Cloud

Consulting

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Innovation

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Knowledge

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Solutions

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Transformation

Infosys 3.0
Growing responsibly

Infosys®

POWERED BY INTELLECT
DRIVEN BY VALUES

"In a knowledge economy, a good business is a community with a purpose, not a piece of property."

Charles Handy
Management philosopher and writer

Infosys 3.0
Growing responsibly

Building and nurturing the larger ecosystem is key to the success of a corporation. At Infosys, we look at sustainable practices as an opportunity to apply our core strengths to effect social good, as well as an opportunity for innovation that creates winning solutions for the entire ecosystem. This holistic view of business allows us to consistently address the expectations of our diverse stakeholders. Business responsibility to us is about earning the respect of our stakeholders in everything we do. Our Business Responsibility Report follows the Securities and Exchange Board of India's (SEBI) proposal and is in accordance with the key principles enunciated in the 'National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business' framed by the Ministry of Corporate Affairs. In this report, we give details of our contribution in the areas of sustainability, stakeholder engagement, human rights, employees' well-being, corporate social responsibility, proactive advocacy, and inclusive growth.

Foreword

"Corporations need to earn the right to operate, and to earn this right, they need to operate in an ethical, legal and socially responsible manner. The onus of driving this business responsibility lies with the business leaders who need to lead from the front and lead by example."

S. D. Shibulal
Chief Executive Officer and Managing Director

The world as we know it and the businesses that operate in it are not what they used to be a decade ago. Emerging trends in technology and society, along with changing demographic profiles, are changing the way businesses engage with their consumers. Existing business models are becoming obsolete while new ones are becoming relevant. New markets have emerged and sustainability is taking centerstage. More importantly, corporations across industries and geographies today play a more important role in society than ever before.

Beyond governments, corporations are the largest and most influential bodies that can drive large-scale socio-economic development. They create jobs – both directly and indirectly, they create wealth and they help improve the general standard of living in societies that they operate in. However, corporations use environmental and societal resources to sustain their operations and to generate profits. Hence, they have a moral responsibility to contribute to the well-being of the ecosystem. Given the events that led to the recent global economic crisis, it is evident that corporations no longer operate in isolation and that their actions, both good and bad, have far-reaching implications. Corporations therefore need to earn the right to operate, and to earn this right, they need to operate in an ethical, legal and socially-responsible manner. This is not just a moral and social responsibility but also a critical business responsibility to ensure the long-term sustainability of the corporation.

The onus of driving this responsibility lies with the business leaders who need to lead from the front and lead by example. The pre-requisites for any business leader, particularly the CEO, are to execute organizational strategies, balance the short-term and long-term decisions of the corporation and to be the bridge between the corporation and the world outside. However, beyond these expectations, CEOs have three major responsibilities.

First, CEOs have a responsibility to drive performance because it enables the corporation to fulfill its responsibilities towards all its stakeholders – employees, clients, investors, industry and society. Also, as our Chairman Emeritus N. R. Narayana Murthy said, "Performance brings recognition and recognition brings respect."

This respect is very important and it has to be earned by leaders and corporations alike. Respect also builds credibility and trust and hence it is an invaluable asset to the corporation.

Second, CEOs have a responsibility to drive the corporation's innovation mandate. From our own experience, we have realized that an idea without execution is not valuable. Hence, CEOs need to create an innovation ecosystem and apply a method to the madness in order to tap into the organization's innovation potential. More importantly, to quote C. K. Prahalad, and Gary Hamel, "A company that cannot imagine the future will not be around to enjoy it." Therefore, innovation is also a means to survival.

Finally, CEOs have a critical responsibility of earning, building and sustaining the trust of all the stakeholders of the company. To this end, CEOs have to strengthen governance, increase transparency and comply with the laws of the land in every geography where they have their operations.

To conclude, every corporation and business leader should have the business responsibility to operate in a legal, ethical and socially responsible manner. We also have the business responsibility to drive performance, growth and innovation. However, in addition to all this, we have a moral responsibility to create a world that is as good as, if not better than, the one we inherited. This is the legacy that we need to leave behind for future generations. As we embark on this new phase of our journey – Infosys 3.0 – it is these responsibilities that will continue to be at the forefront of all our endeavors.

Contents

Company overview

Infosys Limited ('Infosys' or 'the Company'), along with its majority-owned and controlled subsidiary, Infosys BPO Limited, and wholly-owned and controlled subsidiaries, Infosys Technologies (Australia) Pty. Limited, Infosys Technologies (China) Co. Limited, Infosys Consulting India Limited, Infosys Technologies S. de R. L. de C. V., Infosys Technologies (Sweden) AB, Infosys Tecnologia do Brasil Ltda, Infosys Public Services Inc., and Infosys Technologies (Shanghai) Co. Limited, is a leading global technology services corporation. The group of companies ('the Group') provides business consulting, technology, engineering and outsourcing services to help clients build tomorrow's enterprise. In addition, the Group offers software products for the banking industry.

Infosys was incorporated in Pune, in 1981, as Infosys Consultants Private Limited, a private limited company under the Indian Companies Act, 1956. We changed our name to Infosys Technologies Private Limited in April 1992 and to Infosys Technologies Limited in June 1992, when we became a public limited company. During fiscal 2012, we changed our name from Infosys Technologies Limited to Infosys Limited to mark the shift from being a technology solutions provider to a business transformation partner for our clients. The address of our registered office is Electronics City, Hosur Road, Bangalore 560 100, Karnataka, India.

Fast facts

Revenue in the last twelve months:
₹33,734 crore

Net income in the last twelve months:
₹8,316 crore

Market capitalization:
₹1,64,592 crore

Global presence:
77 cities
spread across 32 countries

Total number of employees including subsidiaries:
1,49,994

Total number of clients:
694

Global workforce comprising employees from:
85 nationalities

Note : As on March 31, 2012

Commitment to responsible business

Our commitment to responsible business is built into the core values and ethics of the Company. To conduct every aspect of our business responsibly and sustainably, we rely on:

• A strong leadership

• Practise of our core values
  Note: Our values are articulated in the 'Human rights' section of this report.

• A well-articulated Enterprise Risk Management framework

• Practices that seek to sustain and enhance the long-term competitive advantage of the Company

• Commitment to achieving our social, environmental and economic goals.

Sustainability is a business imperative for us and therefore, not optional. We have always adhered to sustainable practices in our everyday operations and helped our clients conduct their businesses in a sustainable manner. Our sustainability policy provides a framework and guides our actions.

Through our values-based practices, we seek to sustain and enhance the long-term competitive advantage of the Company and work towards achieving our social, environmental and economic goals.

The Securities Exchange Board of India (SEBI), vide its press release dated November 24, 2011, had proposed that listed entities should submit Business Responsibility Reports as a part of their Annual Reports. This is intended to be adopted by companies in India to report their Corporate Social Responsibility (CSR) activities and initiatives. We have always been at the forefront of voluntary disclosures to ensure transparent reporting on all matters related to our Company's governance and business operations. We have decided to publish our first Business Responsibility Report this year based on SEBI's proposal. The report covers our philosophy on corporate social responsibility, initiatives and activities taken up as part of this philosophy for 2011-12. We also publish the Infosys Sustainability Report annually. Our report follows the Global Reporting Initiative (GRI) framework. This is a comprehensive report that covers all aspects of our sustainability activities pertaining to our social contract, resource intensity and green innovation. The report is audited by an external auditor, Det Norske Veritas AS (DNV). We have been consistently receiving an A+ rating from GRI and DNV for our Sustainability Reports. For more details on the Infosys Sustainability Reports, visit *www.infosys.com*. We are also a signatory to the United Nations Global Compact (UNGC).

Note: All figures mentioned in the report are for fiscal 2012 unless otherwise mentioned.

What we do

Our top management is highly committed both professionally and personally to the realization of our sustainability goals. Our sustainability policy has been formulated under the leadership of our Chairman Emeritus, N. R. Narayana Murthy. The policy focuses not only on making our business sustainable, but also those of our clients, as well as our ecosystem and our lifestyles.

The policy guides our efforts and we periodically communicate the progress on material issues concerning our stakeholders using appropriate channels. Detailed discussions and reviews with the Board, committees of the Board, senior management and other stakeholders across the organization at regular intervals allow us to work consistently towards meeting the expectations of both our direct and indirect stakeholders. The material issues that have emerged as most important to our stakeholders are integrated in our enterprise risk management and our business strategy. Sustainability is our commitment to align our business strategy with that of our stakeholders across all economic, social and environmental aspects.

We engage with direct and indirect stakeholders. For more details of our stakeholder engagement, refer to the Infosys Sustainability Report available on *www.infosys.com*.
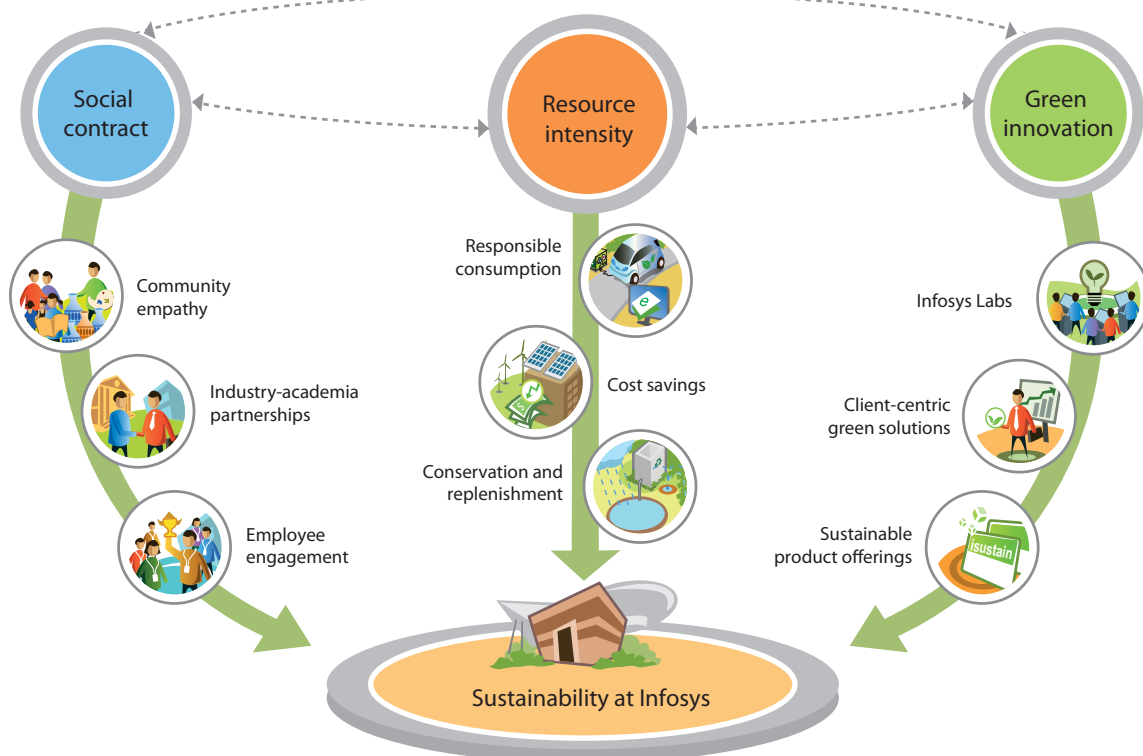
We interact with our clients through various client engagements, leadership forums, surveys and periodic feedback sessions. We have many engagement channels with our employees including Sparsh – our Company intranet, InfyTV – our Corporate TV, CEO forums, open house programs, managers portal, annual employee satisfaction surveys and our internal branding and marketing portal, mPlus. Our analysts and investors interact with us through conferences, the Annual General Meeting (AGM) and press meets to name a few opportunities. We communicate with local communities through meetings and our sustainability publications.

