10th October 2023

To:

National Stock Exchange of India Limited (Scrip Code: FSL)
Exchange Plaza,
Plot no. C/1, G Block,
Bandra-Kurla Complex
Bandra (East),
Mumbai - 400 051

BSE Limited (Scrip Code: 532809)
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai - 400 001

Dear Madam/ Sir,

Sub: ESG Report for the Financial Year ended 31st March 2023

Please refer to our letter dated 7th July 2023, wherein the Company had submitted the Annual Report of the Company for the Financial Year 2022-23 including the Business Sustainability & Responsibility Report (BRSR), according to Regulations 34 of Securities and Exchange Board of India (Listing Obligations & Disclosure Requirements) Regulations 2015.

The Company has now voluntarily prepared a report on Environment, Social and Governance (ESG) for the Financial Year 2022-23 and the same is attached herewith.

The same is also available on the Company's website viz. https://www.firstsource.com/wp-content/uploads/2023/10/ESG-Report.pdf

You are kindly requested to take the above on record.

Thanking you,

For **Firstsource Solutions Limited**

Pooja Nambiar
Company Secretary

Encl.: ESG Report

Firstsource Solutions Ltd.

5th Floor, Paradigm 'B' Wing, Mindspace, Link Road, Malad (West), Mumbai - 400 064 India.
Tel: +91 (22) 6666 0888 I Fax: +91 (22) 6666 08887 I Web: www.firstsource.com

(CIN: L64202MH2001PLC134147)

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Investing in the Future:
People. Platforms. Purpose

Businesses today are at the cusp of striking a balance, between technology and people, each indispensable in their own. We at Firstsource are a people-first company, we prioritize our people while driving on the front seat of an advancing digital era. We understand that this balance between people and technology can come about with enabling platforms that can thread the two together. And for this, we want to invest in a sustainable future. We envision a future where people, societies and communities will have a larger role to play in the success of the company which can be manifested with a mindful approach. For this reason, we channel our efforts in 'People, Platforms and Purpose', our three core pillars that will make us future-ready.

People

Our people are at the heart of our organization. They drive our success and shape our future. With their dedication, passion and expertise we have been able to adapt to a fast-changing business landscape fueling our growth and propelling us to new heights. Our people also represent us, our organization's culture, values and ethos. Their commitment to upholding our ethical standards and fostering a healthy work environment is critical to our success. With our people we want to develop an inclusive and empowered environment in which everyone's voice is heard and respected at an individual level. Often said, a strong society has empowered individuals, at the grassroots level. With the onus on us to make our people stronger we assist them with professional development, creating possibilities for advancement and

recognizing their accomplishments. We understand that by creating a supportive and nurturing environment we inspire our employees to unleash their full potential across our platforms.

Platforms

Our platforms are our enablers. They enable our people, our clients and fuel our purpose. They offer scalability and infrastructure, allowing us to develop and adapt to changing business demands, handle increased workloads, expand user base and introduce new functions. With a slew of sophisticated analytics and reporting capabilities our platforms allow us to derive valuable insights and make data-driven decisions. By harnessing the power of our platforms we gain a deeper understanding of our customers, market trends and internal operations. We are investing in platforms to optimize our operations, achieve strategic goals and thrive in today's changing business environment to propel our purpose.

Purpose

We have a strong purpose in place. It drives every decision we make as a business and as an employer. Our purpose is to make a difference, a meaningful and tangible difference to the lives of our people, clients, shareholders and the community in which we operate. Our commitment to a sustainable and equitable future is reflected in our strong governance standards and our sharp focus on employee wellbeing. Our passionate dedication to creating a positive impact on the community and minimizing our environmental footprint makes our journey smoother. Our purpose offers direction, motivates people, builds stakeholder connections, boosts resilience, generates social impact and differentiates us in the market.

Stepping ahead and onward, as a company being built on the basis of these three pillars we are developing innovative products or services while addressing societal needs on the pedestal of advancing technology. We not only create

innovative solutions but also ensure that sustainability and the betterment of our customers and communities are at the core of our achievements at Firstsource.
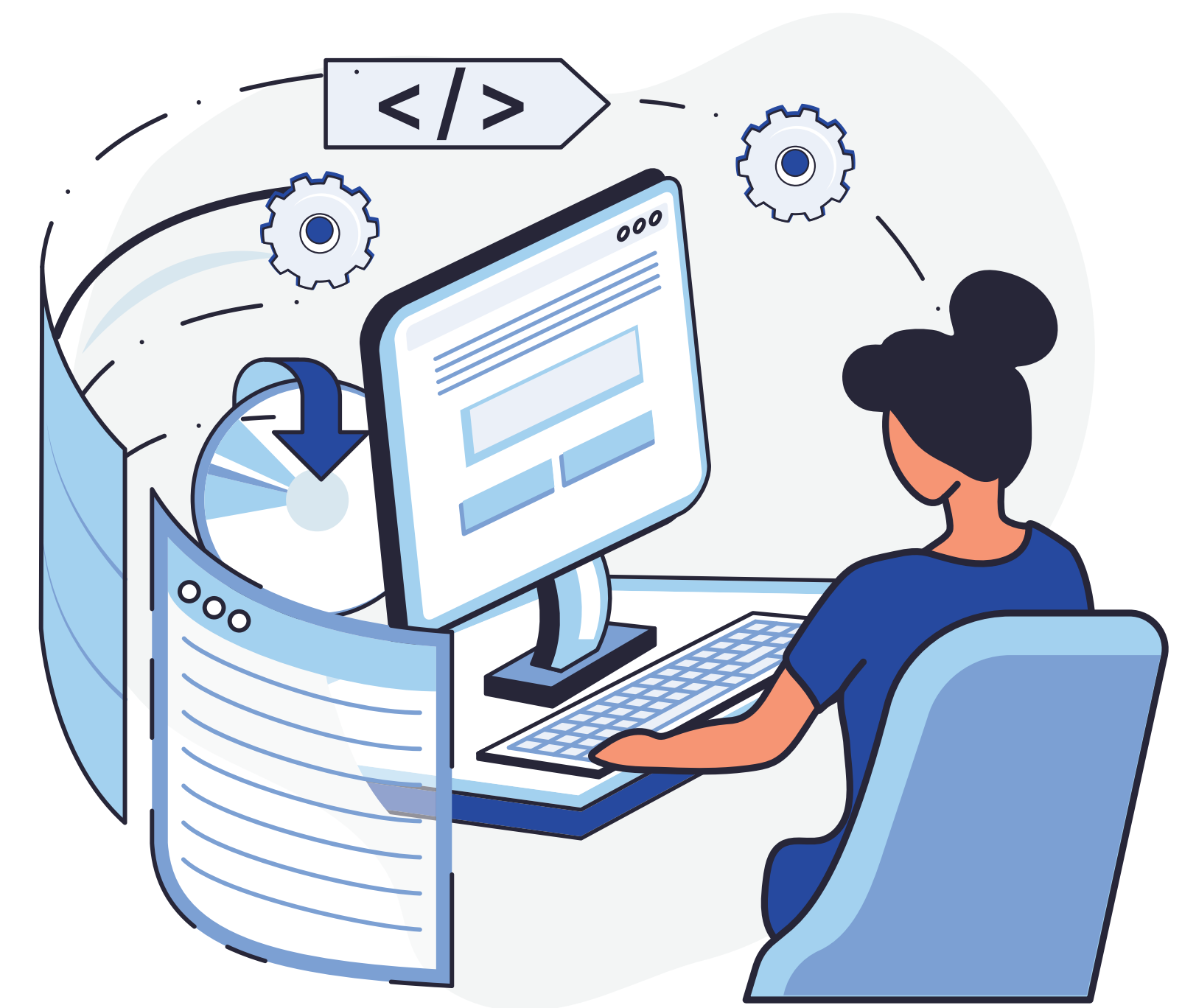
About the **Report**

About the Report

Firstsource Solutions Limited (hereafter referred to as 'Firstsource', 'Company', 'we', 'us', 'FSL' or 'our') is pleased to publish its second Environmental, Social and Governance (ESG) Report, created to deliver a better understanding and more meaningful disclosures to the stakeholders as part of our commitment to long-term growth. The ESG report provides information about our company's operations and long-term performance. This report includes all relevant information for our stakeholders and addresses the ESG issues that are important to our company. This Report showcases our non-financial performance and highlights the initiatives undertaken to enhance ESG oversight.

Approach to reporting

This ESG report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021. We have also mapped the United Nations Sustainable Development Goals (UN SDGs) into relevant sections of our report where Firstsource plays a prominent role in making progress toward specific objectives. For more information on Firstsource ESG initiatives, please visit https://www.firstsource.com/esg.

Reporting Scope and Boundary

The reporting boundary of our disclosures covers the entire operations of Firstsource and its subsidiaries unless otherwise stated. Our sustainability report pertains to the period from April 1, 2022 to March 31, 2023[1]. We have applied known methods and assumptions for computation of various

environmental factors and have highlighted any significant limitations in the information wherever necessary. During the year, there is no restatement of information in the report[2].

Approach to Materiality

This report outlines our strategy and progress on the material issues for our stakeholders and us. These issues have been identified based on our interaction with our internal and external stakeholders and suggestions from our senior management. The entire process has assisted us in realigning our sustainability strategy while ensuring transparent disclosures of our key material topics.

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[1] GRI 2-3
[2] GRI 2-4

Firstsource at a Glance [3]

Firstsource Solutions Limited, headquartered in Mumbai is a part of RP-Sanjiv Goenka Group. Over the years, we have experienced substantial progress since 2001. Anchored strongly by our inherent values, today we are one of the leading providers of domain-specific Business Process Management services. We have provided services across industries like Banking and Financial services, Healthcare, Communication, Media and Technology and other diversified industries for two decades. Powered by our 'Digital First, Digital Now' strategy, top-notch solutions and talent, we deliver transformative business outcomes for our clients and frictionless experiences for their end customers. Today, we run 39 delivery centers and partner with 150+ worldwide clients including 18 Fortune 500 and 3 FTSE 100 companies with a geographical footprint in five countries: the United States (US), the

United Kingdom (UK), India, Philippines (PHP) and Mexico. Firstsource is a publicly traded company on the Indian stock exchanges, listed on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE). [4]

As a purpose driven organization, we are dedicated to making the world better through concrete social impact while working towards a sustainable future.

[3] GRI 2-1
[4] GRI 2-2

REACH
OUR VALUES

Risk-Taking

Dare to go beyond.
Challenge status quo every day. Be strategic. Be ambitious. Be resilient.

Execution Excellence

Strive to be the best.
Collaborate, co-create and drive excellence.

Agility

Move ahead of time quickly.
Stay nimble, adapt fast and learn constantly with a 'Digital First' mindset.

Customer First

Keep customer at the core of every action.

Credibility

Install trust, confidence and accountability.
Seek answers rooted in 'what's right' and not 'who's right'.

Humaneness

Be fair, respectful, transparent and sensitive.
Care for your community; act responsibly towards environment.

Our **Services** [5]

Resilient Operating Model

Enabling Agility and Scalability:
The Company's distributed work model seamlessly integrated with clients' needs, fostering agility and scalability. With industry-leading platform partnerships. Firstsource empowers clients to harness digital technologies, deliver enchanced customer experiences, and propel businesses forwards in the digtial era.

- **Digitally Empowered Contact Center**
- **Intelligent Backoffice**
- **Platforms, Automation and Analytics**
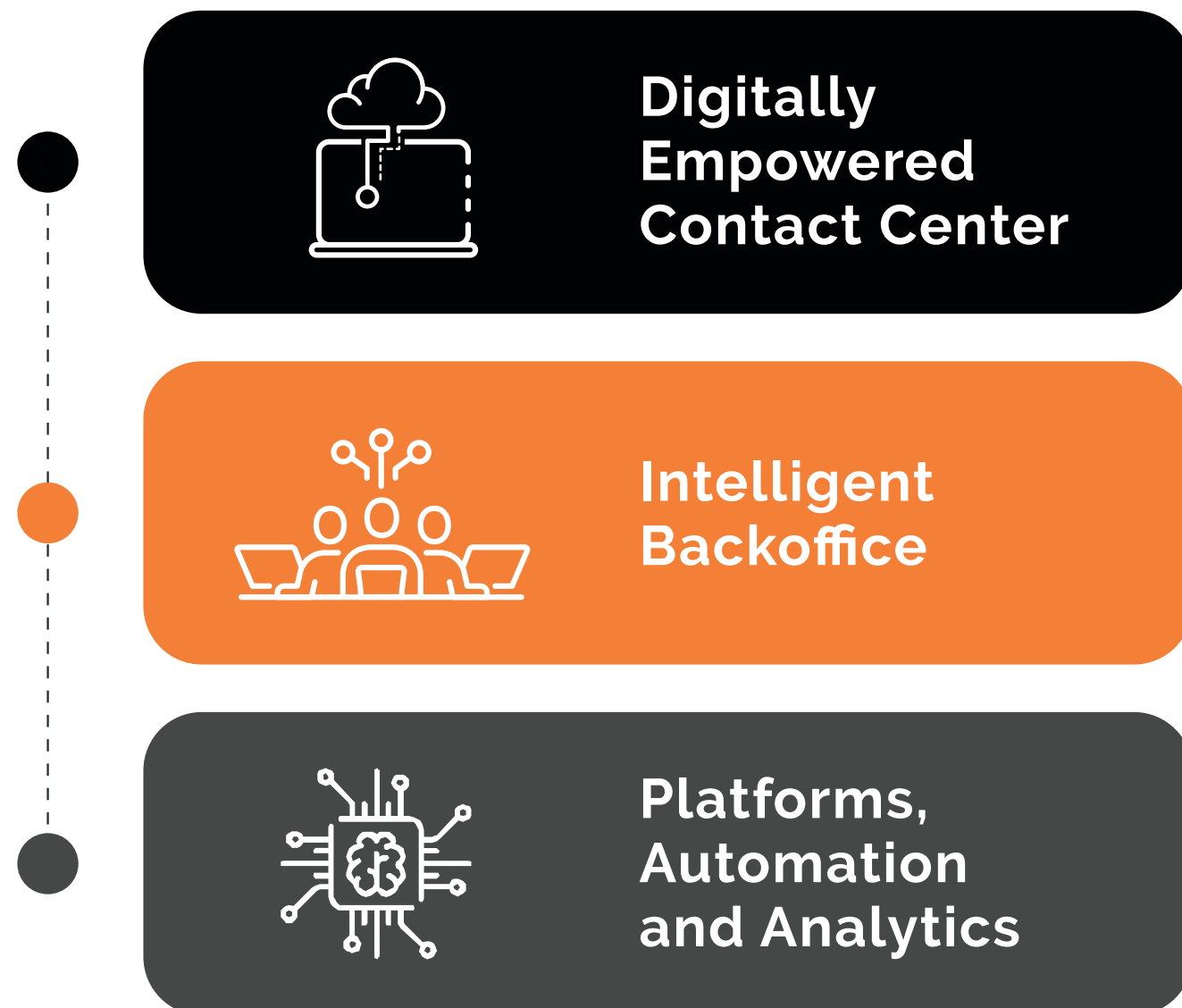
Services provided to - Business Verticals

Banking and Financial Services

- Asset Finance
- Credit Cards
- Mortgages
- Retail and SME Banking
- FinTech

Communications, Media and Technology

- Streaming Services
- Cable TV, Broadband and Telephony
- Customer Tech
- E-Commerce
- Shared Economy

Diversified Industries

- Utilities
- Government Entities

Healthcare

- Hospitals
- Health Plans
- Health Services
- Medical Devices

Geographical **Footprint**

5 Countries

- US
- UK
- India
- Philippines
- Mexico

39 Centers

Awards and Accolades

Global

- Awarded Silver at the Brandon Hall HCM excellence awards 2022 for Best Hybrid Learning
- Recognized in Bloomberg Gender-Equality Index 2023

India

- Received CSR Leadership Award at the 4th Edition Corporate Social Responsibility Summit & Awards 2022
- Awarded for our 'Strong Leverage of Tier 2 & Tier 3 Cities' at the NASSCOM Business Process Innovation Awards 2022
- Stratus Award for Cloud Computing for Healthcare Cloud at the BPO Innovation Summit & Awards 2022
- Ranked second in the COVID-19 Warrior category by India CSR Leadership Summit 2022

United Kingdom

- "Gold at European CXA'22 Customer Experience Awards for:
  - Customers at the Heart of Everything™
  - Customer Driven Business Change and Transformation and
  - Best Customer Service
- Achieved SILVER in the Most Effective Distributed Workforce category by UK National Contact Center Awards, 2022
- Awarded with Business Services Project of the Year by Global Sourcing Association, UK
- Silver sustainability rating by EcoVadis
- Named as 'Leader' in UK & Europe Quadrant in ISG Provider Lens™ Contact Center – Customer Experience Services 2022
- Silver winner for the 'Most Effective Learning and Development Initiative' by European Contact Centre & Customer Service Awards (ECCCSA)

- Recognized as a Level 3 Disability Confident Leader in the UK

Prominent Awards

- Rated 'A-100' by SecurityScorecard ™ - for our robust security posture across technology platforms, cloud solutions and applications and our best practices-based security protocols
- Named as 'Major Contender' by Everest Group for Everest Healthcare Customer Experience Management (CXM) Services in North America PEAK Matrix
- Named as 'Leader' in Mortgage and Loan Services 2022 NEAT results by NelsonHall

Membership **of Associations**[6]

We engage as a member in various trade organizations and industry groups, taking an active role in forums to express concerns, share initiatives, endorse programs and public policies aimed at protecting the interests of stakeholders and communities. In our policy advocacy endeavors, we exhibit unwavering support for ethical business practices, sustainability, social stability and the preservation of human rights.

NASSCOM

HYSEA
Hyderabad Software Enterprises Association

csa
voice of the collections industry

AMERICAN LAND TITLE ASSOCIATION

MBa.
MORTGAGE BANKERS ASSOCIATION

ESG at a Glance (2023 progress)

Environment Highlights

- 411% increase in renewable energy consumption across India operations in comparison to FY 2020-21.
- 100% Waste disposed to responsible waste handlers
- Four offices are Green Building Certified
- Participated in CDP submission for FY 23

Governance Highlights

- 50% of the Board comprises Independent Directors
- 10% of Independent Directors on the Board are women
- 53.66% promoter shareholding
- More than 50% of our offices are ISO 27001 certified
- No contribution to political parties
- No incidents of insider trading
- No fines/penalties related to anticompetitive, anti-competitive monopoly and anti-trust practices.

Social Highlights

- Recognized in Bloomberg Gender-Equality Index 2023
- Disability Confident Leader in UK
- Out of the total workforce, 46.49% are women
- INR 119+ Mn spent on training and development
- INR 68.4 Mn spent on CSR projects
- 15,298 hours of CSR volunteering
- 65,550 lives impacted through various CSR initiatives
- 2.64 times SROI generated through CSR project
- No incident of discrimination reported

[6] GRI 2-28
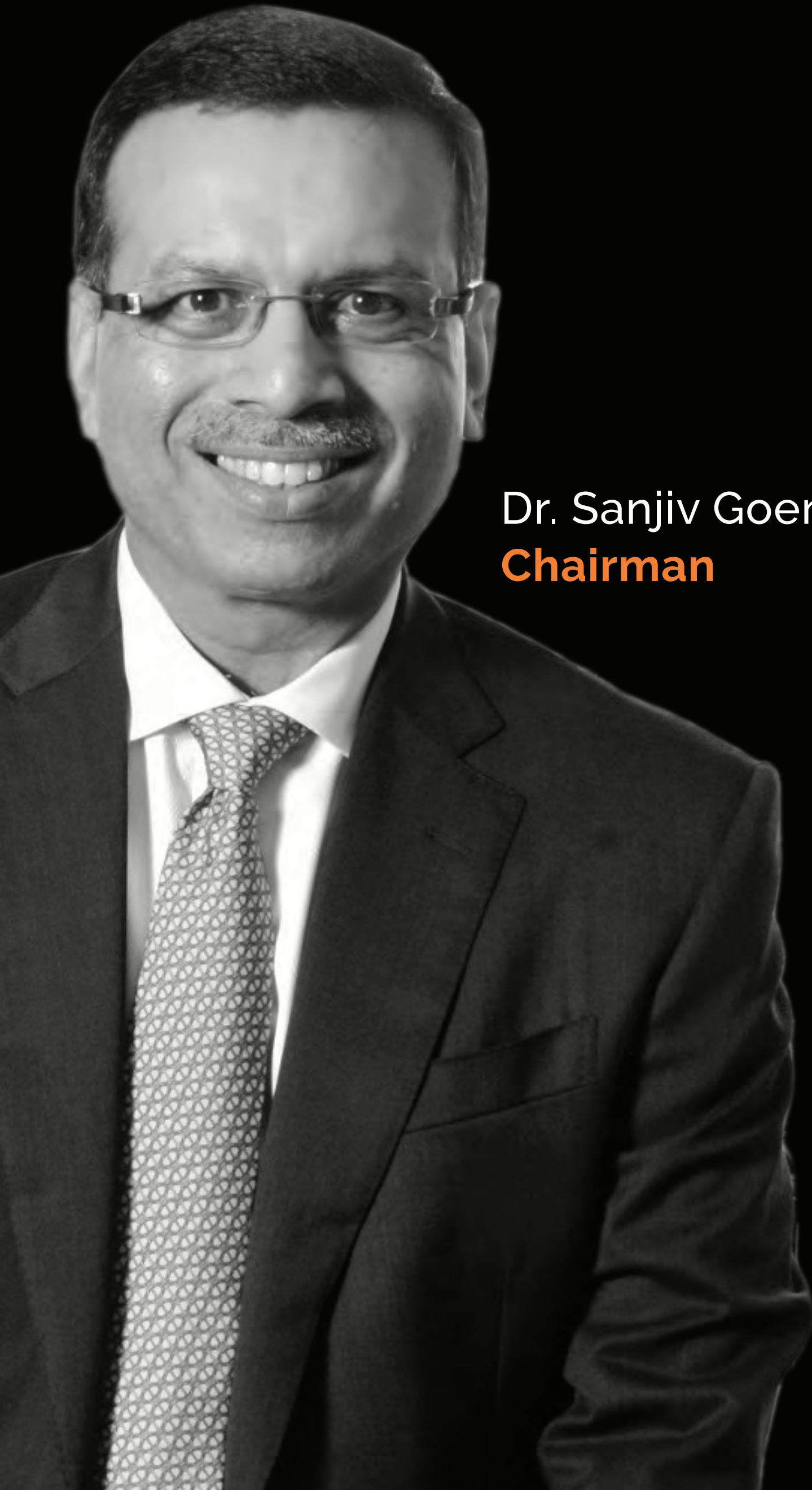
Leader Speak[7]

From the Chairman's desk

I am delighted to present to you our sustainability report for the fiscal year 2022-2023. Within these pages, we delve into our vision for the future, outlining our investments in both our people and platforms, all seamlessly woven into the fabric of our organizational purpose. I'm equally thrilled to share our unwavering dedication to sustainability and our substantial strides in attaining our environmental, social, and governance goals.

Sustainability stands as the cornerstone of our business strategy, as we firmly believe that our triumphs are intricately tied to the well-being of our planet and the communities we serve. Through this report, you will witness the remarkable progress we've made in embedding sustainable and good governance practices across our operations, nurturing our workforce, and enhancing our platforms.

Our team, spanning over 23,000 individuals, encompasses a rich tapestry of backgrounds, experiences, and viewpoints. A testament to our commitment, we allocated over INR 119 million last year for the training and development of this diverse cohort. We are also making continued investments in building and sustaining a culture of active engagement and collaboration while fostering a sense of belongingness with purpose among this diverse, global workforce.

Dr. Sanjiv Goenka
Chairman

[7] GRI 2-22

We envision a future in which we are constantly evolving, innovating, and expanding our horizons. Our journey to being a great place to work, and employer of choice includes enabling a culture that allows for the personal and professional development of each member - irrespective of their gender. In recognition of our efforts, for the second consecutive year, we were recognized in the Bloomberg Gender-Equality Index 2023. Women now make up nearly 47% of our total workforce, while 10% of Independent Directors on our Board are also women. We will continue to make sustained efforts to ensure that an even larger number of women employees can realize their dreams and ambitions with us, on this path to gender equity and equality.

Our steadfast commitment extends to community initiatives that address pressing social inequalities, extend educational prospects, and empower marginalized groups. Demonstrating our pledge to give back, we directed INR 68.4 million toward CSR initiatives last year.

We are acutely aware of the importance of conducting our operations with environmental responsibility, and we have been consistently applying diligent endeavors to diminish our overall impact by reducing emissions. We transitioned our attention from employing traditional energy resources to utilizing sources of energy that are sustainable and renewable. In comparison to FY 2021, there has been a remarkable surge in the use of renewable energy for our operations in India, with consumption increasing by a significant margin of 411%. To reduce the quantity of waste generated by our business, we have introduced effective waste disposal techniques, including disposing 100% of our waste to responsible waste handlers.

Best-in-class governance and high ethical standards are essential for an organization's success and longevity. It involves transparent and accountable decision-making processes, ethical leadership, and the responsible use of resources. In our ESG journey, we've taken proactive steps to align ourselves with various reputable reporting frameworks like

BRSR, CDP, DJSI, and Ecovadis, reaffirming our commitment to responsible governance and sustainable practices.

While our growth numbers are undeniably vital, we recognize that sustainability and financial success are interconnected and mutually reinforcing. Our sustainability initiatives increase operational efficiency, save costs, and improve our capacity to respond to changing market needs. Our commitment to innovation, nurtured through Research & Development (R&D), talent cultivation, and strategic alliances, remains steadfast – with sustainability at the heart of our business's cadence.

I extend my heartfelt gratitude to every member of the Firstsource family, whose unwavering dedication has steered and synchronized our journey towards sustainability. I'm sincerely appreciative of your steadfast support and trust. Together, we're poised to lead the charge, embedding sustainability more profoundly within our business practices, and bequeathing a brighter, healthier future for generations to come.

Ritesh Idnani
MD and CEO

From the MD and CEO's desk

In an era defined by rapid transformations and global interconnectedness, our journey as an organization has evolved beyond traditional business metrics. This report - a reflection of our purpose-driven approach to business - is a testament to our belief that by embracing Environment, Social and Governance principles, we not only secure our business's future but also contribute to a healthier planet and a more equitable society.

Preserving our natural resources and addressing climate change are fundamental endeavors essential for an organization's long-term resilience and adaptability. As highlighted in this report, our ongoing transition to renewable energy sources remains at the heart of our environmental sustainability initiatives. At Firstsource, the highest level of accountability for climate-related concerns rests with our

Board-level Risk Management Committee. This committee plays a pivotal role in guiding and overseeing actions related to climate issues that pertain to our business operations.

In the fiscal year 2022-23, the Committee initiated a comprehensive scientific climate risk assessment. The objective was to pinpoint specific climate-related risks within our value chain and operations, as well as to gain a deeper understanding of the ecological impacts of our activities. As this report will elucidate, the results of this assessment have significantly contributed to our overarching goal of formulating a robust climate change strategy aligned with international commitments. Simultaneously, we are in the process of reassessing our emissions targets across all our locations. Considering the insights gleaned from the climate risk assessment, we have crafted a mitigation plan that will be implemented

during the fiscal year 2023-24. Our unwavering commitment is to continually improve, explore innovative solutions, and set ambitious milestones as we strive for environmental sustainability.

We firmly believe that it's the distinct and impassioned contributions of each team member that pave the way for us to realize our full potential. Beyond our diversity and impact sourcing practices, we aim to build a collaborative and nurturing environment that harnesses the diversity of thought to propel us forward. We are resolute in cultivating a workplace where every individual feels respected, valued, and empowered to pursue their aspirations and capabilities. Aligned, we are proud of the multiple dedicated employee affinity groups

within Firstsource, like the Women's Inspiration Network, Source of Pride, and Underrepresented Ethnic & Cultural Groups and Allies that are bringing our ambitions to life. This philosophy has propelled us to be featured in the Bloomberg Gender-Equality Index for the second year consecutively and achieve the distinguished status of a Level 3 Disability Confident Leader in the UK.

A key driver for our people and the organization is a sense of purpose, and an ambition to drive meaningful change within diverse communities. In FY 2022-23, our journey towards a purpose-driven organization continued with renewed vigor and determination, unlocking new potentials for community growth and development under our six chosen focus areas of education, environment, empowerment and gender equality, healthcare, promoting sports, and art and culture. Our employees contributed 15,200+ hours of volunteering effort across the globe last year, while we were able to reach and

impact 65,500+ lives through various CSR initiatives.

To benchmark our efforts, we participated in the Social Impact Assessment 2021-22 report, which undertook a detailed review of nine of our CSR projects across core focus areas of healthcare, education, environment, and gender equality. I am happy to report that across the five key metrics of relevance, effectiveness, efficiency, social impact, and sustainability, all our audited projects received an average rating of 8.5+ indicating they were highly satisfactory. Additionally, it's gratifying to note that one of our projects to improve the livelihood and economic growth of rural women artisans generated a Social Return on Investment (SROI) 2.64 times over.

Our sustainable business practices reiterate our commitment to responsible sourcing, economic inclusivity, and environmental stewardship, contributing positively to our ESG (Environmental, Social, and Governance) goals and the communities where we operate.

In the fiscal year 2022-2023, we executed a targeted approach to responsible procurement, resulting in a remarkable 54.23% reduction in procurement expenses compared to the preceding fiscal year of 2021-2022. This reduction underscores heightened efficiency and substantial cost savings.

Our unwavering support for Micro, Small, and Medium Enterprises (MSMEs) and small producers remains resolute, as evidenced by our fulfilment of 35% of procurement requirements through direct sourcing from these entities. Furthermore, we've upheld our dedication to local sourcing by directly procuring 98% of goods and services from vendors within the district and neighboring districts, surpassing the performance of the previous fiscal year, 2021-2022. This emphasis on local sourcing has not only curtailed transportation-related carbon emissions but has also forged stronger community partnerships.

Amid environmental challenges and societal shifts, we recognize that profitability is inseparable from responsibility. Our pursuit of sustainability is a moral obligation as much as a strategic imperative. We've invested in reducing our ecological footprint, nurturing diverse talent, and elevating our ethical standards.

I'd like to round off by thanking my colleagues across the globe, whose collective efforts, hard work, commitment, and expertise have been instrumental in achieving our goals.

Engaging with Stakeholders to understand Perspectives on ESG [8]

At Firstsource, we persevere to foster long term business sustainability and growth that can only be achieved by building strong relationships. Throughout our journey, we have actively promoted transparent and productive discussions concerning ESG elements, aspects and concepts with all our stakeholders. By means of these engagements we get an opportunity to comprehend and address their priorities and preferences. These have led to us gaining perspectives on the risks and growth for a sustainable future.

Engaging with stakeholders goes beyond mere facilitation of effective communication for the seamless operation of the entire business. It also brings to light crucial matters pertaining to ESG aspects. This process involves recognizing, conveying and prioritizing significant concerns while ensuring timely resolutions. At Firstsource, we initiated our stakeholder engagement and materiality assessment approach by identifying key stakeholders, which formed the foundation of our endeavors.

We actively involve both internal and external stakeholders, comprehending their perspectives, concerns, expectations and interests regarding ESG. Our stakeholders can raise their concerns on https://www.firstsource.com/contact/.[9][10]

Key Stakeholders [11]

| Employees | Customers/ Clients | Shareholder/ Investors | Suppliers/ Vendors | Communitiies /NGOs |
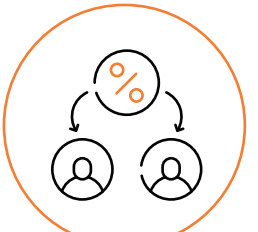
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[8] GRI 2-29
[9] GRI 2-16
[10] GRI 207-3
[11] GRI 3-1

Stakeholder Group	Channels of communication [12] [13]	Frequency of Engagement	Purpose and scope of engagement including key topics and concerns raised during such engagement
Employees	• Town Hall • One on One • Skip Level • Employee satisfaction surveys • Face-to-face meetings • Engagement sessions • HR sessions • Rewards and recognition • Team building workshops • Employee newsletters	On a regular basis	• Building a positive work environment • Recognizing and celebrating achievements • Compensation and benefits • Career growth opportunities • Professional development • Skill development • Work life balance • Access to role appropriate resources, knowledge and infrastructure • Inclusive practices • Highlights of organizatioal performance and achievements
Customers/ Clients	• Client Meetings • Customer satisfaction surveys • Monthly Business Review • Quality Business Review	On a regular basis	• Customer requirements • Customer satisfaction and feedback • Project delivery timelines

[12] GRI 2-25
[13] GRI 2-26

Stakeholder Group	Channels of communication	Frequency of Engagement	Purpose and scope of engagement including key topics and concerns raised during such engagement
Suppliers and Vendors	• Channel partner meetings • One-to-one meetings • Regular operational reviews	On a regular basis	• Regulatory compliance requirements • Supply schedule • Vendor needs and expectations • Need for sustainability awareness and trainings • Sustainability performance
Shareholders / Investors	• Annual general shareholders meeting • Financial information release • Media release • Investor calls and meetings	On a regular basis	• Financial performance • Understanding their needs / expectations which is material to Firstsource • ESG overview
Community/ NGO	• Project meetings • Community interactions with NGOs • Employee volunteering programs	On a regular basis	• Community expectations and feedback on impact/success of CSR project • Engagement scope for CSR projects

Revisiting our Journey through Materiality

We have implemented strategies to identify and give priority to the ESG matters that are relevant to the sectors and industries where we engage. In the preceding year, we conducted a comprehensive materiality assessment to gain a thorough insight into the significant issues that impact our operations. This assessment involved a meticulous evaluation of various factors, including ESG aspects. By scrutinizing these factors we aimed to identify and prioritize the most relevant and impactful issues within our sector and industry. This exercise helped us streamline our efforts and initiatives to plug and reduce the pressing concerns of our stakeholders and contribute to sustainable and responsible business practices.

Based on our first materiality evaluation in FY 2022, a total of 40+ sustainability topics were evaluated for consideration at a strategic level, out of which 24 material issues were prioritized and aligned with our business model. These material topics were organized into the following eight broad themes. Our leadership team has thoroughly evaluated and assessed the materiality assessment results from the perspectives of applicability and relevance.[14][15][16] There has been no significant change in our business model since FY 2021-22, therefore our material topics remain the same as identified in the last materiality assessment.[17][18]

Ethical Governance	Responsible Supply Chain	Economic Performance	Customer Centricity
• Business Ethics and Integrity • ESG Governance • Transparency and Reporting on ESG Performance • Grievance Management • Data Privacy and Cyber Secutiny	• Responsible Procurement policies • Screening supplier on ESG	• Economic Performance	• Customer satisfaction • Customer complaints and feedback

Environment Performance	Technology Innovation	Community Development	Empowering Workplace
• Energy Management • Waste Management • Climate change adaptation • Water Management	• ESG products and services • Digitization and Innovation. • Intellectual Property Rights.	• Community Development	• Health and Safety • Employee Development • Diversity and Inclusion • Employee wellbeing • Talent recruitment and retention • Protecting human rights

[14] GRI 2-12   [17] GRI 3-1
[15] GRI 2-13   [18] GRI 3-2
[16] GRI 2-14

Strengthening
Our Governance

1. Corporate Governance

2. Ethics and Compliance

3. Protecting Data, Respecting Privacy

4. Integrating ESG Risk Management: Strengthening Resilience in a Changing Landscape

5. Economic Disclosures

Corporate Governance

Effective corporate governance is crucial for maintaining the integrity and sustainability of a company, as well as fostering trust among stakeholders. It provides a solid foundation for sound decision-making, responsible management and the pursuit of long-term value creation.

We are guided by the astute expertise and chiseled acumen of our Board in our path towards crafting valuable collective experiences. Our excellent corporate governance system enables us to do business effectively and responsibly. Good governance additionally culminates in business excellence, streamlined operations, satisfied customers and long-term value for stakeholders. We adhere to internationally recognized principles and industry standards in all the countries where we operate, ensuring compliance with corporate governance regulations.

Our Board's diversity contributes a wide range of competencies, skills, experiences and perspectives to help us stay ahead of competition. Our independent directors also serve on the Board of other renowned firms. Their collective expertise helps Firstsource successfully pursue strategic objectives[20]. The additional information about our Board of directors, evaluation and tenure is mentioned in our Annual report FY 2022-23. [21] [22] [23] [24]

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[19] GRI 2-11   [21] GRI 2-9   [23] GRI 2-18

[20] GRI 2-17   [22] GRI 2-15   [24] GRI 2-11

Our Board for FY 2022-23 [19]

Sanjiv Goenka
Chairman

Vipul Khanna
MD & CEO

Subrata Talukdar
Non Independent Director

Shashwat Goenka
Non Independent Director

Pradip Kumar Khaitan
Non Independent Director

Pratip Chaudhuri
Independent Director

Vanita Uppal
Independent Director

Sunil Mitra
Independent Director

Anjani Agarwal
Independent Director

Utsav Parekh
Independent Director

Board Diversity [25]

We have a Board Diversity policy which aims to set out the approach to achieve diversity among the Board of Directors.

