



ENABLING THE FUTURE

Sustainability Report 2024



CONTENTS

4	About this Report
7	Message to our Stakeholders
7	Chief Executive Officer
8	Global Head of Marketing, Communications, and Sustainability
9	About TDCX
9	Who We Are
11	What We Do
13	Our Sustainability Strategy
15	Our Approach to Identifying What Matters Most
17	Our Sustainability Governance Framework
19	How We Operate
20	#BeHappier
37	#BeKinder
48	#BeGreener
56	Governance



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About this Report

Reporting Scope and Boundary

Our 2024 Annual Sustainability Report (“SR2024”) for the period 1 January to 31 December 2024 (the “Reporting Period”) is prepared in partial reference to the Global Reporting Initiative (GRI) Standards, covering our global operations across 17 geographies. The reporting boundary includes all wholly owned and majority-controlled entities, focusing on material ESG topics that impact our business and stakeholders. We ensure accuracy and transparency through rigorous data collection, third-party verifications, and alignment with international frameworks such as the UN Sustainable Development Goals (SDGs) and Net Zero climate goal. This report highlights our progress, challenges, and commitments, reinforcing our dedication to responsible business practices and long-term sustainability.

Locations

Australia, Brazil, Mainland China, Colombia, Hong Kong, India, Japan, Malaysia, Romania, Singapore, South Korea, Spain, Thailand, the Philippines, Taiwan, Türkiye, and Vietnam.

Contact

We welcome feedback on this report and our sustainability practices. Our corporate policies such as the Code of Business Conduct and Ethics, Corporate Governance Guidelines, and Supplier Code of Conduct are available upon request. Please direct your comments and suggestions to:

Attn : Eunice Seow
Global Head of Marketing,
Communications and Sustainability

Email : sustainability@tdcx.com



Disclaimer and Forward-looking Statements

This SR2024 contains forward-looking statements, outcomes, forecasts, estimates, projections, and opinions (“forward-looking statements”) based on our expectations and views of future events as at the date of this report. These forward-looking statements relate to events that involve known and unknown risks, uncertainties, and other factors. In some cases, these forward-looking statements can be identified by words or phrases such as “believe,” “plan,” “expect,” “intend,” “should,” “seek,” “estimate,” “will,” “aim”, “anticipate” and “potential,” or other similar expressions, but these are not the exclusive means of identifying such statements. All statements other than statements of historical facts included in this document, including those regarding future business strategy, plans and objectives of management for future operations, and statements on future industry growth are forward-looking statements. In addition, we and our representatives may from time to time make other oral or written statements which are forward-looking statements.



These forward-looking statements are subject to risks, uncertainties and assumptions, some of which are beyond our control. In addition, these forward-looking statements reflect our views as at the date of this report with respect to future events and are not a guarantee of future performance.

Actual outcomes may differ materially from the information contained in the forward-looking statements as a result of a number of factors, including without limitation, the following factors:

- 1 Changes in the laws, regulations, policies and guidelines in the jurisdictions in which we operate
- 2 The regulatory environment in the jurisdictions in which we operate
- 3 Competition in the outsourced business support services industry in which we operate
- 4 Political instability in jurisdictions in which we operate or in other jurisdictions that impact the jurisdictions in which we operate
- 5 The overall economic environment and market conditions
- 6 Changes in the need for capital and availability of financing and capital
- 7 Man-made or natural disasters and calamities, including war, acts of terrorism, civil disturbances, pandemics, other catastrophic events and acts of God
- 8 Exchange rate fluctuations
- 9 Changes in interest rates or rates of inflation (including wage inflation)

Except as required by law, we undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise, after the date on which the statements are made or to reflect the occurrence of unanticipated events. You should read this SR2024 and the documents that we have filed as appendices to this SR2024 or referenced in this SR2024, completely and with the understanding that our actual future results or performance may be materially different from what we expect.

Certain metrics in SR2024, including employee satisfaction scores, are calculated using internal company data which we believe to be reasonable estimates despite inherent measurement challenges. These metrics may change due to methodology improvements, while certain figures have been subject to rounding adjustments and may not represent arithmetic aggregation of preceding figures. We occasionally discover inaccuracies requiring recalculation of historical metrics, and our estimates may not be comparable to third-party metrics due to methodological differences.

Our sustainability reporting and data collection processes continue to evolve, with the current report being unaudited. Independent assurance and auditing may be considered in the future as our sustainability reporting and ESG approach develop further.



Message to our Stakeholders

**Message from
Laurent Junique
Founder and Chief Executive Officer**

When we look back on 2024, what will stand out are the continued geopolitical tensions, economic uncertainty, and widening societal divides. Yet amid these global challenges, it's often the quieter, more pervasive shifts—those that touch our daily lives—that leave the most lasting impression.

At TDCX, we believe that every organization has a responsibility to contribute to a more resilient, inclusive, and sustainable future. That belief continues to guide our actions as we support our people, our communities, and the planet.

Throughout 2024, we remained anchored by our #BeMore philosophy—our commitment to constantly seek new ways to deepen our impact. This mindset has helped us navigate rapid technological evolution while staying focused on what matters most: making a positive difference for all our stakeholders.

We made steady progress in managing our environmental footprint, following a science-aligned roadmap toward the global Net Zero target by 2050. While infrastructure and market readiness continue to pose challenges in parts of Asia, we are taking pragmatic steps—from adopting renewable energy to enhancing operational efficiency—to ensure lasting, meaningful change.

Our people remain central to our sustainability journey. We invested in their growth by expanding training for the digital future and sharpening our focus on well-being, safety, and inclusivity. Our aim is to foster a workplace where every individual feels empowered to thrive and contribute to broader social impact.



In 2024, we also redefined our approach to community engagement through the TDCX Foundation, transforming it into an impact-driven platform. By adopting an impact fund model, we can better support nonprofits that leverage technology to improve education, expand economic opportunities, and drive environmental progress. This evolution allows us to channel resources toward the areas where they can generate the most measurable and lasting benefits.

We are proud to have identified our first portfolio of impact grant recipients and look forward to working alongside them to deliver meaningful change on the ground. Through the TDCX Foundation, we aim to uplift individuals and support community progress in ways that are thoughtful, practical, and responsive to local needs.

As TDCX marks its 30th anniversary, our purpose remains resolute. We will continue to grow with intention, collaborate responsibly, and contribute to the global effort to shape a more sustainable world—step by step.

Thank you for being part of this journey.

Message to our Stakeholders

**Message from
Eunice Seow
Global Head of Marketing,
Communications and Sustainability**

2024 marked a key moment in our sustainability journey. We undertook a strategic review of our sustainability efforts, with the goal of improving our ability to manage and in turn, reduce our carbon emissions. By enhancing our climate resilience, we ensure that our business is better prepared for a low-carbon future.

We started by using the Science Based Targets initiative's (SBTi) Corporate Net-Zero Standard as a guide in line with our desire to develop a reduction roadmap. Since then, we have embarked on an internal audit to identify the areas where we have the opportunity and ability to implement changes. Our initial focus is on our campuses with the largest footprint, laying the groundwork for long-term, measurable progress. With this data-driven approach, we continue to work towards a roadmap on reducing our carbon emissions to support Net Zero goal by 2050.

At the heart of all our efforts are our people. We recognize that our people are the driving force behind everything we do and remain steadfast in our commitment to them. This translates into upholding human rights, championing diversity, equity, and inclusion, and investing in our teams' growth, development and well-being. We believe that by empowering our employees, we unlock greater innovation, engagement, and social value across our organization and beyond.



This sustainability report captures the progress we've made across our three pillars—#BeHappier, #BeKinder, and #BeGreener—and shares how we are embedding sustainability into the fabric of our business. With transparency and accountability, we aim to provide data-driven insights that meet regulatory expectations while advancing our broader corporate values.

As we look ahead, we remain committed to deepening our efforts and making meaningful progress in our sustainability journey. Thank you for being part of this shared commitment to a more sustainable future.

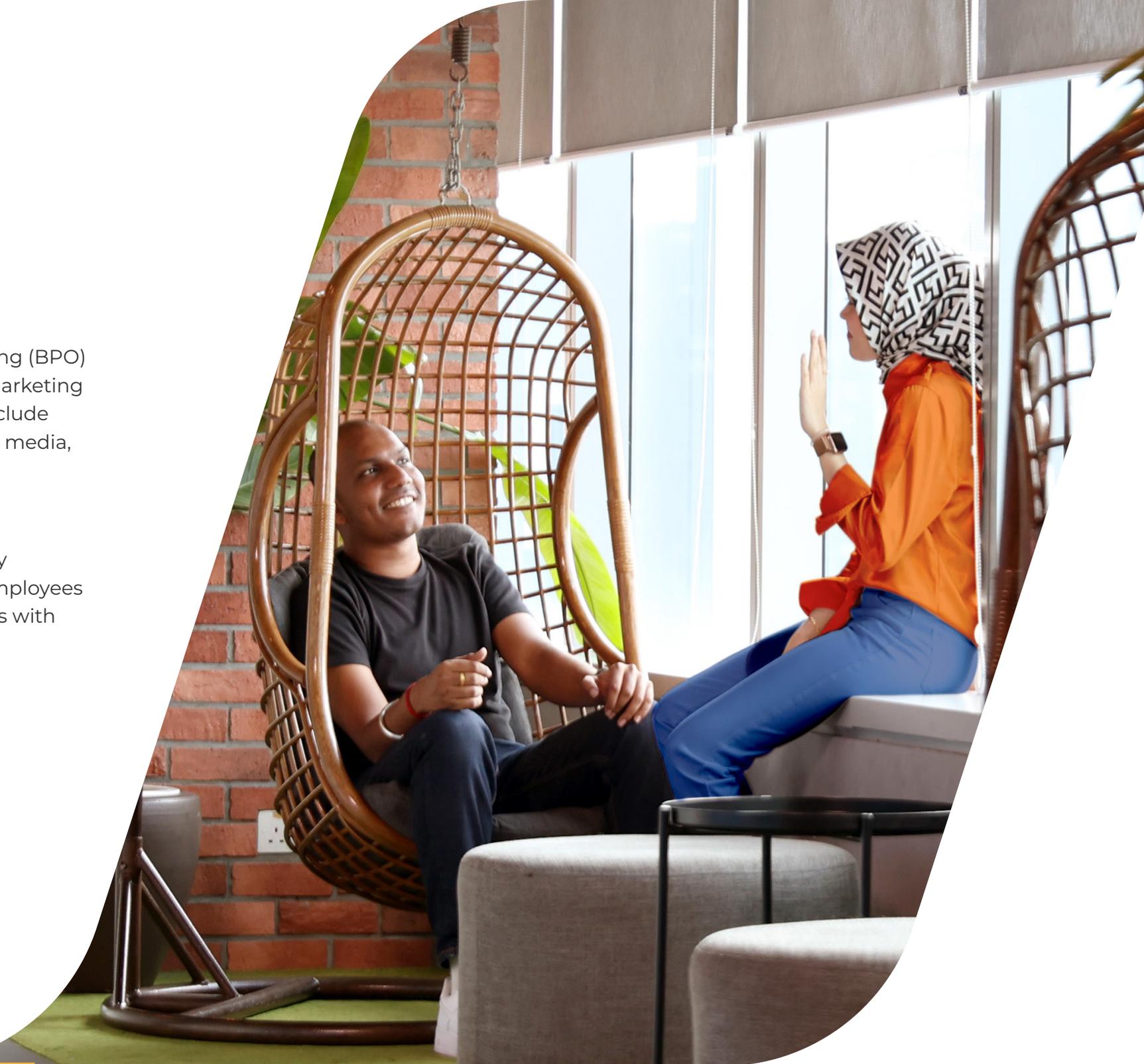
About TDCX

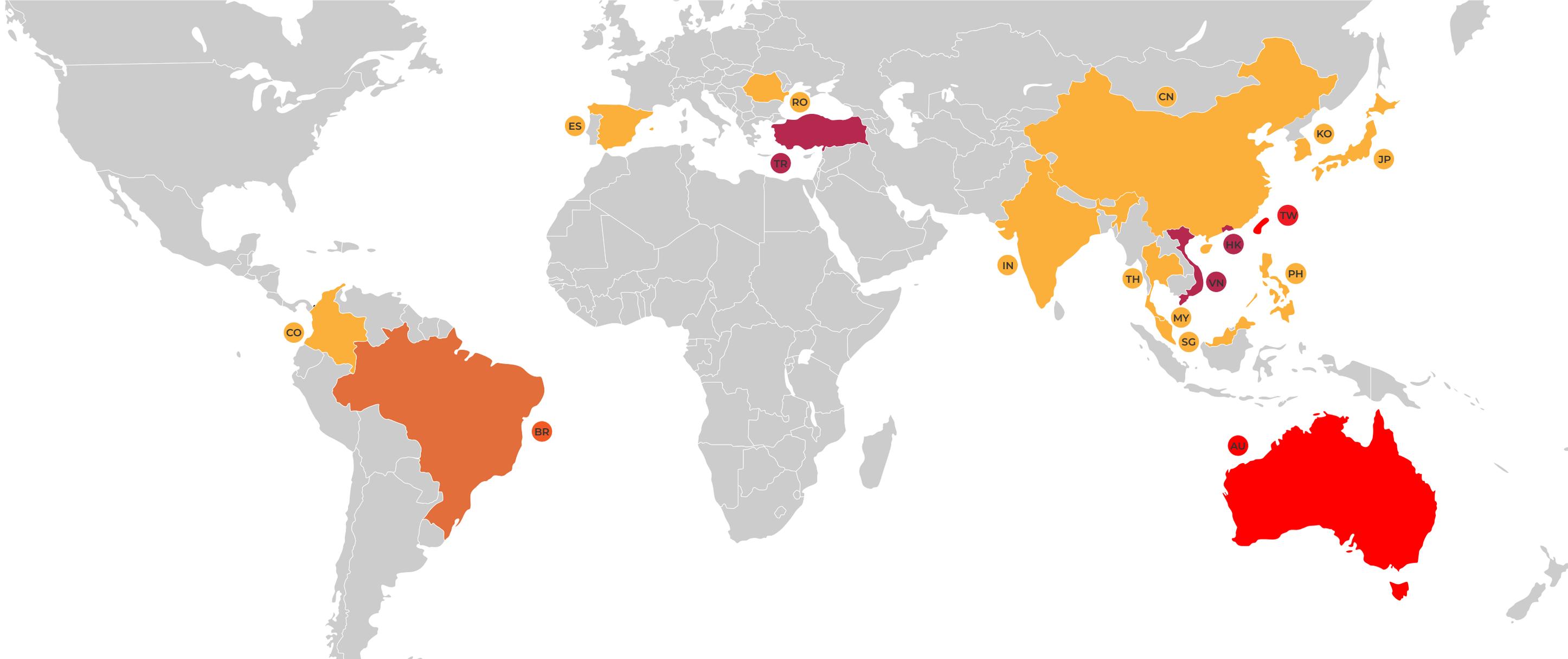
Who We Are?

