BEING **INFOSYS.** BEING **MORE.**

Infosys®

POWERED BY INTELLECT
DRIVEN BY VALUES

SUSTAINABILITY REPORT 2015-16

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Sustainability at Infosys

What does sustainability mean to us?

As a global leader in consulting, technology, and outsourcing solutions, Infosys works with clients in over 50 countries. Our experience gives our clients a distinct advantage, helping them manage their businesses and power their transformation into smarter, sustainable organizations.

Technology is reshaping our world in a fundamental way. The world of our future looks vastly different from what we see today – an increasingly digital world, a deeply connected world, a collaborative world. Given this digital transformation of our world, the traditional services industry of the past, in which we compete to do the same work cheaper but with world-class quality, must also transform. A services company must be more, and we, Infoscions, as individuals and as a company, must be more. We must become a company that delivers value and innovation to build a sustainable future for ourselves and for our clients.

While we pursue this with great passion, we also realize that enterprises have to be conscious and responsible about their consumption of natural resources. Essential resources such as water and energy are important to a services industry like ours. We encounter the impact of climate change in our day-to-day life more frequently in recent times. The floods in the city of Chennai in the southern part of India is a grim reminder of the interplay between climate change and business. Environmental stewardship is therefore an integral part of our sustainability agenda.

Contributing to the world around us by reaching out to the communities in the regions where we operate has always been integral to our corporate social responsibility. From uplifting the poorest sections of society through the Infosys Foundation, promoting science and math education in the U.S. through the Infosys Foundation USA, encouraging science and research through the Infosys Science Foundation, increasing the employability of engineering students through Campus Connect, and to simply empowering our employees become responsible citizens through volunteering, we will continue to strive towards inclusive growth and community development.

Sustainability disclosures

This is our ninth year of reporting on sustainability disclosures. This report provides detailed information on our responsible business practices across the economic, social and environmental parameters 'in accordance' – comprehensive with the Global Reporting Initiative's (GRI) G4 guidelines. The GRI G4 content index is available in the *GRI reporting framework G4 – Content Index* section of this report. The report also conforms to the United Nations Global Compact (UNGC) principles and forms the basis of our communication on progress (CoP) with the UNGC each year. We have been reporting our sustainability disclosures in accordance with the GRI G4 (comprehensive) guidelines since 2014. Our sustainability disclosures showcase the maturity of our sustainability management system and reporting practices, and address the growing interest and heightened expectations of our global stakeholders. Our reporting framework fits the broader process of setting organizational strategy, deciding management approaches, implementing action plans, and assessing output and outcomes.

Our sustainability disclosures contained in this report are to be read in conjunction with our Annual Report 2015-16.

The Infosys Annual Report : This report provides information on our business strategy, financial performance and a summary of our business responsibility principles and practices. The report complies with the mandatory listing requirement of the Securities and Exchange Board of India (SEBI) and is in line with the nine principles enunciated in the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.

Our sustainability disclosures are internally reviewed and verified by an internal independent group, Corporate Certifications and Assessments (CCAT), in accordance with the requirements of the GRI G4 guidelines. The report is also assured by an independent external auditor, DNV GL Business Assurance India Private Limited, and their assurance statement is available in the *Independent Assurance Statement* section of this report.

Reporting cycle

Our sustainability strategy forms the basis of running our business responsibly and successfully. We work with our internal and external stakeholders to define our sustainability strategy and goals. Our sustainability agenda focuses on social, environment and economic dimensions and is based on the foundation of our values, known in short as C-LIFE: Client value, Leadership by example, Integrity and transparency, Fairness, and Excellence.

Our sustainability goals are part of our corporate scorecard. These goals are further cascaded to leaders of business units and enabler functions with the requisite authority to execute them. The *Management's discussion and analysis* section in our Annual Report highlights strategic priorities to achieve our economic, social and environmental goals across short, medium and long-term horizons.

We review the progress on material aspects concerning our stakeholders on a regular basis and communicate the progress through appropriate channels. Periodic discussions and reviews with the Board and its committees, the senior management and other stakeholders across the organization help us work consistently towards fulfilling the expectations of our direct and indirect stakeholders. This apart, our enterprise-wide risk management framework monitors social and environmental risks as part of the societal risks on a quarterly basis.

The Corporate Sustainability team works in collaboration with internal and external stakeholders under the leadership of Ramadas Kamath U., our Executive Vice President and Head of Infrastructure and Sustainability, to institutionalize sustainability policies, processes, practices, and reporting.

The Sustainability Report is reviewed and verified by an internal independent group, Corporate Certifications and Assessments (CCAT), in accordance with the requirements of the GRI G4 guidelines. The report is also assured by an independent external auditor, DNV GL Business Assurance India Private Limited, and their assurance statement is available in the *Independent Assurance Statement* section of this report.

We report the goals, progress and management of these material aspects / topics in our corporate reports – the Annual Report and the Sustainability Report – available on www.infosys.com.

Reporting constraints and limitations

The reporting boundary for our disclosures covers the Infosys Group (all our global operations), including subsidiaries, on the economic, social and environmental parameters (unless otherwise stated).

The following are the limitations relating to certain environmental, social and governance parameters in the current reporting cycle:

Boundary-related

Being an Information Technology (IT) and consulting company, our solutions and services rely more on intellectual assets than on physical assets. Our supply chain implications are primarily related to our large supplier base for the procurement of goods and services to support our operations. We are currently engaging with the suppliers working within our boundary. Social and environmental impacts of suppliers working within our boundary are fully reported. At present, our ability to influence our product suppliers (operating outside our boundary) on the social and environmental aspects is limited as our annual spend is lower than 1% of our suppliers' annual revenue.

Confidentiality

Details of individual compensation are subject to confidentiality constraints. However, the Board compensation and the compensation of senior executives across the globe are provided in our Annual Report 2015-16.

Contents

U. B. Pravin Rao
Chief Operating Officer and Whole-time Director

Creating a smart, sustainable world

The United Nations 2030 Agenda for Sustainable Development calls for a concerted effort from all countries and stakeholders to implement bold and transformative steps needed to shift the world onto a sustainable and resilient path. As part of this plan, 17 Sustainable Development Goals (SDGs) and 169 targets have been announced, building on the Millennium Development Goals in an integrated and indivisible manner and balancing the three dimensions of sustainable development: the economic, social and environmental. The goals and targets are expected to stimulate action over the next 15 years in areas of critical importance for the planet and humanity. In September 2015, heads of state and governments across the globe adopted these goals and committed to periodically review progress against them.

As a global corporation that is passionate about sustainable development, we take great pride that our own goals and commitments are in alignment with the SDGs. Our strategic objective is to build a sustainable organization. Our Sustainability Policy drafted in 2008 articulated our commitment to make our business sustainable, our clients' businesses sustainable, and our ecosystem and lifestyles sustainable. Staying relevant to the agenda of our clients' businesses has sharpened our focus on three strategic areas, viz., to renew ourselves and help our clients renew their businesses; drive innovation and new opportunities for ourselves and our clients; and anchor our business in a culture of learning and collaboration. The progress we have made in the execution of our strategy is evident not just in our results but also in the

appreciation we have received from our clients and partners as well as industry bodies, media and analysts in recent times.

To achieve our vision to build sustainable ecosystems, we identified energy, emissions, water and waste as material aspects to focus on as part of our environmental sustainability efforts. Building employee engagement through responsible citizenship initiatives has allowed us to make progress in the journey to inspire sustainable lifestyles across the Infosys community.

We became the first IT company in the world to make a commitment in the UN to become carbon neutral by fiscal 2018, reduce per capita electricity consumption by 50% (against the baseline year 2008), and use 100% renewable power by 2018.

Our progress on these goals is heartening. The global challenges posed by the larger ecosystems, such as regulation and government policy, priorities and programs, require a more concerted effort from industry bodies, corporations and citizens alike to tackle effectively. This year, we made investments in carbon offset projects, which have environmental and social impacts. We became the first Indian company to join RE100 – a global platform for major companies committed to 100% renewable power. Our campus at Hyderabad has a solar plant that can help us meet 100% of our electricity needs and we continue to innovate on improving energy performance in buildings by focusing on highly efficient building designs, smart building automation and deep green retrofits.

Our water conservation strategy encompasses action to reduce recycle and reuse. Today, we have 149 recharge wells and 25 lakes across our campuses. This has also positively impacted the preservation of native flora and fauna species. We have been able to reduce our per capita water consumption by 41% compared to 2008 levels.

We are also working relentlessly to achieve zero waste to landfill and 100% food waste treatment within our campuses.

Being an organization that is dependent on the competence of its people to deliver value to clients, our employees are our most valued assets. Our employee-focused interventions enabled us to reduce the attrition rate from 18.9% in fiscal 2015 to 13.6% this year.

As a responsible corporation, we continue to work with the larger community that we are part of and inspire our employees to become responsible citizens. The Infosys Foundation continues to expand its reach and make a difference by empowering people and communities. It lends support to projects in various areas including the eradication of hunger and malnutrition, promoting healthcare, education, art and culture, destitute care and rehabilitation, environmental sustainability, disaster relief and rural development.

The Infosys Foundation USA supports several leading Science, Technology, Engineering and Mathematics (STEM) programs and community building initiatives. It also works on expanding access to Computer Science education and 'Maker' initiatives across the U.S.

The Infosys Science Foundation, set up in 2005 to encourage the pursuit and practice of the sciences, has awarded the Infosys Prize to 44 people since its inception.

Twelve years after it was set up, Campus Connect, our flagship industry-academia program, is still touching the lives of engineering students across India and raising their employability.

Infosys believes it has a role to play in building and nurturing a better world – a world of opportunity for everyone. We forge strategic partnerships with industry bodies and consortiums at the local, national and international levels. Our advocacy efforts are championed across the world by our senior leaders across economic, social and environmental dimensions.

Moving into the new fiscal, we will continue to power our sustainability initiatives with energy and commitment. We take our duty of being a responsible global corporation seriously and we want sustainability and responsible citizenship to be a way of life for all Infoscions as they discover their passion to 'Be More'.

Materiality and stakeholder engagement

The materiality evaluation at Infosys is based on aspects and topics that impact us and our stakeholders on economic, environmental and social parameters. The process of defining the report content and aspect boundaries is as follows:

- Stakeholder engagement
- Identification of material aspects and topics relevant to our context
- Determination of aspect boundary
- Monitoring and reporting

Based on discussions and deliberations with the our leaders and various committees, we have arrived at the following stakeholders who are important to us: clients, employees, investors, suppliers / vendors / alliance partners, governments / regulatory bodies, academia and local communities. Details of the process of stakeholder engagement and materiality evaluation are provided in the *Materiality and stakeholder engagement* section in the Annual Report 2015-16 available on www.infosys.com. The stakeholder consultation process is used for identification and management of economic, environmental and social impacts, risks and opportunities. A snapshot of key stakeholder concerns for the reporting period is as follows:

Employees
- Career opportunities
- Work-life balance
- Learning and development

Clients
- Business value
- Innovation

Community
- Employability
- Access to education
- Improving livelihood

Government / Regulatory bodies
- Good governance
- Compliance

Investors
- Economic performance
- Stability
- Reputation

Suppliers / Alliance partners
- Timely payments
- Ease of doing business
- Long-term partnership

Materiality topics

The following diagram represents the material topics that relate to our business:

The material topics are managed through relevant channels and initiatives, and are monitored and reported on a regular basis.

Topic boundaries

The boundary of reporting for material topics covering our global locations are as follows :

Material aspects and topics	Internal boundary [1]				External boundary [2]
	India	APAC	Americas	EMEA	
Economic Performance	Material and fully reported	Material and fully reported	Material and fully reported	Material and fully reported	Material and fully reported
Environmental Stewardship	Material and fully reported	Reported with assumptions	Not Significant	Not Significant	Reported with assumptions
Employee Well-Being	Material and fully reported	Material and fully reported	Reported with assumptions	Reported with assumptions	Reported with assumptions
Corporate Governance and Compliance	Material and fully reported	Material and fully reported	Material and fully reported	Material and fully reported	Reported with assumptions
Social Responsibility	Material and fully reported	Reported with assumptions	Not Significant	Not Significant	Not Significant

■ Material and fully reported   ■ Reported with assumptions / reported with constraints   ■ Not Significant
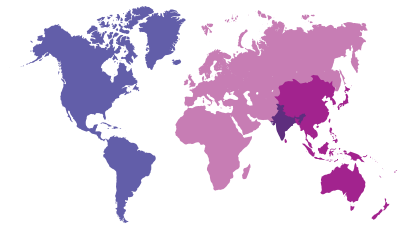
[1] Internal boundary – includes Infosys campuses and offices that are owned and leased
[2] External boundary – includes locations or areas where Infosys has control

Scope and relevance

The following are the material topics that are monitored and reported periodically:

Material aspects / topics	What is the scope?	Why is it material for us?	How do we measure and monitor (KPI)?
Economic performance	• Economic value generated and distributed • Risks and opportunities related to climate change • Sustainable business and client value	Our sustainability philosophy is about making • our business sustainable • our clients' businesses sustainable • our ecosystem and our lifestyles sustainable Economic performance is therefore of prime importance to only build a sustainable organization but to cascade the benefits to all our associated stakeholders such as investors, clients, employees, suppliers and the community	• Our financial performance • Business value added to our clients • Client satisfaction
Corporate governance and compliance	• Compliance with all applicable laws and regulations relating to our business, employees and the supply chain	Our vision is to earn and retain the respect of our stakeholders	• Code of Conduct coverage • Number of compliance violations / incidents reported • Number of programs / initiatives rolled out • Training and awareness
Employee well-being	• Employee benefits • Training and education • Diversity and inclusivity • Non-discrimination • Work-life balance • Occupational health and safety • Employee demographics • Collective bargaining agreements	Our employees are our biggest assets. To meet the evolving needs of our clients, our priority is to attract and engage the best talent in the right locations with the right skills. We therefore focus on the overall well-being of our employees, providing them with a fulfilling, lifelong career.	• Employee attrition • Employee satisfaction • Number of hours of training • Number of programs / initiatives rolled out for employee engagement • Number of grievances reported

Material aspects / topics	What is the scope?	Why is it material for us?	How do we measure and monitor (KPI)?
Social responsibility	• Direct and indirect investments to society • Impacts of community investments	Infosys has been an early adopter of corporate social responsibility (CSR) initiatives. The Company works primarily through the Infosys Foundation and the Infosys Foundation USA, towards supporting projects in the areas of eradication of hunger and malnutrition, promoting education, art and culture, healthcare, destitute care and rehabilitation, environmental sustainability, disaster relief and rural development.	• Community investments • Number of community programs / initiatives rolled out
Environmental stewardship	• Energy • Emissions • Water • Waste and effluents	The environmental footprint of our organization is proportional to its energy consumption, which also has a direct bearing on our operational costs, and overall exposure to fluctuations in energy supply and prices. As a responsible organization, we aim to manage our footprint on emissions, including greenhouse gases. We have also made a voluntary commitment to become carbon neutral by fiscal 2018. India and the APAC are among the water-stressed zones of the world. Since most of our operations are based in these regions, it is critical for us to manage this resource efficiently. Hence, this aspect is material to our operations. We aim to make our campuses water-sustainable. We also have a focused approach to manage waste generated due to our operations. We play a vital role in influencing our supply chain for efficient management of waste, and insist on the reuse of packaging material used in the supply of goods to us.	• Total water consumption • Total energy consumption • GHG emissions • Waste generated by weight / volume

For more details on Enterprise Risks and highlights for the year, refer to *Risk Management Report* section in our Annual Report available on www.infosys.com.

Our business imperatives and strategy

In fiscal 2016, our revenues grew by 9.1% to **US $9,501 million**

Revenue from our **top 10 clients** grew by **12.3%**

We successfully used the Zero Distance framework to gather **7,000 ideas and innovations** for our clients in fiscal 2016

Employee count was **1,94,044** as on March 31, 2016, covering over **129 nationalities**

Women made up **35.6%** of our employee base

Our business imperatives and strategy

Our 'Renew and New' strategy that we adopted last year for consistent and profitable growth of the Company is making progress, and we are executing on our strategy.

In fiscal 2016, our revenues grew by 9.1% to US $9,501 million and in constant currency terms, revenues grew by 13.3%. For the fiscal year 2016, our operating profit margin was 25.0% and net profit margin was 21.6%. During the year, earnings per share grew by 9.4% in rupee terms and 1.9% in dollar terms. Our operating cash flow was healthy during the year and we ended the year with liquid assets of US $5,202 million.

Our large deal wins have improved significantly during the year, demonstrating that the renewal of our existing core services, together with all of the new things that we can bring, is helping us to differentiate on value, not cost. The total contract value of large deals won during the year increased by 45% to US $2.8 billion this year.

Similarly, owing to our focused client engagement and value creation, the revenue growth from top clients improved during the year. Revenue from our top 10 clients grew by 12.3% in constant currency and our top 25 clients grew by 9.3% in constant currency during the year.

Our efforts to increase per capita revenue improvement through productivity improvement and automation are in early stages. We will continue to focus on increasing automation in projects. We have several additional levers to further enhance operational efficiency, such as utilization, onsite effort mix, onsite employee cost and subcontractor expenses, which we plan to optimize.

Turning to what and how we deliver to our clients – we took big steps in fiscal 2016 by bringing a combination of automation and innovation, powered by education and design thinking, to clients, and are now building on this work.

For more details, refer to the *Letter to the stakeholder* and the statements from our leaders in our Annual Report available on www.infosys.com.

Financial performance

A snapshot of our financial performance in fiscal 2016 is as follows :

Particulars	(in US$ million)		
	Fiscal 2016	Fiscal 2015	Fiscal 2014
Direct economic value generated	9,977	9,271	8,689
Revenues	9,501	8,711	8,249
Other income	476	560	440
Economic value distributed	9,897	9,041	7,759
Operating costs	1,890	1,591	1,524
Employee wages and benefits	5,236	4,862	4,746
Payments to providers of capital	880	689	443
Payments to governments (total taxes paid)	1,858	1,857	1,046
Community investments (contribution to Infosys Foundation)	33	42	1
Economic value retained (calculated as 'Economic value generated less Economic value distributed')	80	230	929

For more details, refer to our Annual Report and Form-20F, available on www.infosys.com.

Our strategic objective is to build a sustainable organization that remains relevant to the agenda of our clients, while generating profitable growth for our investors. In order to do this, we will continue to apply the priorities of 'renew and new' to our own business and cascade it to everything we do. These translate to the following strategic focus areas :

Build lasting relationships with our clients by delivering differentiated market offerings : Our strategy is to engage with clients on their large transformative programs, both in traditional IT areas as well as for their new digital business

initiatives. We plan to expand existing client relationships by providing them a broad set of end-to-end service offerings and increase the size, nature and number of projects we do with them. Our specific industry, domain, process, and technology expertise allow us to enable clients transform their businesses with innovative strategies and solutions. Through our three-dimensional digital transformation offering, which we call 'AiKiDō', we help our clients address key aspects of their business Our 'Ai' offering, a result of our investments in building intellectual property, helps clients leverage software-based platforms to dramatically boost productivity and to deliver next-generation experiences to their customers. Our 'Ki' offering captures the know-how of existing client technology landscapes, which we then leverage for process improvements and transformation. With our 'Dō' offering, which incorporates Design Thinking concepts, we help clients identify and prioritize their most significant problems and solve them in rapid, iterative and innovative ways. We offer an end-to-end suite of high quality, highly responsive and innovation-led services spanning business consulting, IT services, software platform-based services and business process management. This enables us to partner with our clients on large, multi-year engagements. We also plan to acquire new clients, and increase our presence in new geographies and market segments by investing in targeted business development and marketing. We will position our brand as differentiated, global and respected. For more details, visit www.experienceinfosys.com/aikido.

Deliver solutions and services leveraging highly cost-effective models: Our strategy is to leverage software-based automation and our Global Delivery Model to deliver solutions and services to our clients in the most cost-effective manner, while at the same time optimizing our cost structure to remain competitive. We are embracing artificial intelligence-based automation techniques and software automation platforms to dramatically boost productivity of our projects. We are leveraging software process engineering and collaboration technologies to improve process productivity. Our Global Delivery Model provides scale, quality, expertise and cost and time-to-market advantages to our client projects. The model enables us to perform work at the location where the best talent is available and where it makes the best economic sense with the least amount of acceptable risk. Over the last 30 years, we have developed our distributed execution capabilities to deliver high quality and scalable services. This scalable infrastructure complements our ability to deliver project components that are executed round the clock and across time zones enabling us to reduce project delivery times.

Enhance our operational processes for agility and cost: We periodically assess the effectiveness of our organization structure and processes to optimize it for alignment with our strategic objectives and agility. We continually evaluate critical cross-functional processes and benchmark them with best-in-class practices to optimize costs and enable swift and effective response to our clients. We constantly monitor and optimize various operational parameters such as the cost and utilization of resources, distribution of employees around the world, the cost of operating our campuses and whether we are optimally realizing the efficiencies of scale.

Attract and retain a global, diverse, motivated and high-performing employee base: Our employees are our biggest asset. To meet the evolving needs of our clients, our priority is to attract and engage the best talent in the right locations with the right skills. We offer our employees challenging work assignments, benchmarked compensation and a collaborative, productive work environment. Our performance management system is based on objectivity and rewards performance. We invest substantially in employee engagement to motivate employees and encourage social communication and collaboration. Teaching and learning is central to the Infosys culture. Our investments in our Global Education Center and in creating various learning opportunities for our employees help our employees stay abreast of new developments in software technologies, spur innovation and help them build a lifelong career at Infosys. We are guided by our value system which motivates our attitudes and actions. Our core values are Client value, Leadership by example, Integrity and transparency, Fairness and Excellence (C-LIFE).

Pursue strategic alliances and acquisitions: We leverage alliances that complement our core competencies. We partner with leading technology software and hardware providers in creating, deploying, integrating and operating business solutions for our clients. We have also expanded the scope of our collaborations to encompass universities and research organizations. We will deploy our capital in making selective business acquisitions that

augment our expertise, complement our presence in certain market segments and accelerate the execution of our strategies. We have allocated $500 million towards an innovation fund to tap into innovation networks of early stage companies and universities to gain access to new thinking and business models. For more details, refer to *Management's discussion and analysis* section in our Annual Report available on www.infosys.com.

Client focus

Infosys enables clients in more than 50 countries to stay ahead of emerging business trends and outperform their competition. Our experience gives our clients a distinct advantage. We deliver business value in global scalability, process efficiency and cost optimization for our clients. We constantly engage with our clients to receive feedback and suggestions to improve our services.

Client engagement

In addition to communication that happens with all client for ongoing projects and prospects, We interact with our clients on a regular basis across multiple platforms. We host premier CXO-level events annually in Europe and the Americas, which are specifically designed for our BPO clients and for the banking clients of Finacle.

The forums that have been set up to engage and strengthen our partnerships with clients are as follows:

- Client satisfaction surveys
- Engagement-level feedback
- Client visits and meetings
- Quarterly business reviews
- Sustainability portal on our website, www.infosys.com
- Conclaves and workshops
- Analyst meets

We have a robust system to receive feedback from clients and understand their expectations. We also gather 'feedforward' that allows us to understand the client's expectations and needs and helps us make the right investment

decisions. Our annual Client Value Survey (CVS) and Engagement-level feedback help us take corrective actions, gain insights and understand our clients better. The CVS 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.

