

## 1. Synopsis of the Green Lean Sigma (GLS) Project

### About WNS

WNS Global Services is a recognized leader in business process outsourcing (BPO). Established in 1996 as a fully owned subsidiary of British Airways, WNS is now a publicly listed company on NYSE. WNS is passionate about building a market leading company valued by clients, employees, business partners, investors and communities. We deliver value to our clients by bringing operational excellence and deep industry and functional knowledge to their critical business processes. We serve several industries viz travel, insurance, financial services, healthcare, professional services, manufacturing, distribution and retail. WNS has international presence with over 21000 employees and 20 sites spread across 6 countries India, Sri Lanka, Romania, Philippines, UK & USA.

WNS was the winner of the "Global Six Sigma Award- Best Outsourcing Company" in 2007.

### Introducing GLS – The WNS Green Project

Improving the quality of the environment is now a business imperative for the world's leading companies. The impact of carbon emissions and environmental issues will affect how companies operate in the future. WNS recognizes this fact and is committed to becoming a carbon neutral company. WNS believes that the right knowledge for environment protection and preservation is extremely vital for sustaining the drive to save our environment.

GLS is an organization wide project aimed at making WNS a Carbon Neutral Company through the effective implementation of Six Sigma, Lean & EMS ISO 14001. It is driven as per the DMAIC methodology to achieve Carbon Neutral status.

## 2. The strategic objectives and scope of the business excellence project

### Leadership Vision & Team's Passion:

WNS's unrelenting commitment to environmental sustainability issues is well articulated by Neeraj Bhargava, Group CEO, WNS Global Services - "We understand that improving the environment is now a business imperative for leading companies across the world. Carbon emission and environmental issues are going to effect how companies are going to operate in the future". The carbon neutral roadmap and the GLS project management plan is designed in keeping with the organization's green vision of being a carbon neutral company.

### Objective:

The 'Green Lean Sigma' (GLS) leverages Six Sigma, LEAN and ISO methodologies to:

- Redesign processes to make them more energy efficient
- Sensitize employees about the impact on the environment and
- Tangibly contribute to being environmentally friendly
- Stringent audit mechanism to sustain long term implementation

### Scope:

As a part of the project WNS have identified projects/initiatives for environmental improvement in the following areas viz Energy Conservation, Zero Waste, Paper Savings, Water Savings, Clean Land, Clean Air, Employee awareness, Green Corporate Social Responsibility and more. across all its global delivery centres. Apart from carbon reduction and carbon offset projects the climate change journey at WNS focuses on employee awareness and sensitization through periodic communication, formation of Teams for Environmental Sustainability (Green Teams), and through employee sustainability initiatives. The Six Sigma DMAIC methodology followed for carbon neutrality is enumerated below

DEFINE	MEASURE	ANALYZE	IMPROVE	CONTROL
Step 1: Customer and Project CTQ Identification Step 2: Project Chartering & Storyboarding Step 3: Project Acceptability & Success Factors Step 4: SIPOC	Step 1: Identifying Carbon Footprint Experts  Step 2: Carbon Baseline as per UNFCCC standards	Step 1: Vital X's (I) Carbon & Consumption Footprint (II) Green Building Solutions (III) Employee Personal Sustainability	Step 1: Carbon Footprint Reduction Projects Step 2: Green Building Solutions Step 3: Employee Personal Sustainability Initiatives Step 4: Customer Engagement	Step 1: GLS PMO Step 2: Green Lean Sigma Deployment (i) Purpose; (ii) Measures; (iii) Induction Sign (iv) Green Teams; Other WNS Sites; (v) Carbon Baseline

Please refer to Annexure I: GLS Launch Press Release & EMS Certificate

Please refer to Annexure II: GLS DMAIC Approach

### 3. The Business Excellence Project Implementation and Timeline

#### Project Implementation Plan:

The WNS Carbon Neutral Journey is divided into four interrelated phases viz Carbon Awareness, Carbon Baseline, Carbon Reduction and Carbon Offset.