We believe that our actions today must have a positive impact on our tomorrows and the world. We envision a future where we have made a difference by enhancing global sustainability practices. To make this vision a reality, we have identified the following three sustainability tracks and pledged to continue our journey with these :

Social contract : Today, enterprises have an extended set of stakeholders – local communities, social organizations and the society in general – who have the ability to influence the future of business. These stakeholders have ethical, social and environmental expectations that enterprises must honor. These social covenants are fundamental to nurture stakeholder trust and ensure business continuity.

Resource intensity : In the face of accelerated depletion of natural resources, incremental increases in resource efficiencies are not sufficient and beyond a point, optimization gets prohibitively expensive. Resource intensity is about pushing to do far more with far less. It is about finding transformational ways to de-intensify and achieve the same or better outcome using fewer resources.

Green innovation : Business imperatives like environmental sustenance and resource conservation are providing new opportunities for enterprises to intensify innovative solutions that enterprises can leverage to stimulate innovation to spur business growth. Green innovation is about businesses using sustainability goals to foster innovation that differentiates them from competition, and drives efficiencies, helping them become leaders and trendsetters.

Setting corporate governance benchmarks

Our vision to be a 'globally-respected' corporation has set the 'tone' for a role-model leadership right from the top and across various levels in the organization. We are supported by an effective governance framework, strong risk management practices and associated processes.

The key dimensions of deploying effective corporate governance at Infosys include :

A strong leadership and an independent Board : The composition of the Board is carefully planned to ensure we take in diverse perspectives and encourage debate and dialog on issues important to the corporation. We have stringent norms to assess the performance of the Board. In addition, we have deployed the practice of separating the roles of the Chairman of the Board and the CEO to ensure the right focus to Board governance because we believe that 'good governance cannot be imposed by legislations. It must come from within. Hence the Board, at the apex of the Company's corporate governance structure, is the key.'

Transparency, fairness and accountability : We have always followed the highest levels of disclosure with all our stakeholders. The dictum, 'when in doubt, disclose', is a management practice at Infosys. We have also integrated strong processes into our supply chains to ensure the percolation of these processes into the businesses of our partners. In addition to complying with the laws of the land wherever we operate, we also ensure transparency and accountability through the adoption of a Code of Conduct and Ethics and a Whistleblower policy. Our corporate governance practices are benchmarked to the standards set by bodies and agencies such as ICRA, CRISIL and Standard & Poor's. We are the first Company in India to be assigned the highest CGR (Corporate Governance Rating) by ICRA.

We also file the financial details using eXtensible Business Reporting Language (XBRL) framework with the U.S. SEC. We disclose financial statements in accordance with the Indian GAAP and IFRS requirements.

Enterprise Risk Management : Our Enterprise Risk Management framework identifies, assesses, monitors and mitigates risks to the achievement of business objectives both in the long and short terms. Strong internal audit processes have served us well over the years. The identification of focus areas and articulated criteria for defining inherent vulnerabilities and proactively managing them is part of the process framework.

Enhancing the ethical judgment of employees : Percolating good governance to actions by employees on an everyday basis is critical to building an ethical organization. The speed at which we have been growing globally makes this a daunting task. A strong and well-articulated Code of Conduct and Ethics has been put in place. Further, this is communicated to employees worldwide through training and awareness programs, both online and instructor-led, using multiple learning media including leader talks, contests, blogs, portals, and a popular 'Do you know' series that ensures that information is updated at regular intervals. Every employee undergoes a session on 'values' compulsorily during induction, signs an acceptance of the code of conduct.

A Whistleblower Policy, Gift Policy, a strong grievance redressal body, an uncompromising stand on 'value' transgressions and supportive ecosystems ensure adequate mechanisms to enable a culture of disclosures. Our CEO and leaders speak with employees at regular intervals on our Code of Conduct and Ethics and the Infosys values. These are also conveyed to our employees through InfyTV, our internal television channel; Sparsh, our corporate intranet; quarterly town hall meetings and sessions at important corporate events.

Participating in strengthening the larger ecosystem : We participate actively in many forums to share our practices and influence the strengthening of corporate governance standards. These include partnerships with the Confederation of Indian Industry, Institute of Directors, Ministry of Finance, Government of India, and other stakeholders. We comply with various global standards and guidelines, including Euro shareholders Corporate Governance Guidelines 2000; Conference Board Commission on Public Trusts and Private Enterprises in the U.S.; UN Global Compact and OECD Principles of Corporate Governance, to name a few. This allows us to continuously benchmark our efforts and raise the bar in corporate governance.

Refer to the Corporate Governance Report section of our Annual Report for more details on our governance principles and practices.

Our corporate governance practices have won us several awards from industry and media organizations worldwide. We have been :

- Recognized for the Best Ranked Financial Disclosure Procedures in India and Best Ranked Corporate Governance Practices in India by IR Global Rankings

- Voted the best corporation for corporate governance in *AsiaMoney* magazine's poll

- Voted the best company in management, corporate governance, investor relations, and corporate social responsibility (India) in *FinanceAsia's* survey

- Given the Asset Corporate Governance Platinum Award for overall financial performance, management acumen, corporate governance, social responsibility, environmental responsibility, and investor relations.

Sustainable value chain

Introduction

We are an IT consulting and services company. We have a range of marketable solutions that rely more on intellectual assets rather than on physical manufacturing. The value chain of our services encompasses identifying business transformation opportunities for our clients, consulting with them on leveraging these opportunities, and crafting and delivering value-based solutions. The responsibilities of all stakeholders at each stage of the value chain are articulated clearly.

Intellectual property is the most valued aspect of the knowledge industry. We are committed to respecting and protecting intellectual property (IP) and educating our workforce on creating and protecting IP and respecting those of others. Data privacy and security is also an important aspect of the sustainable value chain for us and we follow stringent processes and practices to ensure that these are embedded into our business. The Company is certified on ISO 27001 and complies with other industry standards, as applicable. The cross-functional information security council headed by a Board member ensures governance and senior management sponsorship. Our clients being business enterprises such as banks, retail, telecom industries, as against individual consumers, the scope of privacy and data protection for consumer personal data is often limited to contractual requirements agreed upon with our clients, and subsequently deployed during project execution, and it is our client who translates applicable data protection laws into contractual requirements where appropriate.

At the other end of the value chain spectrum, we have commitments and practices to conserve scarce resources by using them sparingly. The Infosys resource intensity practices are championed by the senior management. Participating actively in the implementation of actions on the ground are employee volunteer groups that support efforts to increase awareness and action. Our actions for resource intensity are elaborated in the *'Environment'* section of this report.

What we do

The vision of Infosys 3.0 is to create and monetize IP to solve our clients' business problems that will drive growth, offer market differentiation and transformation across operations and product innovation aspects of our client's ecosystem.

Infosys' IT solutions and services help our clients accelerate innovation, increase productivity, reduce costs, and optimize asset utilization. We combine services and products and platforms to empower their business to gain a competitive edge. Our solutions suite encompasses Consulting and Systems Integration, Business IT Services, Engineering Services, Business Process Outsourcing, Cloud, and Products and Platforms.

Being a part of the service industry, IP is central to our operations and helps in providing business leverage to our clients. We have implemented an online idea management system that helps employees in drafting and filing for IP. Freedom to Operate (FTO) analysis is carried out prior to solution deployment to ensure that we have the required rights to practice and operate our solutions in the areas identified by us. IP certification checks are carried out by the IP cell prior to solution commercialization to ensure that all policies and compliances are met. Open Source Software (OSS) and third-party tool checks are also carried out periodically. Additionally, we have a policy for recognizing and rewarding all creators of IP across the Company.

A strong process for data privacy and security ensures that we maintain confidentiality of all our client data across the world.

We have initiated efforts to strengthen awareness of responsible supply chain practices among our suppliers. Practices for the segregation and appropriate disposal of waste have been implemented.

Some of the green innovations we developed have helped make our operational processes streamlined and sustainable. Our clients too have benefited from many of these innovations.

Our green innovation solutions designed for managing sustainable value chains include :

- iSustain : An enterprise carbon, energy and resource management tool with sustainability reporting and performance management capabilities.

- InGreen energy management : Enables enterprises to reduce energy usage through automated tracking and identification of consumption patterns; opportunities for change and reduction, reporting and analysis. It has helped us save energy usage and costs to the tune of 20% till date.

- InGreen Personal Carbon Calculator : Helps organizations create awareness among employees and measure their daily carbon footprint.

- iSmart : An intelligent power strip that can supply power from an electrical source to devices connected to it in enterprise environments, and monitor the energy consumption on a continuous basis.

- Integrated Real time Campus Management System (iRCMS) : An enterprise monitoring system that tracks and allows efficient energy management and prolongs the life of energy equipment through surveillance. iRCMS helps enterprises with their manpower savings by allowing the facilities and business managers to take informed decisions based on consumption and demand-related parameters of energy, thereby helping buildings and other real estate go green.

- Enterprise digitization : The enterprise digitization solution provides a single document storage platform for the entire company, enabling the upload of scanned documents to repositories supported by a robust search engine.

- Infosys Product Sustainability Framework (IPSF) : Our Green PLM / IPSF framework has been implemented by a leading consumer electronics manufacturer based out of California. For more details on the end-to-end transformation partnership, read *http://www.infosys.com/manufacturing/resource-center/Documents/product-compliance-constantly.pdf*

Infosys Enterprise Digitization Initiative

The IT industry in the last 30 years has matured in providing solutions to automate business processes across industries. The idea of a paperless yet efficient enterprise is no longer utopian. A testimony to this is Infosys' Enterprise Digitization Initiative by the Information Systems department, which is the creator of all our in-house technology tools, applications and systems.

The Enterprise Digitization Initiative provides us cover against risks of damage and also contributes to conserving the environment by reducing paper consumption. In simple terms, it provides :

- A single document storage platform for the entire Company (across geographies)
- Upload of scanned documents to repositories
- Search capability to locate authored and scanned documents.

