

AUTOMATE  
INNOVATE  
EDUCATE

Infosys<sup>®</sup>

POWERED BY INTELLECT  
DRIVEN BY VALUES

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Sustainability Report 2016-17

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## **AUTOMATE. INNOVATE. EDUCATE.**

Towards a sustainable future

Every invention that became a turning point in the history of human civilization had a common objective – to simplify complicated tasks, so that the resulting efficiencies could be applied elsewhere, to achieve loftier goals. Today, when we develop breakthrough technologies like artificial intelligence and machine learning to automate mundane cognitive tasks, we accelerate progress by enabling the application of human effort and ingenuity towards finding innovative solutions to even bigger unsolved problems. Automation and Innovation are intertwined in a continuous virtuous cycle of progress.

If Innovation is the engine that powers the vehicle of progress, and Automation the fuel that feeds it, then Education is the context that surrounds them. By sharing our knowledge and experiences with the rest of the world, and with future generations, we help to scale and sustain the virtuous cycle. Taken together, Automation, Innovation and Education form the basis of all hope, all progress, and of ultimate transcendence from human suffering.

Mindful Automation, Innovation and Education are the pillars of our strategy as a sustainable corporation. We are automating mundane tasks so that we can free up space to innovate for people, for communities and for the planet. The spirit of continuous learning that lies at the foundation of Infosys has led us to partner with global research centers and find innovative solutions in resource conservation, energy management, building technologies, healthcare management, rural development and education while continuing to focus on the larger impact on the community as a whole. Demonstrating ‘responsible citizenship’, our employee volunteers in all our centers continue to engage with communities around them to raise living standards, build awareness about the environment, and create opportunities for everyone.

In this report, we document our performance across all the sustainability parameters, and pledge our unwavering commitment once more to our clients, our employees, the environment, and the communities that we are part of. To know more about our sustainability efforts, visit [www.infosys.org](http://www.infosys.org).

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## Sustainability at Infosys

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Infosys is a leading provider of consulting, technology, outsourcing and next-generation services. We enable our clients in 45 countries to renew and simplify their existing technology landscapes, and partner with them in designing and implementing new technology-based solutions to their most complex problems in a dynamic business environment. From engineering to application development, knowledge management and business process management, we help our clients find the right problems to solve, and to solve these effectively. Our team of 200,000+ innovators across the globe is differentiated by the imagination, knowledge and experience, across industries and technologies that we bring to every project we undertake.

At Infosys, our work reflects the fundamental importance of inclusivity, openness and our commitment towards the society and environment. These values have been our driving force from the beginning. As an organization that takes a keen interest in societal issues, we are ever mindful about making a difference in the communities where we work and live – from bridging the gender divide in the workforce to reinforcing client sustainability to reducing environmental impact.

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. The Infosys Foundation takes pride in working with the poorest sections of society, while the Infosys Foundation USA promotes science and math education in schools in the U.S. The Infosys Science Foundation continues to encourage scientists and researchers through its annual awards. Campus Connect, our flagship program, focuses on improving the employability of engineering graduates across the country. We also continue to strive towards inclusive growth and environmental stewardship by promoting a spirit of volunteerism among our employees.

### Sustainability disclosures

This is our tenth year of reporting on sustainability. This report provides detailed information on our responsible business practices across economic, social and environmental parameters 'in accordance' with the Global Reporting Initiative G4 (Comprehensive) guidelines. The GRI G4 content index is available in the 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. In 2014, we became the first IT company in the world to publish our sustainability disclosures in accordance

with the Global Reporting Initiative's G4 (Comprehensive) guidelines. 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 considers 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 2016-17.

**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.

To read our sustainability stories, visit our sustainability microsite [www.infosys.com/sustainability](http://www.infosys.com/sustainability).

Our sustainability disclosures are reviewed and verified internally by an 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 informs responsible business practices. 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 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, known as C-LIFE.

Sustainability goals are part of our corporate scorecard. These goals are further cascaded to the leaders of business units and enabler functions with the requisite authority to execute them. Our COO is head of the Sustainability Council and reviews progress on sustainability actions through periodic reviews with department heads. 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 progress on material aspects concerning our stakeholders on a regular basis and communicate this 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 on a quarterly basis.

The Corporate Sustainability team works in collaboration with internal and external stakeholders under the guidance of the Sustainability Council, to institutionalize sustainability policies, processes and practices.

We report 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](http://www.infosys.com).

### Reporting boundary and scope

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

#### 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 suppliers 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.

#### Confidentiality

Details of individual compensation are subject to confidentiality constraints. However, the Board compensation and the compensation of senior executives across the globe are reported in our Annual Report available on [www.infosys.com](http://www.infosys.com).