Feedback is collected through a web survey hosted by an independent organization ensuring the confidentiality of the information shared. The survey model focuses on:

- Expectation and fulfillment – the top three expectations of CXOs and senior-level respondents and their perception on fulfillment
- Client disposition – Gauging the overall experience of working with us
- Business and technology priorities along with expectations
- Service line feedback
- Comparison with best-of-breed firms – client-selected benchmarks
- Clustering clients into homogeneous groups to ensure a differential approach

The feedback that we receive through the survey informs various change initiatives in the organization. The data gathered is analyzed statistically to classify clients into core, moderate and breakaway groups. The account teams are then facilitated to review their relationships with individual clients and to design interventions that create a positive and visible impact on our clients. Various members across levels engage with clients to seek their feedback and inputs on service delivery, product expectations and technology requirements.

Overall, the client experience has remained at similar levels as last year. There has been a notable improvement in experience among the CXOs when compared to the previous year.

Over the past three years we have seen an improvement in the client experience scores across Loyalty, Advocacy, Satisfaction and Business Value by 5%.

A number of strategic initiatives including the Zero Distance (ZD), Design Thinking (dT) and innovation investments have been instituted based on our

client feedback. Refer to the *Technology and innovation* section later in the report for more details on ZD and dT.

Engagement level feedback (ELF) is a periodic survey, and is done multiple times during the course of a project. It covers 14 different parameters and includes areas such as, service delivery management, the quality of products or services delivered, and behavioral competencies of team members involved in the engagement. Our delivery and quality teams collaborate to study and evaluate a set of parameters during an engagement with an aim to improve the quality of deliverables and obtain client satisfaction. ELF is also treated as the lead indicator in our annual CVS. Based on the account-level ELF, the client partner and the delivery anchor drive improvement programs for the account.

For more details, refer to *Adding client value* section in our Annual Report available on www.infosys.com.

Partnerships and alliances

Forging alliances and partnerships is a strategic imperative for us. We have a well-defined alliance strategy at the organizational level that enables business units to chart out an alliance plan that guides global partnerships for co-creating solutions. A strong governance board regulates the global partnership programs. We have documented processes to guide us through the lifecycle of selecting, engaging, managing, assessing and terminating alliances. Risks relating to alliances are tracked at the business unit level and get aggregated to the Enterprise Risk Management (ERM) framework.

For more details, refer to the *Risk Management Report* in our Annual Report available on www.infosys.com.

Business continuity management

Phoenix, our business continuity management program, is headed by U. B. Pravin Rao, our Chief Operating Officer. The Phoenix framework enables us to identify business impacts of any disruption in our services and allows us to frame plans to manage related risks. Redundancy has been built into all essential infrastructure including office space, network connectivity, power, computing resources and personnel. All development centers have designated storage and recovery sites. Business continuity plans are created and regularly exercised at the function, location and account levels. Regular exercises ensure the collaboration of various internal departments and active participation of employees. The Infosys Business Continuity Management System is assessed and certified for ISO 22301 standard.

Intellectual property

We recognize the growing importance of Intellectual Property (IP) in our day-to-day business. Understanding the various components of our intellectual property and using it effectively is core to our business strategy. Infosys has created intellectual property over the years. We have well-defined policies and practices to protect our existing intellectual property assets and to derive maximum value from them to enhance business profitability. It is with this view that we have adopted a two-pronged approach :
• Innovation
• Value enhancement

With an innovation-centric approach, the focus is towards generating proprietary intellectual property and enhancing the services efficiency and value addition in our offerings. Intellectual property links innovation and commercialization. We systematically focus on taking steps necessary to identify, protect and manage the intellectual property assets to derive this benefit for our business. To enrich and strengthen our research efforts, we incentivize and recognize inventors through rewards at various levels.

Value enhancement focuses on generating maximum value for our shareholders and customers. Many of our intellectual property assets have been translated into offerings for our clients and aid our business practices. We constantly evaluate the return on our current assets as well as the return on investment on future intellectual property to maintain a strong balance between innovation and resulting value. Further, risk mitigation processes entail implementing initiatives and programs to ensure compliance to licenses / agreements and respecting third-party intellectual property.

We believe this two-pronged approach will, in the long term, enable us to be leaders in the industry for innovation and also in our obligation to show value to all stakeholders.

Privacy and data protection

We have stringent processes and practices to ensure that data privacy is maintained. The global nature of our operations may require that personal data, originating from a region with stringent data privacy laws, may be processed in another part of the world with an emerging privacy regulatory regime. It is, therefore, imperative that, regardless of the location of data processing, adequate measures around personal data processing are deployed to not only strengthen our compliance to applicable data protection laws, but also to create stakeholder trust and confidence.

A dedicated data privacy group and a cross-functional Information Security Council, headed by the COO, U. B. Pravin Rao, ensure data privacy compliance in our client engagements and the highest level of sponsorship for it. As we cater to client organizations from diverse industries, such as banking, retail, telecom and healthcare, the scope of privacy and data protection for personal data of individual consumers is often limited to contractual requirements agreed upon with our clients, and subsequently deployed during project execution.

Our clients translate applicable data protection laws into contractual requirements, wherever appropriate and Infosys implements necessary and sufficient measures to comply with these requirements. In fiscal 2016, three incidents relating to breach of customer data privacy were reported. All incidents have been addressed and closed.

Quality

We continue our journey of delivering value to our clients through significant investments in quality programs. While sustaining existing external benchmarks and certifications, we have added new certifications and further enhanced our programs and initiatives to renew our commitment to the culture of quality, client value, innovation and productivity improvement. We continue to adhere to international quality standard certifications such as ISO 9001, ISO 22301, ISO 20000, ISO 27001, AS EN 9100, ISO 13485, TL 9000

SV, OHSAS 18001 and ISO 14001. We have received an independent auditor's assurance report on compliance to ISAE 3402 / SSAE16 and a certification of compliance on PCIDSS V 3.0 for Infosys BPO Limited. We also get assessed at CMMi Level 5. According to the Process Maturity Profile published by the CMMi Institute of Carnegie Mellon University in December 2015, only 7% of 12,691 organizations globally are operating at Level 5, which is the highest level of process maturity. Our Quality department handles large change management initiatives to drive quality and productivity improvements across the Company, using various techniques such as Six Sigma, Lean methodology, and engineering levers like Reuse, Automation and Tools.

Technology and innovation

Being a technology company, we believe that innovation and its incorporation into organizational culture are of utmost importance. The 'Renew, new' journey of Infosys is fuelled by bringing more innovation to everything that we do. While dedicated research and innovation hubs are essential, catalyzing grassroots innovation is the key to deliver more value to our clients and other stakeholders.

At Infosys, our innovation agenda is guided by the workings of Design Thinking. It encourages the discovery of unknown and unarticulated problems – the what and the how – followed by the search for the most technically feasible and economically viable solution. We call it the Zero Distance approach. It has three tenets, to close the gap or Zero the Distance between us and code, clients, and the end-user. We must progressively reduce the gap to client expectations and needs till we are at Zero Distance to the client.

The first step we take is to nail those real problems, the ones that the client truly desires to see resolved, and yet is often unable to articulate entirely. This is then substantiated with the application of a simple five-step innovation framework. It directs the process of everyday innovation purposefully so that Infoscions can innovate in their individual capacities and through their individual day-jobs.

The recommendations made by the framework are:

- Think, look, learn and improve: Look around and seek out new ideas from other people, functions and businesses and see how that might be extrapolated to work in a changed context.

- Make at least two 'what' improvements to regular tasks: Ask what more, what other things can be done, within a project, to bring more value to the client.

- Make at least one 'how' improvement: What might be the better, more efficient way to do things – this is a question that is relevant to everything we do – doing things better than before.

- Articulate the value of these innovations in business terms: Help users see the value of each improvement through effective business value articulation.

- Answer the question of 'why' of the innovation and share learnings with the rest of the organization: Others can then begin their own Zero Distance journey by looking at the innovation example to chart their own innovation course.

We collectively notched up more than 7,000 ideas and innovations during the year for our clients using the Zero Distance innovation framework.

For more details on our success stories, refer to our Annual Report available on www.infosys.com.

Corporate governance and compliance

Corporate governance is about maximizing shareholder value legally, ethically and sustainably. At Infosys, the goal of corporate governance is to ensure fairness for every stakeholder. We believe sound corporate governance is critical to enhancing and retaining investor trust. We always seek to ensure that our performance is driven by integrity. Our Board exercises its fiduciary responsibilities in the widest sense of the term. Our disclosures seek to attain the best practices in international corporate governance. We also endeavor to enhance long-term shareholder value and respect minority rights in all our business decisions.

Our corporate governance practices apply across the Infosys Group and extend to our suppliers and partners too. Our code of conduct and ethics complies with the legal requirements of applicable laws and regulations, including anti-bribery and anti-corruption, the ethical handling of conflicts of interest, and the fair, accurate and timely disclosure of reports and documents that are filed with the required regulatory bodies. Every employee attends a session on Company values during his / her induction, and signs up a declaration to follow our code of conduct and ethics. Additional policies, such as the Whistleblower Policy and Gift Policy, and the presence of a strong grievance redressal body help us maintain an uncompromising stand on value transgressions. For more details, refer to the *Corporate Governance Report* in our Annual Report available on www.infosys.com.

No instances of regulatory non-compliance were reported in fiscal 2016.

Responsible supply chain

Being an Information Technology and consulting company, our solutions and services rely more on intellectual assets. We have a large supplier base for the procurement of goods and services to support our operations. We recognize that suppliers are valuable stakeholders in our business ecosystem. This has encouraged us to progressively strengthen our responsible supply chain practices every year.

In order to strengthen responsible business practices in our supply chain,

a four-stage integrated framework called VIVA was conceptualized in fiscal 2013. We have a well-defined mechanism to receive and address social and environmental grievances from our suppliers. The VIVA framework includes :

Visioning : Drafting policies and guidelines and operating code for the supply chain

Inculcating : Focusing on process improvements

Valuing : Creating awareness and providing training and competency building

Assessing : Assessing supplier performance along environmental, social and governance parameters.

A Responsible Supply Chain Policy that categorizes our suppliers into three broad categories – people, services and products – was launched in 2013.

A Supplier Code of Conduct was administered to all key suppliers in 2014. To comply with local legislations applicable in the regions of our operations, we sign the Master Service Agreements (MSA) with all our vendors. The MSA mandates the vendor to abide by the regulatory and governmental laws applicable. We also expect our suppliers to support and respect the protection of internationally proclaimed human rights and to ensure that they are not complicit in human rights abuses. Our contracts have appropriate clauses and checks to prevent the employment of child labor or forced labor in any form. We also provide forums where suppliers can voice their concerns and issues.

To facilitate risk assessment, we have further classified the suppliers under 14 segments. Supplier risk assessment across the 14 sub-categories of suppliers have been integrated with the Enterprise Risk Management (ERM) framework at the organizational level.

For further details about our Enterprise Risk Management framework, refer to the *Risk Management Report* in our Annual Report available on www.infosys.com.

We have deployed a comprehensive engagement model called 3I (Involve, Influence and Inform) is our framework to engage with our suppliers. We continue to engage with all supplier segments working within our boundary covering People and Services categories (9 out of 14 segments) by conducting training, assessments and audits on Health and Safety, Compliance and Anti-Corruption, Human Rights, Anti-Harassment.

We have had 1,516 new suppliers empaneled during fiscal 2016, all of whom were empaneled using our environment social governance (ESG) criteria. We engage with local suppliers for our 'People' and 'Services' categories. Our proportion of spending on local suppliers at significant locations of operations was about 79% for fiscal 2016.

Food inspections are carried out by catering committees (that have representation from the Facilities department and employees in all campuses) on food and beverage suppliers. Vehicle inspections are carried out on transportation suppliers to assess the quality of the vehicles provided for employee commute.

In line with our philosophy of equal opportunity and inclusivity, we track the business we do in India, under the Micro, Small and Medium Enterprises Development (MSMED) Act, and in the U.S. under the Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) group. We intend to strengthen our supplier diversity in the coming years.

The environmental footprint of people and service suppliers working within our boundary are included as part of our environmental footprint. At present, our ability to influence our product suppliers (operating outside our boundary) on the social and environmental aspects is limited as our annual spend is lower than 1% of our suppliers' annual revenue.

In 2015-16, we attempted to gauge the environmental impact of our suppliers outside the boundary (product suppliers) by trying to measure the embedded carbon per product purchased to include them under the scope 3 emissions so that they could be considered in our carbon offsets.

However, the computation and disclosure of such metrics is not readily available for all categories of products. Therefore, we have decided that while we continue to engage with the suppliers to try and influence their operations to minimize water, energy, waste and emissions, it would be too early to take targets and goals in this area.

Construction site improvements

This year, we continued to focus on health, safety and compliance at our construction sites. Through internal audits carried out by our corporate audits and assessment group and as a result of systemic governance on deployment, review and monitoring the safety incidents at constructions sites have significantly reduced by close to 40% as against our figures in fiscal 2015. In addition to safety, the audit and review process includes human rights aspects, compliance to applicable laws, and Infosys' requirements.

The following diagram shows the comparative trend of incidents at our construction sites over the last four fiscals (2012-13 to 2015-16).

Construction site incidents
(fiscal 2013 to fiscal 2016)
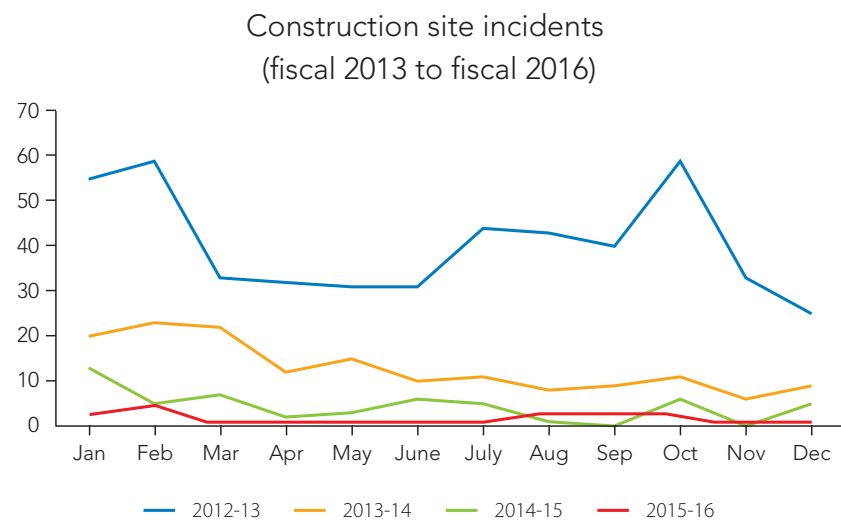
Employee well-being

Human resources management at Infosys goes beyond the set boundaries of compensation, performance reviews, and development. We look at the employees' well-being holistically, to ensure timely interventions that help build a career that is long-lasting and fruitful. A large part of our focus was on listening to employee feedback to make the right changes, thereby building a ground-up movement for most of them. Through all these focused interventions, our attrition levels have come down from 18.9% in the previous year to 13.6% this year.

Some of the highlights of the important initiatives in fiscal 2016 are as follows:

Zero Distance (ZD): A unique interactive program to connect employees with the senior leaders was a huge success. ZD stands as a great example of employee engagement built through ground-up involvement in organizational growth and strategy. The interactions between the CEO, delivery leadership and employees on Zero Distance increased in frequency, with approximately one global interaction per month.

Global Hackathon: To foster a culture of innovation, we launched the second season of the Infosys Global Hackathon. The objective of the Hackathon is to inculcate the culture of rapid problem-solving using technology.

Zero Bench: We introduced Zero Bench in July 2015, an initiative to eradicate the bench (bench is a term used in the IT industry for an employee who is not allocated to a project). Using a collaborative platform called 'Accelerate', we were able to bring work creators and work performers to collaborate to bring value to the organization. In just nine months, by the end of the fiscal 2016, more than 12,000 jobs had been created on the Zero Bench marketplace, and more than 67% of employees on the bench had completed at least one assignment using the platform.

iCount: Another big move, considered revolutionary given the size of the organization, was the introduction of iCount, the renewed performance management system. We moved away from the bell curve, to focus on individual employee contribution and continuous feedback.

LITMUS: As always, we gathered feedback from employees across all our communication channels and platforms, including the annual employee engagement survey (LITMUS 2016).

Expert Track: We worked on an exercise named Expert Track to identify domain and technology experts within the organization and among fresh hires, to spread ideas of innovation and improve collaboration.

Rewards and recognition: Rewards and recognition in terms of the annual Awards for Excellence, quarterly promotions, and unit awards continued.

Compass: We launched Compass, a digital platform to mobilize internal opportunities on careers, learning and networks. It is designed to be a self-service portal, which empowers employees to design their own journey within the organization by enabling them with the right information, support structure and access.

Engagement channels: At Infosys, we have multiple channels to identify employee engagement requirements – ranging from platforms that encourage two-way communication to surveys and face-to-face discussions. Yammer, Infosys' enterprise networking platform, provides social and professional networking among employees across different time zones. As it is available on smartphones, it truly connects people across the globe in real time and assists in building a culture of collaboration. Employees share information, thoughts, and opinions with other like-minded people, and also post queries to which they get an almost-immediate response. It also serves as a useful tool in communicating organizational information, and increasing leadership connect through online chats.

Diversity and Inclusion: As an equal-opportunity employer, we make employment decisions based on merit and business needs. The Company's policy prohibits harassment of any kind, including harassment based on pregnancy, childbirth or related medical conditions, race, religion, creed, color, gender, national origin or ancestry, physical or mental disability,

medical condition, marital status, age, or on any other basis protected by laws of the countries in which we operate. This year, we also strengthened our Diversity and Inclusion focus by identifying three diversity indicators – Gender, Nationality and Disability. We are working aggressively towards increasing the percentage of women to 25% in leadership, to increase the percentage of non-Indian nationals to 15% globally and to make our workplaces more inclusive for persons with disability.

Anti-Sexual Harassment Initiative (ASHI): To foster a positive workplace, free from harassment of any nature, we have institutionalized the ASHI framework, through which we redress complaints of sexual harassment at the workplace. Our global policy assures discretion and guarantees non-retaliation to all the complainants.

Recruitment: We have set up a scalable recruitment and human resources management process. Over the last year, on a standalone basis, we received 1,115,745 applications from prospective employees. The Infosys Group added 17,857 (net) and 52,545 (gross) employees this year, taking the total strength to 194,044 from 176,187 at the end of the previous year.

Health Assessment and Lifestyle Enrichment program (HALE): Our HALE program addresses the rising concerns regarding employee health and the impact of stress on the employees and their families. HALE has four key focus areas: Health, Safety, Leisure and Emotional well-being. Engagement on each track happens through the year, through workshops, emails, health checks, online chats, fun quizzes, etc. A few HALE offerings are also available to the employees' families.

Samaritans Network: With the rising stress in general and its impact on productivity, we have another unique program at Infosys known as the Samaritans Network, a barefoot counselor support among fellow Infoscions to provide necessary emotional support to employees. We also have world-

class sports facilities in each of our campuses across India to encourage work-life balance and promote a healthy lifestyle. In addition, we also have various facilities such as multiplex theaters, bowling alleys, swimming pools, international standard cricket pitches, athletic tracks and basketball courts.

We have always endeavored to provide campuses that create a conducive working environment. One of the most important aspects in all our campuses is safety. Over the years, we have looked at ways to ensure that we provide all our employees, including extended employees / support staff, a safe and positive work environment. Towards this, we have multiple programs and offerings including technology interventions to support the employees. Our leadership provides guidance in enforcing a safe working environment for our employees. We have deployed and in-house safety app and a central monitoring system to ensure smooth and easy access to various facilities and ease monitoring of our large fleet operations. The support facilities for employees also include medical centers, and in-house ambulance support for emergencies across our campuses.

Talent management

The total number of our employees globally was 194,044 as on March 31, 2016, covering over 129 nationalities. Our employee base comprises about 35.6% women. About 14,000 contract staff [1] (including 2,000 women) work in non-core activities such as housekeeping, security and maintenance services.

[1] *The definition of contract staff according to the Contract Labour Act is as follows: 'Workman' means any person employed in or in connection with the work of any establishment to do any skilled, semi-skilled or unskilled manual, supervisory, or clerical work for hire or reward, whether the terms of employment be express or implied.*

For more details, refer to the *Responsible supply chain* section of this report and the *Business Responsibility Report* section of our Annual Report 2015-16 available on our website www.infosys.com

Our employee distribution across region, gender, role and age is as follows:

Region	As on March 31, 2016			As on March 31, 2015			As on March 31, 2014		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
India	111,468	61,173	172,641	103,541	55,106	158,647	95,267	48,854	144,121
APAC	4,228	3,143	7,371	3,374	2,765	6,139	2,879	2,633	5,512
Americas	5,900	2,412	8,312	4,431	1,737	6,168	4,177	1,594	5,771
EMEA	3,332	2,388	5,720	3,017	2,216	5,233	2,910	2,091	5,001
Total	124,928	69,116	194,044	114,363	61,824	176,187	105,233	55,172	160,405

Scope : Permanent and fixed-term employees hired locally across the Infosys group.

Role-wise distribution	As on March 31, 2016			As on March 31, 2015			As on March 31, 2014		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Associate	50,484	42,068	92,552	46,486	37,733	84,219	45,153	35,440	80,593
Middle	51,228	22,997	74,225	46,910	20,541	67,451	41,026	16,683	57,709
Senior	22,633	4,001	26,634	20,501	3,514	24,015	18,615	3,020	21,635
Top	583	50	633	466	36	502	439	29	468
Total	124,928	69,116	194,044	114,363	61,824	176,187	105,233	55,172	160,405

Age-wise distribution	As on March 31, 2016			As on March 31, 2015			As on March 31, 2014		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Less than or equal to 30 years	70,460	51,629	122,089	71,574	49,140	120,697	67,261	44,517	111,778
31-50 years	52,917	17,035	69,952	41,709	12,377	53,996	37,023	10,382	47,405
Greater than 50 years	1,551	452	2,003	1,080	307	1,372	949	273	1,222
Total	124,928	69,116	194,044	114,363	61,824	176,187	105,233	55,172	160,405

Most of our employees work as full-time, permanent employees. We have a *de minimis* number of employees working on a part-time / fixed-term contract. Being an IT services and consulting company, we do not have seasonal variations in employment.

We abide by the local employment / labor laws prevailing in the countries where we operate. All employee benefits are provided to our permanent (full-time) and part-time / fixed-term employees based on the entitlements mandated by the law in the countries where we operate and the locations where we recruit and hire. We do not differentiate our compensation offering to employees (basic salary and remuneration) based on gender in any of the locations where we operate.

The remuneration is based on the role an employee performs and his / her total years of work experience.

Our glocal employees

We are committed to strengthening local hiring practices and continuously increase the proportion of senior management hires from the local region of our operations. The proportion of senior management staff hired locally is around 74%. during fiscal 2016.

We added 52,545 new employees this year, taking our total employee strength to 194,044.