Our Board comprises total 10 directors, including 1 women Independent Director. Additional details about our board of directors are available on our website accessed at https://www.firstsource.com/leadership

Board Diversity (in age) FY 2022 - 23

- 10%
- 90%
- 30 - 50
- >50
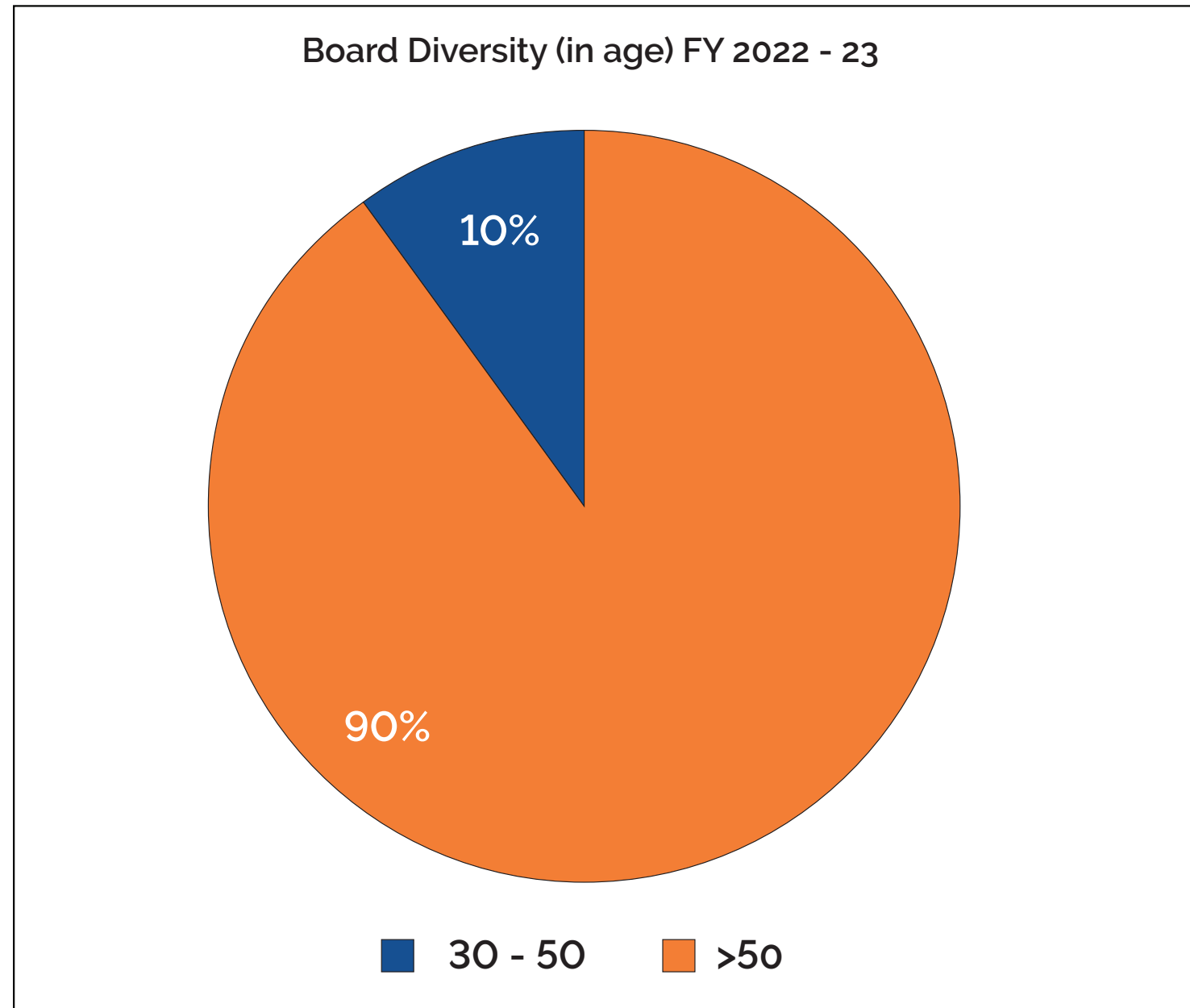
Board Evaluation [26]

Our Board Evaluation policy reflects our dedication to adhere to sound corporate governance principles and strive for ongoing enhancements in the Board's efficacy. This policy outlines specific criteria and guidelines for evaluating the performance of Independent Directors, Non-Executive Directors and Executive Directors within the organization. We foster a culture of continuous improvement, strengthening governance practices and boosting our overall performance and decision-making capabilities at each level. For more details on our Board and governance, please refer to Annual report FY 2022-23 under 'Board evaluation'.

Board Committees

For the organization's long term sustainable future, unbiased perspectives and decision-making skills are required. To ensure fair governance, our Board of directors have precise, clear roles and responsibilities, with no replication of duties and power sans prejudice. For more details on our Board committees, please refer to Annual report FY 2022-23 under 'Committees of the board' and website for more details on board committees under 'Corporate Profile'[27] . Here are a few crucial committees and their roles in governance:

[25] GRI 405-1
[26] GRI 3-3
[27] GRI 2-9

- **Audit Committee**
  The Audit Committee provides oversight to our financial reporting process and the disclosure of financial statements, ensuring compliance and credibility. It is also responsible for recommending, appointing and remunerating auditors.

- **Nomination and Remuneration Committee**
  The Nomination and Remuneration Committee is entrusted with the powers of identifying persons who are qualified to become directors and who may be appointed to senior management according to predetermined criteria. This committee also recommends and approves remuneration for the Board as well as senior management. We have a detailed policy on Remuneration for Non- Executive Directors which is accessible on our website[28]. For more details on our nomination and remuneration process, please refer to Annual report FY 2022-23. [29] [30]

- **Stakeholder Relationship Committee**
  The Stakeholder Relationship Committee works towards resolving grievances of the security holders, including complaints related to transfer of shares, non-receipt of annual report or declared dividends, etc. It also reviews various measures and initiatives taken by the company to solve these grievances.

- **Risk Management Committee**
  The Risk Management committee assists the Board in fulfilling its risk management and risk governance oversight responsibilities, monitors and reviews the risk management practices. The Risk Management Committee is responsible for monitoring adherence to the risk policy and guidelines and reviewing the overall risk management system in light of changes in external and internal environment within which the Company operates.Further, The committee offers guidance and oversees Firstsource's ESG strategy, plans and performance

- **Corporate Social Responsibility (CSR) Committee**
  The CSR Committee has formulated and recommended the CSR policy. This Committee is also entrusted with recommendations pertaining to the amount of CSR expenditure and action plans in pursuance of the CSR policy.

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[28] GRI 2-19 | [29] GRI 2-10 | [30] GRI 2-20

Embedding ESG: Building a Sustainable Structure [31]

ESG involvement is a collective responsibility within our organization. We firmly believe that incorporating it into our governance structure will ignite a wave of creativity and innovation. This, in turn, will create value for our stakeholders while addressing critical societal issues.

We acknowledge that genuine integration of ESG into our organizational goals requires a well-defined framework of roles and responsibilities which will ultimately report to the Board level Risk management Committee . Our comprehensive ESG governance arrangement aims to develop awareness through the organization, improving collaboration among teams, and identifying opportunities within Firstsource and in the broader context.

In order to ensure effective supervision and responsibility for ESG matters, we have broadened the scope of the Risk Management Committee to encompass ESG responsibilities. The committee offers guidance and oversees Firstsource's ESG strategy, plans and performance. Additionally, it provides guidance to management in implementing initiatives that nurture integrated thinking within our organizational culture and promotes the principle of "doing well by doing good."

The Risk Management Committee receives assistance from a Steering Committee, which includes members from the Executive Leadership Team (ELT) and key senior business leaders representing various functional domains. This Steering Committee has the responsibility of operationalizing ESG strategy and monitoring the advancement of associated action plans and performance metrics.

Furthermore, the Working Groups led by functional heads are established to focus on the implementation of specific initiatives and projects in alignment with our ESG strategy and roadmap.

'ESG Lead' was founded as a new position by Firstsource with the primary objective of spearheading ESG initiatives within the organization.[32] This role serves as a central point of coordination, ensuring effective collaboration and alignment among various functional teams. The ESG Lead acts as a crucial link, facilitating seamless interconnection within our governance ecosystem.

[31] GRI 2-12
[32] GRI 2-13

Ethics and Compliance [33]

We embrace our commitment towards ethical behavior, transparency and accountability. This is reflected in our values, culture, stakeholder relations and all other endeavors. We firmly believe that committing to the highest standards of governance along with novel solutions will enable us to create an ethical environment for all our stakeholders. Our Business Conduct and Ethics Policy can be accessed on our website and https://www.firstsource.com/wp-content/uploads/2023/01/Business-Conduct-and-Ethics-Policy.pdf.
Along with our Global Ethics Policy
https://www.firstsource.com/wp-content/uploads/2023/08/Global-Ethics-Policy-7.1.pdf

Monetary				
Category	Name of the regulatory/ enforcement agencies/judicial institutions	Amount (in INR)	Brief of the case	Has an appeal been preferred? (Yes/No)
Penalty/fine	-	0	-	-
Settlement	-	0	-	-
Compounding Fee	-	0	-	-

Regulatory Compliance [34]

At Firstsource, we are dedicated to adhering to all applicable regulatory acts and standards. We not only follow the regulations set out by the Securities and Exchange Board of India (SEBI) Regulations, the Companies Act and RBI Compliances, etc., but we also expand our focus to incorporate international best practices that can be integrated into our operations. We observe compliance throughout our portfolio to ensure that employees, suppliers and customers follow regulatory standards.

Non - Monetary			
Category	Name of the regulatory/ enforcement agencies/judicial institutions	Brief of the case	Has an appeal been preferred? (Yes/No)
Imprisonment	-	-	-
Punishment	-	-	-

Case Details	Name of the regulatory/enforcement agencies/judicial institutions
None	-

[33] GRI 3-3
[34] GRI 2-27

Code of Conduct

Our comprehensive Global Ethics policy permeates our entire organization and is reinforced through rigorous training and evaluation programs. We provide training to all our new hires. The policies guiding Firstsource's conduct with all its stakeholders including the Whistleblower and Grievance Redressal mechanism, are available on the company' website and can be accessed at https://www.firstsource.com/esg/governance/

8,432 | hours of training
on Ethics

Anti-bribery [35] [36]

We enforce a 'zero-tolerance' policy towards bribery. Our anti-bribery, gifts and entertainment policy helps us to minimize the risk of repercussions associated with inappropriate behavior such as bribery, corruption and is applicable to all the employees, representatives, vendors and business partners to identify and effectively report a potential breach. We are dedicated to providing a secure, reliable and confidential method to report any unethical actions. We also provide training to our newly onboarded employees. Further, we conduct awareness and refresher training to enhance our employees skills in identifying bribery, corruption cases and we take appropriate actions to mitigate any risk. In line with commitment, we do not make political contributions or promote political agendas in an attempt to influence any decision or gain competitive advantage.[37] Our anti-bribery, gifts and Entertainment policy can be accessed at https://www.firstsource.com/wp-content/uploads/2023/04/AB-GE-Policy_V10-Updated.pdf which is also available on our website.

3,320 | hours of training on Anti-bribery
and anti- corruption

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[35] GRI 205-1
[36] GRI 3-3
[37] GRI 415-1

Communication and training about anti-corruption policies and procedures [38]

Category of employee	Total number of training and awareness programmes held	Topics covered under the training and its impact	Total number of persons in respective category covered by the awareness programmes	%age of persons in respective category covered by the awareness programmes
Board of Directors(BoD)	1	Insider Training details are communicated to all BoD , quarterly notifications are sent and there is a set process for the same. Apart from the PIT (SEBI Insider Training), there are inductions sessions wherein Directors has been given Business Insights. Also, at regular intervals, major Corporate Laws amendments has been presented in the form of Board Note to Directors	10	100%
Employees other than BoD and KMPs	4	Anti Bribery , Gift and Entertainment , Insider trading , Global Compliance policy	1290	97%
Workers	3	Anti Bribery , Gift and Entertainment , Global Compliance policy	6785	95%
Value chain partners	0	None	0	0%

	Number of your plants and offices that were assessed (by entity or statutory authorities or third parties) (FY 2022-23)	% of your plants and offices that were assessed (by entity or statutory authorities or third parties) (FY2022-23)
Anti Corruption	0	0%

[38] GRI 205-2

Confirmed incidents of corruption and actions taken [39]

Category	Unit	FY 2022-23
Total number and nature of confirmed incidents of corruption	No. of breaches/cases	1
Total no. of confirmed incidents in which employees were dismissed for corruption	No. of breaches/cases	1
Total no. of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	No. of breaches/cases	0
No. of Public legal cases regarding corruption brought against the organization or its employees during the reporting period	No. of breaches/cases	0

Requirement	Response
Significant risks related to corruption identified through the risk assessment and Mitigation measures taken.	None

Anti Competitive, Antitrust and monopoly practice:

Anti-competitive behavior, violations of antitrust and monopoly legislation [40]	
Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior	Number of legal actions pending or completed during the reporting period regarding violations of antitrust and monopoly legislation
0	0

[39] GRI 205-3
[40] GRI 206-1

Whistle Blower Policy

Our whistle blower policy enables our employees to raise and file any complaints of suspected misconduct. The concern or issue can be sent to a confidential email address, which is, whistleblowing@firstsource.com. [41] [42]

During 2023, 6 whistle-blowing cases were reported and 5 were resolved. Among the cases that were awaiting resolution, 1 pending case was successfully concluded subsequent to the 31st of March, 2023.

Insider Trading Policy

We have a code of conduct for prohibition of Insider Trading pursuant to the SEBI (Prohibition of Insider Trading) Regulations 2015 as amended from time to time. This code is applicable to our Directors, Officers and Designated Employees and is intended to prohibit our employees from security related malpractices.

Zero Cases of Insider Trading during the year ended March 31, 2023

Implementation of Structured Digital Database in view of SEBI (PIT) Regulations, 2015:

As per SEBI (PIT) Regulations, 2015 it is mandatory for a listed entity to maintain **Structured Digital Database (SDD)** software in order to monitor the flow of Unpublished Price Sensitive Information (UPSI), trades by the designated persons & their immediate relatives, Pre-clearance of trades, closing of trading windows, etc.

This is a very crucial step taken by SEBI to monitor the Insider Trading Process of a listed entity. To implement the same, the Company introduced a Compliance Management tool for Prohibition of Insider Trading (PIT Tool) accessible to all Designated Persons/Connected Persons deemed to be Insiders and having access to Unpublished Price Sensitive Information (UPSI).

This tool shall be used primarily for:

1. Monitoring the flow of UPSI disclosed by Insiders within and outside the organization for legitimate purpose as defined by the regulations;
2. Annual disclosure of requisite personal data of self, immediate and dependent relatives;
3. Annual disclosure of Share Holdings by Designated Persons and their relatives;
4. Seeking pre-clearance from the Compliance Officer for Trading in the shares of the Company;
5. Submission of Form C (Annexure III) on crossing the threshold for dealing in the securities of the Company

The implementation as mandated by SEBI and its automation is our way of showing our commitment to the best of the Governance, ethical business practices and transparency.

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[41] GRI 2-25
[42] GRI 207-2

Prevention of Sexual Harassment Policy

We have a zero-tolerance policy towards sexual harassment. In accordance with the provisions of the Sexual Harassment of Women at Workplace Act of 2013, we have a 'Prevention of Sexual Harassment Policy' in place. The purpose of this policy is to provide a safe, secure and congenial work environment where employees may deliver their best without restraint, threat, or fear. The Audit Committee receives reports on complaints lodged under the Policy at its quarterly meetings, along with details on the actions taken in response. Employees can lodge a complaint by sharing details of the incident on confidant@firstsource.com email Id.

We are also committed to provide a work environment free from harassment. In order to ensure that all our people are treated with dignity and respect, we have geography wise "**Harassment Policy**" published on our website.

The policies can be accessed through the following link:
https://www.firstsource.com/wp-content/uploads/2023/08/POSH-5.0.pdf

https://www.firstsource.com/wp-content/uploads/2023/09/Anti-Sexual-Harassment-Policy-Philippines-July-2023.pdf

https://www.firstsource.com/wp-content/up loads/2023/09/UK-Workplace-Bullying-Poli cy-July-2023.pdf

https://www.firstsource.com/wp-content/uploads/2023/09/US-Workplace-Bullying-Policy-July-2023.pdf

https://www.firstsource.com/wp-content/uploads/2023/09/US-Anti-Harassment-Non-Discrimination-Policy-July-2023.pdf

During the year, total 23 incidents of sexual harassment were reported related to POSH violations.

We have successfully addressed 18 complaints and subsequent to the conclusion of FY 23, we undertook investigations into 5 additional complaints. These additional complaints have now been resolved and were handled within the time frame required by the applicable law.

9,095 | employees trained on POSH for 4,284 hours

Comprehensive ESG Policies[43][44]

Our ESG policies provide a unified approach to promoting responsible practices across all operational geographies. In addition, to ensure business is conducted with high ethical standards we have reinforced a comprehensive set of policies and processes to integrate responsible governance. These policies are applicable to our employees, suppliers, contractors, service providers and are accessible on the company's website. They advocate fair employment practices, transparency, competitiveness, diversity, prohibition of abuse and harassment, and safety. Our globally benchmarked policies are listed below:

- Anti-Harassment & Non-Discrimination Policy – US
- Anti Slavery & Human Trafficking Statement
- Business Continuity Management System (BCMS) Policy
- Code of Conduct for Executive Directors and Senior Management –IN
- Diversity & Equal Opportunities Policy - UK
- Gender Pay Report
- Global Data Privacy Policy
- Global Grievance Redressal Policy
- Global Policy Physical Security Safety
- Global Tax Strategy
- Global Human Rights Policy
- Policy on familiarization of Independent Directors –IN
- Related Party Transactions Policy - IN
- Process Document - Grievance Redressal for Misleading Advertisement Delivery of Essential Services Restrictive UnfairTrade Practice –IN
- Bullying and Harassments Policy - UK

- Anti-Bribery and Gifts & Entertainment Policy
- Board Diversity –IN
- Code of Conduct for Non-Executive & Independent Directors –IN
- Dividend Distribution Policy –IN
- Global Anti-Fraud Policy
- Global Enterprise Risk Management Policy
- Global Inclusion & Diversity Policy
- Global Waste Policy
- Material Subsidiary Policy –IN
- Prevention of Sexual Harassment – POSH -IN
- Prevention of Sexual Harassment – POSH - Philippines
- Remuneration Policy for Non-executive Directors –IN
- Sustainable Supply Chain Policy
- Workplace Bullying Policy – US
- Financial Crime Policy

- Archival Policy
- Business Conduct & Ethics Policy-UK
- CSR Policy
- ESG Policy
- Global Cyber Security Policy
- Global Ethics Policy
- Global Policy Administration & Facilities
- Global Quality Health , Safety , Environment & Energy Management Policy
- Incident Management Policy
- Policy for determination of Materiality of Events or Information –IN
- Supplier Code of Conduct
- Global Whistle Blower Policy
- Treating Customers Fairly Policies and Procedures

[43] GRI 2-23
[44] GRI 2-24

Protecting Data, Respecting Privacy

We maintain a robust cyber security and privacy framework, which is embedded within our operations and processes while complying with all regulatory requirements of the various geographies in which we operate.

With ever changing business environments, there is a dire need of evolving regulatory frameworks to address the risks of cyber security, data privacy, information security and business continuity. To mitigate the issues, we maintain a robust cyber security and privacy framework that lies at the core of our operations and processes abiding all the regulatory requirements of the various geographies we operate in. Our approach to engineering solutions emphasizes transparency, finding the perfect equilibrium between privacy and innovation.

We adopt stringent measures to ensure the security and confidentiality of sensitive information. This includes implementing robust encryption protocols, utilizing secure data storage systems and adhering to privacy regulations and best practices. By

prioritizing data protection and privacy, we not only instill trust, but also promote responsible data stewardship and empower our employees on handling data responsibly.

Information Security Framework

In this ever-evolving digital age, the concern surrounding the risks associated with data security has become increasingly significant, as it can profoundly affect businesses, customers and stakeholder relationships. To effectively address these risks, we have implemented a robust framework and processes for information and data security, privacy and cybersecurity that are applicable across all our offices and all our stakeholders.

At Firstsource more than 50% of our operational centers have obtained ISO 27001:2013 certification, which is an internationally recognized standard for Information Security Management System (ISMS). This certification ensures that our ISMS adheres to the established ISO 27001 standard, providing a structured approach to managing and securing resources. In addition, our IT processes have also been certified with International Organization for

Standardization (ISO) 27001, Health Information Trust Alliance (HITRUST), Payment Card Industry-Data Security Standard (PCI-DSS), Systems and Organization Controls like SOC1 and SOC2 certifications further reinforcing our commitment to maintaining high levels of security and compliance.

Cyber Security - Framework - ISMS:IEC ISO 27001, AICPA, PCIDSS, HIPAA Policy, Procedure, Governance

Security Operations Center

Antivirus | Firewall | VPN and 2FA | DLP (Data Loss Prevention) | Email Security | Intrusion Detection | Intrusion Prevention | Encryption | Web Security | Cloud Security | EDR (Endpoint Threat Detection)

Patch Management

Secure Configuration

Asset and Software Inventory

1. We abide by GDPR (Global Data Protection Regulation) which governs the possession, processing, movement and storage of data or information of European Union (EU) citizens. A similar law in India around Data Protection has been implemented.
2. We conduct an independent audit periodically by external bodies to validate the effectiveness of data privacy control while penetration tests are conducted on a quarterly basis.
3. We also ensure zero-tolerance to non-compliance with the framework.

Fortifying Data Protection:
The Power of Robust Security Policies

Our information security guidelines provide strong support to our people while handling personal information. We have detailed policies complying with ISO 27001 framework that are applicable to all our employees. We have policies for IT breaches, ransomware attacks, phishing email attacks, domain security and data privacy that ensure security and functionality across domains for all users.

Employees are provided with an in-house Information Management System (IMS) platform to raise complaints or report incidents related to cyber security. A specialized team dedicated to cyber security conducts thorough investigations and implements suitable actions accordingly.

Security Tools

Securing the data of our business, employees and customers is one of our top priorities. Considering the trust placed in us, we ensure strong security with tools like Cisco Email Security Gateway, Cisco AMP (Advanced, Malware Protection), Cisco Web Proxy, McAfee Data Loss Prevention servers on premises and on cloud infrastructure are protected by Sentinelone etc. Firstsource also has email and internet security control measures in place that secure both internal and external information. We have implemented an enterprise anti-virus gateway and content filters, which limits access to internet sites. McAfee Data Loss Prevention is enabled on the email gateway which prevents users from sending sensitive information such as SSN, PIN, credit card numbers, etc. Additionally, all emails are secured by McAfee anti-virus are passed through SPAM filters.

Cisco AMP – Advanced Malware Protection
- Endpoint Security Solution rendered over the cloud with Antivirus and EDR.
- Host-based anti-malware is the last line of defense, and often the only defense for communications encrypted end-to-end (password protected archives, https/sftp, chat file transfers, etc.). Cisco's Advanced Malware Protection (AMP) analyzes all files that reach the user's system. If the file is known to be malicious, it is quarantined immediately

Cisco AMP and Tetra – Advanced Malware Protection
- Cloud based Advanced Malware protection with triage and Tetra AV for servers
- Cisco Advanced Malware Protection then goes a step further than most malware detection tools, continuously monitoring every file in your network. If Cisco AMP detects malicious behavior, it helps you remediate quickly.

Cisco Email Security gateway
- Secure Email gateway with Advanced Malware Protection

Next Gen FW and IPS
- Next Generation Firewall with integrated Advanced Malware Protection and Intrusion prevention system at the perimeter

Cisco Web Proxy
- Secure Internet Gateway with Advanced Malware Protection

McAfee Endpoint Encryption
- All mobile devices and desktops are encrypted with McAfee full disk encryption

SECURITY TOOLS

McAfee Data Loss Prevention
- All mobile devices and desktops are installed with Data loss prevention.

Cisco Umbrella
- Secure Internet and DNS gateway for off network browsing

Cisco AnyConnect
- Secure Connectivity into Firstsource network

Cisco Duo
- Secure two factor authentication before access is granted to the network

Information Risk Management

The risk landscape in the current business environment and evolving regulatory frameworks is changing dynamically with Cyber Security, Fraud Detection and Prevention, Information Security, Data Privacy and Business Continuity featuring prominently. To effectively mitigate these emerging risks a focused strategy is prepared around Information Risk Management.

- A comprehensive ransomware protection system has been implemented enterprise-wide, employing an Endpoint Detection and Response (EDR) solution across the entire server infrastructure, featuring a user-friendly "one-click" roll-back functionality. This setup guarantees effective threat prevention through the utilization of static AI and Dynamic AI, relying on reputation-based mechanisms to thwart potential threats. Furthermore, the system actively prevents unauthorized file executions.

- To bolster security measures further, our digital footprint is continuously monitored, utilizing cutting-edge online security monitoring solutions. This constant vigilance includes 24/7 threat monitoring through a dedicated Security Operation Center (SOC), ensuring prompt detection and response to any potential security incidents.

- The healthcare business operation has obtained HITRUST certification, signifying its adherence to robust privacy and security standards. Additionally, we are actively working towards achieving MARS-E (The Minimum Acceptable Risk Standards for Exchanges) certification, which encompasses a comprehensive set of privacy and security standards specifically designed for Affordable Care Act (ACA) administering entities, along with their contractors and sub-contractors. The certification process is aimed at meeting the stringent requirements for our esteemed client who is the largest Healthcare insurance provider, ensuring the highest level of data protection and risk management in their operations.

- An automated system has been implemented to track and manage digital assets and software inventory effectively. This platform ensures seamless monitoring and control over all digital assets, providing real-time insights into the status and usage of software applications across endpoints and servers.
- The implementation of Network Port Security involves the activation of a configuration on the Firewall to disable all ports that are not currently in use. By doing so, any unused or idle ports are rendered inactive, preventing potential security vulnerabilities and unauthorized access attempts.
- A risk dashboard is a graphical presentation of the organization's key risk measures (often against their respective tolerance levels), typically used in reports to senior management. Risk posture collectively refers to the status of an overall cybersecurity program implemented by an organization to protect itself from breaches and safeguard its data. This includes the overall management and strategy related to protecting the enterprise's software and hardware, networks, services, and information.

- Privileged Access Management (PAM) is an information security (infosec) mechanism that safeguards identities with special access or capabilities beyond regular users. PAM software and tools work by gathering the credentials of privileged accounts, also known as system administrator accounts, into a secure repository to isolate their use and log their activity. The separation is intended to lower the risk of admin credentials being stolen or misused.

Security Trainings and Awareness

As part of our commitment to privacy, we provide training and awareness to all employees, ensuring they understand their obligations to comply with our data privacy and security policies. These trainings are delivered through our firstsource learning academy application, where the modules are designed in accordance with the employees roles and responsibilities, and includes mandatory compliance trainings. We conduct these trainings for both contractual and permanent employees. In addition, enhanced security awareness, with campaigns, including anti-phishing initiatives. For each email received with an attachment, a virtual instance is automatically opened on the cloud, where the attachment is checked for safety immediately upon click.

Internal Audit team:

The role of Internal audit function is to provide independent and objective assurance of the adequacy and effectiveness of our internal control and governance processes to the Board, the audit committee, the CEO and Management. To maintain Independence and objectivity, the Internal audit function reports to the Audit committee and the CEO. Internal Audit team develops a risk-based plan and continuously updates it as the risks faced by the business change. Internal audit team is authorized to review all areas and has unrestricted access to all activities, accounts, records, property and personnel necessary to fulfill its duties. The audit committee is informed at least quarterly of key audit findings, including adverse opinions and status of mitigation actions by management.

Integrating ESG Risk Management: Strengthening Resilience in a Changing Landscape

Firstsource recognizes the significance of ESG risks that are consistently highlighted by the World Economic Forum in its annual Global Risk Report. Among the top 15 severe risks identified in the 2022 report eight are directly related to the environment or society. This includes climate change, social cohesion erosion, resource scarcity, biodiversity loss and infectious diseases. As the global economy undergoes dynamic structural changes and customer expectations continue to evolve, increased societal and regulatory scrutiny creates an uncertain and risky landscape.

To address these risks, Firstsource empowers its business managers with the responsibility of identifying, assessing, managing and reporting risks and opportunities. Their close involvement allows them to effectively evaluate and respond to the specific risks they encounter on a daily basis. The Risk Management Committee provides oversight and reports to the Board of Directors or the Audit

Committee who hold the ultimate responsibility for risk oversight.

To ensure the long-term resilience of our business we conduct a thorough review of our Enterprise Risk Management framework and risk register. During this process we integrate material ESG risks that may impact our business. These risks encompass various themes such as climate-related risks, employee safety, well-being, diversity and inclusion, responsible supplier management and customer expectations regarding ESG considerations.

We have updated our risk registers by mapping risk elements against ESG factors and incorporating emerging risks that we will subsequently monitor in compliance with the recent amendments to the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015. We have seperately mapped risk elements against ESG factors and incoporated emerging risks which will be continously monitored and reported.

The effective management of key risks is essential for achieving our organizational strategy, driving growth and ensuring

profitability. As we continue to monitor emerging, interconnected and long-term ESG risks, our Risk Management Committee will regularly review the business's risk profile and take necessary actions to manage and mitigate ESG risks. We also have a dedicated personnel and team for monitoring and auditing risk management performance and responsibility.

Overall, our integration of ESG within our Enterprise Risk Management framework strengthens our risk management capabilities, safeguards our business and positions us for sustainable success in an evolving business landscape.

Our Risk Management framework

We have developed and implemented a Risk Management framework based on the globally accepted and recognized COSO Framework (Committee of Sponsoring Organizations). The COSO Framework provides guidance and thought leadership on enterprise risk management and internal controls. Our Risk Management framework aligns with this model, aiming to minimize the negative impact of risks on key business objectives while effectively leveraging market opportunities.

ERM and Internal Controls Framework

We have defined an integrated Enterprise Risk Management and Internal controls framework encompassing a top down and a bottom up risk assessment process.

Top Down

Risk to Strategic goals & Objectives

Risks to Key Performance metrics

Cross cutting risks

Key Control activites
- Top risk assessment process
- Operational risk assessment
- Internal financial controls assessment
- Internal Audit

Operational risks & Controls

Compliance risks & Controls

Financial reporting risks and controls
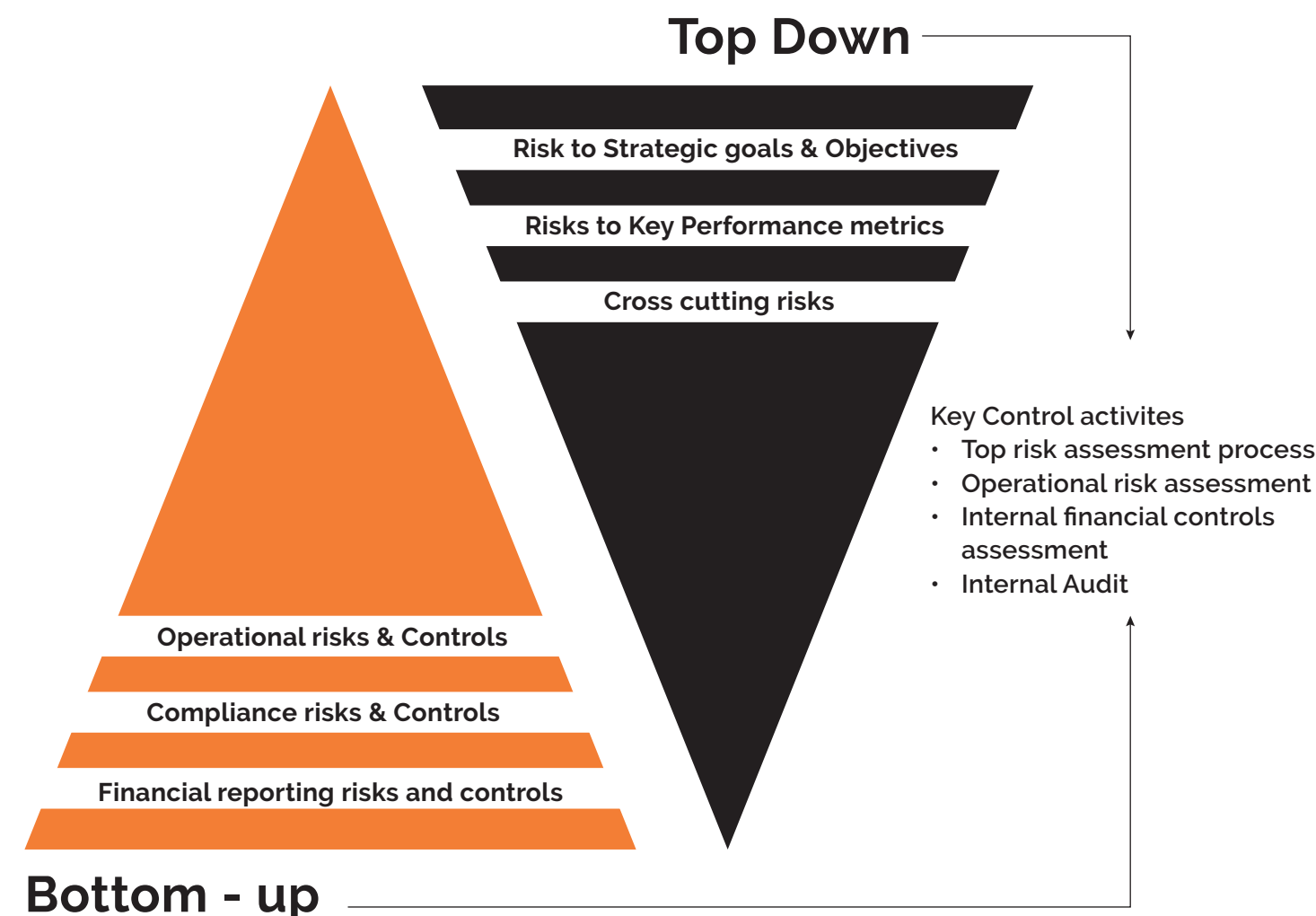
Bottom - up

Top-Down

Focusses on the broader cross cutting risks, macro economic factors that affect our organization and our ability to achieve goals and strategic objectives and that should be on top of leadership's agenda.

Bottom-up

Bottom-up approach focuses on in-depth assessment of our business processes, specific risks and how these risks are being controlled.

Aligning transactional risk data - from Operational Risk registers, Internal Audits, Operational Risk events - with the broader enterprise level risks identified through management discussions, workshops, macroeconomic assessment etc. will create line of sight into what is causing an enterprise risk and how those risks could be mitigated or responded to.

Risks are identified across the defined risk categories taking our business objectives into consideration. Stakeholders at various levels with clearly defined roles and responsibilities, undertake the response, remediation, monitoring, tracking, reporting and review process at defined intervals.

Business Continuity Plan

Firstsource has received the ISO 22301 certification for Business Continuity Management System (BCMS) in January 2023 for one of the operational site and all other sites also follow these guidelines. This is an important manifestation of our robust strategy to maintain operational resilience with suitable controls and processes in place for Business Continuity Planning and Disaster Recovery to ensure minimum impact to business with primary focus on the safety of our staff.

