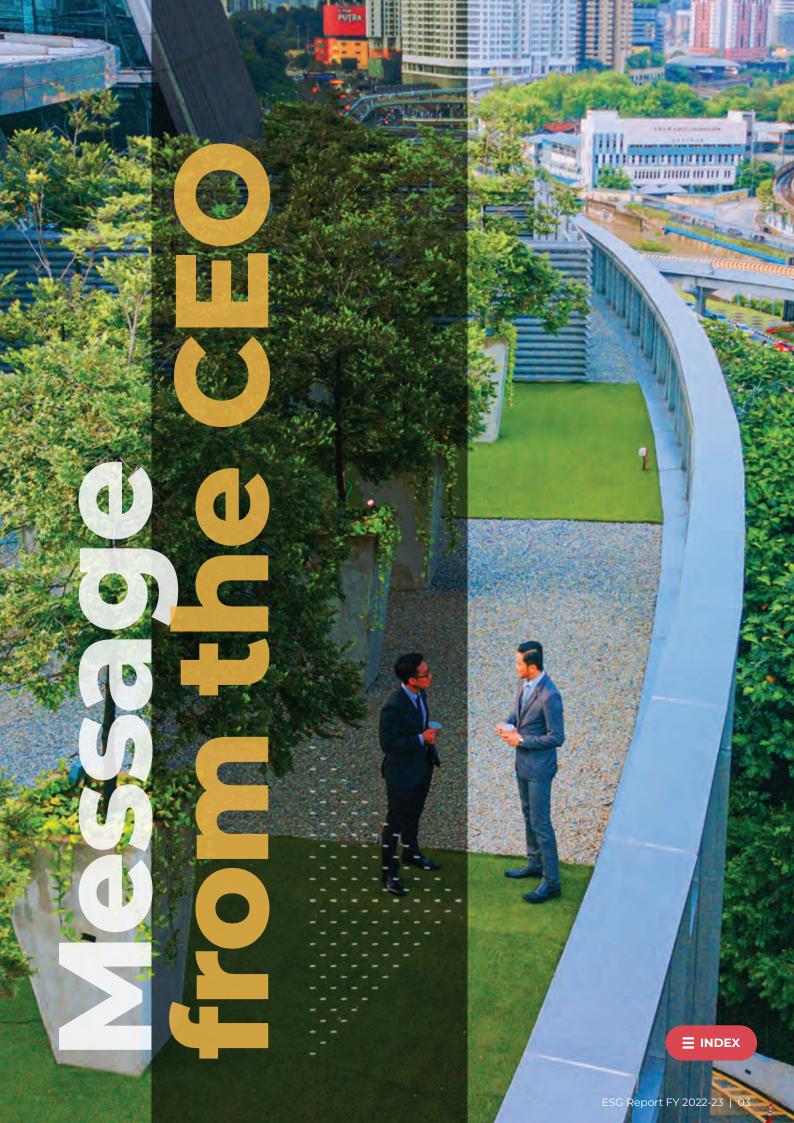


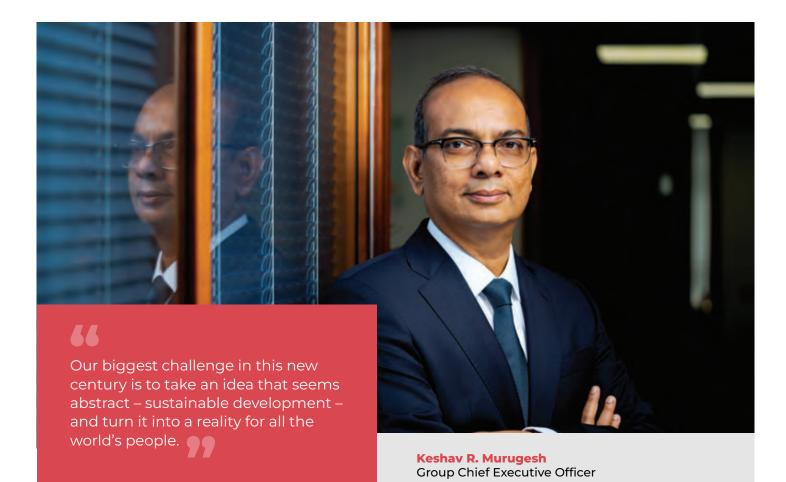
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MESSAGE FROM THE CEO¹



- Kofi Annan, Former United Nations Secretary-General

At WNS, we have consistently championed sustainable development driven by our belief that business should be a force for the greater good. Sustainability is not an obligation for us but a shared belief, responsibility and commitment. As a responsible, socially conscious organization, we have implemented a robust sustainability strategy encompassing our operations and services.

A five-pronged people-centric approach guides WNS' Environment, Social and Governance (ESG) agenda:

- Enabling our people to outperform by nurturing diversity, equity and inclusivity
- Caring for our communities through the targeted programs of the WNS Cares Foundation, guided by its three key pillars: Educate, Empower and Enrich
- Building a safe ecosystem for all our stakeholders through ethics, integrity and compliance
- Delivering value to our clients through end-to-end business transformation by operating at the intersection of domain, technology and talent
- Protecting our planet by managing our environmental impacts while optimizing resource consumption

Our culture of "co-creation" extends to our commitment to sustainable growth, responsible governance and a positive impact on society.

We partner with **59,000+** employees, **400+** clients, strategic partners and the community around us to help create a sustainable and equitable future for all.

ESG remains a key transformation driver for us at WNS, as evidenced by our pledge to the Science Based Targets initiative (SBTi) and 'Race to Zero' campaign for creating a climate-secure world. WNS has committed to set near and long-term company-wide emission reductions in line with SBTi's science-based net-zero goals. WNS has responded to the SBTi's urgent call for corporate climate action by committing to align with 1.5°C and net-zero through the "Business Ambition for 1.5°C" campaign.

We are also a signatory of the United Nations Global Compact Initiative, and support the guiding Ten Principles on human rights, labor, environment and anti-corruption. WNS is committed to integrating these principles into our company's strategy, culture and day-to-day operations and to engaging in collaborative projects which advance the broader development goals. We have aligned ourselves to the internationally recognized reporting standards of the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and United Nations Sustainable Development Goals (UNSDGs) and are determined to

¹GRI 2-22 ESG Report FY 2022-23 | 04

hold ourselves accountable to all applicable regulatory requirements.

I am pleased to share that we have 'crossed the Rubicon' on sustainability with our collective resolve and commitment. Every action, service and solution, and every WNS employee across the globe, is working together to create meaningful impact for all our stakeholders - clients, employees, shareholders, suppliers, communities and our planet.

The recognitions that we have received over the past year tell us that we are traveling in the right direction. These include being featured in the Bloomberg Gender-Equality Index (GEI) for the third consecutive year, and inclusion in the Forbes' 2022 List of "World's Best Employers." These accolades validate our path and strengthen our resolve and commitment to continue our championship of sustainability in the years ahead.

On behalf of WNS, I am pleased to present this report, Investing in People, Partnerships and Planet: **Building a Sustainable Future**, which outlines the company's progress in driving our sustainability agenda forward. I want to thank our employees, clients, shareholders and other stakeholders for their continued partnership. We recognize that the world is rapidly changing and we must adapt to fulfil our stakeholders' evolving needs. We will continue to develop digital-led offerings that promote sustainability, invest in sustainable practices and partner with our stakeholders to drive collective success.

Warm Regards,



Keshav R. Murugesh **Group Chief Executive Officer**





SUSTAINABILITY HIGHLIGHTS



3.4 Million+

Beneficiaries positively impacted through our community outreach program



\$1,603,967
WNS' spend on community outreach



\$1,240,265,459Economic value generated



3.3 Million+

Children certified on CyberSmart as part of community outreach



WNS listed in TD Cowen's Best Investment Ideas for 2023



hours of training by WNS employees



Of Board of Directors are women



Proportion of women employees as on 31st March 2023



WNS included in the Bloomberg Gender Equality Index for the third consecutive year



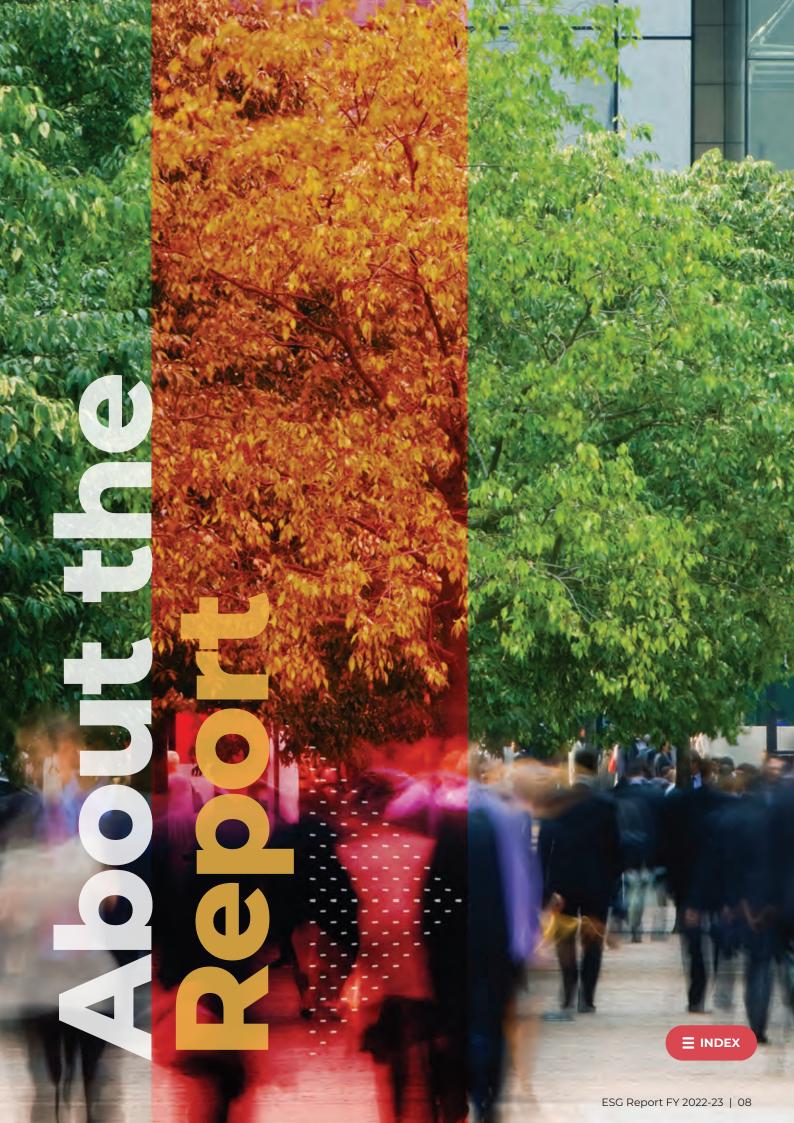
Inclusion in the Forbes' 2022 List of **World's Best Employers**



Switched to green power in 14 offices in India and Costa Rica to meet its electrical energy needs. This transformation accounts for 76% of the power usage by WNS operations in India and 99.3% of renewable sources in Costa Rica as of now



WNS signed a letter of commitment with the Science Based Targ initiative in December 2022





ABOUT THE REPORT

This report presents information about our sustainability performance in FY 2022-23 and has been prepared in accordance with the Global Reporting Initiative (GRI) Standards. The GRI guiding principles have been applied to define the quality and content of this report. The disclosures align with the Sustainability Accounting Standards Board (SASB) Framework, the United Nations Global Compact (UNGC) principles and the United Nations Sustainable Development Goals (UNSDGs).

WNS has engaged Price Waterhouse Chartered Accountants LLP to provide recommendations to Management on materiality assessment and reporting disclosures pertaining to Global reporting Initiative ('GRI') Content Index, Sustainability Accounting Standards Board (the 'SASB') Index, United Nations Global compact (the 'UNGC') Principles and UNSDGs (the 'United Nations Sustainable Development Goals') framework, forming part of this Report for the year 2022-2023.

During the year, there was neither any restatement of the previous year's disclosures nor any changes in the reporting practices.²

Reporting Boundary

The environmental performance data presented in this report represents WNS Group's operations in India, South Africa, the Philippines, China, Costa Rica, Sri Lanka, Poland and Romania. All other disclosures cover WNS Group's global operations unless otherwise stated.³ The reporting period is from 1st April 2022 to 31st March 2023.⁴

Data Collection

The data presented in this report has been sourced and collected through different internal platforms.

Precautionary Principle

Due to the inherent nature of our business, our operations have minimal negative impact on the environment and society. However, we strive to be responsible corporate citizens and contribute to sustainable development. We have been actively incorporating sustainable development as an essential component of our business approach. This report aligns with our intent to integrate ESG considerations into our business and ensure transparent financial and non-financial disclosures.

Forward-looking Statements

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

Your feedback, inquiries and suggestions are welcome, as they will help enhance our ESG reporting in the future. You may write to us at **ESG@wns.com**⁵

For more information, please click on the following link: https://www.wns.com/about-us/esg



WNS: QUICK FACTS

WNS (Holdings) Limited (NYSE: WNS), headquartered in Mumbai, is a leading Business Process Management (BPM) company. WNS combines deep industry knowledge with technology, analytics and process expertise to co-create innovative, digitally-led transformational solutions with over 400 clients across various industries. WNS delivers an entire spectrum of BPM solutions, including industry-specific offerings, customer experience services, finance and accounting, human resources, procurement, and research and analytics to re-imagine the digital future of businesses.

As of March 31, 2023, WNS had **59,755** professionals across **64** delivery centers worldwide, including facilities in Canada, China, Costa Rica, India, Malaysia, the Philippines, Poland, Romania, South Africa, Sri Lanka, Turkey, the United Kingdom and the United States. For more information, visit **www.wns.com**⁶⁷



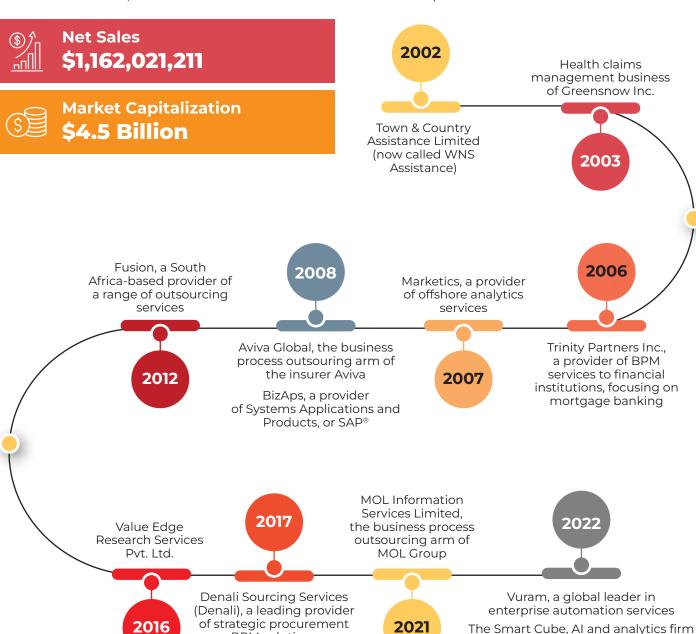
Our Major Acquisitions

Starting our journey as a captive for British Airways in 1996, we have been offering BPM solutions to clients from different industries since 2003. We have utilized a combination of organic and inorganic growth initiatives to drive our growth. These include some of the acquisitions outlined below.

focused on procurement and supply chain.

OptiBuy, an international consultancy

specializing in procurement management



⁶GRI 2-1, ⁷GRI 2-6 ESG Report FY 2022-23 | 11

BPM solutions

HealthHelp, that adds

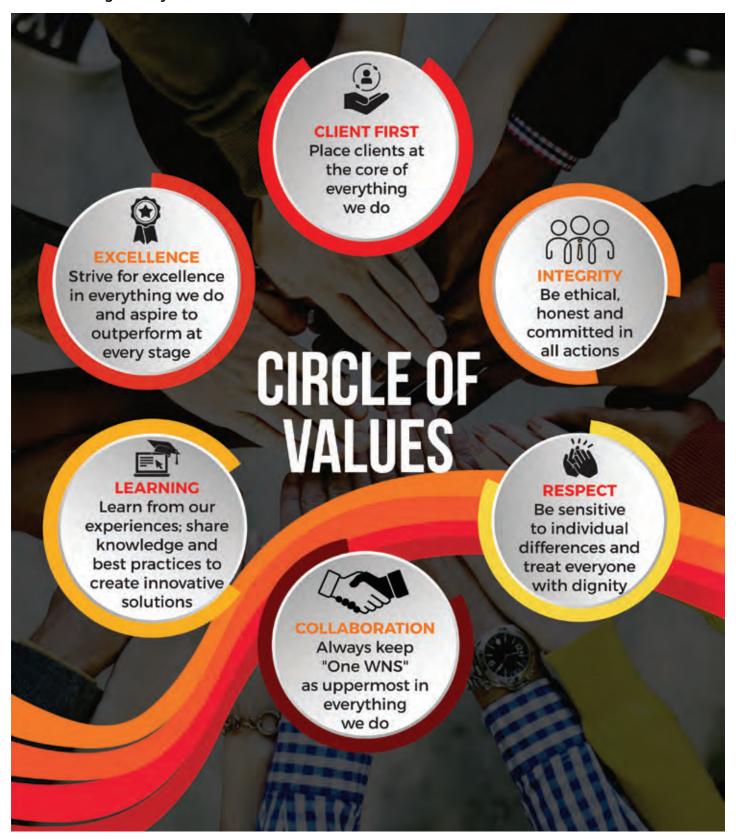
industry-leading capability

in healthcare management

Mission, Vision and Values

Co-creating brand differentiation for our clients and enabling them to outperform with our passion for service and innovation is our singular mission.

This mission is guided by our CIRCLE of values:



Aligned with our mission, our partnership with leading global organizations helps them outperform and co-create success.

Stakeholder Engagement and Materiality Assessment

Stakeholder Engagement⁸

At WNS, our stakeholders act as sounding boards for business impacts. We proactively reach out to them for feedback and use their inputs to help take business decisions.

Internal stakeholders communicate their perceptions on key issues with WNS regularly. Engaging with our external stakeholders helps us understand their expectations, allowing us to manage risks better with their inputs. This enables us to work effectively toward a shared vision and informed decision-making.

A periodic employee survey helps us understand employees' perception of organization-wide topics, helping us identify the relevant topics for inclusion in this report.⁹





*GRI 3-3, *GRI 2-6, GRI 2-29 ESG Report FY 2022-23 | 13



Materiality Assessment¹⁰

Our primary aim for long-term success is to identify and prioritize the Environmental, Social and Governance (ESG) issues that are most relevant to our business and stakeholders and comprehend the effects of our business operations on society and the environment in a more detailed manner. Through an in-depth assessment of ESG materiality following the guidelines set by the Global Reporting Initiative (GRI) standards, we were able to construe these aspects and better gauge the expectations of our stakeholders.

In the current fiscal year, we have conducted an extensive internal review of the ESG topics previously identified in a detailed ESG materiality survey conducted by ESG advisors from Nasdaq Corporate Solutions. To conduct this internal review, we extracted insights from publicly available information, including

recent surveys among investors, customers and executives focused on ESG matters. Additionally, we considered peer material topics and reports from reputable rating agencies such as MSCI, SASB and the World Economic Forum Risk Reports.

Basis our internal review, we have made some re-arrangement and changes in our material topics but those are not significant. Refer below for the details of the material topics for FY 2022-23.

By consistently monitoring and evaluating these material topics, we can stay responsive to evolving stakeholder expectations and emerging sustainability trends. Our commitment to integrating ESG considerations into our business strategy allows us to contribute to a sustainable future and foster positive relationships with our stakeholders.¹¹

Environment	Social	Governance
Energy Management and Usage	Human Capital Management (Training and Development, Talent Management)	Corporate Governance (Board Composition, Board Oversight of ESG, Executive Remuneration, Shareholder Rights, Regulatory Compliance Procedures, Risk Management)
Climate Change Strategy (GHG Emissions)	Employee Health and Well-being (Employee Engagement, Health and Wellness)	Data Privacy and Security
Waste Management	Diversity, Equity and Inclusion	Business Ethics (Whistle Blower Program, Bribery and Corruption)
	Community Engagement (CSR)	Digitization and Innovation
	Customer Satisfaction (Customer Relations)	

¹⁰GRI 3-1, ¹¹GRI 3-2 ESG Report FY 2022-23 | 14



PEOPLE

Caring for Our Communities

Organizations that put purpose before profits can experience success holistically. Success is then about taking everybody along. A purpose-led mission also becomes a rallying point for an organization to bring various stakeholders together and inspire them to work towards a common goal.

A company's brand equity is increasingly tied to the positive impact it is creating in the communities in which it has a presence. Customers, employees and investors are inclined to collaborate with organizations that contribute to the environment and society beyond their business commitments.

At WNS, we believe in the adage, "We rise by lifting others." WNS Cares Foundation (WCF), our Corporate Social Responsibility (CSR) arm, is positively impacting communities around us and making a significant contribution towards improving the lives of the underserved. With education for the underprivileged as its core instrument of change, WCF has carefully crafted programs that are designed to create long-lasting, sustainable advancement in society.





WCF was registered as a not-for-profit company in 2011 for carrying out developmental activities. WCF operates in 28 locations and 13 countries across the globe. 100% of our operational countries have implemented community development programs. We collaborate with schools, teachers, parents and employee volunteers of WNS to empower and co-create opportunities for marginalized children and youth.

The foundation focuses on equipping the young with real-life skills to help them build a secure and resilient future. Details of our community development programs are accessible online at WNS Cares Foundation.

We have established CSR Committees for entities in India as per applicable laws. Guided by our CSR policy and overseen by the CSR Committee, we carry out various activities tied to our mission under the WCF banner.



Awards & Recognition: FY 2022-23

GLOBAL GOLDEN PEACOCK AWARD (Gold)



For Digital Education & **CyberSmart Program**

CSR TIMES AWARD (Gold)



For **CyberSmart**

STEVIE BUSINESS **AWARD (Bronze)**



CSR Program of the Year **Digital Education Program** (in Asia, Australia & New Zealand)



The Three Pillars of WCF: **Educate, Empower and Enrich**

WCF stands on the three pillars of Educate, Empower and Enrich. We take forward the United Nations Sustainable Development Goal (UNSDG) of Quality Education through a number of initiatives under each of these pillars, such as:

CSR Program-wise Beneficiaries

Educate		Emp	ower	Enrich		
Initiatives	Beneficiaries	Initiatives	Beneficiaries	Initiatives	Beneficiaries	
Computer Literacy	75,535	Make My Career	2,855	E-Mentoring	4,000	
Digital Learning	88,776	Ybrant Fellowship	87	Self Defense	6,885	
Community Knowledge Hub	5,000	Mini Science Center	20,480	Remedial English	3,638	
Reading Program-Mobile and Static	118,523			Cyber Security Awareness- CyberSmart	3,340,163	

	ı	Number of Unio Beneficiaries	-						
	FY 2020-21 FY 2021-22 FY 2022-23								
Sustained Beneficiaries	83,400	111,431	135,206						
CyberSmart Learners	333,163 994,378 3,340,163								

Our CSR spend during FY 2022-23 was USD 1,603,967. While the number of unique beneficiaries was 135,206, the total number of beneficiaries across all the programs was 3,475,369.

Educate



Quality education can fortify a child's future by equipping them with knowledge and life skills, such as problem-solving, creative thinking and empathy. It is the most potent medium of positive change in a community, touching the lives of the immediate beneficiaries, school children and their families.¹²

Computer-Aided Literacy Program



Basic computer knowledge is critical in today's digital age and is fast becoming a prerequisite for employment. But children from economically challenged backgrounds often do not have access to computers.

Our Computer Aided Literacy and Digital Literacy Skill program aims to provide students from grades 1-10 with computer and technology-related job skills to address this gap. We have set up computer literacy centers with the required technology infrastructure and staff to deliver this program across seven cities in India–Mumbai, Pune, Nashik, Gurgaon, Chennai, Visakhapatnam and Bengaluru. Apart from these centers, WCF also provides schools with computers to improve their

computer-to-student ratio. In FY 2022-23, the program benefitted 75,535 children from 177 schools. During the pandemic, this program was adapted for remote implementation through online platforms like WhatsApp, enabling uninterrupted learning for children from the safety of their homes.

Digital Learning Centers

This initiative aims to equip teachers with high-quality educational resources, promote digital literacy and bridge digital disparities in under-developed communities. Its primary goal is to provide digital learning and enhance the academic performance of students from low-income households in grades 1-10. These centers provide access to digital tools and equipment, enabling students to learn from diverse audio-visual learning content. The carefully designed content helps students understand academic concepts, foster a life-long interest in learning and reduce the dropout rate. In collaboration with NGOs, the initiative has successfully set up centers in 128 schools in India and 28 centers in the Philippines. So far, it has benefited 88,776 students.



¹² GRI 413-1 ESG Report FY 2022-23 | 18

WCF Digital Treasure

This e-learning platform was created to provide a structured format to students with diverse, engaging and age-appropriate content. WCF Digital Treasure is a web-based, open source and user-friendly portal with three main sections and over **1,000** videos.

The first section, e-tutorials, offers practice exercises and instructional videos. The e-class module provides content that complements the school syllabus. The e-library section offers a wide range of reading material beyond academic subjects. Over **26,000** learners have accessed the platform this year.

Community Knowledge Hub

Quality educational resources and learning through experimentation opens a child's mind to infinite possibilities. WCF has thus established a dedicated community knowledge center that comprises a state-of-the-art science center, physics and robotics labs, an e-learning facility, a lecture room and a library.

The learning hub organizes special shows, talks and training sessions for students and teachers periodically. The center has empowered **5,000** children in India from 30 schools in the vicinity so far.

During the COVID-19 pandemic, the community knowledge center transitioned to an online platform and ensured continuity of learning for the children.¹³

Reading Program: Mobile and Community Libraries

Books are a great way to spark a child's imagination and curiosity, and therefore, WCF is focused on encouraging reading among schoolchildren. Currently, WCF oversees the management of 17 community libraries along with 176 school libraries in India and one school library in China. WCF operates seven mobile libraries in India and one in the Philippines. These libraries benefit over 118,523 children, inculcating the reading habit that will serve them well beyond their school years.

During the pandemic, when movement restrictions prevented our mobile libraries from reaching the communities, the community center-based libraries remained accessible to children. Children also have the dial-in-for-a-story option to hear stories from community library volunteers. We conduct impact assessments of specific CSR programs with the help of third parties. We have done that for the reading program covering mobile libraries, static and school libraries. The third-party agency, SoulAce Private Limited, has conducted an impact assessment of the program across different locations, including Mumbai, Navi Mumbai, Pune, Nashik, Gurgaon, Visakhapatnam, Chennai and Bengaluru.14 This assessment has helped us gauge the program's effectiveness and its aspects and activities.



¹³GRI 413-1, ¹⁴GRI 413-2 ESG Report FY 2022-23 | 19

Empower

Education also aims to nurture skills that will enable children and youth to take control of their futures. Our carefully designed programs empower high school students with job-ready skills, including vocational guidance, placement assistance and leadership training programs.



The MakeMyCareer@WCF initiative aims to improve the employability of economically challenged youth by bridging their skills gap and helping them build a resilient future. The program offers a carefully curated course of vocational training relevant to the business

process management industry and relevant soft skills. These include training in Finance and Accounting (F&A), Customer Interactive Services (CIS), career readiness, soft skills and interviewing skills. This year, 2,855 youths have been certified through the program.



through the MakeMyCareer@WCF training program. It has helped me develop a lot of confidence. Not only have I picked up crucial work skills, but my communication skills have also improved. The program introduced me to various topics, such as digital marketing, CIS and the tourism industry. One of the most interesting things I learned is booking flight tickets. I can already see a difference in my communication style and my domain knowledge has also improved. I am proud to say that I can confidently crack any job interview, something I wasn't sure of before joining this program. Thank you, WCF.

- Sahil Salvi, Third Year Student, Computer Department, JSPM College, Pune

Ybrant - The Leaders of Tomorrow Fellowship Program

Leaders of Tomorrow is a 12-week-long fellowship program that focuses on youth leadership. The program aims to equip aspiring individuals with the requisite knowledge, skills and experience to become changemakers. Students are offered a comprehensive online learning experience, encompassing a theoretical understanding of CSR and hands-on skills. Additionally, participants get to work on real-life case scenarios based on our ongoing programs. The program impacted a total of 87 beneficiaries in FY 2022-23.

Mini Science Center

The education sector is the most affected by the pandemic, as it has resulted in limiting the exposure of students to hands-on learning and developing their cognitive skills. Educational losses have been noted amongst students from economically lesser privileged families. The Mini Science Center project aims at supporting chools that lack good infrastructure. The project aims at facilitating hands-on learning for the students and ensuring clarity in learning the basic concepts of Science and Mathematics through models. The 12-month-long project helped in capacity building of the educators of the schools. WCF also supported the school in adopting the educational equipment and teaching aids it provided under this project.



For the project's sustainability, the Mini Science Center's ownership is transferred to the school's teachers and students. By imparting a sense of ownership, we ensure the Mini Science Center is maintained well. It also helps us manage better when existing teachers are transferred and new teachers take their place. Our program implementation associates give regular guidance to teachers by staying connected with them through phone calls. A WhatsApp group has also been created to ensure easy communication and the best utilization of the models in the Mini Science Center. Non-working models are also fixed as per the need of the school, which helps ensure the sustainability of the project in the long run.



Enrich

Children from underserved communities often face disadvantages due to a lack of life skills. Life skills are mostly developed through observation and emulation. Most WCF beneficiaries are first-generation learners who cannot depend on their families for guidance. We have therefore instituted programs to address this gap with age-appropriate activities. We also tailor our programs to meet the specific needs of particular

E-Mentoring



Since parents may be unable to provide them with the required guidance and support, children from marginalized communities often rely on their teachers for guidance and direction from time to time. Instead of such an ad hoc means of support, WCF beneficiaries can now seek help in a more structured manner. Through e-mentoring, we connect students with WNS volunteers who mentor them and help them broaden their horizons. In FY 2022-23, 4,500 mentees from 45 schools were engaged by 2,450 mentors from WNS.

Self Defense

The safety of women and girls is a matter of growing concern today. Young women from underprivileged neighborhoods are more exposed to dangers on the streets. WCF caters to this need through self-defense lessons, where schoolgirls of grades 8 and 9 are imparted lessons on how to protect themselves at home, school or on the road. The 12-module program has been highly successful, with 6,885 girls across 127





schools in India having received training so far. These young women have learned martial arts, boxing and other physical exercises to develop flexibility and self-discipline. They are also taught techniques/moves to get out of or defend common holds or attacks, to use personal space defensively and body language to avoid victim selection.