New employee hiring

The total count and rate of new employee hires broken down by age, gender and region in fiscal 2016 are as follows:

Geography	Men	Rate of hiring (%)	Women	Rate of hiring (%)
Less than 30 years				
Americas	1,041	3.23	608	3.00%
APAC	1,533	4.75	1,190	5.86%
EMEA	466	1.45%	544	2.68%
India	22,074	68.45%	15,639	77.05%
31-50 years				
Americas	1,558	4.83%	610	3.01%
APAC	899	2.79%	378	1.86%
EMEA	683	2.12%	274	1.35%
India	3,536	10.97%	931	4.59%
More than 50 years				
Americas	319	0.99%	71	0.35%
APAC	24	0.07%	14	0.07%
EMEA	101	0.31%	37	0.18%
India	13	0.04%	2	0.01%
Total	32,247	100%	20,298	100

Employee turnover

The total count and rate of employee turnover broken down by age, gender and region in fiscal 2016 are as follows:

Geography	Men	Turnover rate (%)	Women	Turnover rate (%)
Less than 30 years				
Americas	405	1.89%	275	2.08%
APAC	919	4.28%	866	6.56%
EMEA	376	1.75%	414	3.13%
India	13,410	62.42%	9,260	70.12%
31-50 years				
Americas	849	3.95%	316	2.39%
APAC	661	3.08%	334	2.53%
EMEA	553	2.57%	276	2.09%
India	4,032	18.77%	1,393	10.55%

Geography	Men	Turnover rate (%)	Women	Turnover rate (%)
More than 50 years				
Americas	191	0.89%	49	0.37%
APAC	17	0.08%	8	0.06%
EMEA	49	0.23%	13	0.10%
India	20	0.09%	2	0.02%
Total	21,482	100	13,206	100

Freedom of association

We recognize the right to freedom of association through Collective Bargaining Agreements (CBAs) as per the laws of the land. Where mandated by the law, we have 100% employees covered under CBA. We provide policies, forums and support groups for hearing and addressing the concerns of our employees, and resolving their issues or conflicts in a fair and transparent manner. A *de minimis* percentage of our employees are covered by CBAs. The minimum notice period for significant operational changes is included in the CBAs where mandated by law. In countries where there is no such mandate to include them in the CBA or in countries where CBAs are not mandated, we abide by the prevailing local laws. In all other scenarios, Infosys prescribes the notice period based on the type of change in consultation with stakeholders.

The details of employees covered under CBAs worldwide are as follows:

Operating location	Total no. of employees as on March 31, 2016	No. of employees covered under CBA
Spain	18	18
Italy	5	5
France	252	252
Finland	14	14
Brazil	769	769
Japan	183	183
Sweden [1]	109	109
Netherlands [1]	842	275
Poland	2,404	2,404

[1] Only employees hired in these countries are covered.

Employee communication

We have established multiple channels to engage with our employees across all levels. In addition, we have employee communication channels such as townhalls with leaders, organization-wide mailers, newsletters within units, our corporate intranet (Sparsh), TV channel (InfyTV), radio channel (InfyRadio), our social networking hub, Yammer, the annual employee satisfaction survey – LITMUS (Let's Interact on Themes that Matter to Us), blogs, an exclusive platform – the Managers Portal and our internal branding portal, MPlus.

Celebrating success and excellence

The Awards for Excellence program at Infosys recognizes teams and individuals who embody Excellence, one of the foundational values of our Company. Winners of this prestigious annual rewards and recognition program are those who have delighted clients and also inspired peers and colleagues. For more details, refer to the *Employee Well-being* section in our Annual Report available on www.infosys.com.

Employee resource groups

Our global employees represent diverse backgrounds and skills. Our employee resource groups address the needs of our diverse workforce, including community participation, networking, cultural enrichment and support based on affinity, ability and gender. These resource groups conduct programs and initiatives such as peer-to-peer forums, leaderspeak series, conferences, events and celebrations to ensure continuous engagement with our diverse workforce.

Some of the flagship programs and initiatives of our employee resource groups are as follows:

Resource group	Area of influence	Highlights
Creating Common Ground	A cultural assimilation program	This program highlights and educates employees about the values and cultural ethos practiced at specific locations. The program employs innovative approaches and communication campaigns channeled through live events, mailers, posters, our intranet and our corporate TV channel. The most recent assimilation programs were done for employees from Switzerland and Germany.
Family Matters	Employee resource group for parents	This group promotes work-life balance among young parents in the organization. Apart from family enrichment programs and workshops, Family Matters offers networking opportunities for employees through support and information sharing. Referrals are also provided on day care services and schools.
Infosys Gay, Lesbian employees and You (IGLU)	Employee resource group for employees from the LGBT community	IGLU is an affinity group set up in fiscal year 2012 with the objective of creating a safe and respectful work environment for employees from the Lesbian, Gay, Bisexual, and Transgender (LGBT) community. Awareness programs and exclusive events are held to foster inclusion.
Infyability	Employee resource group for differently abled employees	This is a forum that works towards creating a sensitive and inclusive workplace for differently-abled employees. Regular accessibility audits are conducted to ensure that our infrastructure is accessible to differently-abled employees. The World Disability Day is celebrated at all our campuses to create awareness and foster inclusion. Policies are enhanced / changed keeping in mind the special needs of differently-abled employees.
Infosys Women's Inclusivity Network (IWIN)	Employee resource group for gender inclusion	IWIN works towards creating a gender-sensitive and inclusive work environment for women employees and developing them for managerial and leadership roles, thereby facilitating balanced gender ratios in the organization. We enable the advancement of women executives by providing flexible work options when required, exclusive training, mentoring and experience-sharing programs for developing stronger networks. IWIN continues to partner with global gender networks and forums to benchmark practices specific to the development, engagement, growth and retention of women employees.
Samaritans Network	Group of volunteers counseling on life's challenges	A peer group of volunteers trained in barefoot counseling take up requests for support from employees to help them cope with life's challenges, mostly personal in nature. These Samaritan volunteers perform this activity over and above their regular jobs. This is a first-of-its-kind initiative in India and is active at seven of our campuses and has had positive outcomes for over 1,300 employees so far. Network members also support employees with severe depression or mental health-related concerns by assisting the human resources department and counselors to identify and refer such employees for further treatment. Samaritans are also engaged in awareness initiatives and conducting internal workshops on listening, basic counseling skills and addressing issues related to depression and suicidal tendencies.

Work-life balance

The role of professionals in the current social environment demands flexibility in maintaining an optimal work-life balance. Helping employees attain personal as well as professional goals creates an engaged workforce. It is this responsibility that enterprises today are seeking to address through various work-life balance programs. We have a dedicated team within our HR group 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
- Sabbatical for personal reasons [1]
- Paternity leave
- Adoption leave
- Part-time, flexi-hours and selective telecommuting
- Sabbatical for community service
- Sabbatical for higher education
- Work options from satellite offices
- Work from home

[1] Sabbatical for personal reasons includes leave taken by new parents, or those on account of sickness, adoption and travel with spouse to onsite location.
Scope : Infosys Limited, India

Talent fulfilment

In an attempt to balance employee career aspirations and business needs, we instituted a unique Talent Fulfilment function – a central, organization-wide talent management function to plan for our talent needs, enhance utilization of existing talent, improve employee morale through continuous engagement and re-skill the workforce to the changing business needs. A dedicated team of Delivery and HR professionals, as part of this function, engage with every member moving into the central talent pool after their project expiry.

Employees in the talent pool have an opportunity to express their aspirations, constraints, expectations and record them in our 'Talent management System'. The talent fulfillment teams across the world access this system to identify the right talents based on the skills and availability and map them for their requirements. This function also focuses on forecasting the talent needs and planning for the same, ensures timely allocation of talents to projects, streamlining employee movements across units and locations, planning for re-skilling and providing inputs for employee retention.

This year we launched Accelerate, a collaborative platform to ensure that employees who are between projects are positively engaged by creating opportunities in real-time projects across the organization.

Talent enablement

The Education Training and Assessment (ETA) department is one of our key business-enabling competency development units. We align our activities to benefit our business by fostering an enterprise-wide environment for knowledge acquisition, dissemination and management. ETA has over 2,000 learning programs and interventions that cover the entire competency spectrum, including technical, managerial, process skills, industry domain knowledge and leadership skills both for our employees and for our strategic clients. The training requirements of our employees are assessed based on roles, domain and individual competency needs. ETA focuses on talent development and facilitates the Foundation Program, Continuous Education and Outreach Programs.

The following are learning avenues for our employees within the organization :
- Foundation program
- Continuous education
- Research
- Collaborative learning
- Higher education
- Learning credits

Continuous education

Our continuous education programs span domains such as technology, business, process and behavior, and are designed to keep the competencies of our experienced employees current and relevant to business needs. The systems and processes that we have created for knowledge management create an ecosystem for knowledge sharing across the organization.

The Company is an equal opportunity employer and provides training to all employees and does not differentiate based on gender. Hence, no information is captured specifically on training efforts by gender. We do not have transition programs for the management of career endings resulting from retirements.

The average training effort across all employee categories is as follows:

Role-wise distribution	Fiscal 2016			Fiscal 2015			Fiscal 2014		
	Employee Count	Training days	Avg. training days	Employee Count	Training days	Avg. training days	Employee Count	Training days	Avg. training days
Associate	92,119	1,889,390	20.51	84,219	3,121,664	37.06	80,593	2,014,424	25
Middle	73,687	189,434	2.57	67,451	198,140	2.94	57,709	254,015	4.4
Senior	24,153	42,227	1.75	24,015	39,374	1.64	21,635	59,295	2.74
Title holders	572	666	1.16	502	921	1.83	468	229	0.49
Others	3,513	601	0.17						
Total	194,044			176,187			160,405		

Scope: There are specialized enabling programs for the top leadership, such as coaching, mentoring and one-on-one development, which are not included in the table.

The Foundation Program

The Foundation Program is a flagship program that has received recognition from the American Society for Talent and Development (ASTD). This 21-week-long residential training program for engineering graduates has helped us train software engineers who are hired directly from colleges. During fiscal 2016, about 16,000 freshers were trained. This program has been evaluated by the Federation of International Services (FIS), U.S.

Collaborative learning

Knowledge Management: Collaboration through knowledge sharing is an important component of learning and education. A primary goal of our Knowledge Management (KM) strategy has been the creation of an ecosystem for continuous employee education that effectively combines formal, semi-formal and informal learning to enable the sustenance of organizational productivity, efficiency and quality. Accordingly, several KM solutions have

been deployed over the years, individually or in combination with others, to aid the knowledge-based actions of employees in the broad areas of technology, methodology and industry domains. These solutions are made available through multiple channels and are accessible in different modes to ease collaboration across the organization.

We have provided a number of knowledge management and collaboration channels to leverage organizational knowledge. These are:

KM Portal: A searchable knowledge repository of about 105,000 artifacts, which recorded over 855,000 artifact downloads and 5,892 publications in fiscal 2016 from nearly 94,400 employees in fiscal 2016.

Konnect: A professional networking platform featuring discussions, Q&A, automatically enriched expert profiles, tagging and support for communities, Konnect recorded around one million activities from nearly 85,000 employees in fiscal 2016.

TeamWiki : An exclusive Wiki-based solution for team collaboration with versatile site customization and an ability to provide fine-grained access restrictions on views and edits. About 700,000 activities were recorded from nearly 35,000 employees in fiscal 2016.

Digital Tutor : A social learning platform that hosts about 2,200 learning videos on over 290 topics from educators and practitioners. During fiscal 2016, it recorded 745,000 views from nearly 46,000 employees.

Most Admired Knowledge Enterprise (MAKE) Awards

We have received many awards for KM from the external benchmarking agency, the KNOW network, including 11 Global MAKE Awards, 13 Asian MAKE Awards and 11 Indian MAKE Awards.

Higher education opportunities for employees

We encourage our employees to pursue higher education programs offered in part-time / distance learning mode by reputed educational institutes. The objective of our Higher Education Support (HES) policy is to enhance the competency and qualifications of our employees and expose them to global standards of education. As part of this policy, our ETA department identifies high quality, part-time / distance learning programs at reputed educational institutes and promotes these among employees. Employees can also avail extended leave of up to two years to pursue full-time higher education programs at reputed educational institutions.

Competency Development Program

It has always been our endeavor to enhance the competencies and capabilities of our employees. We rolled out a holistic Competency Development Program (CDP) in 2011 and enhanced the framework in 2014 with greater focus on technical competency and business communication. CDP is a learning credit point system, which brings relevance and flexibility in competency development for a role across multiple competency dimensions. The credit point system is aligned to an employee's role tenure. The average prescribed / estimated learning effort across all employee categories up to senior level, is computed based on the CDP credit point mechanism.

The credits earned by employees through CDP are as follows :

Employee category	Fiscal 2016			Fiscal 2015			Fiscal 2014		
	Employee count	[1] Estimated learning effort (in days)	Average learning effort across learning group	Employee count	[1] Estimated learning effort (in days)	Average learning effort across learning group	Employee count	[1] Estimated learning effort (in days)	Average learning effort across learning group
Associate	92,119	197,144.25	2.14	84,219	203,054.25	2.41	80,593	208,906	2.59
Middle	73,687	149,636.63	2.03	67,451	183,813.75	2.73	57,709	180,035	3.12
Senior	24,153	13,645.13	0.57	24,015	21,442.5	0.89	21,635	27,643	1.28

[1] *We have specialized programs for our top leadership and data related to their training are not included above.*

Creating awareness on the Code of Conduct and Ethics

We believe that converting good governance into action by employees on an everyday basis is critical to building an ethical organization. To achieve this, a strong and well-articulated Code of Conduct and Ethics, which also outlines anti-bribery provisions, has been put in place. This is communicated to all employees worldwide through training and awareness programs, both online and instructor-led, using multiple learning media. The programs include talks by leaders, contests, blogs, portals, and a popular 'Do you know?' series that ensures the dissemination of updated information at regular intervals. Every employee compulsorily attends a session on values during his or her induction and acknowledges the Code of Conduct and Ethics through a sign-

up process. A Whistleblower Policy, a strong grievance redressal body, an uncompromising stand on value transgressions, and supportive ecosystems encourage a culture of disclosure.

Leadership development

The Infosys Leadership Institute (ILI) was established in early 2001. The vision of ILI is to be a globally respected institution committed to developing Infosys leaders of today and tomorrow. The primary focus of the institute is to develop and prepare the title holders of the organization for current and future executive leadership positions.

An assessment feedback process aids in the creation of a personalized leadership developmental plan for each leader. ILI employs a wide range of developmental approaches including classroom training, individualized coaching, experience sharing, and leaders teach sessions. Over 700 senior leaders out of a target population of 2,000 have been covered through various ILI programs and initiatives.

In fiscal 2016, some of the programs offered by ILI were as follows:

Training programs	Leaders Teach	Executive series	Specific partnerships
Becoming a Charismatic Leader	Strategic Leadership	Building a Culture of Great Work	Women Leadership Assessment
Principles of Persuasion	Driving a P&L Leadership Role Successfully	Solving the Mystery of High Potentials	Organizational Development Sessions
Crucial Accountability	Executive Presence	One Team One Goal	• Visioning Sessions
Crucial Conversations	Digital Transformation	Opportunity in Adversity	• High Performing Teams
Being a Strategic Leader	Building New Business Models in the Internet of Things	The Entrepreneurial Way – A Panel Discussion	
Challenger Sale	Entrepreneurial Leadership	Revolutionary Ideas. Transforming Lives.	
Leadership, Decision Making and Organizational Performance	Renewing Oneself Through Change		
Intrapreneurship	Leadership with a 'Whole New Mind'		
Business Challenge Simulation	Sustaining a Start-up Spirit		
Theatre of Leadership	User Experience		
Leader as Coach	Large Deals and Negotiations		
	Managing Difficult Client Situations		
	Designing Products for High Volume Usage		
	Investing in Start-Ups		
	Agile…To Be or Not To Be		

Performance and career management

We offer a comprehensive suite of programs, policies, tools and interventions that facilitate robust performance and career management for our global workforce.

This year, we revamped our performance management system by moving from a 'stack ranking' model to an 'open ranking' model. Under this system, we provided more flexibility to managers to appraise employees based on clearly-defined tasks with a pronounced focus on rewards for performance.

We also launched 'Compass', a digital platform to mobilize opportunities on careers, learning and networks. It is a self-service portal which allows employees to create a personalized and humanized profile, access opportunities and leverage organizational resources to find the right expertise, self-directed learning opportunities and projects. Through Compass, we aim to empower employees to design their own journey within the organization by enabling them with the right information, support structure and access.

A management and leadership 360 degree feedback enables managers and leaders to get a holistic view of their performance. It helps them to take appropriate actions for enhancing skills and competencies identified through due analysis of the feedback.

Equal opportunity

We are committed to providing a work environment free of discrimination and harassment. The Company is an equal opportunity employer and makes employment decisions based on merit and business needs. The Company policy prohibits harassment of any kind, including harassment based on pregnancy, childbirth or related medical conditions, race, religious creed, color, gender identity, national origin or ancestry, physical or mental disability, medical condition, marital status, age, sexual orientation, or any other basis protected by federal, state, or local law or ordinance or regulation. Any such harassment is unlawful. The Company's anti-discrimination and anti-harassment policy applies to all persons involved in the operation of the Company and prohibits harassment by any employee of the Company towards other employees, including supervisors, vendors, and clients. It also prohibits discrimination or harassment based on the perception that anyone has any of the characteristics mentioned above, or is associated with a person who has or is perceived as having any of these characteristics. The Company believes in equal work opportunities for all employees and does not condone favoritism or the appearance of favoritism at the workplace. Equal opportunity and fair treatment are part of our Code of Conduct to which all employees subscribe. One of the core values of the organization is excellence, and the selection, compensation and career progression of employees are based on merit.

Diversity and inclusion

Our employees represent people from diverse nationalities, age groups, cultures, employment histories, and levels of physical ability. We use a multi-pronged approach to promote diversity and inclusivity within the organization. The principles and goals of the Universal Declaration of Human Rights are at the center of our Diversity and Inclusion (D&I) strategy. Our Diversity and Inclusion Office works with a vision "to create an inclusive workplace and leverage the power of D&I for sustainable competitive advantage, where employees from different backgrounds have the opportunity to participate, develop and contribute freely and equitably."

Diversity and Inclusion at Infosys includes work in three broad areas of diversity that we have identified as vital, viz., Gender, Nationality and Employees with Disability. The corporate D&I office works through Diversity Councils set up across business units, subsidiaries and geographies to create ambassadors for changed action and roll out initiatives. Tightly integrated with our larger people strategy, the D&I strategy includes corporate goals for D&I in the corporate scorecard cascaded to the leadership score cards.

Our goals by 2020 include:
- 25% women in leadership
- 15% non-Indian nationals in the workforce
- A safe and comfortable workplace for employees with disability

Through the year, the D&I office strives to:
- Legitimize diverse perspectives and capabilities, and sensitize the management on D&I issues
- Propagate Infosys culture to bridge differences and enhance commonalities
- Assist the talent management strategy by creating and supporting affinity groups
- Network with clients and benchmark D&I practices

Some of our diversity initiatives conducted across our campuses in fiscal 2016 are as follows:

Business Disability International : Advocating inclusive business enterprises

We founded business disability international (bdi), a not-for-profit social enterprise, in partnership with other like-minded corporations such as Barclays and GSK, to pioneer a new conversation between businesses, people with disabilities and the society. The objective of bdi is to enable organizations become 'disability confident'. A disability confident organization is one that recognizes that disability impacts all parts of the business, identifies and removes barriers for groups of people, is willing and able to make adjustments, and does not make assumptions based on people's disabilities. For more details, visit http://www.businessdisabilityinternational.org.

Mohit Joshi, President and Global Head – Financial Services, attends the bdi event in the U.K. along with Susan Scott Parker, CEO of bdi

Sit with me – Sitting to take a stand

Every year, International Women's Day (IWD) is celebrated on March 8, focusing on various aspects of development and growth of women across the globe. The United Nations theme for IWD 2016 was 'Planet 50-50 by 2030 : Step It Up for Gender Equality'. The theme asks governments to make national commitments to address the challenges that are holding women and girls back from reaching their full potential. The 'Step It Up' campaign was launched to showcase specific commitments by governments, leading up to the United Nations General Assembly in 2016.

At Infosys, we used the opportunity to adopt the theme, 'Step It Up for Balanced Leadership', at the workplace, moving a step closer to our goal of 25% women leaders by 2020.

Balanced leadership in this context is defined as a workplace where women will not just be represented but will lead in positions of influence and decision-making. At STRAP, our annual strategic meet, this year, diversity efforts were showcased and the 'Step it Up for Balanced Leadership' initiative was formally launched across locations.

Sapphire – Helping young mothers stay connected
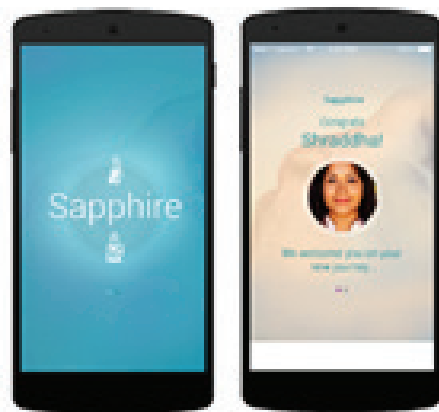
Maternity is an important life-stage for women, and organizational support during this period is crucial to women to pursue their professional aspirations. We developed and launched 'Sapphire', our new maternity app. Through Sapphire, mothers-to-be and young mothers can stay abreast of organizational news and happenings. Sapphire provides a great interface to our career and learning portals to facilitate competency development. Sapphire also aids connect with role models, gives inspiring stories, health tips and little nuggets to strengthen confidence, build perspective, and help young mothers balance priorities

All eligible employees can avail parental leave as governed by the applicable laws and organizational policies. We also provide adoption leave to employees. In fiscal 2016, 2,532 women availed maternity leave and 4,192 men availed paternity leave. In fiscal 2015, 3,044 women had availed maternity leave and the percentage of women who continued working one year after coming back from maternity leave was 72%.

Hearing and resolving issues

We recognize the rights of our employees and provide forums, support groups and policies to hear and address their concerns and resolve issues or conflicts in a fair and transparent manner. The Hearing Employees and Resolving (HEAR) forum provides a channel for employees to air their grievances and get these addressed in a fair and objective manner.

Our Anti-Sexual Harassment Initiative (ASHI) allows employees to report sexual harassment cases at the workplace. Suppliers and contract staff working on our premises are covered under this initiative. We ensure complete anonymity and confidentiality of information to the reporting individual.

The following table provides details on issues raised in fiscal year 2016:

Employee concerns and grievances	No. of grievances in fiscal 2016
Workplace harassment [1]	85
Workplace concerns [2]	408
Other issues [3]	0
Employee disciplinary issues – major [4]	354
Employee disciplinary issues – minor [5]	814
Total	1,661
Closure statistics	
Internal arbitration	381
Disciplinary action	1,280
No action needed	0
Total	1,661

[1] Workplace harassment – Refers to all sexual harassment issues heard and resolved at the workplace

[2] Workplace concerns – Refers to grievances employees raise at the workplace

[3] Other issues – Refers to queries, clarifications and concerns that do not get channelized as per the Company grievance mechanism

[4] Major – These cases involve reputation risk to the Company / employees, fraud or other ethical misconduct. This year, we are reporting the disciplinary action taken against individuals on account of incorrect data provided at the time of joining.

[5] Minor – These cases refer to misdemeanors or mistakes that can be corrected

InStep – Our global internship program

InStep is our global internship program and an integral part of the Global Academic Relations (GAR) initiative at Infosys. Each year, we recruit over 100 interns from more than 80 leading universities and business schools across the globe to showcase our business leadership and allow them to experience the same through assignments and innovative competitions. The program began in the year 1999 under the guidance of N. R. Narayana Murthy and it has grown from strength to strength to become a robust program over the last 17 years.

InStep, with an alumni base of over 1,681 students, has contributed significantly to the overall organizational growth. Interns work with us on

cutting edge research projects creating significant business value. Since its inception, the program has been successful in filing over 32 patents and 56 research papers for prestigious Indian and international forums, thanks to the joint efforts of the interns and project mentors.

These culturally diverse sets of students have enabled the creation of a multicultural environment within the teams at Infosys and assisted in the development of cultural awareness through collaboration with the Diversity & Inclusion team. Cultural videos, language tables, insights into business etiquette of the local country have been recorded and showcased through various internal platforms. InStep has been listed among the top 50 internships in the world by the Vault survey for 2015-2016. Vault is one of the most recognized surveys globally for internships. In 2015-2016, they invited top 600 internships around the world and chose the top 50 based on solicited responses directly from interns.

