EXL

Driving business forward

2023 Sustainability Report

EXL   **2023 Sustainability Report**

1 Introduction | 2 About EXL | 3 Sustainability at EXL | 4 Governance, ethics & integrity | 5 Our people | 6 Environment | 7 Community engagement | 8 Appendices & data tables

2

Table of contents

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
Appendices
& data tables

3

Driving better business and a brighter tomorrow, together

Continuous evolution has defined EXL's journey of excellence for the past 25 years. A path of innovation, agility, deep expertise and dynamic growth to meet our clients' needs and help them deliver business value by enhancing efficiencies and minimizing risk. Today we are a market leader, driving business forward with data and Artificial Intelligence (AI), helping fuel better outcomes, unlock growth, and transform the operations of global industry leaders.

One piece of this journey has been our focus on sustainability as a multi-layered value generator for EXL and our clients. It contributes a tangible purpose that connects and inspires our employees, a workplace that spurs innovation from diverse viewpoints, business and environmental efficiencies, and the qualified talent our business and communities need.

Some of the actions we are taking:

• We are empowering talent and embracing diversity. The percentage of women company-wide continues to increase, in 2023 reaching 43%. Our emphasis on leadership diversity has increased the representation of women in leadership[1] since 2018 to 23.3% putting us well on track to meet our 2025 goal of 25%.

• Together we are driving forward a better future for our communities. 2023 was a huge year for employee volunteering and giving, reaching 35% participation, more than double our participation in 2022. We continue to evolve and expand our digital skills initiatives to match job market demands; our partnerships across India, the Philippines, South Africa, the United States, and the United Kingdom help more than 30,000 people each year.

• We are paving the way for a more efficient, sustainable future, including through our net zero goal for 2045. Working collectively across our global operations, with suppliers, and our communities, we reduced Scope 1 and Scope 2 greenhouse gas emissions by 60.2% over 2019. And we planted 30,000 trees through our partnership with Give Me Trees Trust.

Our approach to aligning sustainability with our business goals is delivering results. For the third year we were recognized as one of America's Most Responsible Companies by Newsweek and Statista, Inc. and as one of Barron's 100 Most Sustainable Companies. For the second year, we were highlighted as one of America's Climate Leaders by USA Today. And we continue our commitment to the UN Global Compact.

At EXL, we believe there is always a better way. We look deeper, we find it and we make it happen. We are in the most exciting place we can be today as we celebrate our 25th anniversary, guided by this purpose. We are ready for the evolution taking place, and the ever-expanding potential to create value for our business and world. We passionately believe in the collective responsibility of EXL and our partners. As we grow, so does our potential to drive better business, and better outcomes for a brighter future.

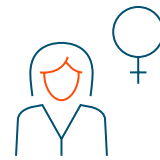**Rohit Kapoor**
Chairman and Chief Executive Officer

[1] VP and above

EXL | **2023 Sustainability Report**

| 1 Introduction | 2 About EXL | 3 Sustainability at EXL | 4 Governance, ethics & integrity | 5 Our people | 6 Environment | 7 Community engagement | 8 Appendices & data tables |

4

2023 sustainability highlights[1]
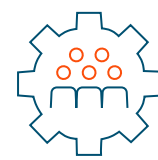
43%
of employees company-wide are women

23.3%
of employees at the vice president and above (VP+) level are women; a continual increase from 13.2% in 2018

35%
of our global workforce

19K+
employees

participated in our Corporate Social Responsibility (CSR) initiatives, including employee volunteering and giving

37K+
employee volunteer hours

31,300+
beneficiaries of our employee volunteering efforts through our CSR initiatives, nearly double the reach in 2022

24.1%
renewable energy across our global energy portfolio

60.2%
decrease in GHG emissions since 2019 (Scope 1 and 2)

30,000
trees planted through our partnership with Give Me Trees Trust

[1] Data as of December 31, 2023.

Awards

- **Barron's,** 2022-2024 100 Most Sustainable Corporations

- **British Safety Council,** 2023 Sword of Honour for Workplace Health and Safety (EXL UK)

- **EcoVadis,** 2024 Gold Sustainability Rating

- **Golden Peacock Awards,** 2023 ESG Award and 2023 Environment Management Award

- **India CSR Awards,** 2023 Best Volunteer Engagement Program Initiative

- **MSME Chamber of Commerce and Industry of India,** 2023 Best Business Eco-Friendly Award

- **Newsweek,** 2022-2024 America's Most Responsible Companies

- **Newsweek,** 2024 America's Greenest Companies

- **Transformance Forums,** 2023 Best ESG Performer of the Year

- **USA Today,** 2023-2024 America's Climate Leaders

- **World Safety Forum,** 2023 Global Safety Award and International Environment Award

EXL

**2023
Sustainability Report**

1
Introduction

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
Appendices
& data tables

5

Driving business forward with data & AI

EXL is a leading data analytics and digital operations and solutions company. We partner with clients using a data and AI-led approach to reinvent business models, drive better business outcomes, and unlock growth with speed.

We put AI to work to unlock innovation and deliver an exceptional experience for our clients and their customers. Our culture is founded on the core values of innovation, collaboration, excellence, integrity, and respect.

2

About EXL

EXL **2023 Sustainability Report**

| 1 Introduction | 3 Sustainability at EXL | 4 Governance, ethics & integrity | 5 Our people | 6 Environment | 7 Community engagement | 8 Appendices & data tables | 6 |

Competitively differentiated through our deep industry expertise. A proven, long-term partner for data and AI-led transformation.

50+
offices[1]

Headquarters:
New York City

6
continents

55,000+
employees

~820
clients

$1.63
billion revenue[2]

[1] Data as of March 31, 2024, unless otherwise noted.
[2] As of December 31, 2023.

Dynamic insights

Accelerated outcomes

Digital transformation

Data + AI-led value creation

Data analytics

Digital operations

Domain + data + AI

Indispensable partner for data and AI-led transformation

Re-invent business models embedded with AI and human-in-the-loop

Unlock greater value by harnessing the power of data, deep industry knowledge and AI

Transform data into insights, insights into actions and actions into outcomes

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
Appendices
& data tables

7

3

**Sustainability
at EXL**

Accelerating sustainability, with a focus on long-term value

We are committed to fueling better business outcomes for ourselves and our clients through sustainability initiatives that are aligned with our corporate strategy and designed to benefit all stakeholders. These efforts position us as a dynamic, agile, and resilient partner that can best unlock and generate long-term value.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
Appendices
& data tables

8

A path to sustainable outcomes

Our sustainability program reflects and advances our mission to be a company that continually improves, reinvents, and evolves.

We are on a journey to embed sustainability across our value chain, influence positive social change, create environmentally efficient operations, and provide transparent reporting on these practices and our progress. In 2023, we further embedded sustainability into our core business through deeper engagement across EXL functions; ongoing dialogue with our CEO, Board, and senior executives; and better measurement of the returns on investment of the sustainability initiatives we choose to undertake. And we continued exploring how our services and solutions help support the progress of our clients' sustainability goals.

"Our sustainability program is purpose-driven and design-focused. Through this, we view sustainability from many different perspectives – our priorities may be driven by a desire to be a leader and push the boundaries of sustainable business, regulatory developments, the data we collect, or the specific opportunities or risks within the service or solution we deliver. Sustainability helps us fuel success for our clients while driving value for society and our planet."

Ajay Ayyappan
**General Counsel and
Chair of the ESG Steering Committee**

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
Appendices
& data tables

9

Charting the course: our priority topics

Our biennial materiality assessment is an important step in the continual evolution of our sustainability strategy. These outcomes help us prioritize the goals, activities, and disclosures that are the most important and impactful to our business and stakeholders.

▶ Read more about our **2023 materiality assessment** process and outcomes, including our materiality matrix that highlights our Tier 1, 2, and 3 priority topics. Our **Global Reporting Initiative (GRI) Index** outlines how we are managing our Tier 1 priority topics.

Tier 1 priority sustainability topics

Governance, ethics, and integrity

- Corporate culture and communications
- Responsible AI
- Ethics and integrity
- Regulatory compliance

Our people

- Talent attraction, engagement, and retention
- Employee health, safety, and well-being

Environment

- Data center energy management[1]
- Energy consumption and use of renewable sources[2]

Operational excellence

- Business continuity and disruption of operations
- Cybersecurity and data protection
- Client and data privacy
- Technology innovation

[1-2] These are Tier 2 topics for us, but we are indicating that these are priority sustainability topics because we know that they are important to our investors, clients, employees, and other stakeholders; therefore, we are focused on managing and reducing our impacts in these areas.

EXL **2023 Sustainability Report**

1 Introduction
2 About EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

10

Accountability & oversight

Our hub-and-spoke governance model helps embed and coordinate sustainability throughout our business, with clear accountability and responsibility for sustainability decisions at the highest levels and support across functions and geographies.

Our Executive Committee and Board of Directors have ultimate responsibility for sustainability performance. Our cross-functional Environmental, Social, and Governance (ESG) Steering Committee is responsible for setting our sustainability strategy and risk management, providing implementation support, and establishing the systems, processes, goals, and metrics necessary to make progress and track our impact in our focus areas. Sustainability performance continues to be considered in our CEO's performance review, and in determining our CEO's total compensation.

▸ Read more about Board oversight of ESG in the <u>Governance, ethics, and integrity</u> section of this report.

Ultimate responsibility for sustainability strategy

Executive Committee *Management*	Board of Directors *Oversight*

Through its chair (EXL's General Counsel), the ESG Steering Committee reports regularly to the Executive Committee and the Board's Nominating and Governance Committee on sustainability policies, procedures, and ESG risks. The ESG Steering Committee also reports annually to the full Board.

Developing and executing sustainability strategy and risk management

ESG Steering Committee

Functional implementation and responsibility

Corporate Strategy	Finance and Investor Relations	Human Resources	Marketing and Internal Communications
Legal	Compliance	Procurement	Facilities and Environment

Nominating and Governance Committee

Compensation and Talent Management Committee

Audit Committee

Board committees review ESG issues related to their specific areas of oversight

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
Appendices
& data tables

11

Building trust through transparency

Transparent and quality reporting on our sustainability initiatives is important for maintaining accountability and trust with our stakeholders. Our ESG Reporting Framework Policy is based on the Committee of Sponsoring Organizations (COSO) framework and aligns controls over ESG-related reporting and data collection with financial reporting.

This report includes climate change disclosures in alignment with the Task Force on Climate-related Financial Disclosures (TCFD) standards for our operations, and we continue to report to other leading frameworks, such as the IFRS Sustainability Accounting Standards Board (SASB) Standards, CDP, the Global Reporting Initiative (GRI), and the United Nations Sustainable Development Goals (SDGs).

EXL **2023 Sustainability Report**

| 1 Introduction | 2 About EXL | 4 Governance, ethics & integrity | 5 Our people | 6 Environment | 7 Community engagement | 8 Appendices & data tables | 12 |

Collaborative engagement

At EXL, engaging stakeholders remains a priority and critical channel for advancing our sustainability strategy. From employee surveys to town halls, to investor and client meetings, we continued active engagement with key stakeholder groups in 2023 and early 2024.

▶ Read more about our approach to stakeholder engagement, channels, and examples of engagements and involvement in industry and business associations.

Stakeholder group	Engagement channels	Engagement outcomes
Employees	**Internal sustainability education and awareness campaigns**	▶ Increased our employee participation in corporate social responsibility (CSR) initiatives (volunteering and giving) to 35%, far surpassing our goal of 15% for 2023.
	Enterprise-wide volunteering drive led by employee-level CSR champions and management	▶ Continued to engage and excite our employees through numerous environmental campaigns, awareness drives, and volunteer opportunities.
	Company activities with a focus on environmental sustainability and employee health, safety, and well-being to raise awareness and engagement	▶ Sought employee perspectives in EXL's materiality assessment, giving them a chance to share their insights and priorities on the Company's financial and societal impacts, as well as building awareness of the sustainability report.
		▶ Hosted engagements for Earth Day, Environment Day, World Water Day, Ergonomics Month, and more.
		▶ Offered yoga classes, meditation, Zumba, health check-ups and health talks by expert doctors, as well as multiple blood donation drives across geographies.
	Broader employee engagement efforts including regular surveys, town halls, focus group meetings, and more	▶ Conducted first-ever ethical culture survey of EXL employees, with results that exceed nearly all industry benchmarks.
		▶ Provided employees with varied, open channels for feedback that allow employee voices to be heard on a wide range of issues.
Clients	**Engagement with clients on their and EXL's sustainability strategies and management approaches (e.g. client participation in EXL's materiality assessment)**	▶ Strengthened RFP success through presence of sustainability strategy (validated through client feedback).
	Client satisfaction and Net Promoter Score	▶ Strengthened client relationships by supporting their own sustainability strategies and goals (e.g., participated in client materiality assessments, surveys, and questionnaires; provided efficient solutions that drove cost savings; assessments, surveys, and questionnaires; spread awareness of sustainability best practices).
		▶ Increased client engagement and input into EXL's sustainability strategy.
		▶ Acquired insights on client sustainability priorities.
	Client satisfaction and Net Promoter Score (NPS) survey	▶ Survey feedback can include the impact of the diversity of people and skills..

EXL **2023 Sustainability Report**

1 Introduction
2 About EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

13

Stakeholder group	Engagement channels	Engagement outcomes
Investors	**Continuation of formal stockholder engagement program, including specific focus on sustainability discussion**	▸ Reached out to ~80% of shares outstanding (comparable to 2022 and 2021) about our sustainability efforts.
	Year-round engagement with investors that includes sustainability topics (e.g. investor conferences, quarterly earnings calls, investor inquiries)	▸ Engaged investors in EXL's materiality assessments and addressed investor inquiries related to EXL's sustainability strategy and performance.
Suppliers	**New supplier questionnaire with updated sustainability content**	▸ Launched new supplier questionnaire with revised sustainability questions in April 2023; commenced tracking and analysis of responses.
	CDP Supply Chain Program	▸ Joined CDP Supply Chain Program in 2024, which will expand knowledge of our suppliers' environmental management and performance, and support our journey towards reductions in greenhouse gas (GHG) emissions across the entire supply chain.
	Supplier emissions assessment	▸ Began building our own capabilities to help track Scope 3 supplier emissions more accurately.
Communities	**Partnerships with nonprofits that include volunteering opportunities for our employees**	▸ Reached more than 31,300 people with our volunteering efforts.
	CSR initiatives with educational nonprofits and community schools to build market-relevant technical and life skills that empower people to position themselves as leaders in the job market	▸ Expanded our "Education as a Foundation" program to include data and analytics, equipping teenaged students with essential skills for prospective careers; introduced new projects across India, South Africa, and the Philippines.
		▸ Introduced new coding projects across India, South Africa, and the Philippines for our Skills to Win initiative.
	Environmental volunteering and giving initiatives	▸ Partnered with the nonprofit Give Me Trees Trust to plant 30,000 trees in 2023.
Governments and regulatory bodies	**Continued communication with regulatory bodies as part of corporate compliance and as required by applicable regulations**	▸ Supported compliance with applicable regulations.
		▸ Tracked regulatory changes, which informed cybersecurity and sustainability strategies.
		▸ Monitored social and environmental impact of upcoming regulatory changes.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
Appendices
& data tables

14

Mapping our progress, fueling results

EXL's sustainability strategy includes external goals in key areas, which are tracked against detailed roadmaps. We also strive for continual improvement across our sustainability priority areas through topic-specific strategies and internal targets.

Our sustainability goals were developed based on industry best practices, as well as stakeholder feedback.

EXL 2023 Sustainability Report

1 Introduction 2 About EXL 4 Governance, ethics & integrity 5 Our people 6 Environment 7 Community engagement 8 Appendices & data tables 15

Key area	Target		Status[2]
Environment	• **Data center energy management** • **Energy consumption and use of renewable sources**	• **Reduce absolute Scope 1 and 2 GHG emissions by 67% by 2035 and achieve net zero Scope 1 and 2 GHG emissions by 2045 (2019 base year).[1,4]** • **Decrease absolute energy use by 2% YoY (since 2019 baseline year).[4]** • **Decrease absolute water usage by 2% YoY (since 2019 baseline year).[4]**	On track	▶ Reduced Scope 1 and 2 GHG emissions by 60.2%, since 2019. Reduced Scope 3 GHG emissions by approximately 11.5% since 2019. ▶ Decreased total energy consumption by 41.6% since 2019. ▶ Increased in-house rooftop solar energy installations by 174 kW globally; five solar installations across our facilities in India are helping drive renewable energy use. ▶ Reached 24.1% global renewable energy consumption. ▶ Continued consolidating our data centers and working with leading providers, such as AWS and Azure, to shift enterprise services and business solutions to the cloud. ▶ In India, continued to integrate electric vehicles (EVs) into our logistics fleet and, in the United Kingdom, continued to use transportation services that exclusively use EVs. ▶ The majority of our leased office spaces are LEED-certified[3], which requires that offices have zero wastewater discharge, and maximize water re-use and recycling.
Our people	• **Diversity, equity, and inclusion** • **Talent attraction, engagement, and retention**	• **Increase representation of women in leadership (VP and above) to 25% globally by the end of 2025.**	On track	▶ Continued to increase representation of women in leadership (VP+), reaching 23.3% in 2023 (vs 20.3% in 2022). ▶ Offered a women's leadership certificate, in partnership with Cornell University (eCornell) to all women VPs at EXL. ▶ More than 100 women Assistant Vice Presidents (AVP) participated in our "Women AVP Leadership Program," in collaboration with MIT Sloan Business School and Emeritus. ▶ Women at EXL employee resource group (ERG) continued its focus on advancing careers and advancing professional growth through networking, training, development, and mentorship.
Community engagement	• **Employee engagement and volunteerism** • **Corporate culture and communications**	• **Achieve 15% total workforce participation in EXL volunteering and giving initiatives by 2023.**	Achieved	▶ Achieved 35% employee participation, more than double that of 2022, including 19,100+ employee volunteers and 37,000+ volunteer hours. ▶ 30,500+ people benefited from our CSR projects, and 31,300+ people benefited from our volunteering efforts, nearly doubling our reach in 2022. ▶ Continued amplification of CSR opportunities globally to raise internal awareness of our sustainability efforts and inspire employees to join us in taking action. ▶ Continued EXL's Annual Social Impact Awards, recognizing over 50 individuals and five EXL teams (either business units or regions) for their dedication to our community engagement initiatives. ▶ More than 4,500 EXL employees in the Philippines participated in a donation drive to provide essentials, such as clothing and shoes, canned goods, and books to their communities.

[1] In 2023, we worked with the Science Based Targets Initiative (SBTi) to review our greenhouse gas reduction targets and advise on our path to net zero. SBTi validated interim goals that will inform and strengthen our path to net zero. These include reducing Scope 1 and 2 emissions by 63.3% by 2030 and reducing Scope 3 emissions by 27.5% by 2030.

[2] Data as of December 31, 2023 unless otherwise noted.

[3] Leadership in Energy and Environmental Design.

[4] Absolute GHG emissions, energy, and water consumption represent the total amount used.

EXL | 2023 Sustainability Report

1 Introduction
2 About EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

16

SPOTLIGHT

Deepening sustainability's ROI

Our work deepens the connection between sustainability and business value.

At EXL, business value and sustainability are inextricably linked. We continue to integrate sustainability into our strategy, just as we prioritize sustainability initiatives that provide a return on investment (ROI). These dual goals are complementary and closely aligned. We optimize operations, increase employee engagement, uncover new solutions and markets, foster trust with our clients and communities, and develop a future talent pipeline, among other initiatives.

In this spotlight, we highlight some of the ways we have seen innovation, sustainability, and ROI intersect.

Driving our success with our clients

We hear from clients that our sustainability program is a differentiator. Our strong record of sustainability performance and disclosure not only makes a positive impact on our community and the planet, but also gives us a competitive edge in the race to win business. Visit our spotlight page on powering client sustainability to learn more.

Efficiency projects that save costs and energy

As part of our net zero commitment and GHG reduction goals, we continue to explore opportunities for efficiencies across our business. Our efficiency efforts generated more than $275,000 in direct cost savings in 2023 alone and will continue to drive savings in future years.
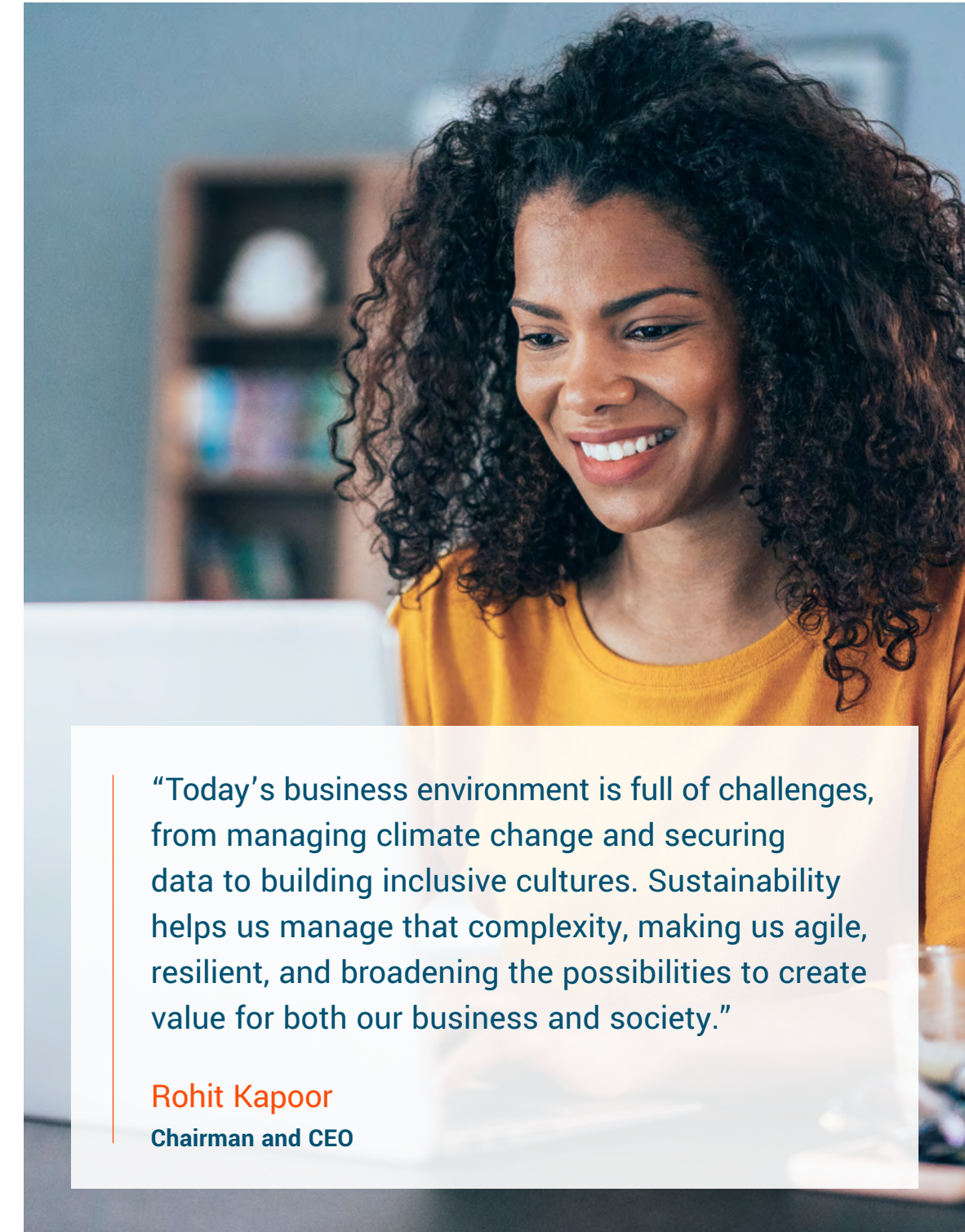
"Today's business environment is full of challenges, from managing climate change and securing data to building inclusive cultures. Sustainability helps us manage that complexity, making us agile, resilient, and broadening the possibilities to create value for both our business and society."

Rohit Kapoor
Chairman and CEO

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
Appendices
& data tables

17

SPOTLIGHT

The sustainability-ROI connection

We are committed to getting the most from our sustainability initiatives. Going forward, we will explore the development of new and innovative sustainability solutions based on learnings from our own sustainability journey, expanding measurement of direct ROI attributed to sustainability, tracking sustainability program impact on client perception through sustainability-focused questions in client surveys, and more.

Corporate strategy	Sustainability strategy	Societal value	Business outcomes
AI capabilities	**Policies and guidance to deploy AI responsibly across our business** **Centralized, cross-functional AI Governance Committee** **Begin incorporating environmental impact questions within the Responsible AI Questionnaire**	• Systems emphasizing data integrity and helping mitigate bias in AI applications for sustainable use of high-quality, trustworthy, and explainable AI • Helping EXL begin to develop the tools to assess and mitigate the environmental impacts of AI applications	• Positioning EXL as a market leader, building client confidence, and managing risk
Digital transformation, including cloud-based solutions	**Net zero goal for 2045**	• Minimizing the environmental impact of EXL and our clients by improving efficiencies • Enhancing employee experience	• Favoring the cloud for data storage is considered an environmental best practice, resulting in efficiencies and cost optimizations • Internal enterprise digital transformation initiative aimed at building greater efficiencies through data driven insights and harmonized applications and systems, enhancing employee experience and emphasizing scalability
Hybrid work model	**Continue to combine flexible in-office and work from home options for our employees** **Leverage EXL's hybrid work model to help achieve our net zero goal**	• Minimizing the environmental impact of EXL and our clients by improving efficiencies • Virtual connections and meetings allowing for greater collaboration across cultures and geographies, enriching our diversity of backgrounds, experiences, and viewpoints	• Increasing operational efficiencies and cost optimizations, which makes us attractive to potential clients looking for net zero suppliers • Attracting a more diverse workforce
Global employee engagement, talent recruitment, and retention	**Ensure employee awareness of, and engagement in, EXL's efforts through our sustainability amplification campaign** **Direct employee engagement in CSR and environmental sustainability awareness activities** **Democratized self-learning through our reNew platform**	• Passionate, well-rounded and active individuals leveraging their expertise both at work and in our communities	• Motivating EXL employees through an opportunity to connect to our broader purpose; EXL employees involved in our CSR activities have a lower attrition rate than EXL's global attrition rate

EXL
2023 Sustainability Report

1 Introduction
2 About EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

18

SPOTLIGHT

Corporate strategy	Sustainability strategy	Societal value	Business outcomes
Brand reputation & awareness	**Transparent and detailed disclosures on EXL's sustainability strategy and progress that aligns to global best practice frameworks** **Strong performance across key ESG ratings and rankings** **Stakeholder awareness of EXL sustainability strategies**	• Knowledge sharing of sustainability best practices • Providing key stakeholders with the information they need to make informed decisions based on sustainability criteria and values in line with their own goals	• Increasing awareness of EXL's core purpose, and sustainability strategy and progress • Increasing EXL's competitiveness in client pursuits; success related to specific ESG-related requirements in RFPs and client agreements • Increasing investor awareness and satisfaction with EXL's social and environmental performance
A sustainable & qualified talent pipeline	**A community engagement strategy that develops relevant skills for a data-led economy, including coding, within our communities and underrepresented populations** **A robust training program to maintain a healthy internal talent pipeline** **DEI as a key, enterprise-wide focus area**	• Empowering individuals with market-relevant skills to succeed and a diverse talent pipeline for companies • Fostering environments in which diverse perspectives can grow and evolve	• Building a pipeline to source qualified talent and mitigate the risk of a talent shortfall • Bolstering succession planning by growing leadership and skills from within • Building an inclusive environment in which people of all backgrounds can contribute their best work
Client experience	**Build awareness of sustainability opportunities and create sustainability solution offerings that enhance clients' optimization and efficiencies** **Measure direct ROI and community/ environmental impact of sustainability programs**	• Helping our clients deliver on sustainable supply chain and other sustainability-related goals • Helping clients understand how a commitment to sustainability drives business value	• Strengthening credibility with our clients and expanding the value we offer • Demonstrating the business and societal value of sustainability as another benefit of working with EXL

EXL

2023 Sustainability Report

1 Introduction

2 About EXL

4 Governance, ethics & integrity

5 Our people

6 Environment

7 Community engagement

8 Appendices & data tables

19

SPOTLIGHT

Powering client sustainability

For most of our clients, sustainability is a part of unlocking growth. Our solutions and services help our clients deliver on their sustainability goals by providing the innovative tools they need to optimize their operations, address risk and compliance needs, expand their talent pool, and more.