A fully automated inhouse tool – FirstBCM is developed for end to end enterprise business continuity management with multifarious capabilities such as enterprise repository of all Business Continuity Plans, conduct Business Impact Assessments, Risk Assessments, reporting and conducting tests to address business disruptions such
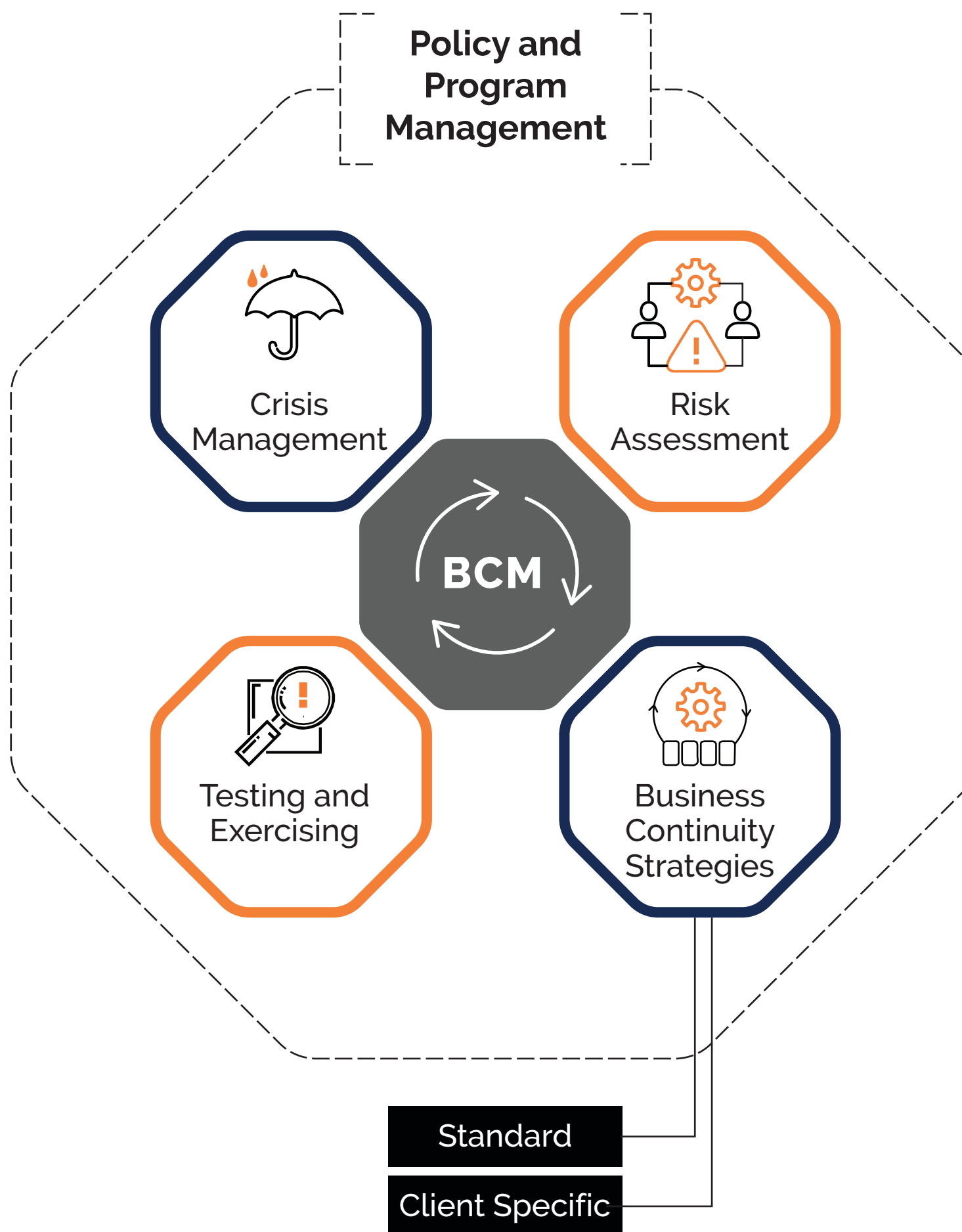
as political, economic, social, technological, environmental and legal issues.

Center Level BCP Solutions include actions to identify risks and threats such as medical emergencies, technology failures and potential Denial of Service. In the event of a crisis, each facility is equipped with a forum called the Crisis Management Steering Committee (CMSC). Inbuilt Business Continuity Solutions include multi-city operations and work from home solutions. Client Specific Solutions are offered to clients who require operational continuity even during denial of premises situations.

Policy and Program Management

Crisis Management

Risk Assessment

BCM

Testing and Exercising

Business Continuity Strategies

Standard

Client Specific

Revolutionize Contracting with SirionOne

We recently launched the SirionOne platform. It is a new enterprise-wide Contract Lifecycle Management solution. In keeping with our Digital First, Digital Now strategy, SirionOne will help us digitize all phases of contract lifecycle onto an integrated, AI-powered platform.

The process of contracting has been digitalized and streamlined with SirionOne, making it easier to go through the process by leveraging standardized workflow, approval processes and have desired results. It is the one-stop-shop for all the contractual needs as it grants access to clauses, standard templates, contract requests and stores executed contracts on a cloud-based repository. It also enables relevant departments to track and manage contractual obligations.

SirionOne provides seamless access without additional plugins or configurations, enhanced collaboration, quicker closures through an easy-to-use platform that connects all enterprise teams. One of its many features allows access to real-time insights across the contracting lifecycle. It drives operational performance by providing leverage to smart tools and intelligence to manage contractual obligations. It makes it easier to track contract renewal and expiry. We have provided training to 200+ users across departments, BUs and geographies, for effective use of SirionOne.

Economic Disclosures [45]

When evaluating our actions, we take into account the commercial and economic impact of each transaction and how it aligns with our strategic objectives. We believe in transparency and disclose the financial outcomes of these activities to all stakeholders effectively demonstrating our commitment to ethical practices, integrity and compliance.

Economic Value creation		In Millions INR	
Particulars	FY 2022-23	FY 2021-22	FY 2020-21
Economic Value generated (a)	60,223.18	59,211.53	50,779.80
Revenue	60,223.18	59,211.53	50,779.80
Economic Value distributed (b)	55,229.24	53,112.08	45,616.71
Operating costs	13,283.32	10,145.38	8,065.47
Employee wages and benefits	38,674.81	39,467.57	34,672.28
Payments to providers of capital	2,384.45	2,383.96	2,037.69
Payments to government	818.25	1,059.34	801.12
Community investments	68.41	55.83	40.15
Economic Value retained (a-b)	4,993.94	6,099.45	5,163.09

[45] GRI 201-1

Tax Transparency [46] [47] [48] [49]

Tax transparency is an integral part of our corporate ethos. We embrace and recognize the importance of maintaining a high standard of tax transparency to build trust with stakeholders and contribute positively to the communities where we operate.

With an intent to strengthen our commitment to transparency, we have published on our website our Global Tax Strategy which details the Group's tax strategy, commitment to compliance, tax risk management and governance, approach to engage with tax authorities, etc. This strategy is guided by our governance philosophy of upholding the highest standards of responsible corporate citizenship in the communities and countries that we operate in, while serving the interests of our customers, employees, partners, and other stakeholders. The global tax strategy is periodically reviewed and

updated for changes in compliance / disclosure requirements.

At Firstsource, we acknowledge that all taxes are critical to promote the economic and overall growth of society and achieve Sustainable Development Goals (SDG). Therefore, abiding by our commitment and prevalent legislation in the countries of our operation, we ensure to pay fair share of taxes in a timely manner. We do not transfer value to low tax jurisdictions or tax havens to avoid taxes and do not have dealing with entities in low tax jurisdictions unless they are supported by business reason. We disclose relevant tax information in our annual report for reconciliation between effective tax rate and corporate tax rate, taxes paid, contingent liabilities etc.

We have a strong tax governance system and our tax team is headed by our Finance Head who along with the accounting and tax teams oversees the implementation of tax strategy and encourages the team to stay updated on

emerging tax issues by investing in training for those staff tasked with tax compliance and governance. Firstsource has implemented a system of internal control in order to minimize tax risk and deployed an effective IT system to ensure proper implementation of the strategy.

We have a robust tax risk management framework in place which allows us to mitigate tax risks in a step-by-step approach, if at all any. Moreover, we maintain a low appetite for tax risk by aligning tax planning with our business. Firstsource's tax risk management, governance, and controls include measures and tools to ensure that we can identify, assess, manage, and mitigate any operational reporting, financial reporting, and compliance tax risks in all the countries we operate in. The audit committee is informed of all the material tax matters by the CFO.

At Firstsource, we have undertaken public policy advocacy through various industry

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[46] GRI 207-1
[47] GRI 207-2
[48] GRI 207-3
[49] GRI 207-4

associations and other bodies. Our related party transactions are undertaken at arm's length principle and in compliance with OECD (The Organization for Economic Co-operation and Development) guidelines, local laws and regulations of each tax jurisdiction where we operate.

Our Board has established that the following principles which form the basis of management's philosophy and the Tax Strategy to achieve the vision of compliance and governance with respect to tax:

- **Good governance**: Firstsource seeks to comply with all applicable tax legislation in all jurisdictions of its operation and pays the fair amount of taxes in a timely manner.

- **Internal control**: Implement a system of internal controls in order to minimize tax risk.

- **Documentation**: Ensure that agreed tax processes are documented in order to mitigate the risk of error.

- **Training**: Investing in training for those staff tasked with tax compliance and governance.

- **External advice**: Seeking specialist external tax advice where required.

Protecting Our Planet

We strongly believe it is our responsibility to make constant changes towards minimizing our environmental impact. For that purpose we have identified the following important areas where we can make a difference in terms of optimizing resource use, increasing productivity and delivering cost savings.

1. Combating Climate Change

2. Managing Waste Responsibly

3. Reducing Water Consumption

Eco-consciousness

By leveraging our digital solutions and services, which elevate productivity, streamline processes and conserve resources, we actively explore possibilities for collaboration and engagement in climate-related endeavors. Although our environmental impact resulting from our operations is negligible, we consistently seek ways to diminish our ecological footprint. In addition to this, we demonstrate our commitment to environmental causes by organizing employee volunteering programs and corporate social responsibility (CSR) initiatives that align with environmental concerns.

We are deeply committed to making a meaningful contribution and actively involving our stakeholders in implementing environmentally friendly measures. As a company that values environmental responsibility, we adhere to a standardized framework to effectively manage our environmental impact. Our Global Quality, Heath, Safety, Environment and Energy

Management Policy, integrated within the QHSEE framework which encompasses various measures such as quantifying and monitoring both direct and indirect carbon emissions, enhancing energy efficiency, improving waste management and promoting water conservation across all our offices and facilities. **Most of our UK centers hold ISO 14001:2015, ISO 45001:2018 and ISO 50001:2018 certifications, while our major centers in India hold ISO 45001:2018 and ISO 14001:2015 certifications**. Also, four of

our offices from where we operate are Green Building certified.

We are actively working to align our environmental goals with our business practices and gain valuable insights into our strengths and weaknesses through platforms like Carbon Disclosure Project (CDP) disclosures and Ecovadis. By implementing these measures we are reinforcing our commitment to ESG principles and laying a solid foundation for establishing a sustainable business in this ever-evolving landscape.

Environment Highlights [50] [51] [52] [53]

Renewable Electricity Consumption (India and UK region) 18,661 GJ	Scope 1: 366.33 tCO2e Scope 2: 15,438.82 tCO2e Scope 3: 26,156.22 tCO2e	Energy Intensity (Electricity and diesel) 1.63 (GJ/ Million Rupees of Turnover'	GHG Intensity (Scope 1, 2 & 3) 0.70 (tCO2e/ Million Rupees of Turnover)
Total Energy consumption 97,562 GJ	Fuel Consumption 2,177 GJ	Total GHG Emissions 41,961 tCO2e	

- Income from services (Revenue) for FY 22-23 - 59,859.27 INR Million

[50] GRI 302-1 [52] GRI 305-3
[51] GRI 302-3 [53] GRI 305-4

Below are the considerations and boundaries for environment disclosures:

- For energy and emissions, the scope includes India, US, UK and PHP within the specified boundary
- FY 2023 has been chosen as the base year for our global GHG operational inventory process, since it marks the commencement of our comprehensive emissions inventory tracking and reporting on a global scale. During this year we also moved into a hybrid working model post pandemic.
- For the consolidation of energy and GHG emission data, operational control is adopted.
- For waste and water management, the scope includes India, US, UK and PHP for FY 2023.

Combating climate change

At Firstsource, we recognize the importance of addressing climate change as a key driver of the growth and long term sustainability of our business practices and corporate responsibility. With unwavering dedication to combat climate change we are making significant progress at an accelerated rate. Our focus is on eliminating greenhouse gas (GHG) emissions through the adoption of state-of-the-art energy-efficient technologies and the integration of renewable energy solutions.

Total Energy Consumption

Energy Consumption (In GJ)	India	UK	US	PHP	Total
Electricity	57,438	7,386	28,201	2,360	95,385
Gas Oil	319	1,445	263	150	2,177
Total	57,757	8,831	28,464	2,510	97,562

- As per ISO 14064:1 Standard, GHG Protocol: Corporate accounting and reporting standards, GHG Protocol: Scope -3 Value chain accounting and reporting standards is used
- As per DEFRA 2022 conversion factors
- We do not consume Energy outside operational boundary

Greenhouse Gas (GHG) Emissions Management [54 55 56 57 58]

At Firstsource, we are committed to implementing robust strategies to minimize our carbon footprint and move towards a sustainable future. The adoption of renewable energy, energy efficiency initiatives and energy efficient data centers will help us minimize our GHG emissions.

Furthermore, we diligently monitor and track our direct (Scope 1) and indirect (Scope 2) GHG emissions in conjunction with our energy consumption measurement and tracking efforts. The electricity we purchase to operate our offices across different locations is the largest contributor to our GHG footprint. Additionally, we utilize fuel including diesel and gasoline to power generators that provide backup electricity for our offices which also contributes to our emissions By diligently tracking and addressing these emission sources we strive to effectively manage our environmental impact..

The calculation methodology we employ for determining our GHG emissions aligns with the globally recognized GHG Protocol and ISO 14064-1 Standards.[59] By adopting this comprehensive approach, we ensure accurate assessment and management of our carbon footprint.

Category of Emissions	tCO2e			
	CO2**	CH4	N2O**	CO2e
Direct Emissions (Scope 1)	363.07	0.49	2.76	366.32
Indirect Energy Emissions (Scope 2)#	15299.36	51.56	87.90	15438.82
Indirect Other Emissions (Scope 3)	26141.20	1.90	13.15	26156.22
Total (Scope 1, 2 & 3)	41803.60	53.95	103.81	41961.37

* As per ISO 14064:1 standards, GHG Protocol: Corporate accounting and reporting standards, GHG Protocol: Scope -3 Value chain accounting and reporting standards,
* Emissions factors of CEA 2022 and DEFRA 2022 are considered
#Scope 2 is reported on location based approach
** The values are in tCO2e

As our emissions reporting matures, we have continued to expand our Scope 3 inventory and this now includes all the below categories of emissions:[60]

Category 1: Purchased goods and services
Category 3: Fuel-and-energy-related activities
Category 5: Waste generated in operations
Category 6: Business travel
Category 7: Employee commuting
Category 8: Upstream leased assets

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54 GRI 302-4   56 GRI 305-2   58 GRI 3-3   60 GRI 305-3
55 GRI 305-1   57 GRI 305-5   59 GRI 302-1

Scope 3 Categories

Category	tCO2e
Purchased goods and services	5,039
Fuel- and energy-related activities	3,449
Waste generated in operations	243
Business travel	2,438
Employee commuting	6,827
Leased assets	8,160
Total	26,156

Scope 1 (tCO2e)

	FY 2022-23	FY 2021-22	FY 2020-21
Scope1 (tCo2e)	366	1,590	394

The information for the previous year ended March 31, 2022 is not comparable with the current year ended March 31, 2023 due to our electricity consumption has increased from FY22 as our offices have started being operational post pandemic in FY23. In Addition , we have also made changes to the schedule for DG set testing which resulted in a decrease in fuel consumption in FY 2022-23.

Scope 2 (tCO2e)

	FY 2022-23	FY 2021-22	FY 2020-21
Scope2 (tCo2e)	15439	13193	10768

Scope 3 (tCO2e)

	FY 2022-23	FY 2021-22	FY 2020-21
Scope3 (tCo2e)	26,156	417	499

The information for the previous year ended March 31, 2022 is not comparable with the current year ended March 31, 2023 since in FY 2020-21 and 2021-22, only UK geography was considered for calculating Scope 3 emissions. Whereas, for FY 2022-23, we have included all the geographies for the boundaries mentioned above.

Energy and Emissions reduction Initiatives [61][62].

In April 2022, we proudly launched 'Project Planet' at Firstsource. Project Planet is an initiative that exemplifies our unwavering commitment to environmental sustainability. This project encompasses a range of strategies aimed at minimizing our energy consumption and GHG emissions.

We are actively looking to contribute towards climate change solutions by adopting strategic measures and controls to minimize our environmental impact.

Although the environmental impacts of our operations are relatively small, we constantly look for ways to innovate and reduce carbon footprint across the business. We are developing a decarbonization framework for our already identified main emission sources. To illustrate this, our monthly emissions have been gradually declining as presented below:

	For the month of April 2022	For the month of March 2023	Reduction %
Energy Consumption in (GJ)*	5,805.88	5,168.58	11%
GHG Emissions* (tCO2e)	1,067.17	958.93	10%

*For India, US and PHP

Some of the key initiatives towards reducing energy and GHG emissions are as follows:
- Data centers are being adjusted to be more energy efficient.
- Taking energy efficiency initiatives such as implementation of motion-based LED lighting systems across facilities, raising the ambient air conditioner temperature by one degree Celsius, and rationalizing chiller compressor utilization. Apart from

these initiatives, as a part of our decarbonization plan we aim to use Renewable Electricity across our facilities wherever possible.
- Introducing Electric Vehicles in our fleet and are also in continuous conversations with our landlords about installing EV charging stations within our facilities.
- The use of air conditioners (ACs) equipped with environmentally friendly gases has led to a substantial reduction in the depletion of ozone gas in the atmosphere.
- The installation of smart meters has emerged as a proactive measure to enhance awareness and understanding of energy consumption patterns. We have also integrated occupancy sensors into the lighting system, resulting in improved energy efficiency, convenience, and enhanced occupant comfort.
- We are also involving our employees to understand the importance of sustainability through education, content creation and awards.

Through our constant strides to reduce the energy consumption and GHG emissions, we have successfully reduced our energy consumption by 11% and GHG emissions by 10%.

[61] GRI 302-4
[62] GRI 305-5

Case Study - Eliminating Digital Clutter

The burgeoning expansion of digital communication has concurrently precipitated a surge in carbon emissions. Specifically, the utilization of emails, calendar invites and data storage substantially contributes to the discernible carbon footprint.

In a concerted endeavor to curtail these emissions and foster consciousness, one of our esteemed clients, a prominent banking institution in the UK, has presented us with a distinctive initiative aimed at affecting a substantial reduction in carbon footprints through a straightforward undertaking. Given our present emphasis on ESG matters, we are keen to seize this opportunity and collaborate with our clients in pursuit of this commendable objective.

We took the initiative to motivate and enlighten our team members about the ramifications of eliminating digital clutter, strategizing it as a substantial endeavor that engaged our entire project team.

The core outcome of this initiative was to reduce carbon footprint, energy conservation, resource efficiency.

Thanks to unwavering support from our team. We achieved resounding success in eliminating a staggering 267,099 unwanted emails, consequently conserving 1,068 kgs of CO_2 emissions and saving 80,000 watt-hours of electricity. The client's response was one of overwhelming appreciation and admiration for the collective efforts displayed by the Firstsource team.

Electric Vehicle Project Plan

As part of our dedication to reducing carbon footprint and promoting sustainability, we have initiated an electric vehicle (EV) project in India. We have successfully deployed a total of 10 electric vehicles for employee transportation and 24X7 cab services. We have made changes to our transport vendors and aim to replace the entire fleet with EV vehicles over the next five years.

City	Number of electric vehicles
Bangalore	2
Mumbai	6
Chennai	1
Hyderabad	1

The plan is to increase the number of Electric vehicles by 5% on a quarterly basis.

Additionally, we actively encourage our employees to utilize video conferencing as a means of conducting virtual business meetings thus reducing the need for transportation and associated emissions.

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[63] GRI 305-6

Phasing out Ozone Depleting Substances [63]

Firstsource has been actively working towards the elimination of GHGs starting with the transition to non-ozone depleting gases approximately 10-12 years ago. In continuation to this effort significant enhancements have been made to the air conditioning standards in all our offices. A key measure in this progression is the adoption of R-134 refrigerant gas and the strict prohibition of ozone-depleting gases in our HVAC systems throughout our office locations. These initiatives exemplify our steadfast commitment to reducing our environmental impact and promoting sustainable practices.

Climate disclosures

For the past few years we have actively participated in the Carbon Disclosure Project (CDP) program, consistently reporting GHG emissions from our UK operations. This year, we have extended our reporting boundaries and covered India, US, UK and PHP geographies. Further, we plan to publish our first climate report aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in FY 2023-24

Climate Risk Assessment

Climate risk assessment is a pivotal process, enabling us to navigate the complex landscape of environmental challenges and their potential impacts on operations, assets, and stakeholders. At Firstsource, the highest level of responsibility on climate-related issues rests with the Board level Risk Management Committee. The Committee guides and monitors actions on climate issues relevant to our business. In FY 2022-23, the Committee commissioned a scientific climate risk assessment to identify specific climate risks to our value chain and operations, and to develop a deeper understanding of the impacts of our operations on the ecology.

- Physical risk was calculated based on IPCC AR5 Risk Assessment Framework and used Shared Socio-economic Pathways (SSPs) that projects socioeconomic global changes.
- Transition risk is conducted by evaluating various factors related to policy and legal risks, market risks, reputation risks, and technology risks relevant to Firstsource.

This assessment has helped our broader goal to develop a robust climate change strategy aligned with international commitments. Similarly, we are in the process of revising our emissions targets for all our locations.
Based on these findings of the climate risk assessment, we have developed a mitigation plan which will be rolled out in FY 2023-24.

We have made a strategic decision to invest in several energy efficiency initiatives which are expected to contribute towards reducing emissions and energy consumptions. Few key intiatives are switching over to green energy in few of our offices where this can be made available, installation of LEDs, occupancy sensors in washrooms and smart meters, among others. The share of these expenditures are expected to increase gradually in the coming years since the company is getting ready to roll out its SBTi target in the future.

Other Significant Air Emissions [64]

Firstsource being a Business Process Management (BPM) Company, it has minimal significant air emissions other than those arising from the operation of diesel generator sets during power outages. However, we have estimated the indirect emissions from our electricity use, as these can result in relevant air emissions and include, Nitrogen Oxides (NOx), Sulphur Oxides (SOx) and Particulate Matter (PM).

Significant Air Emission	(In Tonnes)
NOx	103.49
SOx	157.40
Persistent organic pollutants (POP)	Not applicable
Volatile organic compounds (VOC)	Not applicable
Hazardous air pollutants (HAP)	Not applicable
Particulate matter (PM)	21.13

SOx, NOx, PM emissions are determined for indirect electricity consumption. Conversion factor is used from publicly available sources.

[64] GRI 305-7

Managing Waste Responsibly

65 66 67

We are proud to be an ISO 14001:2015 certified organization for all our centers in the UK. This reflects our commitment to environmental management systems. Within this framework we have established and implemented comprehensive waste management procedures. As a technology company we generate electronic waste (e-waste) such as laptops, printers, scanners, batteries, air conditioners and other electronic hardware. We diligently monitor and manage our e-waste ensuring that it undergoes proper recycling, repair, or repurposing through approved vendors at the end of its life cycle.

All waste generated within Firstsource premises is segregated into individual waste streams and disposed of according to local legislation requirements.

As a responsible organization we have fully integrated the principles of the circular economy into our daily business operations. Through proactive measures we have successfully reduced the amount of waste generated within our offices.

65 GRI 306-1
66 GRI 306-2
67 GRI 3-3

We are implementing a zero waste to landfill policy globally. Within our offices, we meticulously segregate waste into predefined categories.

100% waste disposed to responsible waste handler in FY 2022-23

As a responsible organization, we have successfully reduced the amount of waste generated within our offices. Additionally, we actively encourage the reuse of recyclable materials in line with circular strategies. Our commitment to material optimization and waste minimization is evident throughout our operational processes. By embracing these practices, we contribute to a more sustainable future while maximizing the value derived from resources.

Additionally, we actively encourage the reuse of recyclable materials in line with circular strategies. Our commitment to material optimization and waste minimization is evident throughout our operational processes. By embracing these practices we contribute to a more sustainable future while maximizing the value derived from resources.

At our organization we strongly believe in maximizing resource utilization and minimizing waste generation by fully utilizing the products we use. To achieve this, we proactively follow the 5R concept: Refuse, Reduce, Reuse, Repurpose and Recycle.

Our waste managment approach is guided by the 5R concept:

5R

Refuse

Recycle

Reduce

Reuse

Repurpose

We are on course to have all plastic bottles removed from cafeterias, meeting rooms and client areas. Instead,we have made a commitment to using glass bottles. This initiative helps us reduce the consumption of single-use plastics and promotes a more sustainable alternative.

In our efforts to minimize environmental impact, we have cut back the paper usage in our day-to-day office work and actively promoted a paperless work environment. Furthermore, it is a priority for us to use eco-friendly and recyclable stationery products throughout our offices. With our focus on reusing, we recently on shifting to our new office utilized the physical assets of the old office to reduce waste.

Through these measures we stand as a testament to our commitment to sustainable practices, waste reduction and responsible resource management.

Global Recycling Day at Firstsource

Firstsource recognizes the importance of responsible waste management and aims to create a positive impact on the environment through its recycling initiatives. On March 18, we observed **'Global Recycling Day'** to promote awareness regarding the importance of recycling and the preservation of our planet's well-being. The chosen theme for Global Recycling Day was on '**Creative Innovation**,' which aims to emphasize the remarkable and transformative progress achieved through recycling.

Global Recycling Day at Firstsource serves as a reminder that recycling is not just an individual responsibility but also a collective effort towards building a greener future. By fostering a culture of recycling, we aim to reduce our environmental footprint, conserve resources and inspire positive change within our workforce.

A total of 899 Firstsourcers participated in the program and as part of our observance, we identified and recognized three outstanding individuals for their contributions to Global Recycling Day.

Testimonials from Employees:

" My recycling journey began as a young child, with a family that hiked, biked and enjoyed the outdoors regularly. This has continued to adulthood and still remains a regular part of my life today. Each Spring, when the snow melts to reveal trash along the roadway, we still walk the neighborhoods to pick up items to discard or recycle. If we see it, we bin it. "

- Selena Castle, Associate Director

" With an objective to reduce my use of single-use plastic, I refuse pots to plant new saplings grown from seeds. I also use old egg boxes to store my potato seeds for sprouting indoors before I plant them outside. I also like to reuse old wooden material wherever possible in my garden. I think it shows that you can garden on any budget just by reusing what you have lying around and recycle. "

- Chelsea Cuthbert,
Customer Experience Advisor

Waste Category	Total waste generated and responsibly disposed of [68] (In MT)		
	FY 2022-23	FY 2021-22	FY 2020-21
E-Waste	75.22	14.9	8.9
Other Waste (plastic, biomedical, etc.)	649.26	0.02	0.01

*For FY 2022-23, other waste has increased due to decommissioning of an office. E- waste has increased due to change from thin clients to all in one systems. The information for the year ended 31st March, 2021 and 2022 are not comparable with the current year ended 31st March 2023 as only India geography was considered in the previous years.

Waste Category	Waste Quantity Recycled [69] (MT)		
	FY 2022-23	FY 2021-22	FY 2020-21
E-Waste	75.22	14.9	8.9
Other Waste (plastic, biomedical, etc.)	85.46	0.0082	0.000012

Waste Category	Waste Quantity Incinerated [70] (MT)		
	FY 2022-23	FY 2021-22	FY 2020-21
Other Waste (plastic, biomedical, etc.)	43.59	0.01108	0.006

[68] GRI 306-3
[69] GRI 306-4
[70] GRI 306-5
[71] GRI 306-5
[72] GRI 306-5

Waste Category	Waste disposed through other safe methods [72] (MT)		
	FY 2022-23	FY 2021-22	FY 2020-21
Other Waste (plastic, biomedical, etc.)	0.2	No Waste sent to other disposal method	No Waste sent to other disposal method

The information for the year ended 31st March, 2021 and 2022 are not comparable with the current year ended 31st March 2023 as only India geography was considered in the previous years.

Waste Category	Waste Quantity Landfill [71] (MT)		
	FY 2022-23	FY 2021-22	FY 2020-21
Other Waste (plastic, biomedical, etc.)	520.009	No Waste sent to Landfill	No Waste sent to Landfill

Guidance and Awareness for Everyday Recycling

In an effort to create awareness about "Zero to landfill," we at Firstsource partnered with Refillable, a Mumbai-based startup. They engaged our employees, showcasing methods to reduce or even eliminate the packaging waste generated in households.

We conducted these activities in two of our major India locations – Mumbai and Bangalore.

In Mumbai, our employees were introduced to the concept of a waste-free ecosystem by switching to organic refills. Recognizing the value of our humble kitchen staples, locally cultivated pulses that play a key role in India's sustainable future, Refillable had all organic groceries like dals, peanuts, millets etc made available in their station placed in our premises & putting them in containers brought by us, thus reducing packaging waste generated in households.

In Bangalore, the Refill team brought in

home care liquids in a similar manner where colleagues could bring their own containers to be filled.

Through these campaigns, we were able to educate staff members the importance of reuse, reduce and recycling the containers, Such practices result in a 70% reduction in carbon emissions, 65% less energy consumption and 45% less water usage.

E-waste

We have implemented a strict process for the separate disposal of e-waste generated in our offices. This e-waste comprises computers, laptops, printers, scanners, batteries and air conditioners. We take great care to ensure that the e-waste is directed to authorized collection facilities or dealers approved by pollution control authorities, board manufacturers, or licensed dismantlers or recyclers via designated take-back service providers.

Through rigorous monitoring and management, we ensure that these materials are properly repurposed, repaired, or recycled by authorized vendors. By adhering to these practices we contribute to safeguarding our planet and paving the way for a greener future.

Reducing Water Consumption

Despite the fact that our operations have a limited dependence on water resources, we remain committed to practicing responsible water usage. All of our facilities are rented properties and the responsibility for water supply and discharge rests with the landlord. [73] However, with landlord's permission we have installed advanced sensor-based water taps equipped with accelerators to minimize wastage. Wherever possible keep track of our water usage and at certain sites we have established procedures for recycling water where onsite recycling plants exist. [74] [75] [76] Moreover, we prioritize the utilization of recycled treated water for domestic purposes whenever viable. To further reduce our reliance on freshwater sources we have rainwater harvesting systems across some of our sites globally.

In alignment with our environmental objectives, we have also adopted

eco-friendly housekeeping supplies including the use of environmentally friendly chemicals for waterless urinals at certain sites. Such measures contribute significantly to our overall ESG efforts, enhancing our environmental performance and sustainable business practices.

We don't heavily rely on water in our industry, but we are currently studying the potential challenges and risks associated with conducting our business in areas where there is a shortage of water resources.

Non-drinking wastewater recycled: ensuring 100% Sewage Treatment Plant (STP (where provided)) water recycled is reused for flushing and horticulture.

Geography	Water discharged to Third party (In m3) [77]
India	1,00,192
Philippines	25,762
UK	42,778
US	14,057

The water consumption is estimated on the basis of the water requirement as per IS 1172 and the National Building Code 2016.

Water Withdrawal (m3) Vs. Water Consumption (m3) [78] [79]

Geography	FY 2022-23	FY 2021-22	FY 2020-21
Water withrawal (m3)	1,94,457	4,167	4,873
Water consumption (m3)	11,668	4,167	4,873

FY 2021-22 and FY 2020-21 water withdrawal data has been calculated on actual bills for two sites only due to limited data availability for the other sites in India and PHP only. For FY 2022-23, we have estimated The water consumption for all geographies based on IS 1172 and the National Building Code 2016 and have considered the value of 50 liters per day per employee for our water withdrawal calculations.

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[73] GRI 303-2   [76] GRI 303-4   [79] GRI 303-5
[74] GRI 303-1   [77] GRI 303-3
[75] GRI 303-3   [78] GRI 303-5

Social Sustainability

Human capital is vital to our value driven growth. Sustainable people practices and talent management initiatives are at the core in creating a conducive and encouraging environment to nurture talent and realize their potential. The diverse skill sets, combined with dedication and knowledge has immensely contributed to what we are today. Our employee-centric policies and activities serve as the foundation for building a strong workforce.

- Prioritizing Employee Engagement, Wellbeing and Safety

- Attracting Talent and Managing Performance

- Employee Development

- Celebrating Inclusion and Diversity

- Cultivating Client Relationships

- Fostering Relationships with Society
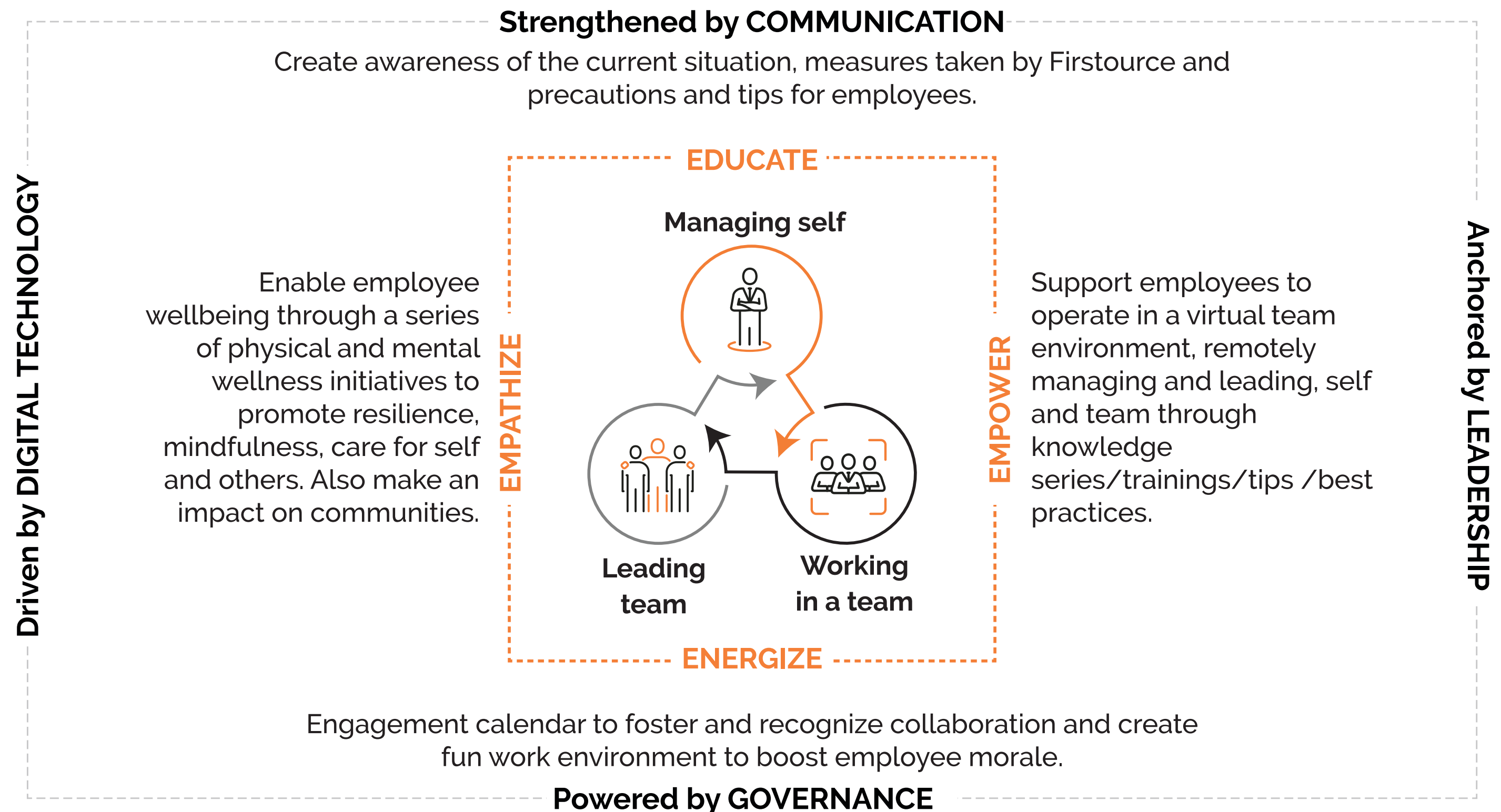
- Responsible Supply Chain

Prioritizing Employee
Engagement, Wellbeing and Safety

Our employees are our most important asset. They lie at the core of our inside-out approach, helping us stay on an accelerated growth path. Powered by their passion and dedication, we strive to create significant value for our global clients.Our people always have been and will continue to be our top priority.

Employee Engagement

At Firstsource, we nurture a culture of growth, diversity, innovation and accountability. We have robust employee engagement programs that help our workforce stay connected. We have a dedicated Engagement Team (EE) and Employee Advisory Councils (EAC) comprises a group of Firstsourcers who serve as advocates for the broader workforce, aiming to improve the overall quality of work life. It represents the needs of their colleagues, bringing forward the opportunity for change, promoting development and recognising employee contributions.

Our 'People First' approach ensures employee engagement through various initiatives that not only make the employees feel involved and heard, but also help increase their productivity. To foster connections with our employees on a deeper and more personal level we have designed an Employee Engagement Framework which is driven by digital technologies, strengthened by communication, anchored by leadership and powered by governance.

Strengthened by COMMUNICATION
Create awareness of the current situation, measures taken by Firstsource and precautions and tips for employees.

Driven by DIGITAL TECHNOLOGY

EDUCATE

Managing self

EMPATHIZE

Enable employee wellbeing through a series of physical and mental wellness initiatives to promote resilience, mindfulness, care for self and others. Also make an impact on communities.

EMPOWER

Support employees to operate in a virtual team environment, remotely managing and leading, self and team through knowledge series/trainings/tips /best practices.

Leading team

Working in a team

ENERGIZE

Anchored by LEADERSHIP

Engagement calendar to foster and recognize collaboration and create fun work environment to boost employee morale.