Singapore-headquartered TDCX is a leading global business process outsourcing (BPO) company that provides customer experience (CX) solutions, sales and digital marketing services, and content moderation for clients across various industries. These include digital advertising and social media, e-commerce, fintech, gaming, healthtech, media, technology and travel and hospitality.

With a focus on helping companies enable the future, TDCX’s smart, scalable approach—driven by innovation and operational precision—positions it as a key partner for companies targeting tangible outcomes. With more than 18,800 employees across 37 locations worldwide as of 31 December 2024, TDCX provides its clients with comprehensive coverage in Asia, Europe and the United States.

TDCX delisted from the NYSE on 18 June 2024 and is now a private company.





18,800+
TDPeeps across the globe

50+
Languages supported

37
Campuses

120+
Clients

17
Geographies

- 2** new geographies in 2024
- 1** new geography in 2023
- 3** new geographies in 2022

Our Services



Omnichannel CX

Delivering exceptional customer experiences by combining human intelligence, smart technology, and actionable insights to optimize every interaction, across every channel, at every stage of the journey



Sales and Digital Marketing

Harnessing the synergy of AI-powered capabilities and human expertise to optimize revenue operations, extend reach, and accelerate growth



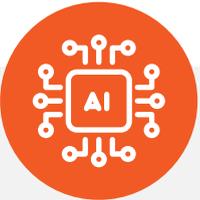
Content, Trust and Safety

Human + AI collaboration for account integrity, fraud detection and prevention, content moderation, and regulatory compliance



Technical Support

Human-driven, AI-powered, and automation-enabled capabilities designed to deliver faster and smarter support



AI Services

Leveraging advanced platforms, including generative AI, to enhance AI projects and support goals efficiently. Delivering high-quality data that yields exceptional results with seamless integration of a diverse team and rapid machine-driven labeling system

Our Accolades



Fortune 500 Southeast Asia



Outstanding Partner

SIA CEO Excellence Awards 2024 Singapore



Respected CEO – Laurent Junique

Awarded by Great Place to Work® Institute 2024



Most Innovative Company of the Year

Circle of Excellence for Asia CEO Awards 2024 Philippines



Company of Good – 3 Hearts

Company of Good Conferment 2024 Singapore



Best In-House Career Website – Gold

Employee Experience Awards 2024 Thailand



Best Career Development Program – Gold

Employee Experience Awards 2024 Malaysia



Company of the Year in CX Management Services Industry

Frost & Sullivan 2024 Malaysia



Best Diversity, Equity, & Inclusion Awards – Gold

Seek People & Purpose Awards 2024 Malaysia



Best Remote Work Strategy – Gold

Employee Experience Awards 2024



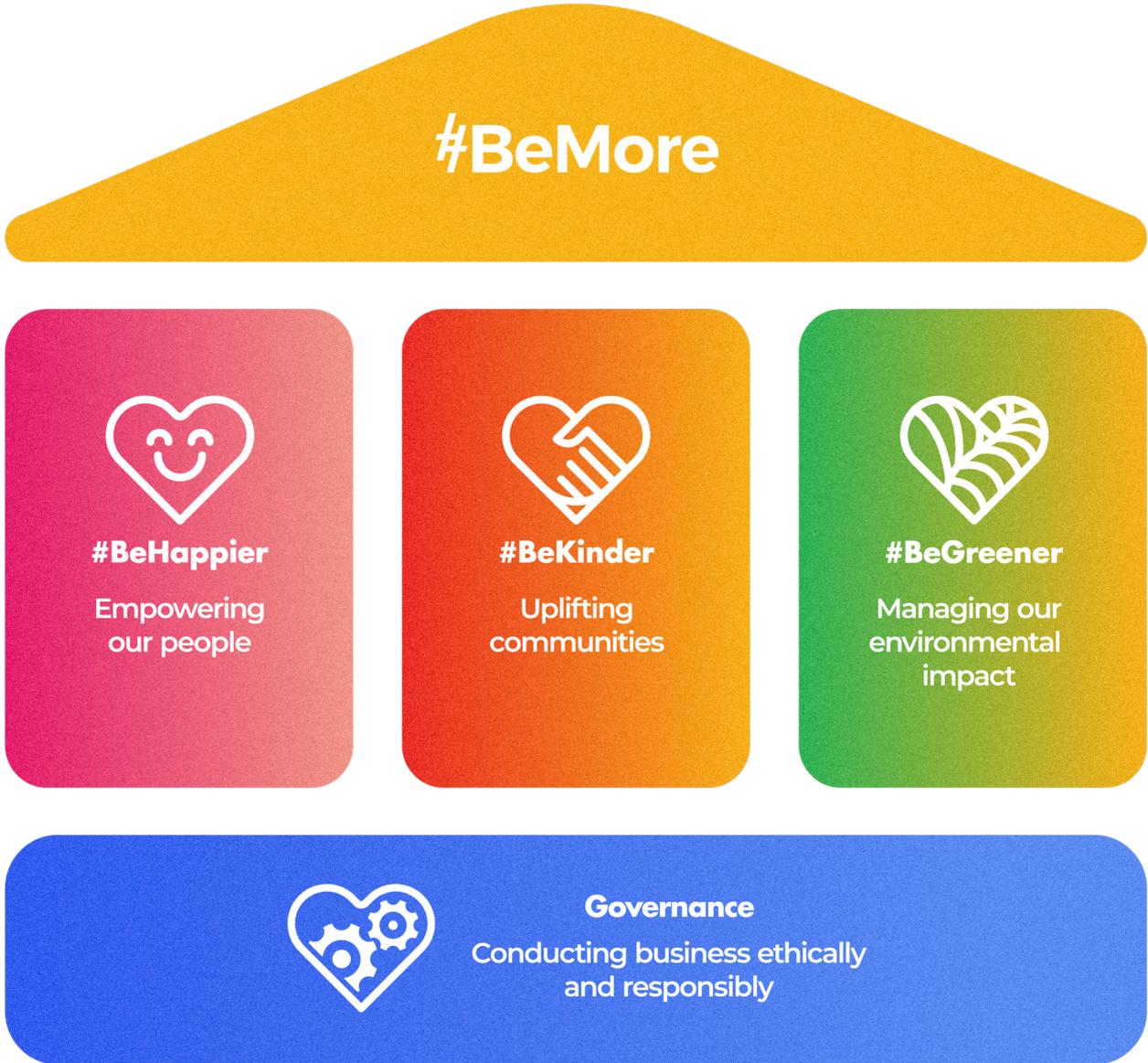
Great Place to Work

For multiple sites including Brazil, India, Singapore, South Korea, Thailand

Our Sustainability Strategy

Our sustainability strategy is built to support our business goals. Guided by our #BeMore ethos, we aim to impact positively the lives of our stakeholders.

We have a strong ESG-aligned framework guided by three strategic pillars that support our promise of being a responsible and future-ready business partner; #BeHappier, #BeKinder, and #BeGreener, with strong governance underpinning everything that we do.



Our Commitments

#BeMore



#BeHappier

We empower our people through creating job opportunities and being a fair and equal employer. We also uphold the high standards of human rights and foster a diverse, equitable and inclusive workplace.

We cultivate a high-performing, inclusive workplace where our people thrive. By investing in employee well-being, diversity, equity, inclusion, and professional growth, we empower our teams to consistently deliver exceptional service and value to our clients.



#BeKinder

We uplift communities and create positive social impact through harnessing the power of innovation and digital technology to make a difference in education, economic empowerment and the environment.

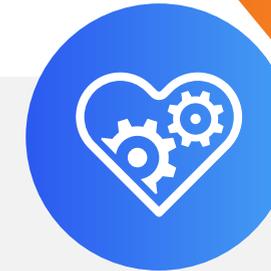
We are dedicated to making a meaningful difference in the communities we serve. We strengthen social impact through strategic partnerships with high-impact non-profit organizations. By aligning our initiatives with local priorities and leveraging our core capabilities, we ensure that our contributions are sustainable, scalable, and responsive to the unique challenges of underserved communities.



#BeGreener

We manage our environmental impact and reduce our carbon emissions. In the longer term, we are looking to align our efforts with the global drive to achieve Net Zero by 2050.

We integrate sustainability across our operations to reduce environmental impact and support our clients' climate-related goals. From optimizing energy efficiency to reducing emissions, we continuously innovate to drive greener operations.



Governance

We uphold the high standards of corporate governance and ethical business practices, ensuring transparency, accountability, and integrity in all aspects of our operations.

Our governance framework ensures compliance with applicable laws and regulations and fosters a culture of integrity across our organization to support long-term value creation and trust among our stakeholders.

Our Approach to Identifying What Matters Most

At TDCX, we are committed to a transparent and strategic approach to sustainability. Our materiality assessment process forms the foundation of our sustainability strategy, ensuring we focus our efforts on the areas that matter most to our business and stakeholders. Our systematic approach to assessing materiality follows a four-stage process designed

to identify, evaluate, and prioritize the environmental, social, and governance (ESG) topics most relevant to our business operations and stakeholders.



Stakeholder Engagement

We conducted comprehensive engagement activities with our key stakeholders to understand their priorities and concerns.

Stakeholders: Clients, Employees, Regulators, Suppliers, Community



Topic Identification

Based on stakeholder input and industry analysis, we identified eight (8) high-priority material topics across environmental, social, and governance dimensions relevant to our operations.



Impact Assessment

We evaluated each topic through a dual lens:

Business Impact: Our leadership team evaluated each topic's influence on finances, operations, risk, and strategic goals.

Stakeholder Importance: We evaluated stakeholder feedback to assess the relative significance of each topic across different stakeholder groups.



Prioritization

The results of our assessment were plotted on a materiality matrix, enabling us to categorize topics based on their significance to both our business and stakeholders.

Materiality Outcomes: Informing Our Strategy

Our materiality assessment directly informs our sustainability strategy by aligning initiatives with high-priority topics for efficient resource allocation and maximum impact.

We've established KPIs to measure progress on material topics, and integrated sustainability topics into our enterprise risk management framework. This report emphasizes disclosure on our most material topics with performance data.

We recognize materiality as dynamic, not static. We commit to periodic reassessment as appropriate to ensure alignment with evolving stakeholder expectations, business priorities, and global sustainability challenges. This ongoing evaluation enables us to maintain a responsive sustainability strategy that creates lasting value for our business and stakeholders.

Our materiality assessment identified the following high-priority topics that form the foundation of our sustainability strategy:



GOVERNANCE

1. Data Security and Privacy
2. Business Ethics and Compliance



SOCIAL

3. Talent Development and Retention
4. Diversity, Equity, and Inclusion
5. Employee Health and Wellbeing
6. Community Engagement



ENVIRONMENT

7. Carbon Emissions Reduction
8. Energy Management

Sustainability Governance Framework

We are committed to embedding sustainability principles throughout our business operations. Our sustainability governance structure establishes clear lines of responsibility, accountability, and transparency across all levels of our organization. This framework ensures our sustainability initiatives support our business objectives and stakeholder expectations.

Leadership & Oversight

The Executive Leadership Team, led by the CEO maintains ultimate oversight of our sustainability strategy through a dedicated ESG Steering Committee. This committee evaluates performance against established targets, reviews emerging sustainability risks and opportunities, and ensures alignment with business objectives

Sustainability Management & Execution

Our Corporate Sustainability Team, led by the Global Head of Marketing, Communications and Sustainability, is responsible for working with the Executive Leadership Team to shape the company's sustainability strategy and integrate sustainability considerations into strategic business decisions.