"R&D is the fundamental engine for creating sustainable innovations. We are constantly improving our service offerings and solutions to emphasize business value, increase efficiency and productivity, and make a difference in society and the environment."

Vikas Bhalla
President and Head of Insurance

We have developed several sustainability best practices that benefit our clients, regardless of where they operate.

How we help clients operate more responsibly:

- **Digital operations and solutions** reduces dependency on paperwork, and uncovers business, financial, and environmental efficiencies.

- Our **AI-powered solutions** automate numerous business processes, reducing the need for manual human work. Our commitment to responsible and ethical AI, enables our clients to deploy secure and reliable AI they can trust.

- All of our proprietary solutions are **cloud native** and eliminate the need for on-premises data centers.

- We led a company-wide transformation to **remote services**, such as transitioning from on-site to remote audits and surveys, greatly reducing our own carbon footprint and the Scope 3 emissions in our clients' value chains

- Our **hybrid work model** allows for, among other things, more efficient infrastructure utilization.

- Our **analytics solutions** help clients meet their compliance and risk goals.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
Appendices
& data tables

20

SPOTLIGHT

Driving impact, building efficiencies

Across multiple sectors, we provide solutions focused on efficiency that help contribute to our clients' sustainability. A few of our solutions that we delivered in 2023 include:

- In the manufacturing industry, we worked to **develop the next wave of technology talent** in a South African community where our client is based, providing training in technology and software and partnering for opportunities for gainful employment.

- We designed a custom workflow solution for a major water utility in the United Kingdom, **helping streamline workflows** from a legacy system to a more integrated view, with real-time visual dashboards and monitoring, helping to enable the responsible management of a major natural resource.

- We provided our MedConnection™ tool to our clients in the healthcare industry, a human-AI collaboration tool that provides a user-friendly interface for precise clinical insights and summaries, streamlining processes and **reducing reliance on paper-based workflows.**

- We also provided our Subrosource™ solution to our clients, wich **helps recover costs and mitigate overall claim expenses** for insurance companies, thereby stabilizing premiums for policy holders, keeping premiums affordable, and making insurance more accessible to a broader population.

- We created a GenAI-based Agent Assist tool for 700 users across India and the United Kingdom to **enable regulatory compliance and reduce average handle time (AHT),** helping these businesses exert less energy and operate more responsibly.

"EXL brings a lot of resources, top-notch thinking, and approaches to business that organizations like One Hope need. They have been fantastic as a partner and tutor. Over the last 10 years, [EXL] has given us better and better data-inspired information."

Chris Nordloh

CFO, United Chairman, The Back Office Cooperative, One Hope

"EXL provides us with a customized service offering that is flexible, scalable, and tailored to our needs. An initiative that we partnered with EXL on reduced the amount of work from five days to completed control to just 15 minutes."

Torian Conner

Senior Manager, IT Audit, Johnson & Johnson

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

5
Our people

6
Environment

7
Community
engagement

8
Appendices
& data tables

21

Accelerating growth through responsible and ethical business

We embody a culture of trust, integrity, and respect. Our collective commitment to conduct business honestly and transparently is based on placing ethics and integrity at our core.

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

4

Governance, ethics & integrity

EXL **2023
Sustainability Report**

1 Introduction
2 About EXL
3 Sustainability at EXL
5 Our people
6 Environment
7 Community engagement
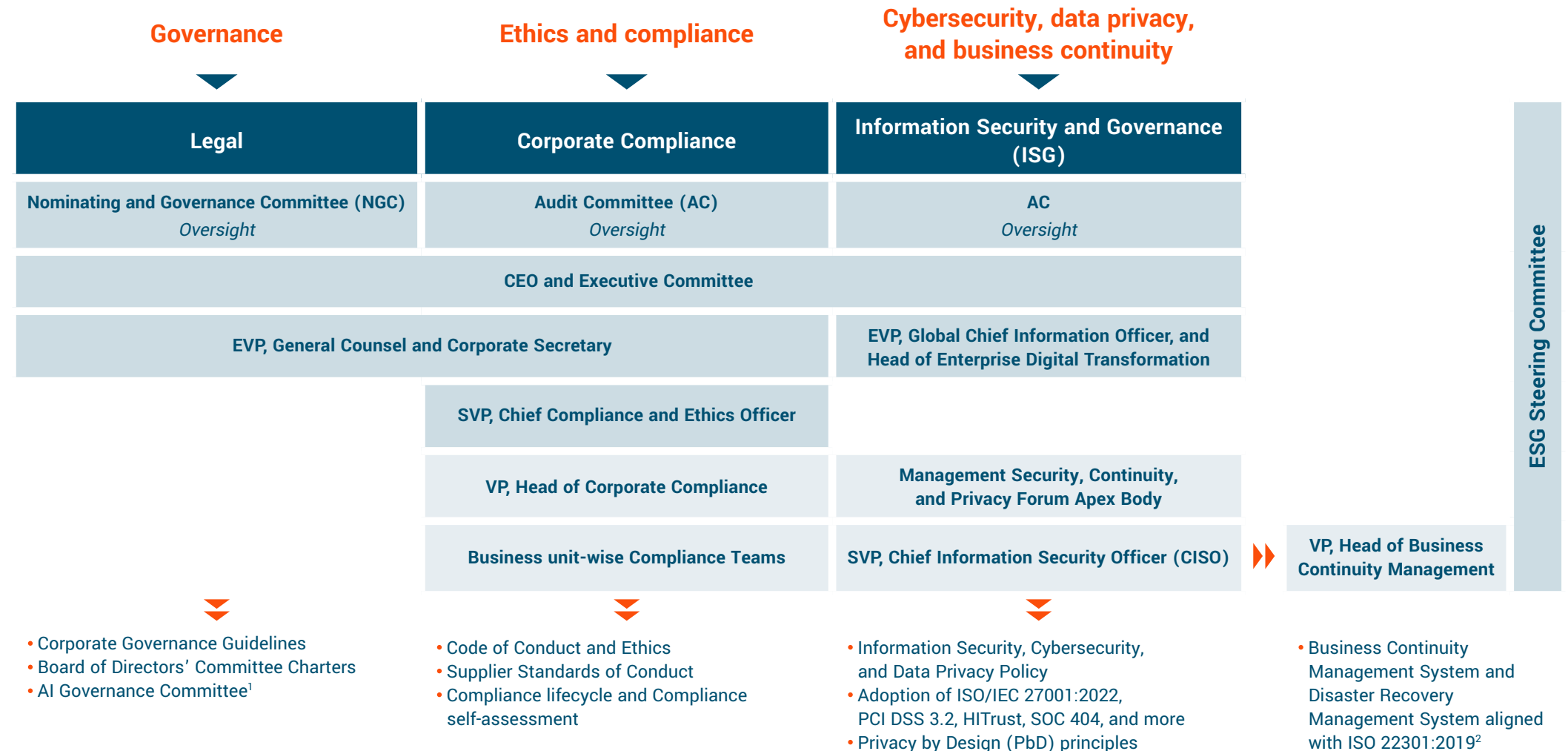8 Appendices & data tables

22

Corporate governance

Best practices in corporate governance, strong oversight of sustainability, a pervasive culture of compliance, and the highest ethical standards, defines how we do business and engage with our stakeholders.

EXL's management and Board of Directors is committed to corporate governance best practices that incorporate sustainability. This includes, among others, distributing ESG-related responsibilities across our Board committees, ensuring our stockholder engagement program promotes transparency and an opportunity for our investors to be heard, and encouraging diversity at the highest levels of our leadership.

Governance, ethics, and integrity

Governance	Ethics and compliance	Cybersecurity, data privacy, and business continuity	
Legal	**Corporate Compliance**	**Information Security and Governance (ISG)**	
Nominating and Governance Committee (NGC) *Oversight*	Audit Committee (AC) *Oversight*	AC *Oversight*	
CEO and Executive Committee			
EVP, General Counsel and Corporate Secretary		EVP, Global Chief Information Officer, and Head of Enterprise Digital Transformation	
	SVP, Chief Compliance and Ethics Officer		
	VP, Head of Corporate Compliance	Management Security, Continuity, and Privacy Forum Apex Body	
	Business unit-wise Compliance Teams	SVP, Chief Information Security Officer (CISO)	▶▶ VP, Head of Business Continuity Management

ESG Steering Committee

- Corporate Governance Guidelines
- Board of Directors' Committee Charters
- AI Governance Committee[1]

- Code of Conduct and Ethics
- Supplier Standards of Conduct
- Compliance lifecycle and Compliance self-assessment

- Information Security, Cybersecurity, and Data Privacy Policy
- Adoption of ISO/IEC 27001:2022, PCI DSS 3.2, HITrust, SOC 404, and more
- Privacy by Design (PbD) principles

- Business Continuity Management System and Disaster Recovery Management System aligned with ISO 22301:2019[2]

[1] AI Governance is managed by the General Counsel as well as the Global Chief Information Officer.
[2] ISO 22301:2019 certification for ~65% of delivery centers; certification audit was completed for 35 delivery centers across India, South Africa, the Philippines, Europe (Bulgaria, Romania, Czech Rep.) and Colombia.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

5
Our people

6
Environment

7
Community
engagement

8
Appendices
& data tables

23

Our Board of Directors is currently led by Rohit Kapoor, our Chairman and CEO, and Vikram Pandit, our independent Lead Director. In 2024, our Board updated and strengthened the role of the Lead Director.

We maintain best practices in corporate governance by reviewing and, if necessary, updating our governance policies, including our Committee charters, Corporate Governance Guidelines, and Code of Conduct and Ethics at least annually.

▶ Read more about EXL's Board and governance structure, Board expertise, and Board age distribution, diversity, tenure breakdown.

EXL **2023 Sustainability Report**

1 Introduction 2 About EXL 3 Sustainability at EXL 5 Our people 6 Environment 7 Community engagement 8 Appendices & data tables

24

Business continuity excellence

EXL's Business Continuity Management System and Disaster Recovery Management System are aligned with ISO 22301:2019 and industry best practice. The established framework helps us to assert a resilient and robust program that addresses key aspects of infrastructure, technology, people, business recovery, crisis management, and pandemic management.

EXL has deployed state-of-the-art creative and dynamic infrastructure that includes integrated digital platforms, cloud architecture, a robust cyber resilience program, and a hybrid workforce, which together help us to be prepared for any unforeseen events.

Highlights from 2023 include:

- Focused our approach on cloud-enabled technology solutions and cloud-native security solutions and extended disaster testing scope to those solutions.

- Established comprehensive cyber crisis management and communication protocols, building on previously existing processes and procedures and continued robust crisis monitoring and incident management, along with employee communication.

- Generated awareness with the Board, Executive Committee, and senior management teams through cyber simulation tabletop exercises.

- Strengthened our "Work From Anywhere" option, part of our hybrid work model, through technology and cybersecurity, effective across various work environments.

- Transitioned from a layered cybersecurity approach (defense in depth) to one of continual authentication and authorization (zero-trust) to heighten security controls and minimize the risk of cyber incidents leading to a disruption.

- Diversified security operations center to another geography to create resilience.

We will continue to evolve our business continuity and resilience programs to effectively address the emerging threat landscape including cyber attacks, geo-political escalation, increasing regulatory and data protection requirements, and cloud security issues.

Board oversight of ESG

As a best practice, we distribute ESG-related oversight responsibilities across our Board committees and reflect those responsibilities in their charters to ensure effective and appropriate oversight. Our Board and its committees receive regular reports on ESG and sustainability risks, including those relating to ESG disclosures, employee safety, environmental-related efforts, human capital management matters, and corporate governance trends and best practices. Our Board and its committees also oversee our ESG goals, receiving committee-level updates throughout the year, and a full Board update annually.

▶ Read more about ESG governance and our ESG reporting controls in the Sustainability at EXL section of this report.

EXL **2023 Sustainability Report**

| 1 Introduction | 2 About EXL | 3 Sustainability at EXL | 5 Our people | 6 Environment | 7 Community engagement | 8 Appendices & data tables | 25 |

Ethics & compliance

An unwavering commitment to ethics and operating with integrity is the foundation upon which EXL's culture is built. We operate our ethics and compliance program from a perspective of continuous improvement and look to strengthen our culture of integrity by driving high levels of employee engagement through monthly awareness drives on key compliance topics. A strong fraud risk management framework and system of internal controls, as well as regular employee training on ethical professional behavior, also promote compliance across the business.

In line with our "speak-up" culture, we conducted our first ever ethical culture survey of EXL employees in 2023, which received nearly 18,000 responses. The resounding feedback from this survey is that our employees feel that our culture of integrity is strong, with our survey results exceeding industry benchmarks in almost all categories.

Learnings and opportunities:

- There is an opportunity to continue educating employees on the importance of, and channels for, speaking up. Of those who said they observed misconduct, 58% said they reported it to EXL.

- We will continue to emphasize that EXL protects employees who raise questions or concerns about our business or business practices. Although the majority of EXL's employees understand our commitment to non-retaliation, some of our employees indicated that they not aware of these policies.

EXL's first-ever Ethical Culture Survey

Overall survey score of

89.5

compared to 84.3 for benchmark companies

98%
believe EXL conducts its business in accordance with its values

98%
would be willing to report misconduct they observed

95%
are comfortable approaching their manager with ethical issues or questions

92%
believe coworkers always act ethically

We recently rewrote all EXL Compliance policies to simplify and clarify information for employees. We are also revamping our Compliance intranet site to house important information related to ethics and compliance in a single location and working to increase the involvement of our leaders at all levels in promoting and driving our culture of integrity.

▶ See our Code of Conduct and Ethics and read more about Board oversight, our culture of ethics and integrity, our Compliance team's skillset, our annual Code of Conduct and Ethics training, employee training on specific compliance topics, and avenues for employees to voice concerns.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

5
Our people

6
Environment

7
Community
engagement

8
Appendices
& data tables

26

SPOTLIGHT

Putting AI to work,
responsibly and ethically

We leverage our deep experience with data to employ AI in more reliable ways, and we use AI to refine and enrich our data to propel our business and our clients' businesses forward. As AI becomes further embedded into our business, and a bigger part of what we do, responsible implementation of AI remains a priority. We seek to ensure that our use of AI in our business and operations is ethical and trustworthy, and that its development and application is based on the principles of fairness, security, reliability, transparency, accountability, and privacy.
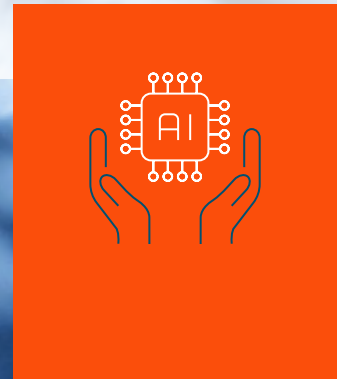
EXL is featured alongside industry leaders at the FT Live's Future of AI Summit 2023 discussing AI's potential to accelerate innovation and business value.

"As EXL continues to take AI and generative AI to the market, we are doing so with responsible and ethical AI at the core. By fostering a culture of fair and reliable AI deployment, we not only mitigate risks, but also unlock its full potential to drive positive impact for our clients and our stakeholders."
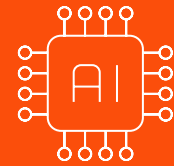
Baljinder Singh
Global Chief Information Officer and Head of Enterprise Digital Transformation

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

5
Our people

6
Environment

7
Community
engagement

8
Appendices
& data tables

27

SPOTLIGHT

AI governance

Data and AI governance play a key role in building scalable, reliable, and secure AI solutions. Good data governance improves data processing time, mitigates bias, aligns data with the intended use case, and delivers high-quality, explainable AI. Our global responsible AI policy and framework reflects EXL's approach and commitment to achieving trustworthy AI and mitigating AI bias.

Responsible AI governance is a priority from our CEO and Board, down to individual employees working with the technology. Responsible AI governance is overseen by our AI Governance Committee; which is jointly led by Global Technology and Legal, and supported by representatives from key business lines and functions within EXL, including our General Counsel, AI specialists, and digital, healthcare, and analytics leads.

A standardized approach

Our standardized enterprise-wide AI governance framework begins with documenting all AI models created by EXL in EXL's central depository. Our Responsible AI Questionnaire assesses the potential level of bias, privacy, and other related risks for new AI models created by EXL. In 2024, we began to add environmental impact questions to the questionnaire that will help enable EXL to assess the environmental impacts of AI applications. Industry-leading bias and privacy solutions, such as the AI Fairness 360 tool, check for biases across the AI application lifecycle.

We are guided by the latest regulatory developments in the regions in which we operate, from state-level regulations in the United States to those in the European Union. These regulations, including best practices from the National Institute of Standards and Technology (NIST) AI Risk Management Framework, inform our governance model.
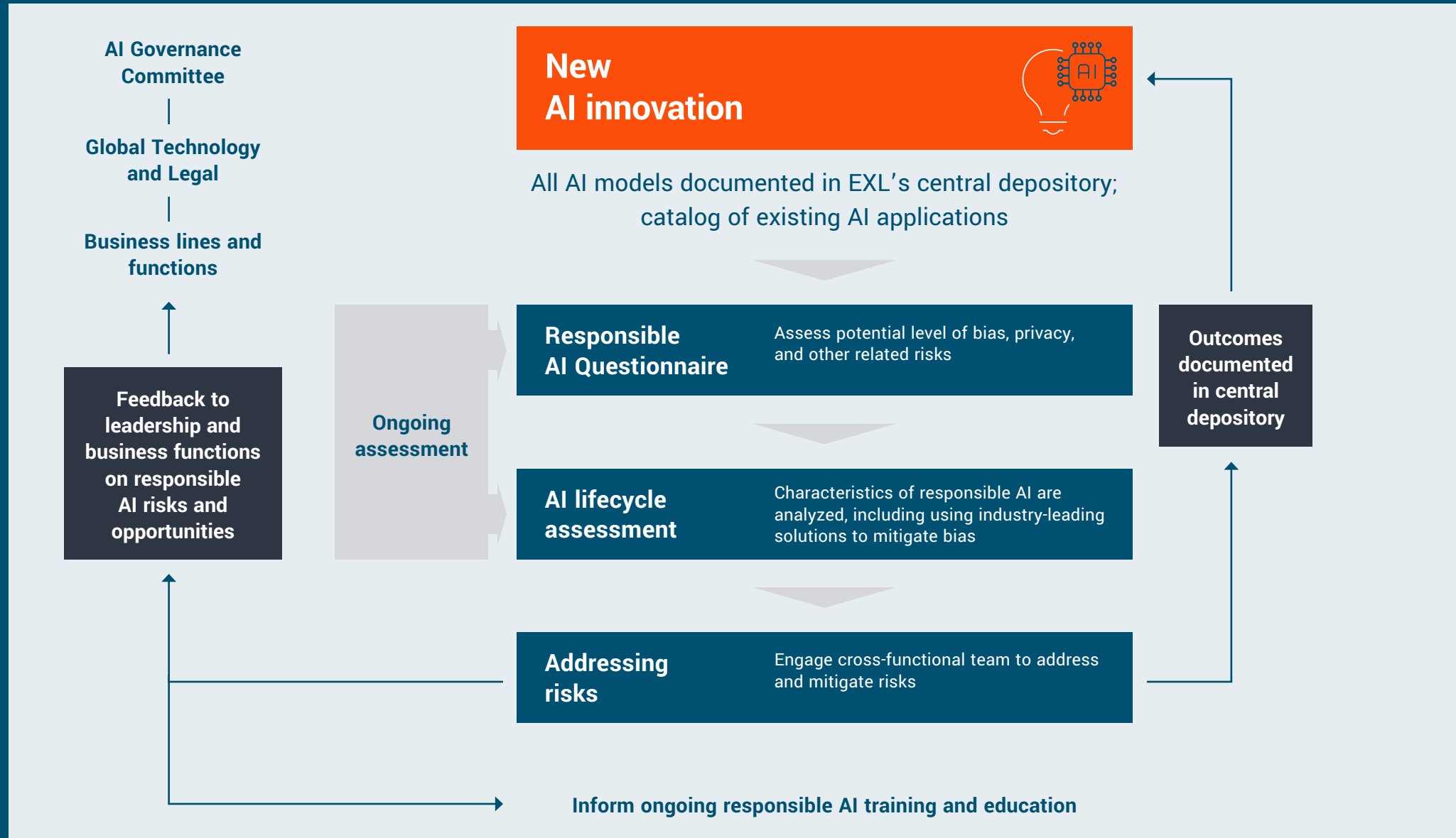
Training and education

We continue to train and educate our employees about best practices in responsible AI and the creation of solutions. This includes customized training for different employee functions, a training portal containing blogs, articles, training videos, and other resources dedicated to responsible AI.

Our focus on responsible and ethical AI must evolve as our technology does. For this reason, we are engaging the technology leaders of our clients and peers, analysts, and responsible AI experts, to understand and share best practices and prepare our policy for the ongoing evolution of AI tools and capabilities.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

5
Our people

6
Environment

7
Community
engagement

8
Appendices
& data tables

28

SPOTLIGHT

Responsible AI in practice

AI Governance
Committee

Global Technology
and Legal

Business lines and
functions

**New
AI innovation**

All AI models documented in EXL's central depository;
catalog of existing AI applications

**Feedback to
leadership and
business functions
on responsible
AI risks and
opportunities**

**Ongoing
assessment**

**Responsible
AI Questionnaire**

Assess potential level of bias, privacy,
and other related risks

**Outcomes
documented
in central
depository**

**AI lifecycle
assessment**

Characteristics of responsible AI are
analyzed, including using industry-leading
solutions to mitigate bias

**Addressing
risks**

Engage cross-functional team to address
and mitigate risks

Inform ongoing responsible AI training and education

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

5
Our people

6
Environment

7
Community
engagement

8
Appendices
& data tables

29

Strong security & privacy

Given the nature of our business, and in order to protect the data and information entrusted to us by our clients, partners, and suppliers, EXL is highly focused on maintaining a robust and comprehensive cybersecurity and privacy program that identifies and manages a broad range of cybersecurity and data privacy risks on behalf of our clients and their clients, as well as our employees, contractors, and any third parties that we work with. We have implemented, maintain, and regularly improve upon our governance, policies and processes, and our tools and technologies, to identify, protect, detect, respond to, and recover from cyber threats, incidents, and attacks.

Key initiatives from 2023 include:
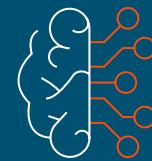
Responsible and secure AI risk management and governance

- Established a cross-functional governance framework to track, mitigate and minimize risks in EXL's AI offerings.

- Augmented our existing portfolio of tools with data management capabilities and integrated them with our Cloud Security Assessment Framework, Integrated Risk Management Framework and Business Continuous Integration and Continuous Delivery/Deployment pipeline to manage risks in AI development.

- Enhanced our ongoing investments into an extended partner ecosystem to build skillsets, processes and technology.

Security and privacy breach readiness

- Implemented, maintained, and continued to regularly improve our breach response process and procedures as well as our tools and technologies to identify, protect, detect, respond to, and recover from cyber threats, incidents, and attacks.

- Established a cyber communications protocol and perform regular simulation and tabletop exercises for better response to a cyber or privacy related incident, taking practical recommendations and proven tactics to improve our ability to minimize the impact of a breach quickly and effectively.

Data governance

- Strengthened EXL's data governance and privacy framework to identify, balance, quantify, and monitor data movement risks.

- Built capabilities in line with EXL's digitization strategy and data driven solutions by adopting industry-leading tools and frameworks through enhanced data discovery and classification, accessing intelligence on sensitive data, and risk profiling reporting as per our regulatory obligations.

- Integrated industry-leading tools for data led risk profiling, governance controls, and data movement mapping.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

5
Our people

6
Environment

7
Community
engagement

8
Appendices
& data tables

30

Cybersecurity and data privacy is a core component to our business continuity efforts.

Each of our employees continues to receive regular knowledge and awareness training on risk mitigation and the management, controls, and procedures relating to information security, cybersecurity, and data privacy. We also periodically engage third-party experts to review and assess our cybersecurity governance and management approach.

We instituted our progressive long-term cybersecurity roadmap in 2023, which focuses on secure AI processes and toolsets, consolidation and synchronization of security systems, uptake of next-generation threat management solutions, and gaining accreditation certification on data privacy standards. We are working on phased consolidation and modernization of our security tools that aim to have a modular security platform with simplified architecture, agile responsiveness and efficiency, and threat intelligence-based security analytics and insight.

▶ **Read more about our cybersecurity and data privacy regulatory compliance and cybersecurity risk management.**

EXL **2023 Sustainability Report**

1 Introduction

2 About EXL

3 Sustainability at EXL

4 Governance, ethics & integrity

5 Our people

6 Environment

7 Community engagement

8 Appendices & data tables

31

Driving supply chain sustainability

A commitment to sustainability and diversity is at the heart of our supply chain practices. We strive to reflect these values in how we govern our relationships with our suppliers, agents, and subcontractors and require our suppliers to operate in line with our core values and applicable laws embodied in our Supplier Standards of Conduct. These address human rights, labor standards, safe and healthy workplaces, diversity and inclusion, freedom of association, anti-discrimination practices, ethical conduct, and environmental sustainability.

Our supplier onboarding questionnaire collects background on supplier policies and performance related to sustainability matters, helps ensure that they operate in alignment with our core values, and measures their ability to adhere to our Supplier Standards of Conduct. We updated this questionnaire in 2023, and again in early 2024, to better understand the sustainability practices of our suppliers. In 2024, through deeper engagement with our top suppliers, we began strengthening our capabilities to track Scope 3 supplier emissions more accurately, including by joining the CDP Supply Chain Program, which will allow us to systematically measure and manage GHG emissions, water use and other environmental factors across our supply chain.

~95%

of our suppliers have been screened using social and environmental criteria in 2023

Supplier diversity

Through our Supplier Diversity Program, we seek to encourage U.S. based suppliers of diverse backgrounds, including without limitation, suppliers owned by people belonging to minority groups, women, the LGBTQ+ community, veterans, people with disabilities, and small business enterprises to participate in our sourcing. In 2023, approximately 5% of our supplier spend was with suppliers who have obtained third-party diverse supplier certifications. In India, we also look to work with Medium and Small Enterprises (MSME) as part of our supplier diversity efforts. In 2023, 40% of suppliers in India were MSMEs, representing 50% of total supplier spend.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

6
Environment

7
Community
engagement

8
Appendices
& data tables

32

Empowering talent, embracing inclusivity

At the heart of EXL lies a commitment to nurturing our most valuable asset: our people. We put our people, and their growth, at the center of everything we do, investing in their success and cultivating an inclusive culture, driven by our core values.