Phase 1	Phase 2	Phase 3	Phase 4
Carbon Awareness	Carbon Baseline	Carbon Reduction	Carbon Offset
Launches across all locations	Scoping of Carbon Footprint	Resource Alignment	Launch Offset Projects
Awareness & Sensitization Events	Map Carbon Emission Points	Drive Improvement 6s & Lean Projects	Buy Carbon Credits (if needed)
Internal & External Communication	Calculating Carbon Footprint	Project Control Panel	WNS Carbon Neutral Certification
BU & EU Support	Risk Assessment & Business Impact	Capture Benefits	Internal & External Communication
	Cost Benefit Analysis		
	Reduction & Offsetting Project Plan	Internal & External Communication	

Figure 2: Project Plan

#### GLS Project Management Office (PMO):

The Project Management office is a dedicated team reporting directly to the Chief Quality Officer of WNS. The team constitutes of individuals in Master Black Belt, Black Belts and Green Belts roles. The team is also supported by subject matter experts to facilitate. This project is being driven as an Executive Band Project and is directly championed by the Group CEO. The organization supporting the GLS programme is shown in Fig 4.

The GLS PMO has the following responsibilities:

- Solution Identification :Carbon Footprint, Building Systems, Employee Sustainability
- Technical Feasibility, Financial Feasibility & Project Implementation
- Carbon Neutral Strategy & Roadmap

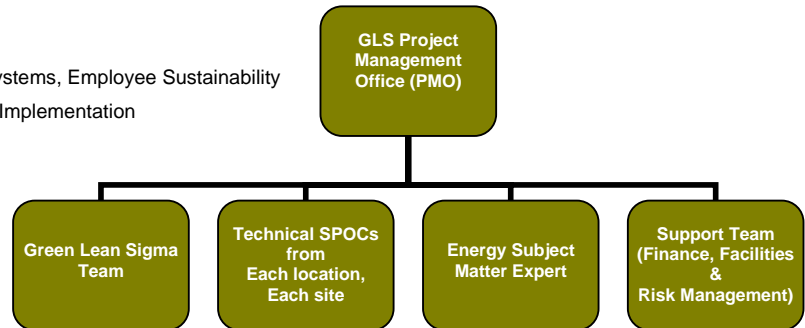


Figure 3: GLS Project Management Office

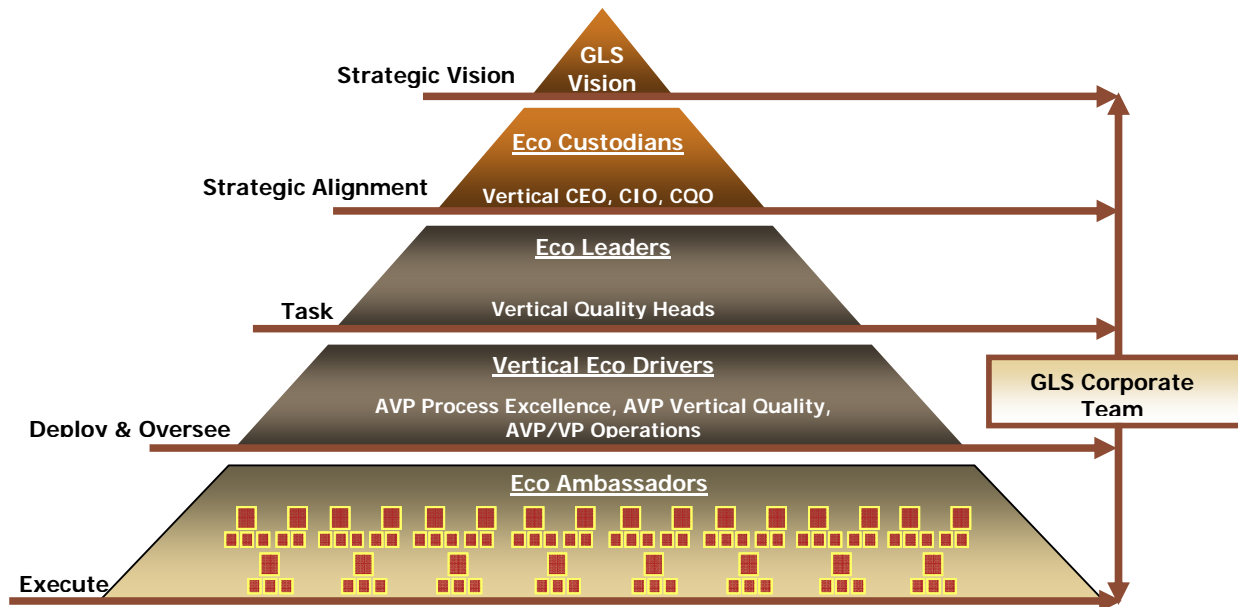


Figure 4: Organization supporting the GLS program

Please refer to Annexure III: GLS as a part of WNS Quality Deployment

## 4. The size of the project challenge

WNS is an organization with global presence with over 21000 employees. Multiple sites, multiple locations spread across geographies with numerous processes in various verticals clubbed with cultural and ethnic diversity makes it a challenging task to reach out to all employees globally, create the right amount of awareness and drive environment projects.