Powered by GOVERNANCE

Employee Engagement Initiatives

At Firstsource we highly regard the viewpoints and contributions of our employees throughout their entire employment journey. As a result we offer various avenues for them to express their opinions and obtain their feedback on a consistent basis. To facilitate this we have a dedicated team of Engagement -SPOCs (EE) Team and Employee Advisory Councils (EAC). These councils are primarily responsible in developing strong connections between employees and our business objectives as well as our organizational vision and values.

Early Engagement
• We believe that new hires require more attention and support during their first few weeks. To assist them, we have a team that helps new joinees engage, settle in, familiarize themselves with people, processes, systems and policies, facilitate leadership interaction through a structured schedule and hand-hold them throughout their training until they are comfortable in the organization.

Communication platforms
• **Employee satisfaction and engagement surveys:** Surveys are an opportunity to catalyze the change you want to see at the workplace. Surveys conducted at various points in the employee journey help us gather feedback on various Employee Engagement and Experience drivers. There are two broad themes of employee surveys
  - **The Lifecycle Surveys** help us measure and monitor engagement at various intervals in the journey of an employee from Hire to Retire i.e. within Recruitment, Onboarding, Day 30, Day 90 and Exit surveys.
  - **The Tri-annual Pulse Surveys** provide our employees with an opportunity to share their thoughts on what's working and what could be done better. The survey, as its brand identity suggests, aims to keep us connected to the pulse of our people by seeking meaningful insights and implementing changes in

line with the feedback received. The survey helps us assimilate feedback around 2 broad areas:
  ◦ Engagement indices like Trust, Recognition, Growth and Development; Resources & Work environment, Work Life Balance, Communication, Intent to Stay, etc.
  ◦ Organization-wide initiatives like Employee Wellbeing, Inclusion & Diversity (I&D) and Corporate Social Responsibility (CSR).

We have successfully conducted 3 surveys (May 2022, September 2022 and February 2023) for employees with a tenure of over 120 days in the organization. At the time of survey launch they were given an opportunity to share their experience and feedback thrice a year on key engagement drivers mentioned above. Access to responses and insights has been enabled (for Associate Directors and above) on the Qualtrics dashboard to view results for each of the Pulse Surveys. Additionally, campaigns communicating actions taken/implemented based on survey feedback are also shared through a series of "Your Ask.. Our Commitment" mailers prior to

every survey for the previous survey.

In addition to the surveys, employees have multiple opportunities to connect, learn & share through purpose -led forums. Some examples below:

- **Top talent connect** where top performing employees can connect one-on-one with the CEO to establish a bottom-up approach to communication and ensures employees feel encouraged and valued
- **Tea With Me** sessions to interact with and get weekly feedback from employees
- **Coffee and Conversation** which is a one-on-one discussion initiative with the CEO
- **Goal Cascade Session** are designed to explain the organization's and function's goals in order to assist employees build a greater sense of direction and purpose, as well as to understand how their work contributes to the achievement of overarching organizational goals
- **Skip Level Meetings** between managers and team members allowing managers to acquaint themselves with the broader team. Simultaneously, the team can share

feedback and suggest improvements for enhanced team performance.

- **Spill the Beans** is an informal connect where employees are encouraged to exchange business updates every Friday
- **Let's Talk** is a forum for senior leaders to communicate with larger teams and discuss their perspectives, ideas and ambitions for the organization.

- **Open house** is a forum where all employees participate in these meetings to learn about the organization's plans and to ask any queries they may have.
- **"It's my week"** is an initiative to enhance employees' sense of connection by assigning theme to each day of the week – Motivational Monday, Teaming Tuesday, Wellness Wednesday, Thankful Thursday, Foodie Friday, Super Saturday and Sunday Funday

MOTIVATIONAL MONDAY

Boost your spirits on **Motivational Monday**

TEAMING TUESDAY

Connect, chat with team members on **Teaming Tuesday**

WELLNESS WEDNESDAY

Take stock of your health on **Wellness Wednesday**

THANKFUL THURSDAY

Say thank you to colleagues on **Thankful Thursday**

FOODIE FRIDAY

Bring out the chef in you on **Foodie Friday**

SUPER SATURDAY

Recharge on **Super Saturday**

SUNDAY FUNDAY

Have fun with your team on **Sunday Funday**

- We have launched a new Supervisor to Managerial development program called **SIM – Stepping into Management**. This program is aimed at identifying and nurturing talent from within the organization.

- Programs like **Connectometer** have provided a comprehensive understanding of employee and supervisor connections helping identify and tackle areas of concern.

- Established **Employee Advisory Councils** in India, to ensure that employees feel heard and included in the decision-making process.

- Additionally in India, the (Health Plan and Health System) HPHS team benefited from several exciting interventions throughout the year, such as IMPRINTS which rewarded top performers, offered volunteering opportunities across offices, conducted milestone celebrations, festivals and sports and fun days.

- We Launched a UK-wide initiative, **#WalkThisMay** to promote holistic wellness by encouraging daily walking among employees. The initiative focused on enhancing both physical health and wellbeing while fostering a sense of camaraderie and teamwork.

Digitalizing Internal Communication

We have actively implemented our 'Digital First Digital Now' strategy, both internally and with our clients. To ensure effective communication with our employees throughout this journey, we utilize various tools such as FirstWorld, our intranet, FirstReward, our reward & recognition tool, FirstInnovate, FirstConnect, ServiceFirst and FirstHire.

Additionally, Firstplace is our Human capital Management platform, powered by SAP SuccessFactors, that provides a unified digital interface to employees for various transactions and touchpoints across the employee lifecycle, ranging from self service on attendance, leave management, viewing profile and salary information, to platforms for performance management & learning management

Further, we initiated 'Hackathon 1.0,' an internal online event aimed at creating a culture of innovation and collaborative learning among our employees.The objective of the Hackathon was to identify practical solutions and prototypes that can help team leaders engage meaningfully with associates and support them in achieving their goals.

FIRST PLACE

One platform for all

In January 2023, we introduced FirstPlace, an innovative Human Capital Management (HCM) platform. It revolutionizes the HR processes by providing a unified interface that enhances the overall employee experience across different departments and locations. The foundation of this platform is SAP SuccessFactors, the world's leading HCM solution. It's implementation was facilitated by KPMG.

FirstPlace incorporates self-service tools with an array of exceptional features. These include single sign-on, guided workflows, notifications, collaboration capabilities and prompt query resolution. The platform offers user-friendly tools that deliver exceptional experiences for employees, managers and candidates alike. Currently, FirstPlace caters to over 23,000+ Firstsourcers across five countries.

The implementation of FirstPlace is divided into two phases, with Phase 1 commencing in January 2023. The initial phase encompasses modules such as Employee Central,

Recruiting Management, Onboarding, Offboarding, Service Center and SAP JAM. To ensure a smooth transition to FirstPlace, designated champions were identified across various business units and geographical locations.

The deployment of FirstPlace has resulted in substantial assistance that have benefited us as well as our people.

FIRST**PLACE**

- **Streamlined HR processes**: FirstPlace has eliminated the complexities associated with multiple tools, leading to streamlined and efficient HR operations. From leave management to performance reviews and employee onboarding all these processes are now seamlessly managed through a single user friendly platform.

- **Enhanced employee empowerment**: With FirstPlace's self-service capabilities employees have gained greater autonomy and control over their activities. They can easily access information, submit requests and track their progress, reducing their dependency on HR personnel. This empowerment has resulted in increased employee satisfaction and a sense of ownership.

- **Valuable data insights**: FirstPlace's robust data analytics capabilities provided us with valuable insights into employee engagement, performance and talent management. The platform's advanced reporting features enable leaders to make data-driven decisions in real time driving

organizational success and enabling strategic workforce planning.

- **Improved Employee Experiences**: By centralizing processes and information, FirstPlace has created a cohesive and user-friendly experience for the employees. They can conveniently access HR-related tasks and information resulting in an enhanced overall experience and increased engagement with the organization.

Employee Wellbeing [80]

At Firstsource, ensuring the wellbeing of our employees is of utmost importance to us. We understand that the physical, mental and emotional health of our employees directly influences their productivity and overall satisfaction in their roles. To cultivate a positive workplace, we actively engage in employee engagement activities, team-building exercises and recognition programs. These initiatives not only uplift the morale but also foster a strong sense of inclusiveness and camaraderie among our workforce.

We are committed to the holistic health and happiness of our employees. We achieve this by providing comprehensive benefits, cultivating a supportive atmosphere and encouraging personal and professional development. Through these endeavors we aim to create an environment where our employees can thrive both personally and professionally.

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[80] GRI 3-3

FitSource

FitSource is a Holistic Wellness Program. It is our comprehensive wellness program that focuses on six pillars of wellbeing, promoting a healthy and balanced lifestyle for our employees.

- **Physical Wellness:** To enhance physical activity and promote awareness about healthy lifestyle options in the workplace
- **Mental Wellness:** To manage stress proactively while conducting and reviewing stress risk assessments
- **Social Wellness:** To promote a culture that recognizes the importance of being constantly connected, the value of downtime and the need for a healthy sleeping pattern

- **Emotional Wellness:** To provide a distinct range of opportunities in the workplace to improve personal and professional relationships, reflect and manage self-care
- **Financial Wellness:** To ensure equitable application of rewards and benefits policy
- **Environmental Wellness:** To ensure that the work environment is supported by safe working practices and ergonomic practices

Global Wellness Experience

The Global Wellness Experience is an exceptional wellbeing program tailored specifically for our employees. It comprises of a series of 20 sessions that are concentrated on enhancing mental, physical and financial wellbeing. These sessions are scheduled over a three-week period taking into consideration the convenience of participants in different time zones. This program has received overwhelmingly positive feedback from a diverse group of participants. Esteemed guest speakers and leaders from Firstsource guided these sessions addressing an array of topics including stress management, combating burnout and anxiety, self-care practices, nutrition, mindfulness techniques, raising awareness about mental health and engaging in high-intensity interval training.

Benefits provided to full-time employees that are not provided to temporary or part-time employees. [81]

- **India** - Out of the applicable benefits, company car policy, life insurance, medi claim and personal accident cover are not provided to temporary or part-time employees

- **UK** - All the applicable benefits are provided to full-time as well as part-time employees

- **US** - Out of the applicable benefits, health/ life/ dental/ vision/ pet insurance, accident policy, hospital policy, critical illness policy, short term/ long term/ maternity disability are not provided to temporary or part-time employees

- **PHP** - All the applicable benefits are provided to full-time employees.

- **Mexico** - All the applicable benefits are provided to full-time as well as part-time employees

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[81] GRI 401-2

Creating a Safe Working Environment

We have prioritized the establishment of a safe and secure work environment for our employees. Firstsource has a Health and Safety Management System structured on ISO 45001 and certified by the third party verification body. Our unwavering commitment is to ensure that there are no workplace fatalities across any of our sites. 12.91% of the total employees are covered under Occupational, Health and Safety system. [85] [86]

We firmly believe that maintaining a secure and healthy workplace is essential for the well-being of our employees and we recognize that implementing these practices directly contributes to the overall success of our company.

Category	Number of Employees covered	% of Employees covered
Contractual employees covered by ISO 45001 management system	135	100%
Contractual employees covered by ISO 45001 management system and audited Internally	Not tracked	
Contractual employees covered by ISO 45001 management system and audited and certified by Third Party	Not tracked	

Indicators	Unit	Employees
Fatalities due to work related injuries	Number	0
	Rate	0
High consequence work-related injury or ill-health (excluding fatalities)	Number	4
	Rate	0.015
Recordable work-related Injuries	Number	14
	Rate	0.054
Number of hours worked	Number	51,790,500 (approx)
Fatalities due to work-related ill health	Number	0
Recordable work-related ill health;	Number	0

Safe working spaces

Our responsibility for the well-being of our employees and stakeholders encompasses their health and safety. We maintain a strict zero-tolerance stance towards any disregard for workplace health and safety standards. To achieve this, we have established a comprehensive Global Quality, Occupational Health, Safety, Environment and Energy Management (QHSEE) policy and management framework available on our website. [87] This framework ensures the implementation of effective practices for preventing and reporting workplace accidents.

Our policy outlines our approach and dedication to guaranteeing a safe work environment. This includes the development and implementation of relevant safety standards, rigorous training programs and a continuous commitment to improvement by adopting the industry's best practices.

Our commitment to health and safety is unwavering and we continuously strive to nurture a workplace culture that prioritizes the well-being of our employees and stakeholders.

Safety Practices and Trainings

Training plays a crucial role in establishing robust health and safety management systems. Firstsource is fully committed to providing comprehensive training to all employees, ensuring their proficiency in utilizing QHSEE management systems, as well as enhancing their professional and managerial skills. Our policy mandates training and assessment of employees across various regions in the areas of hazard identification, risk assessment and risk control measures.

We conduct safety training sessions for all our employees, with a specific focus on routine fire safety training for support staff, fire marshals from all departments, emergency mock drills to prepare for unforeseen circumstances and regular electrical safety training. We also conduct cross-functional training for topics such as

hygiene, security policies and chemical safety. In collaboration with our clinical service partners, Active One in Philippines, we also organized a briefing on mental well-being in the workplace aimed at raising awareness about the importance of prioritizing mental health. [88]

Throughout the year, we have received reports of 14 injuries and four near-miss incidents from independent contractors in India prompting us to take appropriate precautionary measures.

In 2023, 6,607 employees underwent health and safety trainings.

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[87] GRI 403-2
[88] GRI 403-5

Safety Audit

We regularly carry out safety audits to identify any hazardous or unsafe activities ensuring adherence to regulations and assessing the effectiveness of our safety standards. **Our Integrated Management System (IMS), aligned with ISO 14001 (Environment), ISO 45001 (Occupational Health and Safety), ISO 50001 (Energy) and ISO 9001 (Quality)** serves as the foundation for our operations. The IMS undergoes regular audits conducted by both an internal audit team and an external certifying agency. Internal audits are conducted at regular intervals throughout the year.

At Firstsource our QHSEE audit follows a systematic and well-documented verification process. The purpose is to collect and evaluate evidence in order to determine the audit requirements. The core team is responsible for monitoring compliance with the observations raised during the audit and ensuring their sustained implementation.

Attracting Talent and Managing Performance

At Firstsource we believe that our employees are the primary catalysts for driving the growth of our business. Consequently, it is crucial to offer a wide range of options that cater to the diverse needs of our employees and align with our business objectives. Equally important is the understanding of the circumstances and significance behind the actions of all our personnel. This understanding ensures the effectiveness of any strategy aimed at motivating employees, leading to enhanced retention, morale and productivity.

That's why we are unwavering in our commitment to cultivating a positive organizational culture and providing a world-class work environment. We aim to create an atmosphere that bolsters both personal and professional fulfillment for our employees. We recognize that their well-being and satisfaction are integral to the success of our company.

Employee Hiring

As we strive to fulfill our mission of becoming the preferred employer, our Talent Acquisition Team continuously adapts and evolves to deliver best in class recruitment for potential employees. Our objective is to enhance recruiting performance and elevate the quality of our hires. To ensure we "Stay Ahead," our global talent acquisition strategy combines standardized practices for consistency, efficiency and scalability while also allowing for localized flexibility to effectively attract, acquire, integrate and retain talent.

With the integration of a virtual onboarding approach, Firstsource effectively engages new recruits and streamlines essential onboarding processes and orientations by blending both in-person and online platforms. Beyond the customary new hire orientation and interactive networking sessions with colleagues and stakeholders, recently onboarded leaders are also immersed in the Leadership Assimilation sessions. These sessions enable direct group interactions with the esteemed leadership team of Firstsource, fostering real-time engagement and connection opportunities.

Case Study: Leveraging Next-Gen Technology (Metaverse) to enhance employee experience

In a world where digital experiences are rapidly evolving, the concept of the Metaverse promises to revolutionize the way we interact with technology. At Firstsource, we recognize the importance of staying ahead of the curve and embracing new opportunities for growth and innovation. Therefore, we decided to explore the potential of Metaverse as a platform for our New Hire Induction program. After partnering with Gmetri and conducting a POC in the second half of the year, we are proud to report that our immersive experience was a resounding success.

Through the use of cutting-edge technologies like 3D world creation, 360 panoramas, and virtual reality, we were able to create a truly interactive and engaging experience for our new joiners. They were able to explore a gamified environment guided by a virtual buddy, making the onboarding process more fun and memorable. We believe that by leveraging the power of the Metaverse, we can create a truly immersive experience that will not only enhance the onboarding process but also set the tone for our organization's commitment to innovation and growth.

Global Talent Acquisition Strategy [89]

Our success is anchored in our comprehensive Global Talent Acquisition Strategy which serves as a foundational pillar. This strategy is driven by a proficient team and is supported by strong policies, processes, practices and compliance measures. Our core objective is to attract, acquire and seamlessly integrate exceptional talent throughout the organization. Our hiring approach is structured around four key dimensions:

- **ASSESS Talent Requirement**: We meticulously analyze talent requirements through a robust recruiting technology platform and gain access to talent pools via a multi-channel sourcing strategy. The Company's agile, user-friendly process ensures that it invites candidates who are the perfect match for current and future business plans.

- **ATTRACT Talent**: Firstsource transcends traditional recruitment practices and proactively engages with both passive and active candidates ensuring a seamless candidate experience from application to joining. Initiatives such as employer branding, social media campaigns, impact sourcing, employee advocacy programs and digital candidate experience are all meticulously designed to attract top talent.

- **ACQUIRE Best-in-Class Talent:** At Firstsource, we assess a candidate's potential and cultural compatibility through secure, scalable digital assessments, utilizing platforms like SHL and various other interview tools and techniques. By harnessing the latest digital technology, we automate recruitment processes, ensuring the seamless acquisition of top-tier talent globally.

- **ACCLIMATIZE Talent:** Our commitment to nurturing the employees goes beyond recruitment. To this end, we've introduced the "Step Aboard" program, aimed at integrating newcomers into our organizational fabric. Our digital onboarding program coupled with engagement surveys on Qualtrics ensures that employees are equipped with the tools, resources and knowledge to evolve into successful and productive members.

ACCLIMATIZE Talent
Integrate new employees into the organization and ensure they have the tools, resources and knowledge to become successful and productive

- New joiner onboarding - Digital engagement pre-boarding, induction and post boarding activities
- Lifecycle Surveys

ACQUIRE Best-in-Class Talent
Evaluate candidates' potential and culture fit through formal assessments in a secure and scalable digital platform, customized to levels and roles

- Acquisition of talent using Aspiring Minds - a best-in class, AI powered selection tool
- Interviewing tools/techniques

ASSESS Talent Requirement
Ensure right number of people in the right jobs with the right skills, at the right time to accomplish current and future business plans

- Access talent requirement through a robust RMS system(Taleo)
- Access talent pool through multi channel sourcing

ATTRACT Talent
Proactively network with both passive and active candidates to build the talent pipelines and curate an exceptional experience across the employee journey

- Attract Talent through employer branding and Employee Value Proposition
- Social media campaigns
- Impact Sourcing Initiatives
- Managing employee advocacy programs and curating a digital and user friendly candidate experience

Central diagram:

GLOBAL TALENT ACQUISITION STRATEGY

- Powered by DIGITAL Technologies
- DATA-CENTRIC Decision Making
- Governed by METRICS
- Anchored by a SKILLED Team
- Guided by robust policies Processed procedures and compliances
- BUSINESS Aligned

Case Study: Harnessing technology and Artificial Intelligence (AI) for high impact

In FY 2022-23, we initiated a pilot program for Smart Interview on Demand (SIOD) across the UK and India. This AI-powered asynchronous video interviewing process enables smart screening through recorded video interviews helping us in identifying top talent faster. Apart from the ease of use, this AI-based scoring enables evaluating candidates' social skills (confidence, composure & confidence) along with assessing workplace competencies.

SIOD provides convenience and flexibility to candidates and evaluators, while also saving time and cost. It also simplifies the interview process for recruiters through easy scheduling and tracking. It also allows for standardized evaluations using pre-defined parameters and an optional AI scoring system.

Leveraging the EVP and employer brand globally to deliver compelling experiences

During the fiscal year 2022-23, the global talent acquisition teams successfully implemented various measures to reinforce the employer brand and enhance the candidate experience. This led to a more refined approach to talent acquisition and further solidified our reputation as a preferred employer.

- We capitalized on our employee value proposition to strengthen the employer brand and bring in advocacy, particularly by emphasizing the refreshed employer brand theme of "**Everyone is Welcome**." Special attention was given to ensuring visibility among the right talent pool by enhancing marketing channels and increasing social media presence through the establishment of "**Employee Advocacy Groups**."

- We bolstered our recruitment channels through impactful campaigns, attractive incentives for the iRefer (employee referral) program and a revised global referral policy to improve visibility and awareness. Social media platforms such as Snapchat, Instagram, LinkedIn, Facebook and TikTok were also evaluated and utilized.

- A key focus was placed on delivering an engaging experience for candidates by leveraging authentic online content including stories and case studies from current employees shared through social media channels and our website.

- We implemented targeted candidate marketing campaigns tailored specifically for graduates and single parents aligning with the aspirations and needs of our diverse workforce.

- To meet the increasing demand we assessed and added new job boards for both new and existing locations. New suppliers were evaluated and onboarded for new locations. This proactive approach ensured effective coverage and support in talent acquisition endeavors.

Building a talented and diverse workforce [90]

A diverse and highly talented workforce is crucial for the Company to achieve sustained business growth. Firstsource adopts policies and practices within the organization to create a diverse and inclusive workforce to encourage thought and creative diversity. As a forward-thinking organization, the Company has implemented a range of strategic hiring initiatives that prioritize diversity, inclusion and career development opportunities for disadvantaged communities.

Impact Sourcing: We utilize the impact sourcing model to provide learning and career development opportunities to disadvantaged and under-served communities. Since April 2021, this approach has enabled us to hire a total of 5346 individuals across India, the US and the UK, including those hired under the Work Opportunity Tax Credit (WOTC) program in the US, or from Tier 2 and Tier 3 locations.

Inclusive hiring: We have hired two all-women groups, totaling 30 employees, across Mumbai and Bangalore since October 2021. In the Philippines, our commitment to the LGBTQIA+ communities is reflected in our hiring of a group of 21 employees and an additional 6 individuals on a contract basis.

Apprentice Programs: To further develop the skills of our workforce we sponsor apprenticeship programs in India. In FY 22-23, we have hired 350+ FTEs in India under government run schemes like the National Apprenticeship Promotion Scheme (NAPS) and the National Apprentice Training Scheme (NATS). Additionally, we have also partnered with Northern Skills in Middlesbrough, an accredited apprenticeship organization to enable us to hire apprentices and provide them with regular coaching and mentoring opportunities to develop their skills while earning a wage.

Campus Hiring: As a core element of our recruitment strategy, we recognize campus hiring as a vital channel to tap into budding talent. Tie-ups with over 20 campuses, we have initiated several hiring drives in FY 22-23 to identify and onboard the most promising students to join our team.

[90] GRI 3-3

Results of our initiatives

- 5,346 individuals hired across India, the US and the UK since April 2021, including those hired under the Work Opportunity Tax Credit (WOTC) program in the US, or from Tier 2 and Tier 3 locations through the Impact Sourcing Model.
- Hired two all-women groups, totaling 30 employees, across Mumbai and Bangalore since October 2021.
- In the Philippines, the Company demonstrated its commitment to hiring from the LGBTQIA communities by hiring one group of 21 employees and 6 more individuals on a contract basis.
- In India, the Company hired 350+ FTEs under the National Apprenticeship Promotion Scheme (NAPS) and the National Apprentice Training Scheme (NATS) run by the government.

New Hires [91]

	Age Range			Gender			Total
	<30	30-50	>50	Male	Female	Not disclosed	
Top Management	0	4	0	3	1	0	4
Middle/Other Management	0	98	0	61	34	3	98
Junior Management	0	1357	0	649	657	51	1357
Entry-Level (Non Management)	1948	15177	10	8434	8436	265	17135
Contractual Employees	54	15	17	25	61	0	86
Contractual Workers	3	1	32	13	23	0	36

Senior management members hired from local community [92]		
No. of Senior Management Members hired from Local Community (India)	No.	3
% of Senior Management Members hired from Local Community	%	100%
No. of Senior Management Members hired from Local Community (US)	No.	4
% of Senior Management Members hired from Local Community	%	50%

Talent Integration

We recognized the significance of the onboarding experience on a new hire's career trajectory, Firstsource, known for its progressive and innovative approach implemented the Step Aboard framework. It is a comprehensive approach that has allowed us to refine and enhance our onboarding program, creating a seamless and structured journey for new employees. A key focus of the program has been the redesign of the New Hire Orientation content that ensures that employees are equipped with the necessary tools and knowledge to hit the ground running from their very first day.

Furthermore, we successfully migrated the onboarding process to the FirstPlace platform. This platform is a cutting-edge digital platform that provides an exceptional onboarding experience for all new joiners. Leveraging the platform's advanced features, such as 'nudges,' we have enabled

lateral and leadership hiring managers to establish connections with new joiners even before their start date. They can suggest key contacts and assign a buddy to develop a sense of community and belonging. By embracing innovative technology and incorporating best practices, our onboarding program reflects our unwavering commitment to providing a supportive and engaging work environment for all employees.

We recognize that nurturing and unlocking the potential of the next generation of employees is crucial for driving growth and success. Therefore, effective onboarding holds the key to unleashing the fullest potential of young and ambitious talent, ensuring their seamless integration into the organization and setting them on a path towards long-term success.

Fueling growth for talent: Onboarding young minds

During the year 2022-23, Firstsource achieved significant progress in its Management Trainee (MT) program by welcoming its largest cohort of **52 trainees from 16 prestigious business schools** in India. These outstanding individuals were strategically recruited across key functions, ensuring the availability of a rich talent pool to propel the organization forward. The onboarding process was thoughtfully designed to empower the new MTs to commence their careers with a positive mindset.

The journey commenced with an intensive virtual boot camp allowing the trainees to engage with leaders from different geographic locations. This enabled them to gain valuable insights into our operations and culture. The program served as a platform for the MTs to immerse themselves in and comprehend the essence of Firstsource, equipping them to embody the

organization's values and make meaningful contributions to its overall success.

The exceptional caliber of talent acquired through the MT program is a testament to our unwavering dedication to building a robust and diverse team. Firstsource holds great confidence that these new hires will continue to drive innovation, enhance efficiency and foster growth throughout the organization in the years to come.

Employee testimonial:

"Life's challenges are not supposed to paralyze you, they're supposed to help you discover who you are." - Bernice Johnson Reagon. I joined Firstsource as a Management Trainee last year and the above quote perfectly describes my journey so far which has been no less than a rollercoaster ride with immense learnings and experience. The MTboot camp followed by the transition in the organization has been enriching and amazing. Every day has been a new day at Firstsource, which has enhanced my potential both professionally and personally "

- Swastika Biswas

Transparent approach to managing people performance [93]

Our approach to measuring, enhancing and rewarding performance is specifically designed to empower our employees in their pursuit of career aspirations within a culture that values learning, meritocracy and exceptionalism. With our performance management framework, ACE (Achieve. Collaborate. Enhance.) our objective is to establish transparent platform that not only acknowledges excellence but also consistently identifies opportunities for growth and development.

The implementation of our performance management system has seen significant progress, with all eligible frontline employees successfully integrated into the system. This includes the establishment of various sub-processes and client-specific scorecards. As a result, we have achieved a more transparent and standardized approach to measuring performance throughout Firstsource. This comprehensive system provides valuable insights into talent priorities, such as career development, engagement and retention of top talent.

ASPIRE

- Organization Culture and Values
- Social Responsibility
- Inclusion and Diversity
- Employee Wellbeing
- Hiring and Onboarding experience
- Job Interest Alignment

ACHIEVE

- Goal cascade and Alignment
- Performance Management
- Mentoring and Coaching
- Learning and Development
- Rewards and Recognition
- Leaderships Connects

ADVANCE

- Talent Mapping and Review
- Career Planning
  - Job enhancement
  - Job rotation
  - Internal Mobility Programs
  - Promotions
- Salary Increments/Bonus

[93] GRI 404-3

Performance Enhancement Process

- Goal Setting
- Goal cascade and alignment
- Goal Audits

- Achievement of goals
- ACE scorecard
- Annual review and feedback meeting

Performance planning

Performance Dialogues

Performance Review

PERFORMANCE ENHANCEMENT PROCESS

- Ongoing performance and development dialogues
- Stakeholder feedback
- Coaching
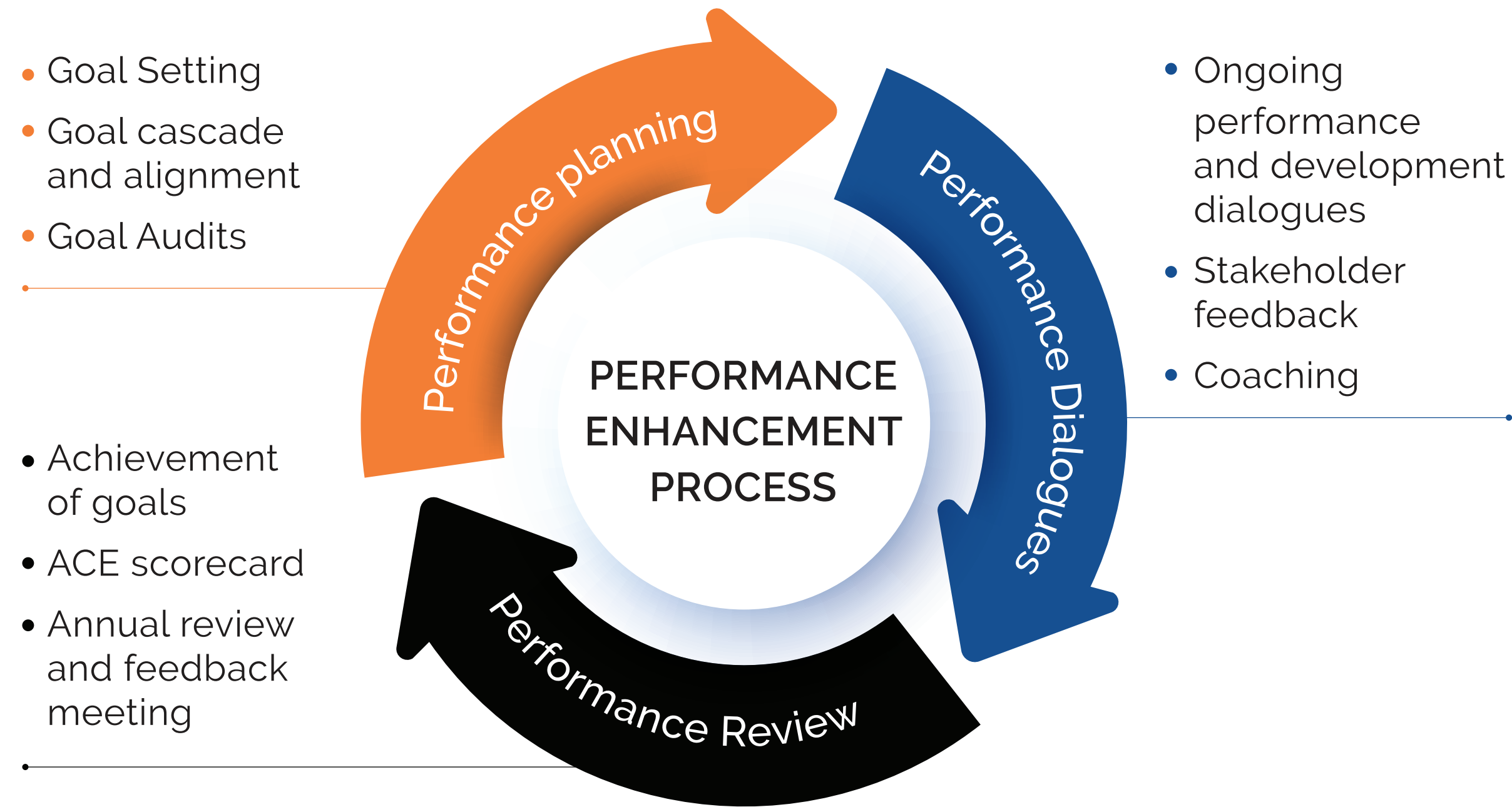
% of employees received regular performance and career development review			
Category	Male	Female	Not disclosed
Top Management	100%	100%	100%
Middle/Other Management	100%	100%	100%
Junior Management	100%	100%	100%
Entry-Level (Non Management)	100%	100%	100%

Employee Retention Projects [94] [95]

We are committed to implementing a sustainable employee retention strategy and are pleased with the progress made so far. Continuously improving the capability of our people leaders, enhancing the onboarding process, establishing a flexible work structure, ensuring a smooth digital experience for employees, utilizing location strategy effectively and aligning compensation with market rates and job complexity are essential elements and focus of our ongoing progression.

We strongly believe in harnessing the potential of our employees and supporting their continuous growth throughout their tenure with us. Our people are at the core of our business strategy and we have implemented various initiatives to enhance employee retention. We offer a range of perks to our employees, including paid parental leave, access to childcare services, comprehensive insurance coverage, transportation benefits, healthcare support and numerous other advantages. [96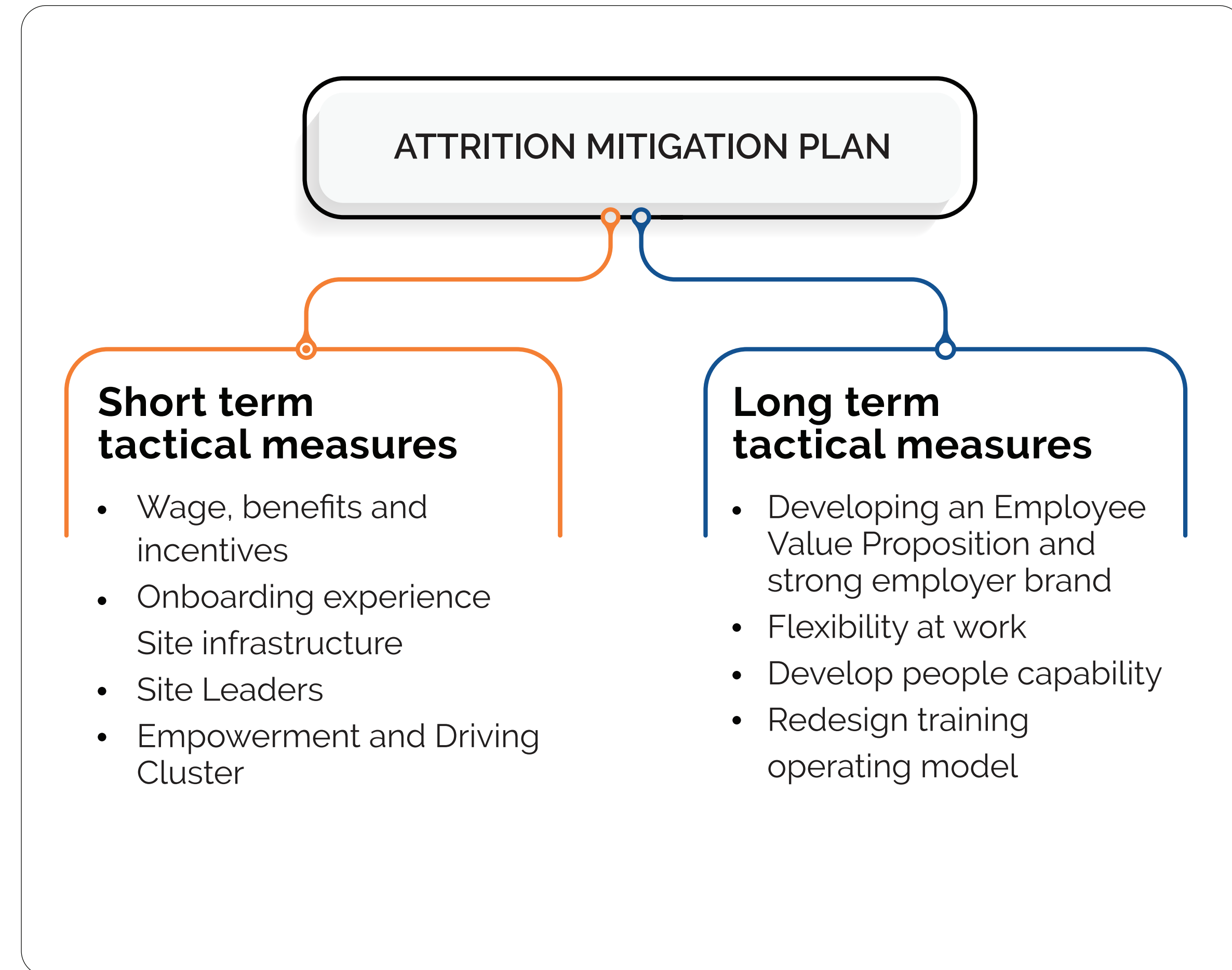] [97] In addition, we have a well-defined attrition mitigation plan that encompasses both short-term and long-term tactical measures aimed at retaining our valuable employees.