The solution is based on Microsoft SharePoint 2010 and comprises a scanning solution and Optical Character Recognition capabilities using IRIS power scan. Besides this, the document management system (DMS) also serves as a key vehicle in reducing cycle time of applications of different departments by leveraging the scanning and document storage capabilities of the new system, document collaboration and co-authoring features across teams.
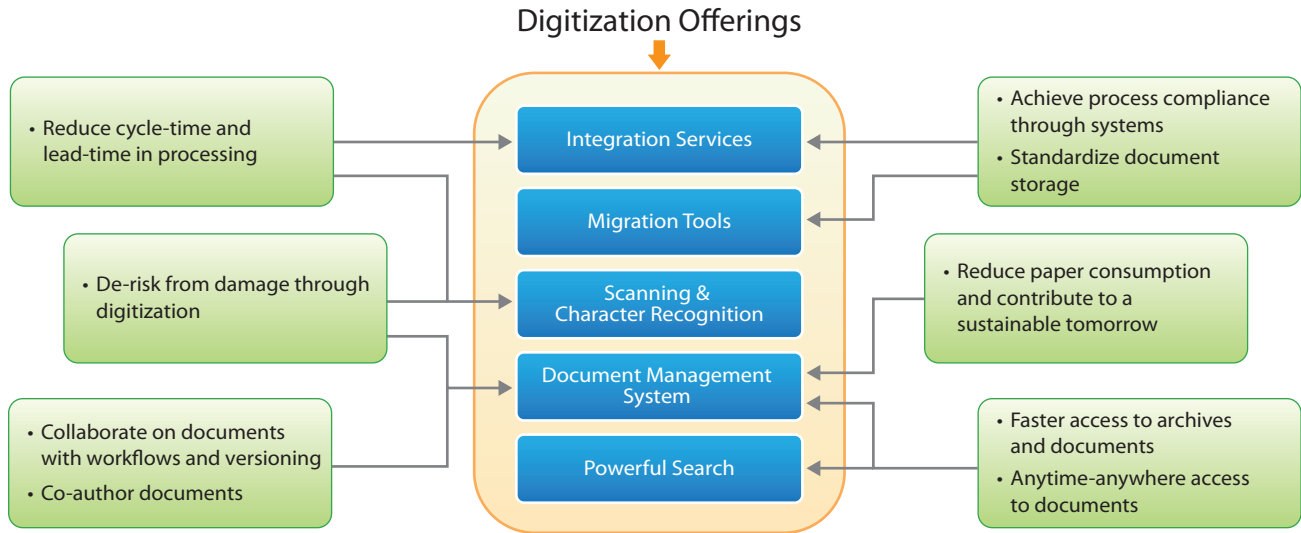
The Enterprise Digitization Initiative is meant for two types of users in the organization :

- All department-level authorized application users – to scan, digitize and search documents
- All employees – to upload and search for business process related documents through Line of Business applications

The specialty of the digitization initiative is that it leverages Infosys' inherent capabilities in building tools and applications to deliver efficiencies in its internal resource management. The benefits accrued in digitizing over 8.3 million pages of documentation through the digitization initiative are as follows :

- It has driven us closer to our vision of becoming a resource intensive digitized enterprise.

- It has resulted in a reduction of paper usage, through reduced need to maintain hard copies of non-mandatory documents, reduced need for print-outs and photocopies with the advent of document-sharing capabilities and reduced need for space to maintain records.
- It has reduced the risk for the organization through electronic storage of documents and enhanced disaster recovery mechanisms.
- It has reduced the cycle times for several internal business processes.
- It has enhanced collaboration among employees across geographies and time-zones.

Digitization Offerings

- Reduce cycle-time and lead-time in processing
- De-risk from damage through digitization
- Collaborate on documents with workflows and versioning
- Co-author documents

Integration Services
Migration Tools
Scanning & Character Recognition
Document Management System
Powerful Search

- Achieve process compliance through systems
- Standardize document storage
- Reduce paper consumption and contribute to a sustainable tomorrow
- Faster access to archives and documents
- Anytime-anywhere access to documents

Employees' well-being

Introduction

The Human Resources (HR) department at Infosys plays a pivotal role in recruiting, motivating, inspiring and retaining talent. Our leadership, along with the HR department, envisions new strategies for talent acquisition and retention. One such initiative was 'Talent Strategy 2015' that was launched in September 2010 with the objective of sharing perspectives and strategies on the organization's talent philosophy, practices and processes for the global workforce of 2015. Talent Strategy is very closely aligned to our business strategy, and aims to provide our employees with more choices of employment, careers paths and development opportunities. Employee participation is an important aspect of the way we function right from policies to practices and processes. This is described in detail in this section and the *'Human rights'* section of this report.

We work towards creating a global workforce for tomorrow by adopting diversity and inclusivity as key strategies. We are creating equal opportunities for everyone to excel and contribute, irrespective of gender, race or age. Special provisions are also being made for the differently-abled.

Furthermore, the organization has come a long way in enthusing and engaging the employees through a wide array of initiatives that promote well-being. We continue to provide a healthy and positive work environment. Our HR department focuses on effective employee communication, encouraging and facilitating resolution of complaints and grievances, and fostering bonding between employees and their families.

Refer to the Infosys Sustainability Report for more details.

We continually seek feedback from employees on our policies and practices to ensure that the organization is in consonance with the aspirations of our talent pool.

Our policies pertaining to work-life balance are detailed in the *'Human rights'* section of this report.

What we do

Our employee strength, as at March 31, 2012 is 1,49,994, comprising people from 85 nationalities. The average age of an employee is about 27 years. We are an equal opportunity employer and do not discriminate on the lines of caste, creed, gender, race, religion or sexual orientation. The same opportunities are extended to those who are differently-abled. Our employee distribution across geographies is as follows:

Region	No. of employees
APAC	5,278
EMEA	2,901
India	1,37,266
North America	4,337
South America	212
Total	1,49,994

The gender-wise distribution of our employees across geographies is as follows:

Region	Female	Male
APAC	2,346	2,932
India	47,351	89,915
EMEA	1,331	1,570
North America	1,021	3,316
South America	103	109
Total	52,152	97,842

We follow stringent procedures within our organization and our supply chain to ensure a safe work environment for all in line with labor and human rights laws of the countries in which we operate.

Timely payment of wages is ensured as per defined norms. A strong governance processes and independent audits support a regular bi-monthly audit of our contract staff in consonance with various labor laws (including Minimum Wages Act, Payment of Wages Act, Payment of Bonus Act, Employee Provident Fund, Employees' State Insurance, etc). Grievances are addressed through appropriate grievance mechanisms available to our contract staff.

Promoting diversity

A global workforce is not only the key to the success of our clients but also an important aspect in attracting and retaining top talent. We have set up a scalable recruitment and human resources management process that enables us to recruit and retain high-caliber employees. We foster a culture of inclusivity and diversity. Our diversity office has several programs to connect our multi-cultural talent pool seamlessly. 'Creating Common Ground' is one such program that creates awareness about different cultures around the world, especially of countries in which we operate. We have also made significant local recruitments this fiscal.

Being inclusive

Our focus on developing an 'inclusive' environment has been one of the major reasons for differently-abled employees being able to perform beyond expectations. Infyability, our employee resource group for differently-abled employees, works towards sensitizing and educating employees. It also champions different needs and policy enhancements that may be required from time to time. One such policy that was adopted is the loan policy for differently-abled employees to buy ability-enhancing products. Another unique policy allows differently-abled employees to apply for a loan over and above any other loan policy that is applicable to them.

Shrirang Prakash Sahasrabudhe, a visually-challenged employee at Infosys, was awarded the NCPEDP-Mphasis Universal Design award. This award was given by the National Centre for Promotion of Empowerment of Disabled People (NCPEDP), in association with AccessAbility and BarrierBreak Technologies.

The other active employee resource groups that are at work at Infosys are – Infosys Women's Inclusivity Network (gender inclusion), Infosys Gay Lesbian Employees and You (safe space for employees from the LGBT community), Family Matters (for working parents), and Creating Common Ground (for employees from non-Indian cultures).

Addressing employee grievance

We provide forums, support frameworks and policies to hear and address the concerns of our employees and resolve issues or conflicts in a fair and objective manner. Hearing Employees And Resolving (HEAR) provides a channel for employees to get their grievances redressed. Our Anti-Sexual Harassment (ASHI) policy is detailed in the *'Human rights'* section of this report.

Fostering a healthy workforce

The Samaritans Network at Infosys, a peer group of volunteers trained in barefoot counseling, spend time listening to, and counseling fellow employees, helping them cope with challenges mostly of a personal nature. The Samaritan volunteers perform this activity over and above their regular role responsibilities at work.

Along with emotional health, we strive to improve the physical health of our employees through the Health Assessment & Lifestyle Enrichment (HALE) program. This program creates increased awareness about health issues, helps with better lifestyle management, regular health checks and provides immediate professional help at times of crisis.

Staying connected

While most of these initiatives promote the 'My Infosys' spirit, Sparsh, our intranet, helps create a feeling of connectedness among employees. Our intranet is designed to address the information, productivity, networking, and communication needs of employees within the organization. Infy Bubble, our social networking portal for employees, is one of the first corporate social networking forums.

Facilitating volunteering activities

A Sabbatical Policy for Community Service was launched in October, 2008. The policy enables employees to be involved in community development projects, while receiving monetary support from the Company, with the choice of coming back to normal work schedules after successfully completing the projects in a time frame of six months to one year. This policy is gaining momentum and employees have welcomed it across locations in India.

Providing training and continuous learning opportunities

The Infosys Role And Career Enhancement (iRACE) policy has created skill and competency development programs to ensure the career growth of all employees. With a robust team of educators, the dedicated Education & Research department caters not only to the entry-level training, but also has a dynamic framework to accommodate lifelong learning that is crucial to building a competitive advantage.

This year, Competency Development Program (CDP) 3.0, a holistic competency development program was launched with a learning credit point system, to bring in relevance and flexibility to competency development for a role. The number of training days in the past year alone stands at a staggering 19,76,222.

The following table provides data on training programs for the last three years:

Program	2011-12	2010-11	2009-10
Number of employees trained			
Technical	6,04,490	1,04,715	1,63,971
Soft-skills	1,33,961	36,525	55,528
Project management	2,556	2,274	2,754
Participation in person days			
Technical	18,56,550	16,52,016	3,29,617
Soft-skills	1,15,540	36,440	37,270
Project management	4,132	4,131	3,679

Note : The training figures for 2011-12 includes freshers.

Our knowledge management portal, K-Shop, helps employees share knowledge, learn from each other and create a knowledge repository. The Manager's Portal helps managers from across the organization connect with each other and share best practices and tools on effective project management. Information related to Company affairs, such as restructuring and reorganization, are communicated in a timely manner and explain the reason, impact and processes involved in making the transition through forums such as Open House.

Gender inclusion at Infosys

We endeavor to foster inclusivity at the workplace for our employees. We were the first Company in India to create a gender-based affinity network – Infosys Women's Inclusivity Network (IWIN) in 2003 to address needs specific to the development, engagement, growth and retention of women employees, who constitute 34.7% of our total workforce in India.

A number of policies have been implemented to facilitate the advancement of women executives, including greater flexibility in work timings, option of working from home, special support for women employees responsible for childcare or care of elders, and enhanced training, mentoring and experience-sharing programs for stronger network development.

Launch of the new IWIN logo, Bangalore

We follow a multi-pronged approach to foster inclusivity :

1. Emotional assistance : This service is provided in the form of peer counseling, professional counseling, counseling for women facing harassment at home, health programs, doctor on call, referrals for day-care, home care, schools, hospitals, etc.