Remedial English Accelerated Program (REAP)

REAP was specifically designed to enhance English language skills in students in government schools in India. The program focuses on reading, writing, comprehension and conversation skills to bring them up to their grade-level proficiency and prepare them for higher levels of education. This successful program has so far benefitted 3,638 children and teachers from government schools.



With the proliferation of mobile devices and the availability of cheap Internet access, more children from underprivileged families are today accessing the Internet. However, these children have no guidance on how to stay safe online, making them vulnerable to cybercrime. WCF has been working towards mitigating this risk since 2017.

CyberSmart is a first-of-its-kind, age-relevant, gamified portal (https://cybersmart.wnscaresfoundation.org/) that teaches children how to stay safe online. It enables teachers, NGOs and volunteers to use a unique blend of online and offline methodologies to educate children from grades 2-12. The portal's quiz-based modules are based on curriculum advisories and challenges that these children commonly encounter in cyberspace. This initiative is in partnership with the National Association of Software and Service Companies (NASSCOM) and supported by Maharashtra Cyber Cell, NITI Aayog's Atal Tinkering Lab and ChildLine. The program has been formally launched in Goa, Madhya Pradesh and Maharashtra.





Fostering Safe Online Practices

I study in grade seven at RP Peta High School in Vizag, India. When my computer teacher told us about CyberSmart, I became curious to explore the portal. CyberSmart has taught me how to navigate cyberspace safely and protect myself from cybercrimes. I am now more watchful and conscious while browsing the internet. I have also shared the portal with my friends and neighbors, who have also got the chance to understand the significance of internet safety. Thank you for introducing us to CyberSmart. I hope this initiative will make a significant difference in the world. Thank you, WCF!

> - Sravani, Class VII, RP Peta High School, Visakhapatnam



Before creating CyberSmart, WCF had launched CyberSword, an annual global competition that reached **135,000** children. Other similar initiatives focused on cybersecurity were the ThinkTalkTeach initiative which covered over 1 million beneficiaries and our Interact series.

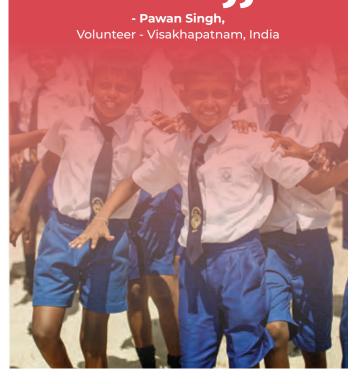
The CyberSmart program has earned a place in the Asia Book of Records for issuing **7,000+** certifications in two hours. There were over 2.5 million visitors and over 3.3 million certified Cybersmart learners in FY 2022-23.

Volunteer Engagement

The backbone of all our CSR activities is undoubtedly our army of dedicated, hard-working and passionate volunteers who are WNS employees.

Seizing an Opportunity to Uplift **Underprivileged Children**

Volunteering always inspires me to go the extra mile and do something for marginalized children. It has been a wonderful opportunity for me to teach children, e-mentor them, and talk about goal setting, cyber awareness and etiquette. It gives me immense happiness to share my knowledge and learnings with them. These moments are my personal accomplishments. I have been associated with WCF for over six years and have been working with the AIS Visakhapatnam Team to assist underprivileged youngsters in pursuing fulfilling jobs. I firmly believe that everyone capable should be a part of WCF's CSR initiatives and contribute towards shaping the future leaders of tomorrow.



In FY 2022-23, 9,101 employees volunteered and delivered services to **3,475,369 beneficiaries**. The total volunteering hours during the reporting period was 11,867. Additionally, WNS via WCF contributed USD 32,688 toward employees volunteering during paid working hours. The various platforms we use to promote WCF's brand, philosophy and programs internally and externally to volunteers are:

Orientation: WCF forms an integral part of the WNS induction program, communicating our commitment to social causes to new recruits.

Intranet: WNS' Intranet features an MIS to help employees get the latest information on volunteering opportunities in their respective locations.

Virtual Awareness: Virtual awareness involves talking to employees about WCF, its programs and volunteering opportunities.

WCF Wall: The WCF Wall serves as a display showcasing the foundation's latest activities and features, photos of local volunteers in action and an updated calendar of activities, among other things.

Monthly Volunteering Calendars: These provide details of volunteering opportunities available to the staff in the coming month.

Weekly Broadcast: The Weekly Broadcast is a weekly email highlighting the volunteering activities that took place across the globe during during that period.

WCF Pulse: A quarterly WCF newsletter providing updates on various activities and programs undertaken by the foundation.

WNS Circle: A dedicated WCF section within the quarterly company newsletter that complements WCF Pulse and outlines salient WCF activities and programs in various geographies.



Empowering Underserved Communities

I have been a member of WCF for a decade. I have witnessed firsthand how aggressively it fulfilled its civic duty, positively impacting the underserved communities' well-being. Despite the pandemic, WCF continued to support communities by distributing health kits to children so their families did not have to worry about purchasing face masks, face shields, soaps, sanitizers or tissues. Additionally, we provided them with vital information on how to combat the pandemic from time to time.

- Sebio Rockford, Volunteer, the Philippines

We believe in consistent training and learning to ensure that our employees have adequate opportunities to gain new skills and knowledge, which will help them create greater impact through volunteering. On our internal platform, training modules are created keeping in mind location-specific laws and regulations. Based on their interest, employees are free to select and enroll themselves under different training modules such as:

1. Child Protection and Rights

- Child protection and rights¹⁵
- How common is abuse?
- What is abuse and neglect?

2. Legal Mandates and Guidelines

- Evolution of CSR in India
- The Companies Act, 2013

- CSR activities according to the Companies Act
- Which activities do not qualify as CSR?

Our volunteers help us monitor our activity progress and ensure that the intended impacts are being delivered. In case of any deviations from the desired outcome, our volunteers are trained on how to report those to the foundation.

Volunteers also act as a critical connection between the foundation, the partner NGOs and the beneficiary schools. They capture feedback and help WCF resolve them quickly. We charge our identified program leaders and school audit Single Point of Contacts (SPOC) to work with our volunteers to plan, implement, monitor and evaluate our programs, aiming to constantly improve our outcomes.



¹⁵UNGC P2.P5 ESG Report FY 2022-23 | 25

Rising to the Occasion

Our societal obligation makes no distinction between geographical boundaries. Our CSR team rises to the occasion when our support is needed to bring immediate relief to a community affected by conflicts, natural disasters or other challenges.

The two significant international CSR efforts include:

- WNS Support for Ukrainian Refugee Children in the Ukraine-Russia Conflict: WCF Romania and Poland volunteers, in partnership with Red Cross and the Ukrainian Refugee Center, have provided crucial aid to children affected by the crisis. WNS donated school supplies, baby food and hygiene kits to children of Ukrainian refugees. A total amount of USD 50,000 has been contributed toward this initiative.
- 2. WNS Donation to Earthquake Victims in Turkey: In response to the unprecedented tragedy, WNS took immediate action to help those affected and donated **USD 50,000** through the Support Foundation for Civil Society. We provided financial assistance to the relief fund for the Kahramanmaras earthquake.

Formal Education Opportunities in South Africa

Ucademy, a WNS subsidiary company in South Africa, is an accredited training provider. Through Ucademy, we aim to provide our employees and prospective employees access to quality training programs. These programs not only advance the skill sets of the trainees but also equip them with a nationally recognized qualification in business process management.

This initiative is part of our Broad-Based Black Economic Empowerment (B-BBEE) efforts, but the benefits are also open to all employees to create equal access to development and progression.

During FY 2022-23, we enrolled 396 WNS-employed youth in a 12-month learnership program, giving them a strong foundation in contact center operations, along with opportunities to gain experience in other areas. On completion, the participants were offered permanent employment. This program not only empowers individuals with knowledge, skills and experience but also provides them stable employment. These outcomes further contribute to the South African government's drive to reduce unemployment in the country.



This complimentary training program comprises:

- Monthly theoretical learning
- Workplace application, coaching and mentoring
- Continuous assessment
- Certification in achieving competence



A Learning Program that Makes a Difference



"I had an amazing working experience at Ucademy. I am grateful for all the support I received while pursuing the Occupational Directed Education and Training Development Diploma Learnership (OD-ETDP) and Grand Master of Success program. The skills and knowledge I gained helped boost my confidence. I felt honored to be part of such a wonderful team and work in an outstanding work environment."

Chloe Johnson, Participant

"The biggest takeaway from my experience at Ucademy was learning how to interact with my team and people one-on-one. I learned to express myself in ways I never could before and do my tasks efficiently without being afraid to ask questions. I had the privilege of training with the most wonderful facilitators who taught me how to keep my goals up-to-date, take responsibility and stay motivated in everything I do. I would like to thank everyone who believed in me and made my journey successful. And an applause to myself for not giving up on me - just hold the vision and trust the process."

Shamiela Lightman, Participant

Employees who have completed a qualification with Ucademy can enroll in more such programs and continue to enhance their skills.

WNS South Africa (Pty) Ltd and WNS Global Services SA (Pty) Ltd (WNS South Africa) have awarded nine employees with disabilities with an opportunity to participate in training programs or learnerships. We have successfully enrolled them in training programs over the next 12 months. We will also provide additional coaching, mentoring and psychometric assessments to the learners to ensure they get the requisite support and opportunities to succeed.

Forging a Resilient Future

Tracey, a person with a disability, was unemployed and looking for work. She enrolled in the Occupational Directed Education and Training Development Diploma Learnership (OD-ETDP) program with Ucademy and completed the year-long course. Tracey was coached, mentored and groomed into taking on the role of a facilitator. Seeing her dedication and the ability to

66

"I feel fortunate to have been part of the incredible team at Ucademy while undergoing the learnership program. I got great opportunities for personal and professional growth. The work culture was collaborative, supportive and inclusive. I was always surrounded by talented and inspiring colleagues. The leadership team prioritized employee well-being and development while remaining committed to innovation and excellence. I am grateful for the amazing experience and knowledge I gained from the company. I highly recommend it to anyone seeking a rewarding and fulfilling career."

Belinda Sampson,
Participant

6,6

"My experience was truly amazing at Ucademy. I learned a lot during my time there. Thanks to my great mentor, Rozina Adonis, who was instrumental in guiding and working with me.

The work environment at Ucademy is conducive to developing new skills and making a difference. As a new hire, I was encouraged to stretch myself and improve my skills. It was a privilege to work with such a great team."

Ridhaa Regter, Participant

perform during the course, Ucademy offered her a permanent contract as a facilitator. Thrilled with this chance to build a secure future for herself, Tracey will continue to receive coaching and guidance while in our employ.

Creating Opportunities for Growth

Lesedi is an Engineering Procurement and Construction (EPC) and Operation and Maintenance (O&M) contractor with a diversified service offering operating in the Power Generation, Mining as well as Oil and Gas Sectors. Lesedi executes turnkey bespoke projects and takes projects from concept and basic design to detailed engineering, procurement, project management, installation and commissioning, as well as project and contract management. In January 2022, Ucademy, in partnership with Lesedi, launched a learning program where six unemployed people were given the chance to enroll in an OD-ETDP Learnership. In addition, Ucademy also provided coaching, mentoring and psychometric assessments for all the learners so they reap the full benefit of this initiative.

Helping Our People Outperform

"Always treat your employees exactly how you want them to treat your best customers,"

said American best-selling author Stephen R Covey.

Leading organizations understand the value of their workforce and how an engaged, motivated and enthusiastic team can propel the organization towards business success. WNS believes that the success of our organization is intimately connected to the dreams and aspirations of our employees. Our talent management strategy focuses on empowering our employees by enhancing their skill sets so they stay relevant in a constantly evolving business and technology landscape. These skills enable them to have meaningful careers, improve their performance and create lasting impact for our clients. It is equally important that WNS provides employees with a respectful, safe and inclusive work environment that encourages them to grow and succeed.

UN Global Compact

WNS (Holdings) Limited supports the 10 principles of the United Nations Global Compact on human rights, labor, the environment and anti-corruption. WNS is committed to making the UN Global Compact and its principles part of the strategy, culture and day-to-day operations of our company, and to engaging in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals.

More details available on: WNS (Holdings) Ltd. | UN Global Compact



People, Policies and Programs

Our policies and programs reflect our cultural values and attempt to have an aligned approach to create a superior employee value proposition. We provide several services and benefits16 that are designed to enable our employees to perform their best in the office. These include transportation, cafeterias, and medical and recreational facilities. Additionally, the company provides flexibility with respect to work hours and shift timings. We also provide employees with benefits such as health insurance and parental leave. In FY 2022-23, 27,764 women and 32,890 men were entitled to parental leave. During the year, 1,541 women and 1,106 men took advantage of the parental leave program¹⁷; 76% of the women and 85% of the men were still working with us as of 31st March 2023.

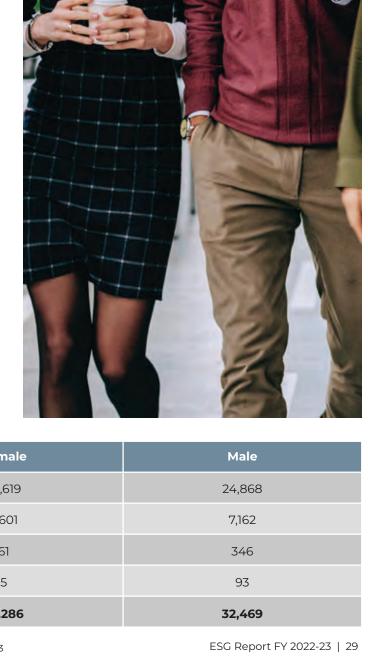
An engaged employee is a productive employee. WNS drives several initiatives to create a motivated and fun place of work for our employees. A strategy with frequent engagement tools provides us with the knowledge to understand employee expectations and address any concerns in a timely and effective manner. We regularly reach out to our employees to gauge their engagement levels and understand and address any issues they may face.

Survey Name	Engagement Scores FY 2022-23 (Out of 5.00)
15-days Survey	4.20
30-days Survey	4.50
Exit Survey	4.00
Pulse Survey	4.20

We also respect the freedom of association of our employees. In FY 2022-23, WNS had 1,297 employees in Nashik (India), Romania, France and Spain represented by an independent trade union or covered by a collective bargaining agreement. 18 19

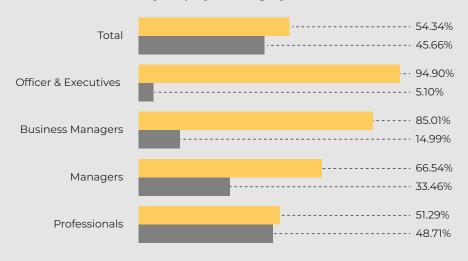
An overview of our workforce as of 31st March 2023 is provided below:





Employee Category ²¹	Female	Male
Professional	23,619	24,868
Manager	3,601	7,162
Business Manager	61	346
Officers and Executives	5	93
Grand Total	27,286	32,469

Gender Distribution by Employee Category







Age-wise Distribution

Employee Category	Less than 30 years	30-40 years	More than 40 years
Professionals	31,507	13,011	3,969
Managers	1,633	5,747	3,383
Business Managers	1	33	373
Officers & Executives	0	1	97
Total	33,141	18,792	7,822



Region-wise Distribution²²

Country	Professionals	Managers	Business Managers	Officers & Executives	Total
India	30,622	7,977	219	51	38,869
Philippines	10,861	885	14	4	11,694
South Africa	3,971	457	10	2	4,440
USA	689	540	73	24	1,326
Sri Lanka	777	230	1	1	1,009
Romania	492	151	4	0	647
UK	270	183	60	13	526
China	438	58	1	0	497
Poland	85	115	1	0	201
Costa Rica	108	55	1	0	164
Australia	74	24	9	2	109
Spain	58	17	1	0	76
Turkey	11	29	0	0	40
Canada	2	15	0	0	17
Ireland	5	13	0	0	18
Germany	4	4	2	0	10
Malaysia	10	1	0	0	11
Mexico	7	2	0	0	9
France	3	3	1	1	8
UAE	0	1	3	0	4
Netherlands	0	1	3	0	4
Singapore	0	1	2	0	3
Brazil	0	0	0	0	0
New Zealand	0	0	2	0	2
Denmark	0	0	0	0	0
Switzerland	0	1	0	0	1
Grand Total	48,487	10,763	407	98	59,755

²²GRI 2-7 ESG Report FY 2022-23 | 31

Racial/Ethic Group Representation²³

(This is reported only for US employees)

S.No	Group	White	Black or African American	Hispanic or Latino	Asian	American Indian or Alaska Native	Native Hawaiin or Other Pacific Islander	Two or More Races
1.	Management	51.3%	6.5%	4.8%	36.8%	0.0%	0.3%	0.3%
2.	Technical Staff/Professionals	62.8%	14.5%	7.0%	13.9%	0.4%	0.0%	1.5%
3.	Other Employees	55.2%	33.2%	8.3%	2.1%	0.0%	0.0%	1.2%

Details of new joinees and employee turnover during FY 2022-23 24

Breakup of New Hires in FY 2022-23 (Gender-wise)

Employee Category	Unit	FY 2022-23		
		Male	Female	
Professionals	No.	11,840	11,665	
Managers	No.	2,167	1,149	
Business Managers	No.	79	11	
Officers and Executives	No.	9	0	
Grand Total	No.	14,095	12,825	

Breakup of New Hires in FY 2022-23 (Age Group-wise)

Employee Category	Unit	FY 2022-23				
		Less than 30 years	30-40 years	More than 40 years		
Professionals	No.	18,346	4,117	1,042		
Managers	No.	994	1,743	5,879		
Business Managers	No.	0	19	71		
Officers and Executives	No.	0	0	9		
Grand Total	No.	19,340	5,879	1,701		

Details of Employee Turnover during FY 2022-23 (Age Group and Gender-wise)

Employee Category	Less than 30 years		30-40 years		More than 40 years	
improjec category	Male	Female	Male	Female	Male	Female
Officers and Executives	0	0	0	0	5	1
Business Manager	0	0	0	2	37	6
Manager	165	122	827	399	332	149
Professional	4,377	5,084	1,867	1,749	319	389
Grand Total	4,542	5,206	2,694	2,150	693	545

²³SASB-TC-SI-330a.3, ²⁴GRI 401-1 ESG Report FY 2022-23 | 32

Diversity, Equity and Inclusion:

Studies have shown that a diverse workforce increases. productivity by encouraging a healthy exchange of ideas and perspectives. It also helps boost morale and builds a positive work environment. At WNS, we focus on having a diverse mix of people from different nationalities, ethnicities, gender identities, religions, age groups and educational backgrounds. It helps create a valuable blend of skills, experience and ideas. To reinforce our focus on improving the diverse representation of our workforce, we link a portion of our executive compensation to diversity targets. We also recognize and reinforce inclusive behavior in the organization. We have created several different categories of awards like SheInspires (to celebrate inspirational women of WNS), DEI Influencer and Inclusion Champions. Gender advancement, enhancing inclusivity and mental wellness are the three pillars on which our diversity and inclusion strategy is built. In addition to these tenets that we centrally drive, each geography in which WNS operates also has the flexibility to focus on issues and challenges unique to their region. Our focus areas for each of the core pillars are as follows:

1. Gender Advancement

We are working toward improving gender representation in the organization across levels. To hire diverse talent, our recruitment team runs multiple programs. We strive for a healthy ratio of women across all organizational levels. We have made substantial progress toward creating equality and equity.

As on 31st March 2023, 45.6% women represented our global workforce and from 1st April 2023, 33.3% of the Board of Directors of WNS (Holdings) Limited are women.

WNS' Inclusion on the Bloomberg **Gender-Equality Index 2023**

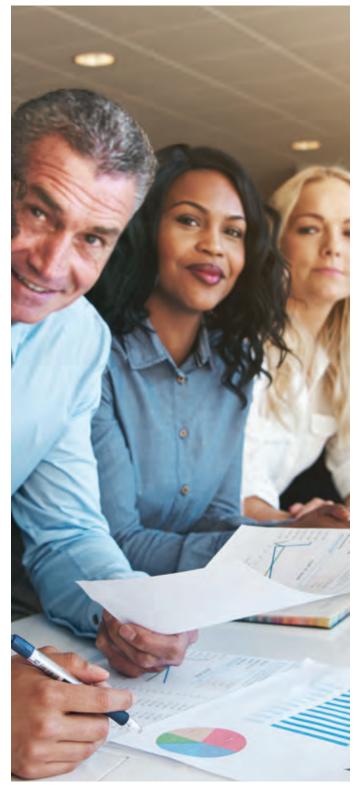
WNS has been included for the third consecutive year in the Bloomberg Gender Equality Index (GEI). It recognizes our commitment to transparency and setting a new standard in gender-related data reporting.

The GEI is a modified market capitalizationweighted index developed to gauge the performance of public companies dedicated to reporting gender-related data. This reference index measures gender equality across five pillars: leadership and talent pipeline, equal pay and gender pay parity, inclusive culture, anti-sexual harassment policies and external brand value.

This recognition reflects our continuous ESG initiatives, such as developing a gender-diverse, egalitarian and secure workplace. The company continues to devote additional resources to

mentoring, leadership development and upskilling for our employees, while, continuing

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



Ratio of Basic Salary and Remuneration of Women to Men²⁵

Professional	1.19
Manager	1.05
Business Manager	1.06
Officer	0.76

Key Programs for Gender Advancement in FY 2022-23

Centurion²⁶



Though the overall gender representation is healthy in our organization, there is a need for improvement with respect to women in leadership roles. The company wanted to proactively address the diversity ratio at the top levels of the organization, and ensure a pipeline of women leaders for leadership positions in the coming years. To this end, the company has created "Centurion".

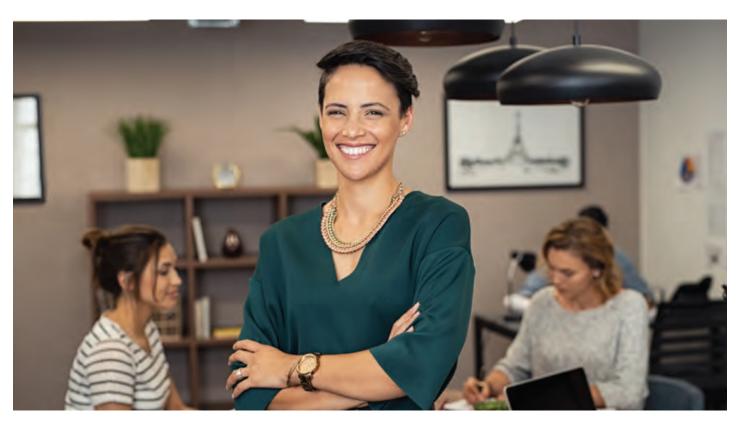
Centurion is our flagship program, designed to groom female employees with high potential for career progression. The program is yet another component of our inclusion agenda, designed to increase the percentage of women in leadership positions across the organization.

Through this program, top female talent is given the opportunity for an accelerated progression into leadership roles in 30-36 months. Centurion provides multi-faceted development interventions to build both domain and leadership skills. The program entails academic certifications from premier institutions, allied function exposure and certifications, participation in industry forums, etc. We have tied up with Cornell University as an academic partner for this initiative.



"Working with WNS has given me an immense amount of learning and platforms to upskill myself. WNS has taught me how to overcome challenging situations and perform efficiently which, I feel, is a much needed skill in a dynamic workspace. However, my biggest achievement is having been selected for Centurion, a global transformational talent management and leadership program for 25 women, aiming to groom young talent to be leaders. Of all the things that Centurion has to offer in this journey, the most exciting part is to be in a culturally diverse environment with women from so many countries, collaborating and working toward one goal. Here's to scaling greater heights with WNS."

> **-Anwesha Roy**, WNS Employee



²⁵GRI 405-2, ²⁶GRI 404-2 ESG Report FY 2022-23 | 34

Some of the key features of this program are:

- Academic certification in management skills from the Indian Institute of Management, Ahmedabad, a premier business school, for Batch 1 and Cornell University for Batch 2
- Accelerated career progression to leadership positions for role-ready talent
- Enriched learning experiences through role enlargement, workstream allocation, real-world projects, allied function exposure and certifications
- Customized individual development plans and interventions
- A "hands-on" approach to building future leaders through leadership coaching, leadership connect, participation in industry forums and stimulation exercises
- Availability of learning resources to share insights into next role capabilities and future competency needs. These include digital transformation programs, leadership modules and design thinking

Launched in 2017, the first batch of Centurion comprised women who were trained to take up future roles in middle management with a curated journey of 30-36 months. Over 20 women leaders have already accelerated their careers through this program and have taken up leadership positions in the organization. The second batch of employees began their journey in January 2020, with a structured 36-month intervention of personalized development plans for each participant and will be completing their journey by the end of 2023.

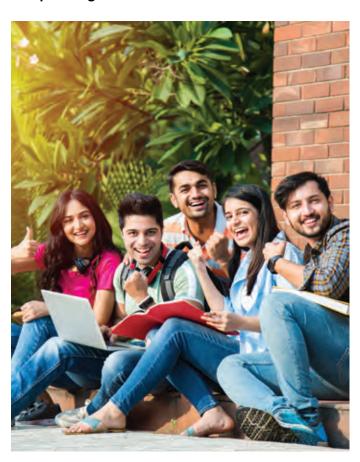
Centurion has been successful with an Net Promoter Score (NPS) score as high as 9.2. Recent accolades received with a specific focus on the Centurion program are -

- 1. TISS LeapVault CLO Award for Best Diversity and Inclusion Training Program (2022)
- 2. Brandon Hall HCM Award for Best Advance in Leadership for Women (2022)



Participants of the second batch of Centurion at their induction

Campus Program



Our diversity and gender advancement agenda also extends to our campus recruitment program. Our hiring strategy ensures a healthy balance for our new hire batches in business and enabling unit roles. Our internal guidelines help us ensure that we have diversity and gender balance in our mid-managerial levels that pave the way for diversity across all levels and business units.



"WNS has greatly aided me in my effort to upskill as a campus hire, right from projects and supporting me when I got stuck. Platforms that consistently prioritize learning, like Glint, have made learning easy. The D&I team hosts webinars and continuously communicates through welcome. WNS ensures that each campus hire receives opportunities for

> -Soumya Guria, WNS Employee

2. Enhancing Inclusivity

Fostering a culture of inclusivity is at the forefront of our people policy and we have put several initiatives in place to make this a reality. Our employees are regularly educated on Diversity, Equity and Inclusion (DEI). We also have specially curated programs like Inclusive Leadership and Bias and the CEO's Millennial Council, that help us solidify our vision of creating a truly inclusive workplace at WNS.

As an organization, we realize the importance of communication and awareness around DEI. We have organized educative webinars on LGBTQ+ inclusion where we had eminent speakers from the industry talk to our employees on topics like inclusive leadership and designing an inclusive culture. We back this up by sending regular communications and information bytes on DEI.

We are constantly evolving our policies and infrastructure, keeping in mind our diverse talent across geographies from under-represented groups (LGBTQ+/PWD). We recently unveiled gender-neutral restrooms in most of our offices in India, The Philippines and Poland.

Key policies and programs to enhance inclusivity in FY 2022-23:

Equal Opportunity Policy

WNS is committed to the principle of equal opportunity for everyone in employment. The organization strives to ensure that access to employment, training, promotion and the treatment of employees is:

- Free from discrimination on the grounds of gender, sexual orientation, race, color, caste, creed, religion, marital status, disability or age
- Based solely on the objective assessment of ability and job-related criteria²⁷

For more information, please refer to our website.



Inclusive Leadership and Managing Bias Program

As part of our ongoing journey to become more inclusive, we launched a workshop for our company managers on 'Inclusive Leadership and Managing Bias.' The workshop is delivered using a combination of group discussions, formal presentations, educational videos, real-world simulations and the development of action plans for the future. The program was curated to help managers understand how their biases can impact decision-making, and create an action plan to foster inclusion in their teams.

Respectful Workplace

Being respected and valued at the workplace is crucial to keep employees motivated and engaged. We pay close attention to creating a culture of respect in our workplace. Our "Respectful Workplace" initiative educates employees and inculcates the value of respecting different perspectives and making each team member feel appreciated.



²⁷UNGC P6 ESG Report FY 2022-23 | 36

CEO Millennial Council



A large majority of our workforce comprises employees between the ages of 20 and 35, often referred to as 'millennials'. This employee category brings fresh perspectives and ideas to the table. WNS believes in providing these future leaders with a platform to express themselves and to integrate their perspectives into our decision-making. WNS decided to create a platform exclusively for our younger employees to obtain fresh perspectives, new ideas and identify new leaders. The resulting program was the CEO Millennial Council, which brings together some of the brightest young minds in the organization to voice their ideas and help shape the company's future. The council, a formal forum 'for and by' WNS millennials and Gen Z employees, allows them to choose and drive specific, focused initiatives within the organization under the CEO's and senior management's direct leadership.

The First CEO's Millennial Council was launched in February 2018 with 12 members representing six geographies who introduced new ideas on millennial engagement, marketing and branding, social media engagement and CSR. In March 2023, we launched the second batch of the Millennial Council with 16 members from seven geographies, representing different business units and functions. These employees were chosen after a rigorous selection process conducted in partnership with Deloitte and our senior leadership team. The selected members gain greater exposure and "hands-on" mentoring by working alongside our senior leadership team, and and develop new skills through enterprise-wide projects. Millennial Council members



"The CEO Millennial Council (CMC) is a great of the key takeaways is that we can always learn something new if we pay attention and challenge our mindset. My most memorable moment was doing a boomerang social media video with our Group CEO! So, jump in and apply. I assure you that it'll be worth it."

> - Ralen Vic Lariga, WNS Employee

are using this platform to advance unique business ideas and drive their implementation with support from company leadership.



Members of the second batch of the CEO Millennial Council with our Group CEO, Keshav Murugesh

3. Mental Wellness

WNS has made the mental health of our employees and their families one of our key focus areas. Our goal is to remove stigmas surrounding mental health challenges, and to normalize and support conversations around mental well-being. To be able to achieve this goal, WNS has a robust and structured mental well-being program in place, which comprises the below:

- A confidential behavioral counseling helpline is available to employees and their immediate families. The helpline is open 24*7* 365 to ensure that the individual is supported immediately whenever in need, thus avoiding the possible risk of worsening the situation. The service also extends support for legal and financial issues.
- Manager training is an integral part of the program whereby managers are equipped with complete knowledge of how to recognize and refer a team member in need.
- For those who wish to know more about common mental health issues, unlimited free access is provided to a mobile app and an online platform hosting articles, self-assessments tools, recorded videos, blogs, podcasts, etc.
- A committee of mental well-being ambassadors is created in each office who are immediately available to assist employees in need. These ambassadors are made to undergo extensive training on how to identify and encourage employees to take care of their mental wellbeing.
- Regular group training sessions are organized for employees and families, addressed by experts on mental health topics.
- Regular digital tips, newsletters, videos, etc. are shared with employees to increase mental wellbeing awareness.