Our Sustainability point persons, comprising senior leaders from Operations, Human Resources, Finance, Legal, Compliance and Client Engagement, drive implementation across the organization. This cross-functional approach ensures sustainability initiatives are effectively integrated into all business units. Our employees are actively engaged through sustainability awareness programs and volunteer opportunities, fostering a culture where sustainability is everyone's responsibility.



Performance Tracking & Reporting

We continue to develop sustainability management and reporting systems to track key performance indicators across environmental, social, and governance (ESG) dimensions.

Regular internal audits verify data accuracy and compliance with reporting standards. Independent third-party verification of our sustainability metrics ensures credibility and transparency in our reporting particularly on our carbon emissions inventory. We develop performance reports for internal stakeholders and produce our Annual Sustainability Report for external stakeholders.

Integration into Business Strategy

Our Enterprise Risk Management framework incorporates climate and social risk assessments, enabling proactive management of potential impacts on our business. We engage with our stakeholders including clients, employees, suppliers and communities to inform our sustainability priorities and ensure they align with expectations.

We continue to embed sustainability considerations in our strategic planning process, with ESG factors evaluated alongside financial metrics when assessing new business opportunities and operational decisions.

Looking Forward

As the sustainability landscape evolves, we remain committed to continuously enhancing our governance structure to address emerging challenges and opportunities. Our adaptive approach enables us to maintain sustainable business practices while delivering value to all stakeholders.





#BeHappier



#BeKinder

#BeMore



#BeGreener



Governance



#BeHappier: Our People are Our Success

At TDCX, our vision is to be the preferred workplace for high-performing individuals. We recognize that our employees are essential to advancing our company's success and driving our long-term goals.

Our People Strategy under #BeHappier are built around four key pillars:

Human Rights & Fair Labor, Employee Well-being & Safety, Talent Development, and Diversity, Equity & Inclusion (DEI).

These pillars guide our efforts to foster a safe, inclusive, and empowering environment, while contributing to the broader communities in which we operate. Through this strategy, we aim to deliver lasting value to our employees, known as TDPeeps, to be #BeHappier so they may thrive and grow and deliver exceptional services to our clients and relevant stakeholders.





#BeHappier

#BeHappier Commitment

We empower our people through upholding the high standards of human rights and fostering a diverse, equitable and inclusive workplace.

2024 Highlights

83%

Human Rights Training

78

Number of Learning Hours per TDPeep

47%

Women in
Leadership Position

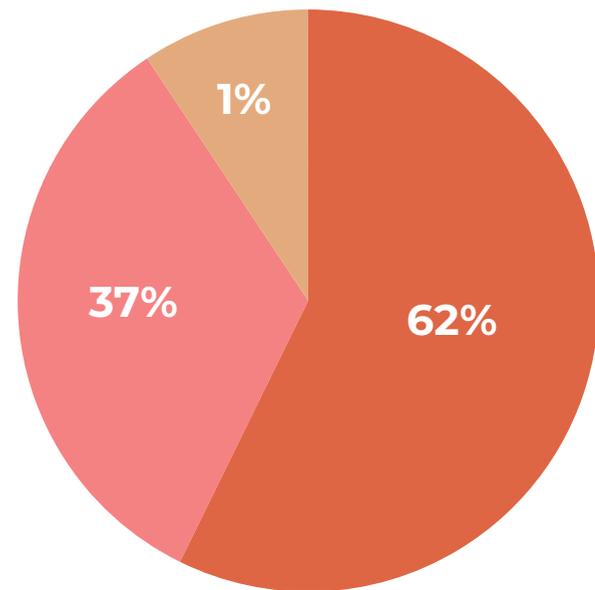
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Great Place to Work Certifications
(Brazil, India, Singapore, South Korea and Thailand)

Our Talent

The professional services industry is incredibly dynamic and fast-paced, and our workforce perfectly embodies this energy. As of 31 December 2024, TDCX proudly employs more than 18,800 TDPeeps across our global operations.

Our employees span a wide age spectrum – with the median employee age of 30 – bringing a rich mix of perspectives and skills. 62% of our team is under 30 years old, 37% aged between 30 and 50, and the remainder of our workforce comprises employees 50 years old and above. This unique blend creates a truly agile, forward-thinking, and globally connected team ready to meet the complex demands of business.



Percentage of Employees by Age

- **Employees under 30 years old**
- **Employees ages between 30 and 50**
- **Employees 50 years old and above**



Talent Acquisition, Retention, and Development

TDCX is committed to cultivating a highly skilled, diverse, and engaged workforce through strategic talent acquisition, retention, and development. Our human resources practices are designed to attract top-tier professionals, foster career growth, and ensure compliance with all employment regulations and industry best practices. By implementing efficient, responsive, and future-focused HR strategies, we create an environment that empowers employees, enhances productivity, and drives operational excellence.

We view holistically the employee experience and address their needs comprehensively. TDCX's talent strategies focus on ensuring equal opportunity, providing competitive compensation and benefits, fostering meaningful employee engagement, maintaining a safe and inclusive work environment with robust wellness programs, delivering on-demand learning modules and instructor-led training, offering personalized coaching and career development plans, and establishing clear grievance mechanisms.

Our approach has been further validated with the industry champions such as the Great Place to Work® certification in 2024. In addition to certifying our established campuses in geographies such as Singapore and Thailand, we carry the same commitment for our newer campuses in Brazil, India and South Korea. This underscores our unwavering commitment to consistently build positive and inclusive environments for our employees as we continue our global expansion.



At TDCX, we firmly believe that hiring the right people is a cornerstone of business success. This philosophy shapes our talent management strategy across all campuses and diverse markets. We prioritize best practices in recruitment and hiring, ensuring our processes are professional, timely, compliant, and culturally adaptive. By leveraging data driven assessments, inclusive sourcing, and strong collaboration with local teams, we acquire talent that not only meets skill requirements but also aligns with our values. This focus enables us to streamline global operations, foster a positive and inclusive work environment, boost productivity, and enhance employee morale, ultimately driving our sustained success worldwide.

We strengthened our focus on attracting and retaining top talent to support long-term growth in the competitive professional services industry. Key initiatives included hiring assessments within our internal virtual tool, Flash Hire, integrating SAP with multiple external job boards to allow for effective job advertisement posting, and implementing data dashboards to drive informed talent acquisition decisions, increase hiring efficiency, and improve overall recruitment outcomes.

Equal Opportunity and Merit-based Practices

TDCX is committed to equal opportunity and merit-based recruiting processes. We believe that talent has no borders, and our recruitment strategy reflects this by inviting people of all backgrounds, regardless of colour, gender, age, religion, or ability. By focusing on skills, potential, and cultural fit, we ensure that every candidate is fairly evaluated while also cultivating a diverse, inclusive, and high-performing staff throughout our global operations.

Elevating Talent Quality with Advanced Assessment Tools

Our virtual hiring model allows us to transcend geographical boundaries, sourcing diverse talent from across the world. Our Flash Hire tool plays a crucial role by integrating analytical assessments that evaluate language proficiency, attitude and professional competencies, complemented by video interviews. This enables us to provide employment opportunities to people with a broad range of capabilities from various socioeconomic groups. Where relevant, shortlisted candidates are also offered relocation opportunities.





Competitive Compensation and Benefits

In 2024, we continued to ensure our compensation packages remained competitive within the industry, directly aligning pay with an employee's role, experience, and performance. Our focus was on rewarding our people appropriately to support their professional growth and personal well-being. Our approach included a comprehensive benefits package designed to enhance overall employee well-being.

This encompassed health insurance, retirement plans, paid time off, and various other perks. We consistently evaluated these benefits throughout 2024, making refinements to ensure their continued relevance to our evolving workforce needs.

TDCX intensified its focus on attracting and retaining top talent within the competitive landscape. We achieved this by optimizing our digital recruitment channels, proactively building talent pipelines for specialized roles, and enhancing our onboarding programs to ensure rapid integration of new hires. Our commitment to leveraging technology in this area was recognized with Silver for Best Use of Recruitment Technology Tools at the Employee Experience Awards Malaysia. Beyond acquisition, we also prioritized internal mobility and career growth, alongside robust retention programs designed to foster employee satisfaction and belonging, all crucial for sustaining our high-performing workforce.

Human Rights and Fair Labor: Respect at the Core

We are deeply committed to upholding and protecting human rights across all aspects of our operations and throughout our value chain. This commitment is not only a matter of compliance, but a reflection of our core values and our responsibility to treat every individual with dignity, fairness, and respect.

Our Human Rights Policy is anchored in internationally recognized frameworks, including the Universal Declaration of Human Rights, International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights and International Labour Organization (ILO) Declaration on Fundamental Principles and the Rights at Work. Guided by these principles, we proactively identify, assess, and mitigate potential human rights risks including, but not limited to, forced labor, child labor, harassment, and discrimination wherever they may arise.

To support this, we maintain transparent grievance mechanisms that enable individuals to safely report concerns without fear of retaliation. We also provide regular training on ethical conduct and human rights awareness, helping to embed respect for human rights into the daily decisions and actions of our people.

Looking ahead, we are committed to conducting regular human rights impact assessments to ensure that our operations remain aligned with evolving expectations and global best practices. These assessments will guide our continuous improvement efforts and strengthen accountability.



In 2024, 83% of our employees received human rights training as part of our code of conduct training. To support our commitment to upholding the high standards of human rights and labor practices across our operations, we maintain a formal grievance mechanism that offers a safe, independent, and accessible channel for raising concerns related to potential violations or misconduct.

TDVoice, our grievance platform enables employees to report issues in good faith without fear of retaliation ensuring that voices can be heard confidentially and without compromise. Reports can be submitted anonymously via a dedicated grievance platform, and all submissions are treated with the strictest confidentiality.

To ensure integrity and independence in the process, all concerns are directed to a core leadership group. They collectively oversee:

Initial review and triage of grievances, Escalation and investigation through an impartial and structured process, Timely and appropriate follow-up actions, including remediation where required, Periodic assessments of grievance trends to inform risk mitigation strategies.

We continuously review and improve the mechanism to align with international frameworks. Our approach emphasizes transparency, due process, and fair resolution.

In 2024, we received and addressed a number of reports through TDVoice, with our site HR teams diligently managing and resolving these issues. We will continue our efforts to foster our culture where every individual feels empowered and safe to speak up.

Accordingly, we will continue promoting awareness and trust in the system through regular training and communication.

TDVoice Process



Employee Wellbeing & Safety: Caring for Our People

The safety, health, and wellbeing of our people are foundational to everything we do. We recognize that a thriving workforce depends on more than physical safety — it requires a holistic approach that also nurtures mental and emotional well-being. Our commitment is clear: to create a work environment where every employee feels protected, supported, and empowered to perform at their best.

Employee Wellbeing and Engagement Programs

In 2024, we enhanced our employee engagement framework built on strong policies, holistic wellness programs, proactive employee support, and continuous improvement initiatives. This approach fosters a positive, inclusive, and high-performing workplace, ensuring that employees feel valued, supported, and motivated to succeed.

Fostering a Culture of Open Communication and Support

TDCX fosters a culture of transparent communication and employee empowerment, ensuring that every voice is heard and valued. We have established structured feedback channels, including regular town halls, employee surveys, and open forums, to encourage meaningful dialogue and continuous workplace improvements.

To uphold fairness and accountability, we maintain a grievance mechanism, providing employees with a secure and confidential platform called TDVoice to raise concerns regarding their work environment, colleagues, or leadership. These mechanisms ensure that all issues are addressed impartially and without fear of reprisal, reinforcing our commitment to a supportive, inclusive, and ethically responsible workplace.

Key initiatives included:



Wellness Talks & Programs

Providing expert-led discussions and health initiatives that promote physical and mental wellbeing.



Staff Appreciation & Recognition

Celebrating employee contributions through structured appreciation programs that enhance morale and motivation.



Employee Assistance Programs (EAP)

Offering confidential support services that address personal and professional challenges.



Open Communication Channels

Ensuring transparency and employee feedback through town halls, surveys, and grievance mechanisms to maintain an engaged and collaborative workforce.



Monitoring & Continuous Improvement

Regularly assessing the effectiveness of engagement programs and refining strategies to adapt to evolving employee needs.

A Culture of Support and Empowerment

In 2024, the employee inclusion score from our Flash Pulse survey was 75.7%, showing a slight decline from 78.3% in 2023. Using the Top 2 Box method, satisfaction remained high, with over 86% of employees feeling accepted and included in the TDCX community. While the majority continues to report positive experiences, the decrease in “Strongly Agree” responses highlights an opportunity to strengthen our diversity, equity, and inclusion efforts particularly in reinforcing a culture where all employees feel empowered to succeed.

This data-driven approach allows managers to gain valuable insights into workforce needs and concerns, such as employee satisfaction, productivity, and work-life balance challenges. By identifying potential areas for improvement, our managers develop actionable plans to address any gaps or concerns promptly, continually augmenting their team’s wellbeing.

With this, our wellbeing teams supported various initiatives, including the consistent roll-out of our Staff Appreciation Days and World Health Day celebrations in Malaysia, designed to recognize employee contributions and encourage healthy lifestyles. In Hong Kong, we thoughtfully provided wellness kits for self-care and stress management, while Singapore hosted a dedicated Wellness Week featuring health check-ups to promote holistic health.