## Awards, recognition and strategic partnerships

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### Awards

In fiscal 2017, we won multiple awards and recognition, both international and national. The significant ones among them include:

- Best Climate Change Program at the Global Green Future Leadership Awards for our overall carbon management and carbon neutral program.
- Best Environment Friendly Project at the Global CSR Excellence and Leadership Awards for the overall energy efficiency at Infosys campuses with specific focus on Radiflux.
- Award for Sustainable Carbon Management Practice at the Global Sustainability Leadership Award, Dubai, for leadership and excellence in carbon management.
- Award in the Accounting for Climate Change category at the 6th Asia Best CSR Awards, Singapore, for our excellence in climate change management with well-crafted strategies, climate change risk management and various emission reduction activities.
- Award for Climate Leadership at the Microsoft Supplier Program Climate Change Leadership Award, U.S. The award criterion included management of climate change risks and opportunities, established carbon reduction goals, and external disclosures like CDP Climate Change and CDP Supply Chain.
- Best Company for Environmental Excellence at the 8th Global CSR Summit and Awards, Bali, Indonesia. The award recognizes and honors companies for outstanding, innovative and world-class products, services, projects and programs implemented in the past or present.
- Induction into the ACREX Hall of Fame. The award was given by ISHRAE (Indian Society for Heating, Refrigeration and Air-conditioning Engineers) in recognition of Infosys' adoption of an integrated approach to developing energy-efficient buildings.
- A place among the top three companies for the Zayed Future Energy Award, Abu Dhabi, UAE. The annual global award celebrates achievements that reflect impact, innovation, long-term vision and leadership in renewable energy and sustainability.
- Award in the Environmental Management category at the CII (Confederation of Indian Industries) Sustainability Awards.
- Smartest Building award for the software development blocks (SDBs) at the Pune campus at the Network 18 and Honeywell Smart Building Awards.

- The Emerson Cup for the Innovative Green Data Center in Bengaluru.
- Third prize for the SDB at the Hyderabad campus at the MNRE Award given by the Ministry of new and renewable energy, India.

For more information on awards in fiscal 2017, refer to our Annual Report available on [www.infosys.com](http://www.infosys.com).

### Recognition

#### Carbon Disclosure Project

Our carbon accounting and disclosures have matured over the last nine years of reporting. Today, it covers our global operations across all scopes (Scope 1, 2, and 3) and our carbon footprint disclosures are third-party verified. Our performance in this space has been recognized by the Carbon Disclosure Project (CDP), as we made it to A- band, the Leadership band. The A- band distinguishes Infosys for its actions to manage climate change, both in its own operations and beyond. This is the fourth year in a row that Infosys has made it to the CDP leadership band / index.

#### Publications

We believe that by sharing the best of our research, expertise, benchmarking, learnings from experiments, we will be able to empower others in achieving their sustainability goals. The sustainability practices and accomplishments published across media and journals are as follows:

#### Getting a grip on carbon footprint

*Publisher: Huffington Post, November 2016*

The Paris Climate Agreement 2015 aims to limit global warming to below 2°C above the pre-industrial average temperature. Carbon footprint assumes great significance today with the alarming rate of global warming and climate change. This article charts our journey towards becoming carbon neutral.

#### Making our workplaces 'Future Fit'

*Publisher: Huffington Post, October 2016*

With rapid urbanization, there is a need to evaluate the parameters to ensure a sustainable workplace. This article discusses how Infosys' innovative building design strategies can serve as a model so that people can focus better on their work.

### IT parks, schools, hospitals opt out of grid, embrace green energy for power

*Publisher: Times of India, February 2017*

Being a signatory to the RE100 campaign with a goal to source 100% electricity from renewables by March 2018, Infosys is using its own technology to get better power conversion at the solar panels.

### Infosys to develop Hebbal Lake

*Publisher: Times of India, November 2016*

Infosys, under its CSR activity, will spend ₹30 crore for the development and setting up of a sewage treatment plant to treat Hebbal lake. This article throws light on our plans to rejuvenate the water body.

### For some companies, every drop is starting to matter

*Publisher: Mint, May 2016*

This article illustrates how our effective water treatment technologies bring significant reductions in the per capita water use across Infosys campuses.

### Long-term planning is a must for building cities of tomorrow

*Publisher: Times of India, August 2016*

The cities of tomorrow will require rapid technological advancements making them resilient to climate change and more sustainable with long-term planning. This article throws light on how Infosys' smart infrastructure is prepared to be a part of this journey.

### How simulation software, 3D modelling lead to sustainable construction

*Publisher: FirstPost, July 2016*

Building construction has come a long way from drawing boards and T-squares to AutoCAD, Revit and 3D modelling. This article explains how simulation and 3D modelling techniques are helping Infosys to design sustainable buildings.

### Infosys employees can now personalise their workspace temperature

*Publisher: The Hindu, June 2016*

In a constant endeavor to enhance employee comfort and productivity, Infosys piloted the 'first-of-its-kind' system level automation in India that allows employees to control the comfort of their environment and enhance their building experience. This article covers how this solution works.

### Making sustainability a way of life

*Publisher: Deccan Herald, January 2017*

Rising urbanization and the expanding building stock are depleting our natural resources. This news article covers how Infosys' holistic approach can conserve natural resources, reduce carbon emissions and use renewable energy – all through technology.

### At Infosys, per capita water use down by 41 per cent

*Publisher: The Economic Times, July 2016*

Treating wastewater is important for reuse and to keep water bodies clean. This article illustrates how using rainwater harvesting and effective water treatment technologies bring significant reductions in the per capita water use across Infosys campuses.