Geography/Business-specific DEI Initiatives -



1. Broad-Based Black Economic **Empowerment Initiatives**

In addition to our global initiatives across geographies, each of our locations is free to devote efforts towards locally relevant programs and initiatives. One such program that WNS supports is the South African Government's Broad-Based Black Economic Empowerment (B-BBEE) program. The program was started by the government to encourage the advancement of black people into the country's economy and help transform the culture. WNS South Africa (Pty) Ltd has been accorded the B-BBEE Level 1 rating, with a 135% procurement recognition to our clients. This is the highest rating attainable on the basis of an audit of five pillars, which include ownership, management control, skills development, preferential procurement (including enterprise and supplier development) and socio-economic development. In addition, we currently have 51% black ownership in WNS South Africa (Pty) Ltd and for the first time, we have also achieved 30% black women ownership.

Our approach sets us apart as a socially conscious and transformative organization and positions WNS as an outsourcer of choice as we are able to assist our South African clients with their own B-BBEE scorecard.

We also conduct several programs to help local black communities in South Africa, including initiatives targeted at empowering black women, black people with disabilities, black youth who are unemployed or underemployed youth and emerging black-owned companies.

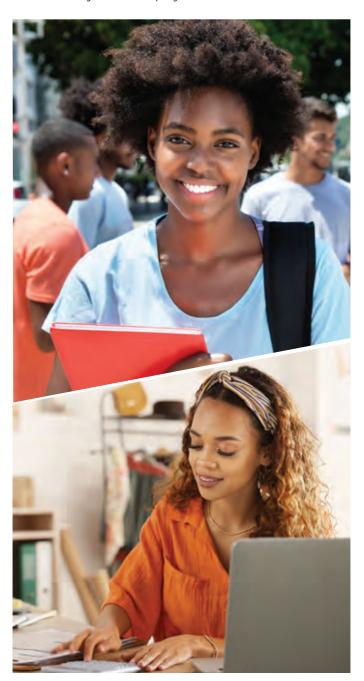


One of these initiatives is detailed as follows:

Destined for Diversity

For differently-abled people, finding meaningful employment is a challenge the world over. In South Africa, people with disabilities comprise less than 1% of the employed population in both government and private organizations. To help change this paradigm, WNS launched the Destined for Diversity program, which forms an integral part of our B-BBEE initiative. Under this program, we enroll unemployed or under-employed people living with disabilities on a 12-month learning journey, equipping them with a formal qualification, essential life and leadership skills, and workplace exposure to enhance employment opportunities. In addition, we provide coaching and psycho-social support. Post the completion of the program, participants are integrated into the work environment.

This program is also offered as a service to our clients to enable them to meet their skill development strategies for differently-abled employees.



Promoting Wellness in Philippines

At WNS Philippines, we have a holistic approach to employee and their family member wellness. Our Holistic Wellness Approach at WNS Philippines consists of -

Physical Wellbeing - This is managed in partnership with our HMO provider and onsite clinic where we provide holistic health coverage to our employees and their dependents. We not only provide health coverage but also preventive wellness communications about personal health management, prevention and early detection of diseases and annual physical examinations are conducted to ensure better health.

Personal Wellbeing - We empower our employees with the knowledge on how to manage their personal finances, budgeting, personal spending and savings better through various seminars and dissemination of guidance material on a regular basis.

Emotional Wellbeing – Mental health and wellness is a crucial factor in the Philippines due to the high emotional quotient in the population coupled with the prevelance of prevalence of large families, single parents, early motherhood and the lack of knowledge about their own rights in case of personal litigation scenarios. We manage this through awareness sessions on relevant issues through webinars conducted by experts in our panel.

2. Diversity, Inclusion and Belonging Programs in the **Procurement Business Unit**

Learning Resources for Various Audiences

We have a specially designed e-learning program that is accessible to all employees. These resources educate the learner on different DEI topics.

Belonging Newsletter

The Belonging Newsletter is an employee-led initiative showcasing our global function's cultural, social and regional diversity. The monthly periodical is a way to bring the entire team closer together.



Black in Procurement Network

With this network, the intent is to open the procurement's door wider to black professionals. The network creates a platform for black employees and allies to discuss important topics in a hospitable and safe environment. It also establishes the WNS brand as a diversity-conscious employer, especially in North America.



India Women's Network

Our India Women's Network is an exclusive forum for women in procurement services that organizes workshops and thought-provoking sessions by industry leaders.



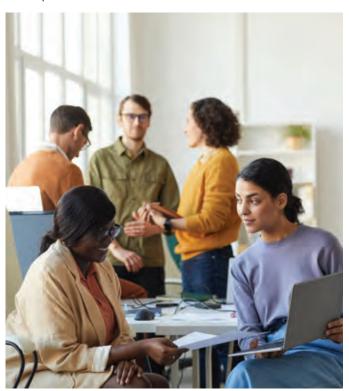
Education Outreach Program (US)

We started this initiative to bring practical perspectives into the world of procurement. Our experts collaborate with university professors and present real-life examples of topics taught in the classroom. With this program, we hope to not only inculcate a passion for procurement among our learners but also open an avenue for us to give back to the community by providing access to practical education. So far, this program has inspired learners from different walks of life (Gen Z, veterans, women returning to work and representatives of minorities), many of whom have found meaningful employment with us.



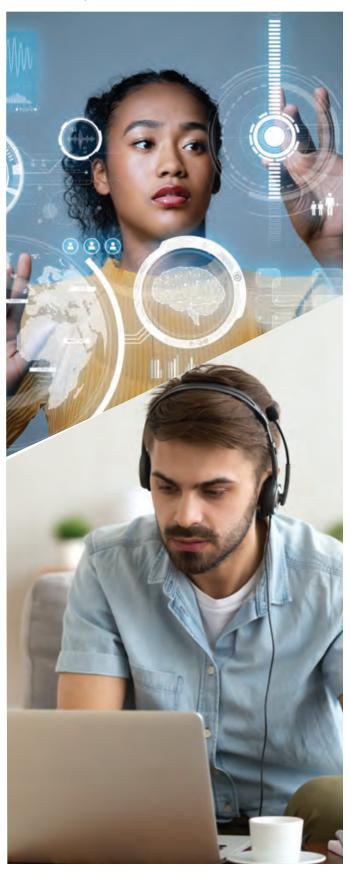
Inclusive Leader Program

We conducted a three-part program for our people managers across levels and geographies to ensure a better understanding of several critical DEI topics. Designed to provide clarity and appreciation for our agenda to be an inclusive organization, the program includes a training session, discussion groups and a competition.



Talent and Skill Management²⁸

With the accelerated evolution of the digital landscape, our employees need to reskill and upskill themselves. Our people strategy is designed and geared towards ensuring that our workforce has adequate access, support and opportunity to develop relevant capabilities promptly. Our efforts to create a highly trained, flexible, digitally capable and resilient workforce are built on three key pillars: a future-ready workforce, a robust leadership bench and a focus on talent development.



²⁸GRI 404-2 ESG Report FY 2022-23 | 40

Future-ready Workforce

We have created diverse, self-paced digital upskilling programs to make our workforce future-ready.

Digital Future (DiFu)



- DiFU is a program through which we develop capabilities across the organization in order to be digitally ready for the future. The DiFU competency framework is based on a study conducted by Deloitte and MIT Sloan Management review and is tailored for employees at all levels.
- Select employees at the leadership level go through a "digital mindset" development program, which is a series of seven workshops curated in partnership with Deloitte Consulting and the WNS leadership team

WNS Education Program



- A curriculum-based certification for developing tech-savvy domain specialists with the right skillsets to thrive in a digital world
- The program has added RPA Fasttrack and Analyst, AI/ML Fasttrack and Analyst, Analyst Fasttrack, Data Storyteller and Intelligence Visualization certifications

Future Skills



- Employees can upskill themselves on nine emerging technologies using the Future Skills self-learning module on Glint
- Organized in collaboration with the National Association of Software and Service Companies (NASSCOM)

Leadership Bench

Our leadership bench comprises a series of bespoke programs developed for future first-level managers up to senior executive leadership.



Signature Leadership Development Program (SLDP)

- The Signature Leadership Development Program is a 12-month journey that combines face-to-face academic and corporate immersions, hackathons and virtual sessions. Some of the differentiating features of this program include world-class facilitators, an innovative design, focus on business outcomes, application centricity and a fluid approach.
- The SLDP program has created significant value for both participants and WNS. The identification and pursuit of audacious goals or Big Hairy Audacious Goals (BHAG) have been a significant achievement for the program, enabling WNS to meet its strategic objectives.



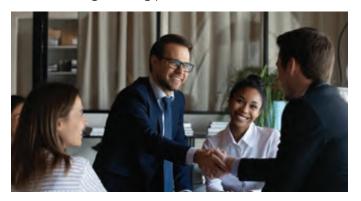
Succession Planning

- We hold a bi-annual talent review workshop to discuss the leadership bench and identify potential successors for critical roles.



Trusted Client Advisor

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



I-Excel

- This leadership learning program is specially curated to meet the learning needs of specific groups from the business units, horizontal functions and support functions. This program is in partnership with Harvard Business Publishing and Cornell University.

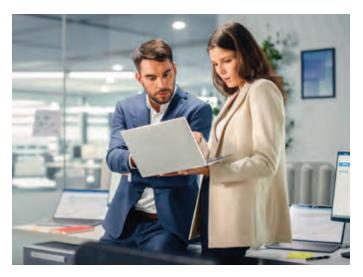
Gravitas

- Gravitas is a leadership development program for senior finance leaders that focuses on introspection, communicating with impact, executive presence and personal well-being.



FLM Program

- The Front-line Manager (FLM) development program aims to create holistic front-line managers. The journey is designed for select FLMs to uncover and gain peer-to-peer insights on 6 predetermined contemporary focus areas through group coaching sessions conducted by an HR business partner who plays the role of a facilitator. Business HR owns and drives this program in their respective spans, while the WNS Learning Academy provides the business HR with the requisite framework, necessary upskilling on coaching, guideline and indicative templates on how to prepare and conduct the session effectively.

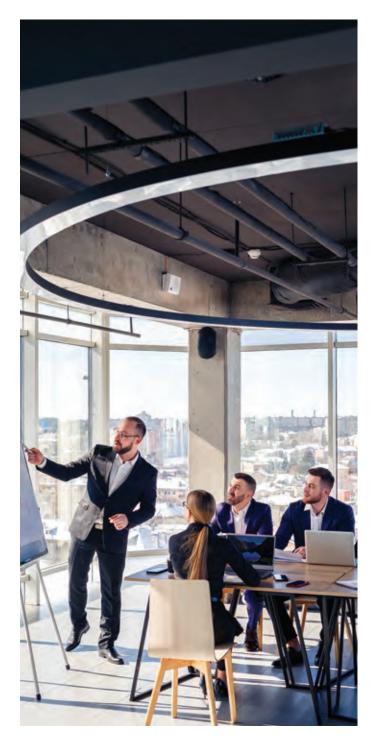


Industry-specific Training Programs

We have customized training solutions leveraging technology and innovation to develop and enhance the skills of our employees. The training framework deeply focuses on building domain knowledge across domain-specific systems, tools, applications, client-specific products, processes, relevant soft skills and digital expertise. The framework ensures knowledge management that straddles the entire lifecycle of an employee and is geared towards driving a culture of continuous learning and domain excellence.

WNS has created a learning experience platform that hosts vast amounts of updated content, providing a spectrum of opportunities for every employee to stay up-to-date on business knowledge, product, systems and industry regulations. The WNS training team has been instrumental in creating a digital learning environment by developing more than 400 specialized e-learning modules, resulting in digitizing the entire learning function. With these modules, employees have the flexibility to drive self-paced learning. Simulation-based learning environments have also been developed to support our employees' ongoing learning needs. This learning system effectively enables employees to work in real-life scenarios in a controlled environment.





Domain certification programs are available to build domain capabilities and product specialization by leveraging the internal and external ecosystems. This program is based on a structured roadmap combining theoretical, experiential and application-based learning methods.

The WNS training function has been involved in curating Digital Future programs to foster a digital transformation mindset and enhance the digital maturity of employees across the organization. We strive for a holistic digital learning approach by imparting technical and leadership skills to create a digital-ready organization.

We have also initiated programs to build crossfunctional expertise to create internal opportunities and re-deploy into diversified roles. These programs help nurture talent by providing suitable skill enhancements for their career development.

Talent Development

To create a winning edge in the marketplace, organizations need to continuously enhance their talent pool's skills. Our ability to ensure long-term success requires the company to continuously invest in talent development and drive a strong people-centric strategy and culture.²⁹

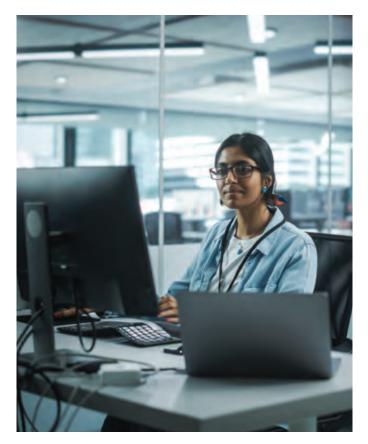
Today, WNS has more than **45,000** learning courses for our employees. In FY 2022-23, our employees recorded more than **5 million** training hours, representing an increase of **25%** from the prior year. In support of these programs, the company spent almost \$17 Million in FY 2022-23 (or 1.4% of FY 2022-23 net revenue).

Average training hours in FY 2022-23:

Category	Male	Female
Professionals	153	168
Manager	12	13
Business Manager	10	8
Officers & Executives	19	18

In addition to building business and technical competencies and leadership development skills, we also mandate that every employee undergo training in WNS' Code of Business Ethics and Conduct (CoBEC)

In FY 2022-23, several prestigious external organizations recognized our efforts in building a world-class learning organization, highlighting our unique capabilities across talent management, learning and development efforts. Please refer to the Awards and Recognition section below for more details.



Employee Engagement

An engaged employee is a productive employee. WNS drives several initiatives to create a motivated and fun place of work for our employees. A strategy with frequent engagement tools provides us with the knowledge to understand employee expectations and address any concerns in a timely and effective fashion. We regularly reach out to our employees to gauge their engagement levels and understand and address any issues they may be facing. This year, our annual survey found **94%** of men and **87%** women to be actively engaged.³⁰



Employees/Talent Management Strategy for a Hybrid Workforce

The pandemic has forced organizations to rethink their working models and embrace both in-office and work-from-home alternatives. As employers, one of our responsibilities is strengthening the workforce culture and aligning processes and systems for effective talent management in the hybrid work era.

²⁹GRI 404-1, ³⁰TC-SI-330a.2 ESG Report FY 2022-23 | 44

The following are the fundamental approaches we have adopted for navigating the hybrid world:

Embracing Digital Recruiting Tactics

WNS is leveraging leveraging both proprietary and third-party technology solutions that empower hiring teams in sourcing, screening and onboarding new hires virtually.



Virtual Onboarding of New Hires

The company has invested in digital onboarding tools that allow online document uploads and e-signatures, enable pre-employment screenings, facilitate background checks, conduct post-interview assessments, and provide a seamless, personalized experience.



Continuous Performance Management

WNS has created a digital framework and specialized tools that enable goal alignment with continuous feedback³¹ to all employees. The approach effectively measures productivity of remote employees and strengthens collaboration between hybrid teams.



Effective Communication

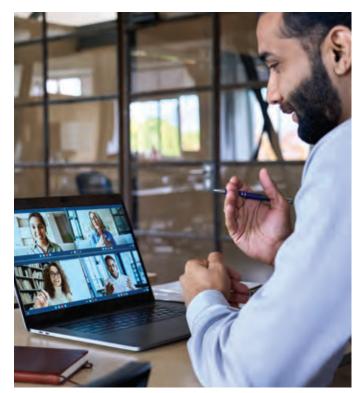
We have prioritized empathy, trust and transparency to manage hybrid teams better. WNS provides forums for our employees to connect with larger teams, voice their opinions, interact with leaders and exchange knowledge. These include:

- Introduction of AI chatbots for pulse surveys, gauging employee sentiment and well-being, and creating solutions to improve their experience
- Encouraging managers to schedule regular, virtual meetings with their teams
- Proactively seeking feedback from employees and giving them a voice
- Encouraging daily communication with colleagues via videoconferencing or by phone to enhance engagement levels
- Designing a personalized approach to foster work culture and drive change in a virtual environment and make remote employees feel engaged

Remote Collaboration Tools

The company is utilizing a wide range of tools and platforms to enable teams to connect and collaborate seamlessly and improve productivity. These include:

- Equipping teams with third-party products such as Skype, MS Teams and Zoom to interact with their teammates and managers
- Enabling a team-wide group chat facility for quick updates, check-ins and celebrations
- Driving innovation through hackathons, virtual idea box meetings and sharing stories to facilitate learning opportunities



³¹GRI 404-3 ESG Report FY 2022-23 | 45

Rewards and Recognition

Reward and recognition programs play a vital role in engaging a hybrid workforce, acknowledging people's contributions and celebrating success together. WNS has created the following tools and programs:

- A digital Rewards and Recognition (R&R) portal that allows employees to allocate reward points, recognize peers and engage in secure chat rooms/social feeds
- A "digital badge" program designed to encourage employees to recognize their peers, colleagues and superiors

Inclusion and Employee Well-being

Cultivating inclusion, psychological safety and employee well-being has presented unique challenges in a hybrid work setting. As a result, there is a need for increased emphasis on establishing a culture where employees feel heard, connected, safe and healthy. In response to this challenge, WNS has taken the following actions:

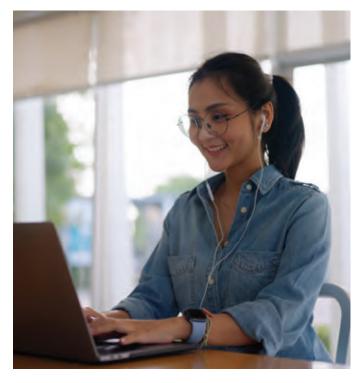
- Created a network of teams to promote collaboration and drive inclusion
- Implemented an Employee Assistance Program for counseling support
- Initiated manager upskilling workshops to enhance their team's wellness and enable them to identify potential stress points, better support their teams and promote inclusivity
- Prioritized mindfulness and weekly health and well-being sessions
- Provided pregnancy care program for female employees
- Established employee networks that offer support on specific topics to colleagues
- Provided 24/7 remote doctor support for employees and families



Learning and Re-skilling Initiatives

WNS has been enhancing our employee upskilling and retraining approaches to enable **"anytime, anywhere"** learning for hybrid employees. These include:

- Developed a mobile learning application, enabling employees to access a variety of specialized content, including podcasts, articles, talks and courses
- Reinforced the adoption of culture hacks and leadership moments through continuous learning interventions
- Implemented skilling for the future through micro-modules
- Created virtual peer-to-peer learning forums and communities for sharing best practices
- Made all mandatory training and learning programs available as self-paced



Employee Health, Safety and Wellness³²

At WNS, we are mindful of the huge impact that our teams' health, safety and wellness has on the organization's overall strength and productivity. We strive to ensure that each member of our workforce is motivated, healthy and safe.



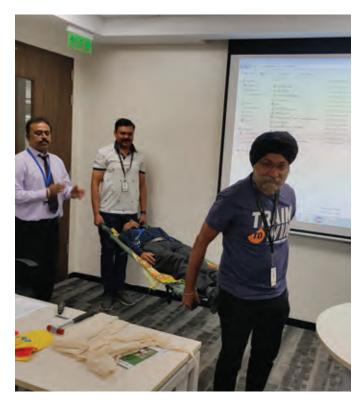
³²GRI 403-1 ESG Report FY 2022-23 | 46

Within our operations in India, South Africa, the Philippines, China, Costa Rica, Sri Lanka, Poland, and Romania, the company had only six recordable work-related injuries.³³

To support our employee wellness goals, the following initiatives were administered in FY 2022-23:

ISO 14001:2015 & 45001: 2018 Internal Auditor Training

Our existing Environment Health and Safety (EHS) management system is aligned with the ISO 14001:2015 and ISO 45001:2018³⁴ international standards. To further strengthen this alignment, WNS conducted 520 hours of a certified internal auditor training program for the EHS core team members from India, the Philippines, Sri Lanka, Romania, and South Africa.





Basic Life-Saving Training

Learning to administer first aid is an essential skill in case of emergencies that can help save lives. WNS organized introductory life-saving training sessions of 1,665 hours for our emergency response team members across India.







³³GRI 403-9, ³⁴GRI 403-2 ESG Report FY 2022-23 | 47

National Safety Awareness Month - India

Another key initiative taken by our EHS team is to create awareness during the month of March, starting 4th March i.e. 'National Safety Awareness Month' in India. This day is an important reminder that safety should always be a top priority in our daily lives. This year's theme was "Our Aim is Zero Harm," issued by the National Safety Council, India. The campaign aimed to promote safety practices and reduce accidents and injuries at the workplace and at home. Several targeted campaigns and events were arranged, where we shared safety awareness infographics, computer wallpapers and physical displays, held safety training sessions, and hosted events around office ergonomics, fire safety, road safety and electrical safety.





To spread awareness on how to prevent digital eye strain, a wallpaper was displayed on all computer and laptop computers of WNS employees in India.









Safety awareness communication mailers on various topics have been circulated to employees as shown here.



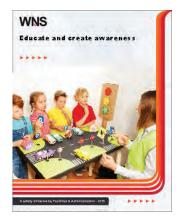


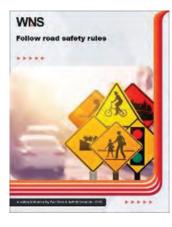






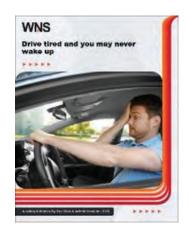














In-House Training for Contractual Employees

We want to ensure that everyone goes home safe and sound after their workday. Towards this objective, we hold regular briefing sessions on various topics related to safety and environmental concerns with contract employees like housekeeping, security, technical services and drivers. The sessions delve into how individuals can contribute towards reducing carbon emissions, maintaining workplace hygiene and sanitization, basic fire safety tips and understanding defensive driving.













Emergency Drills

Holding emergency drills is an integral part of ensuring workplace safety. By practicing these drills, we can empower our employees to understand the important steps which are to be taken in the event of an emergency. These drills are designed to test the response of both individuals and groups during a simulated crisis, including fires, earthquakes or bomb threats.

Evacuation Fire Drill and Earthquake Drill:













Situation-based Closed Group Emergency Preparedness and Response Drills

There may be workplace situations that do not require evacuation but instead call for specific emergency procedures. Examples include a COVID-19 symptomatic employee, accidental electrocution or chemical spillage. Training and mock drills were conducted among closed groups with core team members who participated in incident management to equip them with knowledge required in case of such emergencies.



COVID-19 Patient Handling and Management Drill





Medical Emergency





Chemical Spillage Control Drill





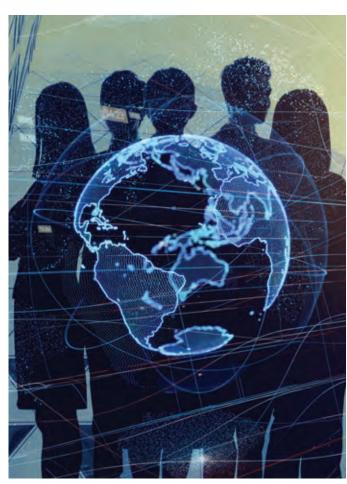


PARTNERSHIP

Governance

Ethics, Integrity and Compliance

WNS believes that strong corporate governance is the cornerstone of long-term value creation for all stakeholders. A robust ethics, integrity and compliance framework empowers us to achieve that. We drive this through policies, programs and practices tied to our core corporate values. At a fundamental level, the Ethics and Compliance domain guides our engagements with clients, employees, partners, suppliers and all other stakeholders. They direct our everyday actions, enable us to gain our stakeholders' trust and help us stay focused on always doing what is right.



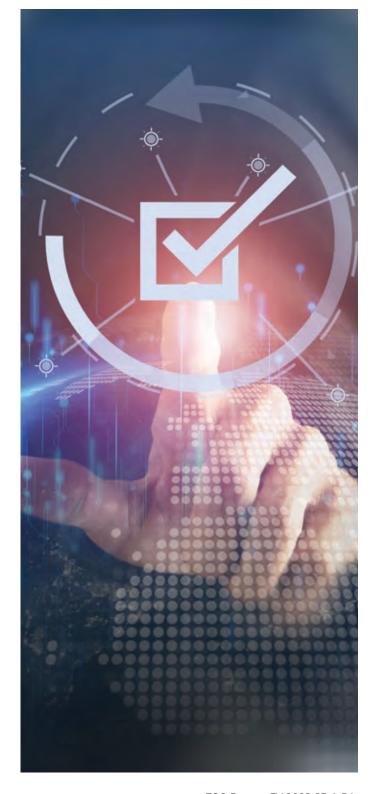
The WNS Board of Directors oversees the Ethics and Compliance domain, governs policy frameworks and drives decision-making. With guidance from the Board and a well-established process to constantly monitor the external environment, we regularly identify areas of improvement and revise and update our policies and practices.

WNS is committed to delivering value to our customers in an ethical manner. Our clients' trust is a critical driver of our success, and we strive to comply with all applicable laws and regulations and maintain transparency in our disclosures and communication to earn and maintain that trust. We have implemented policies, mechanisms and frameworks to ensure that each WNS employee remains firmly on the path of compliance while discharging her or his duties.

Sight Over Might: The Compliance Domain at WNS³⁵

The remit of the compliance program at WNS goes beyond regulatory adherence and meeting stakeholder expectations. The compliance domain is the edifice that lends strength, resilience and power to the business. We have adopted the ten tenets of an effective compliance program, as prescribed by the Foreign Corrupt Practices Act (FCPA), the flagship regulation against bribery and corruption followed by organizations worldwide. These tenets breathe life into our ESG agenda.

WNS has also developed several digital tools in-house to strengthen compliance monitoring and reporting. Together, they enable us to honor our commitments and mitigate risks.



³⁵GRI 205-1UNGC P10 ESG Report FY 2022-23 | 54

WNS Compliance Program Landscape



Big, Bold, Beyond

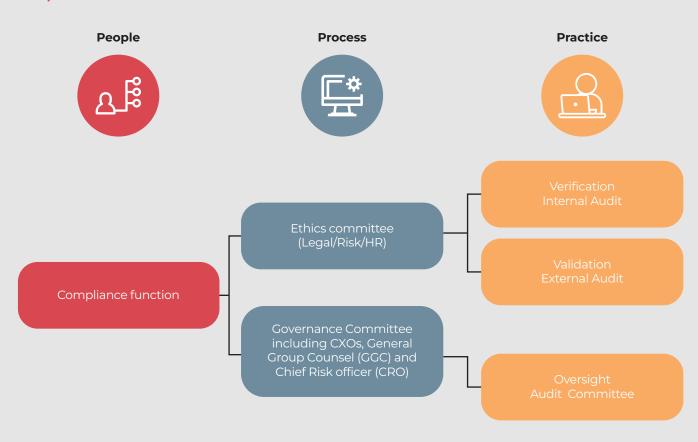
In our effort to be 'better than the best,' we not only adhere to regulatory requirements but are also constantly upgrading our capabilities to meet the thresholds set by regulators. We proactively assess the regulatory environment and introduce 'big, bold, beyond' measures to address emerging risks.

Expectations Set by the US Department of Justice (DOJ) and the Securities and Exchange Commission (SEC) on Corporate Compliance	WNS Initiatives ge	
Big		
"Just as a company's internal accounting controls are tailored to its operations, its compliance program needs to be tailored to the risks specific to its operations," says SEC.	WNS Supplier Portal - A curated digital solution for risk assessment to monitor vendors and clients in real-time to mitigate bribery and corruption risks.	
Bold		
"The need for root cause analysis of identified misconduct to 'integrate lessons learned' and timely and appropriately remediate those causes to prevent future compliance breaches," says SEC.	Lessons Learnt - It happened here is a quarterly update provided to the business on the reported breaches, along with the management's stand in dealing with them. It is an initiative to cascade the learnings arising from the breach management program.	
Beyond		
DOJ and SEC will look to the timeliness and thoroughness of the acquiring company's post-acquisition due diligence and compliance integration efforts.	New Acquisitions - Rolling out of policies, training coverage and extension of risk screening to the acquired business is a part of our post-acquisition audit and counts these as integration milestones for management reporting and Board updates.	

Get, Set, Go

Our compliance architecture comprises the '3 lines of defense' of people, process and practice. Our people enable us to carry out compliance execution, processes are essential for administration and robust practices are crucial for effective management.

Compliance Architecture





Policies and Programs

We aim to inculcate and nurture behaviors in our employees that promote a just, equitable, fair and responsible work environment. The policies that we have instituted offer clarity on our expectations of good and ethical conduct in business from employees. They reflect and reinforce our corporate values and act as guardrails against missteps.

The policies that apply to all our employees are:



For more details on our policy commitments please refer to CoBEC³⁶



³⁶GRI 2-23 ESG Report FY 2022-23 | 57

Code of Business Ethics and Conduct (CoBEC)

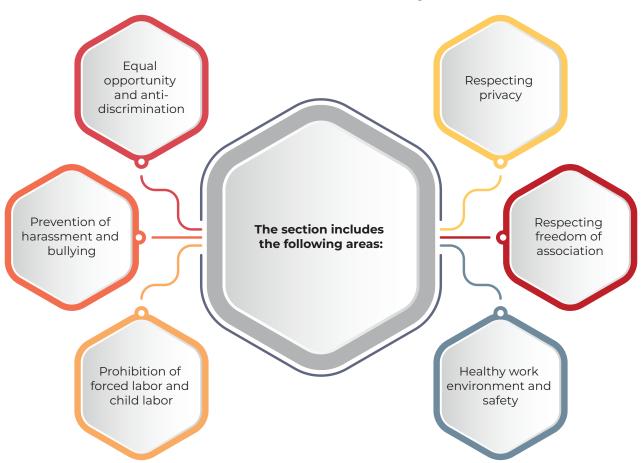
Our employees provide an annual sign-off on CoBEC, which includes a declaration and an undertaking to adhere to the compliance standards, as a part of their employment terms and conditions.