InStep has also been the starting point for a broader collaboration with select universities. The Global Academic Relations (GAR) team runs more initiatives such as supporting case-study writing by faculty from distinguished schools, senior management engagement with schools, creating goodwill with government bodies and academic visits to our campuses.

InStep will continue to be a unique program in our branding and recruiting efforts. As the London Business School's *Business Strategy Review* article stated, "InStep clearly shows how an internship programme can be structured

for marketing an organization at a global level and showcasing its uniqueness for clients and future employees."

InStep aims to broaden its role by adding value to Infosys with its intrinsic contributions to branding, internships and full-time recruitment.

InStep batch of fiscal 2016 with N. R. Narayana Murthy at the Bangalore campus

Occupational health and safety

We are committed to high standards of environmental management and provisioning of a safe and healthy workplace for our employees, consultants and contractors. During the year, we worked to enhance our Health, Safety and Environmental performance through better systems and processes and the use of technology.

OZONE – The Health, Safety and Environmental Management System (HSEMS)

We have established a Health, Safety and Environmental Management System and are certified to OHSAS 18001 specifications at most of our campuses in India. The HSEMS initiative christened OZONE, helps us comply with all applicable legal requirements across our operations.

The HSEMS includes well-defined policies and procedures which support the:

- Identification and management of hazards and risks related to health and safety
- Identification and management of activities causing environmental impacts
- Creation of processes for operational controls
- Defining HSE objectives and targets that are achieved through management programs
- Identification of HSE training needs and ensuring periodic training
- Establishment and operation of Occupational Health and Safety Committees
- Periodic review of HSE performance

Our HSEMS includes the following components:

Risk management: Risk management includes the identification of hazards for all activities including new or modified activities, products and services, implementation of measures to minimize or control impacts, and monitoring the same in a structured manner. Ergonomics-related ailments have been identified as one of the health concerns which is prevalent in our kind of environment. Instances of dry eye syndrome and myalgia are reported frequently. Workstations and furniture are designed and procured after considering their ergonomic advantages. Physiotherapists are available in most campuses in India and they conduct regular sessions on back care, posture maintenance and repetitive strain injuries.

Safety committee: Occupational Health & Safety (OH&S) Committees are set up both at the corporate level and at each of our campuses. The committees comprise employees, management and cross-functional teams. The representation of employees in Safety Committees is 100%. The OH&S committee brings employees and the Management together in a non-adversarial, cooperative effort to promote OH&S at the workplace.

The committee is responsible for:

- Conducting investigations of reported incidents
- Assisting in the development and implementation of the best possible OH&S policies, plans and procedures for eliminating or minimizing the occupational risks, and providing an opportunity for raising concerns related to health and safety
- Discussing, exploring and recommending solutions for various OH&S-related issues

Incident reporting and investigation: Incidents can be reported by employees through an internal application and also through mails. Incidents which are reported are investigated and analyzed and appropriate corrective actions / preventive measures are taken to reduce future injuries and losses. Investigations focus on root causes and system failures. The OH&S committee is responsible for conducting these investigations.

Training on Health, Safety and Environment: Training needs are identified based on the nature of jobs, which may have a significant impact on the environment or may pose occupational health and safety risks. Training includes awareness building, mock drills, classroom sessions and periodic demonstrations. HSEMS training is also a part of employee induction programs. E-learning modules have also been rolled out for creating awareness. An OHSAS e-learning module is also available to the global workforce

A process for tracking and analyzing of occupational incidents has been established (The incident, frequency and severity rates based on the BIS (Bureau of Indian Standards – IS 3786:1983) and BLS (Bureau of Labor Statistics – OSHA) standards for our operations (total employees and supervised workers) over the last four fiscal years are as follows:

Incident, frequency and severity rates	Fiscal 2016	Fiscal 2015	Fiscal 2014
Total no. of incidents (OHSAS 18001:2007)	407	464	753
No. of lost time injuries	38	41	58
No. of lost days (man days lost due to work-related event(s) injuries)	422	307	550
Frequency rate = (No. of lost time injuries x 1,000,000) / Man hours worked) (IS 3786:1983)	0.011	0.133	0.199
Frequency rate = No. of lost time injuries x 200,000 / Hours worked (OSHA)	0.002	0.027	0.040
Severity rate = (Man days lost due to lost time injury x 1,000,000) / Man hours worked (IS 3786:1983)	0.119	0.999	1.890
Severity rate = No. of days lost due to work injury x 200,000 / Hours worked (OSHA)	0.024	0.200	0.378
Incident rate / 1,000 employees = (No. of lost time injury x 1,000) / Average number of persons employed	0.021	0.306	0.459

Scope: This data is applicable for India locations only.

Incidents related to employee commute were tracked separately totaling to nine lost-time incidents resulting in 67 lost time days. One fatality was reported during business travel during this year.

Five supplier-related incidents and one visitor fatality was recorded this year in our campus.

In the APAC region, there were no reported lost time injuries during the year.

Root cause analysis was carried out and strict measures to mitigate similar risks across all locations have been undertaken through management interventions as part of preventive measure. Risk assessments were also reviewed and appropriate mitigation measures undertaken. We currently do not have systems in place to capture information about absenteeism rate and occupational disease rate.

A total of 23 incidents have been reported at our construction sites and two fatalities have been reported. The health and safety team, in collaboration with the internal audit team, has embarked on several preventive measures to improve safety at our construction sites.

For more details, refer to the *Responsible Supply Chain* sub-section under the *Corporate Governance and Compliance* section in this report.

Communication channels on Health, Safety and Environmental (HSE) issues

The HSE team is responsible for ensuring that adequate communication is provided to all our employees. The team also takes action on the communication received from both internal and external bodies.

External communication channels: Communication from external bodies could be through email, letters or fax. Such communication from various authorities or other stakeholders are directed to the HSE team who record and respond to the same.

External communication received is of the following types:
- Specific communication from interested parties
- Communication from statutory / regulatory bodies
- Legal notices from courts and other agencies

- Information requests / demands for emergency planning and other relevant issues by public authorities

Internal communication channels : The HSE policy and procedures are communicated to all employees through the OZONE portal, handouts and trainings. Email, signage and the bulletin boards are also used as media for communication.

Health Assessment and Lifestyle Enrichment (HALE)

Medical research suggests a strong correlation between high work pressure and stress (coupled with sedentary lifestyles), and heart ailments, hypertension, depression, mental disorders, suicides, attempts at bodily harm and many cases of relationship issues. Research also attests to the fact that proactive interventions leading to early detection, coupled with treatment options and lifestyle changes can contribute significantly towards enhancing the active working age of an individual as well as directly impact workplace productivity. In an attempt to impact health positively and enrich the lifestyles of our employees, we launched the HALE program across our campuses focusing on four major areas.

An activity calendar is prepared each year to act as a guideline for activities at each Development Center (DC). This calendar is made taking into account employee feedback through surveys and mails, important days outlined by the World Health Organization (WHO), special occasions, seasonal requirements, inputs from medical and HSE teams and trends seen in employees' health. The calendar acts as a guide to all HALE anchors at different locations to deploy activities at their respective DCs to ensure maximum reach to employees and uniformity in major offerings. DC anchors are free to conduct initiatives in addition to the corporate calendar to make the offerings more relevant to their location.

Over the years, we have invested in building a positive and world-class work environment. Interventions in the direction of building a safe and sound workplace have been launched, including workshops on ergonomics and sessions at workstations. Taking this a step further to encourage safe and responsible citizenship, the HALE team also conducts other initiatives to foster social consciousness – such as blood donation camps and safety campaigns.

Innovation and best practices

HALE Tool : This is an online tool through which employees can assess their mental and physical health. A customized feedback is made available through a face-to-face meeting with a professional consultant. Remedial interventions (cardiac check, psychological counselling, lifestyle change, etc.) are facilitated based on the need in each case.

HALE Hotline : A hotline facility has been made available 24 hours a day, 365 days a year to provide professional counseling in times of crisis. Callers are provided instant access to a trained professional. Through this initiative, a number of cases have been addressed, including cases of serious depression, attempted suicides and marital problems.

Stress Audit Tool : A tool that assists employees to identify their stress levels and thereby to seek help or take appropriate measures to improve their health.

'Healthy You' application : A desktop widget providing health tips at the click of a button. In addition to the above, we also use our communication channels such as InfyRadio, InfyTV, our intranet – Sparsh, blogs and mailers to spread awareness.

A HALE-Wellness session in progress at the Jaipur campus

Social responsibility

Infosys Foundation USA
has committed a million dollars to the
Infy Maker Awards

As of 2016, a total of **44 winners**
have been awarded the **Infosys Prize** by
the Infosys Science Foundation

We engaged with **12,564** students
during fiscal 2016 as part of our
SPARK program

Social responsibility

As a socially responsible organization, we are committed to work for the welfare of the larger community around us. Our community engagement channels can be broadly classified into four streams:

- Monetary support
- Organization-led projects
- Employee-driven initiatives
- Community sabbaticals

We encourage Infoscions to 'be more' by offering support and encouragement to individual volunteering efforts and promoting a culture of sustainable living. We firmly believe that inculcating good citizen behavior among our employees is important in building a better society.

Monetary support

Through the various foundations that we have established, we ensure we touch all segments of society, feeding a hungry child or funding budding researchers. For details on CSR spend for the year and CSR governance, please refer to the *Board's Report* section in our Annual Report available on our website, https://www.infosys.com.

In recognition of our corporate social responsibility efforts, we were awarded the 'Corporate Citizen Award' by *The Economic Times* in 2015.

The foundations and trusts through which we extend financial support to different sectors of the community are as follows:

Infosys Foundation

Infosys is committed to the communities in which it operates. This has led to the creation of Infosys Foundation to support the underprivileged sections of society. A not-for-profit initiative aimed at fulfilling the social responsibility of Infosys Limited, the Infosys Foundation creates opportunities and strives towards building a more equitable society.

Established in 1996, the Infosys Foundation supports programs in the areas of education, rural development, healthcare, arts and culture, and destitute care.

The Infosys Foundation prides itself on working with the poorest of the poor, selecting projects with infinite care and working in areas that are normally overlooked by the larger society.

The Foundation partners with various organizations such as non-profit and non-governmental organizations to make a difference among local communities. The Foundation receives requests for funding through the year. A panel of experts evaluates proposals in the areas of culture, destitute care, education, healthcare and rural development. The projects are prioritized based on their potential impact. The Foundation also seeks help from external, third-party research firms to assess the actual impacts of the projects implemented. For more details, visit https://www.infosys.com/infosys-foundation.

Students across 10 Indian states have benefited from the midday meal program started by Akshaya Patra. Infosys Foundation has been supporting Akshaya Patra over the last few years.

Infosys Science Foundation

The Infosys Prize endeavors to elevate the prestige of science and research in India and inspire young Indians to choose a vocation in research. The award is given annually to honor outstanding achievements of contemporary researchers and scientists across six categories: Engineering and Computer Sciences, Humanities, Life Sciences, Mathematical Sciences, Physical Sciences and Social Sciences, each carrying a prize of a gold medal, a citation and a purse of ₹65 lakh (US $98,950). The award intends to celebrate success in research and stand as a marker of excellence in these fields.

A jury, comprising eminent leaders in each of these fields, evaluates the achievements of the nominees against the standards of international research, placing the winners on a par with the finest researchers in the world.

As of fiscal year 2016, a total of 44 winners have been recognized since the inception of the Infosys Prize.

Infosys Prize 2015 winners with the President of India, Pranab Mukherjee, and Infosys Science Foundation Trustees, N. R. Narayana Murthy and S. D. Shibulal

Infosys Prize 2015 winners

Category	Winner
Engineering and Computer Science	Prof. Umesh Waghmare, Professor, Theoretical Sciences Unit, Jawaharlal Nehru Centre for Advanced Scientific Research, Bangalore
Humanities	Prof. Jonardan Ganeri, Global Network Professor of Philosophy, New York University, New York and Visiting Professor, Department of Philosophy, King's College, London
Life Sciences	Dr. Amit Sharma, Head, Structural and Computational Biology Group, International Centre for Genetic Engineering and Biotechnology, New Delhi
Mathematical Sciences	Prof. Mahan Mj, Professor, School of Mathematics, Tata Institute of Fundamental Research, Mumbai
Physical Sciences	Prof. G. Ravindra Kumar, Senior Professor, Department of Nuclear and Atomic Physics, Tata Institute of Fundamental Research, Mumbai
Social Sciences	Dr. Srinath Raghavan, Senior Fellow, Centre for Policy Research, New Delhi

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

Infosys Foundation USA

Infosys Foundation USA is focused on bridging the digital divide in the U.S. by supporting high-quality computer science education and coding skills with a particular focus on under-represented communities. It aims to give children and young adults the skills they need to become creators, not just consumers, of technology. In pursuit of this mission, the Foundation has partnered with many internationally acclaimed non-profits and institutions like Code.org, New York Academy of Sciences, DonorsChoose.org, GirlsWhoCode and the CREATE Lab at Carnegie Mellon University. In addition, Infosys Foundation USA recently committed a million dollars to the Infy Maker Awards to inspire

makers across the U.S. to demonstrate creative excellence in making projects with genuine impact. For more details, visit http://www.infosys.org/infosys-foundation-usa.

The ACM – Infosys Foundation Award

The Association for Computing Machinery (ACM) and the Infosys Foundation set up the ACM-Infosys Foundation Award in 2007 to recognize the finest recent innovations by young scientists and system developers in the computing field each year. An endowment from the Infosys Foundation provides financial support for the US $175,000 annual award. The winner of the 2015 award is Stefan Savage, Professor in the Computer Science and Engineering department's Systems and Networking Group at UC San Diego's Jacobs School of Engineering. He was chosen for his innovative research in network security, privacy and reliability that has taught us to view attacks and attackers as elements of an integrated technological, societal and economic system. Savage's impact on the field of network security stems from the systematic approach he takes to assessing problems and combating adversaries ranging from malicious software and computer worms to distributed attacks.

Organization-led projects

We believe that education provides the best foundation for leading a purposeful life. Through our organization-led projects, we have successfully harnessed our reach and resources to encourage students in rural India to pursue higher education, provide infrastructure for government schools, and train faculty across schools and colleges. We work closely with educational institutions across the country to improve access to and quality of education offered in schools and universities.

Campus Connect

Campus Connect (CC), launched in May 2004, is a first-of-its-kind industry-academia partnership program that aims at raising the employability of India's engineering students. Through CC, we seek to share some of our best practices with engineering colleges, thus aligning the needs of institutions, faculty and students with those of the IT industry. Apart from classroom sessions, the program organizes conclaves, road shows at institutions, faculty

enablement programs, industrial visits for students and faculty, seminars and workshops, programming contests for students, sabbaticals, technical events, research paper sponsorships and soft-skills training for students and faculty members. We also work with autonomous engineering institutions across the country to co-create industry electives in foundational computer science, soft skills and advanced topics, such as business intelligence and enterprise architecture, many of which have already been included in the curricula of these institutions.

Over the last 12 years, a total of 371,639 students and 13,111 faculty have been covered as part of the CC initiatives. At least 122 engineering colleges have introduced the program as an elective for their students, thereby integrating software engineering concepts and practices into the engineering curriculum. Here is a quick snapshot of some of our efforts:

INSPIRE: The CC faculty partnership model

Faculty members play a vital role in CC engagement and hence, it is imperative for us to strengthen the partnership with them. Inspire is a platform to boost the partnership between Infosys and faculty members of CC partnering institutions. It is also a celebration of excellence where the faculty members get recognized and rewarded for their outstanding contribution to this program. It provides an opportunity for the faculty to visualize and accomplish a growth path with Infosys in terms of contributions to CC, thereby strengthening mutual relationships, and in the process avail more competency development offerings from Infosys.

Competency levels for faculty members identified in fiscal 2016	Number
Bronze level	269
Silver level	119
Gold level	9

For more details on Campus Connect, visit https://campusconnect.infosys.com.

SPARK

SPARK is a program to raise aspirations of students across India. Launched in 2008, the SPARK portfolio includes three programs – the Rural Reach Program, Catch Them Young and SPARK – Guru. We engaged with over 12,654 students

during fiscal 2016. Since its launch in 2008, the program has reached over 929,114 students.

Rural Reach Program (RRP)

This one-day program builds awareness about computers and the power of IT among students in rural India. Personal computers are donated to government schools located within a radius of 150 km from our campuses. Based on the end of use earmarked for these computers, the schools are also provided the necessary guidance for the safe disposal of e-waste.

Catch Them Young (CTY)

This 10-day summer vacation program held on our campuses, opens up the world of IT to promising students from city schools. Meritorious students from the eighth grade are selected through a test and trained by members of our ETA department.

SPARK – Guru

This program focuses on augmenting the knowledge of teachers from government schools along with enhancing their teaching skills in keeping with the current industry needs.

Employee-led projects

I, Citizen of Earth (iCOE) is the Infosys program to build a culture of responsible citizenship among Infoscions around the world. Through iCOE, we aim to do the following :

- Envision a common purpose for the larger ecosystem
- Enable voluntary efforts to integrate with the vision and sustainability goals of the Company
- Engage with Infoscions to help them become change agents and ambassadors for a better tomorrow
- Embed a culture of global citizenship and innovation for sustainable development

We believe responsible citizenship behaviors can be developed through social leadership competencies. We set up InFLUENCE (Infosys Framework for Learning Using External Community Engagement), a framework to recognize employee volunteering efforts and to develop social empathy. Through InFLUENCE, employees can get additional learning credit under our Competency Development Program for their volunteering efforts.

We actively support employee volunteering efforts. We provide platforms for employees to collaborate and form volunteering groups. We also promote and celebrate the volunteering achievements of our employees through our internal publications, blogs, collaboration platforms, InfyTV and InfyRadio. We also have an award for social responsibility in our prestigious annual Awards for Excellence. We are proud that some of our employee-volunteer movements are involved with community projects at regional and national levels.

Infosys Eco Club volunteers and their families from the Bangalore campus campaign for a plastic ban in Karnataka

'Being More' for the community…

"Infosys not only encourages and supports employees who would like to tread the road less travelled to give back to society, but the very culture within the Company fosters responsible citizenry."

Hemalatha Murugesan is a Senior Delivery Manager at Infosys. Hemalatha set up the N.S.S. Murugesan Centre in memory of her father at Kasturba Hospital, Gandhigram, a remote district in the southern state of Tamil Nadu, India. The center is a first-of-its-kind cardiac-cum-tele-medicine center and provides free medical treatment to underprivileged sections of society.

Visit http://www.gandhigram.org/activities/health/kasturba-hospital.

"I owe a big share of the success of my volunteering work to Infosys, my managers and team members. Infosys has stood by me and can't thank the Company enough. Most importantly, three of my co-founders / trustees are Infoscions and they have played a very crucial role in shaping our foundation's success."

Sujith Kumar is a HR business leader at Infosys. Sujith is the founder of 'Maatram' (meaning change) – a foundation that focuses on providing higher education to deserving students from economically deprived segments of society. In addition to providing poor students with admission, the foundation also aids the setting up of libraries in low-income schools and provides training on soft skills and employability skills to students in an effort to make them industry-ready.

Visit www.maatramfoundation.com for more details.

"I think the sabbatical option that Infosys offers its employees is a unique initiative. Almost every person with whom I interacted during my sabbatical was surprised to see an IT employee working full-time for an NGO."

Atul Nivrutti Yadav is a Technical Test Lead at Infosys. Atul availed himself of a sabbatical through the 'community empathy' program at Infosys to spread the 'maker culture' among school students to help them unleash their creativity.

"Giving back to our society is part of Infosys' DNA. Thanks to Infosys values and culture, employees are encouraged to be socially conscious and responsible... I'm proud to be part of the Infosys family."

Srikanta Bhaskara is a Senior Industry Principal at Infosys. Srikanta co-founded the eKisaan Foundation – a registered, not-for-profit organization. eKisaan Foundation's vision is to "Educate, Engage & Empower Farmers". Srikanta enlisted for the sabbatical option at Infosys to leverage his technical skills for the benefit of the farming community.

For more details, visit www.eKisaan.com.

Environmental stewardship
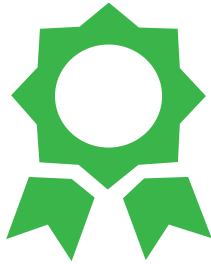
In fiscal 2016, two of our buildings were awarded **LEED India Platinum** rating while two other buildings got the **GRIHA five-star rating**

In fiscal 2016, our per capita electricity consumption reduced by **6.54%** over the last year at our India locations
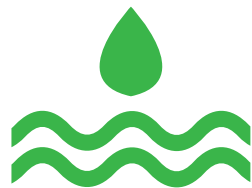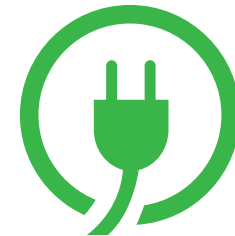
We installed **273 smart water meters** in our Mysore, Thiruvananthapuram and Chennai campuses, taking the total to **472**

Environmental stewardship

The blue planet may be in peril. The ever-increasing population and the ever-rising demand for resources is driving our natural environment beyond its coping capacity. The threat of climate change looks very real and grave. For an organization like ours, the impact could be multi-faceted. An energy crisis stemming from the threat could have an adverse impact on business and operational costs. The scarcity of water could disrupt day-to-day operations and greater incidence of natural disasters could impact not just our physical assets and client commitments but also life and physical safety of our workforce. Now more than ever, we need to be decisive about protecting our environment.

At Infosys, environment sustainability is well-evolved and deep-rooted. Over the years, we have significantly improved our resource footprint through investments in real-time monitoring to gauge performance, innovative solutions for resource conservation, and strategic partnerships to learn and collaborate for a better tomorrow.

Focusing on the ecosystem and environmental conservation is ingrained in the way we conduct our business. We have identified four aspects that are material to our business – Energy, Emissions, Water and Waste.

In line with our corporate philosophy of 'be more', we have taken some audacious goals. In 2011, we committed at the United Nations to become carbon neutral, reduce per capita electricity consumption by 50% (against the baseline year 2008), and use 100% renewable power for electricity by 2018. Since then, we have made significant progress and are on our way to fulfill our commitments.

Buildings: It has been our endeavor to make our buildings and campuses smart, connected, and resource-efficient. Our smart buildings across 11 locations in India are connected to our central monitoring station, the central command center, in Bangalore. Our command center is now managing 138 buildings online, covering about 45 million sq. ft. of built-up area across different campuses in India.

We continue to build high performance buildings and today we have 14 LEED (Leadership in Energy and Environment Design) India Platinum and four GRIHA (Green Rating for Integrated Habitat Assessment) five-star rated buildings across our campuses. Our buildings continue to be live labs, checking the feasibility and performance of innovative technologies with measured data. We have implemented several transformational technologies, including the highly efficient radiant cooling technology and the in-house developed radiflux cooling solution. We have implemented these new technologies in our new buildings to achieve the highest levels of energy efficiency. Our deep green retrofits in areas like air conditioning, UPS, and lighting retrofits continue to fetch us considerable reductions in energy use. Through these retrofits, we have achieved about 28 MW of reduction in connected load. In absolute terms, our total electricity consumption has increased only by 18% even though our employee strength has gone up by 133% since 2008. Over the last eight years, we have managed to reduce our per capita electricity consumption by about 49.69%.