## Strategic partnerships

As part of our sustainability strategy, we are involved in extensive research and development aimed at finding ways to mitigate the impact of our operations on the environment. We have tied up with premier institutions across the world to conduct research on energy-efficient building material, green engineering solutions, monitoring systems and renewables. Here's a glimpse into our ongoing research partnerships:

### Center for Built Environment (CBE), Berkeley, U.S.

We partnered with CBE UC Berkeley, California, U.S., one of the most reputed research institutes in the world on buildings and built environment. The project is being pursued in two phases. The first phase completed in this fiscal concentrated on literature review, understanding of Infosys' work culture and conducting employee surveys to arrive at solutions. Phase 2 will focus on detailed research, study and deployment of recommendations made to Infosys and implementation of the team's learnings from Phase 1.

### Leibniz University, Hannover

The collaboration which started in 2014 focuses on innovations in solid waste management at Infosys. In fiscal 2016, we completed conceptual design and implementation of solar-assisted automated sludge dryer. We are also working on waste characterization study – a scientific investigation of solid waste aimed at developing integrated solid waste management policy and implementing treatment technology. Through an internship program with the university, we are also stepping in knowledge exchange.



### Saint Gobain, India

We have collaborated with Saint Gobain, India for research and development to develop solutions specifically focusing on acoustics and energy efficiency pertaining to glass and fenestrations. Projects to convert double glazed units to triple glazed units onsite without actually removing the window system, and develop innovative light shelf ideas are some of the outcomes of the collaboration.

### The Energy and Resources Institute (TERI), Bengaluru, India

TERI is working with the Environmental Management and Policy Research Institute (EMPRI) for identifying the urban heat island effect influenced by various urban characteristics. TERI is studying the temperature profiles and variations for six locations across Bengaluru through measurement and analysis. One of the selected locations for monitoring is the Infosys campus. The project is ongoing and two sets of measurements are already completed.

### United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)

UNESCAP is the regional development arm of the United Nations for the Asia-Pacific region. During the last ESCAP Sustainable Business Network (ESBN) meeting at the United Nations Conference Centre, we presented the Infosys case, our approach to efficiency and sustainability and the criterion for setting new standards. Following our discussion about the possible action points, Carson Wen (co-chair of the task force) was keen to associate with Infosys and develop new standards for green buildings / energy efficiency, which the UN can push through member countries in Asia. Collaboration with such a well-recognized international organization can provide added value to the sustainable development goals of Infosys.

## Building a world of opportunity – for everyone

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“ We are keen not to limit ourselves to ensure near-term business value but also extend our efforts to build sustainable solutions that impact the society at large. ”



As a global corporation that is passionate about sustainable development, we take great pride that our own goals and commitments are in perfect alignment with the global efforts towards creating a more sustainable planet. We drafted our Sustainability Policy in 2008 and committed to make our business sustainable, our client's business sustainable and our ecosystem sustainable.

Much of our success, not just of Infosys but of the entire IT services industry, has been built on the opportunity we saw decades ago to perform technical jobs across multiple locations in a 'flat world', without loss in quality, and with improved economics. This global delivery model has made solving known IT problems more convenient and efficient for clients. Today, our opportunities range from problem-finding to co-creating solutions with our clients – a transformation we have truly taken a lead on.

Our Zero Distance initiative has provided us that new approach to build an idea-based culture. As a result of this program, each person in the Company can find a deeper sense of purpose in their job, and is motivated to realize that purpose. Supporting this effort is Process ++, an initiative to drive breakthrough efficiencies in the process landscape and leverage collaborations internally. This has provided a huge fillip to simplifying workflows while giving the required impetus to collaborative business processes.

Even as we do this, we are keen not to limit ourselves to ensure near-term business value but also extend our efforts to build sustainable solutions that impact the society at large. The cutting-edge smart connected buildings designed and executed by the Infosys Facilities and Infrastructure teams across our India campuses is a leading example of innovation in the area of environmental sustainability. Using artificial intelligence, machine learning, virtual reality and augmented reality to build smart applications, intelligent devices and a command center, we have demonstrated substantial energy savings, and made available a wealth of data and best practices.

### **U. B. Pravin Rao**

Chief Operating Officer and Whole-time Director

We recognize that economic progress cannot be at the cost of the environment. Therefore, we identified Energy, Emissions, Water and Waste as material aspects to focus on as part of our environmental sustainability efforts. We became the first IT company in the world to make a commitment in the United Nations 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. We became the first Indian company to join RE100 – a global platform for major companies committed to 100% renewable power. We are at the forefront when it comes to exploring the possibilities of solar energy. Be it taking our campus in Hyderabad off the grid or powering remote villages in Ladakh through solar energy, we are exploring all frontiers to create an impact through the use of renewable sources of energy. As of this fiscal, we have

“ Be it taking our campus in Hyderabad off the grid or powering remote villages in Ladakh through solar energy, we are exploring all frontiers to create an impact through the use of renewable sources of energy. ”

achieved our per capita electricity target. While we have made significant progress on the other commitments, we may not be able to achieve them in fiscal 2018 because of the challenges related to government policies. However, we remain committed to these goals and will strive to achieve them in the nearest future.

This year, we joined the Carbon Pricing Leadership Coalition (CPLC) and announced an internal carbon price in January. The internal carbon price is fixed at US \$10.5 per ton of CO<sub>2</sub>e.