Complementing these wellbeing efforts, we also highly prioritize acknowledging and incentivizing great work through our Value Awards and #BeMore Awards. The Value Awards celebrate employees who consistently demonstrate our core values of courage,

initiative, teamwork, trust, and innovation. The #BeMore Awards recognize individuals or teams who go above and beyond to advance the spirit of our Sustainability Pillars, promoting positive change wherever they are.

TDCX recognizes that the wellbeing of employees is critical to their success and overall satisfaction. The company takes a comprehensive approach to wellness, offering holistic programs that support work-life balance, mental health, and stress management.



Employee Testimonials



TDCX Sportsfest is an amazing experience that goes beyond just winning. It is a testament to the hard work, dedication, and resilience of everyone involved. This achievement belongs to every teammate who believed in us. To be a back-to-back champion is to prove that success is a mindset. It is also a reminder that when we work together and support each other, we can achieve anything.

Janely Abenido

TDCX PH, Project Home



It was a pleasant surprise and receiving this [#BeHappier] award is greatly encouraging. I am a strong believer in fostering a positive working relationship with my seniors and my peers, thus building a healthy and positive working environment. To me, receiving the #BeHappier award means that the efforts that we have made as a team are growing in the right direction, and we will keep being a positive influence on everyone around us.

Katlyn Ow Yeong Jie Yi

TDCX SG, Customer Service Representative

#BeKinder 2024 Champion

Safety in the Workplace

Our approach to workplace safety is proactive and grounded in prevention. We provide regular safety training, maintain robust incident reporting and management systems, and conduct ongoing risk assessments to address potential hazards before they occur. Our teams are trained to respond to emergencies, supported by clear protocols that ensure rapid and coordinated action. During health or climate-related crises, we continue to activate our crisis response plans to protect employee health while ensuring business continuity.

Our commitment to maintaining the highest standards of workplace safety is independently validated. Our offices in Singapore hold both BizSafe Level 3 and ISO 45001:2018 certifications. BizSafe Level 3 recognizes our adherence to comprehensive risk assessment and compliance with Workplace Safety and Health (WSH) regulations. Concurrently, our ISO 45001:2018 certification highlights our proactive occupational health and safety management system, reinforcing our continuous efforts to enhance safety protocols and minimize workplace risks. These certifications underscore our dedication to fostering a secure and sustainable workplace.

Beyond safety, we are also recognized for creating innovative and supportive work environments. TDCX Thailand received Gold for The Best Facilities Contact Center at the TCCTA Awards 2024 and was awarded Silver for Most Innovative and Sustainable Office Design at the Employee Experience Awards. These accolades reflect our focus on designing spaces that enhance employee well-being and operational excellence.

Talent Development: Investing in Our People

Learning and Development

We believe that empowerment begins with access — to opportunity, growth, and wellbeing. Our commitment to employee development is grounded in the understanding that when our people grow, our organization grows with them. Through a comprehensive Talent Development Strategy, we provide structured, inclusive opportunities that support individual potential and long-term career growth.

We strengthened our focus on continuous learning by expanding our digital learning platforms, offering personalized and self-paced pathways tailored to evolving roles and career aspirations. From foundational knowledge to advanced digital skills upskilling, our programs are designed to prepare employees for the future of work. In parallel, we broadened access to leadership development programs to nurture the next generation of leaders across all levels of the organization.

In 2024, TDCX demonstrated a strong commitment to talent development by investing 78 learning hours per employee, fostering a culture of continuous growth and innovation. This investment in talent development not only enhances individual capabilities but also drives business success by equipping our workforce with the skills needed to navigate an evolving professional landscape. By prioritizing learning, we empower employees to excel in their roles, contribute meaningfully to client outcomes, and strengthen our position as a leader in professional services. Our dedication to learning underscores our belief that sustainable business growth starts with well-equipped, knowledgeable teams.

Global Learning & Development Framework



Agent Excellence Academy

Customer Excellence Academy	To build customer service excellence and strengthen client interactions.
Sales Excellence Academy	To enhance sales skills and product knowledge among the sales force.

Continuous Learning Plans

Ace your Business Review	To build skills for delivering impactful business reviews, adapt communication for different stakeholders, and apply structured techniques to present with clarity and confidence.
People Management Fundamentals	To provide insights into employee motivation and engagement, evaluate current practices, and apply effective strategies to boost performance.
PREMIUM Client Relationship	To strengthen relationship management with high-value clients.
League of Master Facilitators	An EU initiative to develop high-potential employees through monthly courses focused on facilitation excellence and leadership presence.
Leadership Express	An EU initiative that pairs employees with senior leaders for express mentoring sessions as part of the EU Learning Festival.

Leadership Programs

APEX	To equip new and newly promoted employees with the essential knowledge and skills needed to foster excellence within TDCX through a comprehensive onboarding and employee development program.
iCAN	To develop and empower employees to achieve their career goals by providing access to learning, resources, and development support.
Team Leader Journey	To equip people with knowledge and skills in managing others whether it's in operations or support departments through blended learning program.
Quality Assurance (QA) Academy	To certify QA teams on quality assurance standards and best practices.
Operations Management (OM) Academy	To develop operations managers in alignment with COPC standards for performance excellence.
Leadership Programs	Designed for Senior Leaders meant to provide the results, thought, change & relationship leadership to TDCX projects to better drive service provider excellence.

We continue to invest in career mobility, internal talent pipelines, and employee engagement to ensure our workforce feels seen, supported, and inspired. By fostering a culture of lifelong learning and enabling people to take ownership of their careers, we are building a resilient, future-ready organization grounded in shared success.

Employee Testimonials



These programs shaped the trainer I am today.

Cristina Stoian
Operations Trainer, TDCX Romania

TDCX's League of Master Facilitators, New Leader Journey, and Leadership Express played a huge role in my growth. They gave me a safe space to learn, connect with TDPeeps across regions, and understand the business from new perspectives.

Through these programs, I learned the value of adaptability and adjustment—crucial traits in our fast-paced environment. Collaborating with experienced facilitators from other countries helped me improve and expand my approach. The structure was always clear and engaging, which made it easier to absorb and apply the lessons. Most of all, I appreciated exchanging ideas with people from around the world—it made me a more open and effective trainer.

I'd recommend these programs to anyone. No matter how experienced you are, there's always more to learn. Staying curious and choosing to #BeMore continues to shape my journey at TDCX.



TDCX's L&D programs truly empower our people and drive business success.

Filip Hajdu
L&D Lead, TDCX Spain

At TDCX, our L&D initiatives focus on talent retention and engagement. Programs like iCAN, APEX, and the League of Master Facilitators offer learning for all levels, showing our commitment to employee growth. This boosts motivation, reduces turnover, and builds strong internal talent, helping us deliver better service faster.

One initiative I'm proud of is Leadership Express, where employees connect with European leaders for mentoring. The feedback is overwhelmingly positive, and many go on to take iCAN courses and pursue further development. Personally, iCAN helped me grow from Sales Agent to part of the L&D team.

What sets TDCX's L&D apart is not just great content but strong leadership. Our Head of L&D Europe, Wency Ann Guerrero, inspires us to deliver training with passion and care. The impact is clear: in early 2025, 80% of promotions in TDCX Spain involved employees active in iCAN and other L&D programs. This shows how learning drives career growth and strengthens leadership. I'm proud to be part of a diverse, passionate team that values feedback and continuous improvement.

Looking ahead, I hope we can scale successful pilots across Europe to create a unified learning experience for all.

Diversity, Equity & Inclusion: A Culture Where Everyone Belongs

In 2024, we deepened our commitment to building a workplace where every individual feels respected, supported, and empowered to thrive. Our DEI Policy outlines clear principles aligned with our broader sustainability strategy and is governed by a dedicated Employee Engagement Team, which oversees implementation, progress tracking, and accountability across the organization.

We strengthened inclusive practices throughout the employee lifecycle, embedding equity into our hiring, promotion, and talent development processes. This includes structured outreach to underrepresented groups, unbiased recruitment tools, and equitable access to career advancement opportunities. We continuously monitor our progress through transparent reporting on workforce representation, including data on gender, age, disability status, and other dimensions of diversity.

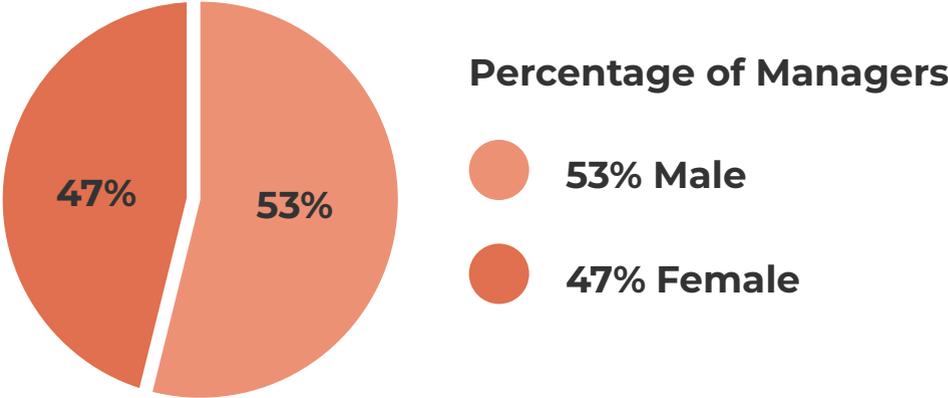
Throughout the year, we expanded employee engagement activities focused on gender equity, LGBTQIA+ inclusion, cultural awareness, and allyship. These initiatives not only fostered a deeper sense of belonging but also strengthened our ability to innovate and respond to a rapidly changing world.



Women Representation

TDCX is committed to fostering a diverse workforce. As of 31 December 2024, our total employee base was 54% female and 46% male, without significant change from 2023 and maintaining strong female representation.

At the management level, gender distribution remained consistent from 2023 to 2024, with 47% female managers and 53% male managers. This stability reflects our ongoing dedication to equitable leadership opportunities and an inclusive culture.



Advancing Inclusion in the Workplace

To live up to our commitment to an inclusive workplace, 83% of employees complete DEI e-learning courses to embed awareness and foster understanding. This dedication has earned external recognition, including Gold for Best Diversity, Equity, and Inclusion at the SEEK People & Purpose Awards 2024 for TDCX Malaysia, and a Bronze for Best Diversity and Inclusion Strategy at the Employee Experience Awards. These achievements reflect our ongoing progress in building a truly equitable and welcoming environment for all.

In 2024, we actively supported Pride celebrations across our global offices, including events in Thailand and Spain, and TDCX Philippines notably joined the Pride March underscoring our public stance on equality.



Championing Diversity



As a global customer experience solutions provider, we recognize the importance of diversity and inclusion, especially given our strengths in managing cross-cultural teams and serving international customers.

We believe that having a diverse workforce not only creates a positive work environment but drives better business outcomes as we can better appreciate and meet the unique needs, cultural backgrounds, and preferences of the customers we serve.

Angie Tay
EVP and Group COO
During her interview with Human Resource online article on International Women’s Month

At TDCX, our diversity, equity, and inclusion (DEI) initiatives encompass training, organizational policies, and fostering an inclusive culture. For example, we have implemented an agile working arrangement policy that considers the needs of people with disabilities (PWDs) and working mothers when it comes to flexible work arrangements.