5

**Our
people**

EXL **2023 Sustainability Report**

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
6 Environment
7 Community engagement
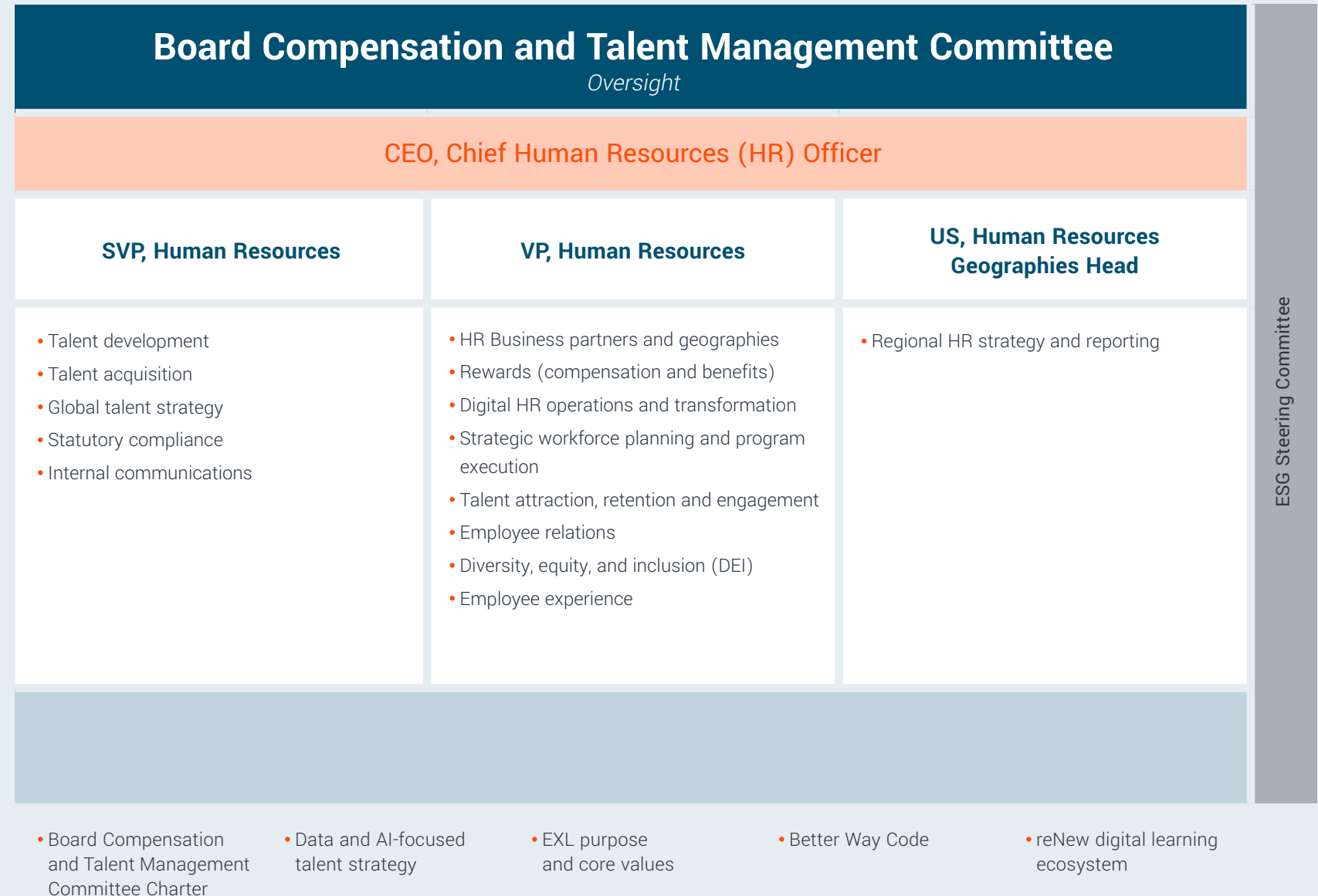8 Appendices & data tables

33

Transformative outcomes begin here

Our employees' expertise is the cornerstone for the exceptional digital intelligence and AI-powered solutions we deliver to our clients.

Through strategic investments in employee engagement, ongoing capability development initiatives, and a deep respect for the value of diversity, equity, and inclusion, we remain dedicated to building a community that celebrates each of our colleague's unique talents and contributions.

EXL has a diverse and talented global workforce, comprised of more than 55,000 professionals across Africa, the Americas, Asia, Australia, and Europe. Our people are our most important differentiator, playing a crucial role in delivering AI and data-driven solutions that help drive our business forward and activate our long-term strategy and growth.

Governance: Our people

Board Compensation and Talent Management Committee *Oversight*			ESG Steering Committee
CEO, Chief Human Resources (HR) Officer			
SVP, Human Resources	**VP, Human Resources**	**US, Human Resources Geographies Head**	
• Talent development • Talent acquisition • Global talent strategy • Statutory compliance • Internal communications	• HR Business partners and geographies • Rewards (compensation and benefits) • Digital HR operations and transformation • Strategic workforce planning and program execution • Talent attraction, retention and engagement • Employee relations • Diversity, equity, and inclusion (DEI) • Employee experience	• Regional HR strategy and reporting	

• Board Compensation and Talent Management Committee Charter • Data and AI-focused talent strategy • EXL purpose and core values • Better Way Code • reNew digital learning ecosystem

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

6
Environment

7
Community
engagement

8
Appendices
& data tables

34

Our talent strategy embraced new platforms and resources in 2023, while maintaining our commitment to identifying and developing employees' critical skills, providing ample opportunities for learning, and welcoming the diverse perspectives that contribute untold value to our organization.

- We continued to **integrate and activate our culture through the "Better Way Code,"** our culture activation plan and framework modeled around our core values of collaboration, innovation, excellence, integrity, and respect.

- We introduced a **new Gen AI Recruit tool,** which we developed in 2023 and rolled out to the United States, as well as in a limited format to South Africa and the Philippines in early 2024, to facilitate a better matching of resumes to available roles and to streamline the hiring process.

- We initiated a **comprehensive AI innovation program for senior leaders** at the organizational level.

- **reNew, our digital learning management ecosystem** continued to develop critical capabilities in our workforce.

- We bolstered our **diversity, equity, and inclusion (DEI) initiatives.**

- We expanded our efforts on **women's leadership development** through partnerships with leading educational institutions.

- We reinforced our **talent-first mindset,** continuously developing our employees through rigorous promotion standards, client and industry-specific training, and competitive compensation packages.

▶ **Read more about our approach to** our people**, and our** human capital management strategy**.**

EXL **2023**
Sustainability Report

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

6
Environment

7
Community
engagement

8
Appendices
& data tables

35

Activating a culture founded on our core values

"Our people are smart, intellectually curious, and have a bias to action. By investing in new tools and resources that bring out those qualities and allow them to grow, we create a culture that fosters innovation, welcomes diverse perspectives, and delivers the leading results our clients deserve."

Pamela Harrison
EVP and Chief Human Resources Officer

Our employees are the key to our ability to respond quickly to new challenges. Our human capital strategy, which is aligned with our overall business strategy, centers on continuous skill development, open lines of communication, and workplaces in which our people can be their authentic selves.

▶ **Read more about EXL's** <u>culture activation plan, The Better Way Code</u>.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

6
Environment

7
Community
engagement

8
Appendices
& data tables

36

Employee engagement

Our employee engagement strategy in 2023 focused on reinforcing the "why, what, and how" of EXL's data and AI-led approach and introducing innovation as a culture in EXL. Our "Outconnect" initiative helps enable employee-driven connections and social engagements and reinforces EXL's shared purpose and common values. The program encourages each employee to identify a minimum of two referrals from their professional network for their respective function.

By establishing a hybrid work model in 2023, we continued to rely on digital communication channels, such as Microsoft Teams, for enterprise-wide communications, and we began to ramp up in-person meetings. Virtual town halls, attended by employees worldwide, and VP all meetings, attended by Vice Presidents and above worldwide, continued in 2023, complemented by in-person town halls and employee round tables.

Central to our approach is the use of engagement surveys as a barometer of employee sentiment. These surveys not only provide valuable insights into our organizational health, but also serve as a catalyst for continuous improvement.

We transitioned from annual engagement surveys in 2023 to quarterly "Moments that Matter" pulse surveys in 2024 that more regularly

capture employee feedback and provide simpler, easier channels for teams to share their ideas.

Technology plays a critical role in enabling a smarter, more efficient employee engagement model. Leveraging innovative tools, such as a chatbot-based engagement survey platform, we achieved a participation rate of 91.2% in 2023, underscoring our efforts to engage our colleagues and our commitment to enhancing the employee experience.

In essence, our dedication to fostering robust employee engagement and communication channels is not just a strategic imperative; it is the cornerstone of our organizational resilience and success. By prioritizing connection, collaboration, and transparency, we empower our colleagues by making all of them feel valued, heard, and inspired to contribute their best.

EXL **2023 Sustainability Report**

| 1 Introduction | 2 About EXL | 3 Sustainability at EXL | 4 Governance, ethics & integrity | 6 Environment | 7 Community engagement | 8 Appendices & data tables | 37 |
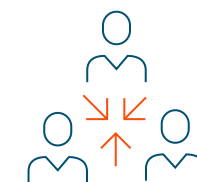
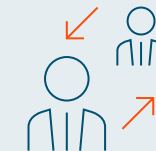# Employee engagement highlights[1]

91.2%
overall survey response rate (highest of the last four surveys)

92.1%
employees feel their manager treats them with respect[2]

91.6%
employees feel they and their colleagues collaborate well

89.3%
employees feel they receive the support needed from their manager

88.8%
employees feel EXL values diversity

88.1%
employees feel their manager sets clear goals for their performance
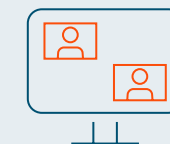
25,218
employees attended town halls

[1] Data as of December 31, 2023 unless otherwise noted.
[2] Survey response percentages are with respect to those that responded (91.2%).

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

6
Environment

7
Community
engagement

8
Appendices
& data tables

38

Coming together as One EXL

"Innovation does not just happen. It is only by uniting our people through a shared purpose, fostering a sense of belonging and encouraging our colleagues to speak up when they have ideas or questions that we can drive our business forward. At EXL, we never lose sight of the human beings at the center of what we do. We are always on the lookout for new ways to share, collaborate, and come together."

Rohit Kapoor
Chairman and CEO

One of the most important ways we reinforce our shared purpose is through volunteering and service opportunities. Participation in these efforts builds strong bonds within teams, impacts the lives of the people in our communities, and may contribute to reduced attrition.

▶ Visit the <u>Community engagement</u> section of this report to learn about how EXL employees give of their time, energy, and expertise.

EXL **2023 Sustainability Report**

| 1 Introduction | 2 About EXL | 3 Sustainability at EXL | 4 Governance, ethics & integrity | 6 Environment | 7 Community engagement | 8 Appendices & data tables | 39 |

EXL employees come together to connect, network, and share their expertise at events throughout the year.

A differentiated talent strategy

Our data- and AI-led talent strategy aligns seamlessly with EXL's overarching business objectives and is pivotal in our pursuit of transforming data into a sustainable competitive edge for our clients. Central to this strategy is our concerted effort to pinpoint the essential skills and roles vital to our operations, thereby facilitating the attraction and retention of top-tier talent. Moreover, we are committed to developing a culture of continuous learning and development, empowering our colleagues to acquire key digital competencies at their own pace and convenience.

Our reimagined talent model revolves around the establishment of a distributed workforce tailored to meet our diverse talent requirements. Leveraging the power of data, technology, and business insights, we have cultivated a global AI-led talent network that thrives on social connections among our colleagues and alumni collaborations. This strategic approach not only equips us to navigate the dynamic landscape of the talent economy, but also ensures our preparedness for future scalability and expansion.

The Association for Talent Development,
2023 BEST Award

Society for Human Resource Management (SHRM),
2023 HR Excellence Awards,
Special Recognition
– Excellence in Learning and
Development

EXL **2023 Sustainability Report**

1 Introduction

2 About EXL

3 Sustainability at EXL

4 Governance, ethics & integrity

6 Environment

7 Community engagement

8 Appendices & data tables

40

Talent acquisition

In 2023, we continued to center data- and AI-powered tools in our acquisition process, allowing us to attract, vet, and hire top talent more efficiently and effectively. Among these tools are AI-based intelligent screening mechanisms and remotely proctored online assessments that help reduce administrative workload and bring qualified candidates to the fore.

Our hiring policies focus on identifying high-quality employees who demonstrate a propensity for learning, contribution to client services, and growth. Candidates undergo a variety of tests and interviews before we extend offers for employment. We also conduct background checks on candidates, including criminal background checks as permitted, and as required by clients.

▶ Visit EXL's <u>2024 Proxy Statement</u> for our talent acquisition objectives.

We gained top talent in 2023 and early 2024 through these key initiatives:

- Launched **GenRecruit.ai,** a new AI-powered tool that curates job descriptions and interview questions, eliminates bias, improves diversity candidate sourcing, and includes training on best practices for recruiters.

- Instituted a **Forecast, Map, Connect, Convert (FMCC)** approach to help fill roles that require complex skills.

- Introduced a **live dashboard tool** to track real time updates on talent forecasting and mapping.

- Implemented the **AI-powered automated calling tool** across India, South Africa, and the Philippines, enhancing the candidate experience by generating audio messages using our recruiters' authentic voices.

- **Expanded our search for diverse talent,** particularly in the United States, with a focus on finding more candidates from underrepresented racial/ethnic backgrounds, as well as women, gender non-conforming/non-binary candidates, and military veterans, through career fairs, professional memberships and partnerships, conferences, and more.

- Measured, tracked, and shared our diversity hiring outcomes with EXL leadership using our **Monthly Americas Talent Acquisition Dashboard,** an automated system that delivers real-time updates on hiring efforts in the United States.

EXL

**2023
Sustainability Report**

1 Introduction

2 About EXL

3 Sustainability at EXL

4 Governance, ethics & integrity

6 Environment

7 Community engagement
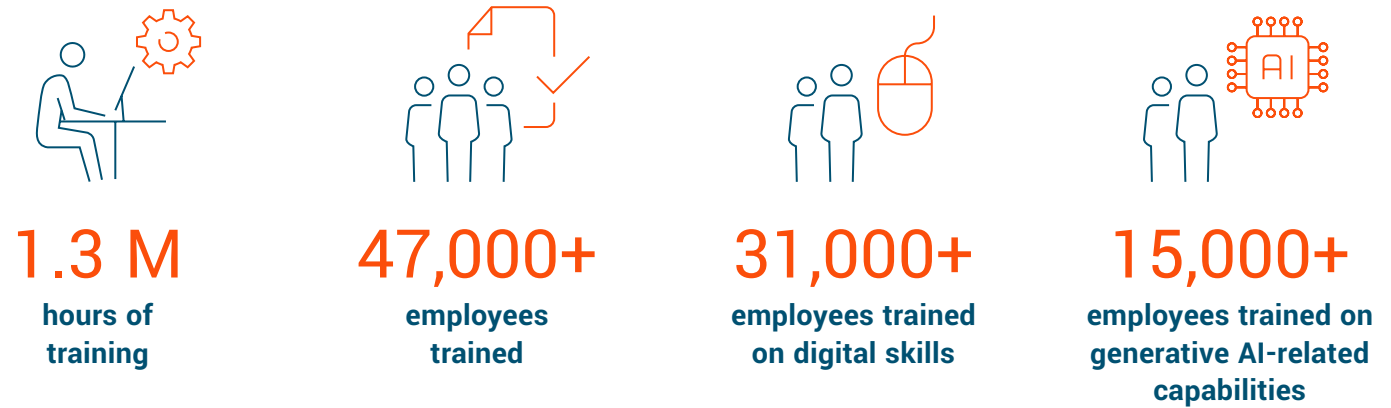
8 Appendices & data tables

41

Training and development

At the forefront of our talent strategy lies a commitment to build a data- and AI-driven digital organization. We continuously strive to enhance our capabilities, ensuring alignment with the evolving demands of digital technologies, methodologies, and advancements. Our relentless dedication to staying ahead of the curve underscores our dedication to innovation and excellence in the digital era.

Core to this approach is our belief in democratized self-learning. Our learning management system, reNew, has created a pivotal impact on our organization, with numerous learning opportunities for employees to develop their capabilities across AI/GenAI, data and readiness, cloud platforms, domain, and leadership skills. This has helped us expand the qualified digital talent we need to further drive innovation and excellence across EXL.

2023 talent development outcomes[1]

1.3 M
hours of training

47,000+
employees trained

31,000+
employees trained on digital skills

15,000+
employees trained on generative AI-related capabilities

Expanded our workforce expertise in various digital specializations:

2,900+
Data visualization professionals

1,800+
Data science professionals

400+
GenAI implementation specialists

[1] Data as of December 31, 2023.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

6
Environment

7
Community
engagement

8
Appendices
& data tables

42

Additionally, we continuously seek to align our talent strategy with our business strategy. To do this, we identify critical roles and skills gaps, communicate clearly about organizational objectives to all employees, tailor the recruitment and selection process to align with these objectives, and keep learning development programs up-to-date to focus on the skills needed to execute on our strategy.

This approach addresses three critical needs:

- It ensures we have the right people with the right skills in the right roles at the right time.

- It cultivates a shared understanding of our Company's aspirations.

- It bolsters our ability to attract and retain top talent, making us a preferred employer of choice.

We also strive to make advancement pathways clear to all employees. We use a clearly structured salary system that ensures fair remuneration. Employees set annual performance targets and bonuses are determined based on company performance and achievement of personal goals. Remuneration and any available promotion opportunities are discussed during annual performance reviews.

We report our CEO-to-employee compensation ratio every year in our Proxy Statement.

Empowering innovation

In 2023, we launched a new program to harness the potential of AI to instill an innovation culture, mindset, and practices among leaders across EXL. For six months, VP-level participants worked with data and AI experts at the University College of Dublin (UCD) to address specific AI-centered businesses challenges and develop new solutions.

Our strategic relationship with UCD, as well as the Center for Applied Research in AI, grants participants access to an extensive innovation campus, including interdisciplinary makerspaces, virtual and augmented reality, sustainable living labs, and coworking spaces. We anticipate that this initiative will result in the identification and development of multiple use case-based prototypes, which we aim to convert into full-scale solutions.

This approach sets the stage for establishing a dedicated innovation practice within EXL.

EXL **2023 Sustainability Report**

1 Introduction

2 About EXL

3 Sustainability at EXL

4 Governance, ethics & integrity

6 Environment

7 Community engagement

8 Appendices & data tables

43

Harnessing the power of diversity

In tandem with our robust talent strategy, diversity, equity, and inclusion (DEI) is a foundational pillar and focus area at EXL. Recognizing the inherent value of diverse perspectives and experiences, we are committed to building an inclusive environment where everyone feels valued and has a deep sense of belonging. We interlace our diversity and inclusion initiatives with talent strategy to create an organizational fabric that creates a business where innovation, collaboration, excellence, integrity, and respect thrive.

Through a multifaceted approach that integrates best practices, we create a workplace where diversity is celebrated, equity is ensured and inclusion is the norm. Together, we strive to build a more equitable and inclusive future for all.

Diversity and Inclusion Council

Our Diversity and Inclusion (D&I) Council is a steering body that plays a crucial role in shaping a fair and inclusive work environment and harnessing the power of diversity to drive organizational success.

The Council aims to create policies and programs for inclusivity, promote open conversations, establish key performance indicators and measure success in diversity and inclusion.

The Council is led by our Chief Human Resources Officer and supported by an additional member of our Executive Committee. To ensure efficient functioning and better effectiveness of our diversity and inclusion initiatives, the structure of the D&I Council includes a global council that is responsible for strategy and policies at a global level, which is supported by regional D&I councils that are responsible for implementing global actions locally as well as identifying, prioritizing and working on local diversity and inclusion-related matters, in collaboration with local cross-functional teams.

Pay equity

We conduct an annual pay equity review, either internally or through use of an external consultant, to identify and rectify any gender pay gaps. Our assessments continue to reveal no systematic gender pay inequity. In 2023, for the first time, we produced a **UK gender pay gap report**, as part of regional regulatory compliance and to help develop a baseline to measure performance in the United Kingdom. This report includes an action plan to ensure pay equity in our UK business.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

6
Environment

7
Community
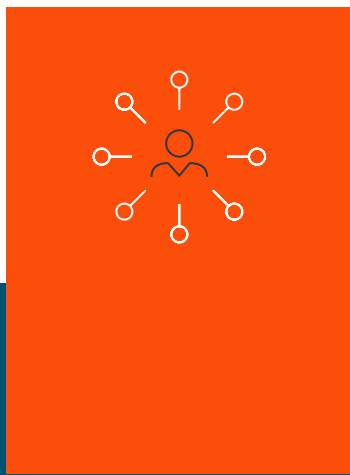engagement

8
Appendices
& data tables

44

Acquiring diverse talent

We implement targeted recruitment strategies aimed at cultivating a diverse talent pool. By actively seeking out diverse job candidates, we enrich our workforce with a breadth of perspectives that fuel innovation and creativity.

We prioritize ongoing education and awareness initiatives, such as our anti-harassment training, and prohibit discrimination through our anti-discrimination policies. Training programs, workshops, and open dialogues equip our employees with the tools and knowledge necessary to champion diversity and foster an environment of mutual respect and understanding. We also focus our efforts on inclusive hiring and develop this through training. Initiatives to acquire diverse talent in 2023 and early 2024 included:

- Harnessing the power of advanced AI to improve the sourcing of diverse candidates, remove bias from job descriptions so that they appeal to diverse candidates, curate questions for more effective interviews, and communicate with empathy.

- Offering an "Inclusive Hiring Workshop" training for hiring managers and recruiters. In 2022 and 2023, more than 100 hiring managers attended these workshops. And in 2024, more than 75% of our U.S. based Talent Acquisition team members participated in this virtual training.

- Working with a boutique recruiting firm that specializes in helping companies fill high-level roles with diverse talent.

- Working to direct and attract veterans to EXL career opportunities.

To ensure we are reaching our hiring goals in the United States, we track both gender and underrepresented minority hiring outcomes on a monthly and annual basis. Globally, we track hiring rates based on gender. As a result of this dedication and our ongoing DEI initiatives, we have been driving a steady improvement in the overall diversity counts within the organization, including an uptick in our representation of women in our leadership roles (vice president (VP) and above).

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

6
Environment

7
Community
engagement

8
Appendices
& data tables

45

Building leadership diversity

We believe that maintaining diversity in our leadership is one of the most important gateways to building an inclusive business. In recent years, we have placed a special focus on the leadership development of women, from mid to senior levels, through the following activities:

- Actively developing women in Assistant Vice President (AVP) and senior AVP roles to take on larger leadership roles including by offering a Women AVP Leadership Program in collaboration with MIT Sloan Business School and Emeritus, focused on strengthening digital, leadership, and finance skills, as well as presence and communication acumen. In 2023, more than 100 women AVPs participated in this program.

- Rigorously tracking attrition risks for women in senior (VP+) roles and seeking to minimize attrition through DEI initiatives and benefits, and creating growth opportunities through our internal pipeline for our women leaders.

- Offering a leadership certificate in partnership with Cornell University (eCornell) to all women VPs at EXL.

Fostering inclusive communities

We actively strive to enhance representation for underrepresented groups and make every individual feel welcomed, valued, respected and supported, and create an environment where they can participate fully. Our Employee Resource Groups (ERGs) and affinity networks provide a platform for diverse voices to be heard and amplified. These grassroots communities foster camaraderie, and support and serve as catalysts for driving meaningful change within our organization. Through our D&I Council, we empower our employees to create more ERGs in 2024 and beyond.
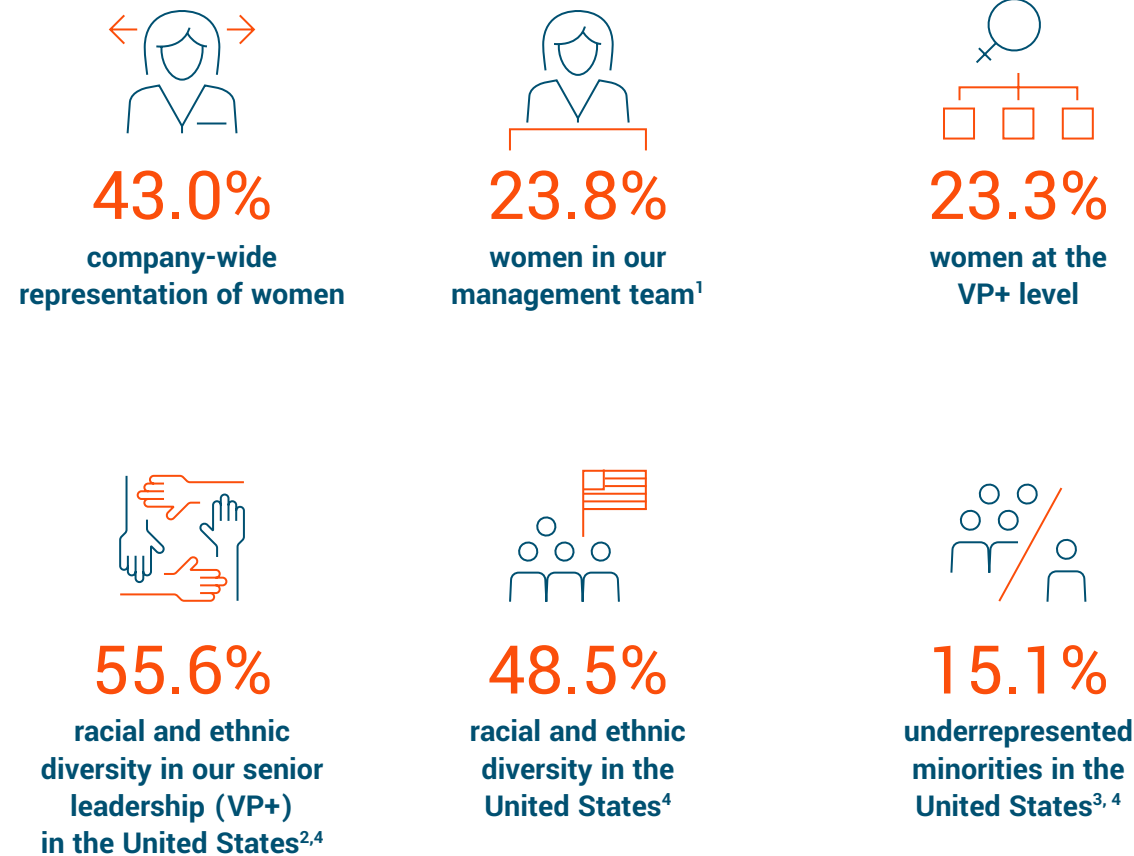
ERGs enable our employees to come together based on shared interests or characteristics to offer support, networking, and build a sense of community within the workplace. Our Women at EXL group has been designed to support women in advancing their careers and achieving professional growth through discussion, collaboration, networking, training, development, and mentorship opportunities.

In 2024, we also celebrated International Women's Day with four different opportunities, including a Voice Your Opinion event, sending thank you notes to colleagues, focus group meetings, and a live webinar, during which women at EXL shared lived experiences and engaged in discussions on inclusion in the workplace.

Our ERG for our LGBTQ+ people and allies across EXL brings members of this group together and helps create a sense of belonging at work. The ERG also helps us celebrate PRIDE year-round including local PRIDE marches across our locations, fireside chats, PRIDE color theme days, webinars and interactive learning opportunities, and more. In 2024, EXL's PRIDE month theme "LGBTQ+ Pride Forward," was kicked off with a letter to all employees by Chairman and CEO Rohit Kapoor celebrating EXL's dedication to inclusion and progress.
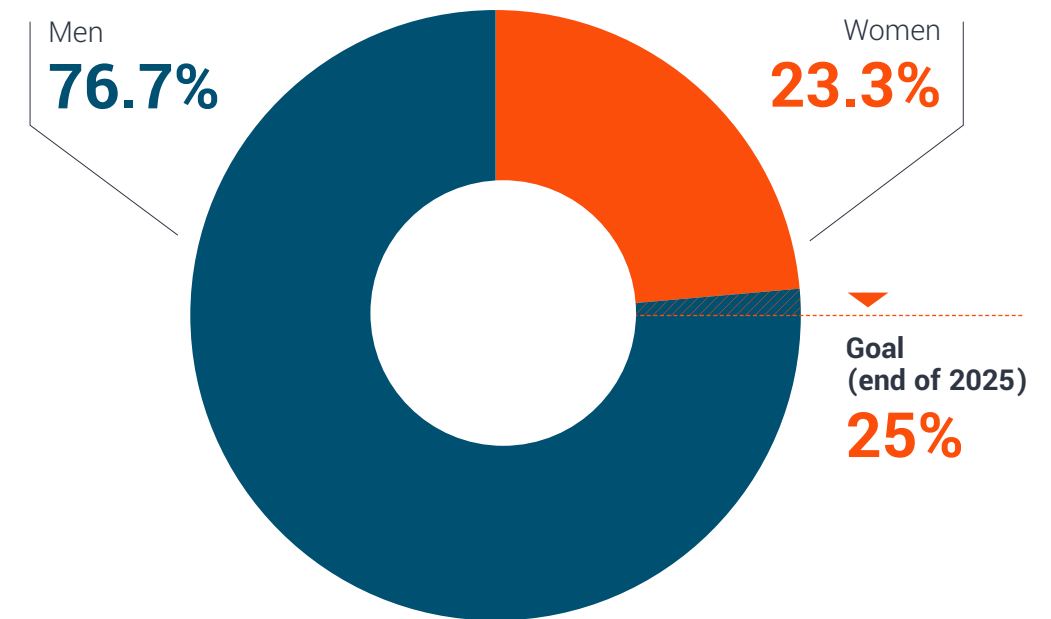
EXL **2023 Sustainability Report**

1 Introduction

2 About EXL

3 Sustainability at EXL

4 Governance, ethics & integrity

6 Environment

7 Community engagement

8 Appendices & data tables

46

2023 DEI by the numbers

43.0%
company-wide representation of women

23.8%
women in our management team[1]

23.3%
women at the VP+ level

55.6%
racial and ethnic diversity in our senior leadership (VP+) in the United States[2,4]

48.5%
racial and ethnic diversity in the United States[4]

15.1%
underrepresented minorities in the United States[3,4]

Progress on our DEI goal

2023 Leadership gender diversity
(Global, Vice President, and above)

Men
76.7%

Women
23.3%

Goal
(end of 2025)
25%

▶ **Visit the appendix of this report for comprehensive DEI data.**

[1] Executive and Operating Committees.
[2] Includes racial and ethnic backgrounds that are non-white.
[3] African American, Hispanic, Native Hawaiian/Pacific Islander, American Indian/Alaskan Native, and people who mark two or more races.
[4] The percentage calculation uses total U.S. workforce in the denominator. In previous years, the percentage calculator did not include people who either did not respond to the self-identification survey or declined to self-identify.