CoBEC is the overarching compliance policy that also underpins other areas of compliance oversight, including:

- 1. Reporting, accounting and financial records
- 2. Conflict of interest (For more details on mitigation strategies and measures implemented by our organization, please refer to CoBEC)37
- 3. Anti-money laundering
- 4. Insider trading

CoBEC is the very fabric that binds us together and shapes our culture. Every stakeholder in our business ecosystem, such as employees, directors, contractors and vendors, is collectively defined as an Associate. We encourage them to comply under CoBEC to conduct every business transaction according to its tenets.

CoBEC sets the ethical standards for the business and defines the contours of the operating framework for the compliance program. At an operational level, CoBEC prescribes principles and practices that the company and our employees must follow. There is a strong flavor of CoBEC in the Client Gift and Entertainment Guidelines, Supplier Governance framework and Know Your Business Partner evaluation standards, among others. Additionally, we have a section on human rights in our CoBEC policy as a signatory to the UN Global Compact. This initiative reiterates our commitment to the Universal Declaration of Human Rights.38





In addition, we have strengthened our commitment to people development in compliance with the Modern Slavery Regulations. We have included a section on Freedom of Association, reinforcing our assurance to uphold the choices of our employees and ensure to be governed by common interest groups.

Considering our structured governance framework and multi-layered committees to address employee grievances and policy violations, we have decided to remove the section on OMBUDSPERSON. This modification will help us effectively deal with issues within our organization.

For more information, please refer to our website.

Picture-n-Pixel

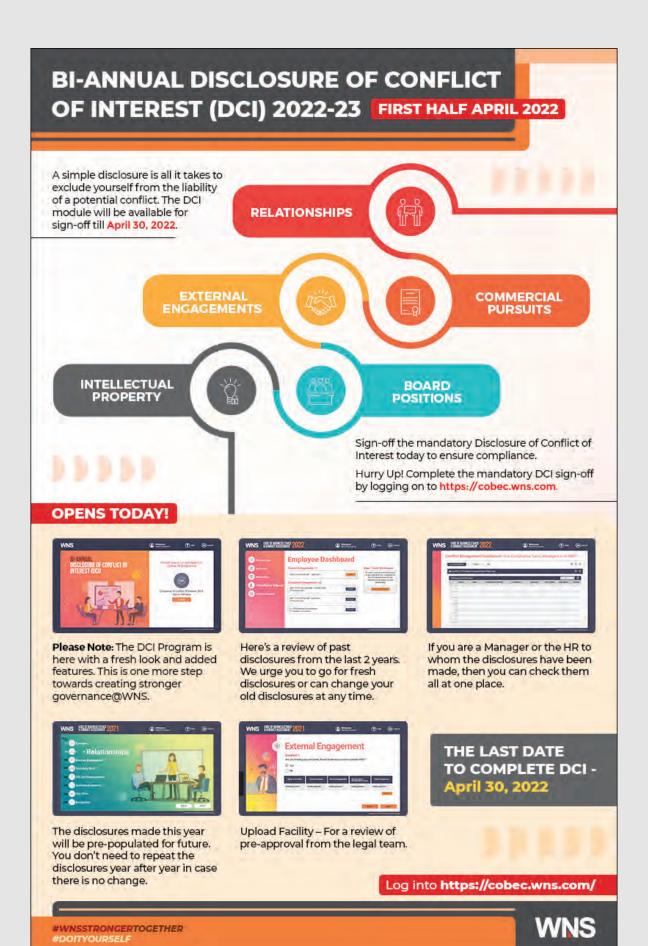
The Disclosure of Conflict of Interest (DCI), a bi-annual program applicable to select employees across the organization, was re-launched in a novel and interactive way that makes the process of providing disclosures simple and meaningful.

By digitalizing this process, we have made it robust and hassle-free for users. They can now update their disclosures on a half-yearly basis and instantly intimate their supervisor and HR on the potential impact of such

The enthusiastic response from employees to the DCI program in its new avatar is testimony to the fact that compliance at WNS is a collective agenda.











Training and Communication³⁹

Making employees aware of new policies and sensitizing them towards expected behaviors on an ongoing basis is vital to achieving desirable outcomes. We are constantly assessing the results of our training and communication and designing newer methods and approaches for higher effectiveness. We have redesigned our training and communication collateral and delivery approach to appeal to the millennials in the organization, who constitute a significant proportion of our employee base. The focus is on making training literature attractive and the delivery method interactive and engaging. The use of theatre



and role play has proved to be an effective medium.

In addition, senior employees are expected to provide disclosures bi-annually to ensure no conflict of interest arises in their personal or professional capacity.⁴⁰

For employees with an external interface, viz. employees involved in client negotiations, supplier negotiations, employees in the accounting and finance section, HR employees, additional face-to-face trainings with emphasis on risks of non-compliance in their areas of work are provided.



³⁹GRI 205-2, ⁴⁰GRI 2-15 ESG Report FY 2022-23 | 61

WNS #ThisIsWhereWeBelong CORRUPTION IS, A CHOICE! The Corruption Perception Index (CPI)* We can collectively make it better! *International Rankings provided by Transparency International - an organization that works towards evaluating corruption across the world. 117 102 105 China Costa India Romania UK The Poland South Sri USA Australia Spain Turkey Philippines Rica Africa Lanka 2012 **2022** On the occasion of International Anti-Corruption Day, you can #DOYOURBIT to curb Corruption: Avoid expensive Disclose conflict Follow the Ensure accurate client gifts and procurement of interest accounting and entertainment reporting process

#WNStrongerTogether

#WNSpirit

Measuring Matrix

We believe in the principle that what gets measured gets done. Hence, we have put in place KPIs to measure the effectiveness of compliance through various initiatives undertaken during the year. There are KPIs for various aspects of the compliance program to determine the value our process-driven compliance activities bring to bear and how they translate into management practices. These are succinctly captured by the Compliance in Management Practise and Action (CIMPA) along with Courage, Integrity and Action (CIA), the compliance mascots for WNS.



Anti-Bribery and Fair Dealing Policy

We prohibit any form of bribery, whether it is indirect or direct and carried out by or through employees, agents, subsidiaries, business partners or other intermediaries or third parties associated with us.

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

- Promotional gifts
- Travel and accommodation
- Meals
- Charitable donations
- Political contributions

For more information, please refer to our website.





Online Gift and Entertainment Ticketing System: Impact Created

What we did: WNS rolled out a revised Client Gift and Entertainment Guidelines this year that define the boundaries for engaging with clients. The guidelines seek to eliminate ambiguities such as what constitutes business hospitality and what will be construed as favors and motivated benefits, which regulators view as 'masked bribes.'

Linked to that, WNS also launched a ticketing system in I-Expense claims, the employee expense reimbursement system.

What we achieved: The compliance department can now monitor the nature of expenses incurred towards client engagements.

The digital solution also enables the compliance team to track expenses incurred during the relationship-building phase. This guards us against undue influence to seek business from the prospect through business hospitality.

This was a unique way of ensuring the policy was being adhered to and regulatory and audit requirements were met digitally and in real-time. It provided an engaging way of educating employees on our policies and enforcing the policy through processes, thus enabling us to improve compliance.

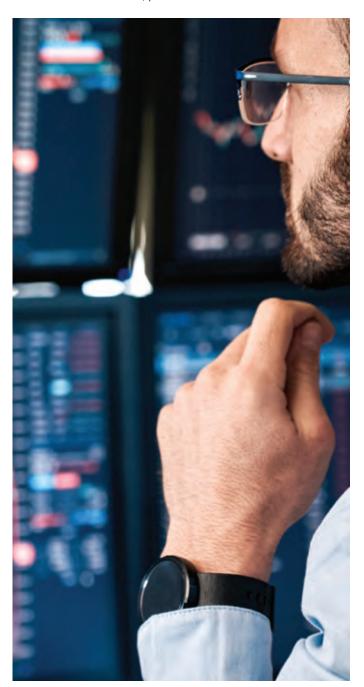




Insider Trading Policy

WNS' Insider Trading Policy prevents directors, officers, employees or key employees of the company from trading the company's securities with price sensitive information that may affect or influence fair trading in the New York Stock Exchange, where WNS is listed. Examples of material information include (but are not limited to) information concerning dividends; corporate earnings or earnings forecasts; possible mergers or acquisitions; tender offers or dispositions; significant new products or product developments; important business developments such as major contract awards or cancellations, developments regarding strategic collaborators or the status of regulatory submissions; management or control changes; significant litigation or regulatory actions; significant borrowing or financing developments, including pending public sales or offerings of debt or equity securities; defaults on borrowings; bankruptcies and any knowledge regarding a significant cybersecurity incident experienced by our company.

For more information, please refer to our website.





Trade Compliance Program

In upholding the corporate value of Client First and in subscribing to the mission of "Enabling our clients to outperform," the Trade Compliance Program (TCP) was launched*. It is an emphatic move to demonstrate our commitment to compliance beyond our internal processes.

Given the ever-evolving geo-political and economic relationships in the global landscape, WNS is geared to keep pace with international compliance standards and ensure that we ably support our clients in fulfilling their regulatory requirements on trade sanctions and export control, as applicable.

This program is designed on the three key tenets of risk assessment, viz. KNOW, ASSESS and MITIGATE, trade compliance risks arising from our client operations. This program puts WNS ahead of the curve in meeting our client expectations towards fulfilling the obligations of (i) regional sanctions, (ii) trade sanctions and (iii) thematic sanctions, cutting across the jurisdictions in which we operate.

WNS is equipped with a robust and rigorous screening and monitoring process weaved into its legal framework, setting the Trade Compliance Program as yet another step towards strengthening the governance standards of WNS in a global market.

WNS Introducing WNS Trade





Dear Colleague,

Compliance Program

Recent global economic and political shifts have highlighted the significance of trade sanctions and export control regulations, affecting companies both within and outside the US.

This is evident from a significant action recently undertaken by the US Department of Justice (DOJ) against a German company.

The German company facilitated the transfer of oil from Venezuela to Russia and China through a state-owned German entity.



To evade detection, they used shell companies and financed the transactions with cash and Tether, a cryptocurrency tied to the US Dollar.



Investigations revealed that the shipping documents falsely labeled the cargo as food instead of oil to bypass US export control laws. As a result, all parties involved now face severe penalties, including prosecution for criminal conspiracy.



As a US-listed entity, we at WNS recognize the importance of being well-versed in trade sanctions and economic control regulations. Our clients rely on us to exercise unwavering diligence and adhere to these regulations, ensuring the protection of their operations.

In alignment with this commitment, I am pleased to present WNS' Trade Compliance Program. The program comprises two essential documents that will equip us to effectively tackle these challenges:



WNS Sanctions and Export Control Policy



Sanctions and Export Control Compliance Manual and Related Procedures

These meticulously crafted documents specifically support our Operations and Sales teams, enabling us to achieve the following:

Operate within authorized jurisdictions, avoiding prohibited areas

Refrain from engaging with sanctioned entities or individuals

Exclude ourselves from any processes involving end-users falling into the above categories

We will share comprehensive training materials to familiarize you with the requirements outlined in these policies. Meanwhile, you may access the documents via our policy portal, available HERE.

Let us collectively establish and uphold the highest ethical standards by consistently DOING THE RIGHT THING.

Warm Regards,

Gopi Krishnan **Group General Counsel**

Corporate Communications Policy

To ensure consistency and an accurate representation of facts and communication, we have instituted a Corporate Communications Policy. Under this policy, we have designated certain key spokespersons on behalf of the company to provide information or to respond to specific inquiries.

Only these key spokespersons and any spokespersons explicitly designated as such, are authorized to make public disclosures about the company that are reasonably expected to reach current or potential investors, the investment community, securities market professionals such as financial analysts or the financial press.

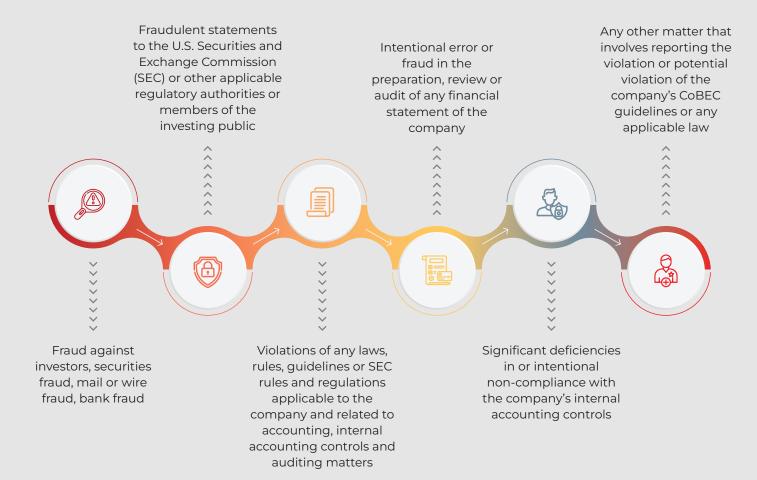
For more information, please refer to our website.

Whistleblower Policy and Mechanism⁴¹

WNS empowers its associates to flag issues around non-compliance with rules and regulations, fraud or deficiencies. Complaints are given their due and dealt with expeditiously and complainants are protected from harassment. A complainant can bring an issue to the notice of the appropriate authority anonymously. Such complaints, including without limitation, can be related to:

As far as possible, the company ensures the confidentiality and anonymity of a complainant if the complaint is made by an employee who wishes to not identify herself/himself, while providing for an adequate review. Vendors, customers, business partners and other parties external to the company can also submit complaints. However, the company is not obliged to keep such complaints confidential or the complainant's identity anonymous.





⁴¹GRI 2-26 ESG Report FY 2022-23 | 67

All complaints are reviewed under the direction of the Audit Committee and oversight by the company's General Counsel, internal audit manager or such other persons as they determine to be appropriate.⁴²

For more information, please refer to our website.

Breach Management Process

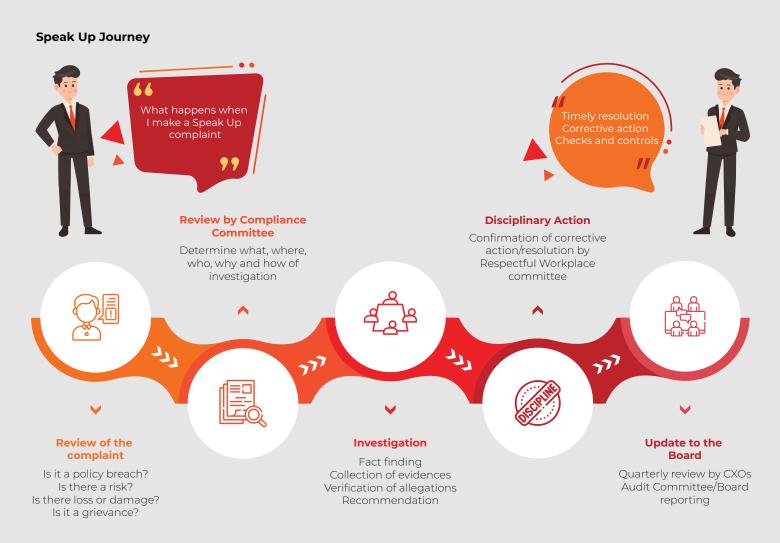
The management provides multiple avenues for employees to raise their concerns with the management, including a 24x7 ethics hotline that operates across the globe with services available in several languages.

Speak Up - Ethics Hotline: Impact Created

The Ethics hotline received more than 100 hits in FY 2022-23, which shows it has garnered employees' trust to confidently report matters. Quick and conclusive resolution of issues reported in a time-bound manner and committees at multiple levels evaluating the merit of the issues being raised objectively have convinced employees to speak up.

The insights gathered from the type of issues raised have facilitated policy changes, where appropriate.





⁴²GRI 2-16 ESG Report FY 2022-23 | 68

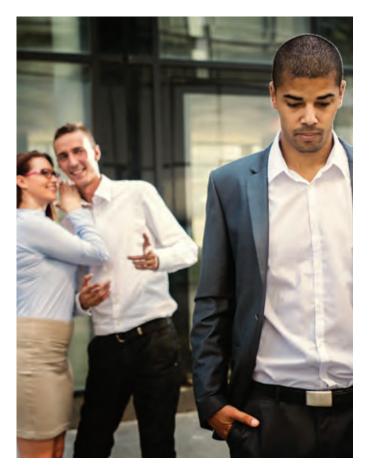
Fair Treatment, Respect and Dignity at the Workplace

We formulated this policy to ensure a working environment, free of discrimination or harassment and where all employees are treated with dignity and respect. This policy covers the following:

- Discrimination: Excluding, withholding, isolating
 or targeting an individual on the basis of biological,
 physical, social, cultural or behavioral attributes.
 Any of the above behaviors, if resulting in humiliation,
 ridicule or demeaning of the individual and thereby
 causing discomfort or disadvantage to the individual
 at work, can be referred to as discrimination
- Bullying: Use of force, power or threat to persuade or exclude an employee from conducting himself/ herself in a desired manner, thereby causing mental stress or stigma to an individual about his or her personality
- Harassment: Conduct or behavior that is objectionable, improper or inappropriate to the individual, and is detrimental or counter-productive to the individual's ability to perform and excel at work⁴³

The policy is easily accessible by all employees and further details the process to follow in case of a complaint and clearly outlines the steps that WNS will take in such a case. WNS is committed to the principle of equal opportunity for everyone in employment. There were no proven incidents of discrimination during the FY 2022-23.⁴⁴

For more information, please refer to our website.

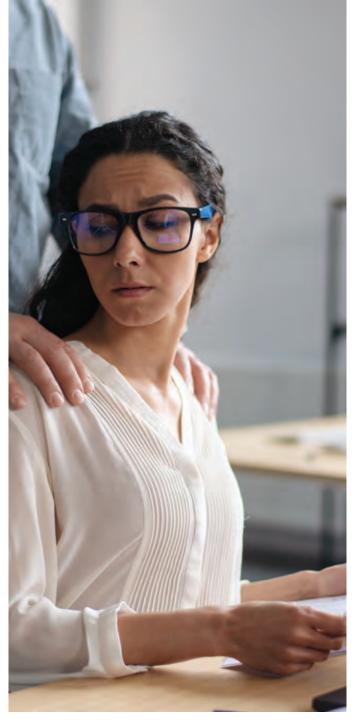


Prevention of Sexual Harassment

Our constant endeavor is to make WNS a safe and respectful workplace for every employee through our commitment to integrity, inclusion, fairness and transparency. The corporate culture is changing in profound ways, right from the way we communicate to how we approach our jobs each day. Our focus is to constantly evolve and innovate to make the ecosystem more equitable.

We have in place robust mechanisms to prevent any instances of sexual harassment and strive hard to create internal sensitivity and awareness through e-learning modules on the prevention of sexual harassment at the workplace. These training modules are mandatory for every WNS employee.

For more information, please refer to our website.



⁴³UNGC P6. ⁴⁴GRI 406-1 ESG Report FY 2022-23 | 69

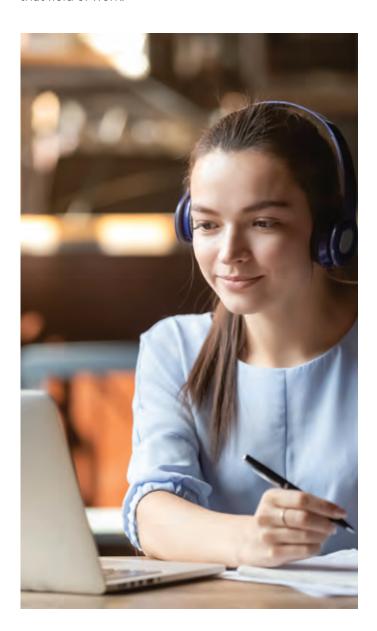
The Additional Engagement Policy

Post-COVID, Work From Anywhere has become a buzzword among millennials. However, WNS has been ahead of the game by implementing the Additional Engagement Policy that applies to all employees based in India.

Put into practice in 2019, the policy also makes WNS the first organization in the industry to accept the concept of dual work. The policy was crafted keeping in mind the aspirations of the youth to pursue their interests beyond work, in a way that there is no conflict of interest, such as in the case of moonlighting.

The policy is a fitting example of an empathetic, people-centric organization that is driven by compliance processes and the values and beliefs of the leadership. Under this policy, junior employees have the freedom to choose work beyond their job that not only helps them hone their skills but also makes it commercially attractive to them.

The guiding spirit of this policy is the robust disclosure program that places emphasis on the employee to disclose what she or he seeks to pursue, either on account of one's domain knowledge or out of passion in that field of work.



Environment, Health and Safety (EHS) Policy

Our Environment, Health and Safety (EHS) Policy is signed by the Group CEO and reflects the intent, direction and commitment of the organization toward environment protection and the health and safety of our employees. The four key elements of the EHS Policy are:

- Environment and sustainability
- Encourage compliance
- Employees and stakeholders (clients, suppliers, contractors and government)
- EHS integration and business excellence

For more information, please refer to our website.

Responsible Supply Chain and Supply Management Governance Framework

WNS has adopted responsible sourcing as an essential component of our ESG framework. The WNS Supplier Portal, an internally developed, automated supplier management tool launched in 2020, brings the framework to life. The portal is a single point solution that we have used to onboard vendors, conduct risk assessment and facilitate disclosure management.

The key drivers in this program include:

- The Know Your Business Partner (KYBP) program, which allows a risk-based approach in engaging with the suppliers



- A robust supplier governance program, where mandatory training and an annual self-certification program ensure the alignment of our suppliers with WNS' compliance and governance framework
- The Supplier Diversity Program (SDP) which helps with the following:
 - Provides a level playing field
 - Creates opportunities in the commercial market
 - Uplifts the economic standards of suppliers from minority, small and disadvantaged communities
- We prioritize the environmental aspect during supplier onboarding to ensure there is an understanding of sustainable practices that our suppliers are following throughout our supply chain
- The supplier awareness program, where we focus on supplier engagement to jointly establish the highest levels of governance for the business

Each of the above elements has provided a new impetus to the organization's sustainability goals.



Supplier Portal

The supplier portal is a meaningful step towards meeting the regulatory requirements for anti-bribery and anti-money laundering laws and it guarantees our suppliers fair business practices in vendor evaluation and selection, including equal opportunity, transparency and accountability.

Through a digital platform and automated vendor onboarding, the supply management function has been the primary source of validation for our clients and the external certification agencies to assess the organization's maturity in the areas of sustainability and governance. The responses are thoroughly verified by multiple teams to ensure that there are no underlying risks in engaging with such suppliers, from a regulatory and corporate reputation risk assessment point of view.

Another key feature of the supplier portal is the ability to allow suppliers to disclose their diversity status and sustainability initiatives at the time of onboarding. As a digital repository of vendors, the portal allows third-party evaluation and validation, updating of vendor's risk and diversity status on a regular and ongoing basis.

Supplier Diversity Program

We support and promote diverse businesses that may be small, disadvantaged and under-represented. The Supplier Diversity Program (SDP) offers a competitive marketplace to deserving suppliers and promotes an environment of merit-based evaluation and selection.



As a part of this initiative, suppliers can provide their diversity status if they fall into one or more of the following categories:

- Small businesses (indigenous, local businesses)
- Underrepresented businesses (owned and managed by disadvantaged communities)
- Distanced businesses (located in remote or tribal areas, with little or no access to commercial markets)

WNS is dedicated to establishing a robust ecosystem of suppliers from various backgrounds. Through its Supplier Diversity Program, WNS guarantees equal opportunities for all suppliers to participate in our procurement process while actively promoting engagement with suppliers representing diverse communities. We encourage diverse suppliers to provide their information profiles via our supplier onboarding platform. Currently, our global diverse spend is approximately 4% from suppliers with third-party certifications as diverse suppliers.⁴⁵



Environmental Aspect During Supplier Onboarding

As part of the supplier onboarding process, we prioritize the environmental aspect during supplier onboarding to ensure sustainability throughout our supply chain. We collect suppliers' information related to their environmental aspects in doing business with WNS. We encourage suppliers to have established environmental policies demonstrating their commitment to pollution prevention, resource conservation and compliance with environmental regulations. We collect information about their efforts on energy efficiency and waste management practices, encouraging the use of renewable energy sources and promoting waste reduction. By requesting transparent environmental reporting and collaborating with suppliers on continuous improvement, we aim to create a greener and more sustainable supply chain for a better environmental future. Our supplier portal transformation journey is highlighted in the following video.

Supplier Code of Conduct

WNS is committed to protecting human rights and prohibiting child labor or forced labor, not only in its business but also in the entire value chain.⁴⁶

The undertone of our Responsible Sourcing agenda is about ensuring good governance in the supply chain as well. As an extension of our commitment to the United Nations Global Compact (UNGC) toward fair labor practices, the procurement team leads the initiatives under the supply management function by ensuring transparency and accountability of the supplier toward prevention of modern slavery, bribery and corruption in the supply chain. This is achieved through an Annual self-assessment and awareness program designed to achieve alignment in the compliance of the suppliers, with WNS governance standards.

The above principles are amply articulated in the WNS Suppler Code of Conduct and is integrated into the supply management function, through contractual obligation and with a mandatory consent as a pre-requisite for supplier onboarding.

For more information, please refer to our website.



⁴⁵GRI 204-1, ⁴⁶UNGC P2,P4,P5 ESG Report FY 2022-23 | 72



Responsible sourcing

WNS Supplier Code of Conduct

Mandatory compliance standards applicable for suppliers and business partners.



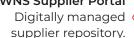
WNS Supplier Portal

supplier repository.



Supplier Assurance

Self certification of suppliers for adhering to WNS compliance standards.





Supplier Awareness

Mandatory anti-bribery training.



Risk review and risk assessment for potential red flags.



Supplier Diversity

Supplier profiling and classification of suppliers.



Standardization and enforcement of supplier obligations through contracts.



Supplier Evaluation

Periodical review of suppliers on competence, capability and compliance.



Supplier Governance

Audit and management reporting.



Continuous Improvement

Benchmarking and upgradation of procurement standards.

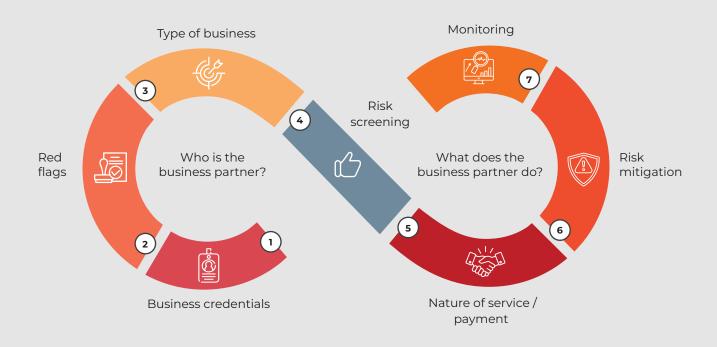
Third-party Risk Management

Anti-bribery provisions are part of the Supplier Code of Conduct and are binding on all third parties doing business with WNS. In addition, a risk management framework is applicable to the supply management function that is operated through a third-party service provider.

As per the risk screening process, all third parties, including suppliers, customers, sub-contractors and service providers, must undergo a sanction check and verify their State-Owned Entity (SOE) or Politically Exposed Person (PEP) status.

A snapshot of the Know Your Business Partner Program (KYBP) is provided below:

Know Your Business Partner



The Compliance Framework

A robust compliance program is one that provides an organization visibility into the evolving regulatory landscape, maps its business to industry and jurisdiction-specific legal and other obligations, and enables it to stay one step ahead of risks at all times. WNS has brought rigor to its compliance program with a proactive approach that ensures there are no unmet requirements and slip-ups in making and honoring commitments.

The nature and scale of our business operations expose us to more regulatory oversight than other businesses. With newer regulations coming into the picture that are binding on not just WNS but also our clients, compliance is becoming a highly complex subject. Hence, we have stepped up our internal scrutiny and processes.

Risk Management

WNS has implemented an organization-wide, multi-layered Enterprise Risk Management (ERM) framework aligned to its business. The ERM framework assists the company in identifying and managing

various business risks, including brand and reputation risks, strategic, operational, compliance and reporting risks. In addition to the ERM program, WNS has implemented targeted risk management and assurance programs as detailed below:



Risk Management Programs

Information Security: To manage risk pertaining to the confidentiality, integrity and availability of client and WNS information, including cyber security and data protection

Business Continuity and Infrastructure Risk Management: To prevent, monitor and mitigate the risk of disruption of critical business processes and infrastructure

Business Process Risk Management: To identify operational risks within business processes, recommend mitigating controls and verify continued operating effectiveness of controls. This team also manages the credit risk program covering WNS' clients and acts as an independent team that supports the Legal and HR team during investigations

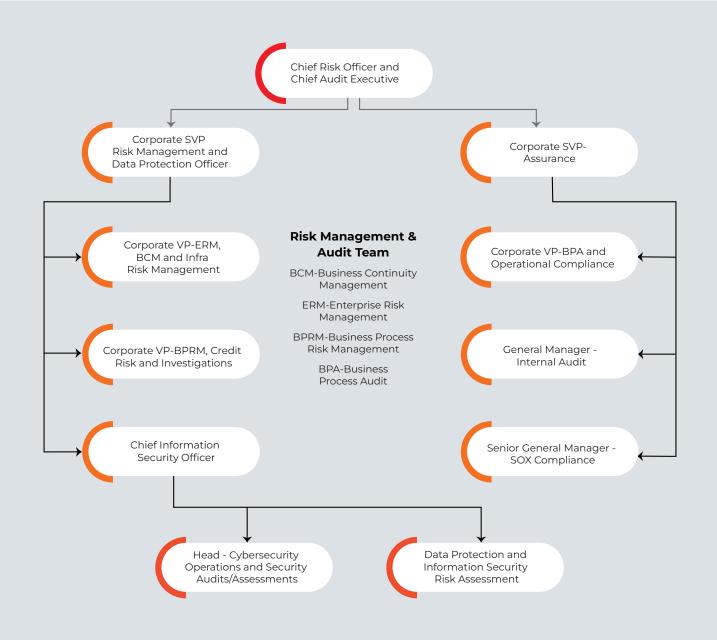
Assurance Programs

Business Process Audit: To conduct an audit and provide assurance on the operating effectiveness of service delivery, including operational compliance requirements within the service delivery

SOX (Sarbanes-Oxley): This team provides additional transparency and reporting on WNS' financials through its internal control over financial reporting activities

Internal Audit: The team handling this function audits WNS' Enabling Unit functions against WNS' internal policies and procedure requirements

The Risk Management and Audit team is a centralized corporate function, independent of other business and enabling units, with members across various geographies in which WNS operates. The role of this team is to conduct multiple risk management and assurance activities across the company. The team structure is depicted below:⁴⁷



⁴⁷SASB -TC SI 550 a.2 ESG Report FY 2022-23 | 75



Monitoring of ESG Risk Factors

Increasing scrutiny and attention on ESG matters may adversely affect our business operations, clients and profitability, and expose us to reputational risks and legal liability. In addition to financial results, companies are being judged on their ESG performance. Expectations regarding voluntary ESG initiatives and disclosures may result in increased costs, such as compliance expenses, stakeholder engagement, contracting and insurance. It may also result in changes in demand for certain products, enhanced compliance or disclosure obligations or other adverse impacts on our business, financial condition or operational results.