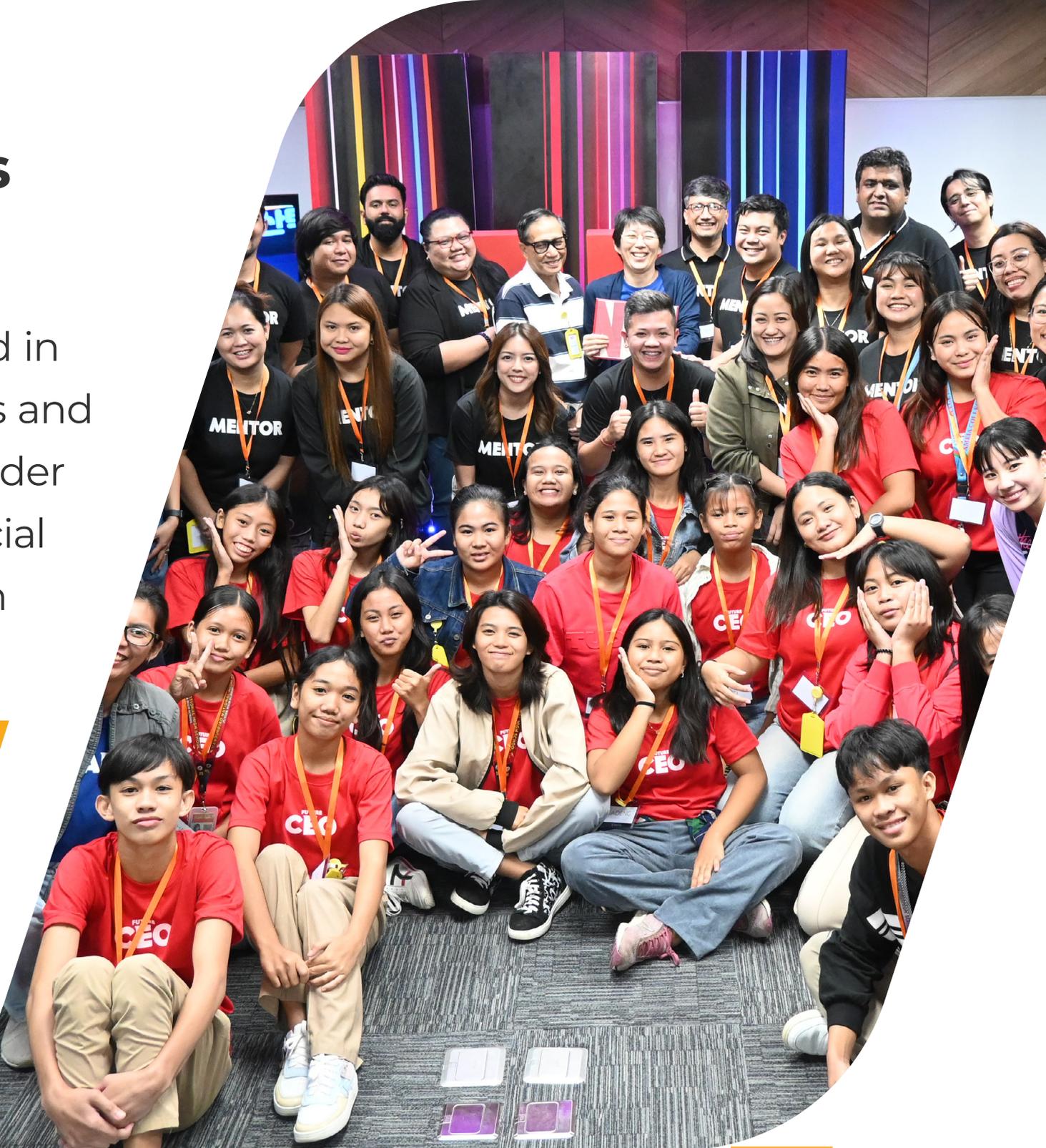
We actively engage in community outreach efforts, both internally hosted events and partnerships with external organizations, to educate employees about the importance of DEI. We also organize programs such as mentorship and leadership development, and implement fair pay practices to support the advancement of women leaders. These efforts have resulted in women holding nearly half of the leadership positions at TDCX.

Lastly, we constantly measure our DEI initiatives to ensure their effectiveness for meaningful change.

#BeKinder: Uplifting Communities and Driving Sustainable Impact

At TDCX, our commitment to sustainability is rooted in the belief that businesses thrive when communities and the environment do so as well. Through our #BeKinder pillar, we uplift communities and create positive social impact through harnessing the power of innovation and digital technology.

We recognize that sustainable impact starts with empowering individuals and communities to reach their full potential, which is why our approach is centered on three key focus areas: Education, Economic Empowerment, and the Environment, each aligned with our strengths and our vision for a kinder, more sustainable world.





#BeKinder

#BeKinder Commitment

We uplift communities and create positive social impact through harnessing the power of innovation and digital technology to make a difference in education, economic empowerment, and the environment.

2024 Highlights

62

projects implemented in collaboration with 41 partner organizations

24,000+

beneficiaries from CSR programs

3,477

volunteer hours of TDPeeps globally

1.5M USD

TDCX Foundation Impact Fund for commitment to building brighter futures

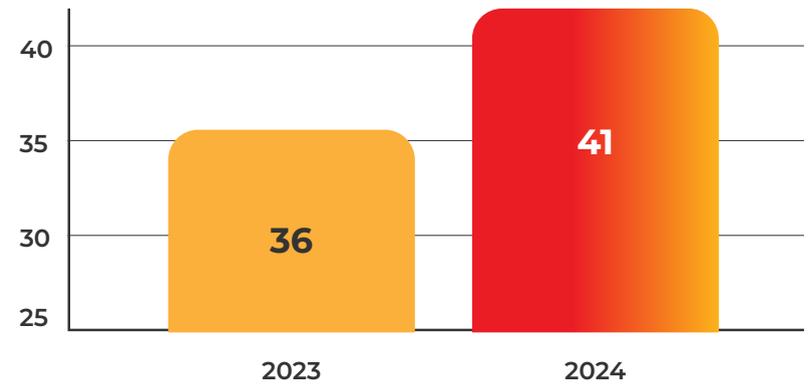
Community Impact: By the Numbers

In 2024, TDCX significantly advanced its sustainability goals, marked by deeper engagement and broader reach. We launched impactful CSR campaigns, strengthened environmental initiatives across our global campuses, deepened employee volunteer engagement, and built stronger partnerships with local organizations.

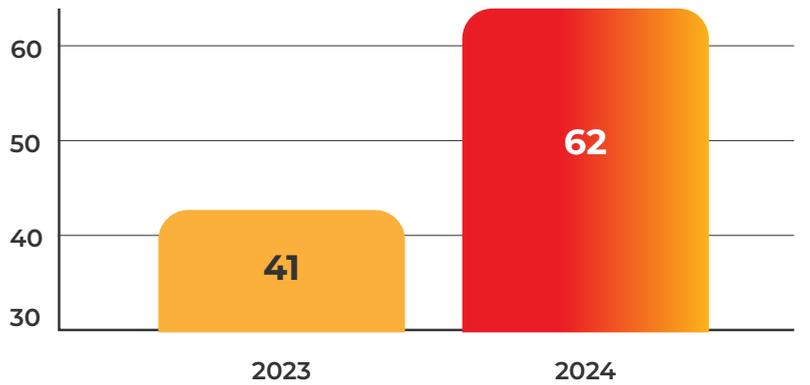
Our proactive approach to community development is evident in the rise of implemented projects, jumping from 41 to 62, and a significant increase in volunteer hours, from just over 2,000 in 2023 to 3,477. Most notably, the number of beneficiaries tripled from approximately 8,000 to 24,390, demonstrating the expanding reach and impact of our initiatives in meeting community needs.

A key development was initiating the groundwork for the Impact Portfolio projects under the TDCX Foundation. This effort reflects the company's commitment to driving deeper, meaningful, and measurable and sustainable change.

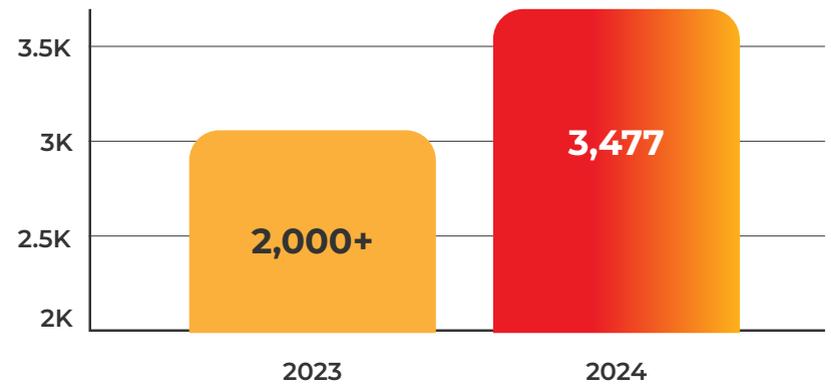
Partner Institutions



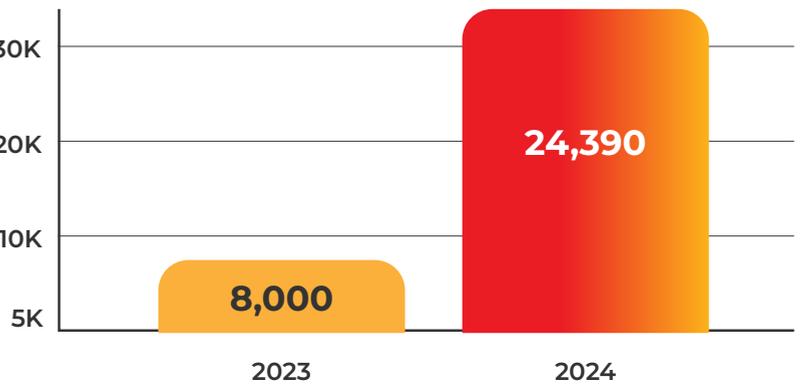
Projects Implemented



Volunteer Hours



Beneficiaries



TDCX Foundation

Established in 2022, the TDCX Foundation aims to build brighter futures in the communities that the company operates in as part of its broader sustainability strategy. The Foundation focuses on creating lasting positive change in three key areas: education, economic empowerment, and the environment.

As a leading digital customer experience (CX) provider, TDCX recognizes the transformative power of technology in solving complex social challenges. Reflecting this belief, a core element of the Foundation’s approach is supporting nonprofit organizations that push the boundaries of social innovation and leverage technology in their efforts.

In 2024, the TDCX Foundation took steps to reimagine the way it drives social impact, making further inroads to shaping the Foundation into an impact-giving platform. To that end, we created the TDCX Impact Fund to provide strategic financial support to non-profit organizations focused on education, economic empowerment, and environmental sustainability.

The fund is provided as an unrestricted grant to partner organizations selected and monitored based on rigorous processes and criteria to deliver their impact at scale that will be disbursed equally to the five organizations over three years.

For a start, the Foundation will select five nonprofits to support over a period of three years, starting in 2025.



**TDCX Foundation commmits
to building brighter futures.**

Local CSR Initiatives

In addition to our Foundation efforts, throughout 2024, our local CSR initiatives also brought our core values to life through company-led and employee-driven projects. These actions showcased our dedication to creating impact both in big and small ways.

Economic Empowerment



Mentors from TDCX Philippines and partners shared their expertise and guidance with the 21 young individuals from Love Our Own Brethren, Inc. in Iloilo City. The youth identified their aspirations, strengths, talents, and opportunities and created their roadmap to success.



TDCX worked with Willing Hearts, an organization assisting Singapore's marginalized communities by providing meals. The organization aims to assist and guide underprivileged individuals towards rehabilitating and reinstating themselves as useful members of society. With similar goals, TDCX also helped in the Rescue Kitchen of Scholars of Sustenance Thailand and prepared traditional Thai dishes in Wang Thong Lang district in Bangkok while TDCX Hong Kong joined forces with Food Angel by Bo Charity Foundation and cooked hot meals for communities in need.



TDCX Malaysia conducted a CSR outreach at the Selangor & Federal Territory Association for the Mentally Handicapped (SAMH), which supports over 250 individuals with mental disabilities. Employees donated essential items and participated in onsite activities, including rattan basket and stool making. The initiative aimed to support SAMH's mission while promoting employee engagement and community awareness.

Education



In the Philippines, TDCX joined and supported the Uygongco Foundation Run 2024 as a Bronze Sponsor. All funds raised from the run were used to support the adopted schools of Uygongco Foundation in Iloilo City, Capiz, and Guimaras.



Our TDCX Digital Library project, in partnership with World Vision Thailand, serves the communities through Puppan Wittaya School's continuous learning program. In 2024, the library is consistently used by 217 students and educational staff, with an additional 50 individuals, including parents and students from nearby schools, utilizing its facilities on weekdays during academic periods.

Environment



TDCX Thailand's employees joined hands to plant 100 mangrove trees in the Khlong Khon subdistrict.



Our teams in the Philippines and Singapore held coastal clean ups with the help of our employee volunteers in Tondo, Manila City, Tanza Marine Tree Park in Navotas City, and East Coast Park, Singapore City respectively. Over 170 sacks of waste were collected by TDCX volunteers.

Other Advocacies



TDCX Thailand collaborated with the Foundation for Children (FFC) to bring joy to the lives of children in the orphanage through engaging activities and impactful charitable contributions.



TDCX Singapore employees came together to raise over SGD 1,000 for HCA Hospice, Singapore's leading home hospice provider. In addition to this, they also raised SGD 6,477 to support Red Cross Singapore's beneficiaries.



Through the dedicated efforts of our local volunteers and the Philippine Red Cross, the annual blood donation drive became a success. Through the donation of 130 blood bags, we've made a significant impact in replenishing the Red Cross' blood banks, potentially saving up to 360 lives.

Volunteer Spotlight:

“How has your volunteer experience with TDCX influenced/affected you personally or professionally? How do you encourage others to be involved?”



As a child sponsor (outside work) for nearly 10 years, I’ve always sought ways to make a positive impact. TDCX has provided me with a platform to expand my horizons and explore new ways to give back. Through this experience, I’ve been given the opportunity to give back to various communities, which has been truly fulfilling. This experience has given me an even greater sense of purpose and has reinforced my commitment to making a difference in society. It’s been a truly rewarding experience that has had a lasting impact on me.

Steven Au Tai Hin
Engagement Lead, Singapore



Being one of the volunteers was an honor for me. Through CSR programs, it indeed influenced me on how I should react, appreciate life, and be more grateful. From “Be Greener,” especially the canal-cleaning activity, it was one of the highlights as a great reminder of how to treat waste. Through the “Be Kinder” TDCX Love for Little Hands activity, I saw life differently. I couldn’t just merely keep complaining about life when I had enough, yet others were left behind. There were tons of great activities and experiences I gained. I genuinely appreciated taking part in it. May TDCX sustainably thrive and always #BeMore.

Ricky Susanto Fransisky
Integrity Operations Specialist, Thailand

Beneficiary Spotlight:

“In what ways has TDCX’s assistance positively affected you or your organization?”