2. Inclusive policies : These include childcare sabbatical, part-time policy, flexible work-hours policy, telecommuting policy, satellite office, and alternate career opportunities.

3. Infrastructure support : This comes in the form of near-site day-care centers, nursing stations, shuttle services for pregnant employees, use of office buses for dropping children at the day-care centers, use of office guest house with children while on long official travel, in-campus departmental stores, beauty salons, drug stores, banks and concierge services.

4. Training and mentoring : Training and skill development for us is a strategic investment and we have exclusive training programs and experiential workshops designed for women employees that cater to their needs at every stage in their careers. The interventions are planned to ensure reach and scalability.

   The approach is to segment women's groups based on competency and levels, to ensure that women employees from a similar background can get together. IWINTOR is an exclusive mentoring program for women employees designed to help them advance professionally and overcome personal barriers. It aims at creating a renewed sense of professional effectiveness, goal clarity and career development in the participating protégés. The program provides the mentors with an opportunity to enhance their managerial and leadership abilities in others and help them realize their aspirations.

5. Attention to women's safety : Several measures have been taken to ensure the safety of women. Self-defense classes are held on campus to train women to be prepared during an unsafe situation. The organization provides special transportation service with security guards to make sure women reach home safely on days that they work late to meet client deadlines.

These programs and initiatives have succeeded in strengthening the women employee pool at middle and senior levels to 17,885. The success of our gender inclusivity policies can also be gauged from the fact that today, 89% of women employees have returned to work after maternity leave.

Stakeholder engagement

Introduction

For a corporation to be sustainable, it must have a long-term interest in fulfilling its obligations to all its stakeholders. We engage with our direct and indirect stakeholders. *Refer to the 'Commitment to responsible business' section for more details on our stakeholder engagement at various levels.* This section deals with our biggest stakeholder group – the larger society, or the community around us – without which it is impossible for businesses to function and flourish in the short and the long term.

What we do

We work towards establishing an equitable society. We firmly believe that improved education builds capability and ensures overall economic growth at various levels – at the individual, enterprise and global levels. As part of our efforts in building capability, we pursue the following programs and activities:

SPARK: This program promises to raise the aspiration of students in rural India. Through its different branches – SPARK-Rural Reach Program, SPARK-Catch Them Young, and SPARK GURU – it has covered till date over 6,80,000 students, of which 38% are girls. The program has nurtured a large volunteer movement across the organization, with over 31,000 employees contributing since 2008.

SPARK-Rural Reach Program, Karnataka

Campus Connect: This Infosys-academia flagship program has reached out to over 7,200 faculty members in over 400 engineering colleges and touched the lives of over 1,53,000 students since its inception in 2004. The program has been featured in the World Economic Forum's 2011 report on *'Talent Mobility Good Practices'*.

Project Genesis: The objective of this program is to bridge the skill gap between industry requirements and graduate education in students from Tier 2 and 3 cities in India through focused training programs. The program helps academicians interact with the student community, and informs and updates them about advances in the information technology domain. It also enables academicians to answer queries and apprehensions of students about careers in the IT and BPO industry. The project has impacted 16,762 students by training 365 academicians in 138 institutes in fiscal 2012. We have also made job offers to 342 students this year.

Volunteer groups: We encourage and sponsor employee volunteering as part of our Corporate Social Responsibility (CSR) charter. An example of our employee-driven CSR initiatives is the Notebook Drive, which provides notebooks and stationery to students from less privileged backgrounds in government schools across India. Employees fund this program through personal contributions and investment of time.

Over the last three years, our volunteers have distributed 5,07,500 books to 1,36,252 children in 1,190 schools. The highlight of this year's Notebook Drive was the distribution of school-bag kits to first-time learners in Chirang district, on the Indo-Bhutan border across 77 villages.

The following CSR groups were instrumental in employee-driven CSR activities across our Development Centers (DCs) in 2011-12:

- Akanksha, Bhubaneswar DC
- Arpan, Chandigarh DC
- Mamata, Hyderabad DC
- Samarpan, Bangalore DC
- Sanjeevani, Trivandrum DC
- Soften, Mysore DC
- Sparsh, Pune DC
- Spring, Infosys China, and
- Akshaya Patra Foundation.

Note: Refer to our Sustainability Report available on our website, www.infosys.com for more details about our CSR activities.

Infosys Foundation

The Infosys Foundation was set up in 1996 with the intention of supporting the underprivileged sections of society and enriching their lives. The Infosys Foundation works in remote regions of India to realize the vision of an equitable society. We partner with non-government organizations (NGOs) to help the underprivileged earn a sustainable livelihood. Details about the Foundation follow later in this chapter.

Infosys Science Foundation

The Infosys Science Foundation (ISF) is a not-for-profit trust to promote research in sciences in India. The ISF honors outstanding contributions and achievements by Indians in various streams of science with the Infosys Prize in five categories: mathematical sciences; physical sciences; engineering and computer sciences; life sciences and the social sciences. The Infosys Prize, 2011 was given away by A. P. J. Abdul Kalam, the former President of India, at a function in Bangalore on January 9, 2012. Expanding the scope of the Infosys Prize, a sixth category, Humanities, has been included for the 2012 prize.

Infosys Prize 2011 ceremony, Bangalore

The laureates of the Infosys Prize 2011 are:

Name	Category	Contribution
Prof. Kalyanmoy Deb	Engineering and Computer Science	Contributions to the emerging field of Evolutionary Multi-objective Optimization (EMO) that has led to advances in non-linear constraints, decision uncertainty, programming and numerical methods, computational efficiency of large-scale problems and optimization algorithms.
Dr. Imran Siddiqi	Life Sciences	Breakthrough contributions to the basic understanding of clonal seed formation in plants, which can be applied to revolutionize agriculture, especially in the developing world
Prof. Kannan Soundararajan	Mathematical Sciences	Pathbreaking work in analytic number theory and development of new techniques to study critical values of general zeta functions to prove the Quantum Unique Ergodicity Conjecture for classical holomorphic forms.
Prof. Sriram Ramaswamy	Physical Sciences	Pioneering work in the field of active matter that enables a detailed exploration into several aspects of the collective behavior of living systems as interacting mechanical entities with distributed input and dissipation of energy
Prof. Raghuram G. Rajan	Social Sciences – Economics	Work in analyzing the contribution of financial development to economic growth, as well as the potentially harmful effects of dysfunctional incentives that lead to excessive risk-taking.
Dr. Pratap Bhanu Mehta	Social Sciences – Political Science	Contribution to political philosophy and social theory, and also for his insightful analysis of India's politics and public policy.

For more details, visit www.infosys-science-foundation.com

Infosys Foundation

The Infosys Foundation has been working for the welfare of the economically backward sections of society since its inception in 1996. The focus areas of the Foundation are:

- Healthcare
- Education
- Art and culture
- Destitute care
- Rural development

Infosys contributes up to 1% of its profits after tax to the Foundation for its campaigns for the quality of life of people in rural areas of Karnataka, Tamil Nadu, Andhra Pradesh, Maharashtra, Orissa and Punjab. Sudha Murty, who has been at the helm of affairs since the inception of the Foundation, speaks about the journey of the last 15 years: "Everyone has the capacity to define and make their contribution. This is our way of showing we care."

The Foundation prides itself on working with the poorest of the poor, selecting projects with immense care, working in areas that would typically be overlooked by the larger society.

Healthcare: Over the years, the Foundation has constructed rest-houses at NIMHANS and the Kidwai Cancer Institute, funded super-specialty facilities, and the building of additional blocks, and revamped existing facilities in various hospitals across the country. Ten hospitals, serving the poor, have been beneficiaries over the years. Ambulances, incubators, air conditioner units, neo-natal resuscitation equipment, drugs and medical facilities have been contributed to various government hospitals and facilities to the tune of ₹50 crore benefiting thousands of people from poorer sections of the society.

Education: The Foundation believes that an assured way to build a better tomorrow is to improve opportunities and access to education for children. In what is perhaps the largest rural education program in the country, the Foundation has set up over 40,000 school libraries in Karnataka through the 'Library for Every Rural School' project at a cost of approximately ₹5 crore in Karnataka.

As a step towards bridging the digital divide, the Foundation has also helped in the publication of a book that simplifies computer education for children in rural schools. This, combined with the Infosys Computer Donation Program, which has been donating computers over the years (over 5,000 computers from 1997 till date) is intended to fuel the digital revolution at the grass-roots level.

The Foundation has partnered with Prerana (an NGO in Raichur and Bangalore), Vidya Poshak (in Dharwad), and Shri Kottal Basaveshwar Bharatiya Shikshana Samiti (in Sedam) to provide guidance to students for higher education. The Foundation has contributed over ₹2 crore in scholarships for improving access to higher education for children from economically backward communities.

Art and culture: The Foundation identifies and honors artisans, and endeavors to preserve traditional folk art, dance and craft by supporting artists with direct-to-market opportunities. The Foundation has published a book, *Kantha* with the India Foundation for the Arts, sponsored *Yakshagana* performances, sponsored the creation of documentaries on culture, helped publish rare works of various literary scholars, and provided musical instruments to nurture musical talent in underprivileged children. Over 100 artists practicing *Gamaka*, *Yakshagana* and *Bombeyaata* have benefitted through this initiative.

Destitute care: The Foundation has partnered with Saathi, an NGO, to support thousands of destitute children over the years through emotional development and necessary skill-building so that they may live with dignity. The Foundation has provided financial assistance to support differently-abled orphans across Karnataka, Tamil Nadu and Maharashtra with education, training and infrastructure.

Rural development: In 2011, the Foundation constructed 2,262 homes for flood victims across 18 villages and five districts. This project also provides beneficiaries with bank accounts, smokeless stoves, solar lanterns, books and saplings. It has also worked with the local administration to ensure the construction of roads, drains and the electrification of these villages.

The Foundation's Parishudh initiative, in association with Sri Kottala Basaveshwara Bharateeya Shikshana Samithi in Sedam, is working on increasing awareness on hygiene and sanitation in the districts of north-eastern Karnataka since October 2011. It intends to help 40 villages reach 100% sanitation levels and 10,000 families have a toilet by 2012. In the last 15 years, thousands have been benefited by the Foundation's support and aid amounting to over ₹40 crore. The Foundation has also trained tribal communities in Odisha to help them lead sustainable livelihoods. Vocational training was imparted to cover areas such as agriculture, horticulture, sericulture, floriculture, bee-keeping, fishing, dairy, poultry, welding, and carpentry.

For more details about Infosys Foundation, visit www.infosys.com/infosys_foundation.

Human rights

Introduction

Building and nurturing a value-based organization requires role-model leadership, good governance and processes, and the practice of values in every interaction. Special care has been taken to ensure these values and their practice directly address our vision across the multiple stakeholders that we serve. We comply and adhere to all the human rights laws and guidelines of the Constitution of India, national laws and policies and the content of the International Bill of Human Rights.

Our values are:

- Client value: To surpass client expectations consistently
- Leadership by example: To set standards in our business and transactions and be an exemplar for the industry and ourselves
- Integrity and transparency: To be ethical, sincere and open in all our transactions
- Fairness: To be objective and transaction-oriented, and thereby earn trust and respect
- Excellence: To strive relentlessly and constantly improve ourselves, our teams, our services and products to become the best.