WNS is targeting this uphill task with a structured Six Sigma DMAIC Approach and has a designed and definite roadmap to reach the carbon neutral status. To create sensitization and awareness amongst its employees the GLS Team is involved in several employee engagement programs and follow a robust communication plan. We see these challenges as an opportunity to positively influence the behavioral aspects of the several thousand of people in our organization.

## 5. The organizational impact of the business excellence project

With the changing socio-economic conditions the Green Lean Sigma program has become a key differentiator for WNS. The global awareness about environmental issues coupled with changing regulations has added a new dimension to WNS's GLS project. This meticulously designed project provides WNS the competitive advantage of being a "Green Outsourcing Partner" in the international business community.

The GLS Project has brought about a paradigm shift in our thinking. The overwhelming participation of employees in green awareness programs such as Green Teams indicates this sea of change in employee accountability and a change in personal and professional conduct.

Poka-Yoke (Mistake Proofing) techniques have also been incorporated to ensure that every employee is sensitized to the WNS Green Lean Sigma Program and vision. Other sustainability measures like "Induction Green Employee Module" (i-GEM), Web Chat, and Communication plan helps us in keeping our roadmaps on track.

\*Green Teams involving 438 employees; 85% adherence to i-GEM

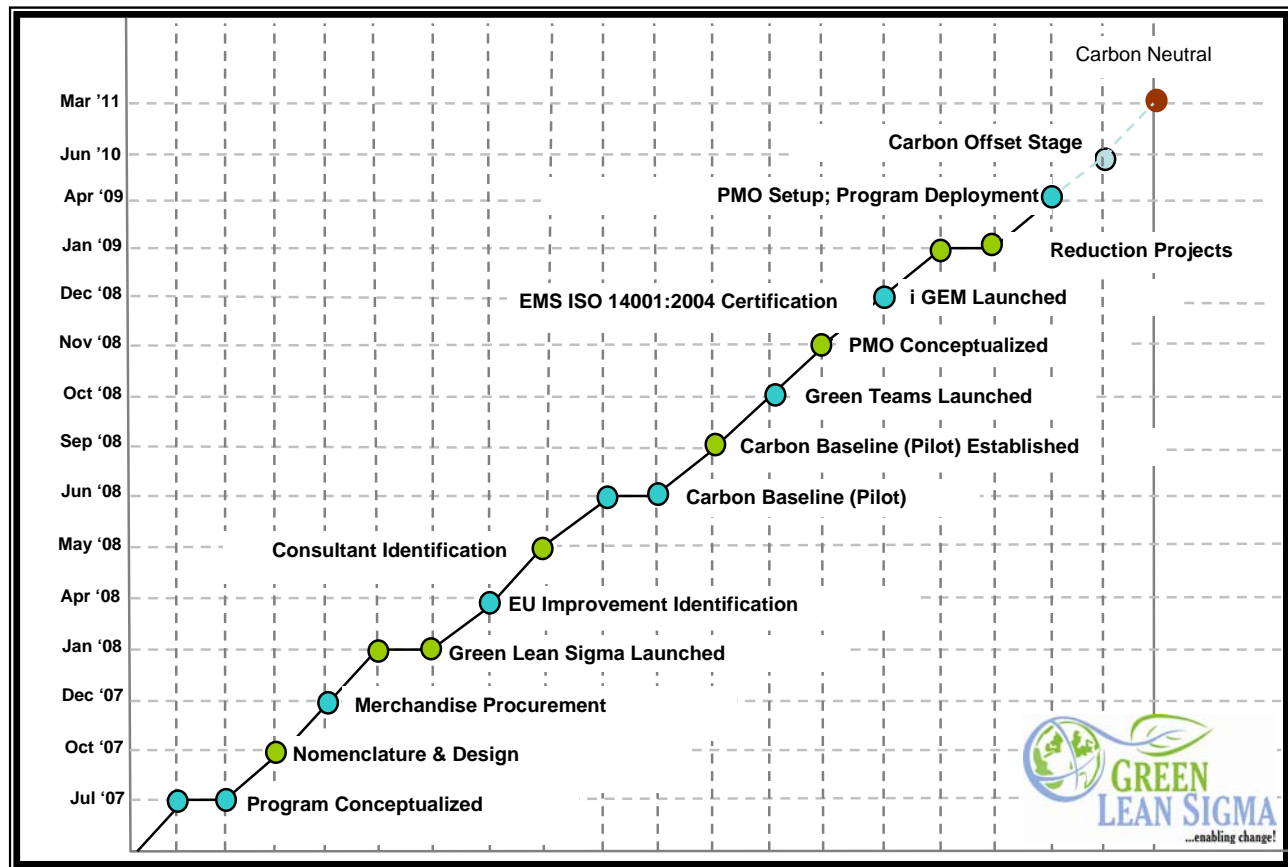


Figure 5: Green Lean Sigma Journey: Inception till date

Please refer to Annexure IV: GLS Communication Campaign; Annexure V: GLS Benefits; Annexure VI: Sample Case Study

## 6. Business Results

**Quality Net Savings (QNS):** 42.07% of total QNS generated from Six Sigma Projects (FY 08-09).

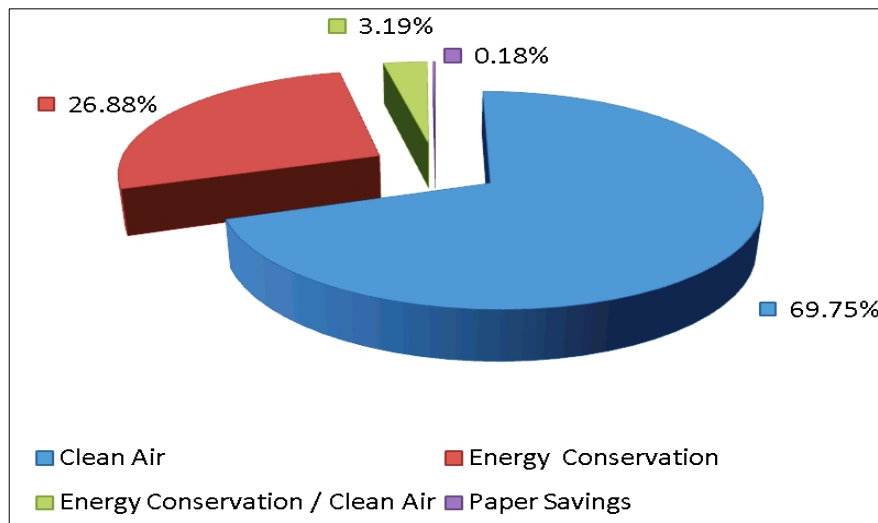