As a charity offering free palliative care, HCA Hospice relies on the strength of support from partners like TDCX. From forming a fundraising contingent at our charity walkathon to hosting a charity bazaar at their office, TDCX has made a meaningful difference in our cause, raising over \$9000 from their staff. Beyond fundraising, they regularly volunteer at HCA Oasis @ Outram Day Hospice, brightening festive celebrations and even offering haircuts to restore dignity to our patients. By rallying their community and championing our mission, TDCX’s unwavering support enables us to continue journeying with our patients and creating good days for them.

Mathilda De Boer-Lim
Head of Advocacy and Partnerships,
HCA Hospice, Singapore



TCDX has positively affected TerraCycle Foundation, by sponsoring Canal Cleanup events with us. These events bring environmental awareness to their staff and motivate them to reduce and manage their own environmental footprint. The proceeds from these sponsored events, goes toward our operations and helps to fund the daily cleanup and education activities TerraCycle Foundation provides in our Bangkok Lat Prao project. Our project would not exist without the support and sponsorship from organizations like TDCX. Thank you.

James Scott
Executive Director, TerraCycle
Foundation, Thailand

CSR Awards and Recognition

TDCX's efforts did not go unnoticed. In Singapore, our company was honored with the Company of Good 2024 – 3 Hearts Award, recognizing our significant contributions across five national impact areas: People, Society, Governance, Environment, and Economy. In Hong Kong, TDCX was recognized as a Caring Company by the Hong Kong Council of Social Service in March 2024.

Throughout the year, TDCX was able to advance its CSR agenda through the Impact Portfolio projects, strategic partnerships, and local initiatives across key markets. As we continue to build on this momentum, TDCX remains committed to driving meaningful change and expanding our impact in 2025.



#BeGreener: Our Commitment to the Planet

Our company is dedicated to minimizing our environmental impact and reducing carbon emissions to achieve the global Net Zero goal by 2050.

We continue to implement sustainable practices, drive energy efficiency across our operations, and actively engage relevant stakeholders as we strive for greener, more sustainable operations.





#BeGreener

#BeGreener Commitment

We manage our environmental impact and reduce our carbon emissions. In the longer term, we are looking to align our efforts with the global drive to achieve Net Zero by 2050.

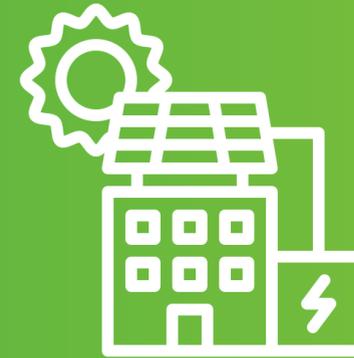
2024 Highlights



ISO 14064-1: 2018 Verified

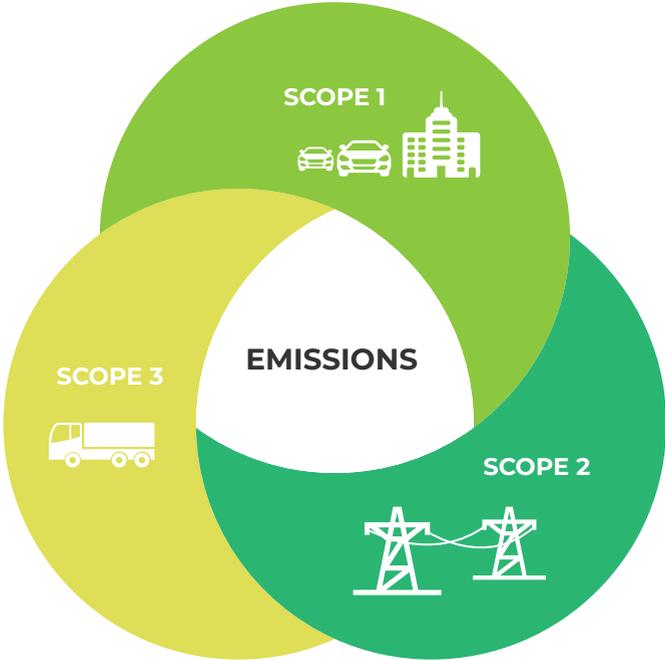


CDP Discloser



2 Campuses fully powered by Renewable Energy

Our Approach to Carbon Management



We have initiated a comprehensive four-step approach towards managing our greenhouse gas emissions: measure, reduce, offset, and verify. This approach emphasizes transparency, accountability and effective implementation of our carbon reduction initiatives.

MEASURE

We conduct a rigorous Carbon Footprint Inventory in alignment with international standards, including ISO 14064-1:2018 and GHG Protocol, on an annual basis. By measuring and monitoring our emissions, we seek to understand our environmental impact and identify areas for improvement.

REDUCE

We are committed to reducing Scope 2 emissions, through focusing on transitioning to renewable energy (RE), adopting energy efficient technologies in our facilities, and enabling energy-saving behavior across our operations. Meanwhile, we are in the process of developing corporate-wide strategies to manage our Scope 3 emissions, primarily coming from employee commuting and business-related travel.

OFFSET & CONTRIBUTE

We invest in Renewable Energy Certificates to match the energy consumption of our leased offices. We have also participated in the United Nations Carbon Offset Program and contributed to Clean Development Mechanism by acquiring Certified Emissions Reductions.

DOCUMENT & VERIFY

Our Carbon Footprint Inventory entails robust documentation and undergoes external verification. Since 2022, we have obtained reasonable assurance for our ISO 14064-1:2018 GHG Inventory Report, and PAS 2060 Declaration for Carbon Neutrality Verification. Our dedicated GHG representatives in each market play a pivotal role in the ground-level execution and evaluation of our carbon management strategies. Tasked with monitoring and reporting, they continually identify areas for improvement. These teams engage in productive collaborations with representatives from various business units, ensuring a cohesive and aligned approach to our environmental objectives. Every aspect of our environmental performance is meticulously reported by the GHG representatives to the Corporate Sustainability and ESG team and the ESG Steering Committee, reinforcing TDCX's commitment to progressing responsibly on our green journey.

GHG Emission Performance



1.1 tCO₂e

GHG intensity per employee



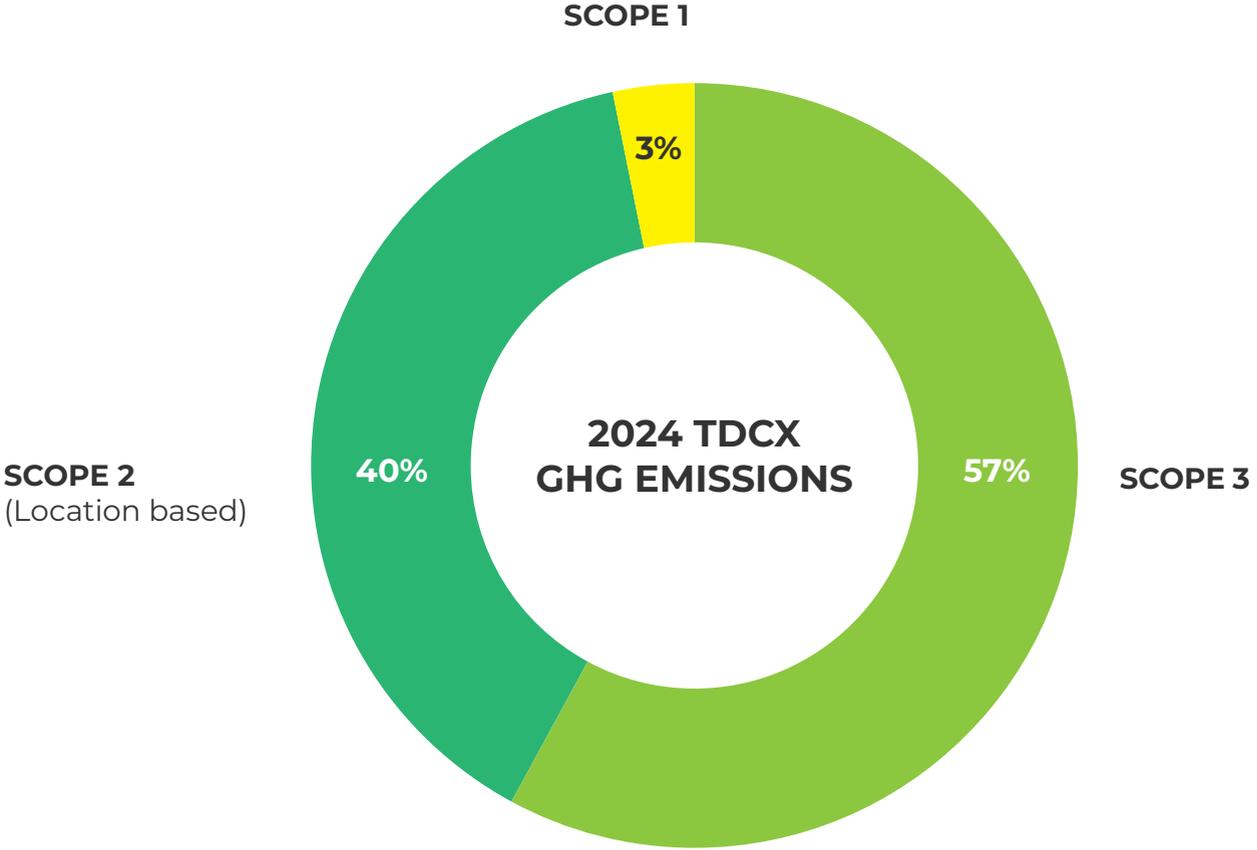
21,229 tCO₂e

(location-based approach)

We recorded a total absolute emission of 21,229 tCO₂e, per the location-based approach, a miniscule 0.1% increase from 2023. Our emission intensity decreased to 1.1 tCO₂e per employee (2023: 1.2).

Scope 3 remains our largest emission source, comprising 57% of our total carbon footprint. This includes the emissions from employee commuting and from business travel by land and air. Our Scope 3 emissions have decreased by 5% over the last three years through 2024.

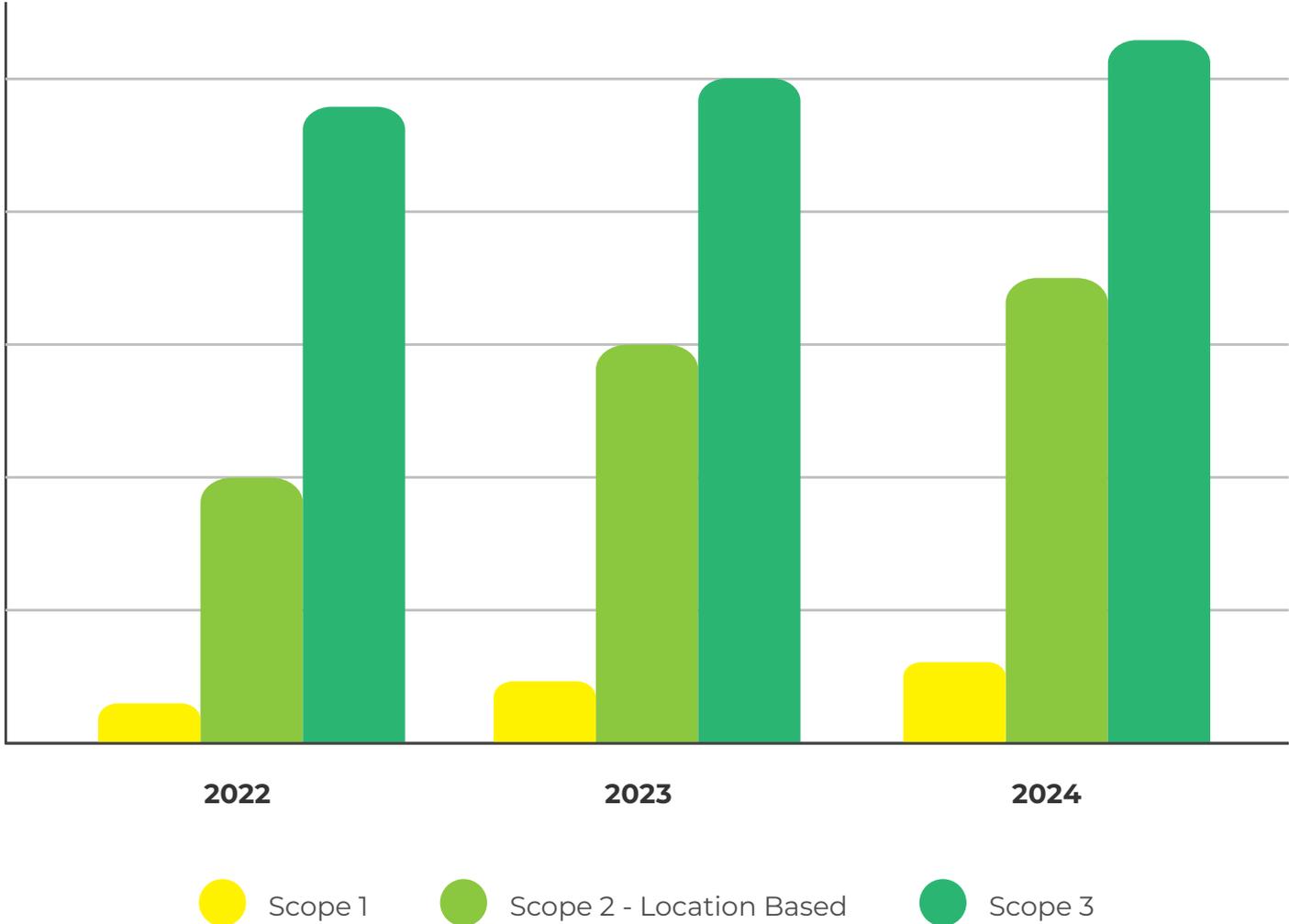
Scope 2 emissions coming from the electricity purchased by our leased offices represent the second largest contributor at 40%. Our Scope 2 emissions have



increased by about 20% over the last three years through 2024 owing to continued business expansion – average employee headcount increased by roughly 13% over the same period. We match this increase with renewable energy supply and RECs to attain a market-based Scope 2 emissions level within our corporate near-term target. Meanwhile Scope 1 emissions from the direct usage of fuel and refrigerants comprise only about 3% of our GHG inventory

GHG Emissions by Scope

in tCO₂e



TDCX is aware that the utilization of non-renewable energy sources contributes significantly to GHG emissions, air pollution, and other environmental concerns. In 2024, the total energy consumption amounted to 48,189 gigajoules (GJ), an increase from 42,474 GJ in 2023. This corresponds to an energy intensity of 2.6 GJ per employee (2023: 2.4).