Our values, in short, are referred to as CLIFE@Infosys.

What we do

Our vision is to be a globally-respected corporation. We strive to percolate these values to nurture high performance at all levels in the organization. Treating all stakeholders alike with respect and dignity and in turn earning their respect constitute the vision of the corporation.

Code of Conduct and Ethics

A strong and well-articulated Code of Conduct and Ethics has been put in place, to reflect and communicate our organizational principles. It is communicated to employees worldwide through online and instructor-led training and awareness programs using multiple learning media, including leader talk, contests, blogs, portals, and a popular 'Did you know' series.

Redressal of employee grievances

We have set up platforms and forums to address employee grievances and issues related to human rights. We have not received any complaints of human rights violations during the reporting period.

The following are the formal platforms that are provided to address employee concerns and grievances:

- We recognize the rights of our employees and provide forums, support groups and policies to address their concerns and resolve issues or conflicts. HEAR (Hearing Employees And Resolving) provides a channel / forum for hearing employee grievances and addressing these in a fair and objective manner.
- We provide a safe, healthy and conducive work environment for our employees, contractors and visitors. The OHSAS 18001:2007 specifications ensure that all our objectives and targets are measured.
- In fiscal 2012, we set up Infosys Gay Lesbian Employee and You (IGLU) as an affinity group aiming to create a safe and respectful work environment for employees who are homosexual, bisexual or transgender.
- The Anti-Sexual Harassment Initiative (ASHI) is a forum that allows employees to report sexual harassment at the workplace. The cases are heard and resolved by an unbiased group.
- The Whistleblower Policy has been adopted to encourage employees to report complaints concerning questionable accounting practices, fraudulent financial transactions, or concerns related to discrimination, retaliation and harassment. It assures complete anonymity and confidentiality to the reporting individual.

Vendors and contractual staff

Our business relies on vendors who provide sub-contractual staff based on our requirements. We follow stringent procedures to ensure a safe work environment for our vendors and contractual staff. We review our contractor and vendor management practices on a regular basis. We sign the 'Master Service Agreements (MSA)' with all our vendors. The MSA mandates the vendor to follow all labor and human rights laws of the countries in which we operate.

Let's interact on themes that matter to us (LITMUS)

Our annual employee satisfaction survey, LITMUS, is launched periodically to capture, analyze and draw action tracks to address the concerns of our employees. We use a third-party framework bench marked as on of the best for the LITMUS survey, with the focus on measuring and improving employee engagement using the renowned Q12 model. The findings are analyzed and action items are identified. These are assigned to focus groups who then report the progress to the Board of Directors. This process helps us to build a stronger and more engaged workforce.

Work-life balance

Attaining personal as well as professional goals leads to an engaged workforce, and enterprises are addressing this social responsibility through various work-life balance programs. The Company has formed a work-life benefits team to assess the needs of our workforce. The following are our significant HR policies that support work-life balance and inclusivity:

- Paid maternity leave
- Extended maternity leave
- One-year childcare sabbatical
- Paternity leave
- Adoption leave
- Part-time, flexi-hours and selective telecommuting
- Sabbaticals for volunteer work
- Sabbaticals for higher education
- Work options from satellite offices

The HALE initiative focuses on adding value to our employees by optimizing their health, quality of life and work environment. The goal is to have 'healthy and happy' employees who will be more productive, and in the long term, add to the Company's competitive edge in its business. This initiative strives to achieve this goal through a set of offerings on health, safety, stress and leisure.

Environment

Introduction

While the world is undergoing tremendous technological and economic transformation, it is also facing challenges of climate change and resource depletion. These twin challenges have given us a unique opportunity to change our conventional strategies on sustainability to a transformational one through innovation and technology.

Over the past five years, our Green Initiatives and Facilities teams have made great strides towards sustainability at Infosys. By optimizing design, technology, and innovation, we have significantly decreased our energy and water consumption across all campuses. We have reduced our per capita electricity consumption by 12% this year as compared to the last year resulting in potential savings of about 36 million units. Strengthened employee awareness, efficient air conditioning and lighting systems and improved operations have resulted in a total reduction of 32.67% in our per capita per month electricity consumption over 2007-08 levels. Our goal is to be carbon neutral by fiscal 2018. We plan to achieve this by : reducing our per capita electricity consumption by 50% (the base start year being fiscal 2008), switching to renewable sources for all our energy needs and offsetting our GHG emissions resulting from business travel and employee commute. Our per capita carbon emissions in fiscal 2012 is 237.40 kg of CO_2e, a reduction of 25.69% compared to 2007-08. We have reduced our per capita per month GHG emissions by 5% over 2010-2011 levels. We recycle paper, water and food waste in many of our development centers. Our operations do not entail us to reuse any other category of recycled waste.

What we do

Our Environmental Management System is ISO 14001:2004 certified at most of our development centers in India. Our environmental goals are integrated into our Corporate Scorecard.

Energy

Our energy consumption, 11,98,923.68 GJ in fiscal 2012, has resulted mainly from the use of grid power, high-speed diesel used for generators and boilers and LPG used in food courts. The individual consumptions of power, diesel and LPG in our campuses (including new locations) are as follows:

Energy	in GJ
Electricity (grid + green)	914603.19
High-speed diesel	207466.76
LPG	76853.73

Electricity

Every new building at our campuses is constructed using integrated design methods for maximizing daylight and minimizing heat. Efficient building envelopes, with insulated walls and roofs and high-performance glass are used to conserve energy. Currently, we have four LEED Platinum rated buildings, taking our total green built-up area to one million sq. ft. with another 5.3 million sq. ft. of our software development buildings under green certification. During the fiscal year, the total electricity consumption was 269.19 million kWh, which comprised 202.22 million kWh of grid power, 19.15 million kWh of captive power, and 47.83 million kWh of green power. With increase in scope of locations for electricity consumption, the total consumption was 273.25 million kWh with grid power of 206.23 million, captive power of 19.2 million kWh and 47.83 million kWh of green power.

Lighting

We are undertaking lighting retrofits in our existing buildings to support our energy efficiency targets. Our first action in this was the use of automation. About 8,000 occupancy sensors were installed in meeting rooms, cabins and rest rooms in all our buildings in India. This will potentially save about 6,24,000 units of electricity per year.

We also replaced 4,000 high wattage light fixtures in our rest rooms and about 9,000 fixtures in the corridors of our Employee Care Centers with more efficient LED lights which translated to yearly savings of nearly 1.2 million units of electricity.

Air conditioning

As air conditioning is the biggest consumer of energy in our campuses, it became top priority in our energy conservation measures. We initiated detailed audits of all our air conditioning plants in India, including over 110 chillers and pumps. Subsequently, several measures, such as optimizing operational pattern of equipment, and effective maintenance and replacement of inefficient equipment were taken up, which resulted in considerable energy savings. Our efforts have helped us achieve a reduction of 2.2 MW in the connected load.
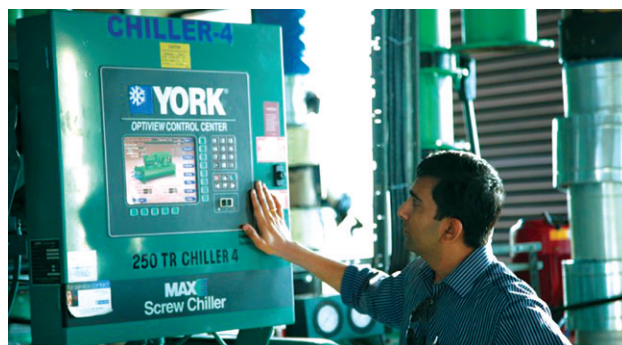
Energy-saving air conditioning plant, Mysore campus

Water

Our water sustainability strategy across campuses includes reducing consumption, rainwater harvesting, and recycling waste water. Our aim is to make our campuses water sustainable. We have reduced our per capita fresh water consumption by 18.27% in fiscal 2012 over the last year, saving about 297.56 million liters of fresh water during the year. Nearly 17% of our fresh water consumption across our Indian campuses comes from harvested rainwater.

We also have sewage treatment plants at our Company-owned campuses to recycle 100% of the waste water. We have initiated the use of recycled water from our sewage treatment plants at many of our development centers for our cooling towers. To further reduce consumption, low-flow dual-flush toilets, sensor-based urinals and low-flow taps have been installed in all our new buildings making them 40% more water efficient than our existing buildings. We installed a rooftop rainwater harvesting system in our Jaipur campus and 59 recharge wells. Last year, the campus used about 2.4 million liters of harvested rainwater for its non-potable requirements like landscaping and air conditioning. Water harvesting at this location was important to recharge local aquifers. This was a strategic initiative taken to ensure water sustainability in a water-scarce region like Rajasthan.

One of our goals was to sequester more water into the ground than we consumed at our Mangalore campus by creating seven lakes to capture rainwater. We use recycled water for landscaping and have been able to conserve a large amount of water. It has been noted that the water table in and around the campus has risen. We continue to implement further measures to conserve water.

Greenhouse gas emissions

Our total emissions, including new locations, in fiscal 2012 were 3,24,956 metric ton. The per capita per month emissions came to 237.40 kg.

Biodiversity

We are committed to increasing the biodiversity, especially the species diversification (fauna and flora) in all our campuses across India. We have planted about 46,000 trees during fiscal 2012. We have conducted a baseline tree diversity analysis and found about 2,26,000 individual trees across campuses, and a varying number of tree species on each campus. We aim to increase biodiversity in our campuses and create biological corridors with nearby biological preserves, to increase the effectiveness of ecological areas in our campuses. Our Mysore campus is the incubation center for all our resource intensity efforts. Most of our new initiatives are piloted at this campus. We replicate the successful initiatives in other campuses across India.

Environmental management achievements

Our commitment to good environmental management systems has helped us achieve efficiencies in our electricity and water consumption and has also helped us reduce carbon emissions to the targets that we had set for ourselves:

Particulars	FY 2011-12	FY 2010-11	FY 2009-10	FY 2008-09	FY 2007-08
Electricity consumption (in Kwh, per capita per month)	199.63	229.72	238.93	266.51	296.51
Water consumption (in KL, per capita per month)	2.53	3.01	3.23	3.30	3.28
GHG emission reduction (CO2e reduction in KG, per capita per month)	237.40	254.76	253.80	277.83	319.49

Refer to the 'Resource intensity' section in the Infosys Sustainability Report for more details.

