engagement and Materiality Assessment Helping Our People Outperform	11, 39
	103-2	The management approach and its components	Helping Our People Outperform	39
	103-3	Evaluation of the management approach	Helping Our People Outperform	39
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Helping Our People Outperform	24-28, 39
GRI 412: Human Rights Assessment				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Stakeholder Engagement and Materiality Assessment Helping Our People Outperform	11, 44

GRI Standard		Disclosure	Reference Section	Page No.
	103-2	The management approach and its components	Helping Our People Outperform	44
	103-3	Evaluation of the management approach	Helping Our People Outperform	44
GRI 412: Human Rights Assessment	412-2	Employees training on human rights policies or procedures	Helping Our People Outperform	44
GRI 413: Local (Communiti	es		
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Stakeholder Engagement and Materiality Assessment Caring for Our Communities	11, 12
	103-2	The management approach and its components	Caring for Our Communities	12
	103-3	Evaluation of the management approach	Caring for Our Communities	12
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	Caring for Our Communities	12
GRI 418: Custo	GRI 418: Customer Privacy			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Stakeholder Engagement and Materiality Assessment Co-creating with Our Clients	11, 33
	103-2	The management approach and its components	Co-creating with Our Clients	33
	103-3	Evaluation of the management approach	Co-creating with Our Clients	33
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No substantiated complaints received in FY 2020-21	

Mapping with UNGC Principles

Principle	Report Section	Page No.		
Huma	Human Rights			
Principle 1 – Businesses should support and respect the protection of internationally proclaimed human rights.	Ethics, Integrity and ComplianceHelping Our People Outperform	21, 44		
Principle 2 – Businesses should make sure that they are not complicit in human rights abuses.	Ethics, Integrity and ComplianceHelping Our People Outperform	21, 44		
La	bour			
Principle 3 – Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Helping Our People Outperform	45		
Principle 4 – Businesses should uphold the elimination of all forms of forced and compulsory labour.	■ Ethics, Integrity and Compliance	19		
Principle 5 – Businesses should uphold the effective abolition of child labour.	■ Ethics, Integrity and Compliance	19		
Principle 6 – Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Ethics, Integrity and ComplianceHelping Our People Outperform	19, 39		
Envir	onment			
Principle 7 – Businesses should support a precautionary approach to environmental challenges.	Ethics, Integrity and ComplianceProtecting Our Planet	28, 29, 47-51		
Principle 8 – Businesses should undertake initiatives to promote greater environmental responsibility.	Ethics, Integrity and ComplianceProtecting Our Planet	28, 29 , 47-51		
Anti-Corruption				
Principle 10 – Businesses should work against corruption in all its forms, including extortion and bribery.	■ Ethics, Integrity and Compliance	19-23		

Legal Glossary

Abbreviation	Full Form
Al	Artificial Intelligence
AIM	Atal Innovation Mission
АРІ	Application Programming Interface
ATD	Association of Talent Development
всм	Business Continuity Management
BEE	Bureau of Energy Efficiency
BoL	Bill of Lading
ВРА	Business Process Automation
ВРМ	Business Process Management
вро	Business Process Outsourcing
BPRM	Business Process Risk Management
BTG	Business Transformation Group
BU	Business Unit
CA	California
CEO	Chief Executive Officer
ciso	Chief Information Security Officer
CO2	Carbon Dioxide
CoBEC	Code of Business Ethics and Conduct
СоЕ	Centre of Excellence
COVID	Coronavirus Disease
CSR	Corporate Social Responsibility
схо	Chief Executive Officer
DiFu	Digital Future
DNS	Domain Name System
EHSMS	Environment, Health and Safety Management System
ERM	Enterprise Risk Management
ESG	Environment Social Governance
EVP	Executive Vice President

Abbreviation	Full Form
FMGC	Fast-Moving Consumer Goods
FTE	Full Time Employee
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GEI	Gender-Equality Index
GID	Global Impact Day
СМ	General Manager
GRI	Global Reporting Initiative
HR	Human Resource
HUB	Home User and Business
HVAC	Heating, Ventilation and Air Conditioning
INC	Incorporated
InfoSec	Information Security
IOD	Institute of Directors
IP	Internet Protocol
IRM	Information Risk Management
ISAE	International Standard on Assurance Engagements
ISO	International Organization for Standardization
IT	Information Technology
LED	Light-Emitting Diode
LIMS	Laboratory Information Management Systems
LLC	Limited Liability Company
LTL	Less-than-Truckload
міѕ	Management Information System
ML	Machine Learning
NASSCOM	National Association of Software and Service Companies
NGO	Non-Governmental Organizations

Abbreviation	Full Form
NLP	Natural Language Processing
NPS Net Promoter Score	
NY	New York
OCR	Optical Character Recognition
PCI DSS	Payment Card Industry Data Security Standard
PCR	Polymerase Chain Reaction
plc	Public Limited Company
Pty	Proprietary Limited
SaaS	Software-as-a-Service
SDG	Sustainable Development Goals
SEC	Securities and Exchange Commission
SIEM	Security Information and Event Management
soc	System and Organization Controls
sox	Sarbanes-Oxley

Abbreviation	Full Form	
SPOC	Single Point of Contact	
SSAE	Statement on Standards for Attestation Engagements	
SVP	Senior Vice President	
TAT	Turnaround Time	
UK	United Kingdom	
UN	United Nation	
UNGC	United Nations Global Compact	
USA	United States of America	
USD	United States dollar	
VoC	Voice of Customer	
VP	Vice President	
WCF	WNS Cares Foundation	
WEP	Women's Empowerment Principle	
wns	WNS (Holdings) Limited and Its Subsidiaries	

About WNS

WNS (Holdings) Limited (NYSE: WNS) is a leading Business Process Management (BPM) company. WNS combines deep industry knowledge with technology, analytics and process expertise to co-create innovative, digitally led transformational solutions with over 380 clients across various industries. WNS delivers an entire spectrum of BPM solutions including industry-specific offerings, customer experience services, finance and accounting, human resources, procurement, and research and analytics to re-imagine the digital future of businesses. As of March 31, 2021, WNS had 43,997 professionals across 58 delivery centers worldwide including facilities in Australia, China, Costa Rica, India, the Philippines, Poland, Romania, South Africa, Spain, Sri Lanka, Turkey, the United Kingdom, and the United States.

For more information, visit www.wns.com