Energy: We are committed to achieving our goal of meeting our entire electricity demands from renewable energy (RE). This is further reinforced by the fact that we became the first company in India to join the RE100, a global platform for major companies committed to 100% renewable power. We are on track to achieving this goal by installing more RE capacity and procuring more RE power. We have installed 12 MW of solar PV systems across our campuses so far, including the 6.6 MW of solar PV plant in Hyderabad (SEZ) campus which can help us meet 100% of our electricity needs with renewable energy for Hyderabad SEZ campus. Along with building captive capacity, we have increased our RE power procurement through open access over the years.

Emissions: We have been accounting and reporting our carbon footprint since 2008. Our efforts in energy efficiency and the use of RE have helped us reduce our carbon footprint by about 59% across our scope 1 and 2 emissions. As part of our carbon neutrality commitment, we are implementing carbon offset projects with the goal of offsetting our scope 1 and scope 3 emissions.

Water : Our water conservation strategy revolves around three aspects – reduce, recycle and reuse. We have implemented several water-efficient fixtures and technologies, including pressure-compensating aerators, waterless urinals, and key valves, among others, to reduce our water consumption. With our focused efforts to harvest rainwater, today we have 149 recharge wells and 25 lakes across our campuses. Above all, we are continuously monitoring our water use through smart water metering to eliminate wastage and optimize consumption. With our constant efforts to reduce dependency on freshwater with the use of water-efficient technology and rainwater harvesting, we have been able to reduce our per capita fresh water consumption by 41.41% compared to 2008 levels.

Waste : In this era of rapid urbanization, waste represents a serious threat to the society. At Infosys, we are relentlessly working towards achieving 'zero waste to landfills'. In our approach to integrated waste management, we have engineered innovative biogas plants and organic waste converters to recycle food waste into biogas and rich manure, and reuse the gas in kitchens and manure in landscaping within campuses. We are working towards installing biogas plants and organic waste converters across our campuses to ensure onsite recycle and reuse of our food waste.

Advocacy and partnerships : For us, it's not just important to make our own business sustainable but we have embarked upon a journey to make sustainability an everyday practice for the larger world. Over the years, we have been persistently sharing our best practices and experiences with the larger communities to push for a sustainable tomorrow. We are closely working with the government, both at state and national levels to advocate changes to policies and guidelines to promote environmental sustainability. We have shared our experiences in efficient building designs and technologies with several government departments to help them develop guidelines and policies for the country to move towards sustainable development. We have been partnering with some of the best research institutes and adopting best practices from across the world to implement the latest technologies in India. We have collaborated with Lawrence Berkeley National Laboratory (LBNL), U.S.; University of California, Berkeley, Center for Built Environment (CBE), U.S.; National Renewable Energy Laboratory (NREL), US; Indian Institute of

Science (IISc), Bangalore; Indian Institute of Technology, Bombay; and The Institute for Sanitary Engineering and Waste Management (ISAH), Germany.

Awards : This year we also won the prestigious Microsoft Supplier Program Climate Change Leadership Award. This award is instituted by Microsoft in collaboration with the U.S. Environmental Protection Agency (EPA), Center for Corporate Climate Leadership and closely mirrors the requirements for EPA's Climate Leadership Awards and therefore a prestigious one. Factors like supplier's management of climate change risks and opportunities, established Carbon reduction goals, third-party verification of carbon footprint, external disclosures like CDP Climate Change and CDP Supply Chain are all taken into account when determining the award recipient.

Our motto is to continuously innovate and nurture new ideas. We will continue to follow this and demonstrate leadership in implementing innovative technologies and setting new benchmarks in environmental sustainability. By implementing sustainable practices across our campuses in India and engaging with external organizations and the governments, we are striving to encourage other stakeholders towards safeguarding the environment. Our experiences, best practices and innovative solutions will play a critical role in mainstreaming sustainability for a low carbon future. We will continue our focus on innovations in resource conservation, strategic partnerships, setting tough goals and constantly monitoring performance, to improve our resource intensity.

We comply with applicable environmental regulations in the countries where we operate. Our resource-intensity efforts are driven by aggressive targets beyond compliance benchmarks. There have been no instances of monetary or non-monetary sanctions for non-compliance and no environmental grievances reported to us in our operations during fiscal 2016.

All our existing campuses are situated on government-approved land (industrial zones). None of our campuses fall within or are adjacent to protected areas or high-biodiversity areas, as notified in the siting guidelines issued by the Ministry of Environment and Forests, Government of India. We also conduct environmental-impact assessment studies for all new projects, wherever applicable, covering the impacts related to air, water, social aspects, biodiversity, etc., within a 10-km radius of the proposed project site.

Keeping the momentum

During the year, we continued our focused efforts in resource conservation, renewable energy, and emission reduction and offset. Some of our key initiatives that were undertaken in this year are as follows:

Energy

Command center

We continue to integrate our systems and buildings with our command center to enable online monitoring and to achieve operational excellence. During fiscal 2016, all our campuses across India have been interlinked through the Central Energy Management System (CEMS) by integrating more than 3,000 energy meters from various systems. Also, SMS alerts for lighting and computer power consumption during unoccupied hours have been enabled to take immediate corrective actions and eliminate wastage. The command center now has utility-wise (HVAC, UPS, lighting, raw power and miscellaneous) energy performance benchmarking for all our buildings based on accurate data. As part of our ongoing smart water metering program, we have deployed smart water meters and linked them to our central command center for continuous monitoring of water use across different locations in real time, significantly optimizing water consumption.

Personalized comfort through Comfy

In our constant endeavor to enhance employee comfort and productivity, we have piloted a smart personalized workspace monitor at the Infosys SDB 5, Mysore, called the 'comfy' application. Comfy is an application that helps employees to warm or cool their workspace according to their needs and comfort. Comfy has enabled employees to control their workplace temperature using smartphones, laptops or desktops. Comfy works over the building management system and provides instant streams of cool air or warms the space and learns from occupant feedback. Employees act as sensors, allowing Comfy to save energy by eliminating over-conditioning and turning off air conditioning in unoccupied spaces. This system-level automation has been done for the first time in India and has empowered the employees to control their comfort environment, improving their building experience.
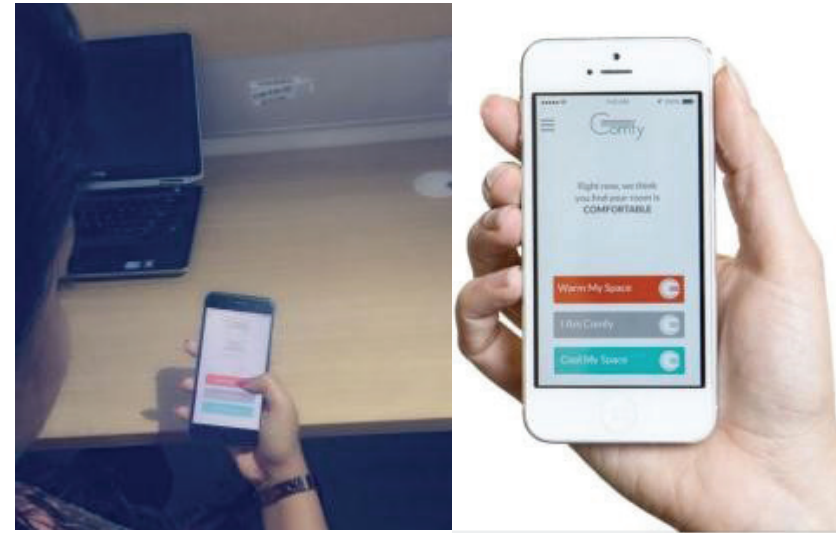
Comfy application helps employees control their workplace ambience

Radiant cooling in our new buildings

Infosys pioneered the radiant cooling technology in India and demonstrated with adequate data that it is a viable solution for cooling buildings in an energy-efficient way. We strongly believe that the radiant cooling technology can bring about a transformation in the way we cool our buildings. Thus, we continue to implement this technology in our new buildings across campuses. Today, we have a total area of 2.6 million sq. ft. with radiant cooling across seven buildings in five different locations in India.

Radiflux used in new buildings

The Radiflux cooling solution, with patents pending in the U.S., Europe and India, has been designed and developed by Infosys to address the challenges with existing radiant cooling systems. The first set of radiflux panels were installed in one of our buildings in Bangalore and we continue to implement it in buildings across different locations. This year, we have installed radiflux

panels in two of our buildings in Pune and Jaipur. We plan to deploy this efficient and cost effective cooling solution in all our future buildings to further optimize our energy use.

Renewable energy update

Infosys is striving to lead the way to build a low carbon future. Our concentrated efforts to meet the goal of sourcing our entire electricity demand from renewables have fetched us great results this year. This year, we installed about 9.7 MW of solar PV across our campuses, taking the total installed capacity to 12 MW. With a total capacity of 6.6 MW and a potential for generating 12 million kWh of electricity every year, the new solar plant at our Hyderabad campus can help us meet 100% of our electricity needs with renewable energy. The location-wise installed capacity of solar PV installation in fiscal 2016 is as follows:

Location	Installed capacity (kW)
Chennai	700
Mysore	464
Bangalore	1055
Pune	731
Hyderabad (@ the multi-level parking lot)	162
Hyderabad (SEZ)	6600

Green buildings

This fiscal, we were awarded the LEED India Platinum rating for two of our buildings in Pune and Bangalore, and GRIHA five-star rating for two of our buildings in Hyderabad. This makes a total of 14 LEED India and four GRIHA five-star rated buildings in different locations across India.

The LEED India Platinum rated building in Bangalore

Retrofits to reduce connected load

We have been persistent in our efforts to bring in highest efficiency levels in our existing buildings by implementing the world's largest energy efficiency retrofit program across India. This initiative still continues and has expanded, leading to drastic reductions in energy use. In fiscal 2016, air-conditioning and UPS retrofits have resulted into 2.5 MW and 2 MW reduction in connected load, making a total reduction of 16 MW and 12 MW respectively in the last five years. These achievements are all the more impressive given that most of these retrofits have an average payback of about three years and can be easily replicated in large scale, making sound commercial as well as environmental sense. This deep green retrofits program is a great example for other large businesses in India and worldwide to emulate.

Façade retrofit

Building façade acts as a shield to the building which greatly impacts cooling, lighting, and occupant comfort, thereby affecting the overall performance of the building. We continue to carry out façade retrofits in the buildings identified through our command center as having high energy consumption due to building facade. This year, one of the buildings in Chennai has been retrofitted with insulation to reduce the amount of glass on the façade without affecting the building appearance. This retrofit has reduced the heat ingress by about 25%, thereby reducing the cooling energy consumption and improving occupant comfort. We plan to implement façade retrofits in other buildings across our campuses in the coming years.

Façade retrofit : before (left) and after (right)

SMS alerts for lighting energy

Granular energy metering data analyzed at the command center gave us an indication of lighting energy consumption during non-working hours in several buildings. To overcome this, we have deployed SMS alerts in our building management systems (BMS), which sends alerts to the building managers to turn off lights in unoccupied spaces, for BMS-enabled buildings. This is helping our building managers to easily identify energy wastage in buildings and take immediate corrective action.

Our performance : Energy

Our direct energy consumption within our organization takes place mainly through the use of electricity, high-speed diesel used for generators and boilers, the petrol / diesel used in company-owned vehicles, and other equipment. Based on significance of the impact (5% threshold defined) and the potential for reductions that could be undertaken or influenced by the organization, energy consumption outside our boundary is not relevant.

The direct energy consumed in our operations in various areas in fiscal year 2016 in our India locations is as follows :

Energy (within the organization)	Fiscal			
	2016 in GJ	2015 in GJ	2014 in GJ	2013 in GJ
Grid electricity (Non-renewable source)	678,298	622,395	593,015	[1]839,694
Electricity from renewable source	233,519	269,951	272,427	
Fuel (High speed diesel for DG + Boilers)	93,938	110,816	158,433	323,330
Total	1,005,755	1,003,162	1,023,875	1,163,024

[1] Includes grid and green power

The direct energy consumed in overseas operations for electricity (APAC region and locations with data centers) during fiscal 2016 was 38,373.89 GJ.

Electricity

We have taken up an aggressive target to reduce our per capita electricity consumption by 50% by fiscal 2018, against our baseline of fiscal 2008. In fiscal year 2016, we have reduced our per capita electricity consumption by 6.54% over the last year at our India locations. Overall, we have achieved 49.69% per capita reduction in our electricity consumption against the baseline set in fiscal year 2008.

The electricity consumption for fiscal year 2016, broken up into grid power, captive power, and green power, including an increased scope resulting from the addition of new campuses and new buildings in some of our existing campuses in India, is as follows:

Electricity	in kWh
Grid	188,416,076
Captive	7,673,221
Renewable [1]	69,803,451
Total	265,892,748

[1] This includes green power wheeled through grid, and the units generated through in-house solar plants.

Electricity consumption in kwh

	2009	2010	2011	2012	2013	2014	2015	2016
	266	246	229	199	178	167	160	149
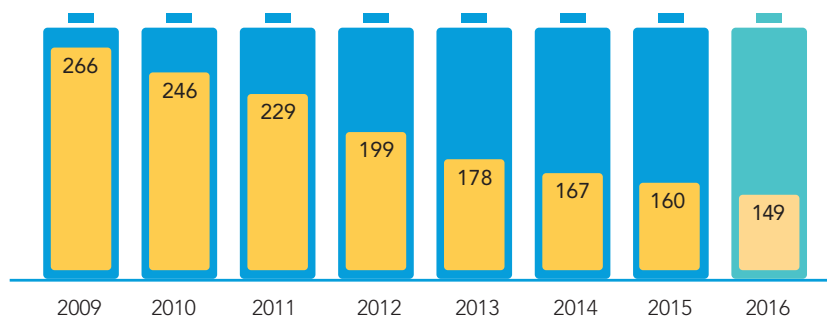
[1] Per capita consumption is computed by dividing the average monthly electricity consumption in our locations by the average employee count for the month. Employee count is the sum of the swipe count of employees and number of support staff in our offices. The average monthly employee count considered for fiscal year 2016 is 147,718 and covers all India locations.

We define our aspect boundaries based on the impact. Since the data centers consume high electricity, we have also included all our locations with data centers. Further, based on the number of employees stationed in APAC region, we consider that electricity consumption in this region is important.

The electricity consumption data for APAC region and other overseas locations with data centers is as follows:

Electricity through grid	in kWh
APAC	6,527,141.47
Americas [1]	2,583,977.00
EMEA [1]	1,548,294.44
Total	10,659,412.91

[1] Only data centers included in these regions.

Renewable energy

Our focus has always been on increasing our share of renewable energy. We have achieved this by sourcing green power at a few locations, harnessing solar energy onsite, for water heating and electricity requirements. During fiscal 2016, we used 69.80 million units of green power, which is about 26.4% of overall electricity requirements of our campuses in India. We saw a drop in the overall renewable electricity procurement, owing to regulatory constraints in some states. During the same period, 4,937 MWh of electricity was produced from our solar PV systems in our campuses.

Case in point – Our solar-powered campus

The Indian government has revised its commitment to scale up solar energy – from 20 GW to 175 GW – to be achieved by 2022. Infosys is leading the way and pushing to expand its solar installed capacity to contribute to the county's solar target.

One of our greatest achievements this year has been to completely power our Hyderabad SEZ campus with renewable energy. As part of the ambitious goal of sourcing 100% electricity from renewables, we have installed a 6.6 MW solar photovoltaic (PV) plant in this campus, capable of generating 12 million units annually.

We identified that Infosys Hyderabad campus was consuming about 11 million units (kWh) of electricity per annum. We saw a huge opportunity to set up a solar power plant to offset the entire energy consumption of this campus. The solar power plant has been conceptualized with top notch designs, experts and innovative strategies to build a state-of-the-art solar installation.

Solar power plant set up in the Hyderabad (SEZ)campus

This plant has an innovative design with two PV Technologies, namely Polycrystalline silicon and Copper Indium Selenide CIS thin film. The uniqueness is that these technologies have been installed with two different types of installation methods – fixed tilt and single axis tracker based system. In the fixed tilt system, all the solar modules are facing southwards at a common angle, ensuring maximum number of sunny days are utilized, generating maximum energy. Whereas in the single axis tracker system, solar modules face the sun directly throughout the day from east to west. The 100% self-powered tracker moves along with the sun's movement the entire day. Since the climatic conditions of Hyderabad combines both clear sky days and diffused radiation day (cloudy), our PV technologies make the best use of both the climatic conditions, thereby significantly increasing the energy yield. Additionally, we have created high accuracy weather stations which help us verify actual radiation and actual generation to ensure efficient plant performance. We are ensuring continuous online monitoring of the plant to achieve operational excellence.

A plant of this capacity, typically generates 4,300-4,800 units per MW per day. However, because of our innovations described above, we have seen electricity generation of 5,000-6,000 units per MW per day. This level of innovation has never been done in the solar PV industry so far. Based on the current generation, we expect solar power plant to avoid about 9,900 tons of carbon emissions annually. The new solar plant at our Hyderabad campus can help us meet 100% of our electricity needs with renewable energy.

Emissions

During the past decade, carbon emissions have become synonymous with global warming and climate change. At Infosys, we have been accounting and reporting our carbon footprint since 2008. Over the years we have endeavored to reduce our carbon emissions through specific initiatives. In 2011, we have taken a big leap by committing our India business to become carbon neutral across all emissions by 2017-2018. While our scope 2 emissions will be addressed through the use of 100% renewable power for electricity, our scope 1 and scope 3 emissions will be addressed through carbon offsets.

Although the option of procuring inexpensive carbon offsets from the market was open to us, we made a conscious choice to source our offsets from community projects that create real and lasting socio-economic co-benefits. By supporting such projects throughout its lifecycle, we are not only catalyzing those projects, but also co-creating socio-economic value.

During the year, we have started three carbon offset projects; one of them is a household biogas project and the other two are high efficiency biomass cookstove projects. Together, they will generate approximately 30% of our carbon offset requirement in 2017-18.

Our performance : Emissions

Our main emissions from our support activities include greenhouse gases (GHG), SOx, NOx and other ozone-depleting substances. Emissions from the stacks connected to generators, boilers and diesel operated fire hydrant pumps are monitored on a monthly basis.

GHG emissions

In line with the GHG Protocol, we have categorized our GHG emissions as direct and indirect based on the following criteria :

- Direct GHG emissions are emissions from sources that are owned or controlled by the reporting entity.
- Indirect GHG emissions are emissions that are a consequence of the activities of the reporting entity, but occur at sources owned or controlled by another entity.
- The GHG Protocol further categorizes these direct and indirect emissions into three broad scopes – scope 1, scope 2 and scope 3.
- We use 'Operation Control' as the consolidation approach for emission calculation and reporting.

Source : http://www.ghgprotocol.org/standards/corporate-standard
Note : This section addresses the GRI G4-22 disclosure.

Our main sources of indirect GHG emissions include electricity consumption, fuel consumption in food courts, business travel and employee commute.

The emission data for scope 1, scope 2, and scope 3 for the fiscal years 2008-2016 for our business operations are as follows:

GHG emissions (tCO2e)	2016	2015	2014	2013	2012	2011	2010	2009	2008
Scope 1	17,950	22,126	23,910	33,623	22,788	18,985	24,189	20,275	12,142
Scope 2	153,300	141,768	137,744	134,232	158,311	182,135	171,373	183,292	167,268
Total – scope 1 + 2	171,250	163,894	161,654	167,855	181,099	201,120	195,562	203,567	179,410
Per capita [1] – scope 1 + 2	1.16	1.22	1.28	1.37	1.59	2.04	2.32	2.52	2.84
Year-on-year reduction of per capita – scope 1 + 2	5.10%	4.32%	6.65%	13.85%	22.29%	11.97%	7.82%	11.35%	–
Scope 3									
Business travel	86,866	76,557	66,416	91,113	87,038	86,255	56,607	5,900	3,665
Employee commute[2]	62,135	60,024	63,446	53,087	41,653	34,172	31,727	30,960	24,764
Transmission and distribution losses	28,503	30,227.	29,387	28,189	33,245	38,248	35,988	38,491	35,126
Total – scope 3	177,504	166,808	159,248	172,389	161,937	158,676	124,322	75,351	63,555
Per capita – scope 3	1.15	1.20	1.21	1.40	1.42	1.61	1.48	0.93	1.01
Year-on-year reduction of per capita – scope 3	4.17%	1.01%	13.85 %	1.06%	11.93%	-9.26%	-58.3%	7.37	–
Total GHG emissions – scope 1 + 2 + 3	348,754	330,702	320,902	340,244	343,036	359,796	319,884	278,918	242,965
Per capita [1] emissions	2.36	2.46	2.53	2.77	3.01	3.65	3.8	3.45	3.85

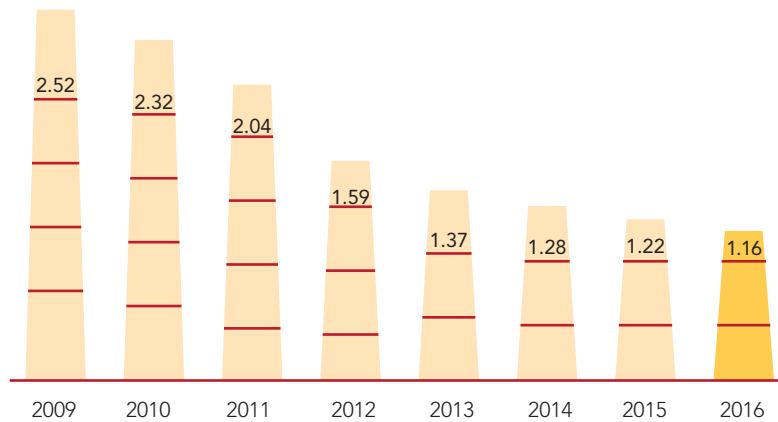[1] Per capita emissions is calculated by dividing the gross GHG emissions by the total employee count across operations in India. The employee count considered for fiscal year 2016 is 147,718 which is calculated by totaling the swipe count of employees and number of support staff in our offices.
[2] Employee commute emissions reported include data for India locations, which forms a significant portion of our employee base.

The trend of monthly per capita GHG emissions (scope 1 and scope 2) for all locations in India over the years is as follows:

Greenhouse gas emissions

2009	2010	2011	2012	2013	2014	2015	2016
2.52	2.32	2.04	1.59	1.37	1.28	1.22	1.16

(1) *Per capita emissions is computed by dividing the gross GHG emissions (scope 1 + 2) in our locations by the average employee count for the month. Employee count is the sum of the swipe count of employees and number of support staff in our offices. The average monthly employee count considered for fiscal year 2016 is 147,718 and covers all India locations.*

The following table provides the GHG emission data for other significant regions:

Area	tCO2e
APAC	4,841.20
Americas	1,287.98
EMEA	754.03
Total	6,883.21

Emissions from office equipment and computers (for scope 3) is as follows:

Area	2015 tCO2e	2016 tCO2e
Office equipment and computers (1)	2,296.04	49,426.71

(1) *Scope 3 emissions under category 2 (capital goods) have been estimated since 2015 only.*

Emission reduction initiatives

In line with our carbon neutrality goal and our annual carbon intensity reduction target, we have implemented the following emission reduction initiative, which has contributed to reducing our carbon intensity (scope 1 and scope 2) by 5.10% in fiscal 2016 compared to fiscal 2015 of our India operations.