Water sustainability at Infosys – Mysore campus

The Mysore campus of Infosys meets about 49% of its fresh water requirements from ground water sources within the campus. Over the last several years, we have constructed eight artificial reservoirs in the campus with a total water-holding capacity of almost 40 million liters. We have also constructed six large open wells close to these lakes from which water will be drawn for drinking. As a result of our conservation efforts, the campus has successfully reduced its per capita fresh water consumption by 20% in fiscal 2012, which has saved about 124 million liters of fresh water during the year. We won the CII Award for Excellence in Water Management 2011 as well as an award at the Bangalore World Water Summit 2012 for our water sustainability efforts at our Mysore campus. Our strategy for rainwater harvesting in Mysore campus includes the following actions:

Treated water from the sewage treatment plant is reused for landscaping and flushing

Rainwater runoff from building roofs and landscape area

Artificial lakes in the campus

Waste water from the buildings sent to the sewage treatment plant for treatment

Water sustainability strategy at Mysore

Soil acts as natural filter before the water enters the open wells

Treated water supplied to buildings for potable use

Water pumped from open wells to the water treatment plant

Further, we use only recycled water for landscaping and flushing in all our Employee Care Centers on campus. This water comes from our state-of-the-art sewage treatment plant. We have implemented one of India's first membrane bioreactor technology-based sewage treatment plants for recycling waste water that enables us to get good quality of treated water consistently.

Waste water recycling plant, Mysore campus

In the past four years, there has been a 32% reduction in fresh water consumption at this campus. Now, we have started replicating these efforts at all our campuses. One of the other effective water conservation measures we have taken is to install efficient fixtures, such as flow restrictors in shower heads. These fixtures are not only effective in saving water, but the technology is simple and can be implemented at scale.

The team began by replacing multi-flow showers with single-flow showers in 2,250 rooms in the Employee Care Centers. This drive resulted in a saving of about 49 million liters of water annually. We also put in self-regulating flow restrictors that reduced water consumption by 20%, compared to the previous year. This amounted to an annual fresh water saving of 137 million liters.

Water meters enable us to get an accurate idea of water consumption rates, which in turn helps us analyze patterns and formulate actions to reduce wastage. This has been extremely helpful as we found several instances of water wastage. This helped us identify leaks in the buildings, and fix them quickly. We also have about 4,00,000 liters per day of installed solar water capacity to meet the hot water requirements in our Employee Care Centers. This has helped us save an estimated six million units of electricity annually that would otherwise have been used for water heating on a bright sunny day.

This is just the beginning of our journey towards water sustainability, and we will continue to look for ways to reduce our water footprint.

A global coalition for a sustainable world

"Advocacy succeeds only when you demonstrate that you lead by example, articulate our industry position boldly and have the interest of the larger world at heart."

S. Gopalakrishnan
Executive Co-Chairman of the Board

We are part of a coalition that is determined to take leadership in creating, sharing and adopting best practices that will enable the creation of a positive movement towards the achievement of the human goals of sustainability and wealth creation.

The World Business Council for Sustainability, in its path-breaking 'Vision 2050' report, observed that in a few decades we will have 30% more people living on this planet and that will require the resources of 2.3 planets if we continue with our 'business as usual' attitude. What does this mean for businesses? On the one hand, it opens up plenty of opportunities, and on the other, it is a call to lead a transformation in which global challenges of growth, urbanization, scarcity of natural resources and environmental change will become key strategic business drivers.

There will be a new agenda for both business and political leaders as we decouple economic growth from ecosystem destruction and material consumption and re-couple it with economic development and social well-being.

We have made a voluntary commitment at the United Nations that we would become carbon neutral in our Indian operations by fiscal 2018. This ambitious internal goal was made public to show our strong commitment to sustainability and encourage other companies across the globe to commit to reducing their environmental footprint. We are the first Information and Communications Technology (ICT) company in India to take up the carbon neutrality goal and we strongly hope that this will make carbon accounting and carbon footprint reduction more acceptable and popular among industries not just in the developing world but across the globe.

The challenges we are tackling are gigantic and encompass a broader social space, bringing together governments, international institutions and corporations to define pathways to a safer, more equitable, cleaner, greener and more prosperous world for all. We believe the private sector has a key role to play in helping achieve the goals of sustainable development. The United Nations Conference on Sustainable Development – Rio+20's *Zero Draft document towards a better world* seeks to commit leaders and actions

on food security, water, energy, climate change and social inclusion clearly articulates this. As Chairperson of Business Action for Sustainable Development (BASD), I welcome the Zero Draft's practical and integrated approach of building on past progress and tracking implementation.

Talent leadership will drive the fortunes of nations and govern the prosperity of the world itself. For example, if India's economy continues to grow at the current rate, per capita income goes up from US $1,400 to US $5,000. This will raise many more out of poverty. This can be done only through the creation of jobs. As the Chair of the World Economic Forum's Global Agenda Council for Skills and Talent Mobility, I am pleased with the fact that we have put together 55 case studies describing concrete actions that solve talent mobility and employability problems persisting worldwide. These case studies have been collated and analyzed, resulting in the report, *'Talent Mobility Good Practices – Collaboration at the Core of Driving Economic Growth'* available on the website: *www.weforum.org/TalentMobility2012*. Stepping up education and training efforts through public-private partnerships can also play a big role in developing industry-ready talent.

The opportunities for India in this fast changing world are numerous. The Confederation of Indian Industry (CII), of which I am president designate, is working on developing Indian industry, powering economic growth and focusing on the creation of employment opportunities in India. We are also focused on promoting greater economic co-operation between India and other countries.

Technology is powering a new future, the journey to which is as exhilarating as the destination itself. I see industry shaping the destiny of economies and the planet itself. We stand on the brink of a new world that will place newer demands on our collective social and technological capital. Are you ready? Come join us as we work towards a better future.

Proactive advocacy

What we do

Our proactive advocacy efforts span corporate governance, social and environmental spheres. We practice proactive advocacy with an aim to bring positive changes in the business ecosystem and the world. An example of our advocacy in the space of education has been elaborated in the *'Stakeholder engagement'* section of this report. The section titled *'Commitment to responsible business'* articulates our advocacy efforts in corporate governance.

Proactive advocacy for us is not just about lobbying with government agencies to secure certain benefits for our industry or about setting corporate governance benchmarks. It is also about adopting certain practices in our everyday functioning on an experimental basis, so that we can take the results and best practices and share them with the industry and larger society. We hope that our actions will inspire other organizations to follow the same path towards conducting business responsibly. We have piloted the use of radiant cooling technology at our new Hyderabad campus discussed in the following section of this report. We hope our success with this technology will encourage others to use it and make considerable energy savings. We have implemented performance-linked contracts for many our consultants to promote innovative thinking in making sustainability practices mainstream.

Members of our Board and leadership are associated with several global bodies such as the United Nations Global Compact (UNGC), Business Action for Sustainable Development (BASD), World Economic Forum (WEF) and financial regulatory agencies, to advocate best practices and address various dimensions of sustainability challenges facing the planet today.

Energy efficiency through disruptive design, Hyderabad

In order to achieve our energy efficiency goal, we incorporated an integrated design approach departing from the traditional, linear way of design. The design approach is based on the simple principle of ensuring building orientation, building envelope, architecture and services that were integrated to maximize the functionality of the building after thoroughly considering all environmental and people aspects.

Radiant cooling is one of the radical energy-saving technologies that we adopted in our Hyderabad campus. This living experiment makes a very compelling case for more efficient cooling systems, as you can compare all the data in real time. Our first-time implementation of Smart Building System at this scale captured data and proved with hard numbers that radiant cooling is not just more efficient but also cost-competitive.

This section provides details on the implementation of our green and integrated design principles through the new building in the Pocharam campus at Hyderabad. This is the first commercial building using radiant cooling in India. Rated a LEED Platinum (highest rating) building by the India Green Building Council, this building is 50% more energy efficient than any other Infosys building. Four significant components of the integrated design strategy of this building linked to energy efficiency are as follows:

Green architecture : This building is designed according to solar passive principles and has a high performance building envelope, consisting of insulated walls and roof. The windows use high performance glass in a double glazed unit with adequate shading. The width of the floor plate is restricted to 16 meters to ensure adequate daylight from the north and south facing windows.

Radiant cooling : This symmetric building is designed to have a radically different approach to cooling and air conditioning – one half radiant cooled using water and the other half efficient but conventional air conditioning and uses air to cool. Cooling systems use the fundamental laws of physics to cool a building. By using conduction and radiation, the more effective ways of transferring heat, we are able to cool the building much more efficiently. For the same given volume, water is about 3,400 times more efficient in transferring heat than air, which means that the amount of energy required to pump water to cool the space to required temperatures, is negligible, compared to amount of energy required to move enough air for the same work.

In the radiant system, polyethylene pipes, which carry the cold water, are embedded in concrete slabs. The heat from humans, computers, and lights radiate directly to the slab cooling the entire space, similar to what is referred to as the 'cave effect'. Also, in the radiant system, the quantity of air required is one-fifth of what is required for the conventional system because most of the cooling is done by the radiant slab. The air system is mainly required for providing fresh air. Further, the air quality on the radiant side is much better because there is no re-circulation needed, so the contamination is reduced.

Energy-efficient building at the Pocharam campus, Hyderabad

Daylight design : In this building, we wanted to ensure that we harvested adequate amount of natural light, so the windows are split into an upper pane that lets in natural light and the lower pane which provides the outside view. The windows are completely shaded with horizontal louvers and vertical fins to prevent glare. This ensures that the entire office is day-lit without glare from 8:00 a.m. to 5:00 p.m.

Above each window, we have installed a light shelf (a flat, horizontal, panel) which reflects the incoming sunlight onto the ceiling, thereby distributing it deeper into the space. Even when the lights are on, we have designed the lighting system to be 50% more efficient than global standards.

Smart Building Systems : We have started implementing Smart Building Systems (SBS) in all our campuses. Building loads are dynamic because conditions of weather, occupancy and activity vary. SBS builds intelligence into building operations in the form of energy-saving algorithms. This helps various building sub-systems talk to each other and respond to the changing needs of the building. One of the key challenges is to verify and ensure that these systems are delivering their promised efficiencies throughout the life of the building. SBS systems make sure that the system is living up to its energy potential. Alarms and alerts are configured to handle any abnormalities.

This building provides a new benchmark for energy efficiency. It is 40% more efficient than ASHRAE (American Society of Heating, Refrigerating and Air-conditioning Engineers) standards, with the radiant cooling side being 33% more energy efficient than the conventional air conditioning side.

We intend to share the lessons learnt in implementing energy efficiency through forums, listen to our peers and advocate these best practices for wider acceptance and implementation across the industry.

The power of inclusion

"We are living in a time of great opportunity. This opportunity can only be tapped fully if we are inclusive in our approaches and actions. Inclusion will benefit governments, corporations, the common man, the environment… in short, the entire planet."

K. V. Kamath
Chairman of the Board

We live in a period in which companies and governments can work together to produce an environment that promotes the creation of wealth and fosters greater inclusion. Two aspects of inclusion that make for interesting study are financial and social.

Fuelled by two decades of economic reforms and a large pool of university-educated talent, India is now a major destination for investment in high-tech innovation. We are well-positioned in many respects for a new era of growth. We have a young, qualified workforce, an abundance of entrepreneurial energy, a highly competitive services sector, a promise of new and emerging industries in the sustainability space, and massive untapped consumer demand in our rural population. By 2020, India will account for a fourth of the world's total workforce. And it will be a young workforce!

However, this opportunity could be lost forever if we do not pay enough attention to the fundamental issue of improving the employability of the potential workforce with necessary skills and competencies. Education is seen as a great leveler in society. It is also the most important tool for the empowerment of the socially and economically weaker sections. We recognize the power and potential of building inclusive societies, and our investments in the area of education is proof of that.