In fiscal 2017, we were awarded the LEED-EBOM (Leadership in Energy and Environmental Design – Existing Building Operation and Maintenance) Platinum certification by the United States Green Building Council (USGBC) for our campus at Pune. LEED Platinum is the highest level of green rating for buildings and with this recognition, Infosys Pune becomes the largest campus in the world to achieve this distinction.

Our water conservation strategy encompasses actions to reduce, recycle and reuse. Today, apart from the 270 injection wells and 25 lakes across campuses, we harvest rooftop rainwater from the buildings at our campuses. Our smart water metering program is helping us to monitor our water consumption and plan efficiency programs. Our combined efforts have resulted in an 8.33% reduction in our per capita consumption of water as compared to last year. We are also working to achieve zero waste to landfill and 100% food waste treatment within our campuses.

Education is the bedrock of our culture. Our investments in learning continue to facilitate the achievement of our strategic goals. Over 135,000 employees have been trained on Design Thinking. We have revamped our curriculum both in our Foundation Program and in continuous education courses by integrating hands-on learning. We have also reimagined our executive leadership development to be more experiential, personalized, and immersive, and leveraging technology to amplify their potential, covering 967 senior leaders in fiscal 2017. InStep, our global internship program, is an integral part of the global academic relations initiative.

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. Infosys Foundation continues to expand its reach and make a difference by empowering people and communities, while improving opportunities and standards of living. Infosys Foundation USA supports several leading Science, Technology, Engineering and Mathematics (STEM) programs and community building initiatives, particularly for under-represented communities. The Infosys Science Foundation awards the Infosys Prize which endeavors to elevate the prestige of science and research in India and inspire young Indians to choose a vocation in research. Campus Connect, our flagship industry-academia program is still touching the lives of engineering students and helping improve their employability.

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. We, at Infosys, believe in building and nurturing a better world – a world of opportunity for everyone.

## Materiality and stakeholder engagement

We engage with our stakeholders in a variety of ways in order to build and strengthen trust-based relationships. Our stakeholders include: clients, employees, investors, suppliers, governments and regulatory bodies and local communities.

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

A stakeholder relationship committee assists the Board and the Company in maintaining healthy relationships with our stakeholders. It oversees the mechanism for redressing

grievances and complaints from stakeholders, including shareholders, debenture-holders and other security holders, suppliers, vendors, customers, employees and others.

We review the progress on material aspects concerning our stakeholders on a regular basis and communicate the progress through appropriate channels. Our discussions through this Sustainability Report reflect the results of an active stakeholder engagement process. A robust engagement process ensures our attention to stakeholder requirements and feeds into the materiality exercise. Defined communication channels ensure focused engagement through the year. 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.

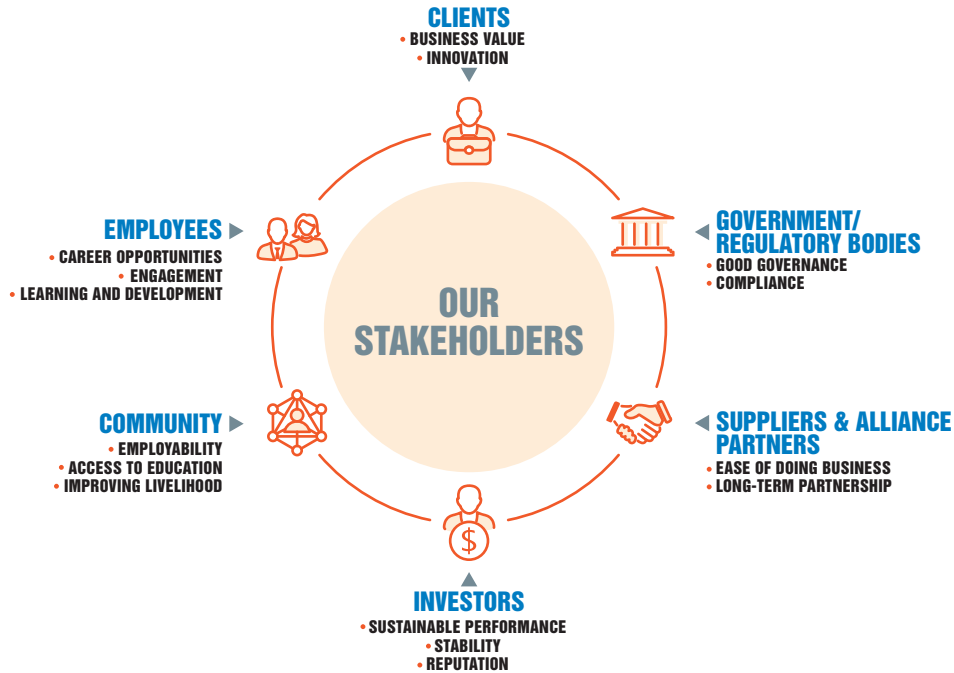
For more details, refer to the Corporate Governance Report in our Annual Report available on [www.infosys.com](http://www.infosys.com).