Carbon reduction initiatives	Electricity procured / saved (MWh)	Emissions avoided (tCO2e)
Energy efficiency retrofits in our buildings	6,111	5,011

NOx and SOx emissions

The operation of diesel generator sets and boilers are the main sources of Nitrogen Oxides (NOx) and Sulphur Oxides (SOx) emissions at our campuses. The Sulphur content in the fuel we use is 50 ppm (BS-IV at Bangalore, Hyderabad and Chennai) and 350 ppm (BS-III for all other locations). The stacks are monitored on a monthly basis to ensure that the emissions are within the limits prescribed by the regional Pollution Control Boards. Ambient air quality checks are also conducted on a monthly basis. The SOx and NOx emissions are material to us from a compliance perspective and they are monitored on a periodic basis. The emissions for fiscal 2016 are as follows:

Particulars	SOx	NOx
Total emissions (t)	11.14	17.23

Ozone-depleting substances (ODS)

Our operations warrant the use of refrigerants in our Heating, Ventilation, and Air Conditioning (HVAC) systems. These include substances such as R22, R12, R123A, R410A, R407C and R134A, each of which has a varied Ozone Depleting Potential (ODP). We have made a conscious effort to switch over to refrigerants which have minimum ODP and Global Warming Potential (GWP).

The following table provides details of our usage of ODS for the fiscal years 2014-2016:

ODS	Fiscal 2016		Fiscal 2015		Fiscal 2014	
	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent
R22	3,041.22	167.27	4,007.67	220.42	3,365	185
R12	0	0	0	0	–	–
R123	0	0	0	0	400	8
R407C	972.00	0	695	0	624	[1] –
R410A	657.30	0	378.46	0		
R134A	1,154.00	0	3,305.70	0		
R404A	1.00	0	–	–	–	–

[1] The ODP of R407C, R404A, R410A, and R134A is zero.

Case in point – Setting up smoke-free kitchens through offsets

A whopping 67% of Indian rural households still depend on traditional cooking using firewood, according to the Ministry of Statistics, Government of India. Nearly a million deaths a year in India are attributed to household air pollution from cooking. Access to clean and smokeless cooking solutions will not only reduce mortality associated with household air pollution from traditional cooking, but also avoid the drudgery of firewood gathering.

Since our '2018 carbon neutrality goal' commitment at the United Nations, we have been constantly working to reduce our footprint; be it through efficient building designs, investments in green power procurement or solar-powered buildings or the innovations in the 'radiant-cooled' technology. These efforts have resulted in significant reduction in energy consumption as well as reducing our carbon footprint.

This year, we began our journey of exploring carbon offset projects. While we had the option of purchasing low-cost projects from the market, we traversed the extra mile to choose projects that would have a lasting impact not just on the environment but also on local communities.

Biogas, generated from cow dung, offers a clean and smokeless cooking solution to rural households. Being a form of renewable energy, biogas does not emit CO_2 while burning other cooking fuels do. It also avoids the generation and release of methane, a potent greenhouse gas, through anaerobic digestion of cow dung in storage pits.

Infosys, through our partner NGO, SKG Sangha, has undertaken to build 7,620 biogas units in the district of Ramanagara in Karnataka. Depending on the size of the family and the number of cattle they own, the beneficiary families will be given either a 2 cubic meter or a 3 cubic meter capacity biogas units. These units can respectively generate biogas equivalent to about two or three domestic LPG cylinders per month. As part of the project, we will also undertake the long-term maintenance and monitoring of these units.

Delivering strong and lasting socio-economic and environmental benefits, the Ramanagara biogas project represents our commitment to sustainable development.

Under the Ramanagara biogas project, Infosys aims to build biogas units and provide cook stoves to 7,620 households which were earlier dependent on polluting, traditional cooking methods

Water

Rainwater harvesting

In our constant efforts to harvest every drop of rainwater in our campuses, we have achieved significant milestones. During this fiscal, we have constructed 46 recharge wells in different campuses to maximize water sequestration and increase groundwater levels. Today, we have a total of 149 recharge wells with a potential to harvest about 7.4 million liters per day, for groundwater recharge across different campuses in India.

Smart water metering

Continuing the data-driven approach to managing our water use, we have extensively expanded our smart water metering initiative to several locations across India. This year, we installed 273 smart water meters across our Mysore, Thiruvananthapuram and Chennai campuses. Today, we have a total of 472 smart water meters installed across different campuses in India, enabling online monitoring of water consumption and significantly optimize use. We plan to deploy smart water meters across all our campuses and link them all to our command center for continuous online monitoring, improving the efficiency of our water conservation efforts.

Our performance : Water

Our fresh water consumption is solely for the purpose of human sustenance. Hence, we believe that we do not significantly impact water resources. We have focused on reducing our per capita fresh water consumption through various initiatives.

Our aim is to make our campuses water sustainable. Water sustainability strategy across our campuses includes reducing our fresh water consumption, rainwater harvesting, and recycle and reuse of wastewater. Our effort to reduce fresh water consumption includes and is not limited to installation of pressure-reducing valves in taps and pipes, the use of flow restrictors and installation of sensor taps in high-density areas. For the current fiscal year, we have recycled and reused 2,701,600 kl of water, which amounts to 72.78% of

the total water withdrawal. The following table provides details of the sources of fresh water used (in kl) at our campuses in India in fiscal 2016:

Water sources	2016	2015	2014	2013
Municipal	2,118,351	215,456	1,794,484	1,864,181
Private providers	870,806	834,212	781,788	740,026
Ground water	710,577	785,905	620,796	552,234
Rain water	12,470	5,020	4,290	–
Total fresh water	3,712,204	3,779,702	3,201,358	3,156,440

Note : None of the above water sources have been designated as protected or as having high biodiversity value. We have not received any grievances from local communities during fiscal 2016.

The trend of our monthly per capita fresh water consumption over the years for all our India locations is as follows :

Fresh water consumption in kl
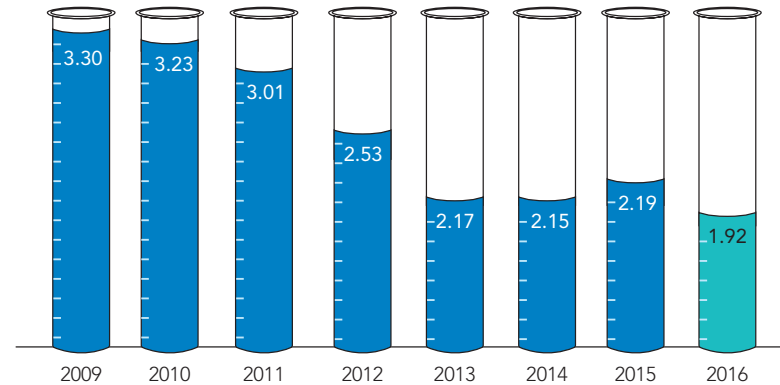
3.30	3.23	3.01	2.53	2.17	2.15	2.19	1.92
2009	2010	2011	2012	2013	2014	2015	2016

[1] Per capita consumption is computed by dividing the average monthly water consumption in our locations by the average employee count for the month. Employee count is the sum of the swipe count of employees and number of support staff in our offices. The average monthly employee count considered for fiscal year 2016 is 146,946 and covers all India locations. The average monthly water consumption considered for the per capita calculations, does not include the plantation related consumptions at Mangalore SEZ, Thiruvananthapuram SEZ and Hyderabad SEZ (totaling to annual consumption of 323,278 kl).

[2] The above data does not include water consumption at some leased facilities at Goldhill (Bangalore), and CPC (Bangalore). The water in these facilities is managed by the lessors.

In fiscal 2016, we reduced our per capita water consumption by 12.20% over the last year at our India locations We have reduced our per capita fresh water consumption by 41.41% as of fiscal year 2016 against the baseline figure of fiscal year 2008 at our India locations.

Water consumption for the APAC region has been estimated based on the seating capacity at these locations and per capita per month water consumption in India locations. This is deemed conservative, given that all offices are based out of leased facilities and thereby the consumption is restricted to human touch purposes only. The annual fresh water consumption in for the APAC region is estimated at about 11,832.48 kl.

Wastewater treatment

All the wastewater at our campuses is treated and reused for toilet flushing, landscaping, and in cooling towers. The use of treated water is also optimized through dual-flush toilets, and sensor-based urinals. Owing to stringent wastewater recycling and reuse systems, we have not released any significant amount of untreated wastewater into the municipal sewage systems during fiscal year 2016. The treated water quality is monitored regularly to ensure adherence to applicable environmental norms.

Case in point – Making every drop count

Water availability is a serious concern across the globe. India continues to be trapped under severe water crisis and if constant measures to conserve water are not undertaken, we will soon be a water-stressed economy. It is vital to add value to water by metering and monitoring the consumption, and being aware of the wastage points for immediate rectification.

Infosys strives to become water sustainable and has implemented a host of efficiency measures to optimize water use to the highest possible levels. For us, data is critical. As a result, we have installed smart water metering program on a massive scale to enable online monitoring of water consumption, and identify leakages, wastages and opportunities for reduction. These full bore electromagnetic meters facilitate granular-level metering and monitoring of water consumption in real time and ensure accurate measuring of water flow. These electromagnetic flow meters are integrated with the building management systems, which are remotely monitored through the command center in Bangalore. Campuses with smart water metering have an online water balance to measure water distribution and consumption points, water flowing into sewage treatment plants, and also recycled water. Operations data flowing into the command center from various sources is used to review and optimize water consumption, and perform leakage detection and diagnostics.

Smart innovative user interface has helped us identify areas of unaccounted water consumption, leading to significant water savings. For example, in our Pune campus, we were able to reduce our per capita water consumption by about 24% compared to fiscal 2015, by identifying and plugging leakages with the installation of smart water meters.

This system can be easily implemented anywhere across the world on a large scale and result in considerable water savings. In the long run, it is likely to have a big impact on water consumption levels. We believe that smart water metering and monitoring will play a crucial role in conserving large amounts of water, tackling the looming water crisis and achieving our water sustainability goals.

Smart water meter for online monitoring of water consumption

Waste

Our initiatives on waste management are spread across three dimensions, namely, influencing social behavior, process optimization and the implementation of technology.

Influencing social behavior

Employee engagement and awareness programs are conducted across all campuses through eco clubs, to sensitize employees on waste management and achieve segregation at source.

Process optimization

The waste generation patterns are continuously monitored on our campuses and the process of waste management is modified accordingly.

We have been constantly directing our efforts to treat 100% of our food waste onsite to minimize the amount of waste going out of our campuses. We have installed biogas plants in our campuses to convert food waste into biogas, and in turn, reuse the gas in our food court kitchens.

Our performance : Waste

We have been persistent in our efforts to ensure reuse, recycling, and the responsible disposal of waste, and have a scientific approach towards waste management. We provide products, consultancy and services in the information technology domain. Hence, our operations do not result in the release of any significant waste, and also do not necessitate the use of any natural or recycled raw materials for packaging goods and services. Our suppliers are encouraged to reuse the packaging material used in the supply of goods to us.

Waste is segregated at source, stored and disposed to authorized recyclers, in adherence to applicable legislations. Hazardous waste and e-waste are disposed to recyclers, who possess the required clearances from the Pollution Control Boards of governments where we have our operations.

Food waste is handled by our in-house biogas and organic waste converters. We have 9.25 TPD installed capacity of biogas plants across our Mysore, Bangalore, Thiruvananthapuram, Hyderabad, Pune and Bhubaneshwar campuses. In addition to biogas plants, we have 2.5 TPD installed capacity of composting plants in our Mysore, Hyderabad, Bangalore, Chandigarh, Jaipur, Thiruvananthapuram and Mangalore campuses. Paper waste is sent for recycling in Bangalore and Mysore campuses. The vendor recycles the paper and provides recycled products in return.

The details of hazardous and non-hazardous waste disposed in India in the last three fiscal years are as follows :

Particulars	Unit	2016	2015	2014
Hazardous waste				
E-waste	T	245.86	138.54	110.83
Oil-soaked cotton waste	T	0.2	0.25	0.77
Biomedical waste	T	26.6	30.09	20.31
Used oil	Kl	36.06	25.44	34.00
Batteries	T	140.81	140.93	78.22
DG batteries	T	7.65	10.48	–
DG filters	T	1.45	2.00	1.56
Paint can / containers	T	10.51	10.51	3.06
Chemical cans / containers	T	11	14.28	10.07
CFL Lamps		17.42		
Non-hazardous waste				
Food	T	3,449	3,219.80	3,241.52
Paper	T	825.76	691.64	663.30
Metal	T	614.86	635.33	575.82
Wood	T	385.64	270.60	133.79
Plastic	T	174.57	162.94	119.29
Glass	T	158.2	82.71	4.19
Thermocol / styrofoam	T	2.92	1.04	0.62
Rubber	T	3.84	2.51	
Textile	T	1.3	4.12	
Kitchen oil	Kl	0.013	1.24	Not
Garden waste	T	1,982.31	2,336.75	monitored
Mixed garbage and others	T	1,224.6	1,081.54	
STP sludge	T	949.20	547.56	

We did not have any significant spills during fiscal 2016.

Case in point – Energy through food waste

Rapid urbanization has increased the heaps the amount of waste generated by households and businesses, turning landfills into hazardous and unmanageable spaces. Untreated food waste generates methane, which may lead to severe environmental impact and may lead to contamination of water, soil, and air, creating breeding grounds for pathogens and resulting in grave health problems. Thus, it is critical to manage food waste using scientific methods to mitigate the related effects on human health and the environment.

Being a responsible organization, Infosys has been persistently trying out innovative methods and technologies to treat food waste scientifically. This year, we have installed an innovative biogas plant, having a capacity of 2 tons / day, in our Bangalore campus to treat our food waste onsite and use the output – biogas – for cooking in our food courts. Through optimized design and detailed engineering, we were able to achieve a biogas plant with highest levels of operational efficiency.

We have optimized our biogas plant at every stage of the gas generation process. This plant consists of a unified feeding system, which helps us achieve an adequate mixing ratio and ensures feeding of food waste in just two and a half hours. Geysers have been replaced with high-efficiency heat pumps for optimizing energy use, leading to over 60% energy savings in heating. The innovative design of the burner helps us deliver a better cooking experience by arresting unwanted flaring and maximizing gas utilization.

The plant is fully-automated and integrated with the building management system to facilitate online monitoring on a continuous basis. This has minimized manual intervention and enabled continuous monitoring of critical parameters to ensure health of the plant and long-term efficiency. Monitoring also helps in ensuring biological stability on a daily basis, so that preemptive measures can be implemented to avoid plant failure.

The plant is estimated to generate about 140 m3 of gas per ton of food waste compared to regular biogas plants with about 70 m3 / ton. Our biogas plant in Bangalore campus has seen an actual production rate of 235 m3 / ton, which is equivalent to 117 kgs of LPG. This translates to an attractive payback period of about three years.

Infosys is leading from the front in this area and has set new benchmarks in the industry by piloting new technologies and ideas to ensure reduce, recycle and reuse of waste effectively. Infosys' efforts in waste management are helping divert considerable amount of waste going out of our campuses. This is leading to reduced cost of transportation, carbon emission mitigation, and also minimized environmental impacts like land degradation, air pollution, and groundwater contamination, among others.

The following diagram shows how biogas is generated from food waste in our plants.

Biogas used for cooking in food courts

Biogas generated is sent to the food court kitchens for reuse

Food waste is fed into the biogas plant
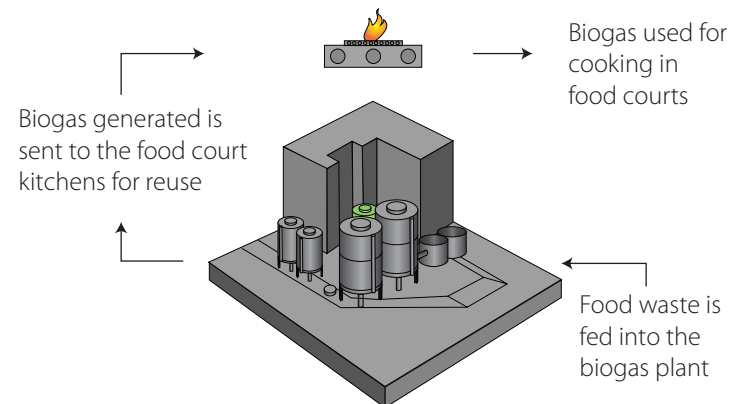
Biodiversity

In our endeavor to conserve and promote biodiversity, we continue to plant trees to enhance our flora and fauna. We plant diverse species of tress native to the region to support local fauna. Native species require less water for growth and also provide a feeding and nesting ground for birds. This fiscal, we planted 80,621 trees across our campuses, taking the total to 495,621 trees in the last eight years.

Strategic partnerships and advocacy

We are working closely with the following organizations to further research in building energy efficiency:

Lawrence Berkeley National Laboratory (LBNL), U.S.: Our continuous collaboration with LBNL is focused on several aspects of buildings such as high efficiency data centers, customized comfort solutions, monitoring systems and developing best practice guidelines for buildings. We recently completed implementation of one of our most efficient data centers in Bangalore, with a design PUE of 1.08, using passive cooling technology.

University of California, Berkeley, Center for Built Environment (CBE), U.S.: We have partnered with CBE to conduct research on enhancing employees' comfort, productivity, and experience in our buildings by improving the built environment. This study is currently under way. This is among one of the very few studies conducted globally.

National Renewable Energy Laboratory (NREL), U.S.: We strive to accelerate and scale up the best-in-the-world solar technologies and solutions for expanding the solar market in India. NREL is helping us with methodologies for critical evaluation in several areas such as, comparison of solar technologies, measuring impact of soiling losses and panel temperature on module performance, etc.

Indian Institute of Science (IISc), Bangalore: We have partnered with IISc for research on solar PV technologies under the SERIIUS program of Department of Energy (DOE), U.S.

Indian Institute of Technology (IIT), Bombay: We have partnered with IIT-Bombay to evaluate different PV technologies and PV module degradation in Indian conditions to enhance generation capacity.

The Institute for Sanitary Engineering and Waste Management (ISAH), Germany: This partnership is enabling us carry out technical evaluation on waste management technologies to help manage our waste scientifically with the best-in-the-world knowledge and expertise. We are carrying out extensive research on solid waste management technologies, sludge treatment technologies, use of bio-filters for odor control in sewage treatment plants, waste characterization and so on.

Saint Gobain: We have partnered with Saint Gobain Research Institute to research and develop efficient building envelope systems – glass, wall materials, acoustic materials, daylight analysis, and monitoring systems to develop solutions for improving energy performance of buildings.

3M: We are working with 3M to evaluate their new technologies that can help in enhancing natural light in office spaces. We are also pursuing research on different technologies for improving light fixture efficiency.

Restatements

The water consumption for fiscal 2015 changed from 3,690,874kl to 3,779,702 kl because of the following reasons:

- Inclusion of landscape water consumption.
- Inclusion of actual value from bill for TVM SEZ, for March 2015, instead of internal metered values (The actual bills were not available during the last reporting cycle).

As a result of the above, the per capita water consumption for fiscal 2015 has changed from 2.36 to 2.19.

Annexure: Data computational methods

The following parameters and conventions have been used for calculating data for emissions, fresh water and electricity consumption in the report:

Intensity calculations

The information on employee numbers based on swipe count is captured on a monthly basis for Infosys Limited and Infosys BPO Limited, campus-wise. The average count is arrived at after excluding weekends, holidays, and working days where the employee count is less than 10% of the maximum count in a particular month. The count of the contractual staff is added to this total and this count remains more or less constant with a variation of +/- 5%. The count of visitors is not included.

Total employee count = Average employee count

Average employee count is the sum of the swipe count of employees and number of support staff in our offices. The average monthly employee count considered for fiscal 2016 covers all India locations.

(Infosys Limited and Infosys BPO Limited) + count of contractual staff

SOx and NOx calculations

To arrive at the SOx and NOx emissions, the average emission rate, running hours of diesel generators and boilers per month, and the oxides of Sulphur and Nitrogen are first computed.

The exhaust stacks are monitored for the net emission calculation for the following:
- Concentration of SOx and NOx emissions
- Flow rate of exhaust gases
- Running hours of diesel generators (DG) and boilers

The following formulae are used for the final computation:

SOx = (SOx X Emission rate / 1,000) X (Running hours of DG and boilers)

NOx = (NOx X Emission rate / 1,000) X (Running hours of DG and boilers)

Energy

Our Energy consumption within our operations includes electricity from grid, fuel used in diesel generators and company owned vehicles and equipment. The energy consumption outside the organization consists of fuel used in personal and commercial vehicles used by our employees for daily commute to our offices and business travel and fuel used in our food courts. The energy data is calculated by using suitable conversion factors for electricity and various fuel sources as defined in the 2006 IPCC Guidelines for National Greenhouse Gas Inventories.

GHG emissions

The GHG emissions are computed for the three scopes based on the *de minimis* / threshold values defined for Infosys. All categories of emissions which fall within 5% of the overall emissions are considered to be significant and reported. Below are the significant emission categories for Infosys:

Scope 1

Stationary combustion

The total monthly quantity of high speed diesel (fuel) combusted by diesel generators and boilers is captured and used for the emission computation. The emission factor for high speed diesel is sourced from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories.

Mobile combustion

The total monthly quantity of diesel and petrol used by Company-owned vehicles and lawn mowers is considered. The emission factor for diesel / petrol is sourced from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories.

Stationary combustion – Onsite – solar power generation

The total quantity of electricity generated in kWh at each site is sourced from energy meters. The emissions due to onsite power generation from renewable sources such as solar and wind is considered to be 'zero'.

Fugitive emissions – Refrigerants used in AC equipment

HVAC systems are a basic requirement of our industry. Various refrigerants are used for the air conditioners, each of which has a different global warming potential. The total weight (in kg) of the refrigerant refilled during the service of air conditioning systems is captured from the service reports. This consolidated quantity based on the different refrigerants is used for the GHG computation using emission factors sourced from DEFRA.

Fugitive emissions – SF6 in electrical circuit breaks

Some of the electrical breakers installed in our campuses contain SF6, which might be refilled during the course of maintenance. The information on the quantity of SF6 used for refilling the electrical breakers, if any, from the service report is collated and the total GHG emissions computed using emission factors sourced from DEFRA.

Scope 2

This includes the emissions from the generation of purchased electricity.

Purchased electricity consumption

A major portion of our electricity is sourced from government agencies or other utility providers who provide invoices on a monthly basis. This is used to capture information on the units consumed during the month in a location, and this information is recorded on the dashboard.

To calculate the total scope 2 emissions, we have used the latest emission factors for grid electricity provided by the Central Electricity Authority for India and country specific emission factors provided by DEFRA for overseas locations.

Scope 3

Other indirect emissions include:

Business travel

Business travel comprises long and short distance air travel globally, and commute through surface transportation including trains, buses, cabs, etc., for business requirements. iTravel, an internal application, provides an integrated, end-to-end web-based solution for the travel needs of our employees. This solution is integrated with all Company policies, business processes, rules and validations and it captures the total distance travelled.

The emissions due to business travel is estimated based on the fuel efficiency, the total distance travelled and the fuel characteristics like Net Calorific Value (NCV), density and emission factor for the fuel used.

Our total scope 3 emissions have decreased by 1.02% over fiscal year 2014. The emissions from business travel are based on the DEFRA emission factors.

Employee commute

Employees commute to office and back by various means including Company-provided transportation, personal vehicles and public transport. The total number of two-wheeler and four-wheeler parking slots available on our campuses is considered for personal transport assuming it is occupied 100%. The data for carpooling is considered as 5% of the total four-wheeler parking slots. The information on the total number of bus users is provided by the transport team, which covers the number of people travelling by Company-provided transportation. The difference between the total number of employees and the sum of personal transport users and Company-provided transport users gives the total number of users using public transport. This information is used to compute GHG emissions.

During this year, the emissions due to employee commute has been estimated based on the fuel efficiency, the total distance travelled and the fuel characteristics like NCV, density and emission factor for the fuel used, which has reduced the emissions.