EXL

2023
Sustainability Report

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

6
Environment

7
Community
engagement

8
Appendices
& data tables

47

Nurturing health, safety & well-being

At EXL, we prioritize employee health and wellness. In today's dynamic work environment, where the lines between professional and personal life can blur, fostering a culture of holistic wellness is not just a strategic imperative, but a moral obligation.

As such, our employee health and wellness initiatives serve as a testament to our unwavering dedication to supporting and nurturing the well-being of our workforce. Through comprehensive programs, resources, and initiatives, we empower our employees to prioritize self-care, strike a harmonious work-life balance, and thrive in professional and personal endeavors.

Our employee wellness initiatives focus on three areas: promoting good mental and physical health, supporting employees' abilities to manage stress, and enabling positive thinking.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

6
Environment

7
Community
engagement

8
Appendices
& data tables

48

In 2023, we continued to offer a competitive benefits package including the following programs[1]:

- 24/7 online doctor consultations, discounted medicines, and tests

- Access to counselor support to help employees effectively manage stressful situations

- Digital town halls, webinars, workshops, and trainings that focus on the psychological and mental well-being of our employees

- Offering yoga, Zumba and meditation classes and guidance on ergonomics our employees

- Employee Assistance Program (EAP) for employees in India, the United States, United Kingdom, Philippines, and South Africa

- Employee stock purchase plan (ESPP) offered in India, the Philippines, South Africa, the United Kingdom and the United States

- Enhanced insurance coverage

- Global employee wellness monthly newsletters

- Internal helpline/helpdesk with a central information hub for resource availability, such as hospitals, oxygen, in-demand medicines, testing, etc.

- Paid leave for new parents

[1] Available across select locations.

EXL offers health and wellness opportunities across its offices, such as Zumba classes (pictured here).

Health & safety highlights

- British Safety Council, 2023 Winner of Sword of Honour for Workplace Health and Safety (EXL UK)

- Golden Peacock, 2023 Global Award for ESG

- IISSM Safety Excellence Awards for Women Safety and IISSM Industrial Sector Safety Award for IT and ITES 2023

- World Safety Forum, 2023 Global Safety Award and International Environment Award

- Delivery centers across all geographies are ISO 45001:2018-certified

- Delivery centers in India, the United Kingdom, Philippines, South Africa and Europe received a 5-star rating for best practices in Workplace Health and Safety (British Safety Council, 2024)

▶ **Read more about our approach to health, safety, and well-being.**

EXL

2023
Sustainability Report

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

7
Community
engagement

8
Appendices
& data tables

49

Paving the way for a more efficient, sustainable future

We are innovating to operate more sustainably and to protect our planet. We prioritize environmental stewardship not only because it is our responsibility, but because it is an opportunity for innovation and positive impact.

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

6

Environment

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

7
Community
engagement

8
Appendices
& data tables

50

Across our global operations, we are finding a better way forward as we work to mitigate our carbon footprint, improve energy conservation, minimize waste, and implement more sustainable practices.

We are focused on becoming a net zero business by 2045[1] by meeting our GHG emissions reduction targets, innovating and uncovering efficiencies across our operations, and helping our clients and suppliers improve their own environmental impacts. To achieve this, we are guided by dedicated leaders across our business, overseen by our Board, and amplified by our global network of employees.

We also utilize partnerships and joint initiatives that bring together collective expertise and resources to drive meaningful environmental impact. For example, in 2024, EXL joined CDP, the global nonprofit that operates the world's leading environmental disclosure system, to leverage the organization's expertise in supply chain sustainability.

Additionally, since 2021 we have worked with the United Nations Global Compact (UNGC) to align our sustainability strategy, including our net zero strategy, with the UNGC's principles.

CDP

Our CDP Score: **B**

ecovadis

Gold - 76
95th percentile industry group

ISS

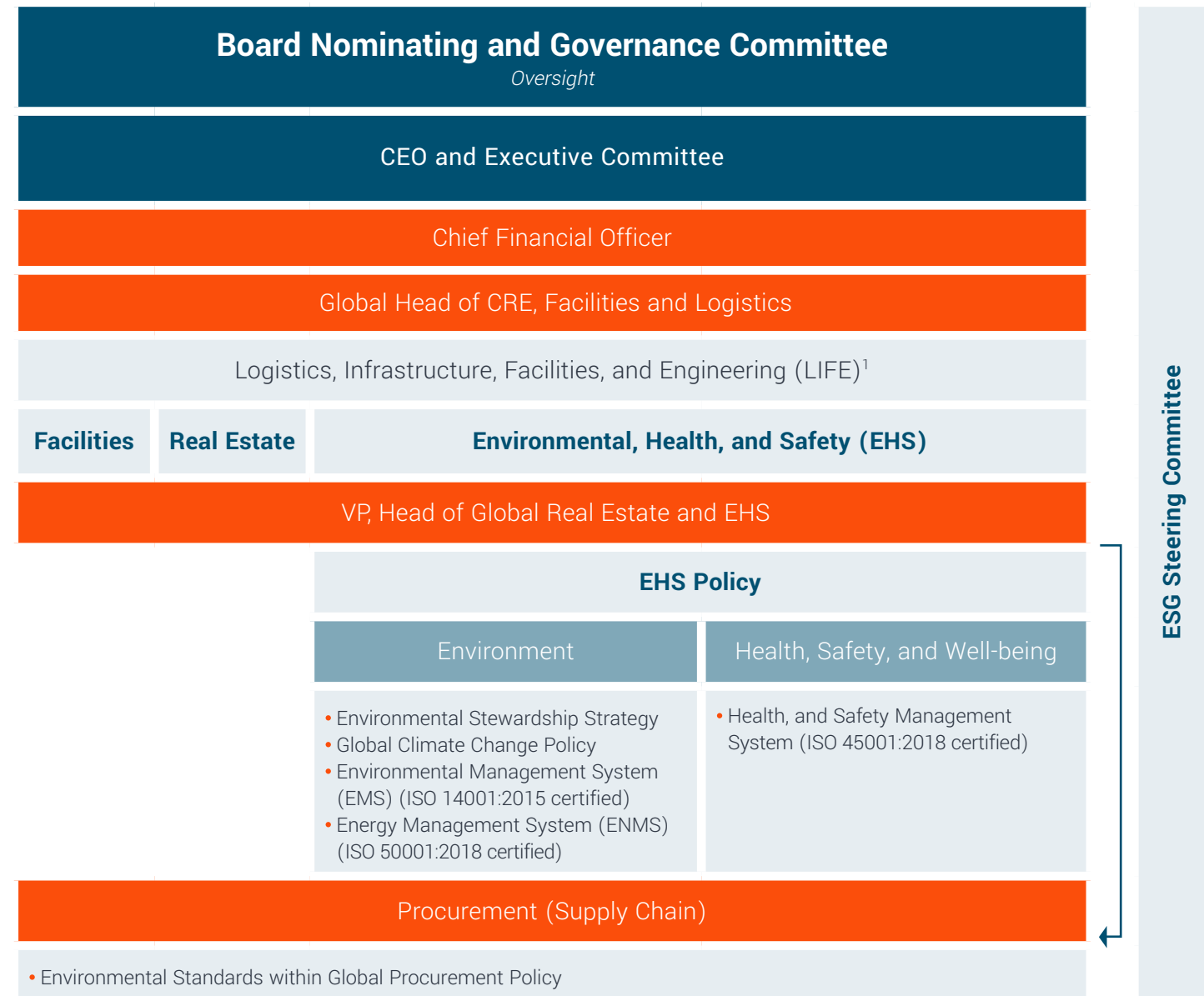ISS ESG QualityScore
1 Environment

As of March 31, 2024.

"We recognize that sustainable progress requires a collective effort. Whether forging partnerships with our suppliers, engaging our valued clients, supporting our communities, or fostering collaboration across our teams globally — we understand that our path toward sustainability is a shared one. It is through this collective effort that we drive lasting change and find a better way forward."

Jai Agnani

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

[1] Net zero goal applies to Scope 1 and 2 GHG emissions.

EXL **2023 Sustainability Report**

1 Introduction

2 About EXL

3 Sustainability at EXL

4 Governance, ethics & integrity

5 Our people

7 Community engagement

8 Appendices & data tables

51

Governance: Environment

Board Nominating and Governance Committee
Oversight

CEO and Executive Committee

Chief Financial Officer

Global Head of CRE, Facilities and Logistics

Logistics, Infrastructure, Facilities, and Engineering (LIFE)[1]

Facilities	Real Estate	Environmental, Health, and Safety (EHS)

VP, Head of Global Real Estate and EHS

EHS Policy

Environment	Health, Safety, and Well-being
• Environmental Stewardship Strategy • Global Climate Change Policy • Environmental Management System (EMS) (ISO 14001:2015 certified) • Energy Management System (ENMS) (ISO 50001:2018 certified)	• Health, and Safety Management System (ISO 45001:2018 certified)

Procurement (Supply Chain)

• Environmental Standards within Global Procurement Policy

ESG Steering Committee

[1] Our LIFE team is responsible for the day-to-day implementation and execution of our Environmental, Health, and Safety (EHS) Policy and Climate Change Policy, as well as executing on our environmental stewardship strategy.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

7
Community
engagement

8
Appendices
& data tables

52

Accelerating towards net zero

Our goal:

Become a **net zero**
business by **2045**[1]

▼

Reduce absolute
Scope 1 and 2 GHG emissions by

67% by 2035

(2019 baseline)[2]

[1] Net zero goal applies to Scope 1 and 2 GHG emissions.
[2] In 2023, we worked with the Science Based Targets Initiative (SBTi) to review our greenhouse gas reduction targets and advise on our path to net zero. SBTi validated interim goals that will inform and strengthen our path to net zero. These include reducing Scope 1 and 2 emissions by 63.3% by 2030 and reducing Scope 3 emissions by 27.5% by 2030.

How we are making it happen

We are working to integrate our net zero goal into our business and accelerate our progress by:

1	**Establishing and communicating sustainability objectives, goals, targets, and detailed roadmaps to achieve them.**
2	**Engaging our partners, clients, investors, employees, and key stakeholders.**
3	**Promoting sustainability-related innovations.**
4	**Enhancing supply chain sustainability.**
5	**Analyzing climate-related risks and opportunities on an ongoing basis.**
6	**Building greater climate resilience.**
7	**Transitioning to a greater use of renewable energy and maximizing energy efficiency.**
8	**Leveraging nature-based solutions, including reforestation, water conservation, and zero-waste initiatives.**
9	**Maintaining transparency, including consistent reporting and disclosures.**
10	**Participating in community development activities that align with our environmental goals.**

"As we confront the pressing challenge and consequences of climate change, it is clear that taking concrete steps toward our net zero goal will contribute to our long-term success and resilience."

Baljinder Singh

**Global Chief Information Officer and
Head of Enterprise Digital Transformation**

"Our journey to net zero is not just a goal, it is a commitment to future generations and our planet. By transitioning to renewable energy, optimizing our operations for efficiency, and fostering a culture of environmental sustainability, we are not only reducing our carbon footprint, we are embracing innovation and driving meaningful long-term impact."

Ashu Kalra

**Vice President, Facilities, Infrastructure Head of
and Environmental Sustainability**

EXL **2023 Sustainability Report**

1 Introduction | 2 About EXL | 3 Sustainability at EXL | 4 Governance, ethics & integrity | 5 Our people | 7 Community engagement | 8 Appendices & data tables | 53

Our progress

In 2023, we continued to make meaningful and measurable progress towards meeting our GHG emissions reduction goals and targets. Since 2019, we have achieved a 60.2% reduction in Scope 1 and 2 GHG emissions, along with an approximately 11.5% decrease in Scope 3 GHG emissions.
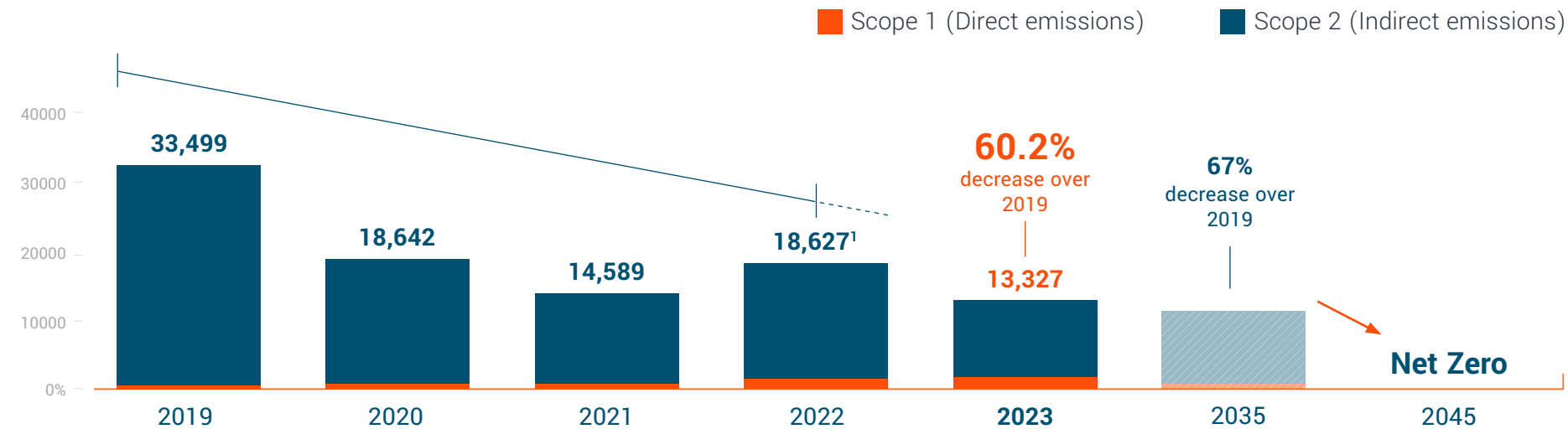
Assumptions:

- 5% Real estate growth every year against 10-12% headcount growth
- 5% savings through energy efficiency
- 10-15% embedding renewable energy every year
- 30-40% work from home

Notes:

- 2019 to 2023 data are actuals
- 2035 to 2045 are projections

Emissions and reduction targets

■ Scope 1 (Direct emissions) ■ Scope 2 (Indirect emissions)

	2019	2020	2021	2022	2023	2035	2045
	33,499	18,642	14,589	18,627[1]	13,327	67% decrease over 2019	Net Zero
					60.2% decrease over 2019		

Emissions goals include Scope 1 and 2 emissions reductions[2]

2023 GHG emissions

1,549 (3.5%)
Scope 1 Total

11,777 (26.3%)
Scope 2 Total

Total GHG emissions (tCO$_2$e) 2023
44,724[1]

31,397 (70.2%)
Scope 3 Total

[1] Excludes employee teleworking

---

[1] Our Scope 1 and 2 emissions increased in 2022 as compared to 2021 as a result of our employees' return to office through our future operating model.
[2] To review Scope 3 emissions trends, please refer to the Sustainability performance data tables. Scope 3 emissions data for 2022 is included on page 87-88 of this report.

EXL **2023 Sustainability Report**

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
7 Community engagement
8 Appendices & data tables

54

In 2023, we reduced our overall GHG emissions from 45,503 tCO$_2$e in 2022 to 44,724 tCO2e, which excludes remote working. This change can be attributed to several strategic actions, including energy efficiency programs, harnessing renewable energy, investing in nature-based solutions, and our awareness and engagement programs.

Examples include:

- We improved our CDP score from C (awareness-level) to B (environmental management). This movement in our score now recognizes EXL's deep awareness and strong management of environmental impacts.

- We are monitoring GHG emissions across Scope 1, 2, and 3, as well as emissions intensity, to assess our environmental impact. This data helps us gauge progress toward achieving our near-term GHG emissions reduction targets and our net zero by 2045 goal.

- We continued our engagement with the Science Based Targets initiative (SBTi) to review our our greenhouse gas reduction goals and targets, and our strategy to reach net zero.

- We transitioned eight centers in the United Kingdom, India, and the Philippines to renewable energy in 2023, and four more centers transitioned to renewable energy in 2024.

- We increased our capacity to generate renewable electricity to 174 kW through solar panel projects in 2023.

- We are making strides to reduce GHG emissions related to transportation and employee travel. For example, in India, we are integrating electric vehicles (EVs) into our logistics fleet. In the United Kingdom, we are continuing to use transportation services that exclusively use EVs.

- We increased our occupancy in green certified buildings through expansions and relocations.

- We implemented an enterprise-level retrofit program in all of our delivery centers using technology as a key component of our smart workplace transformation.

- We partnered with the nonprofit Give Me Trees Trust to plant 30,000 trees in 2023 — a 36% increase from the 22,000 trees we planted in 2022 — to increase natural carbon sequestration.

EXL employees in Sofia, Bulgaria give back to their communities and planet through reforestation projects.

EXL Cape Town, South Africa is one of many offices working hard to support EXL's tree planting initiatives.

EXL volunteers in the Philippines take part in a tree planting event.

EXL

**2023
Sustainability Report**

| 1 Introduction | 2 About EXL | 3 Sustainability at EXL | 4 Governance, ethics & integrity | 5 Our people | 7 Community engagement | 8 Appendices & data tables |

55

Looking ahead, we are working to:

- Continue reducing Scope 3 GHG emissions resulting from employee commuting. We aim to better understand employee commuting, particularly in geographies where we do not provide transportation benefits that incentivize the use of public and green transportation.

- Reduce Scope 3 GHG emissions resulting from fuel and energy-related activities.

- Increase engagement with critical suppliers and partners, and strengthen our capabilities to address and track Scope 3 supplier emissions more accurately. To help facilitate this, we will leverage CDP's Supply Chain Program, which will allow us to systematically measure and manage GHG emissions, water use, and other environmental factors across our supply chain.

▶ **To review Scope 3 GHG emissions trends and data, refer to the performance data tables.**

EXL

2023 Sustainability Report

1 Introduction

2 About EXL

3 Sustainability at EXL

4 Governance, ethics & integrity

5 Our people

7 Community engagement

8 Appendices & data tables

56

The roadmap to get there

We are energized by the journey ahead as we continue working to achieve net zero GHG emissions[1] by 2045. We are proud of our progress and have developed a robust roadmap to guide us toward meeting our Scope 1, 2, and 3 GHG emissions reduction targets, as well as our net zero goal.

Our roadmap to net zero

	Energy efficiency	Harnessing renewable energy	Nature-based solutions	Disclosure and assessment	Amplification and awareness
2023-2025 Scope 2 reduction focus	• Energy conservation initiatives • Demand side energy efficiency opportunities • Increase percentage of LEED certified office buildings • Smart automation retrofit	• Transitioned to renewable energy in India, Philippines and the United Kingdom • Rooftop solar in select India locations • Renewable energy investments • Evaluation of access to Renewal Energy Certificates (RECs)	• Reforestation projects • Water conservation and stewardship investments • Water recycling initiatives • Zero waste and zero water projects	• GRI, SASB, TCFD • LEED Commercial interiors certification • British Safety Council • CDP • Regulatory disclosures as required (beyond 2025)	• Supplier engagement • EHS training e-module for employees and contract employees • Environmental panel discussions • World Environment Day and other environment themed days engagement activities • Seasonal advisories and newsletters
2025 - 2030 Scope 1 and extended Scope 2 reduction focus	• Ramp up Scope 2 reduction focus and efforts • Explore increased use of LEED - certified commercial leases • Supplier engagement in sustainability and emissions reductions	• Increase use of renewable energy (solar rooftops, purchase agreements) • Conversion of business center operations, where practicable, to Certified Green Building (LEED Platinum or equivalent) premises • Purchase of RECs, subject to evaluation	• Reforestation projects • Water conservation and stewardship projects • Water recycling initiatives • Zero waste and zero water projects	• GRI, SASB, TCFD • LEED • British Safety Council • CDP • Regulatory disclosures as required	• Supplier engagement • EHS training e-module for employees and contract employees • Environmental panel discussions • World Environment Day and other environment themed days engagement activities • Seasonal advisories and newsletters
2030 - 2040 Focus on net zero	• Ramp up Scope 1 and Scope 2 reduction efforts • Develop and implement a corporate strategy for reducing or neutralizing unabated indirect GHG emissions • Implement internal carbon pricing mechanism	• Increase use of renewable energy • Conversion of business center operations to net zero facilities	• Explore nature-based solutions to support carbon removal (e.g., afforestation opportunities)	• GRI, SASB, TCFD • LEED • British Safety Council • CDP • Regulatory disclosures as required	• Supplier engagement • EHS training e-module for employees and contract employees • Environmental panel discussions • World Environment Day and other environment themed days engagement activities • Seasonal advisories and newsletters

[1] Includes Scope 1 and 2 GHG emissions.

EXL **2023
Sustainability Report**

1 Introduction 2 About EXL 3 Sustainability at EXL 4 Governance, ethics & integrity 5 Our people 7 Community engagement 8 Appendices & data tables 57
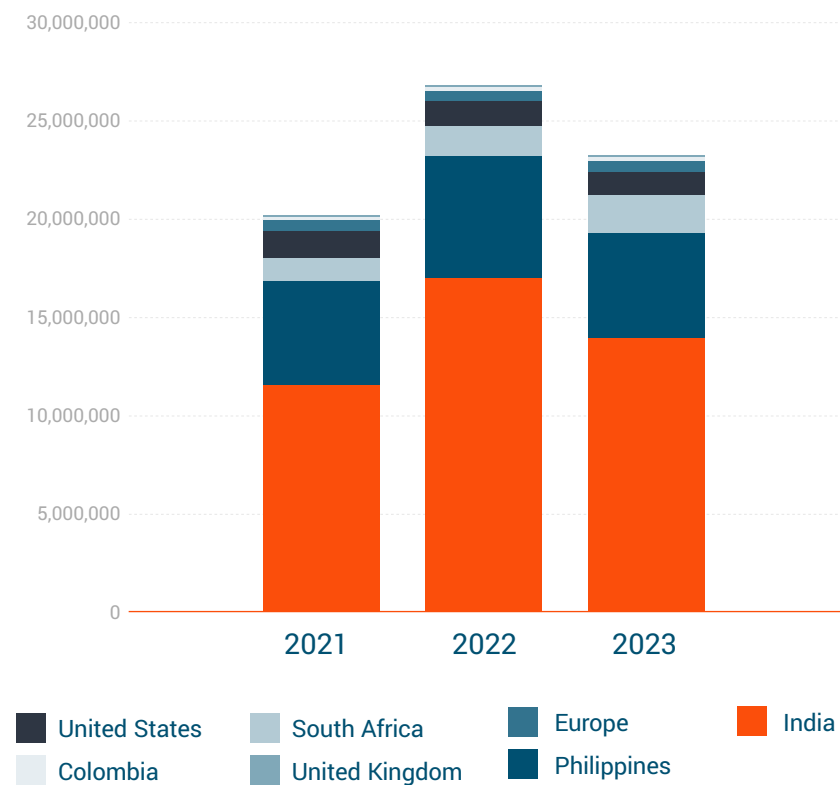
Energy efficiency & renewable energy

At EXL, we view renewable energy and energy efficiency as value drivers, as well as key facets of our strategy to achieve net zero GHG emissions by 2045. Across our global footprint, we promote adoption of renewable energy and actively seek energy efficiencies.
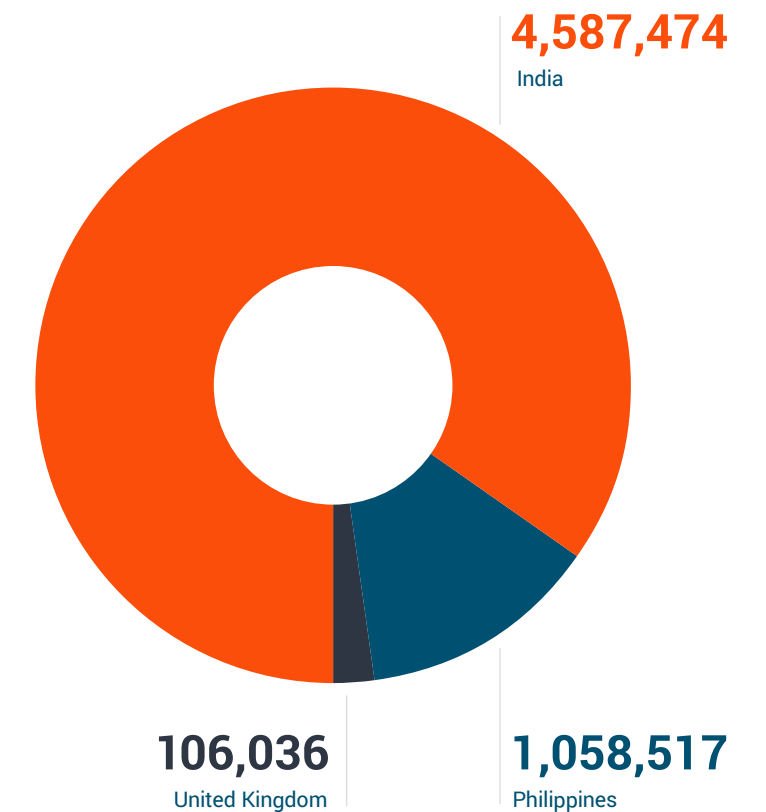
Our energy consumption primarily comes from our office facilities, as electricity is used for lighting, cooling, and powering computers and related systems. At all our locations, we track our renewable energy consumption, purchased electricity, off-grid electricity, and purchased heat. This allows us to optimize our energy use and informs our transition toward more sustainable energy sources.

In 2023, our use of renewable energy increased to 24.1% of our overall energy use. We largely attribute this to increased renewable electricity capacity — amounting to 174 kW in 2023 — that we are generating through five rooftop solar power projects across India. This includes installations in Pune (54 kW), Kochi (25 kW), Noida NSL (20 kW), Noida SEZ (35 kW), and Gurugram (40 kW). In addition to several of these centers in India, we transitioned our business center in the United Kingdom and the Philippines to renewable energy — and continue to explore renewable energy options by engaging our commercial landlords and builders.

Total energy consumption by region in kWh (2023)

- United States
- Colombia
- South Africa
- United Kingdom
- Europe
- Philippines
- India

Total renewable energy consumption by region in kWh (2023)

4,587,474
India

106,036
United Kingdom

1,058,517
Philippines

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

7
Community
engagement

8
Appendices
& data tables

58

Since 2019, our baseline year for measurement, our total energy consumption has decreased by 41.6% — indicating greater energy efficiency across our operations. In 2023, we continued to to aim to optimize electrical consumption (per employee) by 2% annually, and our energy efficiency initiatives resulted in an estimated direct cost savings of $275,000.

Highlights of these initiatives included:

- We are digitizing our centers' energy data through an online energy monitoring project, which was completed for India in 2023 and underway for the Philippines in 2024.