Our industry-academia program, Campus Connect, strives to use education to bridge the social gap. Launched in 2004, the program works with over 400 engineering institutions. Campus Connect has reached 7,200 faculty members and 1,53,000 students since its inception, with over 20,000 students benefiting from the co-created electives offered as part of the program. The program has been highlighted in the World Economic Forum's 2011 report, *Talent Mobility Good Practices – Collaboration at the Core of Driving Economic Growth.*

One of our flagship programs, Project Genesis, works towards enabling non-engineering students in Tier 2 and 3 cities. Raising the aspirations of school students is another important task at hand. This is important for realizing our dream of fuelling the growth of education in rural India. SPARK is a program at Infosys which addresses this need. The SPARK program has till date reached out to over 6,80,000 students.

Another important facet of our inclusion initiatives is financial inclusion. India, with a population of approximately 1.2 billion, has the second highest number of financially excluded households – around 135 million – after China, which has 263 million un-banked households (Source : *Gartner*, December 17, 2010). The true goal of financial inclusion is to encourage greater participation of people in the country's progress. Going forward, financial inclusion must give the masses a simpler, complete, efficient and transparent banking experience as well as serve as a medium of financial education and identity management.

The good news is that a number of factors are converging to make all of this happen. Aadhaar, an initiative to provide unique identification to Indian citizens, will also make it easier for them to open bank accounts. Mobile phones, through their money transfer and payment facilities, have emerged as an important financial channel for the un-banked.

Apart from the policy support and guidelines, the real success of financial inclusivity depends on the speed, reach, affordability, accessibility and convenience of the offering. This is where technology can play a significant enabler role. Our Finacle Financial Inclusion Solution has played this role for many banks in India, helping them take financial services to the un-banked and under-banked segments of the population.

Our workforce, in many respects, represents the social inclusion the nation is striving for. With 60% of our new hires, in the last two years alone, hailing from Tier 2 and 3 cities and towns across India, we are well on our way to powering a social change of sorts – that of providing a better quality of life. This is a change where education and opportunity have come together to create a better and more inclusive tomorrow.

Inclusive growth

What we do

Financial inclusion : Banks are waking up to the enormous potential of the world's un-banked and are addressing the special needs of this segment that entails proximity and ease of access to services; flexibility in savings and repayment schedules; simplicity and speed in processing; small ticket sizes for loans and low-balance savings accounts, and basic financial education and information.

Finacle financial inclusion solution enables banks to gainfully serve the under-banked and un-banked with relevant products and services. The salient features of the solution are explained later in this section.

Social inclusion : We strive to complement and support the development priorities at local, national and international levels. Our practices in social inclusion at a local and national level are described in detail in the *'Stakeholder engagement'* section of this report.

We have partnered with the government of Andhra Pradesh to build effective social security programs for the poorest of the poor (PoP). Using information technology to reach out to women's self-help groups, the initiative was able to benefit several poor families, and enable them to generate an additional annual income of at least ₹60,000 over three years. The government plans to extend the PoP strategy from 6.20 lakh to 30 lakh households in a span of four years, and include other communities as well.

Some examples of our social work to build inclusion across our national borders include the Infosys supported STEM Mentoring program in New Jersey, U.S. that offers a chance to under-served students to improve their skills in Science, Technology, Engineering and Mathematics (STEM). Based on the achievements of the STEM Mentoring Program in New York City, the model was scaled to impact science education in New Jersey.

STEM Mentoring program in a New Jersey school

We also help provide thousands of school students in the New York area with cleaner, safer and more stimulating learning environments. Community outreach programs, such as 'Plant a Seed', are conducted in the New York-New Jersey geo-cluster to emphasize the importance of environmental restoration.

Finacle financial inclusion solution

Globally, over 50% of the adult population still lacks access to formal banking services. As many as 90% of these people live in Africa, Asia, Latin America and the Middle-East.

As the second most populous country in the world, India houses a significant proportion of the world's un-banked. However, in recent years, the country has witnessed greater financial inclusion, because of the scaled-down 'Know Your Customer (KYC)' norms and technology solutions, which have enabled banks to reach out to the under-banked and un-banked masses.

But this progress is not nearly enough. In a report on the Indian banking sector published last year, a leading provider of business information estimated that only 57% of the population had a bank account. According to other sources, the coverage of financial products such as insurance and mutual funds was much lower.

The role of service providers

The move towards financial inclusion started with simple goals. The idea behind no-frills accounts was to encourage small savings and enable clients to perform basic cash transactions without imposing conditions of minimum balance maintenance. It was apparent that Indian banks did not have a large-scale outreach infrastructure; hence, they were permitted to use the help of community service organizations and NGOs that were already active in far-flung areas, to promote their offerings.

Even now, the financial inclusion initiatives of Indian banks mostly work on a hub-and-spoke model, with the bank at the center of the ecosystem, surrounded by clients, business correspondents, partners, regulators, vendors and service providers. The ecosystem plays a key role in expanding the range of services beyond basic banking to include facilities such as tax payment, insurance subscription or micro savings.

However, in the long run may not be feasible for banks to offer personal service to clients. They will need to procure low-priced, robust technology solutions tailored for use in rural and far-flung locations.

Future trends

Until now, banks have focused on offerings that address only basic transactions to the un-banked community. But the true goal of financial inclusion is to encourage greater participation of the people in the country's progress such that they derive real benefits. Therefore, going forward, financial inclusion must give the masses a simpler, and more comprehensive, efficient and transparent banking experience as well as serve as a medium of financial education and identity management.

Where Finacle™ comes in

Our Finacle financial inclusion solution has played the enabler role for many banks in India to take financial services to the un-banked and under-banked segments of the population, where financial services are rendered on hand-held devices, through local shops by business correspondents, making it affordable, secure and accessible to the masses at the same time.

Further, recognizing the growth of mobile adoption in India, we recently launched a solution along with a leading telecom service provider to provide financial services on the mobile phone. This in turn will potentially bring many people who are financially excluded but digitally included under the formal financial services umbrella.

Key features

The Finacle financial inclusion solution supports the multi-channel delivery of the offerings, with optimal operational efficiency, while ensuring the viability of the endeavor as a sustainable and profitable business. It also enables regulation conformance across markets. Built on a J2EE platform, the Finacle financial inclusion solution supports :

- Client on-boarding using smart cards and smart applications
- Delivery through channels ranging from laptops to specialized hand-held devices, and
- Fingerprinting-based biometric authentication.

The solution can interface with any core banking solution directly or through an industry standard middleware. It enables banking clients to access their accounts through a business correspondent network. The banks' field staff and extended correspondent network are in turn enabled to support client registrations, cash transactions and service both inquiries and requests.

The Finacle™ solution arms banks with a two-way messaging infrastructure to alert field agents and bank staff through SMS. This is supplemented by a secure mailbox. The solution also has extensive offline transaction processing capabilities, supported by a robust synchronization engine.

Architecture of the Finacle financial inclusion solution
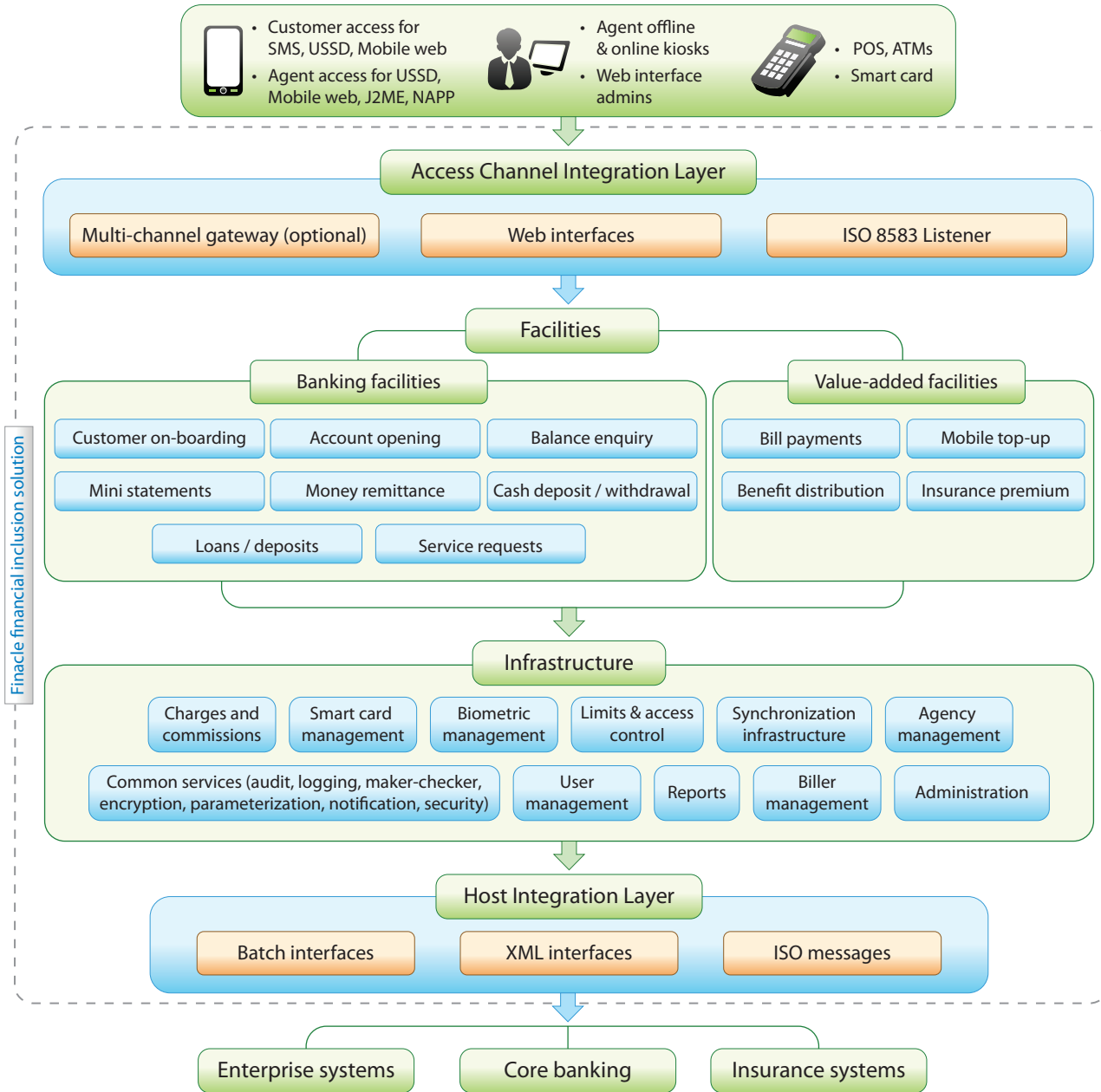
Client engagement

Introduction

Our strategy for Infosys 3.0 is to work with our clients to build tomorrow's enterprises today. We connect and collaborate on our competencies to future-proof our clients' businesses to be more predictable, sustainable, profitable and de-risked.