Emission Factors used for GHG calculations

The emission factors used for GHG calculations are as follows:

Reference for Emission Factors 2016			
Emission source	Emission Factor	Unit	Reference
Scope 1			
High Speed Diesel (HSD)	74.1	tCO2e/TJ	2006 IPCC Guidelines for National Greenhouse Gas Inventories
Refrigerant – R22	1810	kg CO2e/kg	DEFRA 2016 Ver. 2.0 Refrigerant & others
Refrigerant – R123	77	kg CO2e/kg	DEFRA 2016 Ver. 2.0 Refrigerant & others
Refrigerant – R407C	1773.9	kg CO2e/kg	DEFRA 2016 Ver. 2.0 Refrigerant & others
Refrigerant – R134A	1430	kg CO2e/kg	DEFRA 2016 Ver. 2.0 Refrigerant & others
Refrigerant – R410A	2087.5	kg CO2e/kg	DEFRA 2016 Ver. 2.0 Refrigerant & others
Refrigerant – R404A	3921.6	kg CO2e/kg	DEFRA 2016 Ver. 2.0 Refrigerant & others
Refrigerant & others – SF6	22800	kg CO2e/kg	DEFRA 2016 Ver. 2.0 Refrigerant & others
Diesel – company owned vehicles	74.1	tCO2e/TJ	2006 IPCC Guidelines for National Greenhouse Gas Inventories
Petrol – company owned vehicles	69.3	tCO2e/TJ	2006 IPCC Guidelines for National Greenhouse Gas Inventories
Scope 2			
Electricity – Southern Grid (India)	0.82	tCO2/MWh	CEA CO2 Baseline Database for the Indian Power Sector – 2016
Electricity – Northern and Eastern Grid (India)	0.82	tCO2/MWh	CEA CO2 Baseline Database for the Indian Power Sector – 2016
China	0.75245	kg CO2/kWh	DEFRA 2016 Ver. 2.0 Overseas Electricity
Australia	0.8136	kg CO2/kWh	DEFRA 2016 Ver. 2.0 Overseas Electricity
New Zealand	0.39895	kg CO2/kWh	DEFRA 2016 Ver. 2.0 Overseas Electricity
Singapore	0.5051	kg CO2/kWh	DEFRA 2016 Ver. 2.0 Overseas Electricity
Malaysia	0.72177	kg CO2/kWh	DEFRA 2016 Ver. 2.0 Overseas Electricity
Japan	0.52941	kg CO2/kWh	DEFRA 2016 Ver. 2.0 Overseas Electricity
U.S.	0.49845	kg CO2/kWh	DEFRA 2016 Ver. 2.0 Overseas Electricity
U.K.	0.46219	kg CO2/kWh	DEFRA 2016 Ver. 2.0 UK Electricity
Mauritius	0.85728	kg CO2/kWh	DEFRA 2016 Ver. 2.0 Overseas Electricity

Reference for Emission Factors 2016			
Emission source	Emission Factor	Unit	Reference
Scope 3			
Employee commute / business travel – Diesel vehicles	74.1	tCO2e/TJ	2006 IPCC Guidelines for National Greenhouse Gas Inventories
Employee commute – petrol cabs	69.3	tCO2e/TJ	2006 IPCC Guidelines for National Greenhouse Gas Inventories
Business travel – Rail – India	75	g CO2e/pkm	Twelfth five year plan (2012/2017)/Planning Commission, Government of India. Volumes II – Table 15.1
Business travel – Rail – International	0.01205	kg CO2e	DEFRA 2016 Ver. 2.0 Business travel Land – Rail
Employee commute / business travel – Diesel Bus	74.1	tCO2e/TJ	2006 IPCC Guidelines for National Greenhouse Gas Inventories
Business travel – Air Domestic – Average passenger	0.15757	kg CO2e/pkm	DEFRA 2016 Ver. 2.0 Business travel Air
Business travel – Long haul international – Economy class	0.08024	kg CO2e/pkm	DEFRA 2016 Ver. 2.0 Business travel Air
Business travel – Long haul international – Premium economy class	0.1284	kg CO2e/pkm	DEFRA 2016 Ver. 2.0 Business travel Air
Business travel – Long haul international – Business class	0.23271	kg CO2e/pkm	DEFRA 2016 Ver. 2.0 Business travel Air
Business travel – Long haul international – First class	0.32098	kg CO2e/pkm	DEFRA 2016 Ver. 2.0 Business travel Air
T&D Losses – India	18.38	%	DEFRA 2016 Ver. 2.0 Transmission and distribution (T&D) factors
T&D Losses – China	5.28	%	DEFRA 2016 Ver. 2.0 Transmission and distribution (T&D) factors
T&D Losses – Australia	4.9	%	DEFRA 2016 Ver. 2.0 Transmission and distribution (T&D) factors
T&D Losses – New Zealand	1.03	%	DEFRA 2016 Ver. 2.0 Transmission and distribution (T&D) factors
T&D Losses – Singapore	0.86	%	DEFRA 2016 Ver. 2.0 Transmission and distribution (T&D) factors
T&D Losses – Malaysia	5	%	DEFRA 2016 Ver. 2.0 Transmission and distribution (T&D) factors
T&D Losses – Japan	2.6	%	DEFRA 2016 Ver. 2.0 Transmission and distribution (T&D) factors
T&D Losses – U.S.	3.6	%	DEFRA 2016 Ver. 2.0 Transmission and distribution (T&D) factors
T&D Losses – U.K.	3.82	%	DEFRA 2016 Ver. 2.0 Transmission and distribution (T&D) factors
T&D Losses – Mauritius (South Africa)	8.75	%	DEFRA 2016 Ver. 2.0 Transmission and distribution (T&D) factors

Goals and targets

Systems, processes and communication

We monitor progress on our stated goals at regular intervals. The implementation status of our strategic sustainability goals and our immediate future plans are as follows:

Focus area	Goals for 2015-16	Status 2015-16	Goals for 2016-17
Frameworks to integrate our business and sustainability goals.	We will roll out an enterprise-wide system to streamline our processes and report performance.	The Enablon suite of solutions was successfully rolled out in November 2015 for our GRI G4 sustainability reporting.	We will continue to provide post implementation support for the sustainability reporting requirements. We will roll out a customized software application for Infosys Foundation India to allow the grant request and processing to be handled through the system. We will also initiate implementation of an enterprise wide system for managing the Health and Safety process like incident management, HSE risks assessment using Enablon.
	We will develop a sustainability microsite on our company website to provide regular updates to our stakeholders.	The sustainability communication framework has been developed in consultation with stakeholders.	We will develop the sustainability microsite and the roll out of an integrated communication strategy on sustainability projects and best practices.
	We will develop a framework for integrated reporting and make our disclosures using this framework.	We are currently working with CII on the integrated framework for reporting.	We will continue to work with CII to develop the integrated reporting framework.

Green initiatives

The progress and status of our stated goals are as follows

Focus area	Goals for 2015-16	Status 2015-16	Goals for 2016-17
Environment			
Carbon emissions	We will reduce our carbon intensity for Scope 1 and 2 by 3% over fiscal 2015 levels.	We have reduced our per capita Scope 1 and 2 emissions for fiscal 2016 by 5.10% against fiscal 2015.	Scope 2 emissions : We will reduce our emissions by 50% over business-as-usual scenario. Scope 1 and Scope 3 emissions : Will secure offset projects that can contribute an estimated 50% of the offset requirement in the target year fiscal 2018, taking the cumulative offsets (including the offsets added in fiscal 2016) to 80% of the requirement in the target year fiscal 2018
Electricity	We will reduce our per capita electricity consumption by 3% over fiscal 2015 levels.	We have reduced our per capita electricity consumption by 6.54% over fiscal 2015 levels.	We will reduce our per capita electricity consumption by 3% over fiscal 2016 levels.
Renewable energy	We will meet 40% of our electricity requirements from renewable energy sources. We will install 15 MW of solar power plants.	• We met 26.40% of our electricity requirements from renewable sources of energy. We saw a drop in the overall renewable electricity procurement, owing to regulatory constraints in some states. • We installed about 9.7 MW of solar PV across our campuses, making the total installed capacity at Infosys to 12 MW.	We will install new solar PV that will take our total installed capacity to 20 MW. We will meet 50% of our electricity requirements from renewable energy sources.
Water	We will reduce our per capita freshwater consumption by 5% over our fiscal 2015 levels.	We were able to reduce our per capita freshwater consumption by is 12.20% against fiscal 2015 levels.	We will reduce our per capita freshwater consumption by 5% over our fiscal 2016 levels.

Focus area	Goals for 2015-16	Status 2015-16	Goals for 2016-17
Waste	75% of our food waste will be treated onsite through composting or through biogas plants. The remaining will be sent to piggeries.	We have an installed capacity of biogas and compost plants capable of treating 90% of waste. As of fiscal 2016, 61% was treated in-house, while the rest were sent to piggeries.	We plan to treat 100% of our food waste onsite through composting or biogas plants.
Biodiversity	We will grow 100,000 saplings on our campuses in fiscal 2016.	We planted more than 80,000 trees this year.	We will plant 25,000 saplings on our new campuses in fiscal 2017.
Supply Chain	We will evolve a methodology to ascertain the environmental impact of suppliers outside our boundary.	As our control on suppliers outside the boundary is minimal, we have decided to defer the inclusion of product suppliers.	None

Social Responsibility

Focus area	Goals for 2015-16	Status 2015-16	Goals for 2016-17
Education	We will train 1,000 faculty and 25,000 students from partner CC engineering colleges.	1,225 faculties and 40,996 students trained in fiscal 2016	We will train 750 faculty and 25,000 students from partner CC engineering colleges.
	We will co-teach industry electives along with 40 autonomous institutions.	We covered 51 institutes	We will work with 45 institutes / universities to adopt and roll out Industrial electives.
	Through the Infosys Prize, we will reward researchers and scientists in six categories.	We recognized six researchers through the Infosys prize this year.	Through the Infosys Prize, we will reward researchers and scientists in six categories.
Sustainable engagement	We will continue to strengthen employee engagement in building social leadership competencies.	Through our internal networking platforms, Eco clubs and community sabbatical we continue to nurture social leadership competencies in our employees.	We will continue to work with our employees to strengthen our efforts to build awareness and action on environmental and social issues.

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INDEPENDENT ASSURANCE STATEMENT

Scope and approach

Infosys Limited (Infosys or 'the Company') commissioned by **DNV GL Business Assurance India Private Limited** ("DNV GL") to undertake independent assurance of the Company's Sustainability Report 2015 -16 in its printed and web formats (the "Report") for the Financial year ended 31 March' 2016.The intended user of this assurance statement are the management of the Company. Our assurance engagement was planned and carried out from May to June'2016.

We performed our work using DNV GL's assurance methodology VeriSustain™[1], which is based on our professional experience, international assurance best practice including International Standard on Assurance Engagements (ISAE) 3000 Revised* and the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines Version 4 (GRI G4).

We evaluated the performance data using the reliability principle together with Infosys Limited data protocols for how the data are measured, recorded and reported. The performance data in scope was the verification of the qualitative and quantitative information on sustainability performance disclosed in the Report covering Economic, Environmental and Social performance of the activities undertaken by the Company over the Reporting period 1st April'2015 to 31st March'2016 and based on the GRI G4.
We understand that the reported financial data and information are based on data from Infosys Limited Annual Report and Account for year ending 31st March' 2016, which are subject to a separate independent audit process. The review of financial data taken from the Annual Report and Accounts is not within the scope of our work.

We planned and performed our work to obtain the evidence we considered necessary to provide a basis for our assurance opinion. We are providing a 'moderate level' of assurance and no external stakeholders were interviewed as part of this assurance engagement.

Responsibilities of the management of Infosys Limited and of the Assurance Providers

The Top Management team of Infosys Limited have sole responsibility for the preparation of the Report and responsible for all information provided in the Report as well as the processes for collecting, analysing and reporting the information presented in the printed and web based Report, including the maintenance and integrity of the website.

In performing our assurance work, our responsibility is to the management of Infosys Limited; however our statement represents our independent opinion and is intended to inform outcome of our assurance to the stakeholders of Infosys Limited.
DNV GL provides a range of other services to Infosys Limited, none of which constitute a conflict of Interest with this assurance work. This is the 9th year that we have provided assurance of the full Report.

DNV GL's assurance engagements are based on the assumption that the data and information provided by the client to us as part of our review have been provided in good faith. DNV GL was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement. DNV GL expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Assurance Statement.

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[1] The VeriSustain protocol is available on dnvgl.com.
* Assurance Engagements other than Audits or Reviews of Historical Financial Information.
Page **1** of **4**

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Basis of our opinion

A multi-disciplinary team of sustainability and assurance specialists performed work at Head office (Corporate Office) and Development Centres (Site Levels) of Infosys Limited. We undertook the following activities:

- Review of the current sustainability issues that could affect Infosys Limited and are of interest to identified stakeholders;
- Review of Infosys approach to stakeholder engagement and recent outputs although we have no direct engagement with stakeholders;
- Review of information provided to us by Infosys Limited on its reporting and management processes relating to the Principles;
- Interviews with selected Directors, Leadership team, and senior managers responsible for management of sustainability issues and review of selected evidence to support issues discussed. We were free to choose interviewees and interviewed those with overall responsibility for the programmes to deliver the Group Sustainability Objectives for medium and long term Vision, Mission and milestones;
- Site visits were conducted in Infosys Head Office at Bengaluru and Development Centres (DC's) located in India i.e. Bengaluru (Electronic City), Mangaluru (SEZ), Mysuru and Chennai (Mahindra City) to review process and systems for preparing site level sustainability data and implementation of sustainability strategy. We were free to choose the sites we visited and they were selected on the basis of their materiality to the group for environmental impacts as well as to give a geographical and divisional spread;
- Review of supporting evidence for key claims and data in the Report. Our checking processes were prioritised according to materiality and we based our prioritisation on the materiality of issues at a consolidated corporate level;
- Review of the processes for gathering and consolidating the specified performance data and, for a sample, checking the data consolidation; and
- An independent assessment of Infosys Limited reporting against the Global Reporting Initiative (GRI) G4 Guidelines.

During the assurance process, we did not come across limitations to the scope of the agreed assurance engagement, except:
- Disclosures related to remuneration, which is set out in the Report as sensitive and confidential;
- Reporting boundary related to suppliers of Infosys where Social and Environmental impact is limited and based on annual spend which is lower than 1% of annual revenue, are not reported.

Opinion

On the basis of the work undertaken, nothing came to our attention to suggest that the Report does not properly describe, Infosys Limited adherence to GRI G4 content Principles, General standard disclosure and specific standard disclosures for 'In accordance' –Comprehensive reporting as below:

a. **General Standard Disclosures:** The reported information on General Standard Disclosure generally meets the disclosure requirements for 'in accordance' – Comprehensive, however certain disclosures related to governance, which are confidential and sensitive in nature are not disclosed.

b. **Specific Standard Disclosures:** The Report describes the generic Disclosures on Management Approach (DMA) and Performance Indicators for identified material Aspects as below:

Economic
- Economic Performance – G4-EC1, EC 3 & EC4;
- Indirect Economic Impacts & Community Development- G4- EC7;

Environmental
- Energy – G4-EN3 to 6;
- Water – G4- EN8,10;
- Emissions – G4-EN15 to 21;
- Effluents and Waste – G4-EN22 to 25;
- Compliance – G4-EN29;
- Environmental Grievance Mechanisms – G4-EN34;

Social
Labour Practices and Decent Work
- Employment – G4-LA1 to 3;
- Occupational Health and Safety – G4-LA5 to 8;
- Training and Education – G4-LA9 to 11;
- Diversity and Equal Opportunity – G4-LA12;
- Labour Practices Grievance Mechanisms – G4-LA16;

Human Rights
- Non-discrimination – G4-HR3;
- Freedom of Association and Collective Bargaining – G4-HR4;
- Human Rights Grievance Mechanisms – G4-HR12;

Society
- Local Communities –G4-SO1;
- Anti-corruption – G4-SO3 to 5;
- Compliance – G4-SO8;

Product Responsibility
- Product and Service Labelling – G4-PR5;
- Customer Privacy – G4-PR8;
- Compliance – G4-PR9.

Observations

Without affecting our assurance opinion we also provide the following observations. We have evaluated the Report's adherence to the following principles on a scale of 'Good', 'Acceptable' and 'Needs Improvement':

Stakeholder Inclusiveness
The participation of stakeholders in developing and achieving an accountable and strategic response to Sustainability.
The stakeholder engagement process is well established to identify sustainability challenges and concerns of diverse stakeholder groups considering the Infosys Global Operations businesses and the Report brings out key concerns of diverse stakeholders like work life balance, learning and development, Innovation, Economic performance, Employability, Good Governance and ease of doing business. The stakeholder concerns are well identified documented and reported. In our opinion, the level at which the Report adheres to this principle is 'Good'.

Materiality
The process of determining the issues that are most relevant to an organization and its stakeholders
The materiality determination process was revalidated based on inputs from key stakeholders including employees, independent internal assessment group, clients, investors, vendors/partners, governments, regulatory bodies, academia, local communities and senior management of Infosys. The management of Infosys Limited has established internal assessment process for monitoring and management on a continual basis for their long term organisational sustainability. In our opinion, the level at which the Report adheres to this principle is 'Good'.

Responsiveness
The extent to which an organization responds to stakeholder issues.
The Report has brought out key responses to the materiality aspects in a comprehensive manner for stakeholder to make informed decisions. The Report focusses its disclosures on key material aspects at macro level and has not missed out any known material aspects. In our opinion, the level at which the Report adheres to this principle is 'Good'.

Completeness
How much of all the information that has been identified as material to the organisation and its stakeholders is reported
The Report has fairly attempted to disclose the General and Specific Standard disclosures including the disclosure on management approach and performance indicators for identified material aspects for GRI G4 – 'In accordance' – Comprehensive option. The reporting of performance and data is comprehensive except for certain material aspects as systems to report the performance indicators are being established and shall

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be reported by year 2017 onwards. Hence in our opinion, the level at which the Report adheres to this principle is 'Acceptable'.

Neutrality
The extent to which a report provides a balanced account of an organization's performance, delivered in a neutral tone.
The disclosures related to sustainability issues and performances are reported in a neutral tone, in terms of content and presentation, however Report could further bring out responses related to the challenges faced during the reporting period at various geographical locations of operations in terms of disclosure of all identified material aspects, sustainability goals and targets etc... In our opinion, the level at which the Report adheres to this principle is 'Good'.

Reliability
The accuracy and comparability of information presented in the report, as well as the quality of underlying data management systems.
The majority of data and information verified at the Head Office and four operational sites were found to be accurate and nothing came to our attention to suggest that reported data have not been properly collated from information reported at operational level, nor that the assumptions used were inappropriate. Some of the data inaccuracies identified during the verification process were found to be attributable to transcription, interpretation and aggregation errors and the errors have been communicated for correction. In our opinion, the level at which the Report adheres to this principle is 'Good'.

Opportunities for Improvement

The following is an excerpt from the observations and opportunities for improvement reported to the management of the Company and are not considered for drawing our conclusions on the Report; however they are generally consistent with the management's objectives:

- Future reports may further bring out the impacts of material aspects in the value chain i.e. re-evaluate materiality in the value chain for the reporting boundary related to material, social and environmental impacts of its suppliers, products and services.
- Integrate risk management process with its business sustainability strategy through consistent tracking and reporting of key performance indicators to achieve sustainable performance across geo-locations.
- The Key Performance Indicator's relating to the Group Sustainability Objectives have been internally developed for the next financial year; however we recommend that Infosys may develop and report Group Sustainability Objectives for medium and long term basis.
- Sustainability performance may be benchmarked across geo-locations for review and monitoring based on long term Sustainability targets. Infosys could also look at the peers in the industry on sustainability practices in improving the maturity of the practices and its associated business impacts.

For and on behalf of DNV GL Business Assurance India Private Limited
Bengaluru, India, 15th June' 2016

Ramesh Rajamani Lead Verifier, DNV GL – Business Assurance India Private Limited	Vadakepatth Nandkumar Assurance Reviewer, Regional Sustainability Manager – Region India & Middle East, DNV GL – Business Assurance India Private Limited

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GRI reporting framework G4 (Comprehensive) – Content index

Our Annual Report 2015-16 – which includes our financial disclosures, the Business Responsibility Report, and the Additional Information on our financial disclosures – and our Sustainability Report, are available on our website, http://www.infosys.com. Our Sustainability Report is aligned with the Global Reporting Initiative's G4 (Comprehensive) sustainability reporting guidelines. The report also conforms to the United Nations Global Compact (UNGC) principles and forms the basis of our communication on progress (CoP) with the UNGC.

GRI materiality check

The following table provides the mapping of our disclosures for fiscal 2016 against the G4 (Comprehensive) framework requirements :

General standard disclosures

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
		Information related to Standard Disclosures required by the 'in accordance' options may already be included in other reports prepared by the organization. In these circumstances, the organization may elect to add a specific reference to where the relevant information can be found.	In exceptional cases, if it is not possible to disclose certain required information, identify the information that has been omitted.	In exceptional cases, if it is not possible to disclose certain required information, provide the reason for omission.	In exceptional cases, if it is not possible to disclose certain required information, explain the reasons why the information has been omitted.	Indicate if the Standard Disclosure has been externally assured. If yes, include the page reference for the External Assurance Statement in the report.