- We are increasing occupancy in LEED-certified buildings that we currently lease. In 2023, 54% of our operational footprint (by square feet) was located within green or LEED-certified buildings.

- We are consolidating our data centers and working with leading providers, such as Amazon Web Services (AWS) and Azure, to shift enterprise services and business solutions to the cloud.

- We have implemented an enterprise-wide retrofit program across all our delivery centers, using technology as a key component of our smart workplace transformation.

▶ **For more energy data visit the data tables of this report.**

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

7
Community
engagement

8
Appendices
& data tables

59

Waste & water management

Waste diversion

Across our business, we measure waste generation and the proportion of waste that is recycled to help minimize our environmental footprint and promote circular economy practices. In 2023, our reported waste increased as we broadened our reporting boundary to include hazardous waste, non-hazardous waste, and e-waste for all geographies except the United States.

Globally, we aim to achieve zero waste to landfills through recycling, active minimization of waste, and streamlining our systems and processes. As such, e-waste generated from redundant technology solutions — like CPUs, printers, networking equipment, laptops, and cartridges — is recycled through government-approved recyclers. We also track the end-of-life of our technology through a compliance verification process. Because waste rules differ by region, local operational teams handle waste in addition to sorting, classifying, and handing over waste to government-authorized recyclers, as well as securing relevant permits for various types of waste. Waste management at all EXL facilities is guided by a standard operating procedure that is continuously updated to incorporate new regulations.

We also continued our reduction of single-use plastics by developing an inventory of single-use plastic commodities throughout our offices and taking steps to increase use of non-plastic items.
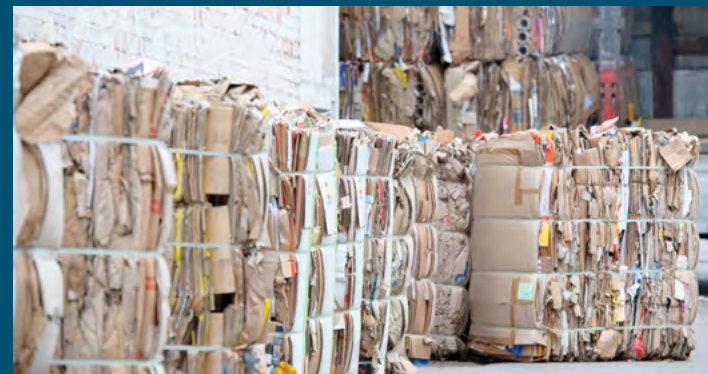
Recycling paper waste

To comply with local laws mandating the retention of physical records for eight years, our sites accumulated a substantial volume of paper. In 2023, we took proactive steps to manage waste sustainably by shredding and recycling records — aiming to reduce our paper waste. Teaming up with a local vendor, we efficiently handled the shredding and recycling process — ensuring compliance with taxation laws and diverting waste from landfills. Through this effort, we recycled approximately 3,155.92 kilograms of paper, which saves the equivalent of 53 trees, 76,982 liters of water, and 3,155.92 kilograms of CO_2 emissions.
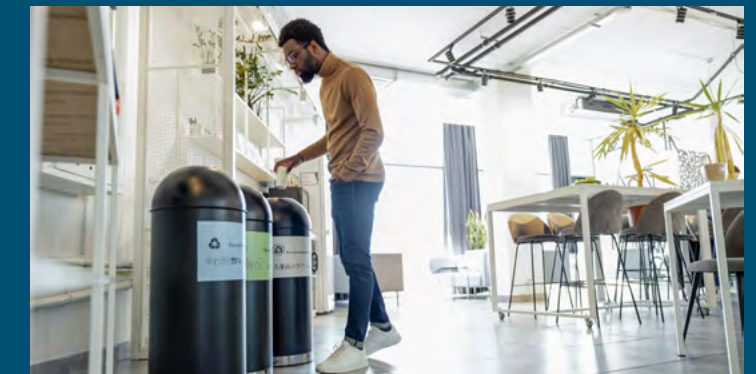
Systematizing waste management

At most of our centers in India, we implemented a comprehensive waste management system — in collaboration with landlords — to ensure proper collection, segregation, and recycling of waste generated by our business. This system categorizes waste into two types: wet and dry. Wet waste, including organic matter, is repurposed for horticulture — enriching soil and fertilizing gardens. Dry waste, such as paper and plastic, undergoes systematic recycling by Central Pollution Control Board-certified vendor partners.

▶ For more waste data, visit the

EXL **2023 Sustainability Report**

1 Introduction

2 About EXL

3 Sustainability at EXL

4 Governance, ethics & integrity

5 Our people

7 Community engagement

8 Appendices & data tables

60

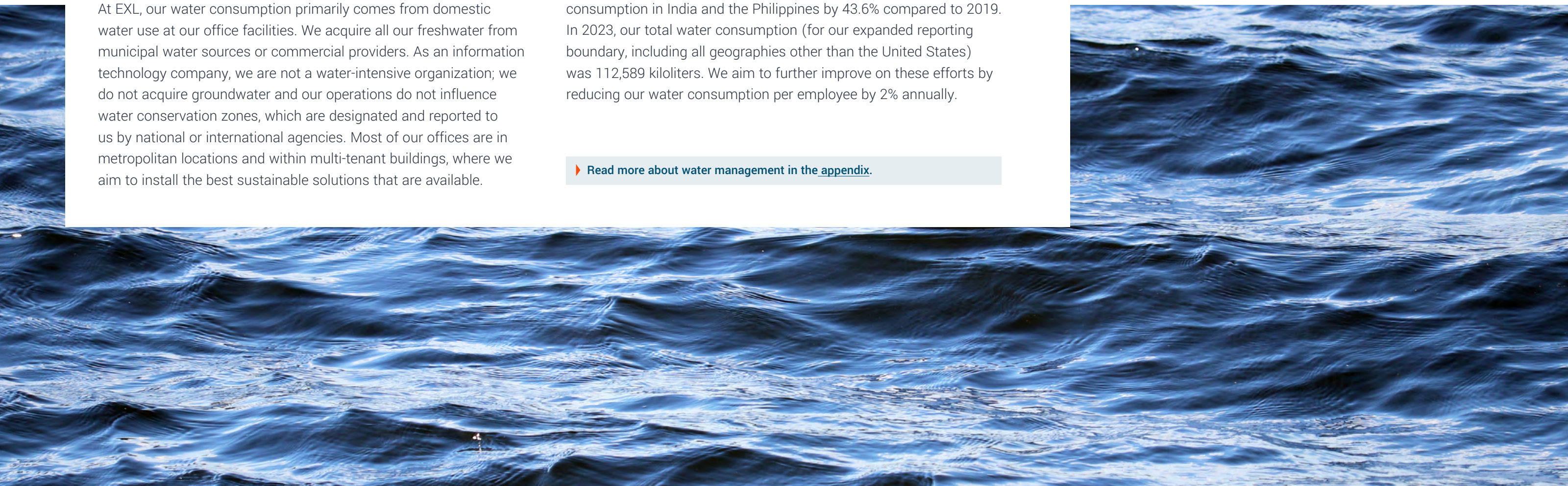# Water management and conservation

In 2023, we continued our work to become water positive, contributing more to the sustainable management and conservation of water than we are consuming. We aim to achieve this by using innovative water-saving technologies, experimenting with sensor-based water coolers that reduce water waste, and exploring pond rejuvenation projects.

At EXL, our water consumption primarily comes from domestic water use at our office facilities. We acquire all our freshwater from municipal water sources or commercial providers. As an information technology company, we are not a water-intensive organization; we do not acquire groundwater and our operations do not influence water conservation zones, which are designated and reported to us by national or international agencies. Most of our offices are in metropolitan locations and within multi-tenant buildings, where we aim to install the best sustainable solutions that are available.

Also, the majority of our leased office spaces are LEED-certified, which requires that offices have zero wastewater discharge, and maximize water re-use and recycling.

Globally, we monitor our water consumption, which informs our conservation efforts, helping us to implement efficient water management strategies. In 2023, we reduced our total water consumption in India and the Philippines by 43.6% compared to 2019. In 2023, our total water consumption (for our expanded reporting boundary, including all geographies other than the United States) was 112,589 kiloliters. We aim to further improve on these efforts by reducing our water consumption per employee by 2% annually.

▶ **Read more about water management in the appendix.**

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

7
Community
engagement

8
Appendices
& data tables

61

Amplification & awareness

We continue to engage and excite our employees as key stakeholders in our environmental strategy. Our detailed awareness and engagement campaigns include internal and external sustainability communications, volunteer opportunities, and employee engagement activities around key dates, such as World Environment Day, Earth Day, Zero Emissions Day, and International Day of Climate Action. To bolster the local impact of our global initiatives, our CSR team and LIFE team collaborate on initiatives ranging from tree planting to clean-up drives. Additionally, we have continued our mandatory, annual online EHS training for all employees and contractors.

EXL employees in the Philippines unite to help combat deforestation.

Helping combat deforestation

In 2023, in India we partnered with Give Me Trees Trust to plant 30,000 trees — nature's carbon sequester — and plan to plant another 30,000 trees in 2024.

Employees at our Earth Day carnival.

Engaging employees globally on Earth Day

In April 2024, we celebrated Earth Day around the world with various sustainability activities and initiatives, including EXL's Earth Day Carnival, which enabled employees to learn about sustainable solutions, improving their environmental impact, and supporting environmental causes.

EXL volunteers for coastal cleanup in the Philippines

Beyond the Carnival, we hosted several activities across our global offices. Highlights include:

- In India, the Philippines, Europe, Colombia, and South Africa, employees participated in upcycling workshops, marathons, and volunteer initiatives aimed at combatting climate change — ranging from tree planting to coastal cleanups.

- In the United States, employees joined presentations by senior leaders — gaining insight into our Company's sustainability efforts and journey.

- In the United Kingdom, we sparked conversations about environmental conservation on Earth Day with an online nature photography contest.

In April 2023, we partnered with the previously defined UNGC and NTPC School of Business to host the Earth Day Conclave. This event focused on connecting SDGs to environmental action and innovation. Additionally, we organized activities like quizzes, cycling, and a walkathon for employees. We also encouraged employees to take an online Earth Day pledge and plant a tree in their communities.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

7
Community
engagement

8
Appendices
& data tables

62

Honoring World Water Day

In March 2024, we organized a clean-up of Yamuna River in India in partnership with a Delhi NCR-based nonprofit. Our volunteers collected 303 kilograms of waste, including plastic, glass, paper, and litter along a 500-meter stretch. Additionally, we joined a community initiative in Chennai, India, to remove litter and debris from the coast and protect marine life. There, we collected 58 large bags of trash, which is equivalent to approximately 400-500 kilograms of waste.

In March 2023, EXL marked World Water Day with activities that emphasized the critical importance of water conservation — bringing in experts from the UNGC, company leaders, and teams that are helping to shape our sustainability journey.

EXL employees help clean-up the Yamuna River in India.

EXL's team in the Philippines participates in a Coastal Clean-up Drive in preparation for the Paraw Regatta Festival 2023 and to celebrate World Water Day.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

7
Community
engagement

8
Appendices
& data tables

63

Celebrating World Environment Day

In June 2023, we celebrated World Environment Day with a series of events and activities, including an environmentally focused carnival at two of our centers in India. We invited NGOs and environmental organizations from the community to participate in these events and educate our employees on environmentally friendly products. We also organized interactive sessions, workshops, games and documentary screenings on topics such as waste management, renewable energy, and conservation, among others. In Noida, India, more than 100 volunteers participated in an event where we planted more than 400 trees — followed by an educational session on biodiversity and environmental sustainability.

Amplifying our progress with reporting: TCFD

Critical to our climate risk analysis, we have aligned our global climate change management process and reporting with the TCFD standards. Building upon our first year of alignment with the TCFD in 2022, we expanded our reporting boundary and sustained these efforts through 2023

▶ Read EXL's **TCFD disclosures in the appendices.**

Looking ahead, we are focused on enhancing environmental awareness and engagement across our various stakeholder groups — from our employees to our clients and supply chain partners. To achieve this, we are expanding education opportunities for our employees, building robust volunteer opportunities that extend into our communities, and collaborating across our global teams, clients, and partners.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

7
Community
engagement

8
Appendices
& data tables

64

Environmental compliance

EXL's EHS policy ensures that all workplace policies, procedures, systems, and practices are optimized, including those related to reducing environmental impacts. In 2023, we further enhanced our compliance efforts by automating the EHS legal register for all locations in which we operate. With this automation, we make regionally specific information on EHS-related laws, regulations, and requirements immediately accessible for our teams.

Since 2022, we have maintained our internal global Climate Change Policy. This policy states the commitments (including goals and targets) and approach of our business – in partnership with employees and suppliers – to address the business risks and opportunities associated with climate change. It also aims to align our strategy with the Paris Climate Agreement's goal of limiting average global temperature rise to 1.5°C above pre-industrial levels.

All of our delivery centers worldwide are ISO 14001:2015-certified and ISO 45001:2018-certified. Additionally, our delivery centers in India and the Philippines are ISO 50001:2018-certified. We include environmental criteria in our procurement onboarding process through our Global Procurement Policy.

As a prerequisite for success, we work to comply with all applicable environmental laws and regulations.

▶ Read more about EXL's governance and leadership of environmental stewardship, EHS policy, and environmental risk management.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

8
Appendices
& data tables

65

7

**Community
engagement**

Driving towards a better future, together

We are committed to helping transform the communities in which we work and live. Our dedication to community engagement reflects our values and continues to be a cornerstone of our business strategy.

EXL | **2023
Sustainability Report**

| 1
Introduction

| 2
About EXL

| 3
Sustainability
at EXL

| 4
Governance,
ethics & integrity

| 5
Our people

| 6
Environment

| 8
Appendices
& data tables

66

Accelerating progress in our communities

Our employees act as social champions, offering their skills, time, and donations to support the causes they care most about.

As a leader in data analytics and AI, EXL leverages its unique employee skillset to help empower communities through digital skills development and education. We know that success in today's world requires continuous learning and adaptation to new technologies or market factors. As a result, we center our community engagement strategy on building a pipeline of future talent, while strengthening the workforce in the diverse regions in which we operate.

Our community engagement strategy focuses on four key pillars: education, digital skills development, employee engagement, and community impact. We deploy our unique and effective programs through our employees, who leverage their expertise to help build market-relevant technical and life skills programs. Our community engagement initiatives enable community members who might otherwise struggle to find employment to gain the skills they need. We seek out community-based, regional, and global partners that include employee volunteering as part of their overall CSR strategy. These partnerships provide a strong sense of purpose to our employees who volunteer.
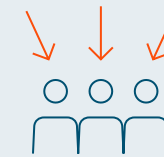
Our community engagement pillars

Education
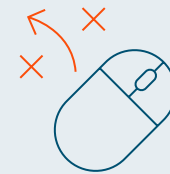
Digital skills development

Employee engagement

Community impact

EXL

2023
Sustainability Report

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

8
Appendices
& data tables

67

Our community engagement strategy is differentiated through the use of a data-informed, multifaceted approach that permeates every aspect of our culture. This integration helps ensure that our initiatives are sustainable, impactful, and aligned with our long-term objectives.

We accomplish this strategy by:

- **Creating shared value through programs that benefit the communities in which we work.** We invest in education and skill development programs that prepare the workforce for future industry needs. These programs ensure a smooth transition from academic environments to professional settings and support both societal development and business growth.

- **Maintaining a strong commitment to ethical practices and transparency.** We regularly provide detailed reports outlining our goals, initiatives, and progress to our management, our Global CSR Committee, and our ESG Steering Committee, among others, so stakeholders can hold us accountable for our CSR actions and progress towards our long-term objectives.

- **Constantly innovating to leverage our expertise in data and analytics** to impart relevant skills to the adolescents and youth in our programs and regularly seek out new partnerships with organizations that have innovative approaches or missions.

Engaging in active stakeholder dialogue to ensure that our community engagement activities are responsive to the needs of our communities. This helps us to build trust and foster long-term relationships. For example, our community learning centers within select programs tackle diverse social issues and break down taboos via hands-on and interactive learning workshops. In addition to our focus on education and skills development, we also work to advance positive environmental and health outcomes for our communities. Through partnerships with local NGOs in India, the United States, the Philippines, and South Africa, we have contributed to tree planting, beach and sea-bed cleaning exercises, and more.

> Read more about how <u>our CSR and environment teams partner</u> in the Environment section.

Continuing into 2024, we will continue to grow our impact within our focus areas of education and skills development, while expanding our commitments to partnerships linked to other SDGs, such as healthcare and environment. For example, in India we currently support a menstrual hygiene program for school girls and are exploring a pond rejuvenation project in 2024. In South Africa, we promote the mental and emotional well-being of young women through our partnership with nonprofit, the School of Hard Knocks.

EXL was recognized for its "Best Volunteer Engagement Program Initiative" at the Indian CSR Awards 2023, held in New Delhi, India.

EXL

**2023
Sustainability Report**

1 Introduction

2 About EXL

3 Sustainability at EXL

4 Governance, ethics & integrity

5 Our people

6 Environment

8 Appendices & data tables

68

SPOTLIGHT

Our history of building digital skills
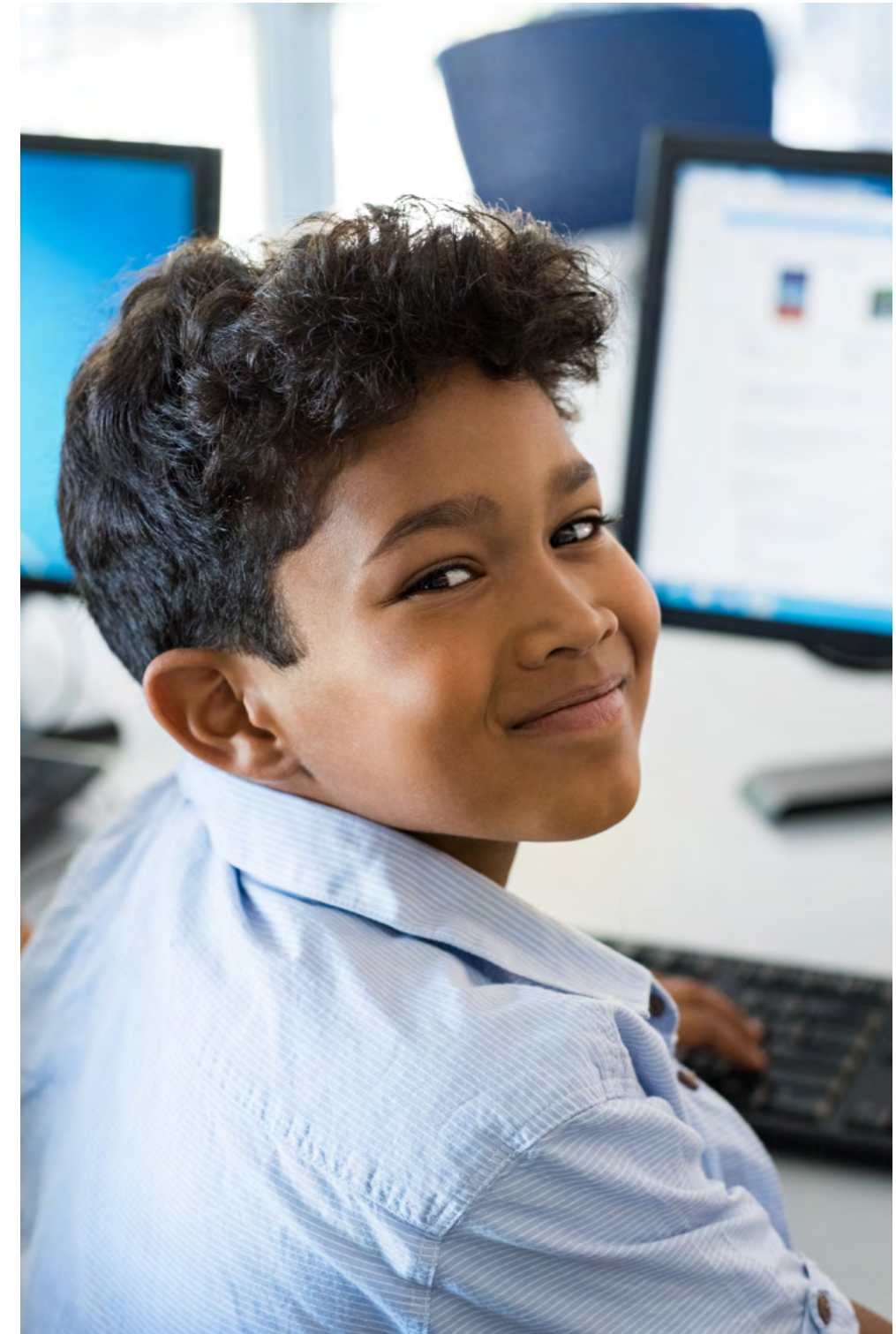

Rohit Kapoor, Chairman and CEO at EXL, interacted with student beneficiaries of our education project during his visit to the Chennai office.

At EXL, we view sustainability as a way of life and are committed to engaging local communities in which we work and live. As early as 2014, our Board of Directors and leadership team created a targeted community engagement strategy focused on the development of market-relevant technical and life skills that empower people to position themselves as leaders in the job market.

This foresight resulted in two key initiatives — our Education as a Foundation initiative introduces middle school and high school students to foundational digital skills, while our Skills to Win initiative provides in-demand technology skills for people of all ages. As an integral part of our community engagement strategy, our employees combine their digital expertise and passion through employee volunteering and giving. To ensure the success of our initiatives, we monitor program inputs and outputs monthly, and assess outcomes and impacts quarterly, biannually, and annually.

- It is estimated that the world faces a global digital skills shortage that could equate to 85 million job vacancies by 2030.[1]

- Over three-quarters of employers In the Asia Pacific (APAC) region have digital job openings. However, 72% say it is challenging to find workers with the right digital skills for these roles.[2]

[1] Korn Ferry International, "2030: The Very Human Future Of Work." Published 2024.
[2] Gallup, "The Amazon Web Services-Gallup Asia Pacific Digital Skills Study," 2022.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

8
Appendices
& data tables

69

SPOTLIGHT

These signature initiatives — Education as a Foundation and Skills to Win — form the heart of our community engagement efforts. Currently, we engage more than 30,100 project beneficiaries globally through these programs. In 2023, we refined and expanded the curriculum in these initiatives to better match skill acquisition to the current job market and increase the employability of program participants. Skills to Win has evolved significantly over the last five years in response to the changing digital landscape and expanded to new geographies.

While foundational employability skills are always part of the curriculum, we made the following additions over the years:

2019

Added finance and accounting, data and analytics, and digital skills courses.

2020

Moved to a digital format to continue helping people during the pandemic.

2021

Entered into three new partnerships in the United States, the United Kingdom, and South Africa focused on coding and data, AI, and digital technologies.

2022

Introduced a new enterprise-wide focus on STEM and coding skills for women, girls, and non-binary people.

2023

Expanded curriculum to match skill acquisition to the current job market.

Students celebrate their graduation from Skills to Win partner, v-shesh, supported by the American Indian Foundation and EXL.

26,300+

students participated in our Education as a Foundation initiative

3,800+

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

EXL
2023 Sustainability Report

| 1 Introduction | 2 About EXL | 3 Sustainability at EXL | 4 Governance, ethics & integrity | 5 Our people | 6 Environment | 8 Appendices & data tables | 70 |

SPOTLIGHT

Recent highlights

EXL Chairman and CEO Rohit Kapoor, Jaideep Pradhan, Senior Vice President, Geo Head-Philippines and Colombia, meet with nonprofit Edukasyon to mark the expansion of EXL's Skills to Win initiative to the region.

In June 2023, we expanded Skills to Win in the Philippines. The program focused on developing technical and soft skills for 150 student participants through the AWS re/Start Training Program.

EduBridge program visit by EXL volunteers.

As of March of 2023, we completed three years of our partnership with Edubridge and Committed Communities Development Trust to empower unemployed youth with financial and accounting and analytics skills. The program provided women with coding and technology courses to support future careers in technology.

A total of
3,700+
candidates completed the training

2,200+
candidates were placed at top IT companies

City University of Pasay visit by EXL volunteers during which laptops were donated.

In 2023, we expanded our Education as a Foundation program, to include students in seventh to tenth grades across India, the Philippines and South Africa, and to include vital digital, data and analytics, and other skills relevant to career advancement. Through our dedicated volunteer employee engagement, we also offered experiences in the arts, music, physical education, and language acquisition. In 2023, this initiative impacted 26,300+ beneficiaries.

"With a mission to 'empower youth to impact India's future by walking with them towards a better life,' we knew EXL would be the perfect partner to give our young people the skills needed to thrive in today's world. And we were correct — those finishing EXL's course have made tremendous strides in their careers and towards creating a better India."

Kavita Srivastava
Director – Strategic Partnership, The American India Foundation Trust

EXL

**2023
Sustainability Report**

| 1 Introduction | 2 About EXL | 3 Sustainability at EXL | 4 Governance, ethics & integrity | 5 Our people | 6 Environment | 8 Appendices & data tables | 71 |

Employee volunteering & giving

The generosity and dedication of EXL employees make our community engagement success possible. Through their volunteering and giving efforts globally, they have a major impact on the people in our communities. At EXL, we prioritize nonprofit partnerships that allow our employees to share their skills and experience working on advanced digital technologies.

Employees who participate in our CSR activities have a lower attrition percentage than employees globally. We believe that opportunities to give back make our employees feel more fulfilled and engaged at work. Similarly, our engaged employees enjoy opportunities to join the larger EXL team in giving back to the community.
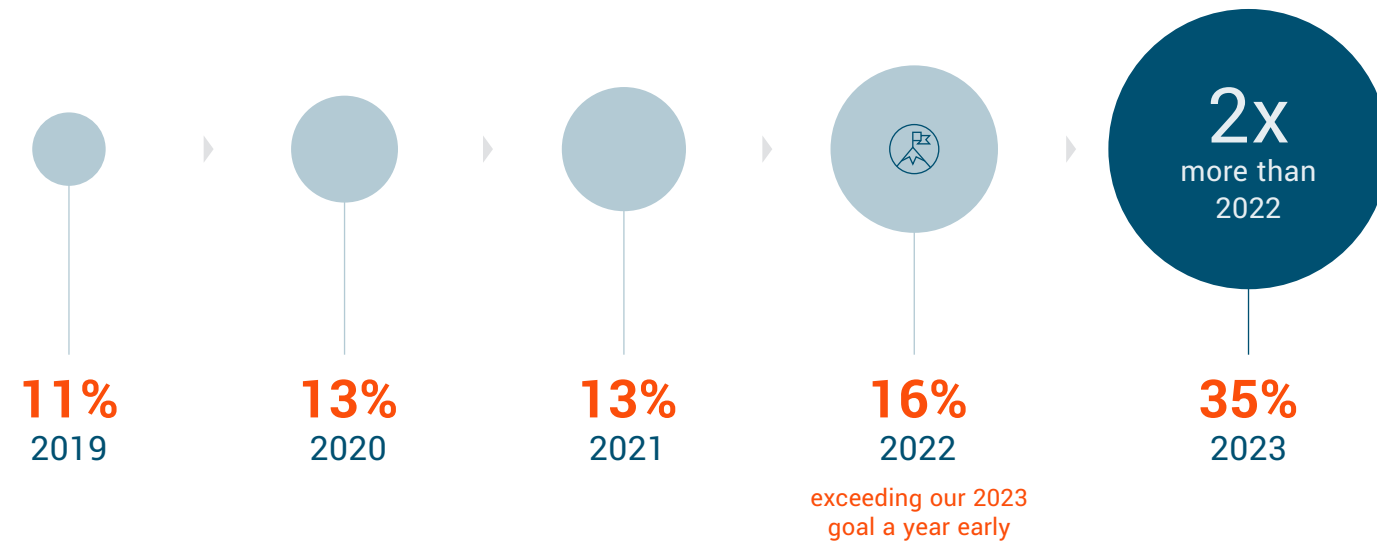
"Our incredible volunteers understand the importance of teamwork, biodiversity, and empowering communities. Beyond each volunteer activity, we are inspired and feel proud to be contributing to a healthier planet and stronger communities for future generations."

Muskan Jain
Assistant Vice President, Global Corporate Social Responsibility Lead

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

8
Appendices
& data tables

72

A huge year for volunteering and giving at EXL

Employee participation in CSR initiatives[1] has been increasing year-over-year.