Figure 6: Quality Net Savings Break Up

### Environment Management System ISO 14001:2004

EMS Deployment & Certification in WNS focus on providing the safest environment and healthiest atmosphere to all our employees. This is achieved through the help of suitable management system based on PDCA cycle which is aimed at:

- ♦ Conservation of natural resources - by efficient use of energy, water and effective utilization of waste
- ♦ Using renewable energy sources whenever possible.
- ♦ Training and development for employees on all related issues of EMS and pollution prevention
- ♦ Compliance with legislation and regulations that is relevant to WNS.
- ♦ Periodic review of systems and processes aimed at continual improvement & prevention of pollution
- ♦ Encourage sharing of information & communication of our Environmental management system with the stakeholders, including suppliers & society at large

EMS Deployment and certification has also been an integral part of WNS Carbon Neutral journey. Therefore the EMS objectives play a vital role by putting specific and measurable targets for various facets of carbon emission and energy conservation.

Following are the Key targets set to contribute to Green Lean Sigma initiative through EMS deployment and continual improvement:

- ♦ Conservation of Energy
- ♦ Eco-efficient Waste Disposal
- ♦ Control of transport emissions
- ♦ Conservation of water & paper

## Social Impact

The programs undertaken by WNS to become a carbon neutral company have impacted various spheres of our business –

- More sensitized employees who are now more cautious about their actions on the environment
- Our ecosystem comprising service providers such as transport vendors, cafeteria etc are being educated and engaged with to implement environment friendly policies



“We do not inherit the earth from our ancestors we borrow it from our children”