We may, sometimes engage in voluntary initiatives, such as voluntary disclosures, certifications or goals, to improve our ESG profile and respond to stakeholder expectations. These initiatives can be costly and may not achieve the desired effect. Expectations of the company's management on ESG matters continue to evolve rapidly, often due to factors that are out of our control. Moreover, actions or statements that we may take based on expectations, assumptions or third-party information that we currently believe to be reasonable may subsequently be determined to be erroneous or subject to misinterpretation.

Stakeholder expectations will likely lead to increased costs as well as scrutiny that could heighten all of the risks identified in this risk factor. Additionally, many of our clients and suppliers may be subject to similar expectations, which may augment or create additional risks, including risks that may not be known to us.

We have always prioritized climate-change risks, including the impact on clients and delivery locations due to droughts, floods, extreme temperatures and global financial conditions such as inflation or recessionary trends. We operate in multiple locations worldwide, with approximately 60% of our delivery locations inland and 40% in coastal areas. While we acknowledge the potential impact of rising sea levels on our coastal delivery locations, most of our coastal locations are further inland and we currently do not foresee any immediate threats in this regard. However, we remain mindful of the uncertainties associated with climate change, particularly for Arctic ecosystems and coral reefs, which could lead to extreme weather conditions.⁴⁸

For more details on risk factors, as outlined in 20-F, please access the link on our **website**.

⁴⁸GRI 201-2 ESG Report FY 2022-23 | 76

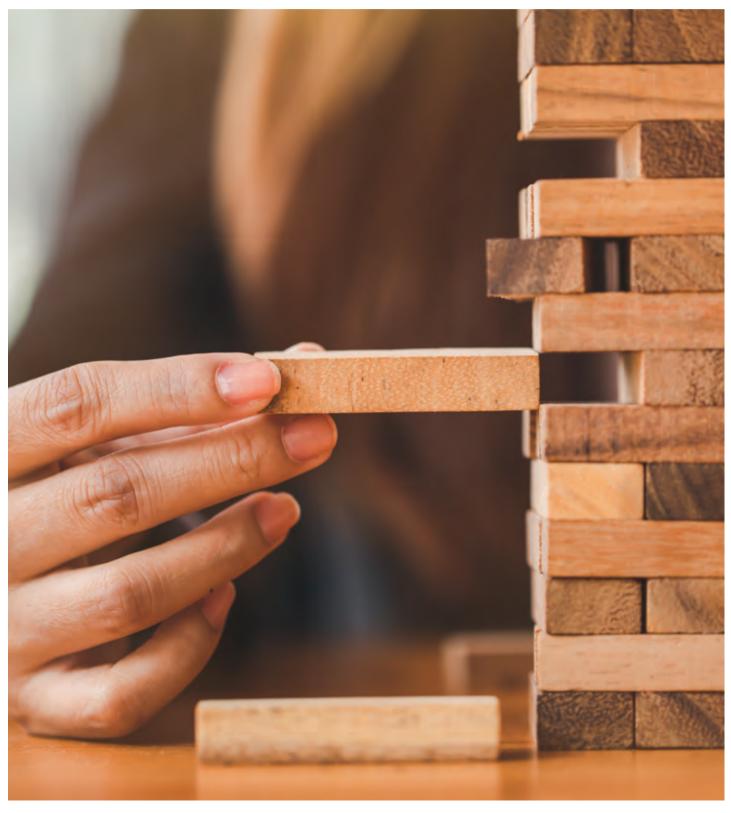
Business Continuity

Business Continuity Planning (BCP) is core to the survival of an organization, without which there are risks to the business, the health and safety of its people and the brand's reputation. As a BPM company that manages business-critical operations of clients across the globe, BCP has always been a vital aspect of our business. When the COVID-19 pandemic hit, it put our BCP to the test. It triggered large-scale business disruption, which presented unique challenges that needed out-of-the-box thinking and quick decision-making.

Business in a Post-COVID World

It's been more than three years since COVID-19 hit us, but the world is still grappling with the social, economic and humanitarian fallouts of the outbreak, including repercussions for business operations.

In the case of WNS, our resilience has helped us navigate crises. We realize the importance of collaboration with our key stakeholders and prioritizing their welfare to achieve success. We remain steadfast in our commitment to the safety and well-being of our employees, support our clients and communities, and deliver value for our investors, irrespective of the circumstances.



Redefining Operational Resilience

- Re-engineer service delivery model for hybrid workforce
 - Training
 - Work force management
 - Work allocation and queue management
 - Productivity management
 - Quality management
 - Program governance

- Travel policy
- Insurance policy
- BCM Policy (included hybrid model)
- Hiring and onboarding policy



- Infrastructure rist management
- Introduction of Work From Home (WFH) as a key recovery strategy
- Traditional BCP strategies of split operation and relocation to continue to be adopted to cover various other disasters
- Business Impact Analysis (BIA) approach to include resilience categories at process level

- Secure hybrid technology model
- Hardened endpoints (laptop)
- VPN with multifactor authentication
- Advanced Threat Detection (ATD)
- Date leakage prevention
- Cloud proxy for internet access
- End-point restrictions (e.g. local storage, print screen, registry edit, etc.)
- Change in HR practices
- Engagement
- Development
- Performance
- Wellbeing
- Compensation
- Learning
- Changes in hiring and retention strategies
 - To include temporary staff/GIG workers



Currently, we deliver services to our clients through a hybrid model, which combines work from home and work from office solutions. Work-from-home is presently the primary mode of operation for a large number of employees. With a significant decline in COVID-19 cases, there have been corresponding changes in government-mandated safeguards. This development has enabled us to review our operating model and plan the future accordingly. As vaccination rates increase, we also have been able to move forward with a return to office in an organized manner.

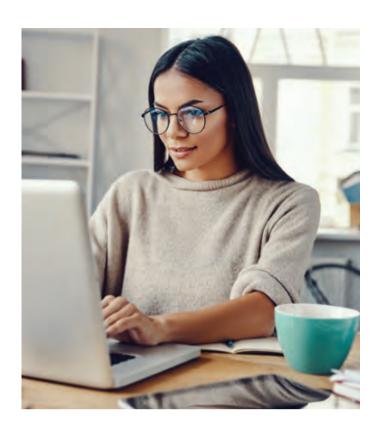
The phase-wise return-to-office is evaluated on the following guidelines:

- Client demand
- Operational efficiency
- Employee willingness
- Process risk ratings
 - P1 processes with PCI (Payment Card Info)
 - P2 processes with PHI (Personal Health Info)
 - P3 processes with GDPR (General Data Protection Regulation) exposure
 - P4 all other processes not covered in the above categories

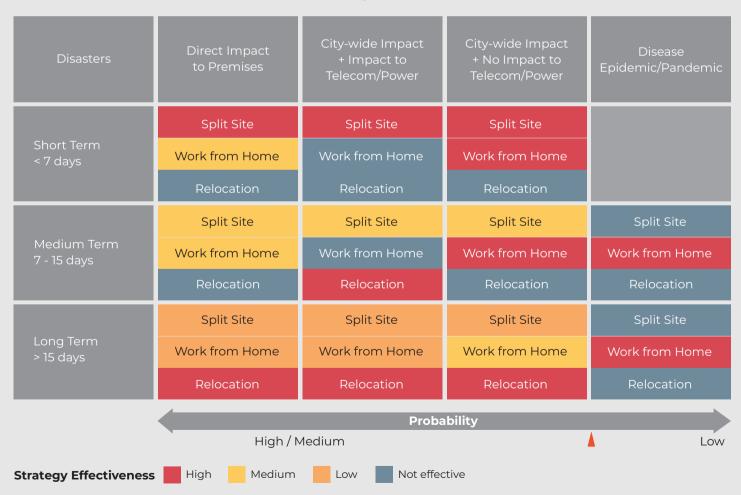
While COVID-19 has compelled us to re-examine our BCP strategies, it has also allowed us to reconsider our operating model and evaluate remote working capabilities. It has strengthened our business resumption capabilities and broadened our access to a global talent pool.

We have undertaken several infrastructure changes to support remote working in the post-COVID world. Desktops have been replaced largely for time-sensitive processes with mobile computing devices such as laptops and new infrastructure has been added for secure service delivery. To eliminate risks associated with unsupervised environments, we have implemented a Cloud-based virtual desktop environment, patch management and anti-malware systems. We continue to enhance our security management and monitoring tools, help seamlessly aggregate and correlate security events from on-premises and remote environments and ensure cyber security to our stakeholders.

For clients, an extensive combination of BCM strategies encompassing various disaster scenarios is being implemented:



Post-COVID-19: Re-evaluation of WNS' BCM Strategies



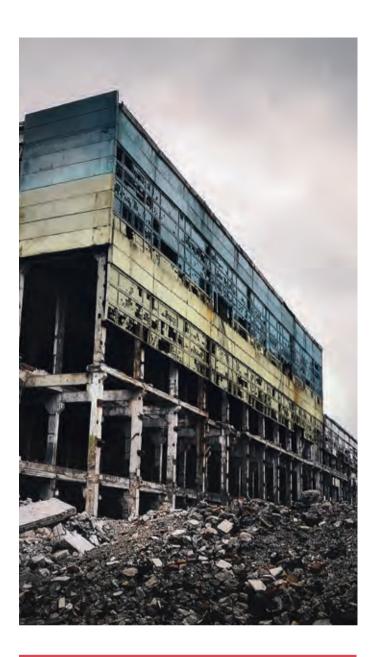
Ukraine-Russia Conflict

WNS strongly supports the rights and freedom of people in the world and joins governments, organizations and individuals across the globe in calling for an immediate end to the attacks on the citizens of Ukraine and for lasting peace. Currently, WNS does not serve any clients or have operations in Russia and will continue to comply with any regulatory requirements, including sanctions, in dealing with entities in Russia.

WNS does not have clients or operations in areas directly impacted by the war, including Russia, Ukraine and Belarus. However, we are vigilant about the potential risks to WNS operations globally, including areas with WNS operations which are near the conflict, such as Poland and Romania. These risks include military actions, cyberattacks against governments and businesses, attacks or issues with infrastructure and communications, and disinformation campaigns that can escalate tensions and financial impacts from sanctions, trade wars, economic crises and currency issues.

To address the potential impact of short-term power outages, WNS has equipped most of our staff at both of our Poland and Romania locations with backup solutions in the form of laptops and Wi-Fi dongles. In addition, the WNS Risk Management team has implemented additional measures to monitor the ongoing crisis and its potential fallout. As a part of these measures, the WNS Threat Analytics team has been monitoring the evolving global cyber threat landscape, active cyber threats and threat actors via our subscribed threat intelligence platform. Also, the team is actively monitoring alerts from the United States Department of Homeland Security (DHS), the Department of Justice (DOJ), the Cybersecurity and Infrastructure Security Agency (CISA) and other governmental and security agencies. These threats inputs, alerts and reports are analyzed to formulate a defensive action plan to be implemented on our security technologies to enhance our operational protection capabilities.





with our technology security partners to keep us informed with respect to additional areas that require attention. WNS is also committed to taking all necessary steps to ensure the safety of its employees, both in the office and at home, and will strive to ensure business continuity to the best of its abilities. WNS' emergency response plans are in place to ensure proper escalation, coordination and actions to be taken in any eventuality.

In addition to the above actions, we are closely working

Actions taken so far following the Russia-Ukraine conflict include:

- WNS is currently tracking and monitoring the threat actors in the region for changes in their modus operandi using our WNS Threat Intelligence sources and Open-Source Intelligence (OSINT)
- We have identified and utilized the Common Vulnerabilities Exposures (CVE) exploited by these threat actors along with the Indicators of Compromise (IOC) to proactively scan WNS' managed infrastructure
- We are actively reporting and addressing any open vulnerabilities associated with the CVE on the WNS technology stack for mitigation
- WNS is assessing the need for compensating controls on the perimeter to counter any emerging threats



Managing the Sri Lanka Crisis

Sri Lanka is experiencing a severe financial crisis stemming from various factors, including the COVID-19 pandemic, the Russia-Ukraine conflict and import/export imbalances. This has led to high inflation, shortages of key commodities, defaults on debt and a depreciating currency. Fallout of economic crisis initially led to public uprise and political turmoil during April to July period, however, the situation in Sri Lanka is currently calm and peaceful, with no major incidents reported anywhere in the country. As of 31st March 2023,

WNS has two delivery centers and over 1,000 employees in Sri Lanka.

We are constantly monitoring the situation and formulating strategies to prevent any disruption to services delivered from this location. WNS has identified the primary issues that, in the short term, could affect our service delivery from Sri Lanka. These include inflationary pressures affecting our employees and their families and potential power outages across the country.



To address these concerns, the following measures have been developed:

- Allowing employees to work from home with laptops equipped with battery backup to minimize the impact of planned power cuts
- Distributed internet dongles to enable connectivity from employees' homes where Wi-Fi routers may no longer work due to the power cuts
- Providing employees with pick-up and drop-off facilities
- Providing accommodation for employees residing outside the transport zone
- Collaborating with the Sri Lankan Association for Software Services Companies (SLASSCOM)⁴⁹ for relief and remedial measures for the ITES industry, which contributes valuable cash inflows and foreign exchange to Sri Lanka
- Providing additional monetary allowances to employees to help alleviate inflationary pressures

WNS has prepared an inter-country BCP with clients to ensure uninterrupted service delivery. The plan leverages WNS' delivery locations in countries such as India to deliver services to clients currently served from Sri Lanka.



Commitment to Compliance50

Our compliance domain actively scans the regulatory landscape and ensures total compliance with the applicable laws, rules and regulations of the country or industry in which we operate. These include, without limitation, laws covering bribery and kickbacks, copyrights, trademarks and trade secrets, information privacy, insider trading, illegal political contributions, anti-trust prohibitions, foreign corrupt practices (including the Foreign Corrupt Practices Act), offering or receiving gratuities, environmental hazards, employment discrimination or harassment, occupational health and safety, false or misleading financial information or misuse of corporate assets.⁵¹

The compliance program at WNS is dynamic and evolving, keeping pace with the developments in the external world. Accordingly, our compliance policies are reviewed annually, and necessary changes are made to meet the regulatory expectations and manage stakeholder requirements towards operational excellence.

WNS had a Statutory Compliance Module (SCM), which is a tool that covers all statutory compliances, be it time-based (occurring at pre-specified time intervals) or event-based (occurring only subject to certain pre-specified events taking place). The areas of compliance are finance, administration/facilities, HR/labor and statutory, which are assigned to the respective compliance owners across various jurisdictions, i.e., places where WNS has its operations / delivery locations. The portal sends notification e-mails to the concerned compliance owner, reminding them of the upcoming compliance requirements.



 WNS is in the process of revamping its compliance monitoring process and have introduced a new third-party compliance manager tool which is much more comprehensive and have larger coverage including the following areas:

S. No.	Compliance areas
1	Employment and Labor
2	Immigration
3	Payroll Tax and Social Security
4	Direct Tax
5	Indirect Tax
6	Data Privacy
7	Corporate Regulations
8	Foreign Exchange Regulations
9	Anti-Bribery
10	Export
11	Environment, Health and Safety
12	Anti-Trust
13	Cyber Security
14	Intellectual Property

The new compliance manager tool is being deployed in different phases based on locations where WNS has its presence.

WNS' new compliance manager tool focuses aligning the compliance initiative to the business strategy and embedding compliance objectives in operating processes. A team of subject matter experts has therefore developed compliance content that is driven by the business processes and acts as a guide for doing the business. The compliance content which is designed is lucid and insightful, providing a practical list of compliance tasks and obligations.

The new compliance manager tool provides the following:

- Pragmatic legal content specific to each sector, designed by a combination of legal and business experts providing business-specific legal insights
- Insightful legal content containing business impact analysis for all major requirements
- Process-specific and easy-to-understand compliance checklists without legal jargon to help individual process owners clearly identify their compliance tasks and responsibilities
- Detailed compliance content with process-driven compliance checklist covering policy and procedural requirements



The new compliance manager tool provides best-in-class features to monitor compliances. These features include:



Detailed view of compliance status

Ability to generate a detailed dashboard of the compliances using multiple filters available



Comprehensive compliance certification

- Ability to generate compliance certificate for a particular time period
- Option to customize the language of the certificate



Lucid interpretation of compliance tasks

- Compliance requirements turned into easily understandable actionable for owners
- Task-related information provided for the reference of the user



Risk-based compliance health score and trending

Detailed dashboard along with risk-based compliance health view



Dedicated module to handle event-based compliances

Ability to trigger event-based compliances to a pre-defined set of users



Comprehensive history report

Ability to generate comprehensive history report to review tasks completed in the past



Calendar view

Calendar view of the upcoming tasks for better management of time and planning for the tasks in advance



Board of Directors⁵²



Timothy L Main Chairman, WNS (Holdings) Ltd.



Keshav Murugesh Group Chief Executive Officer



John Freeland* Director



Jason Liberty Director



Francoise Gri Director



Diane de Saint Victor** Director



Keith Haviland Director



Lan Tu Director



Mario P Vitale Director

Timothy L Main -

was appointed to the WNS Board in June 2021, and he also serves on WNS' Compensation and NCG & ESG Committee. In September 2021, he was appointed as the Non-Executive Chairman of the Board. Currently, Mr. Main serves on the Board of Quest Diagnostics as Chair of the Cybersecurity Committee and a member of the Audit & Finance and Governance committees. He has spent his entire career in the B2B services or outsourcing environment, including more than 25 years at Jabil, a leading provider of manufacturing services with a global operational footprint. He was the non-executive Chairman of the Board of Directors and a member of the Cyber Committee at Jabil Inc. During his tenure as Chief Executive Officer of Jabil, he led the company's transformation and growth to a USD 17.6 billion, 141,000 employee organization through organic growth and strategic acquisitions. He comes with a rich experience and distinguished track record in international operations, corporate governance, vision and strategy and technology-led growth. Mr. Main holds degrees from Michigan University and the Thunderbird School of Global Management.

Keshav R. Murugesh -

was appointed as our Group Chief Executive Officer and director in February 2010. Mr. Murugesh is based out of UK since March 18, 2022. As CEO, he leads the transformation of WNS' business model across the years, resulting in the Company being recognized as a Digital-led Business Transformation leader with clients investing heavily in Domain, Digital and Data to Insights. Prior to joining WNS, Mr. Murugesh was the Chief Executive Officer of Syntel Inc., a Nasdaq-listed information technology company. He holds a Bachelor of Commerce degree and is a Fellow of the Institute of Chartered Accountants of India. Prior to Syntel, he worked in various capacities with ITC Limited. an affiliate of BAT Plc. between 1989 and 2002. He also serves as Honorary Co-Chief Mentor and Non-executive member of Project Management Committee (PMG) for "KALPATARU" CoE on Industry 4.0. Presently, he is an Executive Council member of the National Association of Software and Service Companies ("NASSCOM"). He is also a Charter Member of the Board of Trustees for TiE

Mumbai, which is a non-profit organization focusing on fostering entrepreneurship through mentoring, networking, funding and incubation and a member on advisory board of Atlas Skilltech University, a self-financed academic university. Previously, he held the position of Chairman and a Director at the Data Security Council of India, a not-for-profit, industry body on data protection in India set up by NASSCOM (from 2019 to 2020) and Vice-Chairman of the Executive Council of NASSCOM. He was the Chairman of the Audit Committee of NASSCOM (from 2017 to 2018) of which he stepped off on being elected Vice Chairman and the Honorary Chairman of The Confederation of Indian Industry – Western India's Education Committee (from 2017 to 2018). He has also served as a former chairman of the BPM Council at NASSCOM. NASSCOM is the industry association for the IT-BPM sector in India. He is on the Board of WNS Cares Foundation, a company that focuses on WNS's CSR arm and sustainability initiatives. He was the Chairman of SIFE (Students in Free Enterprise) India, which is a global organization involved in educational outreach projects in partnership with businesses across the globe, from 2005 to 2011.

Jason Liberty —

was appointed to our Board of Directors in February 2020. Mr. Liberty is a Chairman of our Audit Committee. Mr. Liberty brings over 25 years of finance experience and deep domain expertise in the travel and leisure vertical. Currently, Mr. Liberty is the Director, President and Chief Executive Officer for Royal Caribbean Cruises Ltd ("Royal Caribbean"). Since joining Royal Caribbean in 2005, Mr. Liberty has had many roles, most recently as Executive Vice President and Chief Financial Officer. In his former role, he was responsible for overseeing their finance and accounting, strategy, shared service operations, technology, supply chain, port operations, legal and risk management functions. Before joining Royal Caribbean Cruises Ltd. in 2005, he was a senior manager with KPMG, LLP. Mr. Liberty earned his MBA from University of North Carolina at Chapel-Hill, Kenan-Flagler Business School.

⁵³GRI 2-11, ⁵⁴GRI 2-17 ESG Report FY 2022-23 | 87

John Freeland -

was appointed to our Board of Directors in September 2014. Currently, Mr. Freeland is the Chairman and founder of JF Manufacturing LLC and the founder of JF Fitness of North America. He is on the Board of Trout River Lumber, LLC and Scout Logic, Inc. and also serves as an advisory partner of Next Horizon Capital (Erstwhile North Star Capital Investors). He was on the Board of Compuware Corporation during the year 2014. He brings over 36 years of experience to WNS. He was also the Chief Executive Officer of Symphony Information Resources, Inc. from October 2007 to May 2012, a leading global provider of information, insights and decision solutions. In his previous roles, he was President - Worldwide Operations for salesforce.com and a Managing Partner at Accenture, in the areas of global Insurance and global Customer Relationship Management. During his 26-year career at Accenture, he was also appointed a member of Accenture's executive committee. Mr. Freeland has a Bachelor of Art degree in Economics and a Master of Business Administration from Columbia University.

Françoise Gri -

was appointed to our Board of Directors in May 2015. Ms. Gri brings over 31 years of international business experience to WNS, most recently as Chief Executive Officer of Pierre & Vacances-Center Parcs Group, a European leader in local tourism. In her previous roles, she was Executive Vice President - France and then for all of Southern Europe at Manpower Inc., a workforce solutions company which she joined in 2007. During her 26-year career at IBM, she served in various executive positions, being at last as the President and Country GM for IBM France. She is a chairperson of Omnes Education, erstwhile known as INSEEC U, which is a private multidisciplinary higher education and research institution, and a member of the Board of Directors and chairperson of the Risk Committee at Credit Agricole. She is also on the board of Francaise Des Jeux, Credit Agricole Investment Banking and acts as an independent lead director at Edenred. Ms. Gri has a Master of Science degree in Computer Engineering from Ecole Nationale Superieure d'Informatique et Mathematiques Appliquees ENSIMAG in Grenoble, France.

Keith Haviland -

was appointed to our Board of Directors in July 2017. He brings significant global technology and business experience to WNS, including strategic vision, executive leadership, operational execution and C-suite relationships. He spent 23 years with Accenture, where he was a key founder of their offshore business model and technology global delivery network, creating Accenture's centers in India and other locations. He later becoming responsible for all client-facing technology services, including consulting, systems integration and outsourcing. He finished his tenure at Accenture in 2013 as Senior Managing Director of Technology Services and a member of their Global Leadership Council. Currently, Keith is an Emmy nominated and award-winning film producer and the founder of Haviland Digital Limited, a company dedicated to creating award-winning intelligent film, television and digital media. He also serves on the board of several private companies viz Mission Control Productions Limited, Caravan Media Limited, 35 Yard Development Limited and Tin Goose Films Ltd. Mr. Haviland received a Master of Arts degree from Gonville and Caius College, Cambridge University in Mathematics and Management Science and is Fellow of the British Computer Society, a Fellow of the Institution of Engineering and Technology and a Liveryman of the Worshipful Company of Information Technologists.

Mario P. Vitale —

was appointed to our Board of Directors in October 2017. He has over 41 years of experience in the insurance industry. Currently, Mr. Vitale serves as the Chief Executive Officer of Resilience Cyber Insurance Solutions, a startup of a cyber-insurance platform for insurance. Most recently, he was also a member of the advisory board of Kalepa Insurance and Director of Growthsource Academy, a non-profit organization. He also serves as the Trustee of St John's University College of Insurance and as a Director on the Board of Broad Street Partners, an insurance brokerage Services Company. He was the Chief Executive Officer of Aspen Insurance, a leading specialty insurer. In his previous roles, he has been the Chief Executive Officer of Zurich Insurance Group's Global Corporate business in North America from October 2006 to March 2011 and the Chief Executive Officer of Willis North America from January 2000 to October 2006. He was the Chairman of the Board of Blue Marble, a micro-insurance company, from February 2016 to April 2017.

was appointed to the WNS Board in February 2022 and serves as a Chairperson of Compensation and a member of NCG & ESG Committees. Currently, Ms. Tu is the Senior Independent Director on the board of Shawbrook Bank Ltd and Shawbrook group PLC and a member of the nominations, remuneration, risk and audit committees. She also serves as a director and the Vice Chair on the Board of King's College London and is a member of its Remuneration, Audit and Risk, and Staff and Culture Strategy Committees as well. Lan brings more than 31 years of diverse business experience to WNS, especially in strategic growth and financial services. Most recently, she served as the first CEO of Virgin Money Investments and as a Non-Executive Director at Arrow Global Group plc. Lan's prior experience includes serving as the Chief Strategy Officer at Abrdn plc. She spent 12 years at American Express in a variety of roles. She began her career at McKinsey & Company in its London office. Lan holds an MBA degree from Harvard Business School and a Joint Honors BSc. degree from King's College London.

Diane de Saint Victor

was appointed to the WNS Board in April 2023 and also serves on our Audit and NCG & ESG Committees. She brings decades of transformative business experience to WNS, including deep expertise in ESG and digital compliance, international law, talent management, and government relations. She has held senior-level roles with companies across varied industries during her career including global industrial. consumer goods, and financial services firms. Most recently, Diane was an Executive Committee Member of ABB, a Switzerland based technology leader in electrification and automation, where she led the global legal function as General Counsel. Prior to joining ABB, she held executive positions at Airbus Group, SCA Hygiene, Honeywell International, General Electric, and GE Healthcare. Diane currently serves as a non-executive director on the boards of Imperial Brands, C&A AG, and Transocean. She has previously held the position of non-executive director on the Barclays board. She holds a Business Law and an International Law Degree from Paris, France Law School'.



Board Diversity55

WNS believes a diverse Board is as much a social responsibility as it is a matter of strong governance and performance. Our Board represents heterogeneity in experience, culture, ethnicity, race and gender, which facilitates the channelizing of diverse thoughts, ideas, knowledge and perspectives into our business strategy and operations. Diversity in the company's highest decision-making body also sends the right message to our internal and external stakeholders about our commitment to a world that celebrates differences.

We believe a diverse Board enables us to make sound decisions from both the commercial and ESG points of view. WNS is a successful and responsible business with a culture that nurtures innovation due to the guidance and direction we receive from the Board.

*Currently, 33.3% of the Board of Directors of WNS (Holdings) Limited are women.

More information on board diversity is available in our Corporate Governance Guidelines available on our **website**.



Board Committees56

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

Audit Committee

The Audit Committee comprises four directors: Mr. Jason T Liberty (Chairman), Mr. Keith Haviland, Mr. Mario P. Vitale and Ms. Diane de Saint Victor. The principal duties and responsibilities of our Audit Committee are as follows:

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

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

We have posted our Audit Committee charter on our **website**.



Compensation Committee

The Compensation Committee comprises four directors: Ms. Lan Tu (Chairperson), Mr. John Freeland, Mr. Timothy Main and Ms. Francoise Gri. Mr. Freeland will cease to be a Director after August 31, 2023. The scope of this committee's duties is as follows:

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

The ratio of annual total compensation for the organization's highest paid individual is 356.2 times to the median annual total compensation for all employees57

We have posted our Compensation Committee charter on our website. For more details on remuneration of the highest governance body and senior executives please refer to Form 20-F - page no 139-140.58



Nominating and Corporate Governance & Environment, Social and Governance ('NCG & ESG') Committee^{59 60}

The NCG & ESG Committee comprises five directors: Ms. Françoise Gri (Chairperson), Ms. Lan Tu, Ms. Diane de Saint Victor, Mr. Timothy Main and Mr. John Freeland. Mr. Freeland will cease to be a Director after August 31, 2023

The principal duties and responsibilities of this committee are as follows:

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

We have posted our NCG & ESG charter on our website.

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

The NCG & ESG Committee considers director nominees with diverse backgrounds, skills, national origins, values, experiences and occupations.

Sustainability Governance 61 62 63

WNS is constantly raising the bar when it comes to the ESG impact that we are making. We are looking at new areas of impact and new ways of doing things, including taking steps to reduce our carbon footprint. Our sustainability agenda is set to get a further fillip with the introduction of an external data reporting tool – NASDAQ OneReport®, an ESG software solution from NASDAQ Corporate Solutions that we will use to help us organize and calculate ESG-related data and information

The NCG & ESG Committee of the Board has oversight of WNS' ESG initiatives. We have now added Ms. Diane as a member of NCG & ESG, as she has deep expertise in this area. The CEO and the other CXOs provide executive oversight, with Business Unit and Enabling Unit heads taking ownership of identifying ways in which the company can achieve its ESG goals. Our ESG performance is reviewed by the Board of Directors together with our CEO on a quarterly basis.