2x
more than
2022

11%
2019

13%
2020

13%
2021

16%
2022

exceeding our 2023
goal a year early

35%
2023

In 2023

19,000+
employees participated in
volunteering and giving with

31,300+
people benefited from
our volunteering efforts

37,000+
volunteer hours

[1] Includes volunteering and giving.

The announcement of the EXL and Edukasyon partnership.

Narasimha Kini, Head of EXL's Emerging Business, makes a "Magic Bus"
school visit in Bengaluru, India.

Vikas Bhalla, President and Head of Insurance at EXL interacts with the
students of the Philippine National School for the Blind.

Employee volunteer recognition

In 2023, we continued EXL's Annual Social Impact
Awards, which honor the contributions of our
employees and support and inspire a culture of
charitable giving and volunteerism. We recognized
more than 50 individuals and five EXL teams
(either business units or functions or regions) for
their dedication to our community engagement
initiatives. This was based on a variety of criteria
including encouraging uptake of volunteering
and payroll giving, client engagement, leadership
participation, and CSR initiatives pioneered and
driven by specific business units.

Supporting communities
through donations

In 2023, the Israel-Hamas conflict affected many
people and their families in the region. EXL and its
employees stepped up and raised funds to support
relief efforts in order to provide critical aid, medical
care, and supplies to the impacted population.
Additionally, at the end of 2023, more than 4,500
EXL employees in the Philippines participated in a
donation drive to provide essentials like clothing
and shoes, canned goods, and books to their
communities.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

8
Appendices
& data tables

73

Giving back

For our employees in the United States, Canada, Mexico, Colombia, the United Kingdom, Ireland, Europe, Australia, and the Philippines, EXL provides a social giving platform that permits them to contribute a part of their taxable income to charitable causes. In 2023, we began using Bright Funds as our platform for employee giving.[1] For our employees in India (and our employees in South Africa beginning in the first quarter of 2024), EXL allows employees to contribute a part of their taxable income to charitable causes through payroll giving. EXL matches the contributions made by its employees under the payroll giving program.[2]

[1] Bright Funds is used across all EXL regions except South Africa and India.
[2] EXL provides a limited corporate match for the total annual contribution generated by the employee payroll giving program each year.

EXL **2023 Sustainability Report**

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
8 Appendices & data tables

74

Expanding our partnerships

We participated in new community engagement initiatives in 2023 and in early 2024, including:

On Mandela Day, we launched EXL's first cohort of GirlCode Career Days in South Africa to create a platform for students coming from disadvantaged communities, allowing them to discover potential career options.

ChildFund

EXL partnered with ChildFund in the Philippines to support science, technology, engineering, mathematics (STEM), and life skills for students from underprivileged backgrounds, from grades seven to ten. Through this partnership, we equipped schools with the necessary resources and facilities to effectively teach STEM subjects and increase student interest and performance by providing hands-on learning opportunities and access to modern tools. This initiative directly helped 4,218 beneficiaries.

Edukasyon

EXL partnered with Edukasyon in the Philippines to provide intensive, full-time training that equips individuals for cloud computing careers. Edukasyon employs real-world scenarios and practical labs to impart necessary technical skills and provides holistic professional competencies, such as versatile communication, effective time management, and teamwork, aimed at cultivating cloud computing professionals. This initiative, over the last two years, met its goal of educating 150 students and successfully securing employment for over half of them.

GirlCode

EXL was the proud sponsor of GirlCode Career Days, an initiative that imparted coding knowledge to 800 eager learners in South Africa. This endeavor goes beyond merely producing developers; it instills logical thinking and fosters creativity. GirlCode spearheaded the recruitment process for the program in partnership with LaceUp4Change, an NGO focused on helping disadvantaged individuals in Cape Town communities. During Career Days, EXL employees had the opportunity to volunteer and share their experiences in technology, as well as to conduct hands-on training sessions lasting one hour.

EXL **2023 Sustainability Report**

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
8 Appendices & data tables

75

KHUSHII

In India, EXL's partnership with KHUSHII and various government schools resulted in initiatives that cultivated an inclusive environment and raised awareness about water, sanitation, and hygiene (WASH) practices, with a special emphasis on girl child, which aimed at reducing drop out of students from school. As a result of this partnership, EXL has been instrumental in reaching out to more than 25,000 students through its "Pads for Freedom" campaign which aimed at raising awareness about menstrual health concerns and the attached societal stigmas. Through workshops led by certified psychologists, gender experts, and practitioners, these students have regained their confidence and recommenced their academic pursuits.

Afrika Tikkun

EXL's partnership with Afrika Tikkun in South Africa holistically nurtured youth, ages seven to 18, from disadvantaged communities. The objective of the program was to foster enduring socio-economic progress for South Africa's youth. Activities promoted comprehensive development leading to enhanced academic performance and better matriculation results, thereby opening greater opportunities after graduation. From 2023 to 2024, this initiative bolstered the confidence and self-worth of more than 3,000 young individuals, as well as augmented their social abilities and leadership competencies.

▶ Read more about EXL's signature initiatives, Skills to Win and Education as a Foundation, in our 2022 Sustainability Report.

EXL **2023**
Sustainability Report

1 Introduction

2 About EXL

3 Sustainability at EXL

4 Governance, ethics & integrity

5 Our people

6 Environment

7 Community engagement

8 Appendices & data tables

76

Appendices & data tables

8

Appendices & data tables

EXL 2023 Sustainability Report

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

77

Sustainability performance data tables

About EXL			
Performance Indicator	2021	2022	2023
Total net revenue ($m)	$1,122.29	$1,412.04	$1,630.67
Operating costs ($m)	$966.41	$1,219.88	$1,391.91
Interest charges ($m)	$7.56	$8.25	$13.18
Taxes & royalties (given to various governments) ($m)	$31.85	$47.57	$53.54
Financial incentives[1]	$1.19	$1.95	$3.23
Financial assistance received from government			
Tax relief & tax credits	-	-	-
Subsidies	0	0	0
Investment grants, research and development grants, and other relevant types of grant	0	0	0
Awards	0	0	0
Royalty holidays	0	0	0
Financial assistance from Export Credit Agencies (ECAs)	0	0	0
Other financial benefits received or receivable from any government for any operation	0	0	0
Is government present in the shareholding structure? (Yes / No)	No	No	No

[1] The only jurisdictions in which we have financial incentives are India and South Africa, and we receive no other financial incentives from the government other than what is noted above. The government is not present in the shareholding structure.

EXL 2023 Sustainability Report

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

78

Governance, ethics & integrity

Performance Indicator	2021	2022	2023
Corporate governance[1]			
Independent directors	8	7	7
Executive directors	1	1	1
# of women Board members	3	3	3
% of women Board members	33.0%	37.5%	37.5%
% diverse in terms of racial/ethnic diversity at Board level	44.0%	50.0%	37.5%
Average independent Board member tenure	7.7	7.4	4.2
Ethics & compliance			
Percentage of employees who completed code of conduct training	91%	92%	90%
Percentage of employees who completed anti-corruption and anti-bribery training[2]	-	91%	90%
Total number and nature of confirmed incidents of corruption	0	0	0
Cybersecurity & data privacy			
(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected[3]	0	0	0
Supply chain responsibility			
Percentage of new suppliers that were screened using environmental criteria[4]	~50%	95%	96%
Percentage of new suppliers that were screened using social criteria[4]	~50%	95%	96%

[1] Data as of each year's annual stockholder meeting.
[2] The Anti-Bribery and Anti-Corruption Training was broken out as a new standalone training in 2022. Prior to that, it was within the Code of Conduct Training.
[3] There were no reportable data breaches, the percentage involving personally identifiable information, or the number of users affected.
[4] Prior to 2021, we were not measuring the number of new suppliers screened.

EXL **2023 Sustainability Report**

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

79

Our People

Performance Indicator	2021		2022		2023	
Workforce details						
Total employees	**37,319**		**45,906**		**54,272**	
	Women	Men	Women	Men	Women	Men
	15,288	22,031	18,881	27,025	23,311	30,961
Total foreign national employees	632		734		794	
Total employees located offshore	5		6		4	
Total workers who are not employees	0		0		0	
Total employees by gender and region[1]						
Permanent employees						
Total permanent employees	**36,900**		**45,384**		**53,918**	
	Women	Men	Women	Men	Women	Men
Europe and United Kingdom	334	246	387	349	391	334
India	7,561	16,880	9,670	20,380	11,767	23,097
Philippines	5,061	2,994	6,007	3,800	6,565	4,141
South Africa	811	379	1,102	573	2,893	1,421
United States	1,093	1,084	1,278	1,282	1,272	1,286
Other geographies	222	235	237	319	280	471

[1] There are no employees with non-guaranteed hours at EXL.

EXL **2023 Sustainability Report**

1 Introduction 2 About EXL 3 Sustainability at EXL 4 Governance, ethics & integrity 5 Our people 6 Environment 7 Community engagement **8 Appendices & data tables**

80

Our People

Performance Indicator	2021		2022		2023	
Total employees by gender and region[1]						
Temporary employees						
Total temporary employees	**419**		**522**		**354**	
	Women	Men	Women	Men	Women	Men
Europe and United Kingdom	29	21	32	23	28	16
India	101	142	99	238	99	172
Philippines	28	10	34	29	-	-
South Africa	6	4	2	3	2	2
United States	38	32	33	28	11	15
Other geographies	4	4	-	1	3	6
Full-time employees						
Total full-time employees	**37,162**		**45,733**		**54,101**	
	Women	Men	Women	Men	Women	Men
Europe and United Kingdom	349	263	399	370	400	347
India	7,662	17,022	9,769	20,618	11,866	23,269
Philippines	5,089	3,004	6,041	3,829	6,565	4,141
South Africa	817	383	1,103	575	2,895	1,422
United States	1,048	1,064	1,217	1,256	1,191	1,246
Other geographies	225	236	237	319	283	476

[1] There are no employees with non-guaranteed hours at EXL.

Our People

Performance Indicator	2021		2022		2023	

Total employees by gender and region[1]

Part time employees

	2021		2022		2023	
Total part-time employees	**157**		**173**		**171**	
	Women	Men	Women	Men	Women	Men
Europe and United Kingdom	14	4	20	2	19	3
India	-	-	-	-	-	-
Philippines	-	-	-	-	-	-
South Africa	-	-	1	1	-	1
United States	83	52	94	54	92	55
Other geographies	1	3	-	1	-	1

Training acquisition, training & development

Hours of training consumed by employees

	2021		2022		2023	
Total	**570,812**		**1,297,167**		**1,319,030**	
	Women	Men	Women	Men	Women	Men
By gender	221,257	349,556	510,050	787,118	510,696	808,335

Average training hours per employee

	2021		2022		2023	
Total	**15**		**28**		**25**	
	Women	Men	Women	Men	Women	Men
By gender	14	16	27	29	22	26
Employees receiving feedback at least annually in a formal performance review with their managers	100%		100%		93%	
Overall EXL engagement score	86%		87.9%		91.2%	
Attrition rate (overall)	30.4%		35.7%		29.8%	

[1] There are no employees with non-guaranteed hours at EXL.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
**Appendices
& data tables**

82

Our People

Performance Indicator	2021	2022	2023
Health and Safety			
% of delivery centers are certified to ISO 45001:2018, meeting international standards for occupational health and safety	64%	75%	95%
# of employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered under ISO 45001:2018	100%	100%	100%
% of employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered under ISO 45001:2018	100%	100%	100%
# of employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered under EXL's Health and Safety Management System	100%	100%	100%
% of employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered under EXL's Health and Safety Management System	100%	100%	100%
Rate of recordable work injuries- Full-time employees	0	0	0
Rate of recordable work injuries- Contingent/temporary employees	0	0	0
Rate of high-consequence work-related injuries- Full-time employees	0	0	0
Rate of high-consequence work-related injuries- Contingent/temporary employees	0	0	0
Rate of fatalities as a result of work-related injuries- Full-time employees	0	0	0
Rate of fatalities as a result of work-related injuries- Contingent/temporary employees	0	0	0

EXL **2023 Sustainability Report**

1 Introduction 2 About EXL 3 Sustainability at EXL 4 Governance, ethics & integrity 5 Our people 6 Environment 7 Community engagement **8 Appendices & data tables**

83

Our People

Performance Indicator	2021		2022		2023	
Total employees entitled to parental leave						
Total	**30,017**		**36,697**		**54,272**	
	Women	Men	Women	Men	Women	Men
By gender	10,755	19,262	13,347	23,350	23,311	30,961
Total employees who took parental leave						
Total	**1,485**		**1,842**		**2,017**	
	Women	Men	Women	Men	Women	Men
By gender	625	860	773	1,069	807	1,210
Total employees who returned to work after parental leave						
Total	**1,454**		**1,806**		**1,991**	
	Women	Men	Women	Men	Women	Men
By gender	596	858	737	1,069	797	1,209
Total employees who returned to work after parental leave and were still employed 12 months after their return						
Total	**1,268**		**1,471**		**1,745**	
	Women	Men	Women	Men	Women	Men
By gender	487	781	581	890	676	1,069
Return to work rate for employees that took parental leave						
Total	**97.9%**		**98.0%**		**98.7%**	
	Women	Men	Women	Men	Women	Men
By gender	95.4%	99.8%	95.3%	100%	98.8%	99.9%
Retention rate for employees that took parental leave						
Total	**87.2%**		**81.5%**		**87.6%**	
	Women	Men	Women	Men	Women	Men
By gender	81.7%	91.0%	78.8%	83.3%	84.8%	88.4%

EXL | 2023 Sustainability Report

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

84

Our People

Performance Indicator	2021	2022	2023
Diversity, equity, & inclusion			
% Company-wide representation of women	**41%**	**41%**	**43%**
% underrepresented minorities in the U.S.[1,2]	15.0%	16.1%	15.1%
% racial/ethnic diversity in the U.S.[3]	40.3%	47.3%	48.5%
Board Composition[4]			
% of women Board Members	33.3%	37.5%	37.5%
% Board Member racial/ethnic diversity[3]	44.4%	50%	50%
Leadership (VP and above)			
% women in Senior Leadership (VP and above)	18.3%	20.3%	23.3%
% racial/ethnic diversity[4] in Senior Leadership (Executive and Operating Committees)	70%	60.9%	43.8%
Leadership development			
Number of manager-level + employees who completed Unconscious Bias training	353	673	278
Workforce distribution by gender			
Workforce distribution by gender (% women)			
Senior management (VP and above)	18%	20%	23.3%
Middle management	27%	27%	26.8%
Junior management	32%	32%	32.2%
Non-management workers	45%	46%	48.2%
Collective bargaining agreements			
% of workforce covered by collective bargaining agreements	0.4%	0.5%	0.5%

[1] The percentage calculation uses total U.S. workforce in the denominator. In previous years, the percentage calculator did not include people who either did not respond to the self-identification survey or declined to self-identify.
[2] African American, Hispanic, Native Hawaiian/Pacific Islander, American Indian/Alaskan Native and people who mark two or more races.
[3] Includes racial and ethnic backgrounds that are non-white.
[4] Data as of each year's annual stockholder meeting.

EXL **2023 Sustainability Report**

1 Introduction   2 About EXL   3 Sustainability at EXL   4 Governance, ethics & integrity   5 Our people   6 Environment   7 Community engagement   **8 Appendices & data tables**   85

Environment

Performance Indicator	2021	2022	2023
Emissions reductions[1]			
Scope 1 (Direct emisions) Total (tonne-CO_2e)	736	1,448	1,549
Scope 1 (Direct emisions) Total %	2.18%	3.18%	3.46%
Scope 2 (Indirect emissions) Total (tonne-CO_2e)	13,853	17,178	11,777
Scope 2 (Indirect emissions) Total %	41.04%	37.75%	26.33%
Scope 3 (Other indirect) Total (tonne-CO_2e)	19,165	26,875	31,397
Scope 3 (Other indirect) Total %	56.78%	59.06%	70.20%
Total Scope 1 & 2 (tonne-CO_2e)	**14,589**	**18,626**	**13,327**
Total Scope 1 & 2 % Change vs prior year	-21.7%	27.7%	-28.5%
Total Scope 1 & 2 % Change vs 2019 Baseline	-56.4%	-44.4%	-60.2%
Total (tonne-CO_2e)[2]	**33,754**	**45,501**	**44,724**
Total % Change vs Prior Year	-23.4%	25.8%	-1.7%
GHG Emission Intensity			
GHG emissions intensity including Scope 1, 2, and 3 Emissions (in metric tons CO_2e / USD million sales)	0.00003763	0.00003769	0.00002743

[1] In 2023, we worked with the Science Based Targets Initiative (SBTi) to review our greenhouse gas reduction targets and advise on our path to net zero. SBTi validated interim goals that will inform and strengthen our path to net zero. These include reducing Scope 1 and 2 emissions by 63.3% by 2030 and reducing Scope 3 emissions by 27.5% by 2030.

[2] All data excludes employee telecommuting.

EXL | 2023 Sustainability Report

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

86

Environment

Performance Indicator	2021	2022	2023
GHG emissions (metric tons CO$_2$e)[1]			
Scope 1			
Fugitive - HVAC Refrigerant gases	636	909	1,313
Mobile - Fuels for company owned vehicle	35	29	60
Stationary - Diesel oil for DG set	65	492	176
Stationary - Natural gas	0	18	1
Scope 1 Total	**736**	**1,448**	**1,549**
Scope 2			
Purchased grid electricity	13,669	17,127	11,670
Purchased heat	61	51	61
Purchased off-grid electricity (shared DG set)	123	-	46
Scope 2 Total	**13,853**	**17,178**	**11,777**
Scope 3[2]			
Category 1: Purchased goods and services	4,526	6,254	6,718
Category 2: Capital goods	4,495	3,559	6,656
Category 3: Fuel- and energy-related activities	2,132	2,863	1,908
Category 5: Waste generated (food waste)	0	7	37
Category 6: Business air travel	600	2,058	4,638
Category 7: Employee commuting	7,412	12,134	11,440
Category 7: Employee teleworking	8,475	7,724	6,277
Scope 3 Total[3]	**19,165**	**26,875**	**31,397**
TOTAL[3]	**42,228**	**53,226**	**44,724**

[1] Rounded to the nearest whole number.
[2] Scope 3 emissions data was expanded in 2022 to include purchased services, capital goods, and fuel- and energy-related activities and were calculated for historical years.
[3] All data excludes telecommuting.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
**Appendices
& data tables**

87

Environment

Performance Indicator	2021	2022	2023
Energy Consumption			
Total energy consumed (GJ)	**73,934**	**96,385**	**85,821**
Percentage grid electricity	96.34%	96.25%	74.79%
Percentage renewable[1]	0.15%	3.11%	24.13%
Total monetary savings from energy conservation programs (in USD)	-	$250,000	$275,000
Energy Intensity			
Energy intensity (in GJ / USD million sales)	0.00006588	0.00006826	0.00005263
Total energy consumption by region in kWh			
Colombia	170,238	191,372	223,346
Europe	522,457	531,958	545,197
India	11,502,919	16,937,607	13,838,222
Phillipines	5,328,981	6,204,449	6,061,922
South Africa	1,145,269	1,569,546	1,849,972
United Kingdom	109,606	108,935	106,036
United States	1,388,611	1,229,766	1,213,789
Ireland	-	-	642
TOTAL	**20,168,081**	**26,773,632**	**23,839,124**

[1] 2022 note: 3.11% actual / 9% annualized as select renewable energy sources were incorporated later in the year.

EXL **2023 Sustainability Report**

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

88

Environment

Performance Indicator	2021	2022	2023
Total renewable energy consumption by region in kWh[1]			
India	29,686	771,088	4,587,474
Phillipines	-	63,782	1,058,517
United Kingdom	-	-	106,036
TOTAL	**29,686**	**834,870**	**5,752,027**
Water			
Total Water Withdrawals (Kiloliters)[1]	38,978	67,985	112,589
Surface water withdrawals total	38,978	67,985	112,589
Groundwater withdrawals total	0	0	-
Seawater withdrawals total	0	0	-
Third-party water withdrawals total	0	0	-
Total Water consumption (Kiloliters)	38,978	67,985	112,589
Waste			
Total hazardous waste (asset & other hazardous waste)[2] in kg[3]			
Asset hazardous waste[4]	-	-	1,248
Other hazardous waste[5] (ltr, kg)	-	-	1040, 105
Total Hazardous E-Waste & Batteries recycled (units)[6]	**37,105 kg**	**9,699**	**6,131**
Hazardous waste recycled by type: Batteries	27,014 kg	956	-
Hazardous waste recycled by type: E-Waste	10,091 kg	8,743	-

[1] Reporting boundary includes all geographies except for the United States for 2023. Prior years include India and Philippines only.
[2] In 2023, we expanded our waste reporting to include hazardous asset and other waste in addition to E-waste and batteries".
[3] For 2021 only hazardous waste was measured in kg.
[4] Asset waste includes: furniture, electronic equipment etc. This metric is for India only.
[5] Other hazardous waste includes: used lube oil, used cotton, barrels etc. These metrics are for India only.
[6] In 2023, we expanded our reporting boundary for hazardous e-waste and batteries to include the Philippines and Europe.

EXL | **2023 Sustainability Report**

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

89

Environment

Performance Indicator	2021	2022	2023
Waste			
Total non-hazardous waste by region[1] (kg)			
Europe	-	-	10,638
India	-	-	65,836
Ireland	-	-	302
Philppines	-	-	31,944
South Africa	-	-	1,890
United Kingdom	-	-	8,643
Total non hazardous waste (kg)	-	-	**119,253**

Community Engagement

	2021	2022	2023
Community investments/contributions ($m)	$1.41	$1.10	$2.00
Signature Initiatives			
Skills to Win (total beneficiaries)	more than 650	more than 3,500	more than 3,800
Education as a Foundation (total beneficiaries)	more than 8,800	more than 11,000	more than 26,300
Project beneficiaries			
Project beneficiaries[2]	more than 11,500	more than 15,300	more than 30,500

[1] In 2023 we expanded our waste reporting to include non-hazardous wet and dry waste.
[2] Total project beneficiaries includes Skills to Win, Education as a Foundation, and healthcare related initiatives.

EXL **2023 Sustainability Report**

1 Introduction

2 About EXL

3 Sustainability at EXL

4 Governance, ethics & integrity

5 Our people

6 Environment

7 Community engagement

8 **Appendices & data tables**

90

Community Engagement

Performance Indicator	2021	2022	2023
Employee volunteering & giving			
Employee volunteer participation (in percentage of total employees)	13%	16%	35%
Employee and retiree volunteer hours (in millions)/volunteerism rate	4,000+	14,700+	37,100+
Total Charitable giving (employee giving + matching funds) (USD$)	**$254,106**	**$65,657**	**$100,832**
Employee payroll giving (USD$)	$226,858	$22,654	$65,162
Matching funds from EXL (USD$)	$27,248	$43,003	$35,670

EXL **2023 Sustainability Report**

| 1 Introduction | 2 About EXL | 3 Sustainability at EXL | 4 Governance, ethics & integrity | 5 Our people | 6 Environment | 7 Community engagement | 8 Appendices & data tables |

91

GRI, UNGC and UN SDG index

Governance Disclosures

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
GRI 2: General Disclosures 2021	2-1 Organizational details	ExlService Holdings, Inc. (NASDAQ: EXLS) Publicly listed company on the NASDAQ; incorporated in Delaware 320 Park Avenue, 29th Floor, New York, 10022 About EXL About EXL: Locations		
	2-2 Entities included in the organization's sustainability reporting	Our sustainability reporting covers the same entities as our financial reporting. As with our financial reporting, we report our sustainability data on a consolidated basis (except where otherwise noted) and our reporting reflects the data of ExlService Holdings, Inc. and all of its subsidiaries. Data collection is managed centrally through a master ESG data collection process and accountability for providing sources and signing off on this data lies at the functional level. Some of our data points – specifically water (in 2021 and 2022) and waste -- are limited to India and/or the Philippines in scope or exclude certain jurisdictions like the United States (for data points relating to water) due to feasibility of data collection. We have focused our data collection efforts on our largest (and therefore most material) locations and are expanding our reporting boundaries. These instances are clearly noted throughout the report. Whenever we make acquisitions, acquired entities are not included in the scope of ESG data collection until they have been part of EXL for a full year. 2024 Form 10-K, page 31		
	2-3 Reporting period, frequency and contact point	Reporting period is the same as our financial reporting period, January 1, 2023 to December 31, 2023. The report also includes key highlights through the March 31, 2024. We publish our Sustainability Report annually. This report was published on September 9, 2024. We welcome feedback from all our stakeholders on this report and our performance. Please send any comments or questions about this report to: lookdeeper@exlservice.com Contact Us: EXL Service		

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
**Appendices
& data tables**

92

Governance Disclosures

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
GRI 2: General Disclosures 2021	2-4 Restatements of information	In the reporting period, EXL did not have any material restatements of information from previous reports.		
	2-5 External assurance	Pursuant to our ESG Reporting Framework Policy, we engaged Ernst & Young Associates LLP, an independent auditor, to assess and provide external assurance to verify that our sustainability reporting meets the requirements of the applicable reporting framework standards and to seek assurance on a set of ESG indicators that we believe are relevant for our business and are key disclosures for the Global Reporting Initiatives Standards (GRI Standards), the Task Force on Climate- Related Financial Disclosures (TCFD) and/ or the Sustainability Accounting Standards Board ("SASB"): Software and IT Services Standard (SASB Standards). Assurance statement		
	2-6 Activities, value chain and other business relationships	At EXL, we engage with over 3,000 suppliers of goods and services worldwide to help us run our business and deliver digital solutions to our clients. This includes vendors who supply us with IT and non-IT related products, support staff and consultants. Learn more about our strategic partnerships and alliances, including supplier relationships, on our website and in our Form 10-K linked below. Governance, ethics & integrity: Driving supply chain sustainability About EXL: Industries and services 2024 Form 10-K pages 7 and 16		
	2-7 Employees	About EXL Our People: Harnessing the power of diversity Sustainability performance data tables: Our people 2024 Form 10-K		
	2-8 Workers who are not employees	Sustainability performance data tables: Our people		
	2-9 Governance structure and composition	For a complete description of EXL's corporate governance practices and to learn more about the composition of our Board of Directors and committee composition, please refer to our 2024 Proxy Statement (pages 13-43), our 2024 Form 10-K, and our Corporate governance website. Governance, ethics & integrity: Board oversight of ESG Governance, ethics & integrity: Corporate governance Sustainability at EXL: Accountability & oversight		16 PEACE, JUSTICE AND STRONG INSTITUTIONS

EXL
**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
**Appendices
& data tables**

93

Governance Disclosures

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	To learn more about the nomination and selection of the highest governance body at EXL, our Board of Directors, please visit our 2024 Proxy Statement (pages 13-43) and our Corporate Governance website.		
	2-11 Chair of the highest governance body	To learn more about the chair of the highest governance body at EXL, our Board of Directors, please visit our 2024 Proxy Statement and our Corporate Governance website.		
	2-12 Role of the highest governance body in overseeing the management of impacts	To learn more about the role of the highest governance body in overseeing the management of impacts on the economy, the environment, and people, please visit 2024 Proxy Statement (pages 39-41) and our Corporate Governance website. Sustainability at EXL: Charting the course: our priority topics Sustainability at EXL: Accountability & oversight Governance, ethics & integrity: Board oversight of ESG Governance, ethics & integrity: Corporate governance		
	2-13 Delegation of responsibility for managing impacts	EXL's Board of Directors is responsible for overseeing our ESG performance, risks and disclosures. To learn more about delegation of responsibility for managing impacts on the economy, the environment, and people, please visit our 2024 Proxy Statement and our Corporate Governance website. Sustainability at EXL: Accountability & oversight Corporate governance: Board oversight of ESG		
	2-14 Role of the highest governance body in sustainability reporting	To learn more about the role of the highest governance body in sustainability reporting, please visit our 2024 Proxy Statement. Sustainability at EXL: Accountability & oversight Corporate governance: Board oversight of ESG		
	2-15 Conflicts of interest	Governance, ethics & integrity: Ethics & compliance 2024 Proxy Statement		
	2-16 Communication of critical concerns	The total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period has been omitted to protect the confidentiality of our employees as some critical concerns might still be under investigation and thus compromise the outcomes of the investigation and/or an employee's privacy.		
	2-17 Collective knowledge of the highest governance body	2024 Proxy Statement, page 27		