Strategy and analysis

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-1	Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	SR: Sustainability at Infosys, Page 3 SR: Leaders Note, Page 6	–	–	–	SR – Pages 72-75
G4-2	Provide a description of key impacts, risks, and opportunities.	AR: Management Discussion and Analysis: Outlook , risks and concerns, Pages 72 - 73 AR: Risk management report, Pages 90 - 92. SR: Materiality and stakeholder engagement, Page 8	–	–	–	SR – Pages 72-75

Legend: *AR: Annual Report 2015-16*   *SR: Sustainability Report 2015-16*

Organizational profile

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-3	Report the name of the organization.	AR : Index, Page 179	–	–	–	SR – Pages 72-75
G4-4	Report the primary brands, products, and services.	AR : Index, Page 179	–	–	–	SR – Pages 72-75
G4-5	Report the location of the organization's headquarters.	AR : Index, Page 179	–	–	–	SR – Pages 72-75
G4-6	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	AR : Global presence, Page 198	–	–	–	SR – Pages 72-75
G4-7	Report the nature of ownership and legal form.	AR : Global presence, Page 198	–	–	–	SR – Pages 72-75
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	AR : Global presence, Page 198	–	–	–	SR – Pages 72-75

Organizational profile *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-9	Report the scale of the organization, including : • Total number of employees • Total number of operations • Net sales (for private sector organizations) or net revenues (for public sector organizations) • Total capitalization broken down in terms of debt and equity (for private sector organizations) • Quantity of products or services provided	AR : Enhancing employee value, 163 - 167 AR : The year at a glance, Page 15 AR : Global presence, Page 198 AR : Consolidated financial statements, Pages 125 - 152 SR : Employee well-being, Page 21				SR – Pages 72-75

Organizational profile *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-10	a) Report the total number of employees by employment contract and gender. b) Report the total number of permanent employees by employment type and gender. c) Report the total workforce by employees and supervised workers and by gender. d) Report the total workforce by region and gender. e) Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. f) Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	AR: Enhancing employee value, 163 - 167 SR: Employee well-being, Page 21	–	–	–	SR – Pages 72-75
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	SR: Freedom of association, Page 25	–	–	–	SR – Pages 72-75
G4-12	Describe the organization's supply chain.	SR: Responsible supply chain, Page 19	–	–	–	SR – Pages 72-75

Organizational profile *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-13	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including : • Changes in the location of, or changes in, operations, including facility openings, closings, and expansions • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations) • Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination	AR : Letter to the stakeholders, Page 2 AR : Management's discussion and analysis, Pages 61 - 73	–	–	–	SR – Pages 72-75
G4-14	Report whether and how the pre-cautionary approach or principle is addressed by the organization.	SR : Sustainability at Infosys, Page 3 SR : Leaders Note, Page 6 AR : Being more environment conscious, Page 171	–	–	–	SR – Pages 72-75
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	AR : Advocating change for a better tomorrow, Page 173	–	–	–	SR – Pages 72-75

Legend :   *AR :* Annual Report 2015-16   *SR :* Sustainability Report 2015-16

Organizational profile *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization : • Holds a position on the governance body • Participates in projects or committees • Provides substantive funding beyond routine membership dues • Views membership as strategic	AR: Advocating change for a better tomorrow, Page 173	–	–	–	SR – Pages 72-75

Identified material aspects and boundaries

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-17	a) List all entities included in the organization's consolidated financial statements or equivalent documents. b) Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	AR: Consolidated financial statements, Pages 125 - 152	–	–	–	SR – Pages 72-75
G4-18	a) Explain the process for defining the report content and the Aspect Boundaries. b) Explain how the organization has implemented the Reporting Principles for Defining Report Content.	SR: Sustainability at Infosys, Page 3 SR: Materiality and stakeholder engagement, Page 8	–	–	–	SR – Pages 72-75

Legend: *AR:* Annual Report 2015-16   *SR:* Sustainability Report 2015-16

Identified material aspects and boundaries *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-19	List all the material aspects identified in the process for defining report content.	SR: Materiality and stakeholder engagement, Page 8	–	–	–	SR – Pages 72-75
G4-20	For each material Aspect, report the Aspect Boundary within the organization, as follows: • Report whether the Aspect is material within the organization • If the Aspect is not material for all entities within the organization (as described in G4-17), select one of the following two approaches and report either : – The list of entities or groups of entities included in G4-17 for which the Aspect is not material or – The list of entities or groups of entities included in G4-17 for which the Aspects is material • Report any specific limitation regarding the Aspect Boundary within the organization	SR: Materiality and stakeholder engagement, Page 8	–	–	–	SR – Pages 72-75
G4-21	For each material Aspect, report the Aspect Boundary outside the organization, as follows : • Report whether the Aspect is material outside of the organization • If the Aspect is material outside of the organization, identify the entities, groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified • Report any specific limitation regarding the Aspect Boundary outside the organization	SR: Materiality and stakeholder engagement, Page 8	–	–	–	SR – Pages 72-75

Legend : *AR :* Annual Report 2015-16   *SR : Sustainability Report 2015-16*

Identified material aspects and boundaries *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-22	• Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	SR: Restatements, Page 63	–	–	–	SR – Pages 72-75
G4-23	• Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	None	–	–	–	SR – Pages 72-75

Stakeholder engagement

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-24	Provide a list of stakeholder groups engaged by the organization.	AR: Stakeholder engagement, Page 168 SR: Materiality and stakeholder engagement, Page 8	–	–	–	SR – Pages 72-75
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	AR: Stakeholder engagement, Page 168 SR: Materiality and stakeholder engagement, Page 8	–	–	–	SR – Pages 72-75

Legend: *AR: Annual Report 2015-16   SR: Sustainability Report 2015-16*

Stakeholder engagement *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-26	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was under-taken specifically as part of the report preparation process.	AR: Stakeholder engagement, Page 168 SR: Materiality and stakeholder engagement, Page 8	–	–	–	SR – Pages 72-75
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	AR: Stakeholder engagement, Page 168 SR: Materiality and stakeholder engagement, Page 8	–	–	–	SR – Pages 72-75

Report profile

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	Fiscal 2015-16	–	–	–	SR – Pages 72-75
G4-29	Date of most recent previous report (if any).	Fiscal 2014-15	–	–	–	SR – Pages 72-75
G4-30	Reporting cycle (such as annual, biennial).	Annual	–	–	–	SR – Pages 72-75
G4-31	Provide the contact point for questions regarding the report or its contents.	SR: Page 115	–	–	–	SR – Pages 72-75
G4-32	a) Report the 'in accordance' option the organization has chosen. b) Report the GRI Content Index for the chosen option. c) Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance'	SR: Sustainability at Infosys, Page 3				SR – Pages 72-75

Report profile *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-33	a) Report the organization's policy and current practice with regard to seeking external assurance for the report. b) If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. c) Report the relationship between the organization and the assurance providers. d) Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	SR: Sustainability at Infosys, Page 3				SR – Pages 72-75

Governance

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	SR: Sustainability at Infosys, Page 3 AR: Corporate governance report, Page 74	–	–	–	SR – Pages 72-75
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	SR: Sustainability at Infosys, Page 3 AR: Corporate governance report, Page 74	–	–	–	SR – Pages 72-75
G4-36	Report whether the organization has appointed an executive level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	SR: Sustainability at Infosys, Page 3 AR: Corporate governance report, Page 74	–	–	–	SR – Pages 72-75
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	AR: Corporate governance report, Page 74 SR: Sustainability at Infosys, Page 3	–	–	–	SR – Pages 72-75

Legend: *AR*: Annual Report 2015-16   *SR*: Sustainability Report 2015-16

Governance *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-38	Report the composition of the highest governance body and its committees by : • Executive or non-executive • Independence • Tenure on the governance body • Number of each individual's other significant positions and commitments, and the nature of the commitments • Gender • Membership of under-represented social groups • Competencies relating to economic, environmental and social impacts • Stakeholder representation	AR: Corporate governance report, Page 74	–	–	–	SR – Pages 72-75
G4-39	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	AR: Corporate governance report, Page 74	–	–	–	SR – Pages 72-75

Governance *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including : • Whether and how diversity is considered • Whether and how independence is considered • Whether and how expertise and experience relating to economic, environmental and social topics are considered • Whether and how stakeholders (including shareholders) are involved	AR : Corporate governance report, Page 74	–	–	–	SR – Pages 72-75
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: • Cross-board membership • Cross-shareholding with suppliers and other stakeholders • Existence of controlling shareholder • Related party disclosures	AR : Corporate governance report, Page 74	–	–	–	SR – Pages 72-75

Legend :   *AR : Annual Report 2015-16*   *SR : Sustainability Report 2015-16*

Governance *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	AR : Corporate governance report, Page 74 SR : Sustainability at Infosys, Page 3				SR – Pages 72-75
G4-43	Report the measures taken to develop and enhance the high-est governance body's collective knowledge of economic, environmental and social topics.	AR : Corporate governance report, Page 74 SR : Sustainability at Infosys, Page 3				SR – Pages 72-75
G4-44	a) Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment. b) Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a mini-mum, changes in member-ship and organizational practice.	AR : Corporate governance report, Page 74 SR : Sustainability at Infosys, Page 3				SR – Pages 72-75

Governance *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-45	a) Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. b) Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities	AR: Corporate governance report, Page 74 SR: Sustainability at Infosys, Page 3				SR – Pages 72-75
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	AR: Management's discussion and analysis: Outlook , risks and concerns, Page 72 - 73 AR: Risk management report, Pages 90 SR: Sustainability at Infosys, Page 3				SR – Pages 72-75
G4-47	Report the frequency of the highest governance body's re-view of economic, environmental and social impacts, risks, and opportunities.	AR: Corporate governance report, Page 74 SR: Sustainability at Infosys, Page 3				SR – Pages 72-75

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Governance *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-48	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	AR : Corporate governance report, Page 74 SR : Sustainability at Infosys, Page 3				SR – Pages 72-75
G4-49	Report the process for communicating critical concerns to the highest governance body.	AR : Corporate governance report, Page 74 SR : Sustainability at Infosys, Page 3				SR – Pages 72-75
G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	AR : Corporate governance report, Page 74 SR : Sustainability at Infosys, Page 3				SR – Pages 72-75

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Governance *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance

G4-51	a) Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration :
	• Fixed pay and variable pay
	  – Performance-based pay
	  – Equity-based pay
	  – Bonuses
	  – Deferred or vested shares
	• Sign-on bonuses or recruitment incentive payments
	• Termination payments
	• Clawbacks
	• Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees
	
	b) Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.
		AR : Annexure 3 – Particulars of employees, Page 33				SR – Pages 72-75

G4-52	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.	AR : Annexure 3 – Particulars of employees, Page 33				SR – Pages 72-75

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Governance *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	AR: Corporate governance report, Page 74		The information is subject to specific confidentiality constraints		SR – Pages 72-75
G4-54	Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the high-est-paid individual) in the same country.	AR: Corporate governance report, Page 74 AR: Annexure 3 – Particulars of employees, Page 33		The information is subject to specific confidentiality constraints	Individual compensation is a confidential information as per the policy of the Company	No
G4-55	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage in-crease in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	AR: Corporate governance report, Page 74 AR: Annexure 3 – Particulars of employees, Page 33		The information is subject to specific confidentiality constraints	Individual compensation is a confidential information as per the policy of the company	No

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Ethics and integrity

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	SR : Corporate governance, Page 19 AR : Corporate governance report, Page 74	–	–	–	SR – Pages 72-75
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	SR : Corporate governance, Page 19 AR : Corporate governance report, Page 74	–	–	–	SR – Pages 72-75
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	SR : Corporate governance, Page 19 AR : Corporate governance report, Page 74	–	–	–	SR – Pages 72-75

Specific standard disclosures

Economic

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Economic performance						
G4-DMA	Generic Disclosures on Management Approach	AR: Introductory section, CEO and CFO Certification, Page 93 SR: Page 13				SR – Pages 72-75
G4-EC1	Direct economic value generated and distributed	SR: Page 13				SR – Pages 72-75
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	AR: Risk management report, Pages 90, Business responsibility report, Page 159 https://www.cdp.net/en-US/Results/Pages/All-Investor-Reports.aspx				SR – Pages 72-75
G4-EC3	Coverage of the organization's defined benefit plan obligations	SR: Employee well-being, Page 21 AR: Retirement benefits to employees, Page 103, Consolidated financial statements, Page 125-152				SR – Pages 72-75
G4-EC4	Financial assistance received from government	AR: Management's discussion and analysis, Page 61				SR – Pages 72-75

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Environmental

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Energy						
G4-DMA	Generic Disclosures on Management Approach	SR: Sustainability at Infosys, Page 3 SR: Leaders note, Page 6 SR: Environmental stewardship, Page 46	–	–	–	SR – Pages 72-75
G4-EN3	Energy consumption within the organization	SR: Data computational methods, Page 64	–	–	–	SR – Pages 72-75
G4-EN4	Energy consumption outside of the organization	SR: Data computational methods, Page 64	–	–	–	SR – Pages 72-75
G4-EN5	Energy intensity	SR: Our environmental performance – Energy, Pages 50 - 51	–	–	–	SR – Pages 72-75
G4-EN6	Reduction of energy consumption	SR: Our environmental performance – Energy, Pages 50 - 51	–	–	–	SR – Pages 72-75

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Environmental *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-EN7	Reductions in energy requirements of products and services	Not applicable	Reductions in energy requirements of products and services	The Standard Disclosure or part of the Standard Disclosure is not applicable.	We are an IT services and consulting company. Our energy reduction for the services provided is already covered under EN6 above.	No
Water						
G4-DMA	Generic Disclosures on Management Approach	SR: Sustainability at Infosys, Page 3 SR: Leaders note, Page 6 SR: Environmental stewardship, Page 46	–	–	–	SR – Pages 72-75
G4-EN8	Total water withdrawal by source	SR: Our environmental performance – Water, Page 58	–	–	–	SR – Pages 72-75

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Environmental *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-EN9	Water sources significantly affected by withdrawal of water	SR : Our environmental performance – Water, Page 58	Value / importance of water source to local communities	The information is currently unavailable	We are streamlining the process for collecting this information	No
G4-EN10	Percentage and total volume of water recycled and reused	SR : Our environmental performance – Water, Page 58	–	–	–	SR – Pages 72-75
Emission						
G4-DMA	Generic Disclosures on Management Approach	SR : Sustainability at Infosys, Page 3 SR : Leaders note, Page 6 SR : Environmental stewardship, Page 46	–	–	–	SR – Pages 72-75
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	SR : Our environmental performance – GHG Emissions, Pages 54; Data computational methods, Page 64	–	–	–	SR – Pages 72-75
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	SR : Our environmental performance – GHG Emissions, Pages 54; Data computational methods, Page 64	–	–	–	SR – Pages 72-75

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Environmental *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	SR : Our environmental performance – GHG Emissions, Pages 54; Data computational methods, Page 64	–	–	–	SR – Pages 72-75
G4-EN18	Greenhouse gas (GHG) emissions intensity	SR : Our environmental performance – GHG Emissions, Pages 54; Data computational methods, Page 64	–	–	–	SR – Pages 72-75
G4-EN19	Reduction of greenhouse gas (GHG) emissions	SR: Our environmental performance – Emission reduction initiatives, Page 55; Data computational methods – Page 64	–	–	–	SR – Pages 72-75
G4-EN20	Emissions of ozone-depleting substances (ODS)	SR: Our environmental performance – Ozone depleting substances, Page 56; Data computational methods, Page 64	–	–	–	SR – Pages 72-75
G4-EN21	NOx, SOx, and other significant air emissions	SR: Our environmental performance – SOx NOx emissions, Pages 55; Data computational methods, Page 64	–	–	–	SR – Pages 72-75
Waste and effluents						
G4-DMA	Generic Disclosures on Management Approach	SR: Sustainability at Infosys, Page 3 SR: Leaders note, Page 6 SR: Environmental stewardship, Page 46	–	–	–	SR – Pages 72-75

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Environmental *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-EN22	Total water discharge by quality and destination	SR: Our environmental performance – Wastewater treatment, Page 59	–	–	–	SR – Pages 72-75
G4-EN23	Total weight of waste by type and disposal method	SR: Our environmental performance – Waste management, Page 61	–	–	–	SR – Pages 72-75
G4-EN24	Total number and volume of significant spills	SR: Our environmental performance – Waste management, Page 61	–	–	–	SR – Pages 72-75
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Not applicable	–	The Standard Disclosure or part of the Standard Disclosure is not applicable	Our operations do not involve transportation of any waste or hazardous materials across international borders.	SR – Pages 72-75
Compliance						
G4-DMA	Generic Disclosures on Management Approach	SR: Sustainability at Infosys, Page 3 SR: Leaders note, Page 6 SR: Environmental stewardship, Page 46	–	–	–	SR – Pages 72-75

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Environmental *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	SR : Page 47	–	–	–	SR – Pages 72-75
Environmental grievance mechanisms						
G4-DMA	Generic Disclosures on Management Approach	SR : Sustainability at Infosys, Page 3 SR : Leaders note, Page 6 SR : Environmental stewardship, Page 46	–	–	–	SR – Pages 72-75
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	SR : Our environmental performance, Page 87	–	–	–	SR – Pages 72-75

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Social : Labor practices and decent work

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Employment						
G4-DMA	Generic Disclosures on Management Approach	SR : Employee well-being, Page 21	–	–	–	SR – Pages 72-75
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	SR : Employee well-being, Page 24	–	–	–	SR – Pages 72-75
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	SR : Employee well-being, Page 23	–	–	–	SR – Pages 72-75
G4-LA3	Return to work and retention rates after parental leave, by gender	SR : Employee well-being – Diversity and inclusion, Page 33	–	–	–	SR – Pages 72-75
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	SR : Employee well-being – Freedom of association, Page 25				SR – Pages 72-75
Occupational health and safety						
G4-DMA	Generic Disclosures on Management Approach	SR : Employee well-being, Page 21 SR : Occupational health and safety, Page 35	–	–	–	SR – Pages 72-74

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Social : Labor practices and decent work *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-LA5	Percentage of total work-force represented in for-mal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	SR : Occupational health and safety, Page 35	–	–	–	SR – Pages 72-75
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	SR : Occupational health and safety, Page 35	Occupational diseases rate (ODR), lost day rate (LDR), absentee rate (AR)	The information is currently unavailable	We currently do not have systems in place to capture information about absenteeism rate and occupational disease rate.	SR – Pages 72-75
G4-LA7	Workers with high incidence or high risk of dis-eases related to their occupation	SR : Occupational health and safety, Page 35	–	–	–	SR – Pages 72-75
G4-LA8	Health and safety topics covered in formal agreements with trade unions	SR : Employee well-being – Freedom of association, Page 25	–	–	–	SR – Pages 72-75
Training and education						
G4-DMA	Generic Disclosures on Management Approach	SR : Employee well-being, Page 21 SR : Talent enablement, Page 27	–	–	–	SR – Pages 72-75

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Social : Labor practices and decent work *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-LA9	Average hours of training per year per employee by gender, and by employee category	SR : Talent enablement – Continuous education, Page 28	–	–	–	SR – Pages 72-75
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	SR : Talent enablement – Continuous education, Page 28	Trainings related management of career endings resulting from retirement or termination of employment	The information is currently unavailable.	We have a very young workforce with an average age of about 27 years. Hence, we have not planned programs for career ending at the moment.	SR – Pages 72-75
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	SR : Talent enablement – Performance and career management, Page 31	–	–	–	SR – Pages 72-75
Diversity and equal opportunity						
G4-DMA	Generic Disclosures on Management Approach	SR : Employee well-being, Page 21 SR : Equal opportunity, Page 31	–	–	–	SR – Pages 72-75

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Social : Labor practices and decent work *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-LA12	Composition of governance bodies and break-down of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	AR : Corporate governance Report, Page 74 SR : Materiality and stakeholder engagement, Page 8	Breakdown of employees per employee category minority group member-ship, and other indicators of diversity	The information is currently unavailable.	We are strengthening our systems and processes to capture diversity indica-tors at the management level across the organization	No
Supplier assessment for labor practices						
G4-DMA	Generic Disclosures on Management Approach	SR : Responsible supply chain, Page 19	–	–	–	SR – Pages 72-75
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	SR : Responsible supply chain, Page 19	–	–	–	SR – Pages 72-75
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	SR : Responsible supply chain, Page 19	–	–	–	SR – Pages 72-75

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Social : Labor practices and decent work *(contd.)*

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Labor practices grievance mechanisms						
G4-DMA	Generic Disclosures on Management Approach	SR : Employee well-being, Page 21	–	–	–	SR – Pages 72-75
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	SR : Hearing and resolving issues, Pages 33	–	–	–	SR – Pages 72-75

Social : Human rights

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Investment						
G4-DMA	Generic Disclosures on Management Approach	SR : Employee well-being, Page 21	–	–	–	SR – Pages 72-75

Social : Human rights *(contd.)*

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	SR: Employee well-being, Page 21	–	–	–	SR – Pages 72-75
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	SR : Talent enablement – Code of conduct and ethics, Page 29	–	–	–	SR – Pages 72-75
Non-Discrimination						
G4-DMA	Generic Disclosures on Management Approach	SR: Employee well-being, Page 21	–	–	–	SR – Pages 72-75
G4-HR3	Total number of incidents of discrimination and corrective actions taken	SR: Hearing and resolving issues, Page 33	–	–	–	SR – Pages 72-75
Freedom of association and collective bargaining						
G4-DMA	Generic Disclosures on Management Approach	SR: Freedom of association, Page 25	–	–	–	SR – Pages 72-75

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Social : Human rights *(contd.)*

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	[CBA in supply chain is not relevant for our sector]	–	–	–	SR – Pages 72-75
Assessment						
G4-DMA	Generic Disclosures on Management Approach	SR : Employee well-being, Page 21	–	–	–	SR – Pages 72-75
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	SR : Responsible supply chain, Page 19	–	–	–	SR – Pages 72-75
Supplier human rights assessment						
G4-DMA	Generic Disclosures on Management Approach	SR : Responsible supply chain, Page 19	–	–	–	SR – Pages 72-75
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	SR : Responsible supply chain, Page 19	–	–	–	SR – Pages 72-75
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	SR : Responsible supply chain, Page 19	–	–	–	SR – Pages 72-75

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Social : Human rights *(contd.)*

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Human rights grievance mechanisms						
G4-DMA	Generic Disclosures on Management Approach	SR : Employee well-being, Page 21; SR : Responsible supply chain, Page 19	–	–	–	SR – Pages 72-75
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	SR : Hearing and resolving issues, Pages 33	Number of grievances for external stakeholders (suppliers and local community)	The information is currently unavailable	The process of recording the number of grievances for external stakeholders – suppliers and local community, needs to be streamlined	SR – Pages 72-75

Social : Society

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Anti-corruption						
G4-DMA	Generic Disclosures on Management Approach	SR: Corporate governance and Compliance, Page 19	–	–	–	SR – Pages 72-75
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	AR: Risk management report, Pages 90 SR: Corporate governance and Compliance, Page 19	–	–	–	SR – Pages 72-75
G4-SO4	Communication and training on anti-corruption policies and procedures	SR: Corporate governance and Compliance, Page 19	–	–	–	SR – Pages 72-75
G4-SO5	Confirmed incidents of corruption and actions taken	SR: Corporate governance and Compliance, Page 19	–	–	–	SR – Pages 72-75
Compliance						
G4-DMA	Generic Disclosures on Management Approach	SR: Materiality aspects and scope, Page 8; SR: Corporate governance and Compliance, Page 19	–	–	–	SR – Pages 72-75
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	SR: Corporate governance and Compliance, Page 19	–	–	–	SR – Pages 72-75

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Social : Product responsibility

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Product and service labeling						
G4-DMA	Generic Disclosures on Management Approach	SR : Client focus : Page 15	DMA for product and service labeling	The Standard Disclosure or part of the Standard Disclosure is not applicable	The DMA specifically with respect to product and service labeling is not applicable given that we are an IT services company and do not deal with products. We have, however, included our DMA on client satisfaction in the 'Client value' section of our report	SR – Pages 72-75
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	Not applicable	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	The Standard Disclosure or part of the Standard Disclosure is not applicable	We are an IT services company and do not deal with products or services which require labeling.	No

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Social : Product responsibility *(contd.)*

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Not applicable	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	The Standard Disclosure or part of the Standard Disclosure is not applicable	We are an IT services company and do not deal with products or services which require labeling.	No
G4-PR5	Results of surveys measuring customer satisfaction	SR : Client engagement, Page 15	–	–	–	SR – Pages 72-75
Customer privacy						
G4-DMA	Generic Disclosures on Management Approach	SR : Privacy and data protection , Page 17	–	–	–	SR – Pages 72-75
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	SR : Privacy and data protection , Page 17	–	–	–	SR – Pages 72-75

Social : Product responsibility *(contd.)*

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Compliance						
G4-DMA	Generic Disclosures on Management Approach	SR : Privacy and data protection , Page 17, Material aspects and scope, Page 8 *Note : Being an IT services company, we are regulated by data privacy*	–	–	–	SR – Pages 72-75
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	SR : Privacy and data protection , Page 17	–	–	–	SR – Pages 72-75

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Safe Harbor

This report contains 'forward-looking statements', that are based on our current expectations, assumptions, estimates and projections about the Company, our industry, economic conditions in the markets in which we operate, and certain other matters. Generally, these forward looking statements can be identified by the use of forward-looking terminology such as 'anticipate', 'believe', 'estimate', 'expect', 'intend', 'will', 'project', 'seek', 'should' and similar expressions. Those statements include, among other things, the discussions of our business strategy and expectations concerning our market position, future operations, margins, profitability, liquidity and capital resources. These statements are subject to known and unknown risks, uncertainties and other factors, which may cause actual results or outcomes to differ materially from those implied by the forward-looking statements. In the light of these and other uncertainties, you should not conclude that the results or outcomes referred to in any of the forward-looking statements will be achieved. All forward-looking statements included in this report are based on information available to us on the date hereof, and we do not undertake to update these forward-looking statements to reflect future events or circumstances unless required to do so by law.

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