Clients	Employees	Investors	Governments and regulatory bodies	Local communities
<ul style="list-style-type: none"> <li>• Requests for proposals <sup>(7)</sup></li> <li>• Client visits and meetings <sup>(7)</sup></li> <li>• Sustainability portal on our website, <a href="http://www.infosys.com">www.infosys.com</a> <sup>(1)</sup></li> <li>• Mailers <sup>(3)(5)(6)(7)</sup></li> <li>• Newsletters <sup>(2)(3)(6)</sup></li> <li>• Brochures <sup>(7)</sup></li> <li>• Social media <sup>(7)</sup></li> <li>• Customer satisfaction surveys <sup>(1)</sup></li> <li>• Annual customer leadership meets <sup>(7)</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Pulse survey <sup>(1)</sup></li> <li>• Voice of Youth forum <sup>(4)(6)(7)</sup></li> <li>• Employee affinity networks <sup>(4)(6)(7)</sup></li> <li>• Grievance redressal board <sup>(4)</sup></li> <li>• Communication blogs – HRD blog, CEO Forum, Leaders’ Blog <sup>(2)</sup></li> <li>• Inclusivity survey <sup>(1)</sup></li> <li>• Development centers’ engagement initiatives <sup>(7)</sup></li> <li>• Bulletin boards <sup>(6)(7)</sup></li> <li>• Our corporate television channel, InfyTV <sup>(4)(6)(7)</sup></li> <li>• Our corporate radio channel, InfyRadio <sup>(4)(6)(7)</sup></li> <li>• Our intranet, Sparsh <sup>(4)(6)(7)</sup></li> <li>• Sustainability portal on our website, <a href="http://www.infosys.com">www.infosys.com</a> <sup>(2)</sup></li> <li>• Mailers <sup>(4)(5)(6)(7)</sup></li> <li>• Eco clubs <sup>(7)</sup></li> <li>• Employee committees <sup>(6)(7)</sup></li> <li>• Mplus, our internal brand communication portal <sup>(6)(7)</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Analyst meets <sup>(1)(2)(7)</sup></li> <li>• Analyst briefings <sup>(1)(2)(7)</sup></li> <li>• Quarterly results <sup>(2)</sup></li> <li>• Annual General Meeting with our shareholders <sup>(1)</sup></li> <li>• Sustainability Report <sup>(1)</sup></li> <li>• Financial reports <sup>(1)(2)</sup></li> <li>• SEC filings <sup>(5)</sup></li> <li>• Press releases <sup>(1)(2)(6)(7)</sup></li> <li>• Social media <sup>(7)</sup></li> <li>• Investor relations surveys <sup>(1)</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Engaging with government and global forums <sup>(7)</sup></li> <li>• Policy advocacy <sup>(6)</sup></li> <li>• Interacting with statutory / regulatory bodies such as stock exchanges, tax departments, SEC, SEBI, Central Pollution Control Board (CPCB) and labor authorities <sup>(4)(5)(7)</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Site visits <sup>(6)(7)</sup></li> <li>• Interviews with local NGOs and community representatives <sup>(6)(7)</sup></li> <li>• Sustainability portal on our website, <a href="http://www.infosys.com">www.infosys.com</a> <sup>(1)</sup></li> <li>• Meetings with associations / NGOs <sup>(6)(7)</sup></li> <li>• Local community meetings <sup>(6)(7)</sup></li> <li>• Press releases <sup>(2)(7)</sup></li> <li>• Social media <sup>(6)(7)</sup></li> <li>• Our website, <a href="http://www.infosys.com">www.infosys.com</a> <sup>(7)</sup></li> <li>• Discussion with academic institutions <sup>(7)</sup></li> <li>• Participation in events involving academia <sup>(7)</sup></li> <li>• Curriculum enhancement programs <sup>(1)(7)</sup></li> <li>• Case studies <sup>(7)</sup></li> <li>• Global internship program (InStep) <sup>(1)(7)</sup></li> <li>• Fellowships <sup>(4)(7)</sup></li> <li>• White papers <sup>(6)(7)</sup></li> <li>• Joint R&amp;D projects <sup>(7)</sup></li> </ul>

<sup>(1)</sup> Annual <sup>(2)</sup> Quarterly <sup>(3)</sup> Monthly <sup>(4)</sup> Trigger-based <sup>(5)</sup> Regulatory compliance-based <sup>(6)</sup> Targeted <sup>(7)</sup> Need-based communication

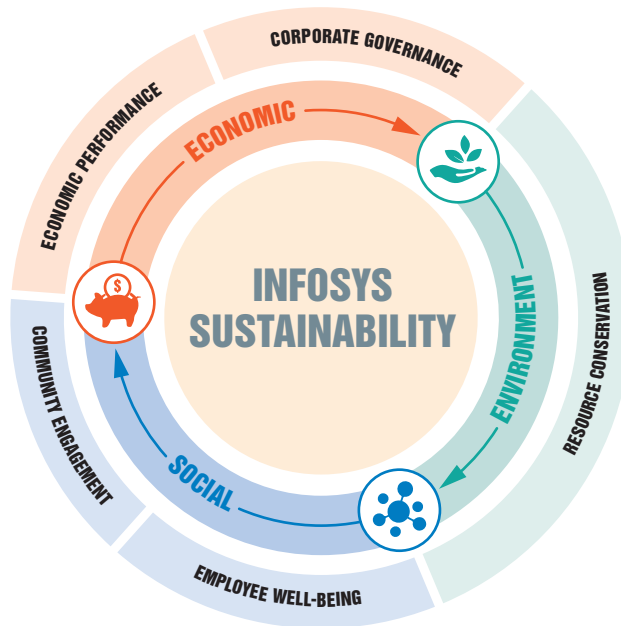
The stakeholder consultation process is used as one of the inputs for the identification and management of economic, environmental and social impacts, risks and opportunities.