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
**Appendices
& data tables**

94

Governance Disclosures

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	The evaluation process of EXL's Board of Directors covers its oversight over sustainability matters including our impacts on the economy, environment, and people. To learn about the evaluation of the performance of the highest governance body at EXL please visit our 2024 Proxy Statement (page 33) and our Corporate governance website: Corporate Governance Guidelines.		
	2-19 Remuneration policies	Our NEOs receive remuneration in accordance with their employment agreements, which are disclosed in our proxy statement. Sustainability at EXL: Accountability & oversight 2024 Proxy Statement, pages 75-76		
	2-20 Process to determine remuneration	2024 Proxy Statement, page 68		
	2-21 Annual total compensation ratio	2024 Proxy Statement, page 99		
	2-22 Statement on sustainable development strategy	Message from our CEO	Statement of continuing support of the UNGC	
	2-23 Policy commitments	Our cross-functional management-level ESG steering committee, responsible for setting our ESG strategy and managing potential risks, applies the precautionary approach in identifying and assessing emerging risks. Since 2022, we have maintained our internal global Climate Change Policy. This policy states the commitments (including goals and targets) and approach of our business – in partnership with employees and suppliers – to address the business risks and opportunities associated with climate change. It also aims to align our strategy with the Paris Climate Agreement's goal of limiting average global temperature rise to 1.5°C above pre-industrial levels. EXL's Environmental, Health & Safety (EHS) Policy ensures that all workplace policies, procedures, systems and practices are optimized, including those related to reducing environmental impacts. For a description of our commitment to respect human rights please see Our purpose and values, Human Rights Policy, Modern Slavery Statement, EXL Code of Conduct and Ethics, and our Supplier Standards of Conduct.	Principles 1-10	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

EXL **2023 Sustainability Report**

1 Introduction

2 About EXL

3 Sustainability at EXL

4 Governance, ethics & integrity

5 Our people

6 Environment

7 Community engagement

8 **Appendices & data tables**

95

Governance Disclosures

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
GRI 2: General Disclosures 2021	2-23 Policy commitments	For a complete description of EXL's corporate governance practices, please refer to our 2024 Proxy Statement, 2024 Form10-K, and our Corporate governance website. Sustainability at EXL: Governance of sustainability Governance, ethics & integrity: Ethics & compliance Governance, ethics & integrity: Driving supply chain sustainability Integration of ESG into corporate risk management		
	2-24 Embedding policy commitments	Our Board seeks to maintain best practices in corporate governance by reviewing and updating our governance policies including our committee charters, Corporate Governance Guidelines and Code of Conduct and Ethics at least annually and provides oversight over our risk management and strategic planning as relates to our growth, human capital management, and environmental, social and governance matters. Our Board committees and senior leadership also oversee, and are accountable for, the implementation of our ESG-related policy commitments. See disclosure 2-23 for list of policy commitments in place and links that outline how we embed those policies and integrate those commitments into our organizational strategies, and our operational policies and procedures Sustainability at EXL: Accountability & oversight Governance, Ethics & Integrity: Corporate Governance		
	2-25 Processes to remediate negative impacts	Corporate governance: Ethics & compliance EXL Code of Conduct and Ethics, pages 7-12 Supplier Standards of Conduct Privacy Policy		16 PEACE, JUSTICE AND STRONG INSTITUTIONS
	2-26 Mechanisms for seeking advice and raising concerns	Governance, ethics & integrity: Ethics & compliance EXL Code of Conduct and Ethics Statement on Reporting Ethical Violations		16 PEACE, JUSTICE AND STRONG INSTITUTIONS
	2-27 Compliance with laws and regulations	We had no instances of non-compliance with applicable laws and regulations in 2023, as noted in our 2024 Form 10-K.		16 PEACE, JUSTICE AND STRONG INSTITUTIONS

EXL

**2023
Sustainability Report**

1 Introduction

2 About EXL

3 Sustainability at EXL

4 Governance, ethics & integrity

5 Our people

6 Environment

7 Community engagement

8 Appendices & data tables

96

Governance Disclosures

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
GRI 2: General Disclosures 2021	2-28 Membership associations	We engage with industry peers and other corporate leaders on environmental, social and/ or governance topics as well as market trends and drivers through several industry and business associations, including: • Security Council of India (DSCI) • The IT & Business Process Association of the Philippines (IBPAP) • NASSCOM		
	2-29 Approach to stakeholder engagement	Based on a prioritization exercise undertaken in consultation with our management, we have identified seven key stakeholder groups: employees, clients, stockholders and investors, suppliers, communities, governments, and regulatory bodies. Sustainability at EXL: Collaborative Engagement Sustainability at EXL: Mapping our progress, fueling results Sustainability at EXL: Charting the course: our priority topics		
	2-30 Collective bargaining agreements	Less than 1% of our total workforce is covered by collective bargaining agreements, comprised of our employees based in Romania in accordance with Romanian law. The remainder of our employees are in different geographies and are therefore not subject to such Romanian collective bargaining agreements or similar terms.		

Material topics

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability at EXL: Charting the course: our priority topics 2023 Materiality assessment		
	3-2 List of material topics	Sustainability at EXL: Charting the course: our priority topics 2023 Materiality assessment		

Economic performance

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	For more information on direct economic value generated and distributed, see 2024 Form 10-K. We present our financials on a consolidated basis across the Company and therefore do not present country-level detail. About EXL Community engagement: Our history of building digital skills	Principle 6	

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
**Appendices
& data tables**

97

Governance Disclosures

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Environment: Environmental compliance TCFD Index		
	201-3 Defined benefit plan obligations and other retirement plans	For U.S employees enrollment varies based on subsidiary entities. The employer contribution based on the entity can include either; An option of half of the employee's gross income multiplied by 6% or 3% of their annual income or 50% of the employee's annual contribution, whichever amount is lower 25% of contributions not exceeding 6% of employees salary. For all employees in India, contributions payable by the employer are 13% of actual basic salary and the employee under the scheme are 12% of actual basic salary. Additionally, EXL pays a one-time gratuity to retired employees or those who resign after at least five years of service, which is calculated pursuant to Indian legal requirements. 2024 Form 10-K, pages 39, F-19, F-43-46		
	201-4 Financial assistance received from government	The only jurisdictions in which we have financial incentives are India and South Africa, and we receive no other financial incentives from the government other than what is noted above. The government is not present in the shareholding structure. Sustainability performance data tables: About EXL 2024 Form 10-K, page 40		
Indirect economic impacts				
GRI 203: Indirect Economic Impacts 2017	203-2 Significant indirect economic impacts	Community engagement: Our history of building digital skills	Principle 6	

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
**Appendices
& data tables**

98

Governance Disclosures

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
Anti-corruption (Tier 1)				
GRI 3: Material Topics 2021 Anti-Corruption	3-3 Management of material topics	EXL has an Anti-Bribery and Corruption policy in place. Sustainability performance data tables: Ethics & compliance Governance, ethics & integrity: Ethics and compliance EXL Code of Conduct and Ethics 2024 Form 10-K, page 25 Statement on Reporting Ethical Violations		16 PEACE, JUSTICE AND STRONG INSTITUTIONS
GRI 205: Anti-corruption 2017	205-2 Communication and training about anti-corruption policies and procedures	Employee data by region has been omitted to protect the confidentiality of our employees in regions in which we employ a small number of employees, and as such, employees may be identifiable. Governance, ethics & integrity: Ethics & compliance Sustainability performance data tables: Governance, ethics & integrity EXL Code of Conduct and Ethics		16 PEACE, JUSTICE AND STRONG INSTITUTIONS
GRI 205: Anti-corruption 2018	205-3 Confirmed incidents of corruption and actions taken	We have not identified any material confirmed incidents of corruption within our operations.		
Anti-competitive behavior				
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No legal actions were pending or completed during the reporting period regarding anti-competitive behavior and/or violations of anti-trust and monopoly legislation.		
Energy				
GRI 3: Material Topics 2021 Energy	3-3 Management of material topics	Environment Environment: Accelerating towards net zero Environment: Energy efficiency & renewable energy TCFD index EXL CDP Report	Principles 7, 8, 9	7 AFFORDABLE AND CLEAN ENERGY / 12 RESPONSIBLE CONSUMPTION AND PRODUCTION / 13 CLIMATE ACTION
GRI 302: Energy 2016	302-1 Energy consumption within the organization	We do not sell any electricity, heating, cooling or steam. Sustainability performance data tables: Environment EXL CDP Report		

EXL
**2023
Sustainability Report**

| 1 Introduction | 2 About EXL | 3 Sustainability at EXL | 4 Governance, ethics & integrity | 5 Our people | 6 Environment | 7 Community engagement | 8 Appendices & data tables |

99

Governance Disclosures

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
GRI 302: Energy 2017	302-2 Energy consumption outside of the organization	EXL reports and tracks energy consumption outside of the organization in the units required by CDP and TCFD. Sustainability performance data tables: Environment		
GRI 302: Energy 2018	302-3 Energy intensity	Sustainability performance data tables: Environment	Principles 7, 8, 9	
GRI 302: Energy 2019	302-4 Reduction of energy consumption	Environment: Energy efficiency & renewable energy Sustainability performance data tables: Environment	Principles 7, 8, 9	
Water and effluents				
GRI 303: Water and Effluents 2020	303-3 Water withdrawal	Not applicable: all water withdrawn is from municipal water sources or through purpose from private suppliers. Being an IT/ ITeS organization, we are not a water intensive organization and none of our operations have any impact on water conservation areas that have been designated and notified to us by national or international bodies. Environment: Water management & conservation Sustainability performance data tables: Environment TCFD index	Principles 8 and 9	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
GRI 303: Water and Effluents 2021	303-4 Water discharge	Wastewater in our office facilities is discharged to common sewage treatment plants or directly to the municipal sewer systems. This ensures that our wastewater is not discharged into subsurface waters, surface waters or sewers that lead directly to rivers, oceans, lakes, wetlands, and ground water. Certain of our office campuses in India (Noida, Gurugram and Bangalore) are zero discharge campuses. Because our offices are in urban areas in multi-tenant buildings, we are not able to measure total water discharge. Environment: Water management & conservation	Principles 8 and 9	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
GRI 303: Water and Effluents 2022	303-5 Water consumption	Our 2023 water consumption was 112,589 kiloliters (all geographies except the United States). Environment: Water		

EXL **2023 Sustainability Report**

1 Introduction 2 About EXL 3 Sustainability at EXL 4 Governance, ethics & integrity 5 Our people 6 Environment 7 Community engagement **8 Appendices & data tables** 100

Governance Disclosures

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
Emissions				
GRI 3: Material Topics 2021 Emissons	3-3 Management of material topics	Environment Environment: Accelerating towards net zero Environment: 2023 GHG emissions TCFD index EXL CDP Report	Principles 7, 8 and 9	(SDG 7, 12, 13)
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Environment: Accelerating towards net zero Environment: 2023 GHG emissions Sustainability performance data tables: Environment EXL CDP Report		
	305-2 Energy indirect (Scope 2) GHG emissions	Environment: Accelerating towards net zero Environment: 2023 GHG emissions Sustainability performance data tables: Environment EXL CDP Report		
	305-3 Other indirect (Scope 3) GHG emissions	Environment: Accelerating towards net zero Sustainability performance data tables: Environment EXL CDP Report		
	305-4 GHG emissions intensity	Environment: Accelerating towards net zero Environment: 2023 GHG emissions Sustainability performance data tables: Environment EXL CDP Report		
	305-5 Reduction of GHG emissions	Environment: Accelerating towards net zero Environment: 2023 GHG emissions Sustainability performance data tables: Environment EXL CDP Report		(SDG 7, 12, 13)
	305-6 Emissions of ozone-depleting substances (ODS)	Data on ozone depleting substances is not shared in this report. They are not material for EXL given the nature of our business.	Principles 7, 8 and 9	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Air Emissions: Data on SOx, NOx and Particulate Matter are not available as they are not material for EXL. Air emissions are not material to us. We therefore do not consider air emissions to be a key indicator. Given that we are not operating in a carbon-intensive industry we are not currently subject to the same level of regulation as companies in high-emitting sectors.	Principles 7, 8 and 9	

EXL
**2023
Sustainability Report**

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

101

Governance Disclosures

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
Waste				
GRI 306: Waste 2020	306-4 Waste diverted from disposal	Environment: Minimizing waste Sustainability performance data tables: Environment	Principles 8 and 9	
Supplier environmental assessment				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	In 2023, 95% of new suppliers completed our supplier onboarding questionnaire, collecting detailed background on supplier policies and performance related to sustainability matters, helps ensure that they operate in alignment with our core values, and measures their ability to adhere to our Supplier Standards of Conduct. We updated this questionnaire in 2023, and again in early 2024 to better understand the sustainability practices of our suppliers. In 2024, we began building the capabilities of our suppliers to help track data for Scope 3 supplier emissions more accurately. In 2022 and early 2023 we began to analyze supplier questionnaire responses to better understand their position and activities around sustainability, including their own Supplier Standards of Conduct, diversity, equity, and inclusion policies, environmental management and progress, human rights compliance, sustainability reporting, and more. As of 2023, we make contracting decisions based on the above- mentioned analysis. Governance, ethics & integrity: Driving supply chain sustainability Sustainability performance data tables: Supply chain responsibility EXL Supplier Standards of Conduct		
Employment (Tier 1)				
GRI 3: Material Topics 2021 Employment	3-3 Management of material topics	Governance, ethics & integrity: Driving supply chain sustainability Our people 2024 Proxy Statement, pages 52 and 80 2024 Form 10-K, page 8	Pricniples 1 and 6	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability performance data tables: Our people		
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	For a list of employee benefits see our 2024 Proxy Statement (pages 52 and 80) and our 2023 Form 10-K (page 8). We currently do not report these benefits by location of operations as they vary based on what is required by law and what is offered by the state. Our people: Nurturing health, safety & well-being		

EXL

2023 Sustainability Report

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

102

Governance Disclosures

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
Occupational health and safety				
GRI 3: Material Topics 2021 Occupational Health & Safety	3-3 Management of material topics	The EXL Code of Conduct and Ethics outlines our commitments to providing a healthy and safe working environment and our policy to maintain a drug-free workplace. Our people: Nurturing health, safety, & well-being Read more about our approach to health, safety, and well-being.	Principles 1 and 2	3 GOOD HEALTH AND WELL-BEING
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	EXL's global Health and Safety Management System is certified to ISO 45001: 2018. Our people: Nurturing health, safety, & well-being Read more about our approach to health, safety, and well-being.		
	403-2 Hazard identification, risk assessment, and incident investigation	We conduct a risk assessment annually with the aim of minimizing risk in the workplace. We also have a formal process for reporting any incident, hazard or near miss while at work. When an incident is reported, the EHS team takes appropriate action to close the issue with implementation of preventative measures such as ergonomically designed work-stations, installation of fire extinguishers, provision of appropriate personal protective equipment, among others. 2024 Proxy Statement, page 53		3 GOOD HEALTH AND WELL-BEING
	403-5 Worker training on occupational health and safety	As part of our ISO 45001:2018 Health and Safety Management System, all employees receive regular training on health and safety matters, including how their activities contribute to the Health and Safety (H&S) objectives, the benefits of improved H&S performance, and the implications and consequences of not conforming to health and safety requirements. In 2023, approximately 90% of our employees completed our health and safety training e-module. Our people: Nurturing health, safety, & well-being Read more about our approach to health, safety, and well-being. 2024 Proxy Statement, page 53	Principles 1 and 2	
	403-6 Promotion of worker health	Our people: Nurturing health, safety, & well-being		
	403-8 Workers covered by an occupational health and safety management system	All of our delivery centers are covered under EXL's Health and Safety Management system. As of December 31, 2023, 100% of our delivery centers worldwide were ISO 45001:2018 (Occupational Health and Safety) certified. Our people: Nurturing health, safety, & well-being Sustainability performance data tables: Our people		

EXL
**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
**Appendices
& data tables**

103

Governance Disclosures

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
Training and Education (Tier 1)				
GRI 3: Material Topics 2021- Training & Education	3-3 Management of material topics	Our people: A differentiated talent strategy Our people: Talent acquisition Our people: Training & development Read more about our training and development. 2024 Form 10-K pages 9-20		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Our people: A differentiated talent strategy Sustainability performance data tables: Our people		
	404-2 Programs for upgrading employee skills and transition assistance programs	We have not had a need to support our workers by providing transition assistance programs in 2023, or previously, as we have not carried out significant layoffs. Our people: Talent acquisition, training & development 2024 Form 10-K, pages 8-10 2024 Proxy Statement, pages 49, 50-51		
	404-3 Percentage of employees receiving regular performance and career development reviews	In 2023, 93% percent of employees across all employee categories participated in the annual performance development process.		
Diversity and equal opportunity				
GRI 3: Material Topics 2021 Diversity and equal opportunity	3-3 Management of material topics	Governance, ethics & integrity: Corporate governance Our people: Transformative outcomes begin here Our people: Harnessing the power of diversity Diversity and inclusion at EXL	Principles 1, 2 and 6	5 GENDER EQUALITY
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Sustainability performance data tables: Diversity, Equity & Inclusion 2024 Proxy Statement		
	405-2 Ratio of basic salary and remuneration of women to men	We address pay equity by closing the gap in average pay between employees of different genders or race/ethnicity in the same or similar roles after accounting for legitimate business factors that can explain differences, such as location, time at grade level, and tenure. Our people: Harnessing the power of diversity		

EXL 2023
Sustainability Report

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 **Appendices & data tables**

104

Governance Disclosures

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
Child labor				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	EXL does not use child labor (i.e., a person under the minimum age provisions of applicable laws and regulations) or forced labor (i.e., prison labor, indentured labor, bonded labor, military labor, slave labor), does not condone any form of human trafficking, and will not work with third parties who engage in such practices. Modern Slavery Statement Supplier Standards of Conduct EXL Code of Conduct and Ethics		
Forced or compulsory labor				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	EXL did not use forced or compulsory labor (i.e., slave labor or bonded labor) or use debts as a means of maintaining workers in a state of forced labor. Modern Slavery Statement Supplier Standards of Conduct EXL Code of Conduct and Ethics		
Local communities				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	99% of our operations have implemented local community development programs.[1] This is done through programming based on our local communities' needs. We currently engage with stakeholders representative of the communities in each of our major regions of operations through our community engagement partnerships, as well as by engaging our employees who are local to such regions through our employee CSR champion program to understand what causes they are interested in and believe would benefit their communities. We have not yet conducted impact assessments but are considering doing so for the future. Community engagement: Accelerating progress in our communities Community engagement: Our history of building digitial skills		

[1] This includes locations with significant employee populations, including operations in Canada, India, Philippines, South Africa, United Kingdom/Europe, and the United States.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
**Appendices
& data tables**

105

Governance Disclosures

GRI Standard	Disclosure	Location & notes	UNGC Alignment	UN SDG Alignment
Supplier social assessment				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	There have been no suppliers identified as having significant actual and potential negative social impacts with which improvements were required or relationships were terminated. For more details, please refer to our disclosure for 308-1. Governance, ethics & integrity: Driving supply chain sustainability Sustainability performance data tables: Supply chain responsibility Supplier Standards of Conduct	Principles 1, 2, 4, 5 and 6	
Public policy				
GRI 415: Public Policy 2016	415-1 Political contributions	ExlService Holdings, Inc. did not make any political contributions to any political party, candidate, or political organization, either in cash or in-kind donations.		
Client privacy				
GRI 3: Material Topics 2021 Client Privacy	3-3 Management of material topics	Governance, ethics & integrity: Best-in-class security & privacy 2024 Proxy Statement pages 40 and 54		
GRI 418: Client Privacy 2016	418-1 Substantiated complaints concerning breaches of client privacy and losses of client data	No substantiated complaints were received concerning breaches of client privacy during the reporting period, nor did we identify leaks, thefts, or losses of client data.		

EXL **2023 Sustainability Report**

| 1 Introduction | 2 About EXL | 3 Sustainability at EXL | 4 Governance, ethics & integrity | 5 Our people | 6 Environment | 7 Community engagement | 8 Appendices & data tables | 106 |

SASB index

EXL has elected to report to the SASB Standard for the Software and IT Services industry under the Technology & Communications sector. Unless otherwise noted, all data and descriptions apply to our entire company and data is for the year ended December 31, 2023. We do not currently disclose all metrics included in the Standard for our sector, but we will continue to evaluate them in the future.

Table 1. Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting metric	
Environmental footprint of hardware infrastructure	TC-SI-130a.1	1) Total energy consumed, 2) percentage grid electricity, 3) percentage renewable	1) 85,895 GJ 2) 74.49% 3) 23.92% In 2023, we continued to make meaningful and measurable progress towards meeting our GHG emissions reduction goals and targets. We achieved a 60.4% decrease in Scope 1 and 2 GHG emissions since 2019. In 2023, we reduced our overall GHG emissions from 45,503 tCO2e in 2022 to 43,809 tCO2e, which excludes remote working. This change can be attributed to several strategic actions, including energy efficiency programs, harnessing renewable energy, investing in nature-based solutions, and our awareness and engagement programs. Environment: Accelerating towards net zero
Environmental footprint of hardware infrastructure	TC-SI-130a.2	1) Total water withdrawn, 2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Please see our ESG performance data tables for information related to our current reporting boundary for water, which includes our operations in India and the Philippines. Environment: Water
Environmental footprint of hardware infrastructure	TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	EXL does not currently report information on this topic. However, all recently developed, and all proprietary digital cloud solutions, are cloud native, which eliminates the need for on premise data centers. Any legacy applications are also being moved to the cloud, except as specifically requested by our clients. Through our commitments to innovation, we aim to support our clients' digital transformations, while also helping them to discover ways to reduce their impacts on the environment and society.

EXL **2023 Sustainability Report**

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

107

Table 1. Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting metric	
Data privacy & freedom of expression	TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Exl Service Holdings, Inc. and its subsidiaries worldwide are committed to respecting online privacy and recognizing the need for appropriate protection and management of any personally identifiable information (PII) shared with us based on applicable data protection laws and regulations. For more information on our approach to privacy, please see our EXLService Privacy Policy. Governance, ethics & integrity: Best-in-class security & privacy
Data privacy & freedom of expression	TC-SI-220a.2	Number of users whose information is used for secondary purposes	This EXLService Privacy Policy describes the information we collect about our website users and what may happen to that information. We do not process the personal data of individual users of our products and services for secondary purposes.
Data privacy & freedom of expression	TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	In 2023, we did not report any monetary losses as a result of legal proceedings associated with user privacy.
Data privacy & freedom of expression	TC-SI-220a.4	1) Number of law enforcement requests for user information, 2) number of users whose information was requested, 3) percentage resulting in disclosure	We did not receive any requests for user information from law enforcement in 2023.
Data privacy & freedom of expression	TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	None of our core products and services are subject to government-required monitoring, blocking, content filtering, or censoring.
Data security	TC-SI-230a.1	1) Number of data breaches, 2) percentage involving personally identifiable information (PII), 3) number of users affected	In 2023, we had zero data security breaches that required disclosure in our public SEC filings.

EXL

**2023
Sustainability Report**

| 1 Introduction | 2 About EXL | 3 Sustainability at EXL | 4 Governance, ethics & integrity | 5 Our people | 6 Environment | 7 Community engagement | 8 Appendices & data tables |

108

Table 1. Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting metric	
Data security	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Governance, ethics & integrity: Best-in-class security & privacy
Recruiting & managing a global, diverse and skilled workforce	TC-SI-330a.1	Percentage of employees that are 1) foreign nationals and 2) located offshore	1) 1.6% 2) 0.01%[1] For more information, please see the sections titled "Risks Related to the International Nature of Our Business" and "Human Capital Management" in our 10-K.

[1] Calculation considers individual employees that are located offshore from any of EXL's global entities.

EXL **2023 Sustainability Report**

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

109

Table 1. Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting metric	
Recruiting & managing a global, diverse and skilled workforce	TC-SI-330a.2	Employee engagement as a percentage	We assess employee engagement annually through a formal employee engagement survey and report our score publicly each year. To capture engagement in 2023, we used a chatbot survey platform to measure employee sentiment. The digital employee engagement survey included 14 questions that were divided into the following categories: 1) Operating work location 2) Dimensions of engagement: manager, learning, and career-related 3) Drivers of engagement: advocacy, retention, and drive 4) Suggestion to enhance experience In 2023, we reported an 91.2% employee engagement score, which increased from 87.9% in 2022. The engagement score is the mean score of the following 3 questions: 1) You would always recommend EXL to a friend who is seeking employment 2) You hardly ever think about leaving EXL to work somewhere else 3) EXL motivates you to perform your best every day EXL translates these survey results to report the percentage of employees that are actively engaged. We do not currently report on other engagement levels, such as "not engaged," "passive," or "actively disengaged." Additional 2023 Employee engagement survey results include: 91.2% overall survey response rate (highest ever in last four events) 92.1% employees feel their manager treats them with respect 91.60% employees feel they and their colleague collaborate well 89.3% employees feel they receive the support needed from their manager 88.8% employees feel EXL values diversity 88.1% employees feel their manager sets clear goals for their performance In addition to the results listed above, we also conduct regular pulse surveys to gauge employee perspectives on specific topics such as communication, health and wellness, connectivity, among others. Our people: Employee engagement

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

**8
Appendices
& data tables**

110

Table 1. Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting metric	
Recruiting & managing a global, diverse and skilled workforce	TC-SI-330a.3	Percentage of gender and racial/ ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Our people: Transformative outcomes begin here Sustainability performance data tables: Our people
Intellectual property protection & competitive behavior	TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	No legal actions were pending or completed during the reporting period regarding anti-competitive behavior and violations of anti- trust and monopoly legislation.
Managing systemic risks from technology disruptions	TC-SI-550a.1	Number of (1) performance issues and (2) service disruptions (3) total client downtime	There were 60 business continuity management incidents reported in 2023, and none of the events resulted in any major service disruption, client downtime, or financial impact. Our crisis response procedures are comprehensive and well defined, and the recovery workarounds implemented by the Crisis Management Teams helped us to manage these events without any major business impact.
Managing systemic risks from technology disruptions	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	Please also see Item 1A. Risk Factors in our 2024 10-K for risks related to service disruptions and outage. Governance, ethics & integrity: Business continuity excellence TCFD Index

EXL **2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
**Appendices
& data tables**

111

TCFD index

This index reflects our alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The reporting boundary for this information includes our operations in the European Union, India, Mexico, the Philippines, South Africa, the United Kingdom, and the United States. We intend to continue refining our strategy and expanding our reporting going forward.

Disclosure	Response / Reference
Governance	
Describe the Board's oversight of climate-related risks and opportunities.	Our Board of Directors is responsible for overseeing EXL's ESG performance, risks and disclosures, including climate-related risks and opportunities, while our leadership is responsible for the day-to-day management of ESG. Each of our Board committees are involved in oversight of ESG-related risks as it relates to matters within their purview. Our Board and its committees receive regular reports from our management-level ESG Steering Committee on ESG and sustainability risks, including those related to climate risk and environmental stewardship, and accompanying disclosures. The Nominating and Governance Committee provides general oversight of ESG, including policies and goals, targets and metrics, which include climate-related risks and opportunities. The Nominating and Governance Committee receives updates on ESG and sustainability at EXL quarterly (one of these including an annual review to the full Board). The Audit Committee provides oversight over ESG disclosures, processes and controls, including those related to climate change. The Audit Committee is briefed annually by the ESG Steering Committee. The entire Board is regularly briefed on the matters overseen by each Board Committee and the ESG Steering Committee reports to the entire Board annually on EXL's sustainability-related initiatives. Governance, ethics and integrity: Board oversight of ESG Environment

EXL **2023 Sustainability Report**

| 1 Introduction | 2 About EXL | 3 Sustainability at EXL | 4 Governance, ethics & integrity | 5 Our people | 6 Environment | 7 Community engagement | 8 **Appendices & data tables** |

112

Disclosure	Response / Reference

Governance

| **Describe management's role in assessing and managing climate-related risks and opportunities.** | Our CEO is responsible for ensuring the implementation of EXL's sustainability strategy. He oversees all aspects of the organization's sustainability efforts, with support from the General Counsel (who serves as chair of the ESG Steering Committee) and the ESG Steering Committee in addressing climate-related concerns at EXL.