Further, major operational changes are discussed with our people by providing minimum 15 days and maximum 60 days from the date of communication to ensure a smooth transition. In the US, we grant our employees the freedom to terminate their employment at their discretion, regardless of the notice period. [98]

In addition there are no recognised unions for the workforce, and hence, there were no collective bargaining agreements in effect during the reporting period. [99] [100]

ATTRITION MITIGATION PLAN

Short term tactical measures

- Wage, benefits and incentives
- Onboarding experience Site infrastructure
- Site Leaders
- Empowerment and Driving Cluster

Long term tactical measures

- Developing an Employee Value Proposition and strong employer brand
- Flexibility at work
- Develop people capability
- Redesign training operating model

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[94] GRI 401-3   [95] GRI 3-3   [96] GRI 403-3   [97] GRI 403-6   [98] GRI 402-1   [99] GRI 2-30   [100] GRI 402-1

Particulars	Men	Women	Not Disclosed
Total Number of employees that were entitled for parental Leave	2650	1733	3
Total Number of employees that took parental Leave	103	50	-
Total number of employees that returned to work in the reporting period after parental leave ended, by gender.	103	32	-
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender	84	24	-
Return to work rate	100	64	-
Retention Rate	81.55	75.00	-

Employee Turnover [101]

	Age Range			Gender			Total
	<30	30-50	>50	Male	Female	Not disclosed	
Top Management	0	2	1	2	1	0	3
Middle/Other Management	10	160	28	127	71	0	198
Junior Management	152	236	17	244	161	0	405
Entry-Level Non Management	4613	1413	221	3215	3025	7	6247

This table represents the attrition rate without 'less than 180 days' and 'ramp down attritions'.

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[101] GRI 401-1

Key focus areas

- **Enhancing people leader capability** - By delivering a meaningful employee experience, Leaders are trained to drive the performance of their teams and foster a culture of values that drives performance through deliberate and consistent practice of people leadership behaviors.

- **Improving onboarding experience for new employees** - By providing a consistent and personalized onboarding experience and identification of specific touchpoints throughout the employee lifecycle to ensure meaningful engagement and support.

- **Building a flexible working model** - By enabling flexibility and part-time options to accommodate a variety of workstyles and attract a wider talent pool, including gig workers and freelancers.

- **Providing compelling digital employee experience that improves productivity, engagement and retention** - By leveraging technology and digital tools and create a seamless and efficient work environment for employees.

- **Leveraging location strategy for talent recruitment** - By strategically locating our operations and tap into local talent pools and reduces the need for expensive relocation packages. This approach has also enabled us to build stronger ties with local communities and develop a more diverse and inclusive workforce.

- **Focusing on wage alignment and incentives** - By aligning wages with market rates and job complexity to attract and retain the best talent in high attrition accounts.

We remain committed to continuously improving our retention strategy and believe that prioritizing employee retention is critical to building a stronger and more sustainable business for the long term. As part of our Business Unit (BU) level retention initiatives, in our HPHS business, we have launched "Operation 90 Days" in the HPHS Call Center. This Involves several enhancements and changes in the pre and post-joining phases to increase retention. The program culminates in a graduation ceremony to celebrate employee success.

Transition Assistance Program [102]

- We have provided assistance programs tailored to specific geographies, offering support in case of termination, redundancy and retirement. We recognize that transitions can be challenging and in accordance with local regulations and laws, we have made efforts to safeguard our employees.
- In the UK, employees facing redundancy are given paid time off to search for a new job and receive training. Redundancy payments are made based on statutory criteria. As part of this package, employees can utilize the Employee Assistance Program (EAP) provided by Health Shield for 30 days. This includes a 24/7 helpline offering practical information and the option of a phone consultation with a qualified counselor.
- In the US, if employment is terminated within the first 12 months for reasons not explicitly defined, employees receive compensation equivalent to six months of their salary. They are also directed to Consolidated Omnibus Budget Reconciliation Act (COBRA) vendors, covering the full COBRA premium for any elected medical, vision and dental insurance. In addition severance pay adheres to statutory guidelines.
- In India, in cases of redundancy, the severance pay aligns with the notice period employees are entitled to. The standard retirement age for an employee is set at 60 years. However, under exceptional circumstances upon the employee's request, the management has the discretion to either grant early retirement without forfeiting all benefits or to extend the period of employment, as the situation demands.
- In the Philippines, following the new Retirement Pay Law (RA 7641), all employees, irrespective of their position or designation, are entitled to retirement pay equivalent to half a month's salary for each year of service, totaling 22.5 days for every year served.

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[102] GRI 404-2

Employee Feedback Surveys

Employee feedback is foundational to a purpose-led culture. Our employee feedback holds an immense value. Amplifying our listening across the organization helps us foster a deeper connection with our employees and provides richer data for improvement. Building this connection was made possible by introducing a robust feedback system that helps the management listen to what our employees have to say.

The survey program utilizes the Qualtrics platform launched in 2021 to administer surveys at various stages in the employee journey. Lifecycle surveys are particularly useful for measuring and monitoring engagement at various intervals in the journey of an employee from hire to retire. These surveys are launched automatically through Qualtrics, at the predefined employment milestones for respective employees. We enhance awareness, reach and participation in these surveys through refresher and orientation sessions through a dedicated microsite. We also introduce Lifecycle surveys as part of onboarding modules.

We believe meaningful employee surveys can bring about positive changes in the workplace. To replace the annual Global Employee Survey (GES) we launched a tri-annual Pulse Survey in May 2022. This allows employees an opportunity to share their thoughts on better ways of working. The Pulse survey aims to keep Firstsource connected to the pulse of its people by seeking meaningful insights and implementing changes in line with the feedback received.

We have successfully conducted three Pulse surveys across the year, in the months of May 2022, September 2022 and February 2023. Our employees were provided an opportunity to share their experiences and feedback aligned to the drivers thrice during the year. Additionally, campaigns communicating actions taken and implemented based on survey feedback were shared through a series of "Your Ask. Our Commitment" mailers to demonstrate the impact of the employee feedback.

Employee Rewards and Recognition Program

Workplace acknowledgment serves as a source of motivation for employees; instilling a sense of value in their work. Moreover, it has been proven to be a powerful catalyst in revitalizing employees and enabling them to surpass expectations. The significance of recognition became evident in the initial survey conducted, where employees expressed their desire for more frequent acknowledgment.

With the intent to Cultivate a Culture of Recognition, celebrate small wins and to create opportunities for employees to appreciate their peers more frequently, we launched the #AppreciationAmplified campaign in September 2022 with primary focus on promoting non-monetary recognition. Through a dynamic 'Theme of the Month' approach, we celebrate diverse employee contributions with dedicated badges on the FirstReward platform, empowering all to recognize peers, leaders and colleagues.

The results have been noteworthy. Between September 22 and March 23, we observed a remarkable 31% surge in appreciation through FirstReward. The campaign also positively influenced Pulse survey scores for the Recognition theme, from 76% in May 2022 (Survey 1) to 82% in February 2023 (Survey 3).

Non-monetary appreciation has a distinct impact on employee morale & engagement. As we continue this campaign, we are also looking to add newer ways to harness a culture of appreciation that is accessible and meaningful to all employees.

In FY 2022-23, the outcomes of this campaign have been promising with a total of 12,844 appreciations received.

Empowering our People [103] [104]

At Firstsource we recognize the challenges of keeping up with the ever-changing human skill set and domain knowledge in a rapidly evolving digital landscape. As such, we are dedicated to continuously enhancing the skills of our employees by fostering a culture of learning. We equip our employees with the necessary tools and opportunities for professional development enabling them to acquire the skills and knowledge essential for excelling in their roles. As we continually invest in strengthening competencies throughout the organization our focus also extends to building and future-proofing our learning delivery models. This includes incorporating digital, interactive and self-directed training content, ensuring that our employees have access to cutting-edge learning experiences that adapt to the evolving digital environment.

Average Training Hours [105]		
Category	Male	Female`
Top management	0.63	4
Middle/Other Management	2.71	4.31
Junior management	4.24	4.52
Entry-Level (Non Management)	0.68	0.64

Capability Development Training (CDT) and other types of compliances are not tracked gender and category wise.However, 20,62,400 hours of training were provided under CDT and 60 hours of training for other compliances .
Total Average training hours is 91.53 for FY 2022-23

Employee Development

Firstsource has established a two-pronged employee development approach to meet the demand for varied skill sets in today's digital-first world and advance its strategic goals for training and development.

EMPLOYEE DEVELOPMENT

Capability Development
- Cater to advisor level training program
- Supports new hires and execution level who connects with client
- Focuses on skill based training, knowledge based education and experience
- To support operational Excellence and create future ready workforce

Learning and Development
- Offers outcome based learning
- To enhance domain, compliance, and leardership skill
- Jetset program for team leader development
- Catalogue of Microlearning and Power Capsules for executives and above in the organization

Capability Development

At Firstsource, we have implemented capability development programs to ensure a future ready workforce. These programs provide advisory-level training to support new hires and executives engaged in customer interactions. The objective is to enhance proficiency and drive operational excellence within our organization. The primary focus areas of our capability development teams revolve around facilitating annual training initiatives and providing training related to process compliance. Through these efforts, we aim to continuously develop the skills and knowledge of our workforce enabling them to excel in their roles and contribute to our overall success.

TOP 3 PRIORITIES BY CAPABILITY DEVELOPMENT TEAM FOR FSL

- To continue to invest in critical capability pillars of busines
- Make distribution or learning delivery model fit for digital conditions
- Embed value-based learning

We encourage our people to take charge of their learning and career paths and commit to an Individual Development Plan (IDP) early in the year. Employees can choose from a wide range of learning opportunities including webinars, gamified simulations, peer learning sessions, knowledge sharing sessions, microlearning through Blinkist and other forms of self-directed and external learning opportunities. As a result, 89% of the employees took advantage of at least one of these opportunities, consuming over 27,000 hours collectively.

FIRSTSOURCE Academy

Learning and Development- Firstsource Academy

The Firstsource Academy promotes learning and development across the organization. It provides leading resources and materials required to upskill, explore new ideas, embrace challenges and lead effectively. Leveraging digital platforms and partnerships with globally recognized learning providers, the Academy offers access to more than 160 outcome-based learning programs. It aims to cultivate a wide range of competencies and skills using a digital-first approach.

Our approach to skilling is multi-faceted with three key principles guiding the philosophy.

- Prioritize empowering learners to take ownership of their own development and become self-motivated
- Establish a learning-friendly environment that provides diverse forms of support and resources including a gamut of facilitated to self-directed forms of learning assets. These assets cater to a range of complexities and delivery styles
- Make learning more accessible by creating a learning ecosystem that encompasses internal and external sources of knowledge and insights, as well as social reinforcement through learning communities.
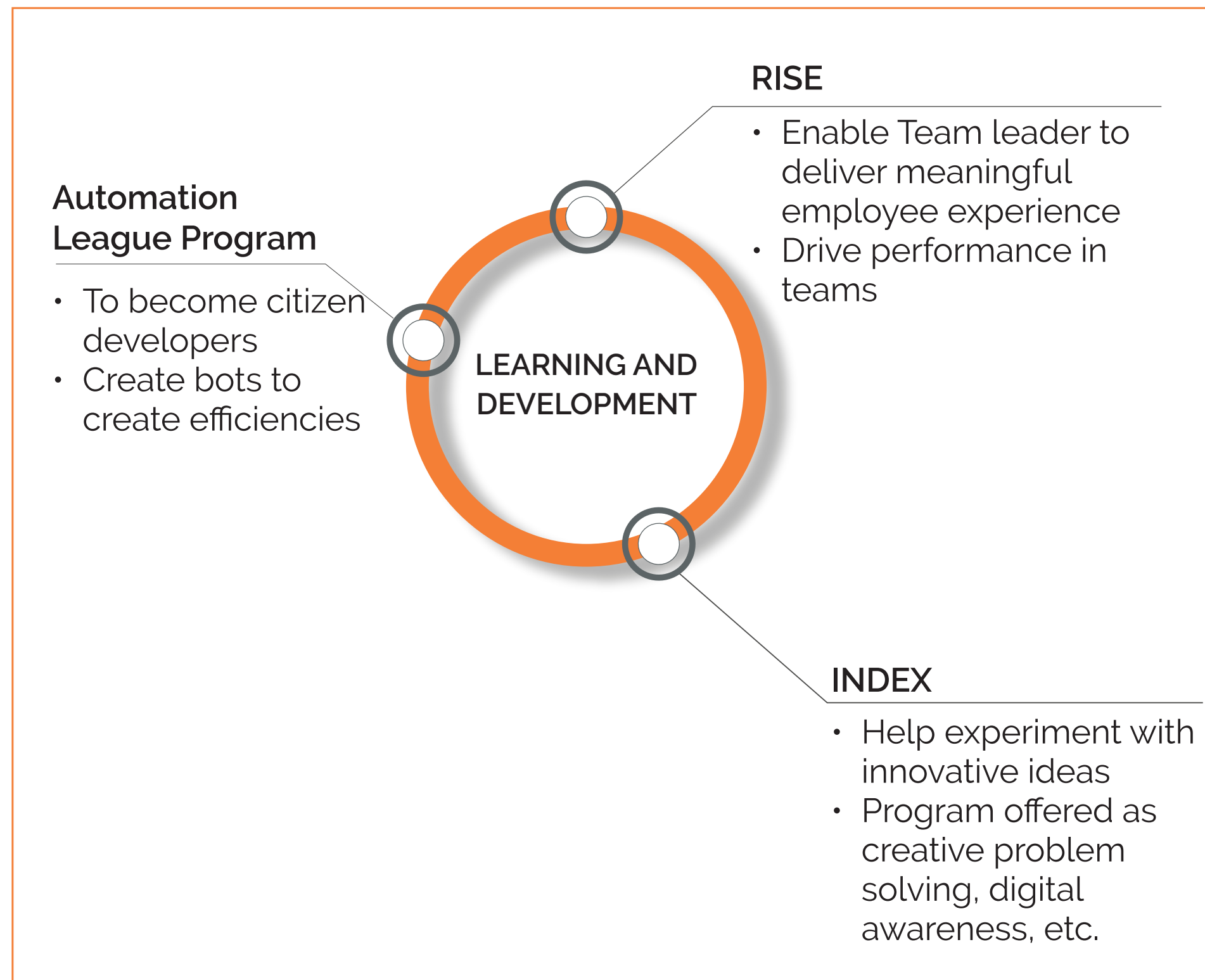
More than INR 119 Million spent on training and development of employees during FY 2022-23.

Learning and Development Initiatives

This year, a total of 21,06,986 hours were dedicated to training employees in various technical, non-technical and ethical areas through the following initiatives.

RISE
- Enable Team leader to deliver meaningful employee experience
- Drive performance in teams

Automation League Program
- To become citizen developers
- Create bots to create efficiencies

LEARNING AND DEVELOPMENT

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- Help experiment with innovative ideas
- Program offered as creative problem solving, digital awareness, etc.

RISE

The Frontline Leader Development Program is an ongoing continuous program developed as a connected and purposeful ecosystem that helps the Frontline leaders discover new experiences, expand their knowledge, and in turn, help their teams to rise to their full potential. RISE is a program that offers various opportunities for learning, reflection, and practice, with a focus on three key capabilities- Build People, Create Connect and Achieve Results.

Learning objectives under each theme are delivered through the various learning modalities.
- Facilitated training programs provide an in-depth understanding of concepts and tools
- Gamified digital simulations help learners master critical behavioral skills.
- Peer coaching sessions, called Adapt & Apply, allow participants to learn practical approaches from their peers using real workplace situations as cases
- Playbooks, short how-to guides, offer pointers on things to consider, good and poor responses to typical situations, tips from peers and leaders, and relevant skills and learning

Additionally, a virtual community has been built, bringing together frontline leaders from across the globe, along with key support functions that they interact with, like HR, Quality and Training.

61% of employees eligible for RISE have successfully finished at least one form of learning, while among the employees who have enrolled for a learning opportunity, 82% have completed at least one form of training. Our frontline leaders contributed 8,900 hours through their participation in the RISE program.

Employee testimonial:

" For me, the biggest success with the adapt and apply sessions is the open conversation with a group of like minded individuals where we can all share our ideas and discuss what works for each individual. It allows you to look at other people's perspectives, get fresh ideas and implement them within your own skill set. Sometimes, an individual could say something they believe to be minor, but it's actually the unlock you need to improve your own ability "

- Benjamin Willmott

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INDEX - The Innovation and Digital Excellence Program (INDEX) helps workers achieve their digital objectives, talents and experiment with new ideas. INDEX offers programs to deal with creative problem-solving, data-driven problem-solving, digital awareness and lean six sigma.

Automation League Program

The Automation League Program was created in line with as part of our 'Digital First Digital Now' vision to drive corporate cultural transformation. It enables employees of all levels and disciplines including those with no formal development experience to find automation opportunities and learn how to build their own solutions. Training and methodology were developed in collaboration with automation partner UiPath and TinyMagiq.

People Leader Development Program

Recognizing the immense potential of our upcoming leaders and the importance of nurturing that potential we introduced the People Leader Development program. This program is designed for employees working from home. Tailored for employees working remotely, this comprehensive six-month program focuses on enhancing skills in areas such as effective communication, engagement, coaching and career development. It delivers a rewarding and engaging learning experience, enabling participants to further develop their leadership abilities.

GOLD at the ET HRWorld Future Skills Award for High Impact Hybrid Learning Program

We won a GOLD award at the ET HRWorld Future Skills Award for our high impact hybrid learning program. The award is as recognition of the digital learning and the transformation at scale undertaken in the past year. The win validates our agile, iterative approach that allows us to experiment different formats on different parts of the enterprise and scale them in a systematic way enabling operational excellence, deepening domain expertise and building capability for a future-ready workforce.

Building a Future Ready Workforce through Digital Transformation of Learning

The Capability Development team is responsible for skilling over 14000 of our frontline associates spread across multiple geographical locations such as India, U.S., Philippines and UK. Our journey of digital transformation received a substantial boost during the pandemic. Faced with the challenge, we remained operational and continued serving our customers without any interruptions, despite the monumental shift in the working environment.
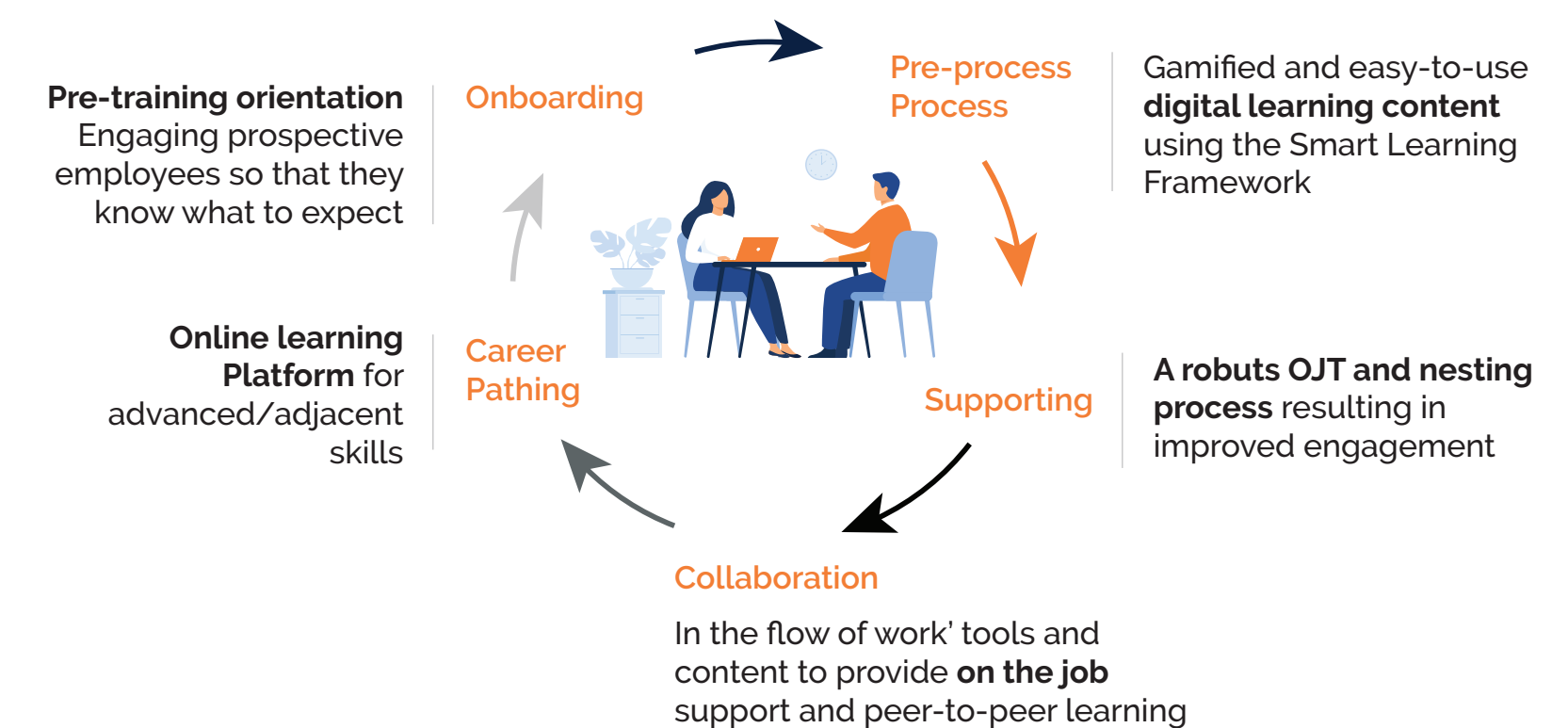
Our Digital Learning Strategy is steered by two primary tenets

- **Building a Digital First Organization**: While the pandemic highlighted an urgent learning need, there's always been a more profound requirement to re-envision Firstsource's learning strategy, setting us on the path to becoming a learning organization*.

- **Talent Engagement and Retention**: In recent times, the market has witnessed the Great Resignation or Migration as well as a general shortage of talent. Firstsource's learning strategy aims to retain the cream of the talent and give them a reason to stay by creating a viable growth path within the organization.

(* A learning organization is one skilled at creating, acquiring, and transferring knowledge and modifying its behavior to reflect new knowledge and insights. – Harvard Business Review.)

Our digital transformation strategy is comprehensive and impacts the entire lifecycle of the employee. A brief overview of it is given below.

Pre-training orientation Engaging prospective employees so that they know what to expect

Onboarding

Pre-process Process

Gamified and easy-to-use **digital learning content** using the Smart Learning Framework

Online learning Platform for advanced/adjacent skills

Career Pathing

Supporting

A robuts OJT and nesting **process** resulting in improved engagement

Collaboration

In the flow of work' tools and content to provide **on the job** support and peer-to-peer learning

Some of our notable interventions in FY23 are:

- **Digitization at scale:** We have created over 700 hours of digital learning content impacting about 80% of FSL owned curricula and some key customer owned curricula. These have resulted in about 20% reduction in training time for in-scope curricula. We have also impacted metrics such as accuracy, error reduction and up sell/cross sell. For example, a chat skilling simulation rolled out for a telecom major process resulted in 70% of the population showing improvement in selling product A and 36% showing an improvement in upselling product B.

- **Gamification:** Gamified assessments have become a way of life at FSL and all our curriculum assessments and monthly assessments have been gamified. So far, 98,649 games have been completed across FSL globally so far.

- **Career paths and fungibility via Varsity:** We created and launched our homegrown domain university called the Varsity. It is targeted at deepening domain expertise and creating learning and career paths for our associates. We launched Varsity with 4 certifications for a few processes as a pilot.

More than 1000 employees have already completed the courses.

- **In-the-flow-of-work learning:** We launched an on-demand video-based reference tool for our healthcare processes, where call recordings were prohibited due to information security making it difficult for our associates to learn from good calls. We created a library of simulated call videos and these are being used by both new hire and tenured associates. This Call library was rolled out across 7 lines of businesses (LOB's) leading to an accuracy improvement of 2.2% in tenured agents and 2.5% in new hire agents.

- **Agent Assist tools:** We rolled out AI-based agent assist tool Yonyx in two critical processes in healthcare. This contributed to a reduction of 37sec (4%) in AHT and improved employee retention by 40% in new hire batches for one process. For the other, it contributed to an improvement of 1.25% in accuracy and reduction of mis-paid dollars by 95%. We are also piloting another AI-based tool, FLI which offers personalized learning based on competency levels, across 6 BUs. Initial results indicate that there could be as much as 30% improvement in productivity with this tool.

The following are some of our planned initiatives for FY 24:

- **Cloud-based LXP Implementation:** We are moving our entire learning eco-system to a cloud-based LXP making access, reporting and engagement a lot more robust and sophisticated. We are planning to improve our digital learning penetration significantly with this.

- **Scale digital learning:** We have started collaborating with our clients to scale digital learning across the board, leveraging our content development capability with our Content CoE. These initiatives are targeted at improving performance goals such as margin optimization through speed to competence, error reduction etc. and revenue generation.

- **Prepare for newer ways of working:** We are gearing up to support the gig workers by scaling up in-the-flow-of-work tools, agent assist and user-generated content. We are also beefing up Varsity to create an inhouse talent pool for fungibility.

- **User generated content:** We are looking at ways to engage our associates and make them share their knowledge and best practices supported by our LXP platform and other AI-based tools such as FLI.

- **Knowledge Management:** We launched a KM portal for internal use in FY 23. We are already in discussions with some of our clients to scale this up for use among our associate population thereby capturing all the SoPs and best practices and make them available on-demand.

Celebrating
Inclusion and Diversity

At Firstsource, we are dedicated to cultivating an inclusive work environment where we capitalize on the diverse backgrounds of our employees to enhance our workforce and approach to conducting business. We believe that when individuals with unique skills and diverse capabilities come together with a shared purpose they have the potential to create a meaningful and lasting impact. In our ongoing journey our primary areas of focus have been advancing gender equity, reinforcing LGBTQIA+ inclusion and fostering ethnic and cultural diversity within our organization. As we move forward we are fully committed to continuing our efforts in these areas while expanding our focus to encompass other dimensions of diversity within our organization.

Diversity, Equity & Inclusion (DE&I)

Firstsource remains a steadfast organization that develops and hones collaboration among diverse workgroups that are united in their mission to make a positive impact on the world. Our workforce consists of individuals from various generations and cultural backgrounds, working harmoniously towards achieving our goals. Through the implementation of an Equal Opportunity policy we endeavor to establish an actively inclusive workplace that celebrates individual differences and values diverse perspectives.

We acknowledge that a workplace characterized by diversity and inclusivity brings about innovation, contributes to overall success and enhances our ability to effectively serve customers. By prioritizing purpose and sustainability, Firstsource not only cultivates a more engaged workforce but also positions itself for long-term success in a dynamically evolving world. We introduced a comprehensive global Inclusion and Diversity (I&D) policy that serves as a guiding document for all employees in their respective roles within this ongoing journey. The policy aims to provide guidance and clarity as the organization strives to create an inclusive workplace. It reaffirms our unwavering commitment to fostering an environment where employees can be their authentic selves, regardless of their gender, ethnicity, sexual orientation, religious beliefs, age, physical abilities and other personal and social attributes. The policy highlights the importance of certain behaviors that contribute to creating teams that are welcoming, safe and equitable for all.

Our Workforce [106 107 108]

	AGE GROUP			GENDER		
	<30	30-50	>50	Male	Female	Not Disclosed
Top Management	0	7	5	10	2	0
Middle/Other Management	40	876	158	715	359	0
Junior Management	538	1208	139	1168	717	0
Entry-Level (Non Management)	12916	5944	1187	10411	9622	14
Contractual Employees	82	34	19	57	78	0
Contractual Workers	4	1	32	14	23	0

* The contractual employees and workers category includes our direct and indirect contract employees and workers

Gender Pay Parity

We do not discriminate on the basis of age, gender, sexual orientation, caste, marital status, nationality, or any other legally protected category since we are an equal opportunity employer. Firstsource ensures that all employees are adequately rewarded in accordance with industry norms in order to fulfill this commitment.

Fair Compensation [109]

Ratios of standard entry level wage by gender compared to local minimum wage
1:1

[106] GRI 2-7 | [107] GRI 405-1-21 | [108] GRI 2-8 | [109] GRI 202-1

| GEOGRAPHY | Ratio of basic salary and remuneration of women to men [110] | |
	Female	Male
Top Management	0.42	1
Middle/Other Management	0.04	1
Junior Management	2.08	1
Entry - Level (Non Management)	4.45	1

Annual total compensation ratio [111]	
Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual);	73.38:1
Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual);	There has been no salary increase for the CEO in FY 22-23. The last increment was in January 2022. Median % increase for all employees (excluding CEO) is 8.1% (this is only for India and PHP)

[110] GRI 405-2 | [111] GRI 2-21

Initiatives undertaken to promote inclusion and diversity

In FY 2022-23 Our Chief Executive Officer (CEO), Vipul Khanna has demonstrated our commitment to creating an inclusive and diverse environment by signing the NASSCOM I&D Pledge. We celebrated various heritage months dedicated to inclusion and diversity like the Asian American, Native Hawaiian and Pacific Islander (AANHPI) Heritage Month, Pride Month, National Hispanic Heritage Month and Black History Month.

To commemorate **International Pronouns Day** we launched an **Inclusive Language Guide** to support Firstsourcers in communicating, writing and interacting more inclusively. This guide emphasizes the significance of using inclusive language in the workplace and provides simple tips and suggestions to promote communication that avoids exclusion. We recognize that creating a workplace where every individual feels valued and respected requires continuous effort and education. By providing resources like the Inclusive Language Guide we contribute to create a culture of inclusivity and respect that benefits all Firstsourcers.

BU Priorities

In the fiscal year 2022-23, we enhanced the scope of our Inclusion and Diversity (I&D) program by extending the strategy and implementation to the Business Unit level. Business Unit Heads established goals and priorities for their specific units based on a comprehensive dashboard that provided valuable insights into the diversity within their teams across multiple dimensions, globally. This dashboard allowed for regular tracking of progress on a quarterly basis. To further drive the I&D agenda, we encouraged more discussions within teams and promoted awareness through engaging activities and reflections during town hall meetings and other business gatherings.

Diversity Hiring

We continued to enhance our strategic approach towards expanding our talent pool and ensuring a diverse representation in our workforce. This was done by establishing partnerships with specialized consulting organizations and forming campus collaborations across different regions. This enabled us to tap into a wider range of backgrounds, perspectives and experiences. We also partnered with Laddr to launch a platform that specifically caters to the needs of mothers assisting them in advancing their careers.

In a significant step towards inclusivity we recruited our first group of transgender employees in India setting an example for similar initiatives in other locations. Alongside providing comprehensive onboarding, training and support for these new hires we also conducted sensitization programs for their hiring managers and team members to facilitate a smooth work experience for them. Furthermore, as part of our commitment to empowering women to pursue their professional goals we hired a cohort of women who were returning to work after taking a career break in the US.

I&D Capability Building

Our Global Commercial Team (GCT) leaders recently participated in a training program organized by UN Women and WeConnect International in collaboration with CII. This program focused on gender responsive procurement aiming to promote the inclusion of women-led businesses in corporate supply chains. It emphasized the importance of considering and addressing gender-related issues within procurement processes, ultimately contributing to reducing gender disparities and developing greater participation of women in the economy.

To further enhance awareness and facilitate effective discussions on inclusion and diversity (I&D) within our teams we piloted I&D Discussion Packs. These packs were specifically designed to equip people managers with the necessary resources, tools, activities and guidelines to facilitate conversations on a wide range of I&D topics. The objective is to deepen understanding and create a psychologically safe environment for discussing I&D matters including the creation of psychologically safe teams.

Additionally, we initiated a six month mentoring program for a select group of women leaders in India. This program developed in collaboration with We-Ace, a reputable organization specializing in skilling, mentoring and employment opportunities for women, aims to empower and enable women leaders while also addressing the gender gap at leadership levels. The program will provide participants with a transformative journey through in-depth discussions with their mentors, engaging masterclasses and connections with industry leaders. Mentors are carefully selected based on their skills, expertise and the goals of the mentees. They will share their knowledge, experiences and provide an external perspective, offering candid feedback and objective support to help the participants navigate vulnerabilities and succeed in their leadership roles.
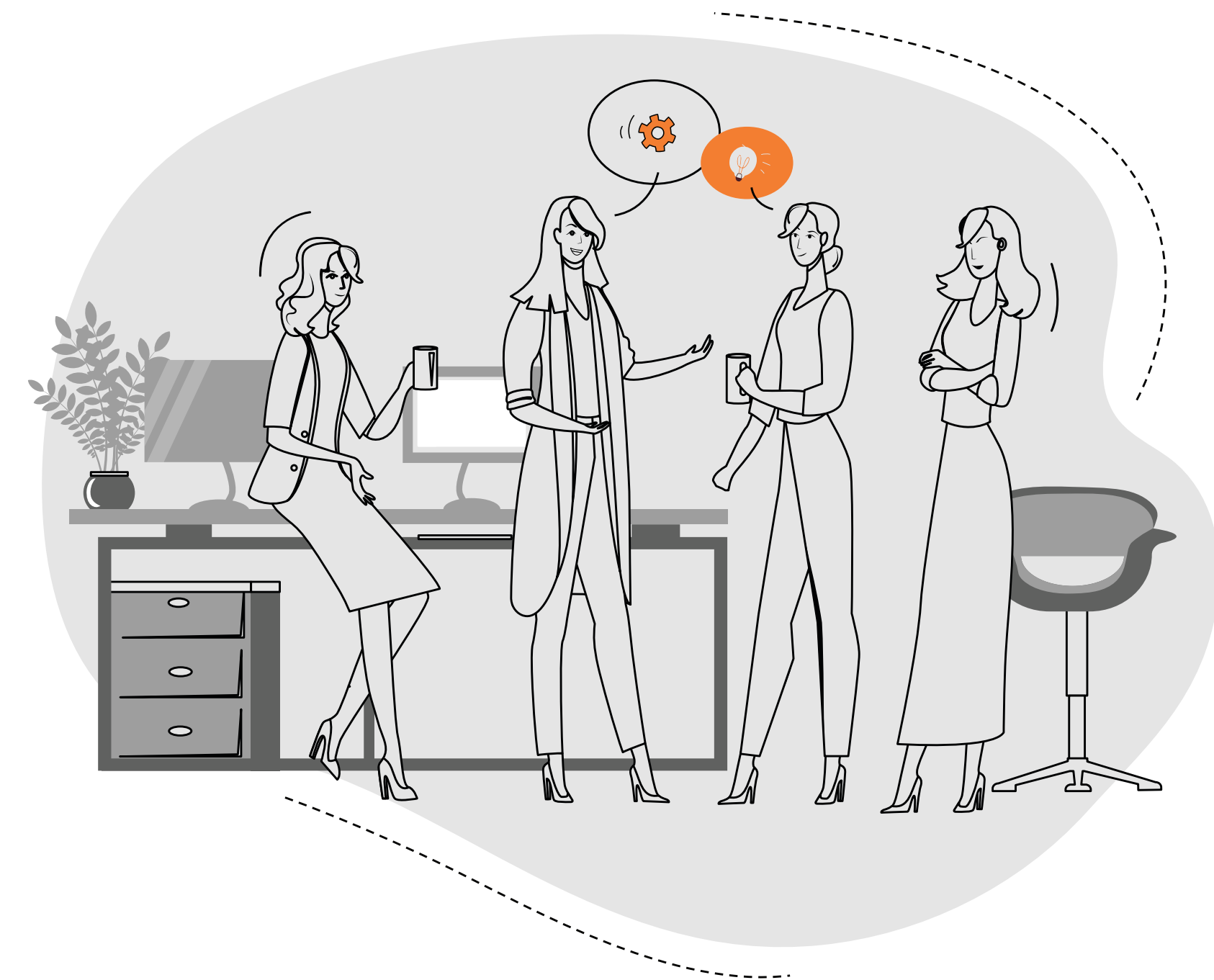
Employee Testimonials:

"True to the saying, Firstsource is purpose-led and people-first organization. I had a few non-negotiable conditions: a company that inspires me, a vision that I feel passionate about, a position that challenges me and stretches me into different areas, management that encourages and empowers me to do my best and a great work environment and team spirit. Firstsource fulfills all these points. It's a forward-thinking company. I like the mindset and culture and being part of a team that gives its best to make the future very promising for its employees. For me, this is more than a job. I'm investing my time, my knowledge and experience in a company that is investing in me."

- Yamini Shashikumar

"At FSL, we take great pride in fostering a safe and inclusive environment for all our employees. Our commitment to providing a welcoming workplace is rooted in the belief that diversity and inclusivity are not only fundamental values but also essential for the success and growth of our organization. We prioritize the physical and emotional safety of our employees by implementing robust security measures, maintaining a zero-tolerance policy towards any form of harassment or discrimination and promoting open communication channels. We strive to create a culture where every individual feels respected, valued and empowered to contribute their unique perspectives and talents. Our comprehensive diversity and inclusion initiatives encompass regular diversity training, inclusive hiring practices and employee resource groups that support various underrepresented communities. By promoting equal opportunities and celebrating diversity in all its forms, we aim to build a workplace where everyone can thrive and reach their full potential."