A snapshot of key stakeholder requirements for the reporting period is as follows :



### Materiality – The building blocks of sustainability at Infosys

The material topics are managed through relevant channels and initiatives, and are monitored and reported on a regular basis. The following diagram represents the material topics that relate to our business :



## Topic boundaries

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

	<b>MATERIAL ASPECTS AND TOPICS</b>	<b>BOUNDARY <sup>(1)</sup></b>			
		<b>INDIA</b>	<b>APAC</b>	<b>AMERICAS</b>	<b>EMEA</b>
	Economic Performance	●	●	●	●
	Resource Conservation	●	●	●	●
	Employee Well-Being	●	●	●	●
	Corporate Governance and Compliance	●	●	●	●
	Community Engagement	●	●	●	●

● Material and fully reported  
● Reported with assumptions / reported with constraints  
● Not Material / Not Significant

<sup>(1)</sup> Boundary – includes Infosys campuses and offices that are owned and leased. Only leased buildings that are fully occupied by us have been considered.

## Material topics and reporting

The material topics monitored and reported periodically are as follows :

Material aspects / topics	What is the scope?	Why is it material for us?	How do we measure and monitor (KPI)?
Economic performance	<ul style="list-style-type: none"> <li>Economic value generated and distributed</li> <li>Risks and opportunities related to climate change</li> <li>Sustainable business and client value</li> </ul>	<p>Our sustainability philosophy is about making</p> <ul style="list-style-type: none"> <li>our business sustainable</li> <li>our clients' businesses sustainable</li> <li>our ecosystem and our lifestyles sustainable</li> </ul> <p>Economic performance is therefore of prime importance not only for building a sustainable organization but also for cascading the benefits to our associated stakeholders such as investors, clients, employees, suppliers and the community.</p>	<ul style="list-style-type: none"> <li>Our financial performance</li> <li>Business value added to our clients</li> <li>Client satisfaction</li> </ul>
Corporate governance and compliance	<ul style="list-style-type: none"> <li>Compliance with all applicable laws and regulations relating to our business, employees and the supply chain</li> </ul>	<p>Our vision is to earn and retain the respect of our stakeholders.</p>	<ul style="list-style-type: none"> <li>Code of Conduct coverage</li> <li>Number of compliance violations / incidents reported</li> <li>Training and awareness</li> </ul>

Material aspects / topics	What is the scope?	Why is it material for us?	How do we measure and monitor (KPI)?
Employee well-being	<ul style="list-style-type: none"> <li>• Employee benefits</li> <li>• Training and education</li> <li>• Diversity and inclusion</li> <li>• Non-discrimination</li> <li>• Work-life balance</li> <li>• Occupational health and safety</li> <li>• Collective Bargaining Agreements</li> </ul>	<p>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.</p>	<ul style="list-style-type: none"> <li>• Employee attrition</li> <li>• Employee engagement</li> <li>• Number of hours of training</li> <li>• Number of programs / initiatives rolled out for employee engagement</li> <li>• Number of grievances reported</li> </ul>
Community engagement	<ul style="list-style-type: none"> <li>• Direct and indirect investments to society</li> <li>• Impacts of community investments</li> </ul>	<p>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.</p>	<ul style="list-style-type: none"> <li>• Community investments</li> <li>• Number of community programs / initiatives rolled out</li> </ul>
Resource conservation	<ul style="list-style-type: none"> <li>• Energy</li> <li>• Emissions</li> <li>• Water</li> <li>• Waste and effluents</li> </ul>	<p>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.</p> <p>As a responsible organization, we aim to manage our footprint on emissions, including greenhouse gases.</p> <p>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. We aim to make our campuses water-sustainable.</p> <p>We have a focused approach to manage the waste generated due to our operations.</p>	<ul style="list-style-type: none"> <li>• Total water consumption</li> <li>• Total energy consumption</li> <li>• GHG emissions</li> <li>• Waste generated by weight / volume</li> </ul>

For more details on Enterprise Risks and highlights for the year, refer to the Risk Management Report section in our Annual Report available on [www.infosys.com](http://www.infosys.com).

## Our business imperatives and strategy

- We added **44,235** new employees this year, taking our total employee strength to **200,364**.
- As of March 2017, over **135,000** employees completed **Design Thinking** training.
- Over the years, we have won **12 Global** Most Admired Knowledge Enterprise (MAKE) Awards, **14 Asian** MAKE Awards and **12 Indian** MAKE Awards.





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 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 expansive, lasting relationships with our clients by delivering differentiated 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 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 to transform their businesses with innovative strategies and solutions. We invest in building our own and acquiring proprietary software platforms targeted at addressing the strategic imperatives of our clients in various industries. The combination of our intellectual property and the services surrounding it generates unique value propositions for our clients. Through our Zero Distance program, we help our clients innovate and derive more value from their projects. Zero Distance is the process of everyday innovation at Infosys whereby all employees are expected to innovate in their individual capacities and through their individual jobs. Zero Distance has a three-fold emphasis: to reduce the gap between us and the code we write, between us and our clients, and between us and the end-user. We also invest in targeted business development and marketing to acquire new clients, and increase our presence in new geographies and market segments. We position our brand as differentiated, global and respected.