Infrastructure risk assessments conducted by our EHS leaders ensure that we effectively respond to climate-related challenges and opportunities. All risks and opportunities are evaluated for their financial impact and likelihood. |

Strategy

| **Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.** | **EXL's robust business continuity and disaster recovery plans are constantly being strengthened to handle disruptions caused by climate events.**

a) Short-term: 0-3 years
b) Medium-term: 3-10 years
c) Long-term: >10 years

Physical risks:
EXL has conducted a screening exercise through hot spot analysis to assess the relative risk level caused by climate-related natural hazards to our assets under different climate change scenarios compared to the baseline natural hazards exposure. This exercise utilized the climate data and business-specific information to assess climate hazards applicable to our critical office and physical server locations. We consider acute and chronic physical risks in our climate-related risk assessments. Acute physical risks refer to sudden risk events that can have a significant impact, such as cyclones, hurricanes, and floods. Chronic physical risks, on the other hand, are prolonged physical risk events due to longer-term shifts in climate patterns, such as sustained higher temperatures, sea-level rise, and chronic heat waves.

India: Extreme heat is identified as the most commonly experienced hazard across EXL's India sites. The risk associated with it is high in baseline period for all sites, except the Pune and Bangalore sites, and it remains the same in 2030 and 2050 under the scenarios considered. Similarly, water stress is identified for all the sites as high risk, except Kochi where the risk was moderate. In Noida and Gurugram, the risk from riverine flooding is high in the baseline as well as in future scenarios. |

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

**8
Appendices
& data tables**

113

Disclosure	Response / Reference
Strategy	
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	**Phillipines:** Tropical cyclones are identified as a risk during the baseline period as well as the future time horizons across the sites in the Philippines. **South Africa:** Water scarcity is identified as a high risk during the baseline period for EXL's South Africa sites, and it remains the same by the 2030s and 2050s under the scenarios considered for the Cape Town site. **United States:** All sites located across the US have high risk from extreme heat, except EXL's site in Denver, Colorado. Under both climate scenarios, maximum average temperature is expected to increase across all the US sites. High risk of water scarcity is identified for all US sites except the sites in Dallas, Texas, Missouri, New York, and Pittsburgh, Pennsylvania. Under both climate scenarios, water scarcity is expected to significantly increase by 2050 for most of EXL's US sites. **United Kingdom:** Water scarcity is identified as a high risk under the baseline, 2030, and 2050 scenarios under the Shared Socioeconomic Pathways (SSPs), a set of scenarios that describe how human societies might develop in the future, including a middle-of-the-road scenario with moderate climate change and a high emissions scenario leading to significant climate change. **Ireland:** Risk of coastal flood is high for the baseline and future scenarios for the Ireland site. Moreover, the risk of cold extremes is decreasing, as temperatures increase, in the future scenarios compared to baseline. **Mexico:** Risk of water scarcity and cyclones is high in each of the baseline and future time horizons under the considered scenarios. **Europe (Bulgaria, Czech Republic, Romania):** Extreme heat and extreme cold risk are high for all of EXL's sites in the baseline for Europe. Risk from extreme cold is moderately decreasing in future scenarios for all three European sites. **Colombia:** Climate risk is low for EXL's Colombia sites.

EXL

**2023
Sustainability Report**

1 Introduction

2 About EXL

3 Sustainability at EXL

4 Governance, ethics & integrity

5 Our people

6 Environment

7 Community engagement

8 Appendices & data tables

114

Disclosure	Response / Reference
Strategy	
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	**Transition risk:** In 2023, EXL took a proactive step towards safeguarding its operations by conducting a comprehensive assessment across our locations in Colombia, Europe, India, Ireland, Mexico, the Philippines, South Africa, the United States, and the United Kingdom. This assessment focused on identifying potential disruptive events, their impact on our business, and the recovery timelines required to resume normal operations. We delved into vulnerabilities within our infrastructure (based on existing control measures) and the potential consequences of common threats like climate related events. This detailed analysis was then translated into a risk matrix, allowing us to prioritize actions and allocate resources effectively. Leveraging the International Energy Agency scenario data, our transition risk analysis revealed that the low-carbon transition in economies where EXL operates (Colombia, Europe, India, Ireland, Mexico, the Philippines, South Africa, the United States, and the United Kingdom), is anticipated to accelerate primarily beyond the mid-to-late 2030s. This implies that, from a risk and opportunity standpoint, the most material impacts for EXL are likely to materialize over the long term. This allows EXL to proactively develop and implement strategies that mitigate potential risks and capitalize on emerging opportunities associated with the low-carbon transition. Carbon pricing and national decarbonization plans are potentially high risks for EXL's long-term (2050) operations. The implementation of carbon pricing mechanisms across various regions, though staggered in timing and severity, is highly likely due to their effectiveness in curbing emissions and achieving national climate targets. This may lead to increased operating costs across all our business segments. Similarly, national decarbonization plans, with their ambitious goals, could exert significant pressure on EXL to accelerate our own decarbonization efforts. This, in turn, could necessitate additional capital expenditure and ongoing operational expenses. The electrification of transportation, a key component of the low-carbon transition, and related policies driven by national decarbonization plans may present limited risks in the short-to-medium term (2030). However, these risks are expected to escalate in the long term (2050 onwards). This could necessitate a shift towards electric vehicles for employee transportation, potentially impacting our financial outlays. Additionally, compliance with evolving national policies aimed at decarbonization could translate into increased operational costs to ensure continued alignment with regulations. Another potential medium-term risk (2040 onwards) is associated with shifting consumer preferences, demand fluctuations, and building sector emissions. However, EXL's exposure to these risks is either inherently lower, resulting in a muted impact, or has been proactively mitigated through existing initiatives. For instance, our focus on operational efficiency and green technology adoption helps us navigate potential cost increases associated with critical minerals and fossil fuels. Similarly, our commitment to sustainable data center practices (e.g., use of renewable energy to power certain of our data centers, use of cloud-based solutions, among others) helps minimize emissions from our facilities. Consequently, these factors are reasonably unlikely to translate into significant business risks in the long term.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

**8
Appendices
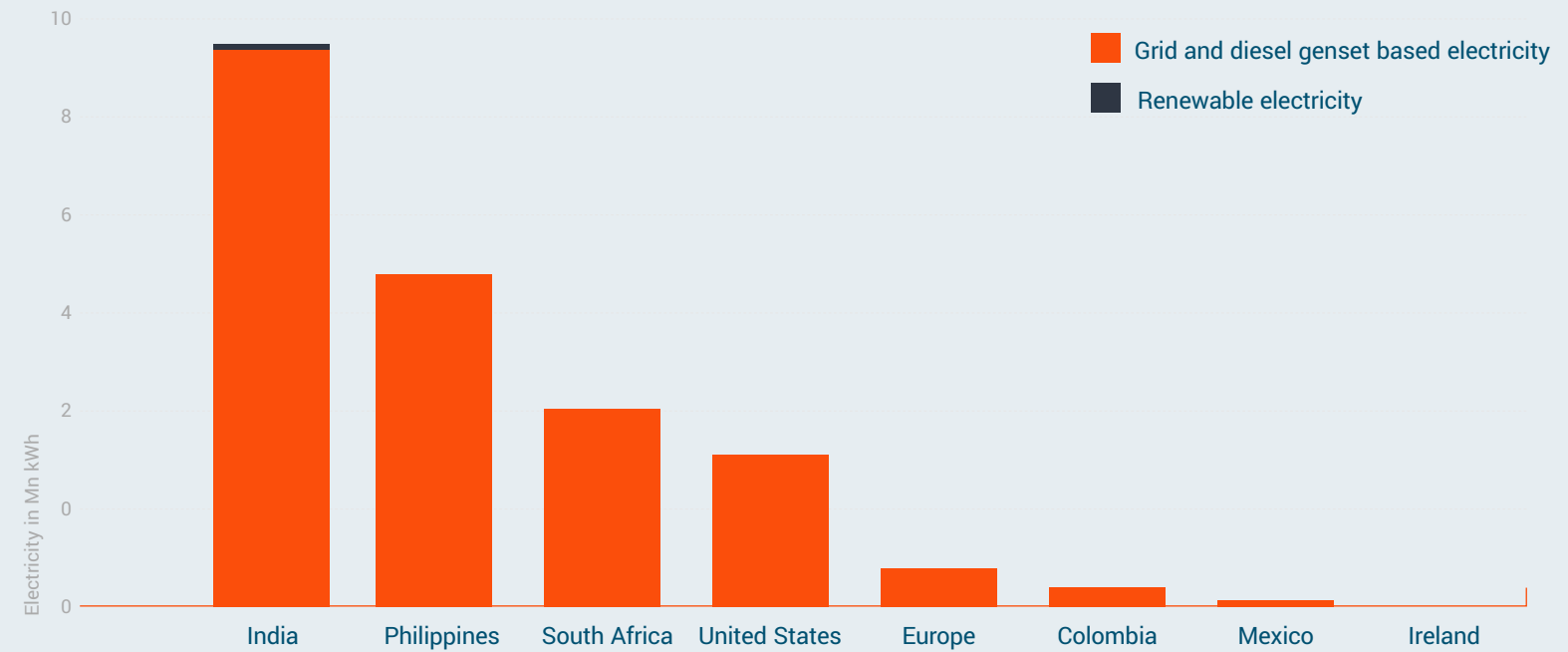& data tables**

115

Disclosure	Response / Reference

Strategy

Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

Physical risks quantification

For the extreme heat impact, we assessed the change expected in the mean temperature across our operations and the impact on the electricity requirement to ensure the right temperature for employees and our data servers. Our data servers are located in Colombia, India, the Philippines, and South Africa, where the expected mean temperature change over future time frames across different scenarios are as follows:

Data server locations and mean temperature changes expected

Location	Baseline Mean temperature	2030 (Increase in mean temperature)		2050 (Increase in mean temperature)	
		SSP 2-4.5	SSP 5-8.5	SSP 2-4.5	SSP 5-8.5
Bogota, Colombia	19.8	0.8	1.4	0.9	2.0
Noida, India	24.9	0.4	1.2	0.6	1.8
Pune, India	25.8	0.6	1.2	0.6	1.7
Bangalore, India	25.3	0.6	1.2	0.6	1.6
Manila, Philippines	26.7	0.6	1.1	0.8	1.1
Cape Town, South Africa	17.6	0.6	1.0	0.6	1.3

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
**Appendices
& data tables**

116

Disclosure	Response / Reference
Strategy	

Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

The current electricity consumption across our different locations is as follows:

Current energy consumption

EXL
**2023
Sustainability Report**

1 Introduction

2 About EXL

3 Sustainability at EXL

4 Governance, ethics & integrity

5 Our people

6 Environment

7 Community engagement

8 Appendices & data tables

117

Disclosure	Response / Reference
Strategy	

Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

Electricity tariffs for the different locations were obtained from the Network for Greening the Financial System's (NGFS) scenarios to estimate the impact of the additional electricity need. These prices were obtained for the current policies scenario, which aligns with the business-as-usual scenario of the International Energy Agency (IEA).

Electricity tariffs under current policies
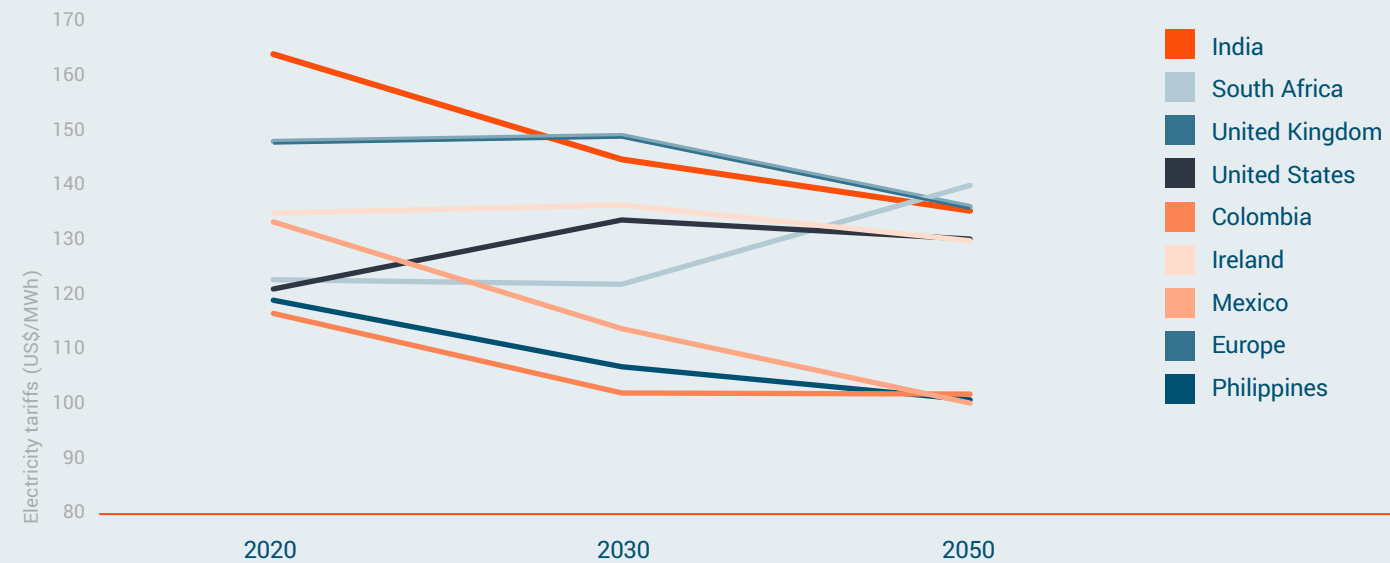
The total estimated additional costs from this increased electricity requirement resulting from changing temperatures are $0.11-0.12 USD million by 2030 and $0.14-0.15 USD million by 2050 across the different scenarios. Comparing these numbers to our earnings before interest, taxes, depreciation, and amortization (EBIDTA), we see a potential impact of 0.04%-0.05% over the different time frames and scenarios.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

**8
Appendices
& data tables**

118

Disclosure	Response / Reference
Strategy	
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	**Transition risks and opportunities quantification** Based on EXL's carbon footprint across different geographies and the expected carbon costs across different scenarios, we expect that the direct impact from carbon pricing, whether in the form of carbon taxes or emission trading schemes, could vary between 0.1%- 0.2% of EBITDA, by 2030 and 0.2%- 0.7% by 2050 across different scenarios. For 2026, we do not expect any direct risk from carbon pricing as our business is not expected to be covered globally under any carbon pricing schemes in effect at that time. Further, EXL relied on carbon pricing from the IEA World Energy Outlook 2023 report to understand how it is expected to evolve across different time frames for the different geographies where we operate, both in a business as usual (Stated Policies Scenario) and a low-carbon scenario (Announced Pledges Scenario).
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Based on our operations' carbon footprint and potential carbon prices, EXL expects an additional operating cost of between $0.39-0.60 USD million by 2030 and $0.60-2.15 USD million by 2050 across the different scenarios. On the transition opportunity from energy efficiency, we relied on the data specific to our electricity consumption across different locations, as detailed above, as well as the electricity tariffs across the business as usual (NGFS's Current Policies/ IEA's Stated Policies scenarios) and low carbon scenario (NGFS's Nationally Determined Contributions/ IEA's Stated Policies scenarios). Based on the energy efficiency measures planned and the electricity tariffs across business as usual and low-carbon scenarios, EXL expects a cost savings of $0.2-0.3 USD million across different time frames and scenarios, which will be around 0.08%- 0.11% of our EBITDA.
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Based on our operations' carbon footprint and potential carbon prices, EXL expects an additional operating cost of between $0.39-0.60 USD million by 2030 and $0.60-2.15 USD million by 2050 across the different scenarios. On the transition opportunity from energy efficiency, we relied on the data specific to our electricity consumption across different locations, as detailed above, as well as the electricity tariffs across the business as usual (NGFS's Current Policies/ IEA's Stated Policies scenarios) and low carbon scenario (NGFS's Nationally Determined Contributions/ IEA's Stated Policies scenarios). Based on the energy efficiency measures planned and the electricity tariffs across business as usual and low-carbon scenarios, EXL expects a cost savings of $0.2-0.3 USD million across different time frames and scenarios, which will be around 0.08%- 0.11% of our EBITDA.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
**Appendices
& data tables**

119

Disclosure	Response / Reference
Strategy	
Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	**Physical risk scenario analysis:** EXL conducted physical risk scenario analysis using the latest set of climate data from the International Panel for Climate Change, Sixth Assessment Cycle (IPCC's AR6), published in 2021, and used shared socio-economic pathways SSP2-4.5 (business as usual emissions) and SSP5-8.5 (high carbon emissions) for baseline/short (2026), medium-term (2030) and long-term (2050) time horizons to assess climate hazards. We have chosen the two scenarios to conduct the physical risks assessment as they represent the current pace of evolution expected, as well as the worst case so that we are prepared for both. **Transition risk scenario analysis:** EXL conducted a transition risk analysis to comprehensively evaluate material risks and opportunities that may arise during the transition to a low-carbon future. This analysis leverages both business-as-usual (BAU) emissions projections and low-carbon scenario modelling to identify critical areas of potential impact. For conducting the analysis, EXL leveraged scenarios established by the IEA to comprehensively assess risks and opportunities. We employed two contrasting pathways: the IEA Announced Pledges Scenario (APS) and the IEA Stated Policies Scenario (STEPS). Considering the materiality of impact of the physical risks and our current readiness, transition risk measures are aimed at supporting building resilience in our business over the short, medium and long term. In the long term, EXL is committed to minimizing its environmental impact and actively pursuing emissions reductions goals. For this we are starting in the short term by establishing a dedicated team for energy efficiency across our sites. These efforts include analyzing energy consumption data, implementing energy-saving measures, and fostering a culture of conservation. Furthermore, we are aiming for significant reductions in our GHG footprint by transitioning to Platinum LEED-certified buildings, which can potentially lead to a 20-25% decrease in GHG emissions in the short-to-medium term. We are also exploring the adoption of net zero emissions-certified buildings under LEED standards within our operational regions. Beyond building efficiency, we are harnessing renewable energy sources and have demonstrably expanded the utilization of renewable energy throughout 2022 and 2023. EXL has already installed in house rooftop solar panels at certain of our India sites. We are also exploring nature-based solutions like tree planting initiatives in India to further offset carbon emissions in the medium-to-long term.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

**8
Appendices
& data tables**

120

Disclosure	Response / Reference
Risk Management	
Describe the organization's processes for identifying and managing climate-related risks.	Our risk management process prioritizes internal stakeholder consultation for a comprehensive approach. We follow the below steps for risk identification, assessment and management: ● **Set objective:** At EXL, we are committed to contributing to global efforts in GHG mitigation, climate change adaptation, and resilience, while also striving to increase our business opportunities related to climate change. Our climate change objectives are strategic and are aligned with our risk appetite. ● **Identify events:** We carry out climate change risk assessments to identify physical as well as transition risks that EXL can potentially face in short/medium to long-term time horizons. Within this step, both relevant climate hazards (for physical risk) and climate drivers (for transition risk) are identified in line with TCFD guidelines. ● **Assess risk:** Under this step, evaluation of climate hazards and climate drivers for EXL sites/regions is conducted under selected climate scenarios in line with TCFD guidelines. This step further facilitates prioritizing risks that are ranked high on impact and likelihood. We have conducted assessments for climate change using the latest set of climate data from the IPCC's AR6, published in 2021 and used scenarios SSP2-4.5 (business as usual emissions) and SSP5-8.5 (high carbon emissions). ● **Risk response:** Since risk appetite is an essential part of our risk management process, we take a call on whether the prioritized risk needs to be accepted, mitigated, transferred, or avoided. ● **Control:** The next step is to draft control measures for those risks which can be mitigated. These measures include adaptation and mitigation strategies to deal with physical risks and transition risks, respectively. ● **Monitor:** Upon establishing the targets and strategies to deal with climate change-related risk, the next step is to continuously monitor our progress on targets and strategies devised to deal with climate change related risks.

EXL

**2023
Sustainability Report**

1
Introduction

2
About EXL

3
Sustainability
at EXL

4
Governance,
ethics & integrity

5
Our people

6
Environment

7
Community
engagement

8
**Appendices
& data tables**

121

Disclosure	Response / Reference
Risk Management	
Describe the organization's processes for identifying and managing climate-related risks.	**Building resilience against climate change risks:** EXL's sustainability efforts are aligned with the Nationally Determined Contributions (NDCs) established by the countries in which we operate. This commitment allows us to contribute to and benefit from the global transition towards a low-carbon future. By achieving net-zero emissions by 2045, we aim to create a sustainable future for our business and the environment. **Climate risk management** To address climate change, we have integrated sustainability risks into our enterprise risk management (ERM) process. For more information on board oversight, please visit: 2024 Proxy Statement and our Corporate Governance website Sustainability at EXL: Accountability & oversight Corporate governance: Board oversight of ESG
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	In 2024, EXL conducted a follow-on comprehensive scenario analysis for 2023 to complement our initial qualitative scenario analysis done in 2023 and covering 2022. The scenario analysis process identifies and assesses the implications that may potentially arise amidst climate change-related uncertainty. This process helps us manage and integrate climate-related risks and hazards into our strategic and operational planning. The current assessment covers our facilities across the world including Colombia, Europe, India, Ireland, Mexico, the Philippines, South Africa, the United States, and the United Kingdom.

EXL | **2023 Sustainability Report**

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

122

Disclosure	Response / Reference
Metrics and Targets	
Disclose the metrics used by the organization to assess climate- related risks and opportunities in line with its strategy and risk management process.	EXL has established a target of achieving net zero operations by 2045. We have committed to reduce absolute Scope 1 and 2 GHG emissions by 67% by 2035 and achieve net zero Scope 1 and 2 GHG emissions by 2045 (2019 base year).[1] Our Scope 1 and 2 emissions in 2019 was 33,499 tCO_2e, to achieve the target of 67% by 2035 we need to reduce to 11,055 tCO_2e. Currently, in 2023 our Scope 1 and Scope 2 emissions is 13,327 tCO_2e that is we have reduced by 60.22% in 2023. For more on our climate metrics and targets see: Environment: Emissions reductions ESG Performance Data Tables Environment: Accelerating towards net zero
Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Risks are outlined in the risk management section above. For emissions disclosure see: Environment: Towards net zero ESG performance data tables
Describe the targets used by the organization to manage climate- related risks and opportunities and performance against targets.	Environment: Accelerating towards net zero EXL has established a long-term ambition of achieving net zero operations by 2045. • Reduce absolute Scope 1 and 2 GHG emissions by 67% by 2035 and achieve net zero Scope 1 and 2 GHG emissions by 2045 (2019 base year).[1] • Decrease energy use by 2% YoY (since 2019 baseline year). • Decrease water usage by 2% YoY (since 2019 baseline year).

[1] In 2023, we worked with the Science Based Targets Initiative (SBTi) to review our greenhouse gas reduction targets and advise on our path to net zero. SBTi validated interim goals that will inform and strengthen our path to net zero. These include reducing Scope 1 and 2 emissions by 63.3% by 2030 and reducing Scope 3 emissions by 27.5% by 2030.

EXL **2023 Sustainability Report**

1 Introduction
2 About EXL
3 Sustainability at EXL
4 Governance, ethics & integrity
5 Our people
6 Environment
7 Community engagement
8 Appendices & data tables

123

Assurance statement

Ernst & Young Associates LLP
5th Floor, Block B-2
Nirlon Knowledge Park
Off. Western Express Highway
Goregaon (E), Mumbai - 400063, India

Tel: +91 22 6192 0000
Fax: +91 22 6192 3000
ey.com

Independent practitioner's assurance report

To:
The Management and Board of Directors
ExlService Holdings, Inc.
320 Park Avenue, New York, NY 10022

Scope
We have been engaged by ExlService Holdings, Inc. to perform Independent Limited assurance, as defined by International Standards on Assurance Engagements (ISAE 3000 : Revised), hereafter referred to as the engagement, to report on ExlService Holdings, Inc.'s non-financial indicator reported in the Sustainability Report CY 2023 (the "Subject Matter") contained in ExlService Holdings, Inc.'s (the "Company's") Sustainability Report CY 2023 for the period from 1st January 2023 to 31st December 2023.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by ExlService Holdings, Inc.
In preparing the Sustainability Report CY 2023, ExlService Holdings, Inc. applied the Global Reporting Initiative (GRI) standard, the IFRS Sustainability Accounting Standards Board (SASB) Standards, and the Task Force on Climate Related Financial Disclosures (TCFD) standards (the "Criteria").

ExlService Holdings, Inc.'s Responsibilities
ExlService Holdings, Inc.'s management is responsible for selecting the Criteria, and for presenting Sustainability Report CY 2023 (the "Report") in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records, and making estimates relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's Responsibilities
Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ISAE 3000 (Revised), and the terms of reference for this engagement as agreed with ExlService Holdings, Inc. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our Independence and Quality Control
We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement

EY also applies International Standard on Quality Control 1, *Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements,* and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Description of Procedures Performed.
Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Sustainability Report for CY 2023 and related information and applying analytical and other appropriate procedures

Our procedures included the following actions:
- Conducted interviews with select personnel at various units and corporate teams to understand the process for collecting, collating, and reporting the subject matter as per Global Reporting Initiative (GRI) standard, the IFRS Sustainability Accounting Standards Board (SASB) Standards, and the Task Force on Climate Related Financial Disclosures (TCFD)
- Evaluated the appropriateness of the quantification methods used to arrive at the non-financial disclosures presented in the Subject Matter;
- Undertook analytical review procedures to support the reasonableness of the data through consultations with the site teams and sustainability team;
- Conducted data reliability and accuracy checks on a sample basis, at the Company's corporate offices and selected sites from India, the Philippines and South Africa pertaining to the disclosures of the key performance indicators mentioned in Annexure 1; and
- Evaluated the appropriateness of related metrics within the Report and the consistency of the Subject Matter presented across the Report.

We also performed such other procedures as we considered necessary in the circumstances.

Our Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to Sustainability Report CY 2023 as of 30/08/2024 for the period from 1st January 2023 to 31st December 2023 in order for it to be in accordance with Criteria.

Ernst & Young Associates LLP ("EY")

Chaitanya Kalia
30/08/2024
Mumbai, India

Ernst & Young Associates LLP is a Limited Liability Partnership with LLP identity No. AAB-4321
Regd. Office : 6th Floor, Worldmark – 1, Asset Area 11, Hospitality District, Indira Gandhi International Airport, New Delhi – 110037, India.

EXL **2023 Sustainability Report**

1 Introduction

2 About EXL

3 Sustainability at EXL

4 Governance, ethics & integrity

5 Our people

6 Environment

7 Community engagement

8 **Appendices & data tables**

124

EY
Building a better
working world

Annexure 1 - Data for Indicator selected on Sample basis

Global Reporting Initiatives (GRI)	
Indicator Number	**Description**
002-7	Employees count/Gender Diversity
302-1	Energy consumption within the organization
303-3	Water withdrawal
303-5	Water Consumption
305-1	Direct (Scope 1) GHG emissions
305-2	Energy indirect (Scope 2) GHG emissions
305-3	Other indirect (Scope 3) GHG emissions ▪ Category 1: Purchased goods and services emissions ▪ Category 2: Capital goods ▪ Category 3: Fuel & energy related activities ▪ Category 5: Waste generated in operations ▪ Category 6: Business Travel ▪ Category 7: Employee Commute.
306-3	Waste Generated with respect to waste categories
306-4	Waste diverted from disposal.
401-1	New employee hires and employee turnover
401-3	Parental leave
404-1	Average hours of training per year per employee
405-1	Diversity of governance bodies and employees
Sustainability Accounting Standards Board (SASB)	
TC-SI-330a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore
TC-SI-130a.1	Total energy consumed
	Percentage grid electricity
	Percentage renewable
TC-SI-130a.2	Total water withdrawn
	Total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress
TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees
TC-SI-330a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore

EXL