- Chandrima Banerjee

Women's Inspiration Network (WIN)

Our affinity group for women and allies, known as the Women's Inspiration Network (WIN), collaborated with Talent Development to conduct a comprehensive analysis of learning needs for its members. Based on the findings, a customized learning journey called **"Focus YOU"** was curated for members across different locations and levels. This learning journey aimed to enhance leadership capabilities by focusing on various themes including confident communication, impactful influence and personal branding.

Furthermore, WIN initiated the **"Cultivating Super Skills"** series that consisted of conversations and workshops covering a wide range of relevant topics. These sessions featured discussions with our internal leaders as well as external subject matter experts, addressing aspects related to personal and professional growth, health and wellbeing and self-defense, among others.
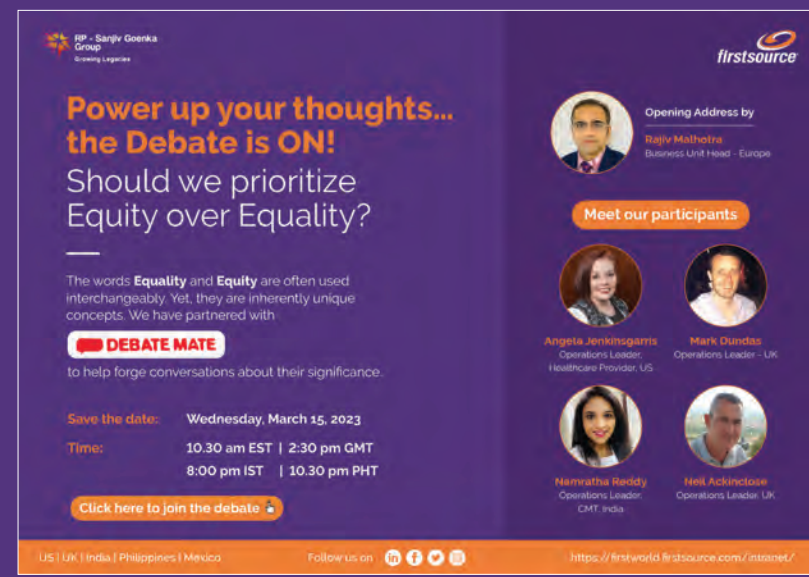
Earlier this year, WIN facilitated a compelling round table discussion between Firstsource leaders and select client leaders on the topic of developing gender equality in leadership. This provided a valuable platform for exchange and dialogue between key stakeholders.

As the year approached its end, WIN organized a lively talent show that brought the group together. It helped form deeper connections and showcased the performing arts skills of its members. The event served as a fun-filled platform for talent expression and celebration within the WIN community.

Source of Pride

Source of Pride, our affinity group dedicated to supporting LGBTQIA+ colleagues and allies, played a pivotal role in advancing our LGBTQIA+ inclusion initiatives. In the fiscal year 2023 one of the notable achievements was the **Be-Bias Proof series** organized by the group, attracting over 400 attendees. This series aimed to delve into the connections between unconscious biases in decision-making processes and social interactions. It provided practical insights and guidance on effectively recognizing personal biases, understanding the challenges faced by LGBTQIA+ colleagues in the workplace and fostering a safe environment for sharing ideas and perspectives on LGBTQIA+ inclusion.

Inclusion & Diversity Events

In June 2022, we celebrated LGBTQIA+ Pride Month across all our sites, showcasing our commitment to LGBTQIA+ inclusion. Throughout June, Firstsourcers across locations came together to #CelebrateWithPride through their stories, reflections and a wide array of activities. People joined in reflective conversations on LGBTQIA+ inclusion, held performing arts events to raise awareness, promoted allyship with a Pride parade at work, partnered with non-profit organizations to expand the reach of our inclusion efforts and had fun celebrations at the workplace. We launched our "Source of Pride" intranet platform as a space to share experiences, stories and useful resources about LGBTQIA+ inclusion.

This year, we celebrated Black History Month in the US (Feb 2023) and UK (Oct 2022) along with National Hispanic Heritage Month (15 Sept – 15 Oct), Asian American, Native Hawaiian and Pacific Islander Heritage Month (May 2022) and Juneteenth (June 19) in the US. The focus of each celebration continues to be strengthening awareness through meaningful dialogue, resources and activities. Our celebrations this year included conversations with our affinity group leaders, leadership and employee spotlights, informative quiz, community outreach partnerships and access to self- assessments to check your own inclusion quotient.

In March 2023, we commemorated International Women's Day with a series of activities and events held across all our offices. Our engagement team arranged site visits and a virtual roadshow featuring impactful sessions on self-promotion and taking ownership of achievements. This dedication to empowering women and advancing gender equality reflects not only the ethical course of action but also contributes to driving business success through the promotion of a more diverse and inclusive workplace.

Firstsource's strategic focus on employee engagement, diversity and inclusion has fostered the development of a comprehensive and productive workplace. Consequently, we have positioned ourselves as an employer of choice for diverse talent, reinforcing our commitment to providing an environment that values and embraces individual differences.

Bloomberg GEI Index

We take great pride in being recognized in the GEI (Gender Equality Index) for the second consecutive year joining 483 other global companies. Our dedication to transparency and data reporting has resulted in a flawless 100% data disclosure score for the second year running and we have demonstrated substantial progress in our overall data excellence score compared to the previous year's report. Notably, we are particularly pleased with the enhanced scores in three crucial areas: Female leadership & talent pipeline, Pro-women brand and inclusive culture. These advancements exemplify our continuous efforts to identify policy gaps and incorporate industry best practices wherever possible.

Benchmarking its inclusion and diversity initiatives against the best practices in the industry is vital to ensure our ongoing relevance and commitment to cultivating an inclusive work environment. As we continue to analyze our results, we remain dedicated to identifying fresh approaches to enhance our inclusion and diversity initiatives with the goal of becoming an employer of choice for women.
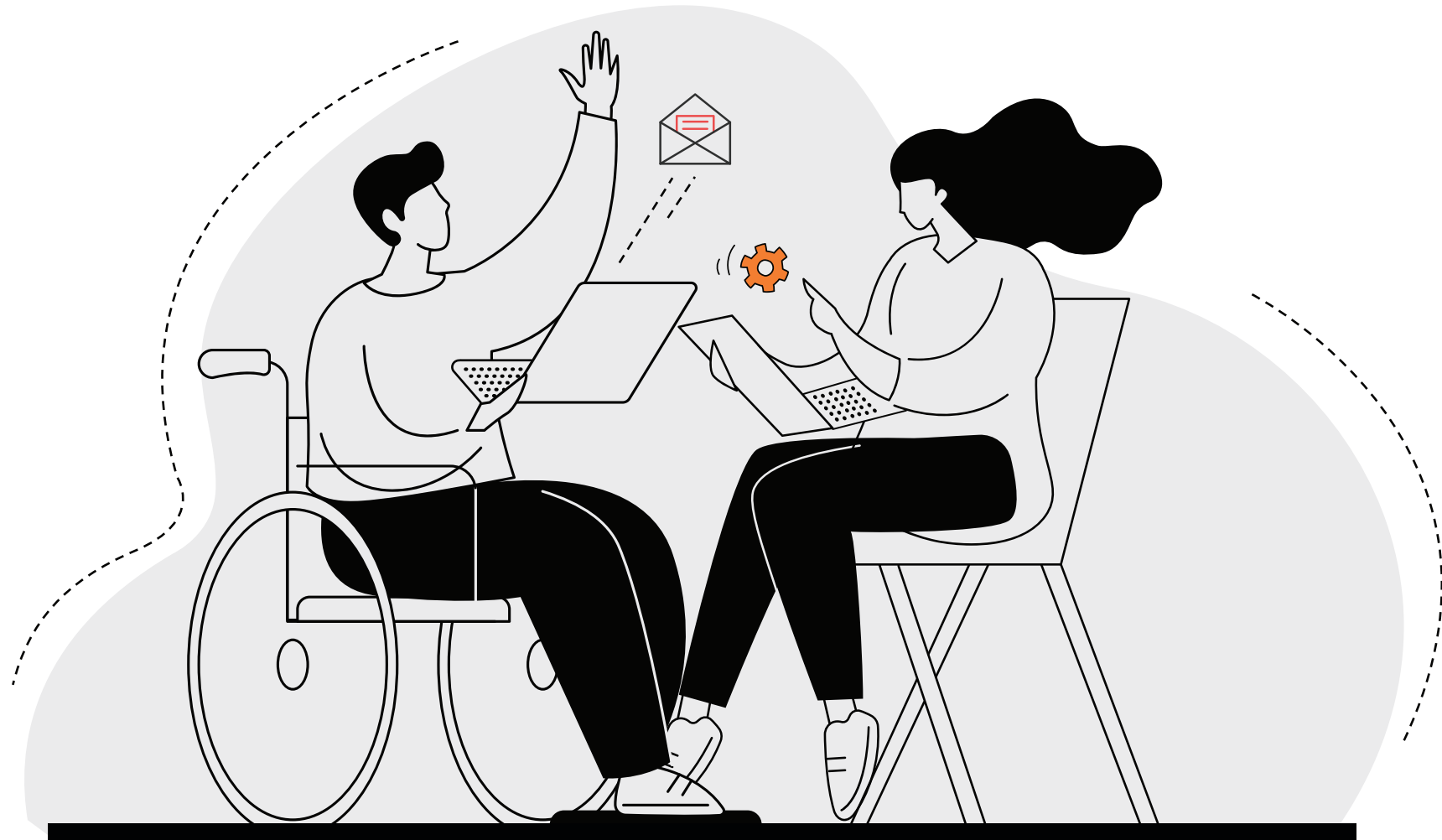
Disability Confident Leader in UK

We are delighted to announce our achievement as a Level 3 Disability Confident Leader in the UK marking progress from our previous status as a Disability Confident Employer. This recognition is granted to companies that have implemented exemplary practices and acknowledge the value that disabled individuals bring to their organizations. Attaining Level 3 signifies that we have taken all the essential steps to become a Disability Confident Leader and have presented evidence of sharing best practices within the community. This milestone reflects the ongoing commitment to ensuring that every member of Firstsource has equal opportunities to unlock their full potential and pursue their aspirations.

Respecting Human Rights [112] [113] [114]

We have consistently demonstrated a strong commitment to nurturing a culture centered around empathy and trust. We place great value on embracing human diversity, bringing in fairness and justice and promoting equal opportunities for all individuals to thrive, learn and progress within the organization, devoid of any discrimination or mistreatment.

This commitment is ingrained in various corporate policies such as the Global Human Rights Policy, QHSEE Policy, Whistle-Blower Policy, Grievance Redressal Policy and the Code of Conduct. Training sessions on diverse topics related to human rights are incorporated into the onboarding process for new employees, as well as in various training programs covering areas such as environmental health and safety, prevention of sexual harassment (POSH)

and adherence to the code of conduct. We have a Grievance Redressal Policy which can be accessed at https://www.firstsource.com/wp-content/uploads/2023/06/Global-Grievance-Redressal-Policy13.0.pdf with a detailed grievance redressal process wherein employees can report any sort of human rights violation on grs@firstsource.com

There were no cases of discrimination during FY 23.

92% of Security personnels are provided with Training on Human Rights; All our security personnels are of third party organizations.

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¹¹² GRI 410-1 | ¹¹³ GRI 406-1 | ¹¹⁴ GRI 3-3

Cultivating
Client Relationships

At Firstsource, we recognize the significance of establishing and nurturing strong client relationships to ensure the long-term viability of our business. Our commitment to our clients is rooted in our mission to enhance their lives through unique and innovative means adding substantial value along the way. Our primary objective in client relationships is to create exceptional customer experiences that drive sustainable growth.

We prioritize cultivating collaborative partnerships with our clients enduring engagements built on trust and cooperation. By integrating our clients into a network of cutting-edge industry platforms we empower them to deliver enhanced services to their own customers through digitization. Firstsource further offers business solutions to our clients facilitating seamless service delivery through our Digital First, Digital Now (DFDN) approach and expertise. Additionally, we conduct internal quality audits to continuously monitor and ensure the high standards of service we provide.

Innovative solutions that transcend borders

Through a customer-centric approach and global reach we strive to empower our customers with the tools and talent they need to thrive in their respective industries.
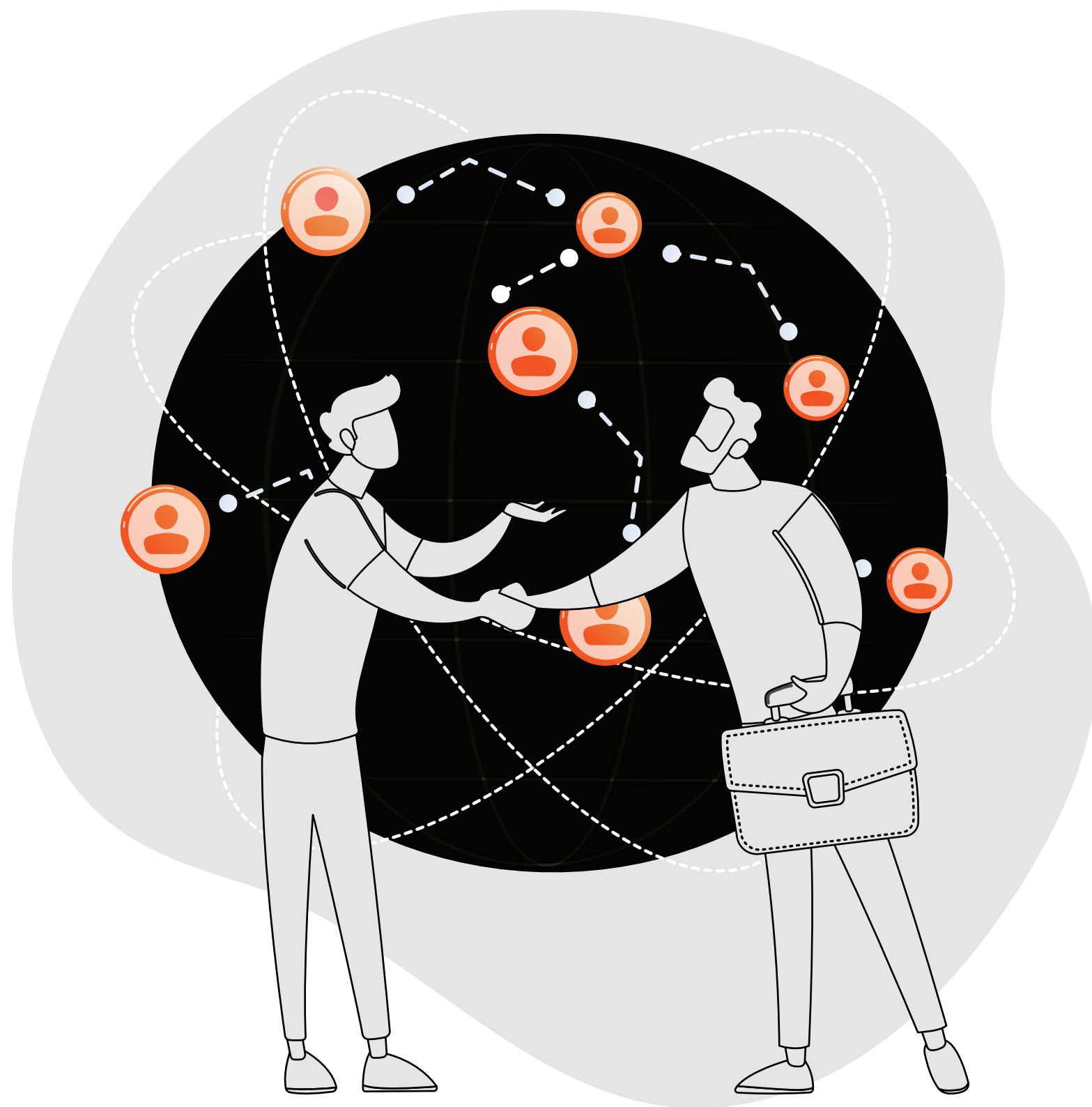
## Helping clients achieve high impact outcomes

We leverage advanced technologies such as intelligent automation, digitization, artificial intelligence, advanced analytics and machine learning to effectively address client challenges. We deliver these with speed, accuracy and efficiency through our four core areas of engagement: Digitally Empowered Customer Experience (DECX); Intelligent Back Office; Platforms, Automation and Analytics; Insights, Design Experience and Advisory.

By integrating intelligent workflows with bots and harnessing the power of cloud capabilities we simplify operations and enhance performance.

Our digital solutions and services provide clients with multiple benefits including increased productivity, streamlined processes and improved resource efficiency. By enabling clients to achieve more with fewer resources our solutions contribute to better resource management and reduced energy consumption in achieving desired outcomes.

Digitally Empowered Customer Experience (DECX)

DECX empowers clients with bespoke solutions that shape their customer's experiences across every touchpoint. This demands a redefined set of KPIs for customer services, blending traditional metrics like efficiency and cost with newer ones like perception and NPS. Firstsource assists in crafting a practical CX strategy that aligns seamlessly with client's business goals and supports product, sales and marketing efforts. Leveraging CX data we provide comprehensive insights into end-to-end customer journeys.
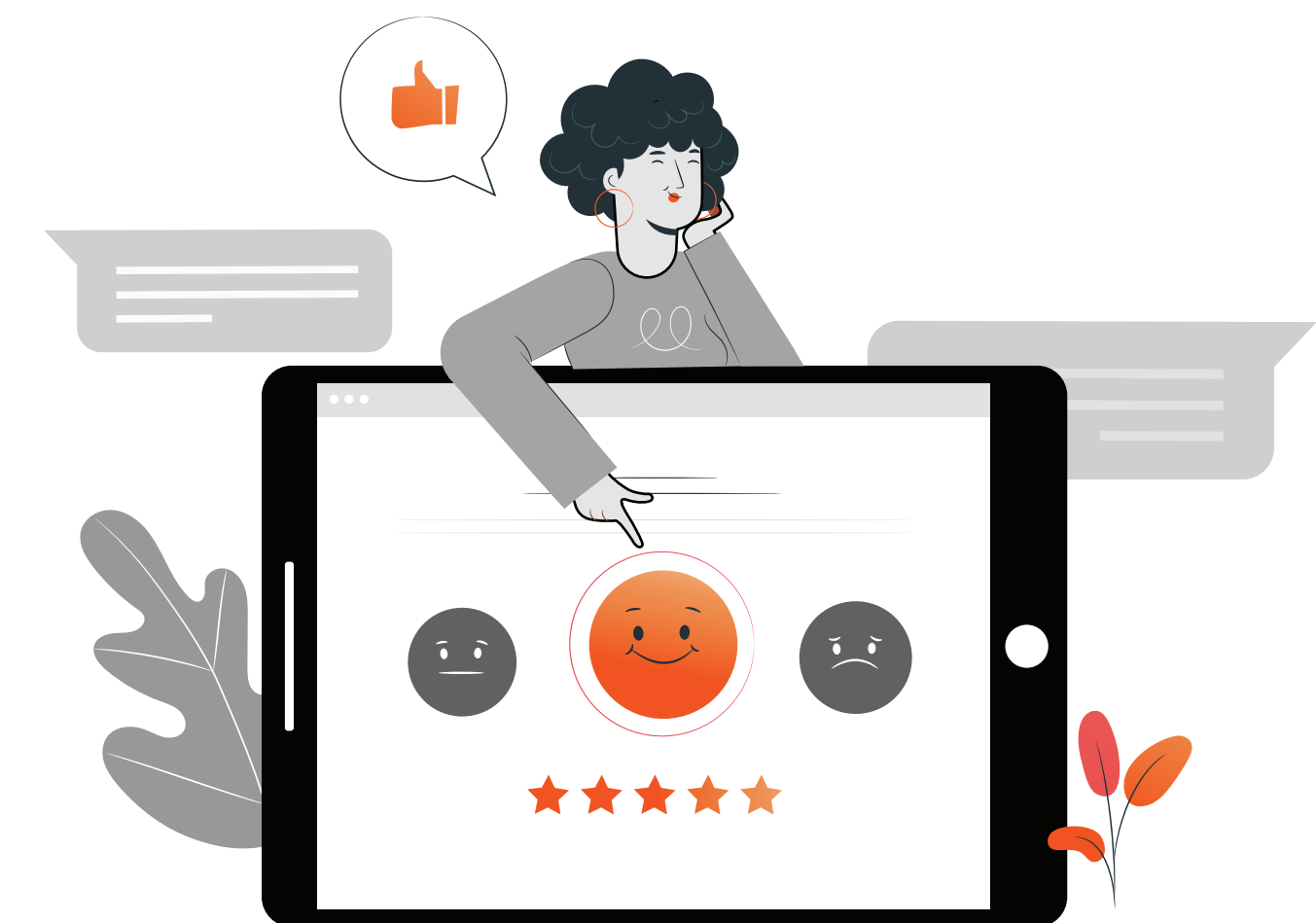
Provider Healthcare Cloud Platform: Agent Portal

Our Agent Portal, an integral component of our Provider Healthcare Cloud Platform, is designed to transform the way our agents manage accounts by optimizing efficiency, reducing error margins and creating a standardized process for all receivable self-pay clients.

The 'Agent Portal' boasts several notable features, all geared towards enhancing productivity:

- A simplified interface allows quicker onboarding, enabling new hires to handle patient calls three to five days earlier – a substantial 25% improvement compared to the previous platform
- Seamlessly integrates each client's specific process, reducing reliance on agents memorizing processes or referring to SOP handbooks
- Enhances management's agility, allowing for swift reassignment of agents to clients in response to staffing shifts

- Automatically update the status upon action completion, ensuring status code consistency
- Integrates special settlement offers, removing the need for agents to manually identify qualifying account
- Allows agents to process payments, set up plans and settlements in real-time within the platform, eliminating the need for third-party sites
- Offers the flexibility to process combined payments for linked patients with multiple service dates or family members
- A payment Interactive Voice Response (IVR) which helps provide higher levels of service by deflecting routine payment calls

The portal has resulted in a 30% reduction in Average Handling Time (AHT) for our agents, confirming its efficacy.

We are excited to witness the transformational changes the Agent Portal is bringing to our organization and, more importantly, to our people.

FirstPACE

FirstPACE- Project and Change Excellence provides a structured approach to risk management during the client onboarding process, empowering the transition team to proactively address and mitigate risks.

When a new client is being onboarded, the transition team utilizes the Firstpace framework to conduct a thorough risk assessment. This assessment involves identifying and evaluating potential risks that may arise during the onboarding process. These risks could encompass a range of factors such as operational challenges, regulatory compliance issues, resource allocation, timeline constraints, and any potential impact on existing client operations.

The shown illustration is the process followed as part of FirstPACE Risk Management.

How Firstsource Provides Unique Experiences to Customers

Client Engagement

The Client Relationship Management team's at Firstsource are responsible for customer interaction success. The frequency of client meetings depends on the structure of contracts and deals that could be weekly, monthly or quarterly.

Customer Satisfaction Survey

The significance of customer satisfaction remains an unwavering cornerstone. Our commitment to enhance our services has driven us for numerous years. With a focus on ensuring that every interaction our valued customers have with us is nothing short of exceptional. This commitment has served as the bedrock of our accomplishments, and as we find ourselves in an era where success is defined by the customer experience, the strategic imperative of deploying satisfaction surveys has never been clearer, with implications that ripple across the entire landscape.

Reflecting on the previous year, we embarked on a path slightly divergent from convention. Instead of relying solely on traditional customer satisfaction surveys, we made a deliberate choice to prioritize the acquisition of continuous feedback through a multiplicity of channels. This transformative decision was fueled by our pursuit of acquiring real time insights and a more holistic comprehension of the evolving preferences and expectations held by our clients. The 94.5% satisfaction score and feedback received through these immersive sessions proved to be invaluable, serving as the catalyst for refining our internal mechanisms and proactively addressing areas of concerns.

As we cast our gaze towards the forthcoming year, we are thrilled to unveil our renewed commitment to survey endeavors. However, this is not a mere return to the status quo. Instead, we are excited to introduce an evolved survey format that seamlessly aligns with our unwavering dedication to agility and responsiveness in the face of our client needs. The forthcoming survey framework is designed to be more discerning, targeting specific areas for improvement and actionability. This fresh approach will grant us the capability to glean targeted insights, transforming them into actionable strategies that will elevate the quality of our services to unprecedented heights.

Our journey to elevate customer satisfaction remains an ongoing odyssey, powered by unrelenting dedication to progress. With every new chapter, we reaffirm our commitment to understanding, adapting, and consistently exceeding the expectations of our valued clients. Through the blend of tradition and innovation, we strive to craft an experience that remains nothing short of extraordinary, underscoring our position as a trailblazer in the realm of customer centric solutions.

Net Promoter Score (NPS)

We leverage technology like speech and text mining solutions to understand the pain points, feedback and complaints from our customers. Information is mined from calls, chats, survey mails, etc. to understand any process and service delivery gaps, product reviews and brand perception. Data from all sources is leveraged and analyzed to gain a holistic 360 degree view of the customers without compromising on the data privacy and security of the customers and their communications.

Customer Feedback Mechanism

At Firstsource the customer complaint process is hyper-personalized for each client. As a part of our initial conversations with clients we cover the overview and foundation training and follow that up with client specific content. We have a robust change management programme in place to ensure all aspects of legal, compliance, consumer duty, Treating Customers Fairly (TCF) and client contract are considered before making changes. Our employees undergo mandatory consumer duty and TCF training to reflect regulatory

developments. This year, we have been recognized #1 Positive Customer feedback for Firstsource's digital solutions.

Ensuring Data Privacy of Clients [115]

Data security is a serious concern for our clients in this era of digitalization. As cyber threats become more prevalent it is imperative to have a strategy in place for addressing these concerns. We are certified in accordance with leading international standards such as PCI-DSS, ISO 27001, HITRUST. We also adhere to various statutory and regulatory compliance standards to ensure the confidentiality, integrity and availability of data that is provided to each of our clients.

A well-rounded and robust mechanism keeps IT data breaches and issues at bay resulting in zero breaches and issues.

'Digital First, Digital Now' Approach

We provide innovative business solutions to our clients and seamless services for their end customers through our 'Digital First, Digital Now' approach and expertise.

Firstsource is also leveraging automation to enhance employee experience by providing solutions that aid employees with end-to-end traceability of any issue. By leveraging this strategy we are able to address the prominent gaps in client systems and understand the process to better enhance the customer experience issue. By leveraging this strategy we are able to address the prominent gaps in client systems and understand the process to better enhance the customer experience.

CATEGORY	FY 2022-23		FY 2021-22	
	Received during the year	Pending resolution at end of year	Received during the year	Pending resolution at end of year
CUSTOMER DATA PRIVACY [116]	0	0	0	0

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115 GRI 3-3 | 116 GRI 418-1

Analytics Center of Excellence (ACoE)

At Firstsource, we are focused on building organization-wide analytics delivery capability along with an Analytics Center of Excellence for the future. As a part of this initiative, we have been taking the following steps:

- Deeper integration of analytics content and applications within Digital First, Digital Now strategy

  We derive rich, meaningful insights from unstructured customer interactions by leveraging First Customer Intelligence (FCI). FCI is one of our proprietary and award winning service delivery frameworks. It helps enhance our Digitally Empowered Contact Center (DECC) implementations and drive a differentiated customer experience for competitive advantage.

- Transforming client-side processes through industrialization of operational analytics across different verticals

  This is achieved by simplifying the customer acquisition and onboarding process through several interventions such as customer augmentation, application triaging and scoring, lead conversion engine and AI-led document processing. We strive to improve customer experience by optimizing contact strategy and understanding the intent and motivations across all AI and analytics touchpoints.

- Empowering Firstsource Leaders with data-driven insights for accurate and proactive decision making

  We empower Firstsource Leaders by monitoring internal and external risk triggers across multiple data sources for best-in-class operational planning. It is also done through flagging attrition tendencies of our existing employees and determining ways to improve engagement and retention.
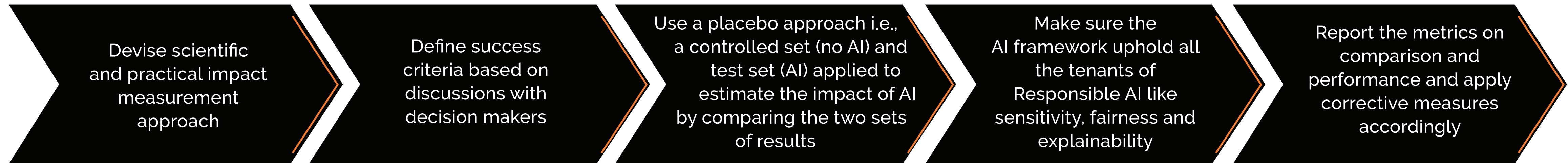
- **Productizing offerings to reduce time to deploy and time to value for rapid ROI**

Firstsource intends to build an Analytics Center of excellence (CoE) of the future

by bringing into play delivery excellence, technology best practices and partnerships, functional expertise and robust governance. This will help us maximize the value of insights from our

clients and stakeholders. We have set up a Machine Learning (ML) and Artificial Intelligence (AI) Ops Program to ensure a fair and scientific way to attribute business outcomes. ML and AI Ops programs leverage the following steps:

Devise scientific and practical impact measurement approach

Define success criteria based on discussions with decision makers

Use a placebo approach i.e., a controlled set (no AI) and test set (AI) applied to estimate the impact of AI by comparing the two sets of results

Make sure the AI framework uphold all the tenants of Responsible AI like sensitivity, fairness and explainability

Report the metrics on comparison and performance and apply corrective measures accordingly

Digitization- Digital First, Digital Now- Success Stories

Amidst the swift progress of technology, Firstsource has devised an innovative strategy for digital transformation. Our Digital First, Digital Now (DFDN) approach leverages cutting-edge advancements in Cloud, Software as a Service (SaaS) and automation technologies to construct robust digital ecosystems. These ecosystems not only enhance human expertise but also redefine performance, differentiating us from competitors and enabling us to successfully attract and retain customers.

Case Study 1

Our first Pharmaceutical client, a leading biotech company based in California, has achieved notable success with its medicine approved for treating medullary thyroid cancer and other metastatic cancers. They specialize in genetics-based drug identification.

Firstsource intelligent automation team played a significant role in supporting the client's mission to help cancer patients 'Recover Stronger and Live Longer'.

We provided comprehensive services phases such as process discovery, implementation, change management and maintenance for our client. By combining automation expertise in engineering and business process services, our solution showcased domain knowledge and business process automation (BPA) capabilities, surpassing competitors and aligning with client's mission.

In a short timeframe, we achieved remarkable results. The project experienced a 60% revenue surge and the team size doubled within three months. Notably, we smoothly transitioned over 30 digital workers from a Tier-1 incumbent within a month. Our IT services team implemented the innovative **'unit of work'** model,

effectively managing demand and capacity. Expanding into the life sciences domain showcased our adaptability and collaboration in a new field. We established a pioneering practice in providing comprehensive services for automation pipeline creation, bot development and ongoing maintenance and support. Lastly, we fostered collaboration across 12 diverse business groups, enhancing synergy among our IT services.

Through our partnership, we actively promoted IA (Intelligent Automation) awareness at a notable automation event. Working together, we established a robust pipeline with over 20 automation candidates. In an impressive span of 3 months, we successfully delivered 10 fully functional automations. We also guided the client in democratizing automation through citizen development initiatives at our build-a- bot event. Furthermore, we made strides in AI solutions by utilizing Intelligent Document Processing (IDP), implementing data extraction techniques and employing and employing low/no-code development approaches
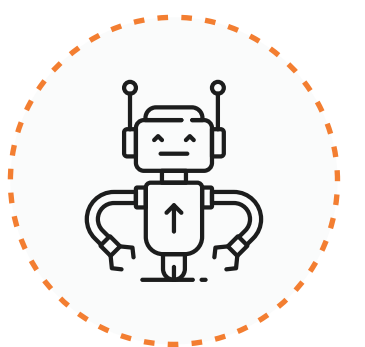
Case Study 2

A leading US-based Telecom company with 5M+ residential and business customers, had over 10,000 agents who provided support 24x7. This includes agents working in multiple shifts and field technicians visiting customers' residence to address their requests. Some examples of requests from Customers include enabling a device (set-top-box, router) that has been recently added, switching from self to professional installation, technicians requesting for a device replacement

while in the customers premise from their handheld devices etc.

With a 1:1500 ratio for agent to customer, there was a need to aid agents to solve advanced technical support queries while at the same time providing superior customer experience. Solving certain customer queries required agents to access systems that need elevated privileges such as increased credit limit and an in-depth knowledge of actions not typically available to frontline agents. Adding skilled agents specifically for handling these interactions is going to increase costs and is not scalable. The customer did not approach automation considering the scale of solution deployment and the associated costs.

Firstsource worked with the business and operations stakeholders to propose an Intelligent Automation solution leveraging an approach that made it economically feasible to implement. This resulted in service management

becoming a scalable and swift responsive team to fulfill customer requests. Embedding operational analytics to this solution helped understand call volumes, number of reduced transfers and handling times, while continuously reporting usage metrics.

Till date (July 2023), the solution has handled over 0.5M customer requests, reduced response times by over 40%, saving time and money for both customers and agents. Every call handled by bots provides better utilization of time from skilled agents, improving employee experience. The solution has helped agents shift focus from process complexities to cross sell/upsell opportunities and build customer relationships.

With over USD 6M in savings annually, the customer is looking to scale automation to other business units and views Firstsource as a trusted partner to bring in Generative AI solutions for their customer care business unit.

# Fostering Relationships
with Society[117]

Corporate social responsibility (CSR) lies at the core of everything we do. Firstsource is committed to advancing its CSR objectives through its overarching vision to "create a nurturing and an empowering environment to deepen our societal engagement with a goal of improving lives and livelihood of communities on a sustainable basis."

Our goal is to be a purpose driven and socially responsible company aligning with the Group's vision of empowering lives by providing access to education, environment, healthcare, promoting sports, arts and culture, supporting gender equality and women empowerment to improve the overall quality of life.

We are committed to helping our communities stay ahead of challenges by deploying the strength of our resources, people, and digital solutions to support CSR interventions around the world. Through our values and principles we seek to create a positive impact in communities and foster growth in education, skill development, women empowerment, healthcare, and livelihood for the impoverished, and contribute to the United Nations Sustainable Development Goals (UN SDGs).

There is a cohesive strategy behind all of these efforts which includes initiatives like CSR projects, employee volunteering and giving, impact sourcing, special projects and Leadership representation. We believe that community development is vital for responsible and sustainable growth, we collaborate with community partners to build long-term initiatives that have a lasting impact.

C - - - Corporate

S - - - Social

R - - - Responsibility

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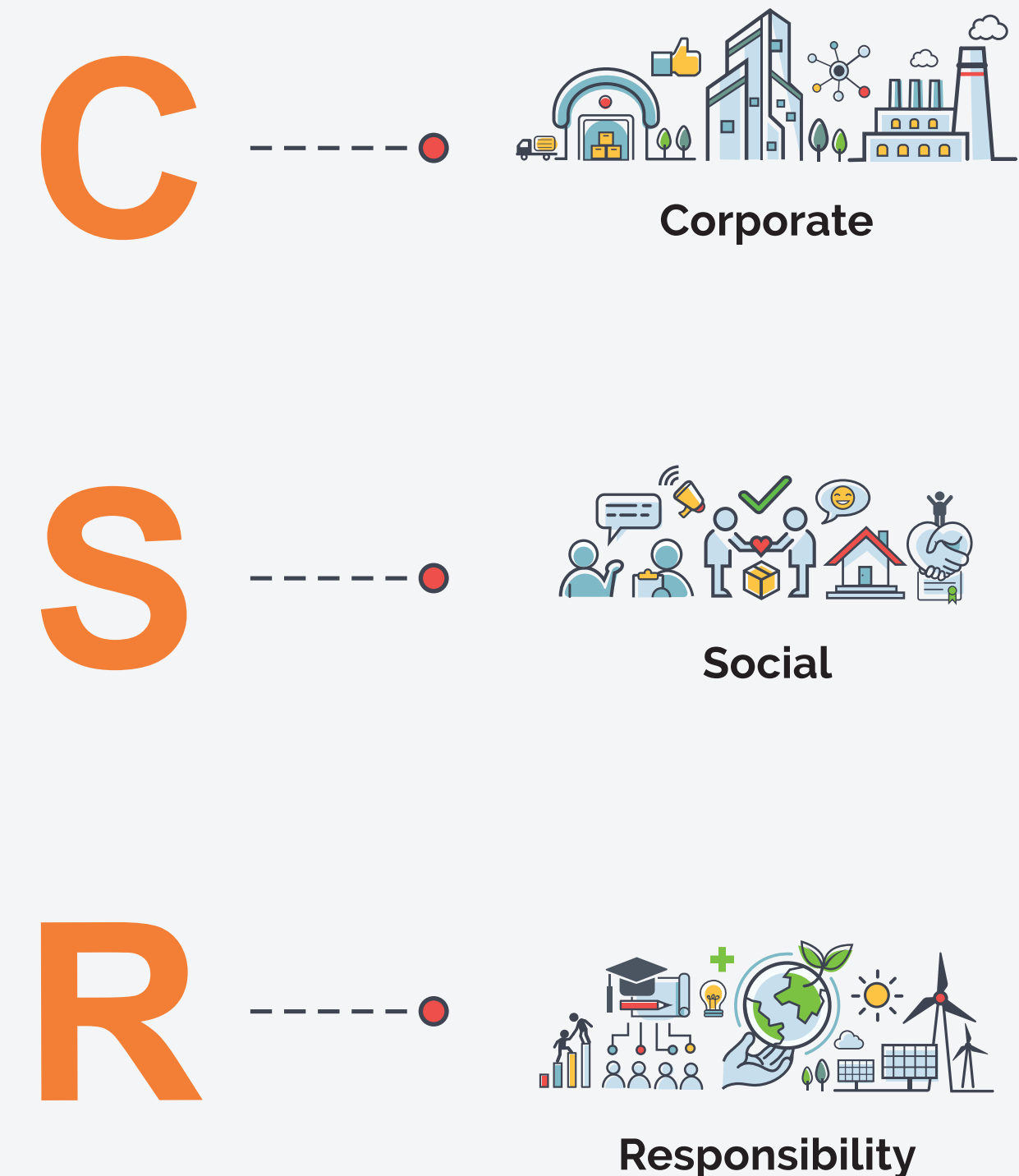
[117] GRI 3-3

Recognition at HYSEA ESG Conclave 2023

The HYSEA ESG Conclave 2023 served as a platform for influential stakeholders from diverse sectors to convene and deliberate on the future of CSR and emphasize the significance of ESG practices in today's business landscape. The event comprised engaging roundtable discussions and a lively exhibition, showcasing the work of over 100 NGOs and recognizing notable contributions.