**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 boost productivity of our projects. We are also taking advantage of the new advances in software process engineering and collaboration technologies to enhance our productivity. Our Global Delivery Model provides scale, quality, expertise, cost, and time-to-market advantages to our client projects. The model enables us to work at the location where the best talent is available and where it makes the best economic sense with the least amount of 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 optimize and reduce project delivery times.

**Enhance our operational processes for agility and optimal cost:** We periodically assess the effectiveness of our organization structure and processes to optimize them 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 the optimal realization of the efficiencies of scale. Zero Bench is helping us fast-track our service-line strategy on automation and innovation. In fiscal 2017, our Zero Bench program ensured sustained engagement of employees in internal projects throughout the year.

**Attract and retain a global, diverse, motivated and high-performing employee base:** 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 offer our employees challenging work assignments, benchmarked compensation, and a collaborative, productive work environment. We have an objective performance management system that rewards high performers. We invest substantially in employee engagement to motivate employees and encourage social communication and collaboration.

Teaching and learning are central to the Infosys culture. Our investments in our Global Education Center and in creating various learning opportunities 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 an innovation fund with an outlay of US \$500 million to support the creation of a global ecosystem of strategic partners.

For more details, refer to the sections, *Letter to the stakeholder* and *Elevating Infosys with Automation, Innovation and Education* from our CEO and COO in our Annual Report available on [www.infosys.com](http://www.infosys.com).

## Financial performance

A snapshot of our financial performance in fiscal 2017 is as follows:

Particulars	in US\$ million		
	2016-17	2015-16	2014-15
Direct economic value generated	10,667	9,977	9,271
Revenues	10,208	9,501	8,711
Other income	459	476	560
Economic value distributed	10,393	9,897	9,041
Operating costs	2,042	1,890	1,591
Employee wages and benefits	5,612	5,236	4,862
Payments to providers of capital	856	880	689
Payments to governments (total taxes paid)	1,849	1,858	1,857
Community investments <sup>(1)</sup>	34	33	42
Economic value retained <sup>(2)</sup>	274	80	230

<sup>(1)</sup> Contribution to the Infosys Foundation

<sup>(2)</sup> Calculated as 'Economic value generated less Economic value distributed'

For more details, refer to our Annual Report and Form-20F, available on [www.infosys.com](http://www.infosys.com).

## Client focus

Infosys enables clients in 45 countries to stay ahead of emerging business trends and outperform their competition. Our employees bring excellence and give our clients a distinctive advantage. In addition to transforming their business, we efficiently manage their operations. 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

We interact with our clients on a regular basis and across multiple platforms. We also host premier CXO-level events annually in Europe and the Americas. Customer-focused

excellence demands constant sensitivity to changing and emerging customer requirements and close attention to the voice of the customer. We participate in premier business and industry events around the world. We also organize signature events and roundtables across geographies. 'Confluence', our flagship client event, is consistently well-attended and rated highly by our clients and industry partners.

Two years ago, our clients had told us through our annual survey that there was no question about our reliability, service levels and our ability to do the work required. However, our clients wished we were more innovative, that we challenge the status quo, identify problems and develop solutions by bringing latest technologies. We, therefore, set out to transform the clients' view of Infosys into that of a true partner in innovation.

Our response was Zero Distance, a grounds-up, grassroots approach to ensure that every developer, project manager, analyst and architect is at 'Zero Distance' – to the end user, to the underlying technology and therefore to the value.

For more details on our Zero Distance innovations, visit <https://www.infosys.com/zero-distance/>.

Our customer experience improved significantly in 2016. We received the highest customer satisfaction score in 12 years. All four measures of Satisfaction, Loyalty, Advocacy and Business value perceptions witnessed a healthy increase.

For more details on our business and sustainable practices, visit our website, <https://www.infosys.com/sustainability/>.

## 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 life cycle of selecting, engaging, managing, and assessing 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](http://www.infosys.com).

For more details on alliances and partnerships, visit <https://www.infosys.com/sustainability/about-us/overview/Pages/partnerships.aspx>.

## Business continuity management

Phoenix, our business continuity management program, is headed by U. B. Pravin Rao, our Chief Operating Officer (COO). Phoenix enables us to address critical aspects of employee safety, information security and business continuity plans. It also involves protecting our critical business systems and processes across locations and maintaining a plan for the recovery of the systems in case of an emergency.

Business continuity plans are regularly tested at the corporate, development center and unit levels. Regular drills and workshops, in collaboration with various internal departments and active participation of employees, ensure complete readiness to carry out an impact analysis and risk assessment to understand the scope of recovery and restoration of valuable data.