The increase in energy consumption and Scope 2 emissions reflects our expanding business, having opened four new office sites in China and Malaysia in 2024 and sizably increased our workforce in India.

With our business continuing to expand its reach, we are focused on reducing energy usage and achieving energy efficiency in our operations.

GHG and Energy Reduction Initiatives

Renewable Electricity Sourcing

Majority of our operations are in leased office buildings in Southeast Asia, where directly generating or purchasing renewable energy has been challenging.

As of 2024, two of our campuses in the Philippines are powered by 100% renewable energy, representing 12% of our electricity usage. We continue to take steps to enhance our approach to sourcing renewable electricity.

We aim to:

- Incorporate renewable energy capabilities and green building features when evaluating new office leasing contracts
- Engage with landlords for potential renewable electricity sourcing
- Complement our energy consumption with equivalent RECs or carbon offsets as an immediate approach in mitigating our carbon footprint as TDCX gradually embarks on our science-aligned roadmap



Energy Efficiency

Along with renewable energy transition, we also prioritize seeking opportunities and making informed decisions to enhance the energy efficiency of our campuses. We have identified and initiated energy management efforts, including but not limited to:

- Conversion of light bulbs to LED, installation of automated lighting systems, and review of light zoning in offices.
- Enabling efficient use and control of air conditioning equipment.
- Deployment of Energy Star office appliances and IT hardware.
- Employee awareness and engagement programs on energy saving behavior

Looking ahead, the targets are clear: to amplify our energy management efforts, reduce our consumption, and heighten employee awareness about energy conservation.

Sustainable Commute and Remote Work

Emissions from employee commuting remains the primary contributor to our overall carbon footprint. Increasing utilization of our offices after the pandemic and an expanding workforce size entails higher commuting activity from our employees.

We seek opportunities to mitigate our transport-related emissions. As of 2024, about 20% of our global employees continue to work under remote or hybrid arrangements. Meanwhile, we encourage our office-based employees to take more sustainable modes of transportation to work, such as cycling or carpooling.

Our India campus offers commuting options using electric rental cars. As of 2024, on average, 41% of our India employees opt for electric vehicle transport going to the office.



ISO 14064 GHG Inventory



We measure and monitor our greenhouse gas emissions (GHG) with calculation methodology aligned to GHG Protocol and verified under ISO 14064. We achieved “reasonable assurance” during the annual reporting periods in 2021, 2022, 2023 covering Scope 1, 2 and 3 emissions. Our verification provides independent third-party assurance that our GHG inventory methodology and reporting meet international standards.

PAS 2060 Carbon Neutrality



We achieved carbon neutrality by purchasing high-quality carbon offsets matching 100% of our annual greenhouse gas emissions from 2021 to 2023. These offsets represent verified emissions reductions from projects delivering measurable environmental and social benefits. Our third-party verification under PAS 2060 provides independent assurance that our carbon neutral claims meet international standards of transparency and credibility.

Sustainable Supply Chain

Collaboration is at the heart of our approach, as we work closely with stakeholders to accelerate climate action. We are strengthening our sustainable supply chain management through review of our supplier code of conduct and implementation. We will also strengthen our supplier engagement programs as part of our Scope 3 roadmap and reduction strategy.

Waste Management

As a professional services company, our business activities are mostly office-based, and our workflows are largely processed digitally. Waste generation, therefore, remains minimal compared to industrial counterparts and is yet to be considered a material factor for our business. Nevertheless, we are committed to managing our waste. Differentiated waste and recycling containers are in place across most of our campuses. We engage with designated vendors for the shredding or recycling of paper, and for the treatment of hazardous waste such as batteries, electronic waste, or busted lights.

Environmental Preservation

To play a part in championing biodiversity preservation, we encourage our TDPeeps to participate and engage in activities such as coastal cleanups and tree planting activities by counting their volunteer hours as learning hours.

TDPeeps in Malaysia collaborated with EARTH: Electronic Recycling Through Heroes to recycle electronic waste.



TDPeeps in Thailand helped preserve marine ecosystems by hosting an Ocean Care #BeGreener initiative. The team conducted a beach cleanup removing harmful trash and microplastics, and released blue crabs back to their natural habitat.



Singapore Coastal Cleanup at East Coast Park.



Governance

TDCX is committed to upholding the high standards of corporate governance and ethical business practices, ensuring transparency, accountability, and integrity in all aspects of our operations. We believe this is fundamental to building enduring relationships with our clients, employees, partners and stakeholders.

We have established a robust governance framework that guides our decision-making processes and actions as we cultivate a culture of accountability, transparency and ethical conduct throughout our organization.





Our Commitment

We uphold the high standards of corporate governance and ethical business practices, ensuring transparency, accountability, and integrity in all aspects of our operations

2024 Highlights

83%

Code of Conduct training completion

82%

Business Ethics & Compliance training completion

82.5%

Data Privacy and Security training completion

0%

No. of material cases of fraud or corruption

Corporate Governance Structure

At the core of our governance framework is an Executive Leadership Team led by our CEO responsible for overseeing strategic direction, risk management, and sustainability initiatives. The Functional Teams drives operational execution, aligning business objectives with ethical and regulatory requirements. The Management Committee provides additional oversight to key areas such as compliance, risk management, and sustainability governance.

Through robust governance policies, stakeholder engagement mechanisms, and continuous improvement initiatives, we foster a culture of responsible business practices, reinforcing trust and resilience in a rapidly evolving professional services landscape.

Ethical Business Conduct and Integrity

Anti-bribery and anti-corruption policies

Our company upholds a zero-tolerance policy against bribery and corruption, ensuring full compliance with local and international regulations. In 2024, we conducted a comprehensive annual review of our Anti-Bribery and Corruption Policy to ensure its continued alignment with applicable laws and regulations. In parallel, we reinforced our compliance training programs, enhancing their content to maintain relevance and ensure employees remain well-informed and equipped to uphold ethical standards and regulatory compliance.

Annual Anti-Corruption Training

Mandatory for all employees, covering real-world scenarios, compliance protocols, and reporting mechanisms. As of 31 December 2024, 82% of employees completed Business Ethics and Compliance covering ABAC topics.

Third-Party Due Diligence Programs

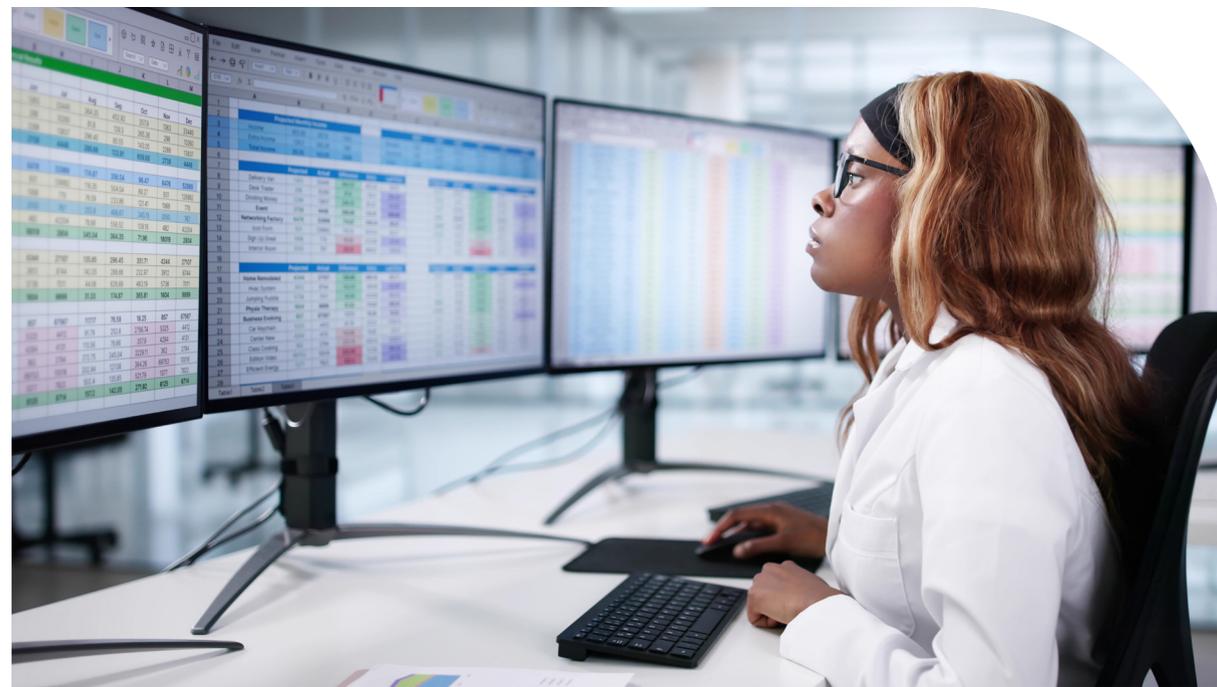
Ensuring vendors, contractors, and partners adhere to the same anti-corruption standards through screening. For example, as part of our vendor assessment process, we conduct anti-money laundering (AML) screening to identify any adverse media related to significant AML concerns, including but not limited to fraud, bribery, corruption, and tax evasion. Any identified concerns are then communicated to the Procurement department, along with an assessment of the potential risks and recommendations regarding continued engagement with the vendor.

Whistleblower Protection & Reporting Training

Educating employees on secure channels for confidential reporting and reinforcing non-retaliation commitments covered under the Business Ethics and Compliance Training e-learning course.

In 2024, we continue to conduct review processes, ensuring all transactions and partnerships undergo rigorous ethical scrutiny.

By embedding anti-corruption principles into our corporate culture, we reinforce trust, safeguard reputational integrity, and uphold our commitment to responsible business practices.



Whistleblowing Mechanisms and Reporting

Our whistleblowing framework empowers employees and stakeholders to report unethical behavior or misconduct without fear of retaliation. We have established confidential reporting channel via secure online portal. TDSshield, our whistleblowing online platform enables employees to report issues. Reported cases are addressed through a structured investigation process, overseen by a Committee ensuring transparency and fair resolution.

Committee Members:



Continuous improvements to our whistleblowing system strengthen our ability to uphold ethical standards and respond effectively to concerns raised by employees. In 2024, there were no material cases of fraud or corruption that were reported through TDSshield.

Code of Conduct

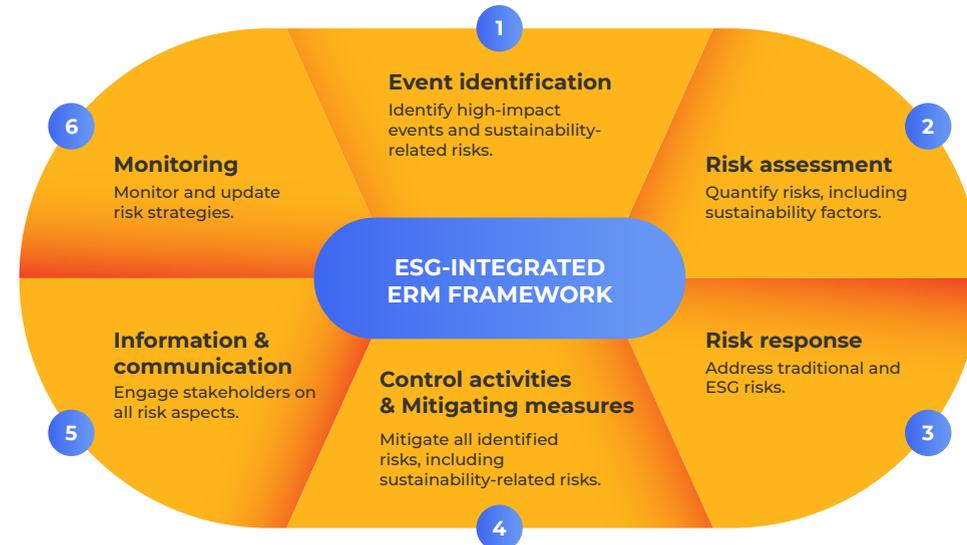
At TDCX, we uphold the highest standard of ethical decision-making across all levels of our organization, ensuring that employees uphold integrity, fairness, and compliance in their daily operations. Our Code of Conduct serves as a guiding principle for ethical behavior, professional integrity, and compliance with regulatory standards. It outlines the values and expectations that shape how employees interact with colleagues, clients, and stakeholders, ensuring a workplace built on respect, accountability, and transparency. Through clear policies on business ethics, workplace conduct, data security, anti-corruption, and inclusion, our Code of Conduct reinforces the company's commitment to responsible business practices and long-term sustainability. To reinforce ethical standards, we have institutionalized Code of Conduct Trainings that provide employees with essential knowledge on ethical business practices, regulatory compliance, and organizational values. Key initiatives include:

- Annual Code of Conduct Training: Ensuring all employees receive training on ethical behavior, conflict resolution, and responsible decision-making. As of 31 December 2024, 83% of employees completed Code of Conduct training via our learning platform, FlashLearn.
- Onboarding Ethics Training: Introducing new employees to our company's ethical standards, reporting mechanisms, and commitment to integrity from day one.