A meaningful way in which we engage with our clients is by hosting several major conferences to listen to and interact with them. These conferences provide the ideal settings in which to forge closer relationships with our client base, share our thought leadership on emerging business and technology topics and offer insights from some of the brightest practitioners of business, technology and leadership in the world today.

We host a premier executive-level event annually in Europe and the Americas. These CXO events are complemented by conferences specifically designed for our BPO clients as well as the banking clients of Finacle™. It is through these interactions, along with our Solution Experience Centers, discussions through social media and thousands of interactions every day with our clients on their premises that we listen, co-create and adapt our strategies and offerings to meet their business challenges. The following are the additional forums that we use for engaging and building with our clients :

- Customer satisfaction surveys
- Request for proposals
- Client visits and meetings
- Sustainability portal on our website, *www.infosys.com*
- Mailers, newsletters and brochures
- Social media

Being a global consulting and technology services company, our products and services deliver higher business value for our clients. The labeling of our products and services do not impact the health and safety of our clients. We have not received any complaints regarding product labeling from any of our clients during fiscal 2012.

What we do

Customer satisfaction survey (CSAT) : Actionability is a key objective of all our endeavours in seeking feedback from our clients. Our annual customer satisfaction survey, CSAT, checks our progress on the route to being a trusted advisor. It also helps us evaluate our experience with our clients over the years and assesses our effectiveness in aligning with our clients' businesses.

The framework includes a structured questionnaire with a satisfaction rating on a seven-point scale, encompassing close to 30 parameters, with language versions in English, French, German, Japanese and Spanish. The data collection is done through a web survey hosted by an independent organization which ensures confidentiality.

The survey model focuses on :

- Expectation *vs.* experience – Top three expectations of CXOs and senior-level respondents from Infosys
- Focus on client disposition – Measuring experience, going beyond just satisfaction
- Compare against 'best of breed' firms – Client-selected benchmark preferred over rating a predetermined list of firms
- Clustering clients into homogeneous groups – Allows differential approaches towards clients.

The statistical analysis of this data provides us with inputs on Core, Moderate and Breakaway client groups, which the account teams use to evaluate the strength of their individual relationships and to design interventions that create visible impact on our clients.

Understanding, analyzing and incorporating changes to product / service delivery processes based on the opinions of clients is a key aspect of our continual improvement philosophy. We have multiple approaches to listen to feedback from clients and markets. Various members across levels engage with clients to seek their feedback and inputs on service delivery, product expectations, technology requirements and changing role of IT in businesses.

Engagement-Level Feedback : This is a mechanism to seek response on a client's experience of the engagement, which may be a project, ongoing outsourced support or consulting-led transformation program. Engagement Level Feedback (ELF) is sought on 14 different parameters, covering areas like service delivery management, quality of products / services delivered, competencies and soft-skills involved in the engagement. These parameters are selected according to the service requirements. Engagement feedback is sought multiple times while the engagement is in progress and also at the end of the engagement.

The project team analyzes the engagement feedback and identifies a set of corrective actions specific to the engagement. The account quality team analyzes the feedback and draws improvement actions at the account level. The process group team analyzes the feedback and identifies improvement plans for the service offering. ELF is also treated as the lead indicator for our annual client value survey. Based on account-level ELF, the client partner and the delivery anchor drive improvement programs for the account. Grievance handling is built into our client engagement process with defined escalation levels.

Sustainability is an important trend that will influence the future of our clients' businesses. We make our sustainability disclosures through the Sustainability Report published annually based on the GRI 3.1 guidelines. *Refer to the 'Sustainable value chain' section of this report for more details on our sustainability solutions.*

Infosys WalletEdge™ platform

Infosys WalletEdge™ provides businesses and consumers a whole new way of doing financial transactions. It provides a seamless end-to-end platform that enables merchants, telcos, banks, governments and enterprises to process payments efficiently. Delivered through a private cloud, the platform brings together our intellectual property, Finacle Digital Commerce and associated infrastructure, technology and operations. The comprehensive shared services framework of the platform will help the ecosystem members to transform from cash-based businesses to a digital model. The highlights of our partnership with a leading telecommunications client using the WalletEdge™ platform are as follows :

- It represents our ideology of collaborating competencies of IT, banking and telecom to create a platform which broadens the ecosystem of beneficiaries and provides for a sustainable tomorrow.
- A self-sustained wallet platform – India's first mobile payment offering.
- Services provided through SIM Application Toolkit (STK), Unstructured Supplementary Service Data (USSD) and Rich Clients
- Proximity and online payments, utility bill payments, online movie ticket booking, insurance payments, pre-paid recharges, etc.

The testimonials of some of our clients on their engagement with us are part of our Annual Report and is available on our website, *www.infosys.com*

Goals for 2012-13

Strategic goals

Sustainability is a continuous process for us, and we monitor our progress on our stated goals at regular intervals. The following table illustrates our work in implementing our strategic sustainability goals and also what we plan to do in the immediate future.

Focus area	Status
We will pursue frameworks to integrate business and sustainability goals	• We have made our Carbon Goals public and have drawn up a roadmap to achieve them by fiscal 2018. • Our sustainability goals have been integrated into the Corporate Scorecard of the Company. • Our Sustainability policy has been created and rolled out. • The procurement policy covering green and human rights aspects is being deployed in India-based locations. • We will continue to strengthen the organization as a platform for employee engagement in sustainability actions across environment and society.

Operational goals

The following table gives a break-up of our goals in the areas that are we consider critically important in our sustainability journey.

Focus area	Goals for 2012-13
Environment	
Carbon	• We will reduce our carbon intensity by 7% compared to fiscal 2012.
Water	• We will reduce our per capita fresh water consumption by 5% compared to fiscal 2012.
Waste Recycling	• We will implement organic waste recycling plants in two of our India campuses.
Biodiversity	• We will rollout a comprehensive biodiversity policy across all our India campuses.
Suppliers	
Supply Chain	• We will train 25% of our Suppliers on Responsible Supply Chain practices. • We will audit 10% of our suppliers on their responsible supply chain practices.
Society	
Education	• We will train 1,000 faculty, 30,000 students through our Campus Connect program for Engineering Colleges. • We will co-create electives with 30 engineering institutions as part of our Campus Connect program. • We will engage with 2 lakh students through our SPARK program. • We will train and develop 15,000 students in non-engineering colleges in Tier 2 and Tier 3 towns in India through our Project Genesis initiative. • Through the Infosys Prize, we will identify and reward 6 of the best researchers and scientists and establish them as role models to inspire the next generation of researchers in the country.
Employees	
Sustainable Engagement	• We will educate 100% of our employees and contractors on our sustainability practices. • We will strengthen our sustainability volunteer pool by 25% across the organization.

Business responsibility parameter index

Our first Business Responsibility Report discloses details related to our sustainability commitments, strategy, and management approach across the dimensions of our social contract, resource intensity and green innovation for fiscal 2012. The following index table provides the relevant references and page details for the explanation of the Business Responsibility Report principles provided in the guidance document published by SEBI. The index also provides cross-references to our Annual Report, website and other published reports.

Note : We also publish a comprehensive Sustainability Report which is based on the Global Reporting Initiatives G3.1 framework. Our Sustainability Reports are available on www.infosys.com.

Index details

1. Ethics, Transparency and Accountability

Core Parameters	Reference	Page Nos.
Governance structure of the business, including committees under the Board responsible for organizational oversight. In case no committee is constituted, then the details of the individual responsible for the oversight.	AR	5, 6
	BRR	2, 3, 4
Mandate and composition (including number of independent members and / or non-executive members) of such committee with the number of oversight review meetings held	AR	61-68
	BRR	3, 4
State whether the person / committee head responsible for oversight review is independent from the executive authority or not. If yes, how.	AR	61-68
	BRR	4
Mechanisms for shareholders and employees to provide recommendations or direction to the Board / Chief Executive	AR	68-69
	BRR	4
Processes in place for the Board / Chief Executive to ensure conflicts of interest are avoided	AR	62
	BRR	4
Internally developed statement on Ethics, Codes of Conduct and details of the process followed to ensure that the same are followed	AR	69, 70
	BRR	4, 11
Frequency with which the Board / Chief Executive assess Business Responsibility performance	Every quarter	

2. Product Life Cycle Sustainability

Core Parameters	Reference	Page Nos.
Statement on the use of recyclable raw materials	BRR	12, 13
Statement on the use of energy-efficient technologies, designs and manufacturing / service-delivery processes	BRR	5, 13
Statement on copyrights issues in case of the products that involve use of traditional knowledge and geographical indicators	BRR	5
Statement on sustainable practices used in the value chain	BRR	5, 6

3. Employees' Well-being

Core Parameters	Reference	Page Nos.
Total number of employees with percentage of employees that are engaged through contractors	BRR	7
Statement on non-discriminatory employment policy of the business entity	BRR	7
Percentage of employees who are women	BRR	7, 8
Number of differently-abled persons hired	BRR	7
Amount of the least monthly wage paid to any skilled and unskilled employee	BRR	7
Number of training and skill up-gradation programmes organized during the reporting period for skilled and unskilled employees	BRR	8
Number of incidents of delay in payment of wages during the reporting period	BRR	7
Number of grievances submitted by the employees	BRR	7, 11

4. Stakeholder Engagement

Core Parameters	Reference	Page Nos.
Statement on the process of identification of stakeholders and engaging with them	BRR	3, 9
Statement on significant issues on which formal dialog has been undertaken with any of the stakeholder groups	BRR	3, 4

Legend :
AR : Annual Report 2011-12
BRR : Business Responsibility Report

5. Human Rights

Core Parameters	Reference	Page Nos.
Statement on the policy of the business entity on observance of human rights in their operations	BRR	11
Statement on complaints of human rights violations filed during the reporting period	BRR	11

6. Environment

Core Parameters	Reference	Page Nos.
Percentage of materials used that are recycled input materials	BRR	13
Total energy consumed by the business entity for its operations	BRR	13
Statement on use of energy saving processes and the total energy saved due to use of such processes	BRR	13
Use of renewable energy as percentage of total energy consumption	BRR	13
Total water consumed and the percentage of water that is recycled and reused	BRR	13, 14
Statement on quantum of emissions of greenhouse gases and efforts made to reduce the same	BRR	13
Statement on discharge of water and effluents indicating the treatment done before discharge and the destination of disposal	BRR	13
Details of efforts made for reconstruction of biodiversity	BRR	13

7. Policy Advocacy

Core Parameters	Reference	Page Nos.
Statement on significant policy advocacy efforts undertaken with details of the platforms used	BRR	15

8. Inclusive Growth

Core Parameters	Reference	Page Nos.
Details of community investment and development work undertaken indicating the financial resources deployed and the impact of this work with a longer term perspective	BRR	9, 10, 18
Details of innovative practices, products and services that particularly enhance access and allocation of resources to the poor and the marginalized groups of the society	BRR	16, 17, 18

9. Client Value

Core Parameters	Reference	Page Nos.
Statement on whether the labeling of products have adequate information regarding product-related client health and safety, method of use and disposal, product and process standards observed	BRR	19
Details of the client complaints on safety, labeling and safe disposal of the products received during the reporting period	BRR	19

Legend:

AR: Annual Report 2011-12
BRR: Business Responsibility Report

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www.infosys.com