During the conclave, we received a **'Special Mention' award,** honoring our organization's strong commitment to making a positive social and environmental impact. This recognition underscores our unwavering dedication to implementing robust ESG practices and driving meaningful change in the communities we serve. It serves as a source of motivation for our ESG and CSR team to continue their tireless efforts in creating a better world.

Social Impact Assessment (SIA) [118, 119, 120, 121]

We have conducted a Social Impact Assessment for our CSR projects in the fiscal year 2021-22. This report highlights the initiatives undertaken by Firstsource in community development, education, women empowerment, healthcare, gender equality and the environment.

We have used a five-point performance rating scale to evaluate the relevant indicators for each parameter of **Relevance, Effectiveness, Efficiency, Sustainability and Social Impact (REESS). The average rating for each REESS** parameter indicates the success and credibility of the Foundation's implemented projects. **All verticals received a score of 8.5+ denoting that the performance of our CSR's projects in these areas was highly satisfactory.**

For more details, SIA report is published on our <u>website.</u>
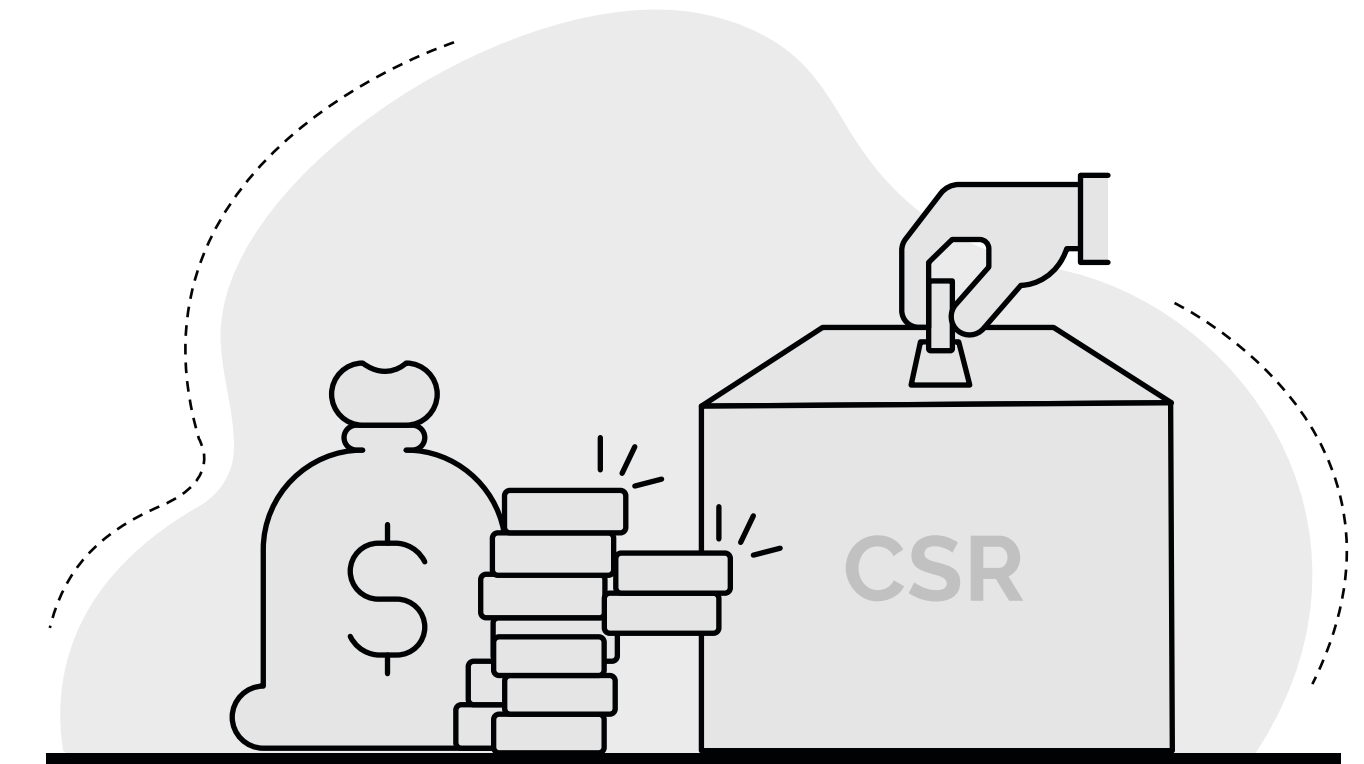
Our CSR contribution

Total CSR amount for FY 2022-23	**INR 6,83,63,213**
Amount spent directly by CSR team	**INR 1,76,83,164**
Amount transferred to Group Trust for building International Baccalaureate School [122]	**INR 5,06,80,049**

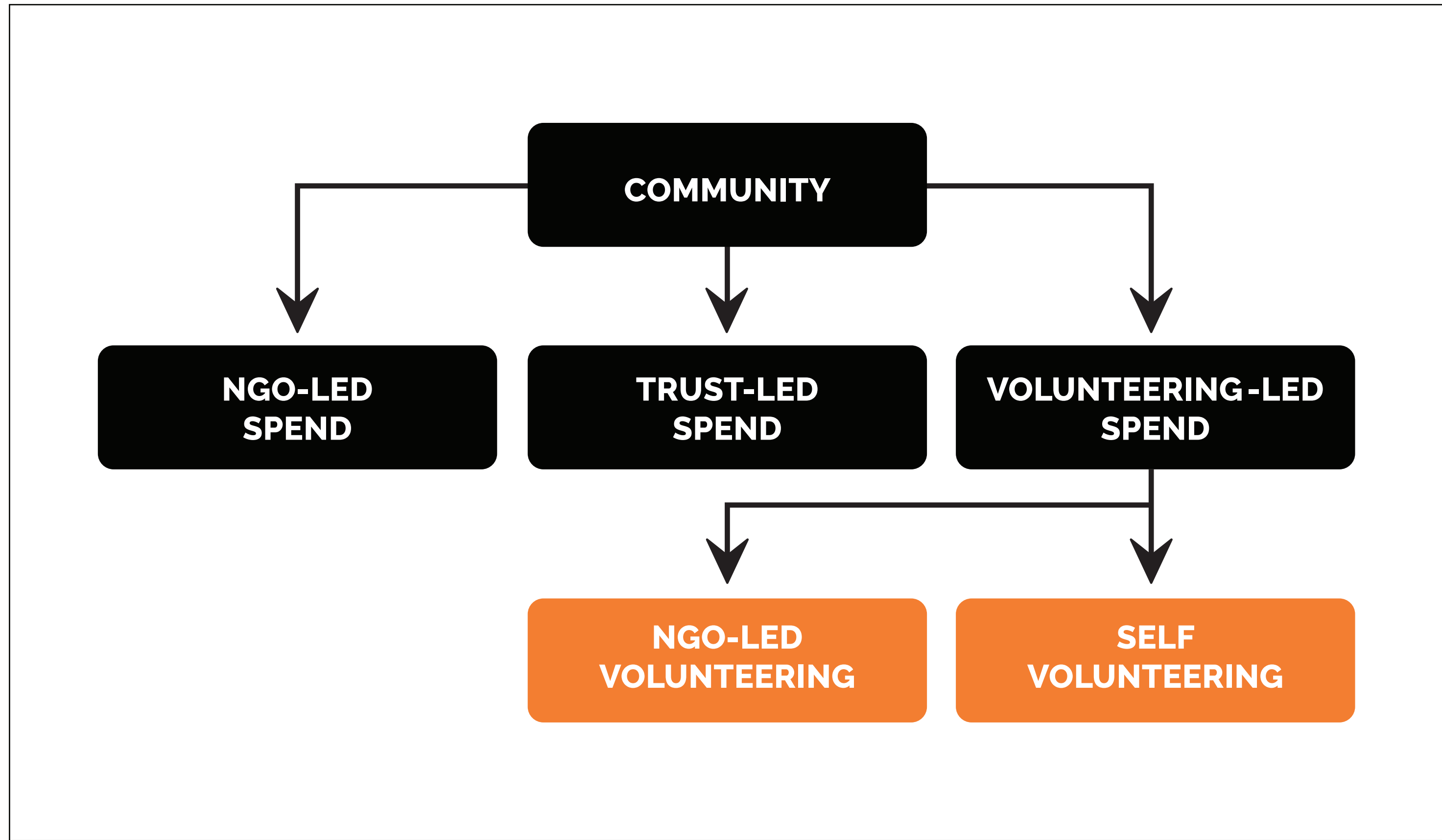[118] GRI 203-2 | [119] GRI 413-1 | [120] GRI 413-2 | [121] GRI 3-3 | [122] GRI 203-1

Mode of empowerment

Firstsource, as a company, strongly adheres to the principles of community service and development. To this end, we have initiated various programs in areas where we believe we can make a difference and importantly, add more value to life overall. Few of the key cases of community service and development that we passionately worked on are highlighted ahead.

COMMUNITY

NGO-LED SPEND

TRUST-LED SPEND

VOLUNTEERING-LED SPEND

NGO-LED VOLUNTEERING

SELF VOLUNTEERING

Community Development

NASSCOM

Technology Skilling

Firstsource partnered with NASSCOM Foundation to provide skill based training to 150 youth from underserved communities in the state of West Bengal (Kranti, Balurghat and Adra). The objective was to develop skilled resources on IoT based 5G and Electric Vehicle Infrastructure management and to cater the business demands of Skilled Manpower for instant deployment across Electric Vehicle Infrastructure management and 5G Telecom Deployment with primary focus on Eastern and North Eastern Region along with North India.

This project primarily targeted candidates from the Economically Weaker Section (EWS) category in multiple locations (Kranti, Balurghat and Adra). The objective was to train and certify 150 candidates with a minimum placement guarantee of 100 candidates.

Our contribution: INR 16,08,200

Investing in Communities: Digital skilling of rural women entrepreneurs

We initiated a project in Bagh, Madhya Pradesh in collaboration with the NASSCOM Foundation aimed at empowering women artisans through training and technology. This project not only aligns with our commitment to ESG principles but also demonstrates our dedication to creating sustainable social value.

We partnered with NASSCOM Foundation for our "Support Rural Women Entrepreneurship project" to empower Rural women artisans through resources, guidance and growth opportunities. Training program for the first cohort was completed successfully last year empowering 150 women artisans from Bagh, Madhya Pradesh. We continued the momentum and started skilling another set of 176 rural women artisans from Maheshwari district and the training program is currently underway and scheduled to complete by end of this year.This initiative creates a favorable environment for women to start and expand their businesses essentially bridging the gender gap in entrepreneurship and also to improve their family income and position themselves as community role models.

Our contribution: INR 14,55,641

Social Return on Investment (SROI)

To assess the social impact of the Bagh Project we utilized the SROI methodology. The SROI method measures the value created for various stakeholders and quantifies the broader societal benefits resulting from our activities. By conducting an SROI analysis we gained insights into our social value creation, identified areas of improvement and made informed decisions to maximize our positive impact on society.

The project on the digital, financial and entrepreneurship skilling of rural women artisans in Madhya Pradesh undertaken by us yielded an impressive result. The project generates a social value of 2.64 times for each rupee invested in it. This finding highlights the significant positive impact as the social value generated exceeded the invested funds by 2.64 times.

For more details, SROI report is published on our **website**

NIRMAAN ORGANIZATION

Empowering Youth: In every corner through Mobile Employment Van

In collaboration with the Nirmaan Organization we set up a Mobile Employment Van to aid the placement of underprivileged youth. This innovative approach benefits both youth and employers by providing access to job opportunities and facilitating the recruitment, support and retention of entry-level talent especially from marginalized groups.

In addition, it also provides job readiness sessions for Government and rural college students. As a start of this initiative 270 students at Government Degree College in Khairatabad participated.In these sessions they received essential job skills such as resume preparation, communication, workplace ethics and goal setting.

Our contribution: INR 16,08,600

Healthcare for all: Connecting rural India virtually with specialist doctors

The Tele ICU initiative was introduced to address critical care resource shortages and provide integrated care services to patients in remote areas. By connecting with expert doctors from urban government hospitals this initiative eliminates the need for patients and families to travel to the city reducing the burden of transportation and receiving lifesaving medical intervention.

Firstsource in collaboration with Nirmaan has supported 2 Tele ICU Spokes in two rural primary health centers. The following equipment was provided at each location . These Primary Health Center's are directly connected with NIMS Hyderabad to receive specialist care.

- CPU with webcam
- Large screen- TV 43"
- Tab with sim card and internet
- Headsets
- Power backup
- Internet Installation
- Workstation
- CCTV camera
- Multi-channel monitor

Our contribution: INR 7,41,400

Nirmaan team visit for delivering the equipment

Testimonial:

"
My name is Badrappa from Kathoor Village in Medchal district. I have been coming to the Dialysis Centre at Government Hospital, Gajwel for Dialysis Services for the last 3 years. We used to go to Hyderabad every 2 to 3 months for check ups at NIMS for consulting expert Doctors. With the setup which has been supported by Firstsource, We are now able to take expert Doctor video consultation from Gajwel itself.
We are speaking to the Doctors through the big Digital Screen for checkups. Not only checkups, but also prescribing medicine and clearing doubts if any. Thank you to Firstsource, NIMS Doctors and Nirmaan Organization."

- Badrappa, Dialysis Patient, Kothoor Village, Medchal District

GEO INDIA FOUNDATION

Health and Hygiene: Enable hygiene practice in rural India

Firstsource partnered with Geo India Foundation and set up an additional Napkin Making unit in Rural Madhuranthakam Dist, Tamil Nadu and enabled the NGO to provide livelihood opportunities to 30 tribal women in the locality.

They produced sanitary napkins from the support provided by the **"Happy Periods - Wonder Women Case"** project which is a part of Geo India Foundation's efforts to provide affordable, high-quality pads to low- income individuals. These pads are available at a nominal cost of Rs 1 per pad. Additionally, we installed sanitary napkin vending machines in four government hospitals ICH, RSRM, IOH and KGH Chennai. This project aims to offer free sanitary napkins to the public through these vending machines promoting menstrual hygiene and supporting the well-being of individuals in need.

Our contribution: INR 5,00,000

GOONJ

Increasing community impact: Improving rural infra through self-reliance

In collaboration with Goonj we launched a program, empowering individuals from villages in Maharashtra. This initiative promotes self-reliance through infrastructure and sanitation provision, menstrual hygiene awareness and addressing socio-economic challenges. We supported 750 households benefiting around 3,750 individuals in Latur and Osmanabad districts. Our focus was on addressing specific needs and challenges of families in these regions.

Our contribution: INR 15,00,000

ROTARY CLUB BOMBAY

Vision to Poor: Cataract surgeries for underprivileged

Firstsource Firstsource in collaboration with the Rotary Club of Bombay initiated a project and sponsored cataract surgeries at K. B. Haji Bachooali Charitable Ophthalmic and ENT Hospital (KBHB). This collaboration benefited 200 underprivileged senior citizen patients with free cataract surgeries. The beneficiaries and individuals impacted by this project were mostly from urban slums of Mumbai as well as rural and tribal areas in Thane and Raigad districts.

Our contribution: INR 15,50,000
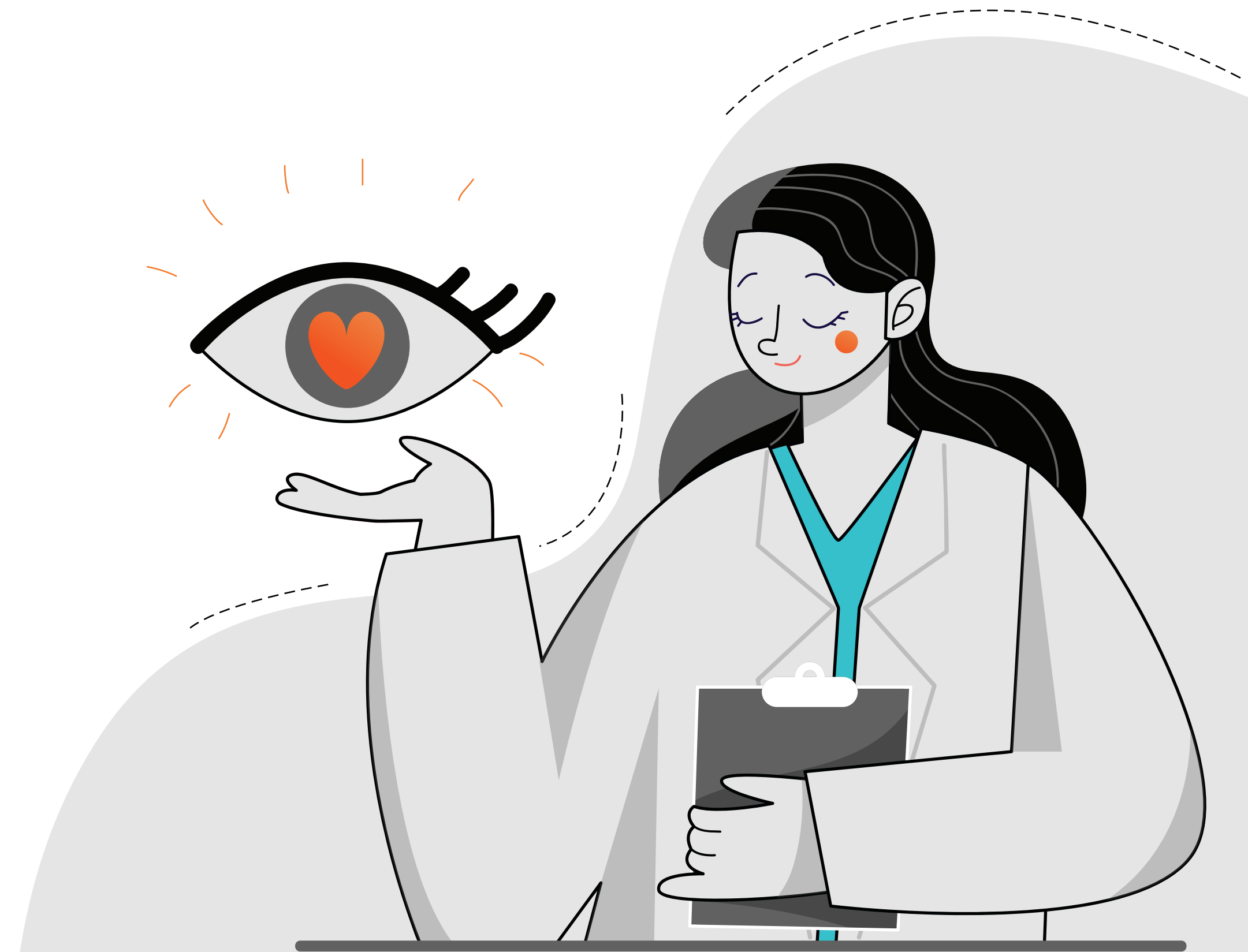
eVIDYALOKA

## Enabling Digital Classrooms: Creating better learning outcomes in Rural India

Firstsource supported eVidyaloka to set up two Digital classrooms in two rural Govt schools in Ahamednagar District, Maharashtra. eVidyaloka's intervention has helped raise the awareness in the community through learning impact via digital education and through activities performed in every rural government school in Maharashtra. In total, 98 students benefited through 198 Digital classes conducted by 10 volunteer teachers.

Our contribution: INR 4,30,900

Student Testimonial:

Kartiki, Student at Hivare Zahre school, sponsored by Firstource says that "eVidyaloka classes are held in our school. Gayathri ma'am takes English subject and Shreya ma'am takes Reading. We understand well what is being taught. Both the teachers teach well. In the fifth we attended online classes for the first time. And we really liked it. We answer the questions that madam asks us. Both madams teach us very well and give personal attention to all kids."
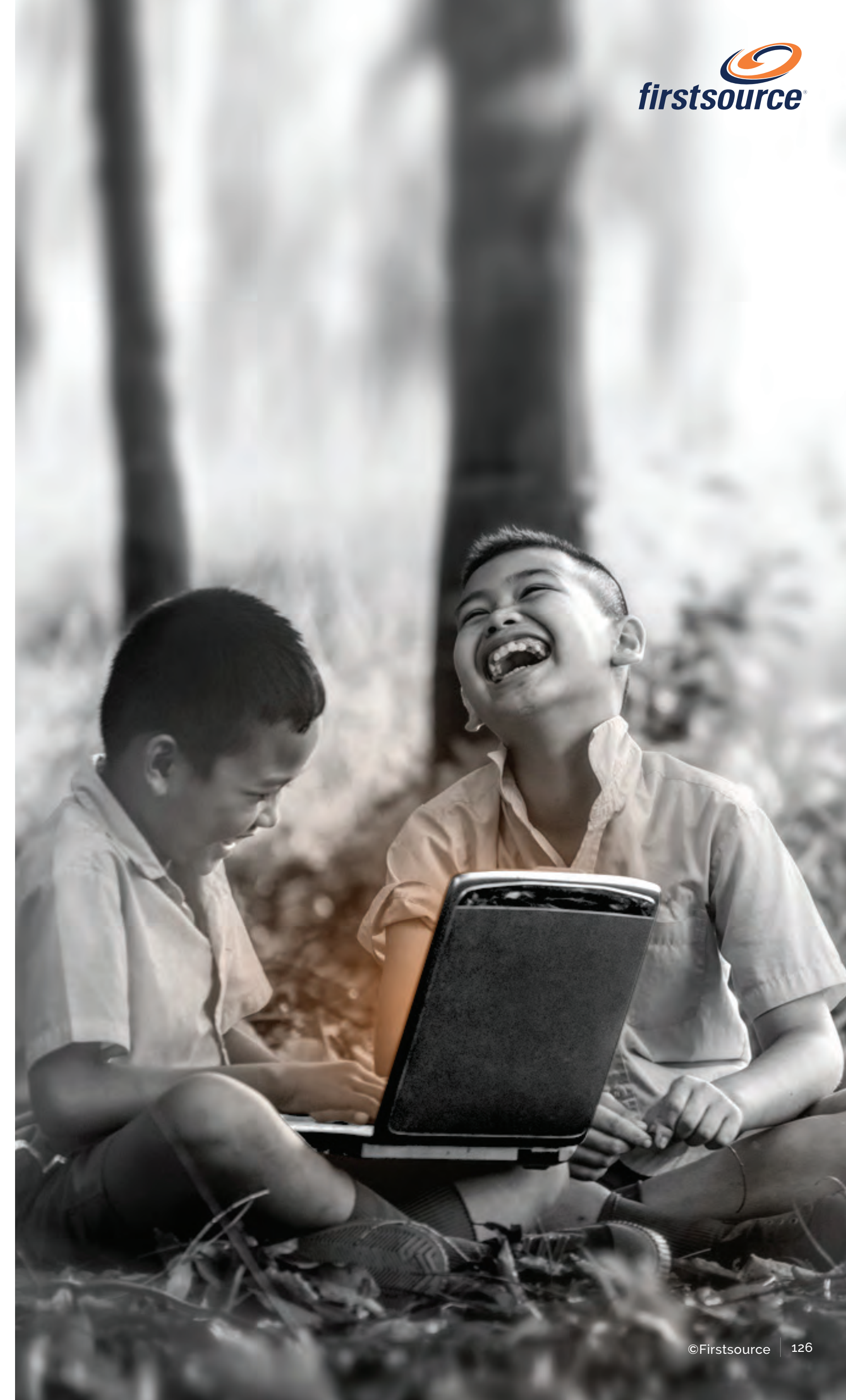
MAHABODHI INTERNATIONAL MEDITATION CENTRE (MIMC)

Using of Renewable energy: Setting solar water heater in Ladakh

In partnership with MIMC, Firstsource empowered villagers in rural areas with solar water heaters in the remote regions of Ladakh showcasing our commitment towards environmental stewardship and UN SDG's.
People living in the Himalayan Region face severe snow and weather related issues. For this we partnered with MIMC and Global Himalayan Expedition to identify the right beneficiaries and support them with Solar Water Heater. 30 Villagers from Tagmachik Village in Ladakh, India benefitted through this renewable energy initiative. Furthermore, the beneficiaries were also given training on basic functioning principles of solar water heaters along with basic troubleshooting

Our contribution: INR 14,00,000

Testing Palmo

sun Stellar

firstsource
Solar Water Heater Project
Village: Tagmachik
Ladakh
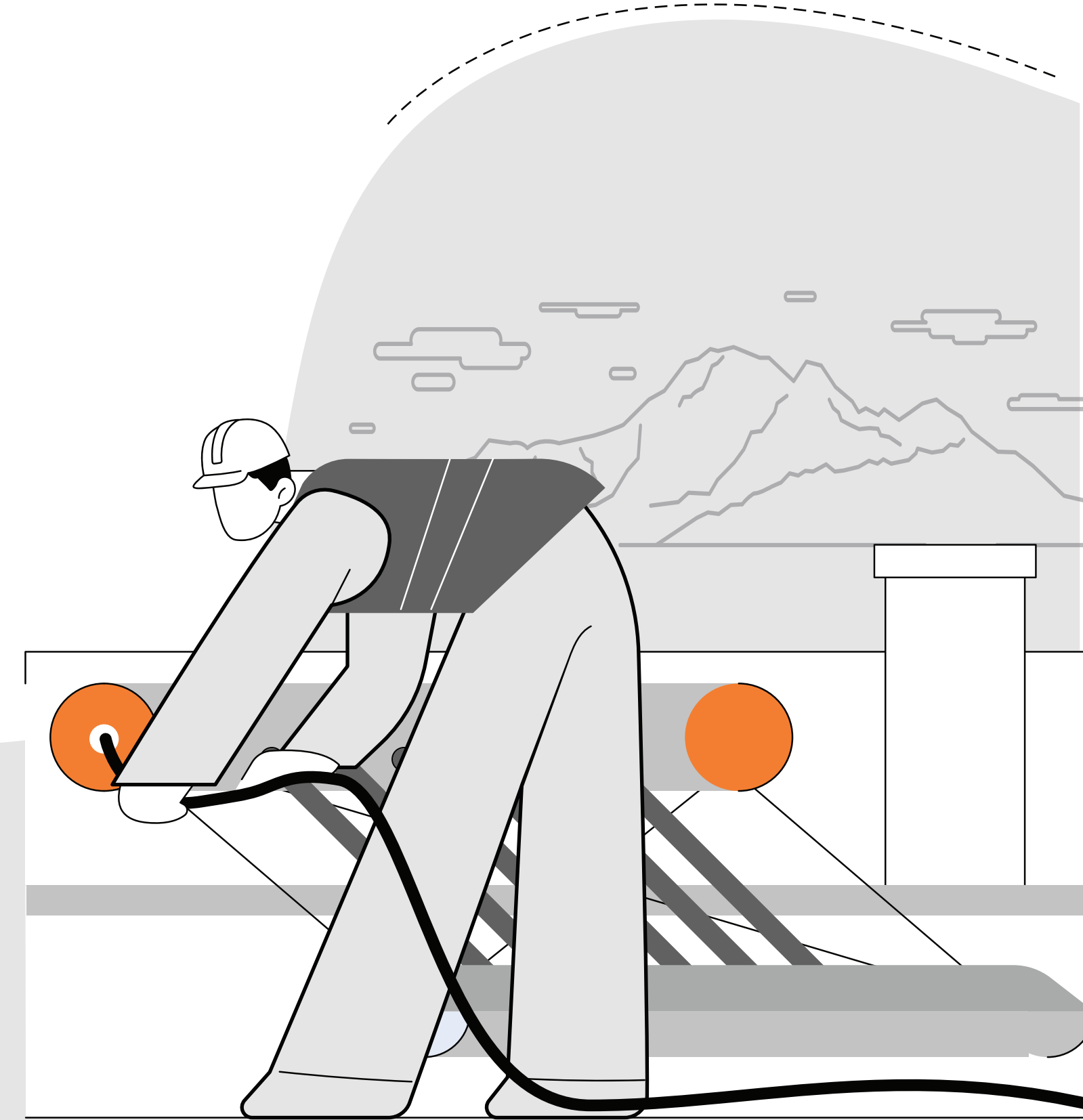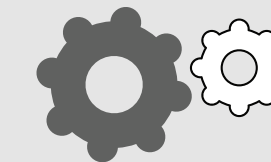
THUVAKKAM

Improving green cover: Urban forest creation @ Chennai

Firstsource partnered with Thuvakkam NGO to set up a second Urban Forest jointly at Chennai. This time we established an urban forest at Sri Nageshwara Park in Kundrathur, Chennai covering an area of 25,500 square feet. This project involved planting 5,000 saplings using the Miyawaki technique which incorporated over 60 species of native plants suitable for the soil conditions. This technique enabled the creation of a forest that was 30 times denser than traditional forests with 10 times faster growth within a confined space. Establishing an urban forest primarily composed of native species offered means of environmentally restoring an area. This also minimized disruptions faced by ecological interactions. This Forest will be taken care of for next two years until it becomes self-sustaining. This forest is also regularly visited by our employees for tree maintenance and nurturing.

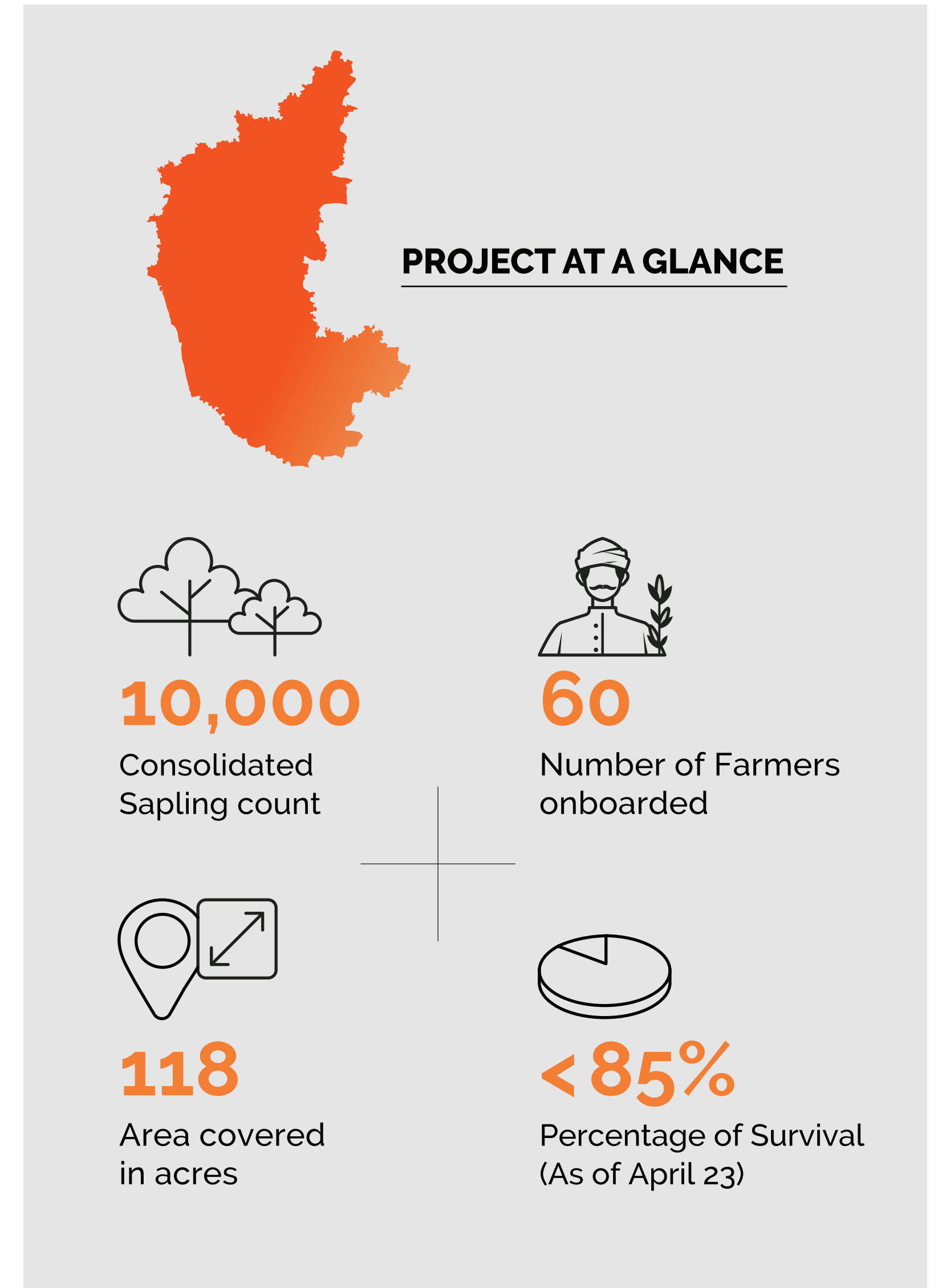**Our contribution:** **INR 14,02,500**

SAYTREES

Win Dual Mandate - Fight Climate Change & Support livelihood of Farmers

In partnership with Saytrees we implemented an agroforestry plantation program aimed to improve farmland quality and uplift rural farmers' livelihoods by providing them additional income. As a part of this initiative 10,000 fruit-bearing saplings were planted on farm lands belonging to 60 farmers. Assessments were conducted to identify and engage needy farmers and households in Kolar District of Karnataka who can be benefited by this Agroforestry project.

The project aimed to rehabilitate degraded croplands and improve farmer livelihoods through agroforestry. The main focus was to integrate trees into farmlands while promoting regenerative agricultural practices to enhance climate resilience and income for farmers.

Our contribution: INR 12,50,000

PROJECT AT A GLANCE

10,000
Consolidated Sapling count

60
Number of Farmers onboarded

118
Area covered in acres

<85%
Percentage of Survival (As of April 23)

Environmentalist Foundation of India (EFI)

Improving green cover: Urban forest creation @ Indore

In collaboration with EFI a total of 2000 saplings were planted in the southern region of Indore in view of creating an Urban Forest to fight against the climate changes. As a continuation of this project, regular maintenance activities will be planned. These regular maintenance activities will be supported by Firstsource volunteers thereby educating and providing them with environmental awareness.

Our contribution: INR 8,47,500

Testimonial:

"It was a nice experience for me and the whole team was very excited for this activity. This is the first time we are doing something like this in Indore location. I hope in the future we will also plan a similar kind of activity. Thanks to the CSR team for this opportunity."

- Jaikrishnan, Manager, HMSA

DONATEKART

Reaching visually challenged: Supporting inclusion with tech enablement

We supported Donatekart & Thinkerbells Labs by enabling them to set up Annie Smart Devices Lab at Smt. Kamala Patel Dadar Blind School in Mumbai and Government Boys High school for Blind School, in Hyderabad last year. This project also aligns with our organization's digital transformation philosophy "Digital First, Digital Now".
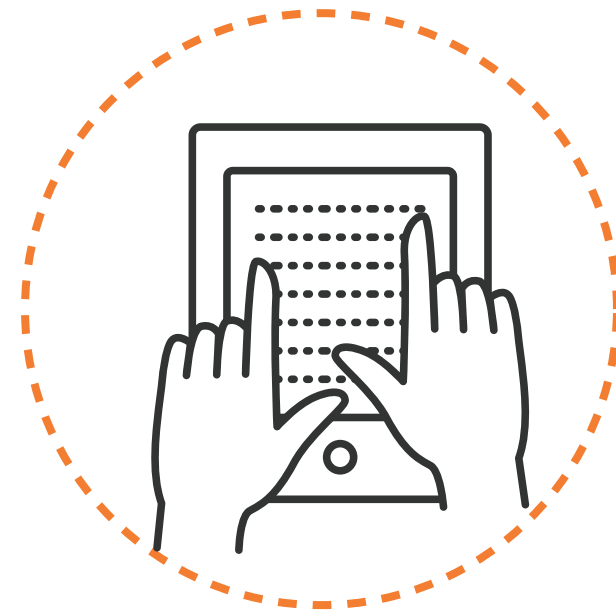
This lab will help 202 students studying in the mentioned schools with the opportunity to self-learn braille and enable them to excel in academic curriculum.