Risk Management & Compliance

Enterprise Risk Management

We have implemented a comprehensive Enterprise Risk Management (ERM) framework, designed to identify, assess, and mitigate strategic, operational, financial, and reputational risks. Our risk governance model ensures oversight at all organizational levels, with the Executive Leadership Team actively monitoring risk exposure.



In 2024, we have integrated climate-related risks and opportunities into our strategic planning, ensuring resilience and compliance in an evolving environmental landscape. By proactively addressing market expectations, regulatory shifts, and physical climate risks, we strengthen our ability to navigate challenges while leveraging sustainability-driven growth opportunities.

1. Market Risk: Meeting Evolving ESG and Sustainability Expectations

As ESG and sustainability requirements become central to client decision-making, our company recognizes the risk of not meeting increasing client expectations regarding responsible business practices. Shifts in customer behaviors demand enhanced transparency, climate-conscious strategies, and measurable sustainability impacts. To mitigate this risk, we have:

- Strengthened client engagement strategies, ensuring clear communication on ESG commitments.
- Embedded ESG principles into service offerings and operational frameworks, aligning with global sustainability standards.



2. Reputation Risk: Partner and Stakeholder Concerns on Climate Impact

Stakeholder scrutiny regarding our climate-related governance approach presents reputational risks, including negative feedback from partners and stakeholders if expectations are not met. Failure to align with sustainability benchmarks could erode trust and brand equity. To mitigate this risk, we have:

- Strengthened climate risk disclosure mechanisms, ensuring transparency in ESG reporting.
- Enhanced stakeholder dialogue and partnerships, actively incorporating feedback into sustainability strategies.
- In the longer term, we are looking to align our efforts with the global drive to achieve Net Zero by 2050

3. Policy Risk: Compliance with Evolving Climate Legislations

Changes in climate-related national legislations may impact our company's compliance obligations, creating regulatory risks if adaptation is delayed. To ensure alignment with evolving environmental laws and frameworks, we have:

- Established a proactive compliance monitoring system, tracking regulatory developments across jurisdictions
- Integrated climate governance practices into our risk management approach, ensuring rapid policy alignment.

This approach ensures continued adherence to national and international environmental regulations, safeguarding business continuity and legal integrity.

4. Acute Physical Risks: Extreme Weather Events

Extreme weather events, such as flooding and heavy precipitation, pose operational risks that may lead to business disruptions and financial losses. Recognizing the importance of climate resilience, we have:

- Conducted risk assessments across our business operations and facilities.
- Implemented business continuity planning, ensuring operational flexibility in the event of climate disruptions.

By embracing a proactive approach, we mitigate financial exposure while ensuring the long-term sustainability of our operations.

Our integrated climate-related risk management approach ensures that we remain adaptive to emerging environmental challenges while capitalizing on sustainability-driven opportunities. Through proactive governance, stakeholder engagement, and regulatory compliance, we reinforce our commitment to responsible business practices, ensuring resilience in an evolving climate landscape.



Regulatory Compliance Strategy

Maintaining strict regulatory compliance is fundamental to our governance approach. We ensure alignment with global standards and applicable laws governing corporate ethics and financial integrity. Key components of our compliance strategy include:

- Review of existing Compliance policies to identify gaps, redundancies and to ensure these are updated with current applicable standards and regulations.
- Employee training programs focused on raising awareness and building foundational knowledge of Compliance topics such as anti-fraud, anti-bribery and anti-corruption, business conduct and ethics, AML client risk management, sanctions and whistleblowing. Compliance tracking systems to streamline reporting and reduce risk exposure.
- Automation, digitalization and centralization of Compliance programs or processes such as the whistleblowing reporting mechanism and other on-going initiatives for the declaration of Gift, Entertainment, Meals and Travel.

Through rigorous compliance monitoring, we safeguard our company against regulatory violations while reinforcing a culture of corporate responsibility and ethical leadership



Managing Legal and Reputational Risks

Our legal and reputational risk management strategy aims to prevent situations that lead to contentions, administrative regulatory penalties, and reputational harm. We implement controls and governance mechanisms to mitigate risks, including:

- Continuous monitoring of regulatory changes to ensure legal adherence.
- Crisis management protocols for swift response to potential reputational threats.
- Stakeholder engagement and transparency initiatives, maintaining trust through ethical business practices.
- Legal counsel integration, providing guidance on governance decisions.
- Vetting of documentation to protect the company.

By prioritizing legal compliance and reputation safeguarding, we uphold our company's integrity, strengthen stakeholder confidence, and ensure sustainable long-term business growth.

Data Protection and Cybersecurity

TDCX is committed to protecting the integrity, confidentiality, and availability of data, ensuring compliance with evolving cybersecurity regulations and industry standards. As digital threats become increasingly sophisticated, we continuously strengthen our data governance framework, cybersecurity risk management strategies, and regulatory compliance measures to safeguard stakeholder trust and business resilience.



Data Governance and Personal Data Protection

Our data governance framework ensures responsible handling of personal data, sensitive information, reinforcing transparency and ethical practices. We adhere to global privacy regulations, industry-specific data protection standards and international standards such as ISO 27001, implementing the following measures:

- Strict access controls and encryption technologies to safeguard sensitive data.
- Data lifecycle management policies, ensuring responsible collection, storage, and disposal of personal and corporate information.

- Regular audits and assessments, evaluating compliance with applicable privacy laws.
- Employee training on data privacy best practices, ensuring awareness of information security protocols. In 2024, 82.5% of employees completed the Data Privacy and Security Training

Through these initiatives, we maintain strong data governance structures that protect confidential stakeholder information while ensuring regulatory alignment.

Cybersecurity Risk Management Strategies

Recognizing the increasing prevalence of cyber threats, our company has implemented a comprehensive cybersecurity risk management strategy designed to mitigate vulnerabilities and enhance business resilience and aligned to CIS Critical Security Controls Version 8 Framework. Our approach includes:

1. Asset Inventory & Access Control – We maintain an updated inventory of hardware and software, enforcing strict access controls to limit unauthorized data exposure.
2. Continuous Threat Monitoring & Incident Response – We implement real-time monitoring tools and incident response protocols to detect, mitigate, and recover from cyber threats effectively.
3. Secure Configuration & Vulnerability Management – We ensure systems are securely configured and conduct regular vulnerability assessments to prevent exploitation of security weaknesses.
4. Data Protection & Encryption – We apply encryption policies, data loss prevention (DLP) measures, and multi-factor authentication (MFA) to safeguard sensitive information.

5. Security Awareness & Employee Training – We conduct ongoing cybersecurity awareness programs to educate employees on phishing, social engineering, and safe cyber practices.
6. Regular Audits & Compliance Governance – Perform cybersecurity audits and align security measures with regulatory standards to maintain compliance with global cybersecurity frameworks.

By integrating proactive cybersecurity measures, we strengthen our ability to detect, respond, and recover from potential cyber risks, ensuring operational continuity and data integrity.



Protection Against Cyber Threats and Compliance with Data Regulations

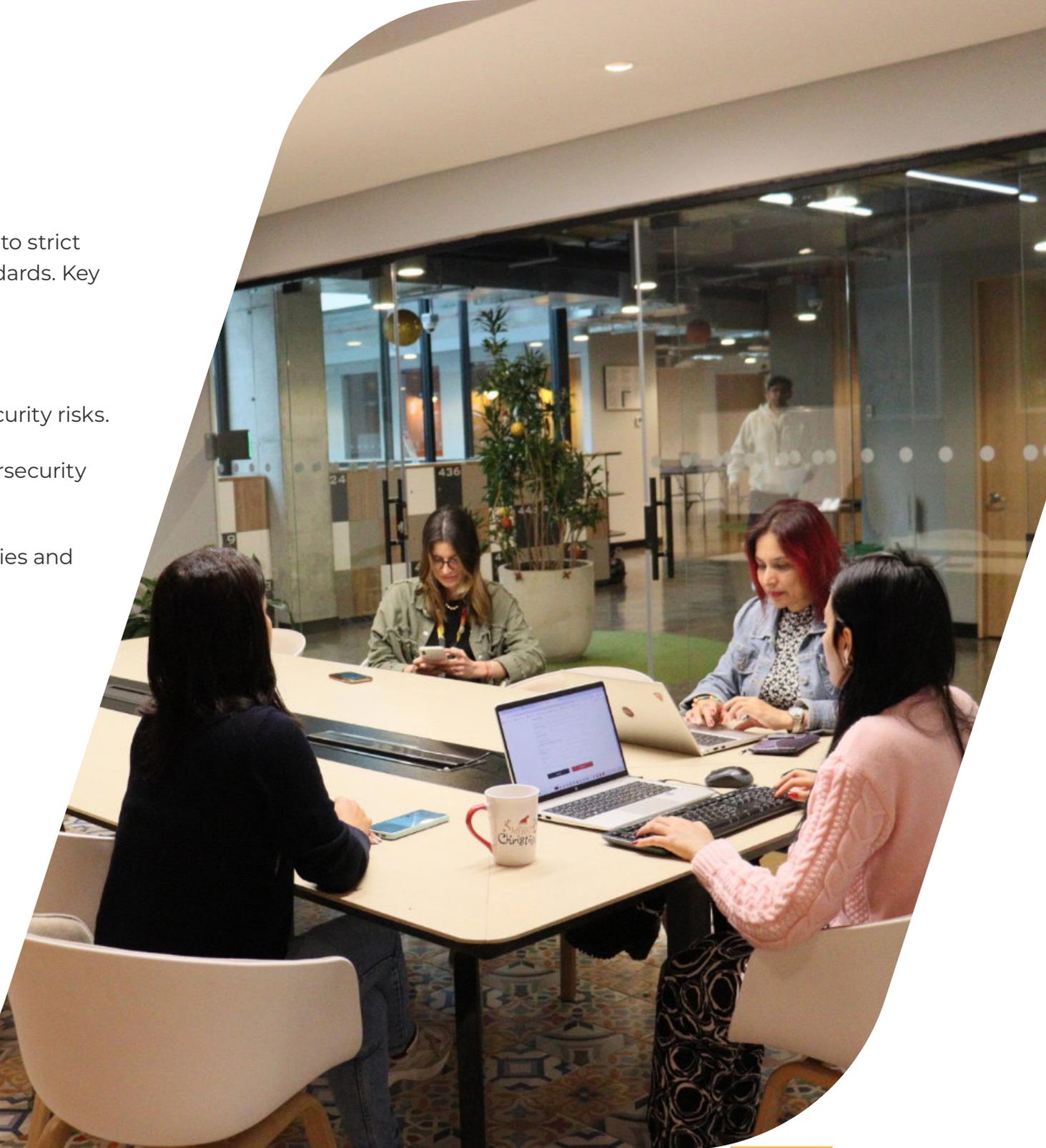
To maintain regulatory compliance and defend against cybersecurity risks, our company adheres to strict security controls and regulatory policies, ensuring alignment with national and international standards. Key initiatives include:

- Compliance tracking systems, ensuring adherence to evolving data protection laws.
- Vulnerability assessments and cybersecurity audits, proactively identifying and addressing security risks.
- Industry partnerships and compliance certifications, demonstrating our commitment to cybersecurity excellence.
- Transparent reporting mechanisms, ensuring stakeholders are informed of cybersecurity policies and protective measures.

In 2024, we maintained our high security posture and there were no consequential data privacy and cybersecurity breaches across countries. We value the importance of benchmarking against security industry standards and various campuses have certifications namely ISO 27001 (Information Security Management System) and PCI-DSS v4 for specific client requirements. By continuously evolving our cybersecurity governance practices, we ensure resilience against emerging threats, reinforcing stakeholder trust and corporate accountability.

Looking Ahead: Strengthening Cyber Governance and Digital Trust

Our company remains dedicated to continuous improvement in data privacy and cybersecurity, leveraging advanced technologies and governance enhancements to maintain a secure and resilient digital environment. By embedding cybersecurity risk management into our overall governance framework, we reinforce ethical business practices while protecting stakeholder interests in an interconnected digital world.





Sustainability Report 2024

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