The following set of frameworks and policies governs sustainability management at WNS:

- Compliance Management Framework
- Environment, Health and Safety Management System (EHSMS)
- Code of Business Ethics and Conduct
- Economic Management System Framework
- Corporate Social Responsibility Priorities

ESG at WNS covers our operations and those of our key direct suppliers, customers and the communities around the business locations. In the next few years, we will bring more upstream and downstream functions across our services into the ESG fold.⁶⁴



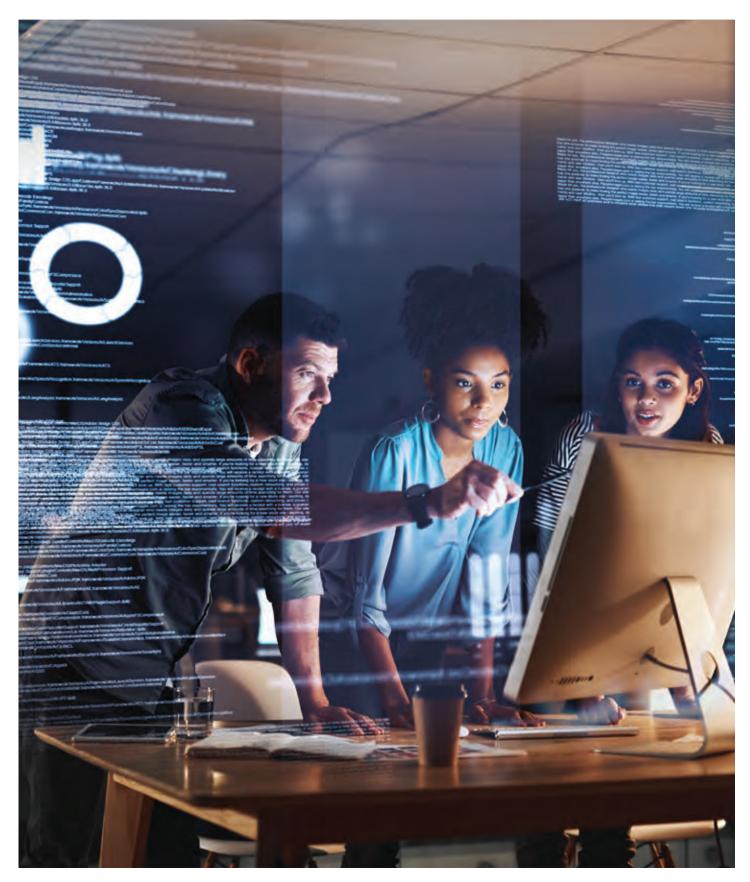


Co-creating with Our Clients

To stay ahead in today's complex marketplace and retain a loyal customer base, it is imperative that businesses adopt a customer-centric approach. Keeping the customer's needs at the center of all business decisions helps ensure value creation, repeat business and long-term customer relationships.

More than 10 years ago, WNS reorganized its business and pioneered a verticalized approach to BPM services.

bringing a stronger client focus into our solutions. Today, we co-create intelligent solutions for our clients across industries that are designed to provide strategic decision-making support and enhanced business outcomes. Our domain expertise helps us better understand our clients' strengths, challenges and goals at a detailed level, enabling us to create innovative custom solutions and accelerate their digital transformation journey. Our advanced technology solutions, data-to-insights capabilities and global talent help create competitive differentiation for our clients.



Innovation and Digitization⁶⁵

Innovation can become a key differentiator for businesses and help ensure resiliency during challenging times. At WNS, our history and culture of innovation have helped us create multiple industry-leading, technology-led solutions for our clients, which help our clients meet their business goals and stay ahead of the competition.

Some of our key focus areas have been:

- Building both horizontal and vertical platform-based solutions and services that combine best practices and state-of-the-art technologies to drive business outcomes for our clients
- Leveraging intelligent automation (including Artificial Intelligence, Machine Learning, Natural Language Processing and Robotic Process Automation) to drive process transformation and automation and sustainable business benefits for our clients
- Creating Cloud SaaS / PaaS applications and intelligent business process / workflow solutions

The platform combines the usage of multiple Cloud native services, as well as AI/ML algorithms, to drive a high level of accuracy, improved productivity and reduced costs.

- WNS Malkom was awarded a Bronze Stevie (at the International Business Awards 2022) for "Business Technology Services - Cloud Application/Service"
- WNS Malkom was named an "Innovator" in the Transport and Logistic category at the prestigious NASSCOM AI Gamechangers 2022 award
- This solution also won the Mission Critical Masters
 Award in CIO 100 Awards 2022



In the Customer Interaction Services (CIS) space, WNS EXPIRIUS, our digital customer experience model, integrates human-assisted design and deep domain expertise with Al-driven conversational insights and consulting-led strategies. The Cloud-based omni-channel solution suite affects the entire customer journey and powers CX transformation.

We are always looking to upgrade and augment our solutions and services. By combining our in-house technology capabilities with industry-leading technology platforms such as Microsoft Azure, Amazon AWS and Google Cloud, we ensure that our clients receive the best tools to drive successful business outcomes.



The company delivers business transformation for our clients by using a combination of proprietary solutions and market-leading partner software products. With WNS TRAC, our clients have access to next-gen technologies and deep domain expertise that underpin our solutions. We are enabling clients to achieve business resilience, sharpen the effectiveness of their go-to-market strategies, improve operational agility and efficiency, enhance the customer experience, improve security and drive revenue.



WNS Malkom is our proprietary platform that enables end-to-end process automation for logistics carriers and shipping companies. As an AWS Qualified Software and Relational Database Service (RDS)-ready product built on an AWS server-less architecture, this offering is available with capability across geographies.



Time Application (TApp) is a new-age technology to drive enterprise-wide transformation with the objective of enabling a more engaged and productive workforce. It is a future-ready solution designed to accommodate and address the challenges of a hybrid operating model and provide assurance to our clients. The application processes, classifies and summarizes 30 million user activity events per day with respect to time reporting. **TApp won the Mission Critical Masters Award at the CIO 100 Awards, 2022.**

⁶⁵UNGC P9 ESG Report FY 2022-23 | 94



WNS Triange, WNS' AI, Analytics, Data and Research practice, powers business growth and innovation by enabling decision making to over 150 businesses. Triange also enables clients to define the right data, analytics and AI strategy, and is powered by:

- Proven analytics capabilities, embedded with deep domain knowledge
- Intelligent Cloud platforms and technology deployments
- "Skin-in-the-game" approach and outcome-driven models
- Specialized data and analytics Center of Excellence (CoE) services
- Co-creation labs that deliver ongoing innovation and experimentation
- Strategic partnerships with leaders in analytics and technology solutions

The three core pillars of this connected ecosystem of research, data analytics and AI are as follows:

Triange Consult

Our consulting arm, Triange Consult, builds the foundation for the client's data and analytical needs. We help them understand and decipher data-led complexities and co-create transformation roadmaps, gap analysis, change management and governing standards and processes, based on their unique needs and goals. Triange Consult's toolkits are backed by proprietary frameworks that we have developed over multiple engagements across industry verticals. Our design thinking-led "co-creation" approach and comprehensive frameworks deliver data-driven transformation roadmaps for organizations in different areas.

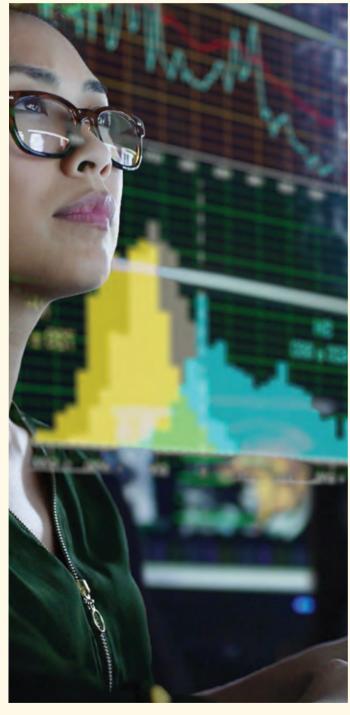
Triange

Triange NxT is an offering of products, platforms and AI/ML-based accelerators that drive winning outcomes for organizations across industries. Triange Nxt enables enterprises to create a complete data engineering and management services ecosystem of data strategies, data management frameworks and migration of data workloads to the Cloud. Our Triange NxT platforms are now powered by Generative AI.

SKENSE, underpinned by AI and ML, is one of our key offerings that captures and processes data to accelerate intelligent automation. It ingests structured and unstructured business data and applies proprietary algorithms to generate contextualized information, followed by summarization to create structured and harmonized data sets driven by Generative Al.

Triange CoE

Triange CoE brings together our domain expertise and intelligent Cloud-based technology solutions to drive transformation at scale for our clients. These bespoke offerings pave the way for organizations to amplify their efficiency and achieve their business goals. It drives the end-to-end execution of industry-specific analytics programs that fuel transformation across the value chain.





WNS acquired Vuram, a global hyperautomation services company, to enhance its capabilities in providing end-to-end intelligent automation solutions and services. WNS-Vuram is committed to driving digital transformation in organizations worldwide, with a proven track record of 100% customer success since its inception.

WNS-Vuram's hyperautomation stack, which encompasses business process management, robotic process automation, intelligent document processing and analytics, powers maximum value, business growth, innovation and high-impact transformation in enterprises. Drawing on its expertise in low-code automation, WNS-Vuram has built a strong portfolio of industry-specific and industry-agnostic solutions such as TrustHall (a contract management system), ESGHall (ESG management solution) and AppEzy (a no-code app builder).

WNS-Vuram has been recognized as a 'Leader' by ISG Provider Lens™ Intelligent Automation - Solutions and Services 2022 Quadrant report for US and UK region. With a unique people-centric work culture, WNS-Vuram has also been certified as a Great Place to Work™ in India, consecutively for five years.

ESGHall:



WNS Vuram's ESGHall, powered by Appian low-code capabilities, is a solution designed to help companies track and report their ESG metrics and manage their sustainability goals. This platform digitizes and manages all things related to ESG to efficiently meet net zero goals and fast-evolving regulations while also minimizing risks and reducing costs. The solutions enable enterprises to identify business opportunities and sustainable investments to work with customers. The solution was awarded the Partner Solution Cup for excellence in Sustainable Supply Chain at the Appian Europe 2022 event.

Key features:

- End-to-end ESG automation that drives innovation and value
- Customizable assessments and workflows
- Action plan management for easy collaboration on ESG strategies
- Online portals for enhanced vendor and customer engagement

- Negative news alerts management for proactive ESG risk mitigation
- Unified dashboard and multiple templates that streamline reporting

TrustHall:



WNS-Vuram's TrustHall is an easy-to-deploy, Al-powered solution built with the latest Appian capabilities that empowers organizations across industries to automate end-to-end contract lifecycles. Fully configurable and user-centric, this solution shifts the team's focus from managing risks, costs, errors and repetitive tasks to building vendor relationships and core strategies and driving innovation and better business outcomes. TrustHall was awarded the Solution Success Award, which recognizes the best partner solutions on the Appian AppMarket, in 2021 for delivering cross-industry value.

Key features:

- 100% paperless and web-based contract management from creation to renewal
- Fully digitized contract process, including template and clause library, e-signature, redlining and document management
- Anytime, anywhere access of contract details with centralized storage and metadata or text search
- Enhanced security with role and task-based access to information through smart admin configurations



Client Success Stories

Co-creating a Single Customer View for a Leading **Retailer to Power Analytics and Business Outcomes**

Challenges

The client is a leading retailer who needed to have a better understanding of buying behaviors of customers who shopped across different stores using various loyalty and tender cards. Critical customer information such as demographic data, loyalty data and details on campaign responses resided in silos in dispersed Point of Sale (POS) systems. As a result, the client did not have a unified view of the customer for insights-based decision-making.

The company also wanted to make better marketing and commercial decisions, as the strategies used for store assortment, campaigns and loyalty benefits were judgment-based. There needed to be a quantitative analysis of marketing and campaign performance, with improved visibility into changing customer needs.

Moreover, the company needed access to multi-skilled teams to roll out a data strategy and analytics practice that would function consistently and deliver business outcomes.

Our Solution

We leveraged Triange Consult, the consulting arm of WNS Triange, to understand the client's as-is process, identify the gaps and implement an end-to-end strategy. This led to the setting up of an analytics Center of Excellence (CoE) for the sales and marketing functions, which helped achieve the following objectives:

Business analytics and insights:

Provide actionable insights on shopper behavior, campaign performance and commercial impact

Program management:

Propose, prioritize and execute business use cases across all the above workstreams



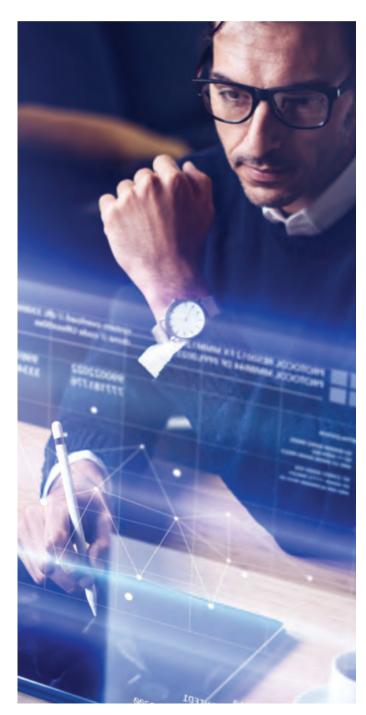
Data engineering:

Create and maintain a data pipeline to capture 360-degree customer data with a self-serving model and dashboards

Advanced analytics:

Use data science and statistical techniques to implement use cases such as customer segmentation, customer value prediction and churn prediction

- Created a single customer ID for transactions across loyalty and payment cards
- Created a Cloud-based 360-degree customer data repository that captured transactions, campaign responses, demographic data and loyalty data
- Enabled self-serve analytics for business users
- Provided analytics-based actionable insights into shopping baskets, loyalty and promotional offers and campaign performance
- Executed advanced analytics use cases for customer segmentation, next-best offers, customer value prediction, churn prediction and cross-sell recommendations



Automating Data Extraction for a Leading Risk **Solutions Provider**

Challenges

The biggest challenge faced by the client was the manual extraction of responses from the Wolfsberg Correspondent Banking Due Diligence Questionnaire (CBDDQ) and the Financial Crime Compliance Questionnaire (FCCQ) and the subsequent feeding of the data into its proprietary application. The questionnaires were several pages long and had over 300 questions, leading to an average of 75 minutes spent per questionnaire. In addition, this process was vulnerable to the risk of errors and there were delays in go-to-market.

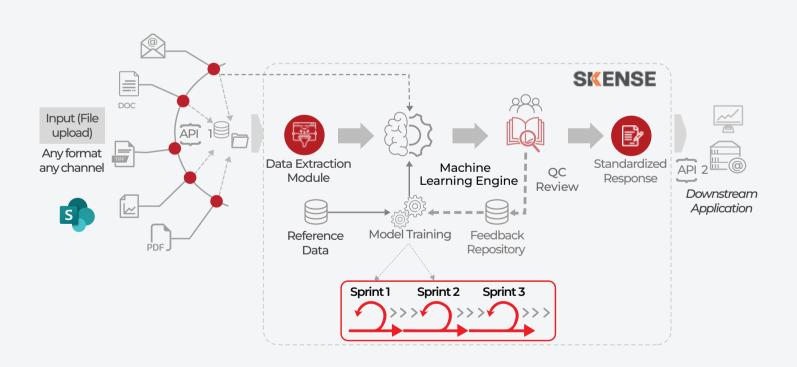
WNS Triange, our data, analytics and AI practice, harnessed intelligent automation to help the client accelerate data extraction and deliver the highest levels of accuracy. Leveraging Triange NxT, a core pillar of WNS Triange, we deployed our AI and ML led data processing platform, SKENSE, to create a strong data foundation and improve the client's time-to-market.

Key features:

- Automated ingestion of structured and unstructured data
- Contextualized and structured output with relevant key-value pairs
- Final output pushed to the target client application for downstream processing
- Intuitive user interface for manual exception management
- Trained ML algorithms customized to meet the client's specific needs

The client was able to automate the data extraction process, reduce errors and expedite time-to-market.

- 75 percent improvement in productivity, leading to reduced average handling time
- Customized and regulated workflows aligned with financial sector standards
- Insights-driven systems to help fine-tune processes for higher accuracy and efficiency
- Quick and seamless integration with client applications



Improving Process Outcomes for a UK Building Society with ISA Amalgamation

Challenges

The Individual Savings Account (ISA) operations team of the client was manually entering customer requests into a smart form. This was negatively impacting both turnaround times and accuracy. Moreover, due to the time-consuming and repetitive nature of the task, there was a need to hire more staff during peak seasons. Any proposed changes in the product meant a significant increase in volumes that needed to be processed for amalgamations.

These issues were further aggravated because only one bot could handle existing historical volumes. Customers were unable to submit amalgamation requests in the online form which led to dissatisfied customers.

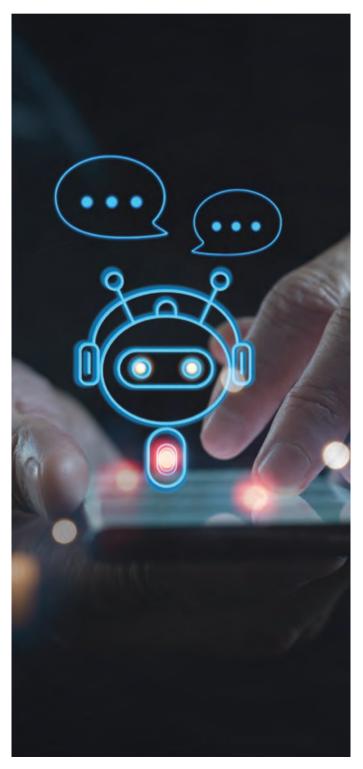
We introduced an ISA Amalgamation PowerApps-based e-form, which can be easily scaled up and made accessible to internal teams.

The steps followed were:

- Conducted a pilot project with selected branches and agencies to allow direct inputs to the bot, a task that was previously only done by the ISA team
- Rolled out the e-form to all branches and agencies based on the pilot's success
- Introduced a separate bot called ISA Text that sends daily status updates on all processed cases
- Ensured quality checks on a customer form, which is a replica of the internal form, allowing direct feed from the customer request into the bot
- Offered a scalable ISA Amalgamation bot, which allowed the easy addition of 13 more machines. Currently, 14 machines are being utilized to process spikes in volume



- Reduced resource utilization of up to five FTEs
- Improved straight-through processing by ~10%
- Enhanced digitization by emailing ~50,000 forms instead of sending them by post
- Improved scalability by churning large volume transactions and meeting SLAs
- Reduced customer waiting time and hence improved customer experience
- The bot processes ~3000 online requests raised by customers every month



Automation of the End-to-End Invoice Processing for a Client

Challenges

The customer, a conglomerate dealing with numerous vendors, was inundated with invoices, which were being manually processed. This was negatively impacting cost, time, accuracy and efficiency.

WNS-Vuram provided the customer with a touchless end-to-end process where the bulk of the process was automated, starting from the time a vendor sent an invoice. This meant that the bulk of the work was carried out by Al-empowered robots that could 'read' and 'understand' the documents and update the company's back-end ERP system without any human assistance.

On a few occasions, when the robot could not perform the actions, for example, where the input document was of poor quality, human operators would complete the task. The solution can be extended to electricity bills, water bills and all other forms of receipts in the future.

- More than 85% of the process is managed as straight-through processing, thus improving insights and visibility
- Automated business alerts when a payment exceeds a threshold period (typically 54 days)
- Tracked the payment patterns and alerts to the finance controller are sent about payment periods
- Achieved cost savings due to a reduction in penalties arising from late payments or early payments



WNS Internal Process Improvements

At WNS, we consistently look for ways to improve and upgrade our processes and systems. By improving our operational efficiency, we not only help WNS generate better internal performance but it also helps us create a positive impact on our client's processes and outcomes. Some examples of internal process improvements include:

WNS JE Analysis Dashboard

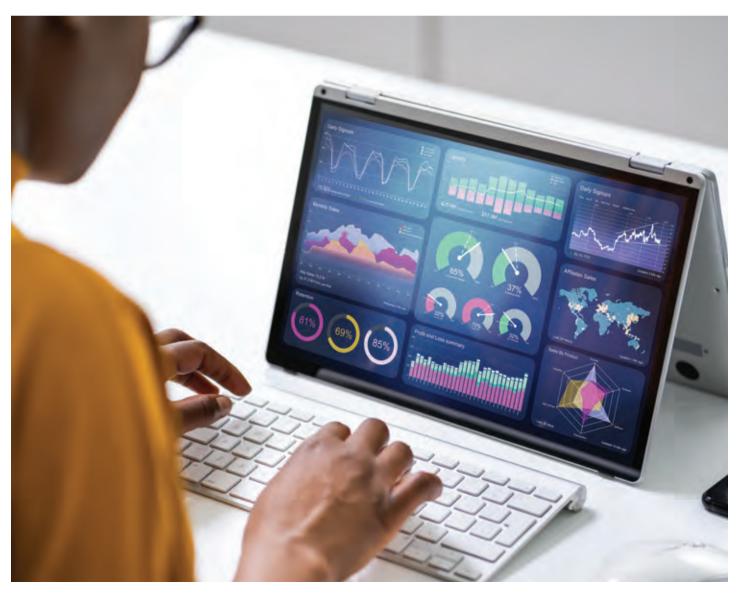
Challenges

Internal Finance team members are required to carry out extensive journal entry (JE) analysis every month-end, quarter-end and financial year-end to ensure data accuracy. The JE analysis process was extremely cumbersome due to the size of monthly JE database and fragmented nature of the associated files. As a result, there was a high dependence on the FP&A team for JE circulation, making real-time access impossible.

The WNS JE Analysis Dashboard automated and streamlined the process, allowing the Oracle Analytics

Server (OAS) to consume data from source systems without any manual intervention. As a result, our corporate, business finance and FP&A teams were able to perform ad-hoc analysis or review pre-built visualizations in OAS to rapidly identify incorrect and exception entries and make the appropriate corrections in the P&L.

- Improved accuracy of transactions, identified potential errors in advance, enabling corrections to be made in the source system
- Eliminated the dependence on the FP&A team/manual intervention for JE circulation, enabling real-time access
- Helped identify incorrect or exceptional entries posted at the source
- Reduced the workload by a critical eight workdays each month
- Increased motivation and engagement of the finance team members by removing repetitive, mundane and time-consuming tasks



WNS Payroll Cost Analytics

Challenges

Payroll cost accounts for more than 60 percent of WNS' total organizational costs. As a result, it is imperative to diligently monitor the associated Cost to Company (CTC). The business finance, pricing, budgeting and operations teams require accurate and timely access to the average cost of employees for different role bands, locations and Lines of Business (LOB).

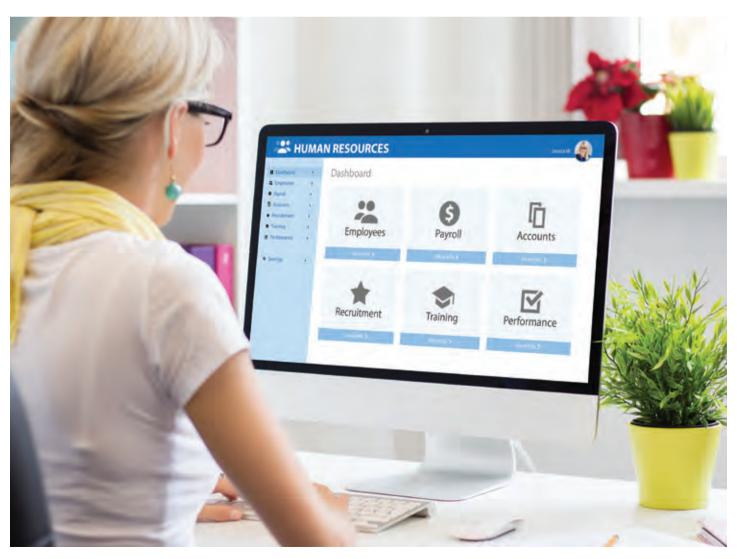
Payroll cost summaries were being manually prepared by the payroll team and involved voluminous data, resulting in long turnaround times and data inaccuracies. Data from these reports was manually loaded into Tableau (where the reports were made), manually converted to PDF and shared, limiting the usability of the information.

Our Solution

WNS created Payroll Cost Analytics, an end-to-end automated solution where PeopleSoft job data and CTC data are consolidated to enable detailed analysis. The tool eliminates the need for manual intervention, and is interactive and user-friendly, enabling self-serve reporting. The Payroll Cost Analytics solution enables end users to proactively identify outliers. It allows drill

down capabilities and trend analysis at the role band, job family, line of business, horizontal, vertical and client levels.

- Analyzed past trends to compare budgets and pay rates and accordingly adjust hiring requirements
- Provided critical inputs regarding attrition and replacement costs to HR teams to create action plans
- Created a formal plan for upskilling employees to match increased CTC
- Analyzed the fixed costs associated with different staff mixes to make appropriate costing and pricing decisions
- Delivered faster and more accurate data for decision-making; reports are now available earlier each month (8th vs. 15th)
- Improved team efficiency and morale due to the automation of mundane tasks
- Reduced efforts by an estimated four workdays per month for the payroll team



WNS KPI Action-board

Challenges

WNS tracks multiple financial and non-financial Key Performance Indicators (KPIs) to provide data and trend analysis for critical business decision-making. Many important reports were being generated manually at the end of every quarter, making the process error-prone, time-consuming and of a post-event nature.

Our Solution

The WNS KPI Action-board was developed as an in-house project to address the challenges faced by the finance department in KPI tracking.

The process is now fully automated and has enabled a much faster process with greater insights and fewer errors. The KPI Action-board provides both operations and finance leaders with critical access to KPIs through the WNS EYE portal every month.

- Detailed analysis of KPI trends across multiple periods, including months/quarters/years
- Improved accuracy and created a single source of truth across the organization
- Reduced the workload by two critical workdays during each quarter
- Increased motivation and productivity of FP&A team members



Leading Change with Responsible ESG Reporting

As businesses face the impacts of climate change, geopolitical instability and economic uncertainties, there is an increased recognition that ESG principles must be integrated into a company's philosophy, strategy and approach. To help drive these objectives, companies must view the collection, monitoring and reporting of ESG data and information as a critical element to enabling long-term sustainability, strengthening business resilience and enhancing capabilities. The transparent communication of our company's progress towards ESG goals is critical to providing all stakeholders with the necessary information to make informed decisions about our company.

The Challenge of ESG Reporting

Today, ESG reporting is fraught with complexities. Some of the data pertaining to important business parameters is qualitative and subjective. In addition, meaningful data elements remain scattered across systems within an organization and in some cases can only be acquired from external sources. While environmental data such as energy consumption, carbon emissions and water wastage can often be quantified, data on social conditions including human rights, labor rights, diversity and inclusion must be collected from performance reports from third parties, partners and suppliers. Often, collecting quantitative data and making impact assessments of downstream activities that include partners and the supply chain are difficult.



Furthermore, ESG taxonomy across different entities and geographies is inconsistent. In the absence of a standard global framework, companies must assign metrics to measure and assess performance on their own. This is often guided by a company's need to meet the framework of certain rating organizations and to comply with specific regulatory requirements aligned with the relevant industry.

ESG as-a-Service

For WNS, ESG reporting is mainly about the accuracy and reliability of data and information. Without these standards, internal decision-making will be flawed and external trust will be compromised.

As a result, ESG reporting must be built on a solid foundation of research capabilities, data strategy, standardized processes, system controls and a governance framework. It is equally important to have robust accounting principles and data protocols in place and ensure their alignment with regulatory and compliance requirements.

WNS has a deep understanding of our clients' businesses and has extensive expertise in leveraging digital technologies. We leverage the Science Based Targets Initiative (SBTi) framework. We have helped customers across sectors collect ESG data and put in place roadmaps to achieve strategic goals. Based on our extensive experience, a robust ESG reporting initiative must comprise the following elements:

Research

A thorough understanding of the regulatory framework governing the industry in which the organization operates helps identify ESG parameters for evaluation, benchmark performance, establish scoring and set realistic goals. Strong research capabilities are necessary to collect qualitative data to assess partner ecosystems, particularly for social and governance.

A case in point: WNS helped a global asset manager integrate ESG into their investment decision process and credit analysis reports. We divided ESG into multiple qualitative and quantitative factors, including emissions, governance, related party transactions, alignment of performance targets, human rights issues, fraud and tax evasion. We benchmarked the company's performance against the ESG metrics and created a rating score and a relative assessment to substantiate the rating.

Data Architecture

Enterprise data may reside in silos across systems in different departments and in various file formats as well as in external sources. This data must be consolidated and stored in a central location, preferably the Cloud, for easy access. Stored data must also be scrubbed, cleansed, transformed and catalogued systematically for easy retrieval.

A case in point: We created a data architecture to implement a de-carbonization strategy in line with Scope 3 emissions for a third-party logistics provider that offers warehousing, inventory management, order fulfilment, shipping coordination, exchanges and returns services to e-commerce companies. The architecture enabled seamless data capture for carbon emission, analysis and reporting to identify high-risk suppliers and initiate proactive engagement to meet shared goals.

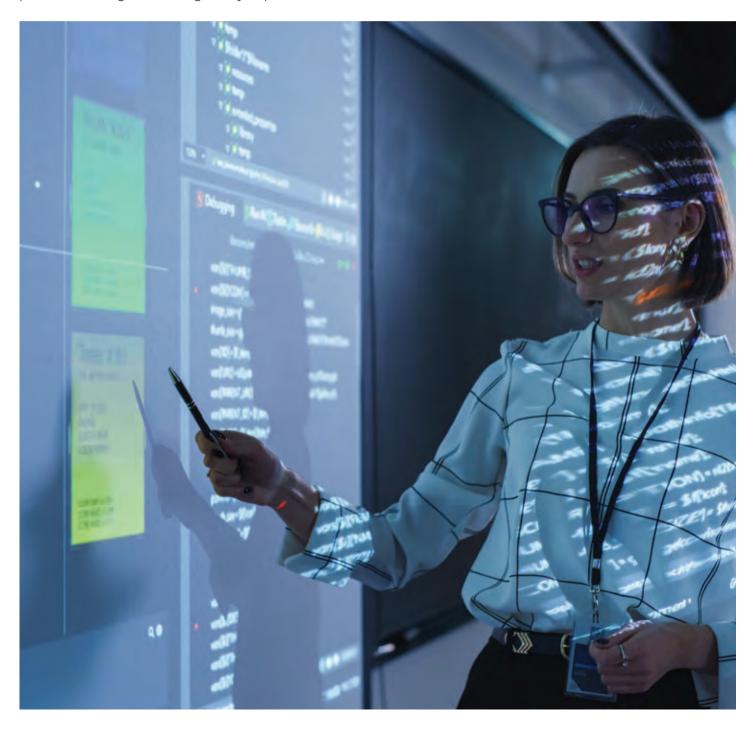
Governance

Governance needs a robust framework that provides guidelines for accounting principles and data protocols for collection, integrity, security, privacy and access management. The framework must ensure high-quality data with automated capture and storage with tools to provide visibility and traceability into any changes. It is also critical that systems and processes are aligned with regulatory requirements.

Analytics

The collected and cleaned data needs contextualization to derive deep insights into performance. This is done against benchmarks such as CO2 emissions, alignment of indicators with goals, classification of spends and risk assessment. Additionally, insight-based management of ESG performance of suppliers must also be carried out. This helps improve strategy, tweak indicators, funnel investments in the right direction and design risk-mitigation strategies.

