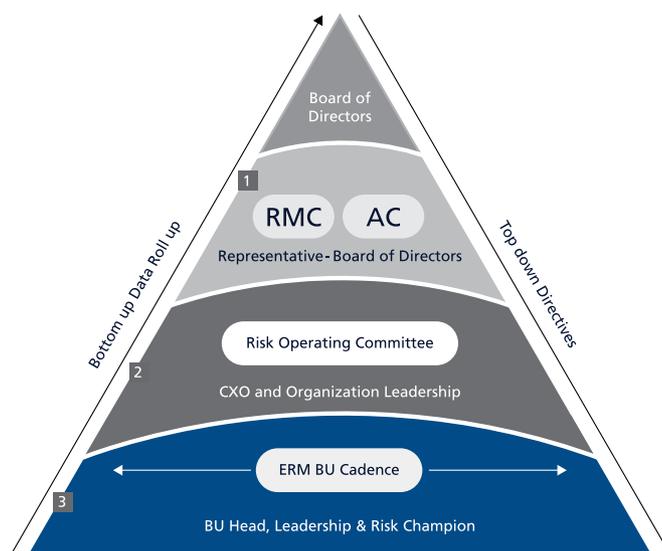


Risk Management Report

The aim of Enterprise Risk Management (ERM) is to comprehensively manage risks to the organization, sustaining business growth and profitability through effective governance and strategies. The ERM framework establishes a robust Risk Governance structure to formulate the organization's risk management strategy and attain key business objectives, offering insights into the primary risks facing the organization. This facilitates risk-informed decision-making at the Board and executive management levels. Governance forums at different tiers ensure that risks are identified, reviewed, and addressed throughout the organization. The Chief Risk Officer oversees Risk Management activities and is supported by the ERM team.



- 1** **Frequency:** Quarterly
Agenda: External Risks, Enterprise Risks, Data Privacy, Cyber Security, Margin Pressures, Revenue Headwinds, ESG
- 2** **Frequency:** Quarterly
Agenda: Enterprise Risks, Data Privacy, Cyber Security, Crisis Management, Third Party Risks, Business Continuity, Regulatory
- 3** **Frequency:** Monthly
Agenda: BU level risks, Critical Delivery risks, Escalation of Delivery risks

Risk Management Committee (RMC) is an apex body comprising of the Board Committee and has a focused agenda of overseeing Key Enterprise Risks. The forum discusses and deliberates on external risks / disruptive trends and its mitigation plans. Emerging risks in context to organization vision in next few years are also discussed. RMC is convened on a quarterly basis.

Audit Committee (AC): Audit Committee (AC) is a Board Committee with focused agenda on risks and internal controls. AC meetings are conducted on a quarterly basis.

Risk Operating Committee (ROC): Risk Operating Committee (ROC) comprises of CXO's and senior leadership. ROC meeting is conducted once in a quarter, where risks perceived to the organization are discussed and deliberated, including Enterprise level risks, Data Privacy risks, Cyber Security risks, Business Continuity risks, Crisis Management, Third Party Risks, Regulatory risks and any other risk as applicable.

Business Unit (BU) ERM Cadence Meeting: Business Unit level risks are discussed in the monthly cadence meeting. The meeting is convened by the Business Unit Risk Champion and is attended by the Business Unit Head and other Senior Leadership.

ERM framework implements management of risks at various layers of the organization including risks at project level, account level, Business unit level and Enterprise level. Detailed risk management process helps to identify and treat the risks before it surfaces as an issue. The process is enabled through a digital platform that provides an enterprise-wide view of risks, enabling informed decision making.

➤ **For more details, please refer p.73 and p.150**