Our contribution: INR 21,19,000

Special Projects and Impact Sourcing:

Testimonial:

" Amma (Mother) and I struggled to cope with the reality. We got to pay for my first-year college fee due to Bhumi's Scholarship Support. We are thankful to Bhumi for aiding us in receiving the same. You helped us stay afloat during these testing times "

- Logeshwaran, Tamil Nadu

Sharing business expertise: Enabling NGO's create impact through resources:

Firstsource provided dedicated resources to BHUMI NGO to enable them to help deserving Below poverty line (BPL) families and their children to understand, apply and receive admission through Right to Education (RTE) Act in Tamil Nadu. Through this helpline led by full-time staff of Firstsource Bhumi was able to reach

additional 5052 Parents last year and helped 774 students receive admission in one of the best schools in their locality.This initiative also helped Firstsource to provide job opportunities to LGBTQIA+ community and provided them on job skills.

Additionally, our CSR Helpline team also supported Bhumi in their "Bring Smiles" Scholarship program. Our resources helped more than 260 Scholarship admission and helped 50 deserving students to receive scholarships totaling 10.6 Lakhs.

Impact Sourcing-
Hope Works Foundation

Creating career opportunities: In an attempt to improve their economic prospects s a first of its kind initiative at Firstsource we partnered with Hope Works Foundation, a non-profit working for upliftment of Girl Students in providing early jobs to undergraduates. As per the project plan Firstsource provided part time opportunities for evening college scholars of Hope Works to enable them to get on job skills and also regular income to continue their studies and support their families. As part of the first batch 12 scholars were onboarded and currently placed in various projects based out of our offices in Bengaluru.

Our contribution: INR. 12,00,000

Testimonial:

" My heartfelt gratitude for the incredible part-time job opportunity that you have provided me at Firstsource. This marks my first corporate job experience, and I cannot emphasize enough how grateful I am for this chance.

Thanks to this opportunity, I can now manage my college fees while pursuing my graduation. Your support has alleviated the financial burden on me and my family, allowing me to focus on my studies with newfound dedication and enthusiasm.

I am truly honored to be a part of the Firstsource team and to work alongside such inspiring leaders. Your guidance and encouragement have been instrumental in shaping my professional growth and instilling confidence in me.

Once again, thank you for believing in my potential and offering me this life-changing opportunity. I am committed to giving my best and contributing to the success of Firstsource with unwavering dedication. "

- Albina Rani, Apprentice

Employee Volunteering and Giving

Our aim is to enhance our connection with the community by harnessing the expertise of our employees and channelize them through volunteering activities. Through our approach and initiatives we made a positive impact in the communities where we operate.

Giving time & Knowledge,Creating better communities

Firstsource collaborated with around 68 Non-profit partners across the globe and created various volunteering opportunities for its employees. By volunteering our employees not only make a difference in the lives of others but also develop a sense of fulfillment, team spirit and personal growth.

Despite the challenges faced in transitioning to a fully remote program last year our employees have continued to volunteer both in-person and virtually in various areas such as Education, Environment and Community development.

Education:

Firstsource leaders and volunteers give their time and knowledge to help school and college students by way of teaching academics and mentoring them. Career guidance sessions are anchored by our volunteers which enables them to get job ready when they complete their graduation. With the digital support regular online classes are taken by volunteers to the students in rural areas.

Environment:

Our employee volunteering initiatives for the Environment is a testament to our commitment to sustainability and making a positive impact on the planet. Through this initiative, employees participated in activities such as tree planting and beach clean up activities. By contributing their time and effort our employees play a crucial role in preserving and protecting the environment.

Community:

Our volunteers participated in various community initiatives, visited old age homes and orphanages to alleviate the boredom of the elderly. They engaged with both the elderly and the children in these homes. Committed to inclusivity, we undertake D&I initiatives to support the LGBTQIA+ community, people with disabilities, special needs children and women from underrepresented communities. We offer livelihood support by assisting in the preparation of products, which in turn generates income for the beneficiaries. During disaster management situations, our volunteers assist with the packing and distribution of relief materials. The Firstsource Tech Team supports and empowers our partner non-profits in their digital transformation efforts, providing innovative solutions. To promote community well-being, we have organized multiple health camps in rural villages.

Spreading Prosperity:
Creating Smiles:

Fundraisers:

Firstsourcers participated in various fundraisers across the globe supporting causes such as Education, Healthcare and Women Empowerment. In the US Firstsource, employees rallied and supported the cause of hunger eradication by donating to food banks and providing in kind donations such as candies and food kits to children being treated at hospitals.

Employee Giving:

Firstsource brought smiles to the faces of 2000 children by fulfilling their wishes. They set up 100 classroom libraries, provided sports items and supplied groceries to support children in various homes. Additionally they reached out to rural students to discover their hidden talents with Art Trucks. All these efforts were funded by the employee giving program.

Sponsoring programs:

Firstsource sponsored various programs globally based on the request from different organizations. With the aim of promoting sports and supporting people with disabilities, we have organized various events. These include a badminton tournament for the hearing-impaired and an exclusive job fair for people with disabilities.

Additionally, we have sponsored LGBTQIA+ events for two consecutive years.

To celebrate the 1st anniversary of our Hawaii Firstsource office, Firstsource donated USD 10,000 to the Hawaii Foodbank. This donation will assist the Hawaii Foodbank in extending their support to feed the vulnerable members of society.

Employee testimonials for Community Volunteering:

"
It was a great day for everyone and it was great to see everybody getting involved and wanting to donate what they could. It has been hard for fundraising at the moment but they still tried to give what they could.

I would do it again as it's my first time doing a bun sale from starting this role and would try to get more people baking buns who can't afford to donate as much Firstsource with unwavering dedication. "

- Rachele Blake, Engagement Executive HR

"
Inauguration of Digital Braille Lab in The Karnataka Association for the Blind "Thank you CSR team for inviting me. It was a very heart touching CSR activity which clearly stood out as a purpose led affirmative action. I really enjoyed time with the team and the kids whose aspiration is unlimited, which inspired us all. "

- Manjunath Srivatsa, SVP & CAO

Leadership Volunteering

At Firstsource, we introduced the "Every Leader a Volunteer" initiative to inspire senior executives to participate in volunteering work. In the inaugural year of this program, we witnessed a 17% rise in engagement among our Global Leadership resulting in over 600 hours of contribution. Our leaders have made a notable difference by engaging in activities such as teaching in virtual classrooms, mentoring youth, empowering women through sessions, supporting livelihood projects and providing pro-bono assistance in the fields of technology and consulting. Furthermore, they have played a vital role in launching and achieving significant milestones in our corporate social responsibility efforts.

Responsible Supply Chain

Firstsource maintains a strong commitment to ethical behavior and accountability when engaging with suppliers. We place great importance on meeting legal and regulatory obligations. And for this, we anticipate that our suppliers will also abide by our Supplier Code of Conduct and Anti-Bribery Policy. Our primary objective is to cultivate enduring partnerships rooted in trust and collaboration. We are deeply dedicated to social, ethical and environmental responsibilities which encompass safeguarding human rights and advocating for diversity and inclusivity throughout our supply chain. The well-being of employees and partners is paramount and we actively encourage suppliers to prioritize a safe and healthy work environment.[123]

Our procurement team, also known as Global Commercial Team (GCT) handles all procurement for our varied departments of technology, administration and human resources. One of their primary functions is the acquisition of front-end equipment, including computers, laptops, accessories, software licenses, etc.

Firstsource is dedicated to ethically sourcing and upholding sustainable procurement in our business operations. We adhere to an inclusive procurement process and believe it's important to onboard diverse suppliers and provide them equal opportunity to compete for business within the supply chain. All of our supplier partners are obliged to follow our Supplier Code of Conduct and to conduct themselves in an ethical and transparent way at all times.

Our major procurement spend categories are:

• IT Infrastructure and Services
• Software licenses
• Computers and electronic consumables
• Facility Management

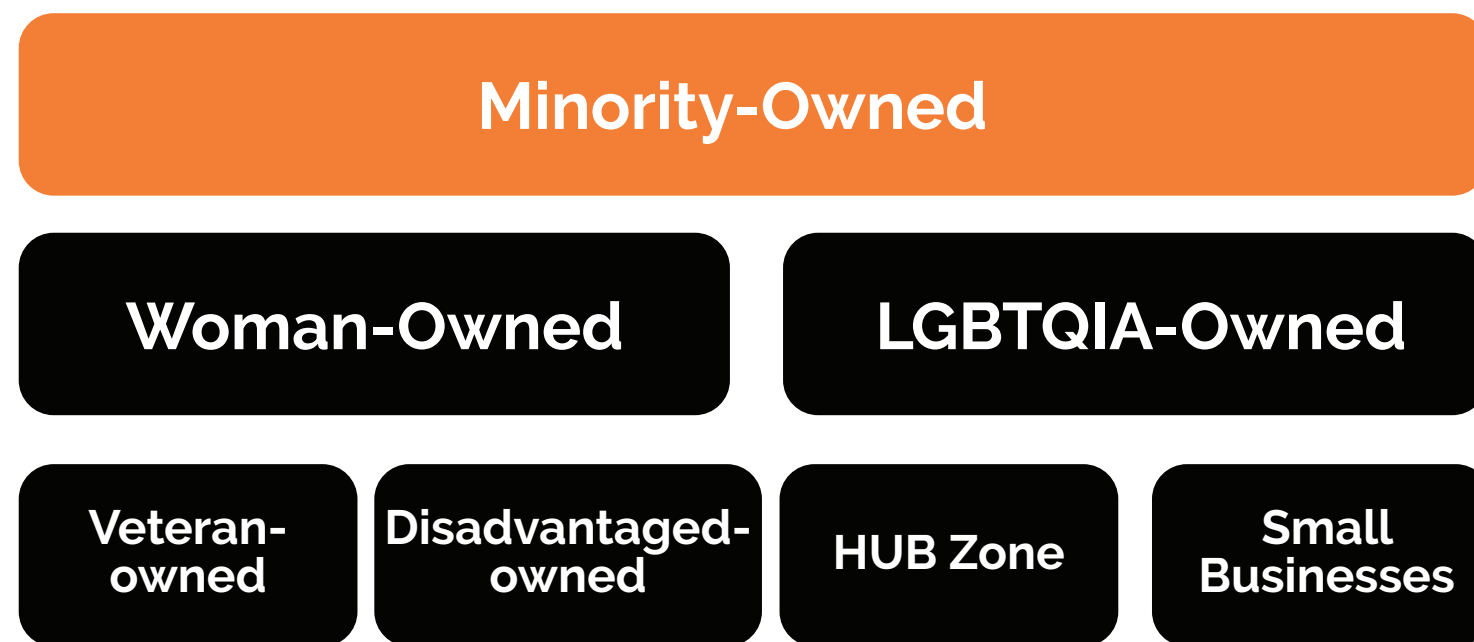Due to our dedication to sustainable business practices, we have achieved notable progress in our procurement endeavors by conforming to internationally recognized procurement standards. In the fiscal year 2022-2023 we exhibited a targeted approach to responsible procurement practices. Our procurement expenses substantially reduced by 54.23% compared to the previous fiscal year 2021-2022. This reduction signifies an improved level of efficiency and cost savings.

Our unwavering support for Micro, Small and Medium Enterprises (MSMEs) and small producers remains steadfast as evidenced by the fulfillment of 35% of procurement requirements through direct sourcing from these entities. Furthermore, we have upheld our commitment to local sourcing by directly procuring 98%[124] of goods and services from vendors and suppliers within the district and neighboring districts surpassing the performance of the previous fiscal year of 2021-2022. This emphasis on local sourcing has resulted in a reduction in transportation-related carbon emissions and has given rise to stronger community partnerships. Our sustainable procurement

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[123] GRI 403-7

[124] GRI 204-1

practices exemplify our dedication to responsible sourcing, economic inclusivity and environmental stewardship making positive contributions to our ESG goals and the communities in which we operate.

Minority-Owned

Woman-Owned	LGBTQIA-Owned

Veteran-owned	Disadvantaged-owned	HUB Zone	Small Businesses

Integration of Environmental and Social Sustainability in our Supply chain [125]

Supplier diversity holds great importance within our social responsibility program. Our goal is to fully incorporate Supplier Diversity into all our contracting and procurement endeavors. We proactively search for certified diverse suppliers who align with our business strategy seamlessly integrating them into our strategic sourcing and procurement procedures. We utilize the

outcomes of our supplier diversity efforts to fulfill the supplier diversity mandates set by our clients.

The areas of environmental and social sustainability is a key focus area where we assess new and existing suppliers on

- Ethics and compliance with laws
- Labor practices
- Human rights
- Health and safety
- Environment practices

[125] GRI 3-3

Our Global Procurement team at Firstsource plays a critical role in spearheading ESG practices throughout our supply chain. We place great importance on assessing suppliers based on responsible criteria, implementing strong sustainable procurement policies, efficiently managing environmental and social risks, advocating for supplier diversity and inclusivity and continually improving our practices. Our steadfast dedication to ESG seamlessly aligns with our core corporate values guaranteeing that our procurement decisions bring about positive outcomes for our stakeholders and the communities we serve. This assessment helps us to take a formal decision to conclude supplier evaluation processes aligned with the organization's defined objectives.
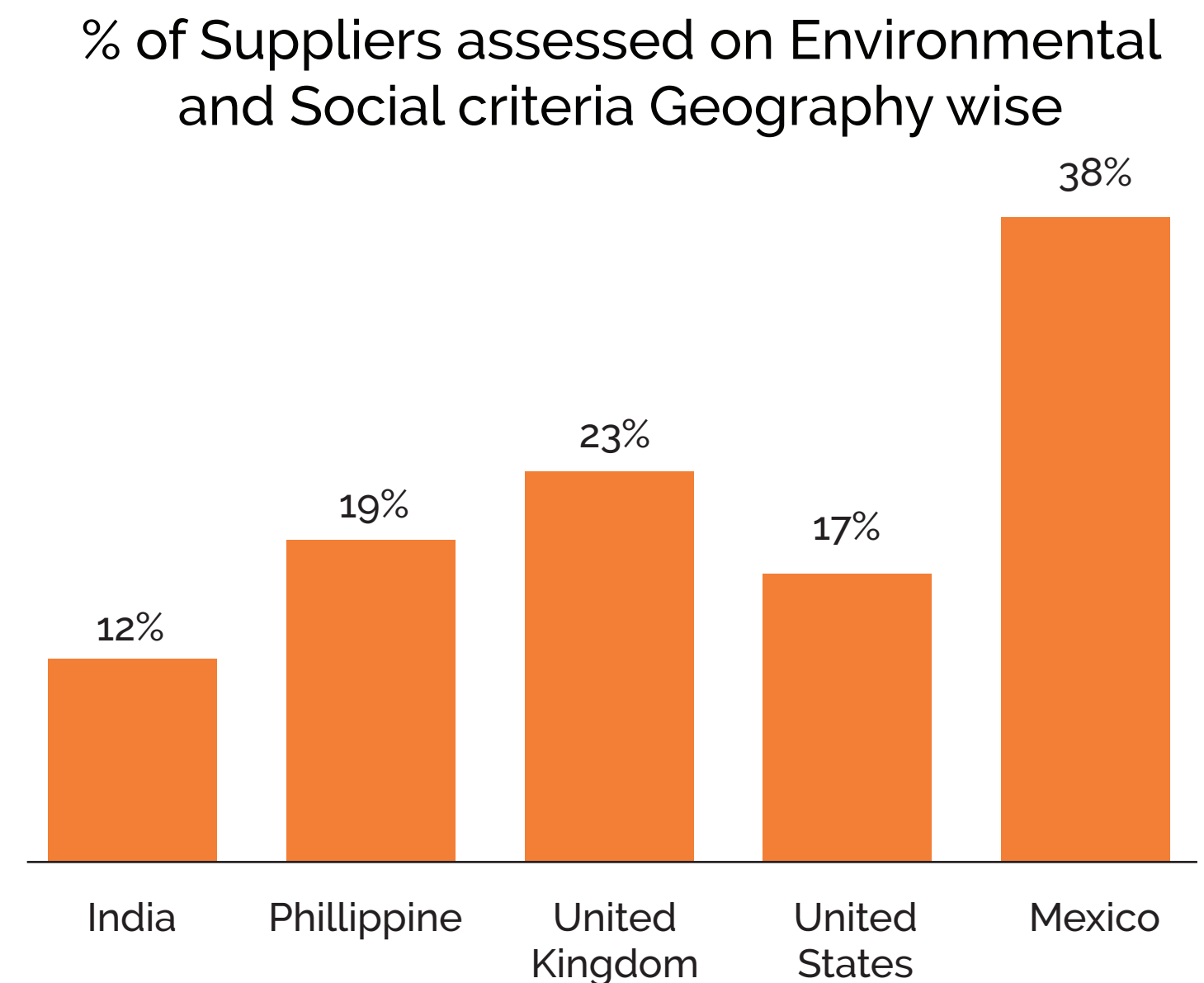
Our Sustainable Supply Chain Policy is considered a fundamental framework for our vendors and we integrate it into our agreements to guarantee adherence. We employ a supplier screening questionnaire and scorecard to actively monitor the performance of our top 10 vendors providing them with the opportunity to align with our established standards. In exceptional cases, approvals from our CFO are required for vendors falling below the set threshold.

Supplier diversity is a core aspect of our social responsibility program. We actively seek certified diverse suppliers aligned with our business strategy, integrating them into our strategic sourcing and procurement processes. This helps us meet the supplier diversity requirements of our clients. By upholding these commitments and embracing supplier diversity, Firstsource aims to be a responsible corporate citizen making a positive impact on society, the environment and our stakeholders.

Our dedication to environmental sustainability and social responsibility is exemplified through the implementation of an extensive supplier screening program that aligns with environmental and social criteria. 70% of our new suppliers are screened on environment and social criteria.[126] [127] Our vendors that account for 60% of the total procurement spending undergo an annual assessment based on the criteria established by us. In the fiscal year 2022-23 no significant potential or actual negative impacts were identified indicating the effectiveness of the screening program. [128] [129] [130]

Percentage of suppliers agreed upon improvement for potential and actual negative impacts	NIL
Percentage of supplier's relationship terminated due to potential and actual negative impacts	NIL
Percentage of new suppliers that were screened using environmental and social criteria	70%

% of Suppliers assessed on Environmental and Social criteria Geography wise

India 12% | Phillippine 19% | United Kingdom 23% | United States 17% | Mexico 38%

Alignment to UN SDGs

SDG	Indicators	Chapter(s)
3 GOOD HEALTH AND WELL-BEING	• 'People First' approach • #WalkThisMay - UK-wide initiative • Holistic Wellness Program • Global Wellness Experience • A comprehensive global Quality, Occupational Health, Safety, Environment, and Energy Management (QHSEE) policy and management framework. • ISO 45001 (Occupational Health and Safety) certified. • Tele ICU initiative with Nirmaan Organization • Free cataract surgeries for underprivileged in partnership with Rotary Club Bombay	• People First: Prioritizing Employee Engagement, Wellbeing and Safety • Fostering Relationships with Society

firstsource logo top right

SDG	Indicators	Chapter(s)
4 QUALITY EDUCATION	• Learning through Gamification • Firstsource academy • The RISE Team Leader Development Framework • The Innovation and Digital Excellence Program (INDEX) • Automation League Program • People Leader Development program • Mobile Employment Van in collaboration with Nirmaan organization • Sponsored various schools run by eVidyaloka. • Provided digital braille lab and provided braille kits in collaboration with 'Donatekart' and 'Thinkerbell Labs' • Bring Smiles Scholarship Program under Bhumi	• Empowering our people • Fostering Relationships with Society

SDG	Indicators	Chapter(s)
5 GENDER EQUALITY	• Equal Opportunity Policy and Inclusion and Diversity (I&D) policy • Gender Pay Parity • Prevention of Sexual Harassment Policy • Board diversity policy • Women's Inspiration Network (WIN) • Recognized in the GEI (Gender Equality Index) • Collaborated with NASSCOM to empower rural women artisans • Collaborated with Geo India Foundation to provide tribal women employment	• Celebrating Inclusion and Diversity • Fostering Relationships with Society • Ethics and Compliance
7 AFFORDABLE AND CLEAN ENERGY	• ACs equipped with environmentally friendly gases • Signs placed on all plug sockets as a reminder to switch off • Installation of smart meters to raise awareness of consumption • Review and replace all Lights with LED lights • Integrated occupancy sensor with the lighting system	• Managing our carbon footprint • Combating Climate Change

SDG	Indicators	Chapter(s)
8 DECENT WORK AND ECONOMIC GROWTH	• Apprentice Programs • Flexibility and part-time options • Providing compelling digital employee experience • Focusing on wage alignment and incentives • Recognition campaign called "#AppreciationAmplified" • "Skilling Youth on Green Jobs" with NASSCOM Foundation. • Mobile Employment Van to aid the placement of underprivileged youth • Empowering individuals in villages in Maharashtra with Goonj.	• People First: Prioritizing Employee Engagement, Wellbeing and Safety • Attracting talent and managing performance • Empowering our people • Fostering Relationships with Society
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	• FirstPlace, an innovative Human Capital Management Platform • 'Digital First Digital Now' strategy, involving the use of various tools • 'Hackathon 1.0,' • First Learning Intelligence (FLI) platform • The Innovation and Digital Excellence Program (INDEX) • Digitally Empowered Contact Centers (DECC) • Machine Learning (ML) and Artificial Intelligence (AI) Ops Program	• Celebrating differences, empowering each other • People First: Prioritizing Employee • Engagement, Wellbeing and Safety • Cultivating Client Relationships • Fostering relationships with society

SDG	Indicators	Chapter(s)
10 REDUCED INEQUALITIES	• Equal Opportunity Policy, Inclusion and Diversity (I&D) policy • Gender Pay Parity • Board diversity policy • Diverse representation in workforce • Women's Inspiration Network (WIN) • 'Source of Pride' platform • Celebrated Black History Month, Hispanic Heritage Month and Asian American Native Hawaiian and Pacific Islander Heritage Month • Level 3 Disability Confident Leader in the UK • QHSEE Policy • Recognized in the GEI (Gender Equality Index). • Collaborated with NASSCOM to empower rural women artisans. • Collaborated with Geo India Foundation to provide tribal women employment.	• Strengthening our governance • Ethics and Compliance • Celebrating differences, empowering each other • People First: Prioritizing Employee Engagement, Wellbeing and Safety • Fostering a Relationship with Society
11 SUSTAINABLE CITIES AND COMMUNITIES		• Managing waste responsibly

SDG	Indicators	Chapter(s)
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	• Minimal use of one-time plastic • Promotion of recyclable plastic materials • Promoting a paperless work environment • E-waste is collected, stored and disposed of as per guidelines. • Solid waste like food waste, paper, etc., is systematically processed	• Managing waste responsibly
13 CLIMATE ACTION	• ACs equipped with environmentally friendly gases • Signs placed on all plug sockets as a reminder to switch off • Installation of smart meters to raise awareness of consumption • Integrated occupancy sensor with the lighting system • Review and replace all Lights with LED lights • Promoting a paperless work environment to reduce the consumption of paper. • Minimal use of one-time plastic	• Combating climate change • Managing waste responsibly • Reducing water consumption

GRI Content Index

Statement of use : Firstsource Solution Limited has reported the information cited in this GRI content index for the period from 1 April 2022 to 31 March 2023 in accordance with the GRI Standards 2021.

GRI 1 used : GRI 1: Foundation 2021

Applicable GRI Sector Standard(s) : Not Applicable

GRI STANDARD/ Other Source	Disclosure	Location	Page No.	OMISSION Requirement(s) Omitted	Reason	Explanation
General Disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	Firstsource at a Glance	6			
	2-2 Entities included in the organization's sustainability reporting	About Report	5			
	2-3 Reporting period, frequency and contact point	About Report	5			
	2-4 Restatements of information	About Report	5			
	2-5 External assurance	-	-			We have not conducted external assurance for the FY 2022-23.
	2-6 Activities, value chain and other business relationships	Our Services	7			
	2-7 Employees	Our Workforce	95			
	2-8 Workers who are not employees	Our Workforce	95			
	2-9 Governance structure and composition	Our Board, Board Committees	20, 21			
	2-10 Nomination and selection of the highest governance body	Board Committees	21			
	2-11 Chair of the highest governance body	Our Board Chair is not Senior Executive	20			
	2-12 Role of the highest governance body in overseeing the management of impacts	Embedding ESG: Building a Sustainable Structure Revisiting our Journey through Materiality	23, 18			
	2-13 Delegation of responsibility for managing impacts	Embedding ESG: Building a Sustainable Structure Revisiting our Journey through Materiality	23, 18			
	2-14 Role of the highest governance body in sustainability reporting	Revisiting our Journey through Materiality	18			
	2-15 Conflicts of interest	Our Board	20			
	2-16 Communication of critical concerns	Engaging with Stakeholders to understand Perspectives on ESG	15			
	2-17 Collective knowledge of the highest governance body	Our Board	20			
	2-18 Evaluation of the performance of the highest governance body	Our Board	20			

GRI STANDARD/ Other Source	Disclosure		Location	Page No.	OMISSION		
					Requirement(s) Omitted	Reason	Explanation
General Disclosures		Management of material topics					
GRI 2: General Disclosures 2021	2-19	Remuneration policies	Board Committees	21			
	2-20	Process to determine remuneration	Board Committees	21			
	2-21	Annual total compensation ratio	Gender Pay Parity	95			
	2-22	Statement on sustainable development strategy	From the Chairman's Desk From the MD and CEO's Desk	10, 12			
	2-23	Policy commitments	Comprehensive ESG Policies	30			
	2-24	Embedding policy commitments	Comprehensive ESG Policies	30			
	2-25	Processes to remediate negative impacts	Key Stakeholders Whistleblower Policy Respecting Human Rights	15, 28, 106			
	2-26	Mechanisms for seeking advice and raising concerns	Key Stakeholders	15			
	2-27	Compliance with laws and regulations	Regulatory Compliance	24			
	2-28	Membership associations	Membership of Associations	9			
	2-29	Approach to stakeholder engagement	Engaging with Stakeholders to understand Perspectives on ESG	15			
	2-30	Collective bargaining agreements	Not applicable	-	Not Reported GRI 2-30: a,b	Not applicable	We at Firstsource do not have employee unions in place
Material Topics							
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Revisiting our Journey through Materiality	18			
	3-2	List of material topics	Revisiting our Journey through Materiality	18			
Economic Performance							
GRI 3: Material Topics 2021	3-3	Management of material topics	Economic Disclosures	40			
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Economic Disclosures	40			
	201-2	Financial implications and other risks and opportunities due to climate change	Climate Risk Assessment	50			
	201-3	Defined benefit plan obligations and other retirement plans	The benefits policies and retirement plan policies are available on Intranet	-			
	201-4	Financial assistance received from government	No financial assistance received from government	-			

GRI STANDARD/ Other Source	Disclosure		Location	Page No.	Requirement(s) Omitted	Reason	Explanation
Market Presence							
GRI 3: Material Topics 2021	3-3	Management of material topics	Gender Pay Parity	95			
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Fair Compensation	95			
	202-2	Proportion of senior management hired from the local community	New Hires	76			
Indirect economic impacts							
GRI 3: Material Topics 2021	3-3	Management of material topics	Fostering Relationships with Society	117			
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Fostering Relationships with Society	117			
	203-2	Significant indirect economic impacts	Social Impact Assessment (SIA)	119			
Procurement practices							
GRI 3: Material Topics 2021	3-3	Management of material topics	Responsible Supply Chain	138			
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Responsible Supply Chain	138			
Anti-corruption							
GRI 3: Material Topics 2021	3-3	Management of material topics	Ethics and Compliance	24			
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Anti-bribery	25			
	205-2	Communication and training about anti-corruption policies and procedures	Anti-bribery	25			
	205-3	Confirmed incidents of corruption and actions taken	Anti-bribery	25			
Anti-competitive behavior							
GRI 3: Material Topics 2021	3-3	Management of material topics	Ethics and Compliance	24			
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Anti Competitive, Antitrust and monopoly practice	27			

GRI STANDARD/ Other Source	Disclosure		Location	Page No.	OMISSION		
					Requirement(s) Omitted	Reason	Explanation
Energy							
GRI 3: Material Topics 2021	3-3	Management of material topics	Greenhouse Gas (GHG) Emissions Management	46			
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Environment Highlights	44	Not Reported GRI 302-1: c- (ii), (iii), (iv), and d	Not applicable	Not applicable to Firstsource
	302-2	Energy consumption outside of the organization	Not applicable	-	Not Reported GRI 302-2: a,b,c	Not applicable	This indicator is not applicable to Firstsource as per the GHG Inventorisation
	302-3	Energy Intensity	Environment Highlights	44			
	302-4	Reduction of energy consumption	Energy and Emission reduction initiatives	48			
	302-5	Reductions in energy requirements of products and services	Not applicable	-	Not Reported GRI 302-5: a,b,c	Not applicable	Not applicable to Firstsource
Water and effluents							
GRI 3: Material Topics 2021	3-3	Management of material topics	Reducing Water Consumption	56			
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Reducing Water Consumption	56	Not reported 303-1: b, c, d	Not applicable	b, c. The overall responsibility for implementing water related impacts lies with the landlords. d. We are in the process to set water related goals and targets
	303-2	Management of water discharge-related impacts	Reducing Water Consumption	56			
	303-3	Water withdrawal	Water Withdrawal (m3) Vs. Water Consumption (m3)	56	Not reported 303-3: b	Not applicable	
	303-4	Water discharge	Reducing Water Consumption	56	Not reported 303-4: d	Not applicable	d. Water discharge operation responsibility lies with Landlords
	303-5	Water consumption	Water Withdrawal (m3) Vs. Water Consumption (m3) Reducing Water Consumption	56	Not reported 303-5: c	Not applicable	c. All our offices are on lease and water supply in the offices is being controlled by the landlord. We are taking measures to reduce the water consumption within our offices. However, the overall responsibility for implementing water conservation measures lies with the landlords.

GRI STANDARD/ Other Source	Disclosure		Location	Page No.	OMISSION		
					Requirement(s) Omitted	Reason	Explanation
Emissions							
GRI 3: Material Topics 2021	3-3	Management of material topics	Greenhouse Gas (GHG) Emissions Management	46			
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Greenhouse Gas (GHG) Emissions Management Combating climate change	46, 45			
	305-2	Energy indirect (Scope 2) GHG emissions	Greenhouse Gas (GHG) Emissions Management Combating climate change	46, 45			
	305-3	Other indirect (Scope 3) GHG emissions	Greenhouse Gas (GHG) Emissions Management Combating climate change	46, 45			
	305-4	GHG emissions intensity	Environment Highlights	44			
	305-5	Reduction of GHG emissions	Energy and Emission reduction initiatives	48			
	305-6	Emissions of ozone-depleting substances (ODS)	Phasing out Ozone Depleting Substances	50			
Waste							
GRI 3: Material Topics 2021	3-3	Management of material topics	Managing Waste Responsibly	52			
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Managing Waste Responsibly	52			
	306-2	Management of significant waste-related impacts	Managing Waste Responsibly	52			
	306-3	Waste generated	Managing Waste Responsibly	52			
	306-4	Waste diverted from disposal	Managing Waste Responsibly	52			
	306-5	Waste directed to disposal	Managing Waste Responsibly	52			
Supplier Environmental Assessment							
GRI 3: Material Topics 2021	3-3	Management of material topics	Integration of Environmental and Social Sustainability in our Supply chain	139			
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Integration of Environmental and Social Sustainability in our Supply chain	139			
	308-2	Negative environmental impacts in the supply chain and actions taken	Integration of Environmental and Social Sustainability in our Supply chain	139			

GRI STANDARD/ Other Source	Disclosure		Location	Page No.	OMISSION		
					Requirement(s) Omitted	Reason	Explanation
Employment							
GRI 3: Material Topics 2021	3-3	Management of material topics	Building a talented and diverse workforce	75			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	New Hires Employee Turnover	76, 82			
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Global Wellness Experience	66			
	401-3	Parental leave	Employee Retention Projects	81			
Labor/management relations							
GRI 3: Material Topics 2021	3-3	Management of material topics	Global Talent Acquisition Strategy	72			
GRI 402: Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Employee Retention Projects	81	Not reported GRI 402-1: b.	Not applicable	We at Firstsource do not have employee unions
Occupational health and safety							
GRI 3: Material Topics 2021	3-3	Management of material topics	Employee Wellbeing	65			
GRI 403: Occupational Health and Safety 2018	403-1	Minimum notice periods regarding operational changes	Creating a Safe Working Environment	67	Not reported GRI 403-1: a. i	Not applicable	Occupational, health and safety management system implemented by Firstsource is not pursuant to any legal requirement
	403-2	Hazard identification, risk assessment, and incident investigation	Safety Practices and Trainings	68			
	403-3	Occupational health services	Employee Retention Projects	81			
	403-4	Worker participation, consultation, and communication on occupational health and safety	Creating a Safe Working Environment	67			
	403-5	Worker training on occupational health and safety	Safety Practices and Trainings	68			
	403-6	Promotion of worker health	Employee Retention Projects	81			
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Responsible Supply chain	138			
	403-8	Workers covered by an occupational health and safety management system	Creating a Safe Working Environment	67			
	403-9	Work-related injuries	Creating a Safe Working Environment	67			
	403-10	Work-related ill health	Creating a Safe Working Environment	67			

GRI STANDARD/ Other Source	Disclosure		Location	Page No.	OMISSION		
					Requirement(s) Omitted	Reason	Explanation
Training and education							
GRI 3: Material Topics 2021	3-3	Management of material topics	Empowering our People	87			
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Average Training Hours	87			
	404-2	Programs for upgrading employee skills and transition assistance programs	Transition Assistance Program	84			
	404-3	Percentage of employees receiving regular performance and career development reviews	Transparent approach to managing people performance	79			
Diversity and equal opportunity							
GRI 3: Material Topics 2021	3-3	Management of material topics	Board Evaluation Our Workforce	21, 95			
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Board Diversity Our Workforce	21, 95			
	405-2	Ratio of basic salary and remuneration of women to men	Fair Compensation	95			
Non-discrimination							
GRI 3: Material Topics 2021	3-3	Management of material topics	Respecting Human Rights	106			
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Respecting Human Rights	106			
Freedom of association and collective bargaining							
GRI 3: Material Topics 2021	3-3	Management of material topics	-	-			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not applicable	-	Not Reported GRI 407-1: a, b	Not applicable	We at Firstsource, do not have employee unions
Child labor							
GRI 3: Material Topics 2021	3-3	Management of material topics	-	-			
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Integration of Environmental and Social Sustainability in our Supply chain	139			

GRI STANDARD/ Other Source	Disclosure		Location	Page No.	OMISSION		
					Requirement(s) Omitted	Reason	Explanation
Security practices							
GRI 3: Material Topics 2021	3-3	Management of material topics	Respecting Human Rights	106			
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	Respecting Human Rights	106			
Local communities							
GRI 3: Material Topics 2021	3-3	Management of material topics	Social Impact Assessment (SIA)	119			
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Social Impact Assessment (SIA)	119			
Supplier social assessment							
GRI 3: Material Topics 2021	3-3	Management of material topics	Integration of Environmental and Social Sustainability in our Supply chain	139			
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Integration of Environmental and Social Sustainability in our Supply chain	139			
	414-2	Negative social impacts in the supply chain and actions taken	Integration of Environmental and Social Sustainability in our Supply chain	139			
Public policy							
GRI 3: Material Topics 2021	3-3	Management of material topics	Anti-bribery	25			
GRI 415: Public Policy 2016	415-1	Political contributions	Anti-bribery	25			
Customer privacy							
GRI 3: Material Topics 2021	3-3	Management of material topics	Ensuring Data Privacy of Clients	112			
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Ensuring Data Privacy of Clients	112			

GRI STANDARD/ Other Source	Disclosure		Location	Page No.	OMISSION		
					Requirement(s) Omitted	Reason	Explanation
Additional topics and disclosures							
Emissions							
GRI 305: Emissions 2016	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Other Significant Air Emissions	51			
Tax							
GRI 207: Tax 2019	207-1	Approach to tax	Tax Transparency	41			
	207-2	Tax governance, control, and risk management	Tax Transparency	41			
	207-3	Stakeholder engagement and management of concerns related to tax	Tax Transparency	41			
Forced or compulsory labor							
GRI 3: Material Topics 2021	3-3	Management of material topics	-	-			
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not applicable	-	Not Reported GRI 409-1: a, b	Not applicable	Our industry is not exposed to risk of forced labour and our policies are quite robust regarding Human Rights which does not allow breach of any conditions across our operations and suppliers.