A case in point: WNS put in place a rich data framework for a global pharmaceuticals and consumer goods manufacturer to monitor ESG activities and assess the long-term sustainability of its supply chain by analyzing various financial and operating metrics.



GHG and Sustainability

The ability to establish a system for scenario-based calculation of CO2 is driven by the following:

- Building an AI/ML driven internal taxonomy and sustainability tagging for revenue and operational and capital expenditure
- Calculating the GHG emissions based on Scope 1, 2 and 3
- Having an integrated view of supplier risks and compliance covering financial, operational and ESG aspects by ingesting data from public sources. This supports the understanding of ESG hotspots and the design of a comprehensive risk-scoring heat map

A case in point: WNS enabled a leading publicly traded supermarket group to account for Scope 3 emissions and design a de-carbonization strategy. We set up net-zero targets for 2030 and 2040 in accordance with the Science Based Targets Initiative. We also identified and forecasted carbon hotspots across Scope 3 emissions by leveraging the WNS platform to engage high-risk suppliers of the client and reduce supply chain de-carbonization.

Reporting

An intuitive portal supports easy navigation and a periodic reporting structure helps build the momentum and keep the initiative on course. Activity-specific reports with granular reporting at the global level and a deep dive into different countries, regions, sites and business lines provide the required visibility. For example, we help with Global Reporting Initiative (GRI) Task-Force on Climate-related Financial Disclosures (TCFD), Business Responsibility and Sustainability Reporting (BRSR), NASDAQ reporting and more.



Forecasting and "What-if" Scenarios

By describing a development path and highlighting the central elements of a possible future, we carry out a scenario simulation and what-if analysis. Performance is simulated to check the ability to achieve targets and goals. Simulation is performed to check if the company is likely to achieve its goals.

Compliance and Reporting

Establish a governance structure that mandates reporting on and adherence to compliance regularly. This has to be in accordance with statutory requirements such as NASDAQ ESG, EU statutory reporting, Global Reporting Initiative (GRI) and Climate Disclosure Project (CDP). Also included is a reduction in carbon footprint with what-if analysis to meet reduction targets and better achieve compliance with evolving requirements in the overall sustainability reporting.

Policies and Practices Governing our Engagements

Digital Security and Customer Privacy

Digital security and customer privacy norms are critical considerations for any organization. A strong set of norms not only mitigates cyber vulnerability but also helps in building trust and loyalty with partners and clients. At WNS, we take these factors seriously and ensure that we adhere to strict guidelines to safeguard both our data and our client's data.

Any personal data collected from our clients for the delivery of services is kept secure in line with applicable laws and regulations. We not only obtain the required permissions before doing so, but clients can also withdraw consent if required.

We have formulated our information security framework based on ISO 27001 guidelines. Our information security team conducts periodic risk assessments of the organization and our client's environments. This enables us to identify any vulnerability and take corrective

and preventive measures by installing a robust control structure.

In addition, we have instituted a formal data privacy policy to ensure our data privacy efforts comply with the various data protection Acts and Rules as applicable.

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

All employees of WNS complete a mandatory computer-based Information Security Awareness Program (iSAP) and electronically sign off on an information security handbook, which is an extract of the Information Security Policy. There were no substantial complaints received concerning breaches related to customer privacy during the current financial year. We also ensure that each team member completes training in the Code of Business Ethics and Conduct (CoBEC). Employees are also made aware of disciplinary actions associated with any policy violations or data breaches.⁶⁶

WNS' dedicated Information Security team, led by the Chief Information Security Officer, works towards ensuring compliance and strengthening the company's security posture. This is accomplished through regular effectiveness reviews and audits of implemented controls, robust incident management practices, and identification and recommendation of new controls. The company's compliance status is periodically shared with the Risk Committee. The Risk Committee, which oversees the Information Security program, comprises top company management, including the leadership group and is chaired by our Group CEO.



⁶⁶GRI 418-1 ESG Report FY 2022-23 | 107

Client and Data Privacy During Remote Work

With the hybrid work model continuing, we are taking all the necessary precautions to mitigate any threats as a result of vulnerabilities in cyberspace. We accord top priority to safeguarding data with the highest standards of privacy controls, in line with our information security policies and client-defined guidelines. Our remote working security governance strategy is designed to secure remote endpoints and network connectivity, enhance security monitoring and adopt Al/ML-based user behavior analysis to detect anomalies and provide early alerts. We augment our cyber defense mechanisms with simulated testing, cyber drills and a robust incident response methodology focusing on advanced threats including phishing and ransomware defense processes.⁶⁷

Third-party digital risk protection solutions are helping us enhance the visibility of threat vectors and actors. Real-time alerts and intelligence on new cyber threats, patterns and threat actors enable us to conduct threat monitoring with an outside-in perspective.

The solutions include:

- Integration of threat intelligence with security information and event management
- Detection of credential leakage on the dark web
- Detection of phishing and brand abuse, including monitoring of phishing forums
- Monitoring of public internet protocol, domain name system and application infrastructure
- Measurement of our cybersecurity performance using a leading security rating platform

In addition to setting up systems, it is equally important to ensure that the entire workforce understands and follows the guidelines. Towards this objective, we have initiated awareness campaigns and training modules to be implemented throughout the year. These include mandating that all remote workers must sign off on our "End User Guidelines for Remote Working" document and limiting the use of their systems to what is required. We routinely carry out awareness campaigns through email, text messages and other platforms to ensure employees are cognizant of cyber security best practices and ongoing threats. Our in-house training module dedicated to remote security and phishing awareness, hosted on our Cloud-based training platform and a webinar series conducted by the InfoSec leadership, equip our team members with the required knowledge to safeguard against cyber threats. We also conduct scenario-based training with real-life examples and simulated phishing tests. Maintaining the security and integrity of personally identifiable data and systems is crucial for any organization and avoiding such breaches is a positive outcome of our robust IT framework that comprises of implementation of appropriate data protection policies, data storage, implementing access controls, encrypting data and raising employee awareness through trainings. There were zero incidents of data breaches and zero incidents of breaches that included clients' personally identifiable information.68

There were no monetary losses incurred as a result of legal proceedings associated with user privacy for FY 2022-23. In general, WNS does not process personal data for secondary purposes. WNS complies with applicable laws and regulations and is committed to providing individuals with notice regarding the purposes for which personal data is collected.



Customer Relationship

As marketplace complexity and competitiveness increase, retaining customers becomes even more challenging. WNS has strived to build long and trusted customer relationships and has taken the role of a strategic business partner. We go above and beyond to ensure that we exceed our client's needs and expectations and develop deep engagements driven by our motto of co-creation.

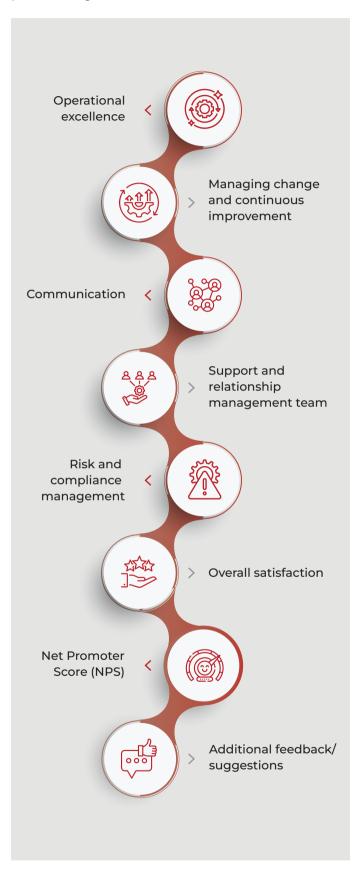
Our deep industry expertise, which is an outcome of our vertical organizational structure and long-standing client relationships, is further strengthened through combining businesses into four Strategic Business Units basis domain synergies. It is reinforced through proprietary technology offerings, strategic acquisitions and acquiring talent with industry-specific knowledge.

WNS also offers industry-agnostic services, which include customer interaction services, finance and accounting (including procurement), research and analytics and technology services. We also offer industry-specific services to clients from 12 different industry domains. We have developed methodologies, frameworks, proprietary knowledge and industry-specific technology platforms applicable to our target industries that allow us to provide industry-focused solutions and help clients compete within these industries better.

Customer satisfaction and value creation guide our engagements. We conduct Voice of Customer (VoC) surveys to measure our clients' level of satisfaction on various parameters. In addition to helping us assess our performance, the survey also enables us to continue focusing on their expectations and delivering best-in-class services. The VoC survey is conducted annually for all WNS clients across business units. We take a 360-degree feedback approach that gathers inputs from different levels within each client organization, including the CXO, department, functional and process levels. An independent verification and validation team conducts this web-enabled survey to maintain objectivity.



Starting with client engagement, the VoC process includes communicating the scope and objective of the survey. Upon completion, the feedback collected from the clients is captured under these eight parameters given below:



As of March 31, 2023, WNS had 614 clients, which contributed to a revenue of USD 1,224.3 million (GAAP) and USD 1,162.0 million of revenue less repair payments (a Non-GAAP financial measure).

Economic Disclosures

For any organization, a transparent economic disclosure of its transactions helps build trust and loyalty among its stakeholders. Aligning with our client-centric approach, we disclose the financial results of all our activities transparently, and in line with our commitment towards ethics, integrity and compliance. Such financial results are being disclosed in conformity with the applicable legal and statutory requirements.

In addition to economic performance, we also publish our corporate tax policy which is available on our **website**. In the context of tax, we are committed to complying with relevant laws and regulations regarding taxation, paying our dues, responding to inquiries and audits and engaging with relevant authorities.

Our Tax Strategy⁶⁹

Approach to Tax

Our tax strategy is formulated in line with the corporate governance procedures and risk management framework. It encompasses the following aspects:

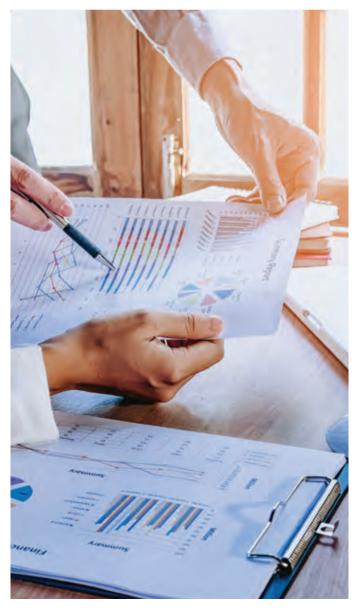
- Complying with applicable laws and regulations and paying tax in the respective jurisdictions in which we operate both in letter and in spirit
- Executing intra-group transactions in accordance with the "arm's length principle"
- Utilizing tax rulings, agreements, clearances, concessions or reliefs provided by relevant jurisdictions
- Responding to tax inquiries and audits in a transparent and timely manner
- Engaging with governments, tax authorities and regulators in an effective and transparent manner for tax and financial reporting
- Providing relevant statutory disclosures on key tax matters, including in our financial statements, in accordance with regulatory requirements
- Staying apprised of changes to laws and regulations through discussions with external tax advisors and subscriptions to different tax and regulatory websites
- Leveraging our robust ERP system which tracks financial activities, internal controls and risk management across the group's business
- Consulting external tax advisors for legal advice for complex/uncertain tax matters
- Taking into account a proposed activity's commercial feasibility, the technical strength of the tax positions and any potential reputational effects while analyzing taxation

To maintain coherence throughout our organization

and compliance with tax requirements, we have strong internal processes, training and compliance programs in place. We have a low tolerance policy towards tax risks. All the significant tax decisions are reviewed and approved by our company's senior management. The Audit Committee of the WNS Board of Directors (comprising external directors) maintains supervision and is constantly updated on the tax affairs at various meetings, in addition to reviews by internal and external auditors. Feedback received from them is proactively incorporated and implemented.

We host quarterly results conference calls where stakeholders can express their opinions and concerns. Alternatively, they can also reach out to the WNS Investor Relations team for the same. We also have an official whistleblowing policy that permits discreet, anonymous reporting of violations of any law, rule, regulation or CoBEC, as well as a specific email address for reporting violations of a financial nature. We offer our opinions and contribute our ideas to industry groups, who gather the same from other organizations and then synthesize the information for the public.

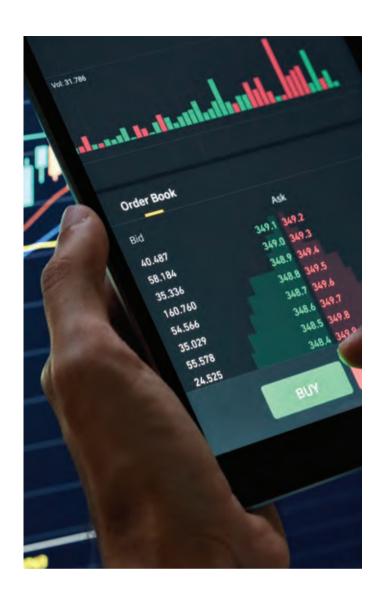
For more details on tax exemptions depending on the jurisdiction and specific circumstances please refer to **Form 20-F -page number F-65**⁷⁰



⁶⁹GRI 207-1, ⁷⁰GRI 201-4 ESG Report FY 2022-23 | 110

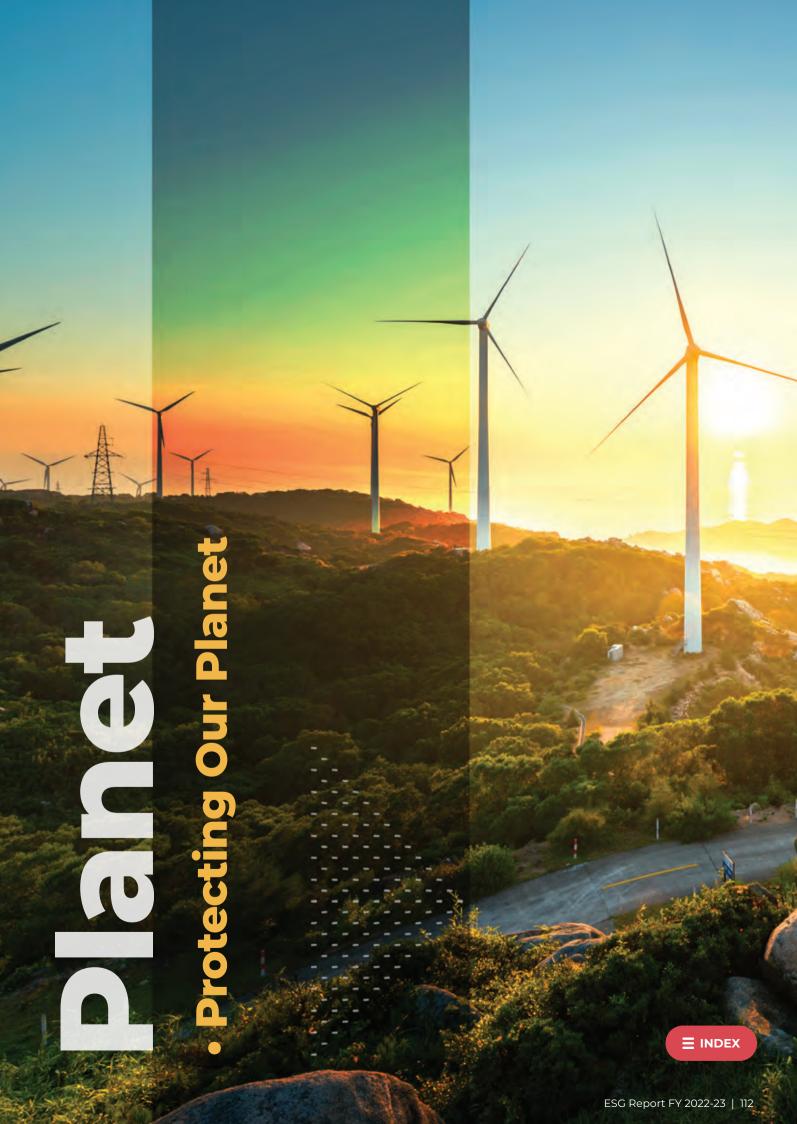
Direct Economic Value Generated and Distributed⁷¹

Particulars	FY 2022-23 (USD)
Economic Value Generated	1,240,265,459
Revenues	1,224,261,535
Other Income, net	16,003,924
Economic Value Distributed	1,102,958,066
Operating costs	307,831,957
Employee wages and benefits	760,809,708
Payments to providers of capital	5,511,295
Payments to government	27,201,139
Community investments	1,603,967
Economic Value Retained	137,307,393





⁷GRI 201-1 ESG Report FY 2022-23 | 1111



PLANET



Protecting Our Planet⁷²

Protecting our planet is indeed the responsibility of each individual and organization. Whether it is the sensible use of resources, reducing the generation of harmful waste, or contributing to green initiatives, each effort counts. Organizations also have an opportunity to leverage technology to achieve their sustainability goals.

At WNS, our strong sense of purpose drives us to lead in mitigating negative environmental impact and becoming a net-zero business. We recognize the importance of taking accountability for our actions and hence we aim to create a positive impact with these focus areas:



Energy management



Greenhouse Gas (GHG) emissions



Waste management



Water management

The environmental performance data presented in the below segment represents WNS Group's operations in India, South Africa, the Philippines, China, Costa Rica, Sri Lanka, Poland and Romania.

Energy Management

The electricity we purchase from national grids is the primary energy consumption for our office buildings. We also consume a limited amount of diesel for running generators which provide backup power to our offices for contingency management. The share of our direct energy from diesel generator (DG) sets is 5.2% and the share of indirect energy from the grid is 94.8%⁷³ of the total energy consumption.

Key Parameters ⁷⁴⁷⁵	Unit	FY 2022-23
Direct Energy Consumption	Giga Joule	12,353
Indirect Energy Consumption – Non Renewable	Giga Joule	111,248
Indirect Energy Consumption- Green Energy	Giga Joule	55,942
Total Energy Consumption	Giga Joule	179,543
Energy Intensity ⁷⁶	Giga Joule/ headcount	3.08

Renewable energy remains a key focus area for WNS as part of our net-zero program, with clean energy becoming a more dominant source for our business across locations. We are minimizing our reliance on non-sustainable sources and constantly looking for clean and sustainable energy sources. In alignment with this objective, WNS India and Costa Rica has switched to utilizing green power for its 14 offices to meet their electrical energy requirements. This accounts for 76% of the power consumption of WNS operations in India and 99.3% of renewable sources in Costa Rica as of now.⁷⁷

WNS is leading by example and working towards achieving better energy efficiency and making energy conservation efforts. To attain this objective, we continually monitor our electrical energy consumption and work towards its optimization. Under the Environment Management System program, WNS makes several efforts to optimize energy consumption.

Energy Efficiency and Conservation Initiatives

To improve energy efficiency in our office infrastructure, we have implemented various initiatives. Furthermore, efforts are underway to identify more such opportunities at other facilities across our global operations. Our efforts have been recognized, with our operational sites in India maintaining their Energy STAR ratings.



S. No.	Award Category by Bureau of Energy Efficiency ⁷⁸	Location	STAR Rating Certification
01	Energy STAR Rating	Plant No. 10 and 11, Mumbai, India	4 Star
02	Energy STAR Rating	Weikfield IT City Info Park, Pune, India	4 Star
03	Energy STAR Rating	Tower 1, Pune, India	4 Star
04	Energy STAR Rating	Tower 8, Pune, India	4 Star
05	Energy STAR Rating	NH-8, Silokhera, India	5 Star
06	Energy STAR Rating	RMZ, Bengaluru, India	4 Star
07	Energy STAR Rating	Vishakhapatnam, India	5 Star
08	Energy STAR Rating	Shree Niketan, Nashik, India	4 Star
09	Energy STAR Rating	V Tech, Nashik, India	5 Star
10	Energy STAR Rating	Plant 5, Vikhroli, India	3 Star
11	Energy STAR Rating	Airoli, India	5 Star

To effectively optimize energy consumption, we are focusing on implementing good energy management practices and energy-efficient technologies. We have reduced energy consumption by consolidating our operational sites (offices and data centers) and implementing focused actions. Some of these measures are a continuation of our efforts to reduce energy waste during the hybrid model of working.⁷⁹

We are currently measuring the impact by capturing energy data, identifying the associated impacts and finding alternatives to minimize it. WNS is also focusing its attention towards opting for green and energy-efficient buildings for our future offices.



⁷⁸GRI 302-4, ⁷⁹SASB -TC SI 130 a.3 ESG Report FY 2022-23 | 114

Earth Day: Building a Better Tomorrow

At WNS, we recognize the fact that by working together and taking small steps towards a more sustainable future, we can positively impact the environment and ensure a better world for future generations.

Thus, to raise awareness about environmental issues and promote sustainability, WNS celebrated Earth Day on April 22 with the theme "Invest in Our Planet" to protect the environment, preserve natural resources and reduce the negative impact of climate change along with other environmental issues.









GHG Emissions

WNS is leading by example and working towards achieving net-zero carbon emissions. To attain this goal, we continually monitor our carbon footprint, which includes tracking emissions as a result of the electricity we purchase (primary energy) and diesel consumption from the backup generators and its corresponding emissions from all our offices. To reduce our emission footprint, we have taken conscious steps to limit our energy usage. This forms an integral part of our environmental management plan.

At WNS, we measure and track our direct (Scope 1) and indirect (Scope 2) GHG emissions in context with our energy consumption. The methodology used for calculating GHG emissions is aligned with the globally accepted GHG protocol standards developed by the World Resources Institute. Additionally, it helps us identify areas where energy efficiency can be improved and GHG emissions lowered. In FY 2022-23, our cumulative per headcount emissions for the aforementioned reporting boundaries in Scope 1 and 2 was 0.39 tCO2e.

To reduce our carbon emissions, we are leveraging video and teleconferencing, wherever possible, to help us reduce employee travel. It not only fosters sustainable business practices and reduces carbon emissions but also enables our employees to make the most of a hybrid remote working environment. It speaks volumes about our approach towards environmental sustainability and resilience.

Key Parameters ⁸¹	Unit	FY 2022-23
Direct GHG Emissions (Scope 1)	tons of CO2e	2,942
Indirect GHG Emissions (Scope 2)	tons of CO2e	19,586
Total GHG Emissions	tons of CO2e	22,529
Emissions Intensity ⁸⁰	tons of CO2e / headcount	0.39

Carbon Net-Zero: From Commitment to Action82

We seek to mitigate risks associated with climate change by actively working towards carbon net-zero alignment with our Environment Management System (EMS). It focuses on offsetting carbon emissions across our entire value chain, including Scope 1, Scope 2 and Scope 3 emissions.

Thus, we have joined the "Race to Zero" campaign backed by the United Nations and committed to attaining science-based net-zero targets. Our approach remains consistent with the objective of limiting global temperature rise to 1.5°C.

In December 2022, WNS signed a letter of commitment with the Science Based Targets



Initiative (SBTi). To achieve our shared goal, our Environment Health and Safety team collaborates with WNS offices across the globe to create an emission inventory and establish near and long-term company-wide emission reduction goals in line with SBTi.

We are focusing on implementing improved energy management practices and energy-efficient technologies to optimize energy consumption. We are also utilizing green energy based on site dynamics for our existing operating locations. The next crucial step for us is to focus our attention on green and energy-efficient buildings for our future offices. Additionally, we are prepared to implement the usage of electric vehicles in locations with charging stations in FY2023-24

Our efforts are also aimed at carbon removal through reforestation initiatives, including the planting of 6,608 trees in the Philippines and India by March 2023. The estimated total carbon absorption is approximately 4,727 tCO2e during the lifespan of plants. Furthermore, there are efforts underway to identify more such opportunities at other facilities across our global operations.

O2 to be produced in 35 years (in liters)	14,745,142
CO2 to be sequestered in 35 years (in tonnes)	4,727
Water to be filtered in 35 years (in liters)	5,900,945,828
Total trees planted	6,608

We have onboarded an external consultant to work on global implementation and effective alignment to the Science Based Targets initiative. In collaboration with the consulting team, we are working toward creating an impactful roadmap for carbon reduction. We will be leveraging a high-quality technical tool to monitor and measure data across multiple locations and gather insights for tracking and improving our performance. This will help us as we make a strategic move to fulfill our net-zero commitments.

Waste Management

For an organization with large operations, waste generation is unavoidable. The initiatives we have launched to curtail the waste we generate are aimed at behavior change. In our people-dependent business, the actions of each employee can make a difference. Waste generation at WNS can be classified into the following categories:⁶³

- Non-hazardous waste, which includes biodegradable and non-biodegradable wastes like food from cafeterias and stationery waste such as paper and other items
- E-waste from old and discarded electronic items, which is disposed of via authorized recyclers for reuse and recycling
- Used lube oil from sites maintaining and operating DG sets
- Other forms of waste that are negligible in comparison to general waste mentioned above

Under our Environment Management System, we are monitoring, measuring and reducing the quantum of waste being generated from our operations. Below are some steps we have taken to reduce waste generation:

- Optimal use of IT equipment to reduce e-waste
- Digitization in our processes to drive paper-less operations
- Elimination of use and throw items:
 - Reusable ceramic mugs have replaced paper cups
 - Reusable glass water bottles have replaced packaged plastic bottles
 - Reusable acrylic containers with lids have replaced plastic wrap films
 - Use of tissue paper eliminated, wherever possible
 - Promote reduction in the use of single-use plastic

Key Parameters	Unit	FY 2022-23
Biodegradable Waste	Tons	337
Non-biodegradable Waste	Tons	580
Paper	Tons	7
Lube Oil	Tons	3
UPS Batteries	Tons	5
E-waste	Tons	32

All our waste is appropriately disposed off in accordance with the prescribed norms as per specific regions.⁸⁴



Water Management

WNS takes office spaces on leases, with the lessors being responsible for providing water from various sources, including the municipal water supply, groundwater and tankers that supply water when needed. In some locations, WNS procures water cans as a potable source of water. In most of our locations, the lessors treat wastewater in centralized sewage water treatment plants that they own and operate.

Some of the steps we have taken to reduce water consumption and arrest water leaks are:

- Push taps installed in place of conventional taps
- Waterless, hygienic urinals being installed
- Recycled water being used wherever possible
- Water flow optimization
- Awareness mailers and posters on water conservation and reduction of wastage

This year, our total water consumption was 3.87 kiloliters per headcount. As per the WRI Aqueduct (data platform run by World Resources Institute), 162,488 kiloliters of the water we consume comes from extremely high water-stressed areas.85

Key Parameters ^{86 87 88}	Unit	FY 2022-23
Fresh Water Consumption	Kiloliter	178,824
Total Water Consumption	Kiloliter	226,018
Recycled Water	Kiloliter	47,193
Water Intensity	Kiloliter/ headcount	3.87



Environment Health and Safety Management System (EHSMS) Framework and Policy

EHSMS aligns with the latest Environment Management System ISO 14001:2015 and the Occupational Health and Safety Management System Standard ISO 45001:2018. We are also working toward aligning our Environment Management System to achieve carbon net-zero. To achieve our shared goal, our Environment Health and Safety team collaborates with WNS offices across the globe to create an emission inventory and establish near and long-term company-wide emission reduction goals in line with SBTi.

The EHS Management System is pivotal to maintaining a safe and healthy workplace for our employees and other stakeholders. It enables us to take a holistic view of our business operations and identify and mitigate potential risks in our operations. It also drives our efforts to continually improve the environment, health, and safety standards for employees and stakeholders.



Environment, Health and Safety Policy

Our EHSMS framework is guided by our Environment, Health and Safety (EHS) Policy, which is an apex-level document that is duly signed by our senior leaders, including the Group CEO. The policy establishes environment, health and safety management and sustainability considerations for our operations in India, the Philippines, Sri Lanka, South Africa and Romania. Our EHS policy is signed by the Group CEO and reflects the intent, direction and commitment of the organization toward environment protection and the health and safety of our employees. The four key elements of the EHS Policy are:



Environment and Sustainability



Encourage Compliance



Employees and Stakeholders (Clients, Suppliers, Contractors and Government)



EHS Integration and Business Excellence

For more information, please refer to our website.







AWARDS AND RECOGNITION



Business World People HR Diversity & Inclusion Awards 2022 in the categories "Best Women Advancement Program" & "Advancing Gender Equality"

BW Business World



GSA UK Awards 2022 in the category "Service Provider of the Year"

Global Sourcing Association (GSA) UK



NASSCOM AI Gamechangers Awards 2022 for WNS Malkom

NASSCOM



Stevie International Business Awards 2022 (Silver) for Customer Service Department of the Year

Stevie Awards





Stevie Awards for Great Employers 2022 (Bronze) for Achievement in Leadership Development

Stevie Awards



Brandon Hall HCM Excellence Awards 2022 (Gold) for Best Advance in Leadership Development for Women

Brandon Hall



European Contact Centre and Customer Service Awards 2022 (Bronze) for Best Use of Data

European Contact Centre & Customer Service Awards (ECCCSA)



UiPath Partner Award 2022 Asia Pacific & Japan for BPO/Managed Services of the Year

UiPath



Tata Institute of Social Sciences (TISS) LeapVault CLO Awards 2022 (Gold) for Best Diversity & Inclusion Program

TISS LeapVault



WNS Listed among the Forbes World's Best Employers 2022

Forbes



Foundry CIO100 Awards 2022 for Mission Critical Masters

IDG Communications – Foundry



BPESA ALCHEMY AWARDS 2022 South Africa for Covid Reporting Compliance

BPESA



ATD BEST Award 2022 for Talent Development

Association for Talent Development (ATD)



Golden Peacock Global Award for Corporate Social Responsibility 2022

Institute of Directors (IOD)



CSR Times & Awards 2022 for WNS Cares Foundation's Digital Learning Initiatives

CSR Times



WNS included in the 2023 Bloomberg Gender-Equality Index (GEI)

Bloomberg



Brainalytics Digital BPM Strategy Summit & Awards 2023 for Best Technology Innovation of the Year

The Brainalytics



WNS Group CEO wins Amity Global Leadership Excellence Award 2023

Amity Global





WNS CFO wins CII CFO Excellence Awards 2022 for Excellence in Digital Transformation

CII (Confederation of Indian Industry)



WNS CFO wins CFO100 Awards 2023 for Winning Edge in Raising Capital/Funds Management

CFO Collective



Stevie Awards for Sales and Customer Service 2023 (Gold) for Customer Service Success

Stevie Awards



SSON North America Impact Award 2023 for Business Resilience Impact (Runner-up)

Shared Services and Outsourcing Network (SSON)



Stevie Awards for Sales and Customer Service 2023 (Gold) for Customer Service Training Team of the Year

Stevie Awards



Best Advance in Employee Recognition 2022 (Bronze)

Brandon Hall



Best Employer for Women 2022

ASSOCHAM



WNS awarded Employer of the Year 2022

Stevie Awards



Best Corporate University, 2022

Best Digital Learning Transformation Program, 2022

TISS LeapVault

Recognitions:

Insurance:

- A 'Leader' in ISG Provider Lens™ Insurance Services 2022 Quadrant Report for U.S. across P&C, L&R and L&R TPA
- A 'Leader' in ISG Provider Lens™ Insurance Services 2022 Quadrant Report for U.K. across P&C and L&R
- A 'Leader' in ISG Provider Lens™ Insurance Services 2022 Quadrant Report for Australia across P&C and a 'Rising Star' for L&R
- A 'Leader' in Everest Group's P&C Insurance -Service Provider Landscape with Services PEAK Matrix[™] Assessment 2022
- A 'Leader' in Digital Platform and Augmentation Suite (DPAS) in Insurance BPS - Provider Landscape with Services PEAK Matrix® Assessment 2022

Banking and Financial Services:

- A 'Leader' in NelsonHall's NEAT for Mortgage & Loan Services 2022
- A 'Major Contender' and a 'Star Performer' in Everest Group's Financial Crime and Compliance (FCC) Operations – Services PEAK Matrix® Assessment 2022

Intelligent Automation:

WNS-Vuram recognized as a 'Leader' in ISG Provider Lens™ Intelligent Automation Services and Solutions Quadrant Report 2022 across the U.S. and the U.K.

Finance and Accounting:

- A 'Leader' in Gartner Magic Quadrant for F&A **BPO 2022**
- A 'Leader' in ISG Provider Lens™ Finance & Accounting (F&A) Outsourcing Services 2022 Global Report across P2P, O2C, R2R and FP&A

Customer Experience:

A 'Leader' in AI and Analytics, and Social Media for CX Services in the ISG Provider Lens™ 2022 Global Contact Center Customer Experience Services report

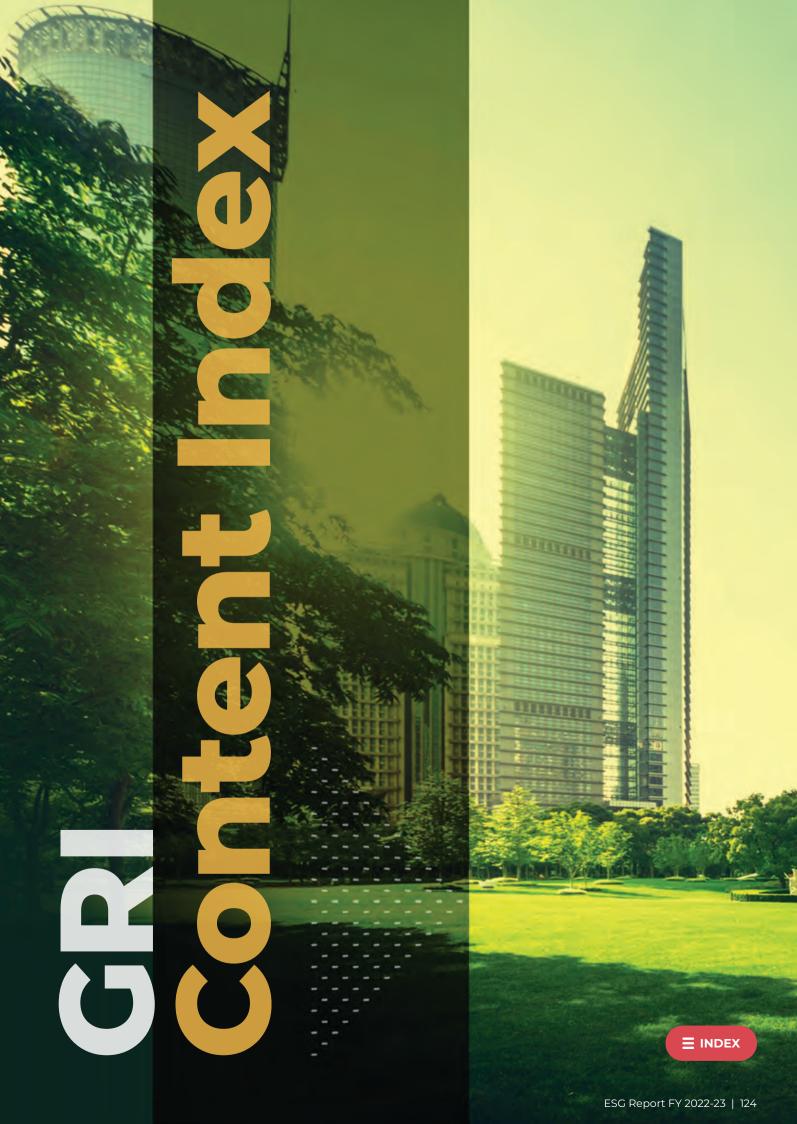
Procurement:

A 'Horizon-3 Market Leader' in HFS Horizons: Sourcing and Procurement Service Providers, 2022

Triange (Research & Analytics):

A 'Leader' in AI and Analytics, and Social Media for CX Services in the ISG Provider Lens™ 2022 Global Contact Center Customer Experience Services report





GRI CONTENT INDEX

Statem	ent of use	WNS Group has reported in accordance with the GRI Standards for the period [1st April 2022 to 31st March 2023]				
GRI	GRI 1 used GRI 1: Foundation 2021					
	able GRI tandard(s)	Not App		Applicable		
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	OMISSION REASON	EXPLANATION	PAGE NO
GRI 2: General Disclosures 2021	2-1 Organizational details	WNS: Quick Facts				11
2021	2-2 Entities included in the organization's sustainability reporting	About the Report	A grey	9		
2-3 Reporting period, About the Report and Sector St			for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			9
	2-4 Restatements of information	About the Report	rt			9
	2-5 External assurance	We have not conducted external assurance for the FY 2022-23.				
	2-6 Activities, value chain and other business relationships	WNS: Quick Facts				11
	2-7 Employees	People, Policies and Programs Reported (a,c,d,e)	Partially reported(b)	Information unavailable/ incomplete	We are reporting permanent employees.	29 & 31
	2-8 Workers who are not employees		Not reported (a, b, c)	Information unavailable incomplete	Presently, we are not tracking this indicator. However, this is not expected to be material in the context of overall headcount, and we may evaluate this disclosure requirement in the near future.	

2-9 Governance structure and composition	Ethics, Integrity and Compliance				86 & 90
2-10 Nomination and selection of the highest governance body	Nominating and Corporate Governance & Environment, Social and Governance Committee				91
2-11 Chair of the highest governance body	Board of Directors				87
2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance				92
2-13 Delegation of responsibility for managing impacts	Ethics, Integrity and Compliance				91-92
2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance				92
2-15 Conflicts of interest	Code of Business Ethics and Conduct (CoBEC)				58 & 61
2-16 Communication of critical concerns	Ethics, Integrity and Compliance – Whistle Blower Policy and Mechanism	Not reported(b)	Confidentiality constraints	This data is considered confidential as per the organization policies.	68
2-17 Collective knowledge of the highest governance body	Board of Directors				87
2-18 Evaluation of the performance of the highest governance body	The performance of the highest governance bodies is being evaluated internally for FY 2022-23.				
2-19 Remuneration policies	Ethics, Integrity and Compliance- Compensation Committee				91

2-20 Process to determine remuneration	Ethics, Integrity and Compliance- Compensation Committee		91
2-21 Annual total compensation ratio	Ethics, Integrity and Compliance- Compensation Committee		91
2-22 Statement on sustainable development strategy	Message from CEO		4
2-23 Policy commitments	Ethics, Integrity and Compliance- Policies and Programs		57
2-24 Embedding	Protecting Our Planet		92 & 116
policy commitments	Carbon Net-Zero : From Commitment to Action		
2-25 Processes to remediate negative impacts	We have grievance mechanisms and procedures for capturing and addressing stakeholder specific grievances		
2-26 Mechanisms for seeking advice and raising concerns	Ethics, Integrity and Compliance- Whistle Blower Policy and Mechanism		67
2-27 Compliance with laws and regulations	Ethics, Integrity and Compliance- Commitment to Compliance		83
	We abide by all the applicable laws of land. There were no significant instances of non-compliance which led to monetary fines and non-monetary sanctions in FY 2022-23.		
2-28 Membership associations	Ethics, Integrity and Compliance		83
2-29 Approach to stakeholder engagement	Stakeholder Engagement and Materiality Assessment		13

	2-30 Collective bargaining agreements	People Policies and Programs				29		
GRI 2: Genera	GRI 2: General Disclosures 2021							
	3-1 Process to determine material topics	Stakeholder Engagement and Materiality Assessment				14		
	3-2 List of material topics	Stakeholder Engagement and Materiality Assessment				14		
Energy								
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Materiality Assessment Protecting Our Planet				13-14 113-114		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Protecting Our Planet-Energy Management				113		
	302-2 Energy consumption outside of the organization		Not reported (a, b ,c)	Information unavailable/ incomplete	We may evaluate this disclosure requirement in the near future.			
	302-3 Energy intensity	Protecting Our Planet-Energy Management				113		
	302-4 Reduction of energy consumption	Protecting Our Planet-Energy Management	Partially disclosed(b) Not reported (a, c, d)	Information unavailable/ incomplete	We may evaluate this disclosure requirement in the near future.	114		
	302-5 Reductions energy requirements of products and services		Not reported (a, b, c)	Not applicable	This is not applicable to our industry			
Emissions								
GRI 305: Emissions 2016	3-3 Management of material topics	Stakeholder Engagement and Materiality Assessment Protecting Our Planet				13-14 116		

	305-1 Direct (Scope 1) GHG emissions	Protecting Our Planet-GHG Emissions Reported (a, g)	Not reported (b, c, d, e, f)			116
	305-2 Energy indirect (Scope 2) GHG emissions	Protecting Our Planet-GHG Emissions Reported (a, g)	Not reported (b, c, d, e, f)			116
	305-3 Other indirect (Scope 3) GHG emissions		Not reported	Information unavailable/ incomplete	We are evaluating hisinternally and may consider this disclosure requirement in the near future.	
	305-4 GHG emissions intensity	Protecting Our Planet-GHG Emissions				116
	305-5 Reduction of GHG emissions		Not reported	Information unavailable/ incomplete	We may evaluate this disclosure requirement in the near future.	
	305-6 Emissions of ozone- depleting substances (ODS)		Not reported	Information unavailable/ incomplete	We may evaluate this disclosure requirement in the near future.	
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant air emissions		Not reported	Not applicable	We are a service industry, and this indicator is not material to us.	
Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Materiality Assessment Protecting Our				13-14
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Planet Protecting Our Planet-Waste Management				117
	306-2 Management of significant waste-related impacts	Protecting Our Planet-Waste Management				117
	306-3 Waste generated	Protecting Our Planet-Waste Management				117

	306-4 Waste diverted from disposal		Not reported (a, b, c, d, e)	Information unavailable/ incomplete	We may evaluate this disclosure requirement in the near future.	116
	306-5 Waste directed to disposal	Protecting Our Planet-Waste Management				117
Training and	Education					
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Materiality Assessment- Helping Our People Outperform				13-14 34, 40, 44-45
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Helping Our People Outperform-Talent Development				44
	404-2 Programs for upgrading employee skills and transition assistance programs	Helping Our People Outperform -Diversity, Equity and Inclusion Talent & Skill Management	Not reported(b)	Information unavailable/ incomplete	Presently, we don't offer transition assistance programs however, we may evaluate this disclosure requirement in the near future.	34 & 40
	404-3 Percentage of employees receiving regular performance and career development reviews	Helping Our People Outperform -Employees/Talent Management Strategy for a Hybrid Workforce				45
Diversity and	Equal Opportunity					
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement And Materiality Assessment- Helping Our				13-14 34 & 90
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	People Outperform Ethics, Integrity and Compliance- Board Diversity				90
	405-2 Ratio of basic salary and remuneration of women to men	Helping our people outperform- Gender Advancement				34

Occupational	Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Materiality Assessment- Helping Our People Outperform		13-14 46-47
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management	Helping Our People Outperform		46
	403-2 Hazard identification, risk assessment, and incident investigation	Helping Our People Outperform- Employee Health, Safety and Wellness		47
	403-9 Work related injuries	Helping Our People Outperform- Employee Health, Safety and Wellness		47
Local Commu	ınities			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Materiality Assessment Caring for Our Communities		13-14
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	Caring for Our Communities		18-19
Anti-corruption	on			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Materiality Assessment Ethics, Integrity and Compliance		13-14 54 & 61
GRI 205: Anti- corruption 2016	205-1 Operations assessed for risks related to corruption	Ethics, Integrity and Compliance- Sight over Might: The Compliance Domain at WNS		54

	205-2 Communication and training about anti-corruption policies and procedures 205-3 Confirmed incidents of corruption and actions taken	Ethics, Integrity and Compliance-Training and communication There have been no cases reported in FY 2022-23 involving disciplinary action by any law enforcement agency for the charges of corruption against directors / KMPs / employees / business partners that have been brought to our attention.		61
Local Commu	ınities			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Materiality Assessment Ethics, Integrity and Compliance		13-14
GRI 206: Anti- competitive Behavior 2016	206-1 Legal actions for anti-competitiv e behavior, anti-trust and monopoly practices	There were no cases of anti-competitive behavior, anti-trust and monopoly practices that led to fines or penalties in F.Y. 2022-23		
Additional To	pics and Disclosure	2 S		
Economic Pe	rformance			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Materiality Assessment Co-creating with Our Clients		76
GRI 201: Econ	omic Performance	2016		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Co-creating with Our Clients- Economic Disclosures		111

	201-2 Financial implications and other risks and opportunities due to climate change	Ethics, Integrity and Compliance- Risk Management	Partially reported(a)	Information unavailable/ incomplete	WNS has signed the commitment letter to the Science Based Targets initiative (SBTi) in December 2022. Hence, we may evaluate this disclosure requirement in the near future.	76
	201-4 Financial assistance received from government	Co-creating with Our Clients-Our Tax Strategy				110
Procurement	practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Materiality Assessment Supplier Diversity Program				72
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Ethics, Integrity and Compliance- Supplier Diversity Program				72
Тах						
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Materiality Assessment Co-creating with Our Clients				110
GRI 207: Tax 2019	207-1 Approach to tax	Co-creating with Our Clients				110
Water and eff	fluents					
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Materiality Assessment Protecting Our Planet				118
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Protecting Our Planet-Water Management				118
	303-5 Water consumption	Protecting Our Planet-Water Management				118
Employment						

GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Materiality Assessment Helping Our People Outperform				29 & 32	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Helping Our People Outperform				32	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our disclosures are limited to permanent full time employees- Helping Our People Outperform				29	
	401-3 Parental leave	Helping Our People Outperform- People, Policies and Programs				29	
Customer pri	vacy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Materiality Assessment Co-creating with Our Clients				107	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Co-creating with Our Clients-Digital Security and Customer Privacy				107	
Non Discrimi	Non Discrimination						
GRI 3: Material Topics 2021	3-3 Management of material topics					69	
GRI 406-1	406-1 Incidents of discrimination and corrective actions taken	Ethics, Integrity and Compliance- Fair Treatment, Respect & Dignity at the Workplace				69	



MAPPING WITH UNGC PRINCIPLES

PRINCIPLE	REPORT SECTION - HUMAN RIGHTS	PAGE NO.
	HUMAN RIGHTS	
Principle 1 – Businesses should support and respect the protection of internationally proclaimed human right	- Ethics, Integrity and Compliance - CoBEC	58
Principle 2 – Businesses should make sure that they are not complicit in human rights abuses	 Caring for Our Communities Ethics, Integrity and Compliance – CoBEC & Supplier Code of Conduct 	25 58 & 72
Principle 3 – Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	- Helping Our People Outperform – People, Policies and Program	29
Principle 4 – Businesses should uphold the elimination of all forms of forced and compulsory labor	- Ethics, Integrity and Compliance – CoBEC & Supplier Code of Conduct	58, 72
Principle 5 – Businesses should uphold the effective abolition of child labor	 Caring for Our communities Ethics, Integrity and Compliance – CoBEC & Supplier Code of Conduct 	25 58 & 72
Principle 6 – Businesses should uphold the elimination of discrimination in respect of employment and occupation	 Helping our People Outperform – Equal Opportunity Policy Ethics, Integrity and Compliance – CoBEC, Fair Treatment, Respect and Dignity at the Workplace, Commitment to Compliance 	36 58,69 & 83
Principle 7 – Businesses should support a precautionary approach to environmental challenges	- Protecting Our Planet	113
Principle 8 – Businesses should undertake initiatives to promote greater environmental responsibility	- Protecting Our Planet	113
Principle 9 – Businesses should encourage the development and diffusion of environmentally friendly technologies	- Co-creating with Our Clients – Innovation and Digitization	94
Principle 10 – Businesses should work against corruption in all its forms, including extortion and bribery	- Ethics, Integrity and Compliance – Sight over Might – The Compliance Domain at WNS	54

MAPPING WITH UN-SUSTAINABLE DEVELOPMENT GOALS (SDGs)

SDG	Initiative(s)	SR YF 2022-2023 Chapetr(s)	Page no
O3 GOOD HEALTH AND WELL-BEING	 Mental Wellness National Safety Awareness Month – India CyberSmart 	Helping Our People OutperformCaring for Our CommunitiesCaring for Our Communities	37 48 23
QUALITY EDUCATION	 Computer-Aided Literacy Program Digital Learning Centers WCF Digital Treasure Community Knowledge Hub Reading Program e-Mentoring CyberSmart Education Outreach Program (US) Mini Science Center Remedial English Accelerated Program (REAP) Formal Education Opportunities in South Africa Industry-Specific Training Programs 	 Caring for Our Communities Helping Our People Outperform 	18 18 19 19 19 22 23 40 21 23 26 43
05 GENDER EQUALITY	 Self-defense Respectful Workplace Equal Opportunity Policy Centurion Inclusive Leadership and Managing Bias Program India Women's Network 	 Caring for Our Communities Helping Our People Outperform 	22 36 36 34 36 39
06 CLEAN WATER AND SANITATION	- Water Management	- Protecting Our Planet	118
08 DECENT WORK AND ECONOMIC GROWTH	 MakeMyCareer@WCF Computer-Aided Literacy Program e-Mentoring Ybrant CEO Millennial Council 	 Caring for Our Communities Caring for Our Communities Caring for Our Communities Caring for Our Communities Helping Our People Outperform 	20 18 22 21 37

SDG	Initiative(s)	SR YF 2022-2023 Chapetr(s)	Page no
09 INDUSTRY, INNOVATION AND INFRASTRUCTURE	 CyberSmart WNS Triange TApp WNS VURAM WNS Expirius WNS Malkom WNS TRAC 	 Caring for Our Communities Co-creating with Our Clients 	23 96 94 96 94 94
10 REDUCED INEQUALITIES	 Respectful Workplace Inclusive Leadership and Managing Bias Program 	 Helping Our People Outperform Helping Our People Outperform 	36 36
RESPONSIBLE CONSUMPTION AND PRODUCTION	 Environment, Health and Safety Management System Framework and Policy Energy Management Waste Management Water Management Responsible Supply Chain and Supply Management Governance framework 	 Protecting Our Planet Protecting Our Planet Protecting Our Planet Protecting Our Planet Ethics, Integrity and Compliance 	118 113 117 118 70
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	 Code of Business Ethics and Conduct Responsible Supply Chain and Supply Management Governance Framework 	Ethics, Integrity and ComplianceEthics, Integrity and Compliance	58 70





SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX:

Technology and Communications, Software and IT Services

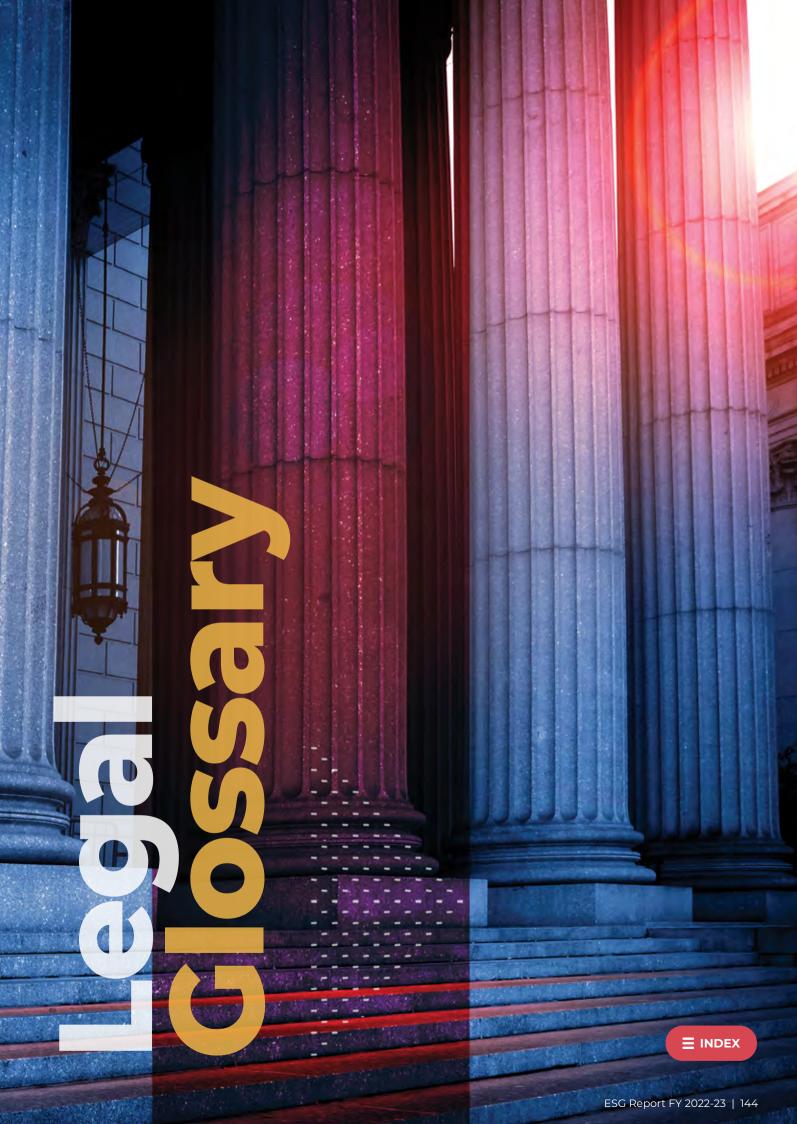
Торіс	Accounting Metric	Section	Remarks	Page No
Environmental footprint of hardware infrastructure	TC-SI-130a.1: Total energy consumed (gigajoules [GJ])	Protecting Our Planet		113
	TC-SI-130a.1: Percentage grid electricity	Protecting Our Planet		113
	TC-SI-130a.1: Percentage renewable energy (%)	Protecting Our Planet		113
	TC-SI-130a.2: Total water withdrawn (%) in regions with high or extremely high baseline water stress	Protecting Our Planet		118
	TC-SI-130a.2: Total water consumed (thousand cubic meters [m³]) in regions with high or extremely high baseline water stress	Protecting Our Planet		118
	TC-SI-130a.3: Discussion of the integration of environmental considerations into strategic planning for data centers needs	Protecting Our Planet		114
Data privacy and freedom of expression	TC-SI-220a.1: Description of policies and practices related to behavioral advertising and user privacy	Digital Security and Customer Privacy	Please refer to policy link below https://www.wns.com/ privacy-policy	
	TC-SI-220a.2: Number of users whose information is used for secondary purposes	Co-creating with our clients - Client and Data Privacy during Remote Work		108

Topic	Accounting Metric	Section	Remarks	Page No
	TC-SI-220a.3: Total amount of monetary losses as a result of legal proceedings associated with user privacy	Co-creating wit our clients - Client and Data Privacy During Remote Work		108
	TC-SI-220a.4 (1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure		None	
	TC-SI-220a.5: List of countries where core products or services are subject to government - required monitoring, blocking, content filtering, or censoring		None	
Data security	TC-SI-230a.1: Number of data breaches	Co-creating with our clients - Client and Data Privacy During Remote Work		108
	TC-SI-230a.1: Percentage involving personally identifiable information (PII)	Co-creating with our clients - Client and Data Privacy During Remote Work		108
	TC-SI-230a.1: Number of users affected			108
	TC-SI-230a.2: Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Digital Security and Customer Privacy		108

Торіс	Accounting Metric	Section	Remarks	Page No
	TC-SI-330a.1: Percentage of employees that are foreign nationals		We are currently not tracking this indicator however we are implementing systems to ensure that we have a reliable and consistent methodology for collecting and	
	TC-SI-330a.1: Percentage of employees that are located offshore		reporting on this indicator as it will help us gain insights into the company's approach to talent acquisition, resource optimization and global business strategies.	
Recruiting and managing a global, diverse and skilled workforce	TC-SI-330a.2: Employee engagement as a percentage	Helping our people outperform – employee engagement		44
	TC-SI-330a.3: Percentage of gender and racial/ethnic groups representation for management	Diversity and Inclusion		
	TC-SI-330a.3: Percentage of gender and racial/ethnic groups representation for technical staff	Diversity and Inclusion		29 & 32
	TC-SI-330a.3, TC-HW-330a.1: Percentage of gender and racial/ethnic groups representation for all other employees	Diversity and Inclusion		
Intellectual Property Protection & Anti-competitive Behavior	TC-SI-520a.1: Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations		None	

Topic	Accounting Metric	Section	Remarks	Page No
	TC-SI-550a.1: Number of performance issues		WNS systems SLA uptime for clients is 99.5% which implies that our services are available and accessible to our clients for the vast majority of the time. Our 24/7 monitoring and incident	
	TC-SI-550a.1: Number of service disruptions		management support ensures minimizing disruptions and	
Managing systemic risks from technology disruptions	TC-SI-550a.1: Number of total customer downtime		maximizing productivity and demonstrating our unwavering commitment to delivering reliable and uninterrupted services to our clients. We have not seen any major disruptions in our systems in FY 22-23.	
	TC-SI-550a.2: Description of business continuity risks related to disruptions of operations	Risk Management		75





LEGAL GLOSSARY

Abbreviation	Full Form
Al	Artificial Intelligence
ASSOCHAM	Associated Chambers of Commerce and Industry of India
ATD	Association of Talent Development
AWS	Amazon Web Services
BHAG	Big Hairy Audacious Goals
B-BBEE/ BBBEE	Broad-Based Black Economic Empowerment
ВСМ	Business Continuity Management
ВСР	Business Continuity Planning
ВРМ	Business Process Management
ВРО	Business Process Outsourcing
BRSR	Business Responsibility and Sustainability Reporting
CO2	Carbon Dioxide
CoE	Centre of Excellence
CEO	Chief Executive Officer
CIO	Chief Information Officer
CDP	Climate Disclosure Project
CLO	Chief Learning Officers
CIMPA	Compliance in Management Practice and Action
CII	Confederation of Indian Industry
COVID	Coronavirus Disease
CSR	Corporate Social Responsibility
СТС	Cost to Company

Abbreviation	Full Form
CIS	Customer Interactive Services
DOJ	Department of Justice
DiFu	Digital Future
DCI	Disclosure of Conflict of Interest
DG	Diesel Generator
ERP	Enterprise Resource Planning
ERM	Enterprise Risk Management
ESG	Environment Social Governance
EHS	Environment, Health and Safety
EHSMS	Environment, Health and Safety Management System
EU	European Union
EVP	Executive Vice President
FP&A	Financial Planning and Analysis
FY	Fiscal Year
FLM	Front Line Manager
FTE	Full Time Employee
GEI	Gender-Equality Index
GDPR	General Data Protection Regulation
GM	General Manager
GAAP	Generally Accepted Accounting Principles
GRI	Global Reporting Initiative
GHG	Greenhouse Gas

Abbreviation	Full Form
нмо	Health Maintenance Organization
НСМ	Human Capital Management
HR	Human Resource
HRBP	Human Resources Business Partner
InfoSec	Information Security
iSAP	information Security Awareness Program
IT	Information Technology
IDG	International Data Group
ISO	International Organization for Standardization
ISAE	International Standard on Assurance Engagements
IP	Internet Protocol
ISA	Individual Savings Account
ISG	Information Services Group
JE	Journal Entry
KYBP	Know Your Business Partner
LGBTQ	Lesbian, Gay, Bisexual and Transgender
LLC	Limited Liability Company
LOB	Line of Business
ML	Machine Learning
MSCI	Morgan Stanley Capital International
NASDAQ	National Association of Securities Dealers Automated Quotations
NASSCOM	National Association of Software and Service Companies
NCG & ESG	Nominating and Corporate Governance & Environment, Social and Governance

Full Form
Non-Governmental Organization
Net Promoter Score
New York
New York Stock Exchange
Occupational Directed Education and Training Development Diploma
Oracle Analytics Server
Payment Card Industry Data Security Standard
People with Disability
Platform-as-a-Service
Proprietary Limited
Public Limited Company
Remedial English Accelerated Program
Rewards and Recognition
Sarbanes-Oxley
Science Based Targets initiative
Securities and Exchange Commission
Service Level Agreements
Signature Leadership Development Program
Software-as-a-Service
Statement on Standards for Attestation Engagements
Statutory Compliance Module
Supplier Diversity Program
Sustainability Accounting Standards Board

Abbreviation	Full Form
SDG	Sustainable Development Goals
SOC	System and Organization Controls
TCFD	Task Force on Climate-Related Financial Disclosures
TISS	Tata Institute of Social Sciences
TCP	Trade Compliance Program
UK	United Kingdom
UN	United Nation
UNGC	United Nations Global Compact

Abbreviation	Full Form
UNSDG	United Nations Sustainable Development Goals
USD	United States Dollar
USA	United States of America
VoC	Voice of Customer
WNS	WNS (Holdings) Limited and Its Subsidiaries
WCF	WNS Cares Foundation
WRI	World Resources Institute



About WNS

WNS (Holdings) Limited (NYSE: WNS) is a leading Business Process Management (BPM) company. WNS combines deep industry knowledge with technology, analytics, and process expertise to co-create innovative, digitally led transformational solutions with over 400 clients across various industries. WNS delivers an entire spectrum of BPM solutions including industry-specific offerings, customer experience services, finance and accounting, human resources, procurement, and research and analytics to re-imagine the digital future of businesses. As of June 30, 2023, WNS had 59,871 professionals across 66 delivery centers worldwide including facilities in Canada, China, Costa Rica, India, Malaysia, the Philippines, Poland, Romania, South Africa, Sri Lanka, Turkey, the United Kingdom, and the United States.

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