## 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 are at the core of our business strategy. We have well-defined policies and practices to protect our existing intellectual property assets and to derive maximum value from them to enhance our business profitability. It is with this view that we have adopted a two-pronged approach for creating a differentiated value to our clients:

- **Innovation:** Intellectual property links innovation and commercialization. With an innovation-centric approach, we focus on generating proprietary intellectual property and enhancing the services efficiency and value-addition in our offerings. We recognize and reward innovation at various levels across the organization to inculcate a research mindset and creative problem-finding and solving.
- **Value enhancement:** 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 investments 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 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 2017, eight incidents relating to breach of customer data privacy were reported. All incidents have been addressed and closed.

## Quality

While sustaining existing external benchmarks and certifications, our Quality practice at Infosys has 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 follow international quality standard certifications such as ISO 9001, ISO 22301, ISO 20000, ISO 27001, AS EN 9100, ISO 13485, OHSAS 18001 and ISO 14001. We have migrated to ISO 9001:2015 and ISO 14001:2015 last year and became one of the early adopters of this new version. We have received an independent auditors' assurance report on compliance to ISAE 3402 / SSAE16 and a certification of compliance on PCIDSS V 3.0 for Infosys BPO Limited. Our focus towards upholding the maturity on CMMi Level 5 continued through independent internal assessments and we have added Infosys Public Services to the CMMi scope. 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. Last year, we improved productivity by using these enablers and drove structured programs across all business units. We achieved about US \$60 million savings impacting margin through these mechanisms.

## Technology and innovation

A fundamental digital transformation of everything is underway. The way we consume energy and produce commodities is changing. Technological advancements – including the adoption of robotics, artificial intelligence, Internet of Things, and data analytics – is transforming innovation at its core, allowing companies to test new ideas at speeds and prices at an unimaginable pace. More than a third of the Fortune 500 companies from just a decade ago no longer make the list today. This challenge of re-invention is no truer for any company than our own.

For us, vitalizing the spirit of innovation is central to anything and everything we do – internally and with our clients. With this in mind, we have launched multiple game-changing initiatives like Zero Distance, Design Thinking, employee micro-entrepreneurship, strategic acquisitions, and partnership and funding for startups via the Infosys Innovation Fund.

For more details, refer to *Exploring New Frontiers with Innovation* in our Annual Report available on [www.infosys.com](http://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 in the regions we operate. Every

employee attends a session on company values during his or her induction, and agrees 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.

No instances of regulatory non-compliance were reported in fiscal 2017.

For more details, refer to the Corporate Governance Report in our Annual Report available on [www.infosys.com](http://www.infosys.com).

## Responsible supply chain

We recognize that suppliers are valuable stakeholders in our business ecosystem. Our Responsible Supply Chain Policy, which was launched in 2013, categorizes our suppliers into three broad categories – People, Services and Products. In order to strengthen responsible business practices in our supply chain, we conceptualized a four-stage integrated framework called VIVA. 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.

As part of this journey, a comprehensive engagement model called 3I (Involve, Influence and Inform) is administered to the suppliers working within our boundary. We continue to engage with all supplier segments covering People and Services categories and focus on conducting training on Health and Safety, Compliance and Anti-Corruption, the protection of Human Rights and Anti-Harassment.

We worked with 1,339 new suppliers during fiscal 2017. We engage with local suppliers for our People and Services categories. The proportion of spending on local suppliers (in India) was about 79% in fiscal 2017.

## Infrastructural development and construction sites

As part of our business expansion goals, we continue to invest in building infrastructure at our existing and new campuses. This activity involves specific types of vendors. A robust process and governance framework has been institutionalized by the Corporate Certifications, Audits and Assessments Team (CCAT) for construction-related activities.

Multiple interventions by CCAT include audits (embracing various applicable standards, models, guidelines, codes and industry practices) cutting across various levels of building infrastructure processes at corporate and site levels, vendor audits, site inspection at the time of construction, pre-occupancy clearance of new facilities, vendor meets, periodic monitoring and tracking of incidents, environment, health, safety, legal, contractual and social compliance aspects and reporting to Management. CCAT plays a major role in facilitating the Management's decision on EHS aspects for strengthening the overall construction-related processes and ensures effective implementation of controls.

As an outcome of the assurance mechanism, no fatality has been recorded in construction sites for the reporting period during fiscal 2017.

## Employee well-being

At Infosys, we strive to provide a workplace for our employees to have a fulfilling career. Our workforce comprises multi-generational-global employees, and our policies, platforms and support systems help our diverse employees manage their work efficiently. Our impetus on providing a culture of innovation, fostering collaboration and lifelong learning help our employees stay on top of their careers and competition.

## Talent strategy

Infosys is an organization of 200,000+ unique individuals, who come together to realize the vision of the Company. Given the multifarious and multi-generational background, numerous cultures, values and languages, employee engagement is an exciting and challenging space for the Company. The employee engagement strategy cannot focus on providing leisure alone, as the work accomplished by each employee is in itself an important form of engagement. The employee engagement strategy at Infosys focuses on the following:

### Work profile of employee as engagement and the value derived

Zero Distance (ZD) began as a movement to bring innovation to every project at Infosys, and continued into its second year. In fiscal 2017, the total number of ZD projects increased to over 14,000, many of which were discussed with clients, in line with this year's focus on monetization of ZD plans. We also introduced a unique rewards system particular to ZD, to incentivize and reward innovative work. One of the biggest engagement avenues for ZD are the regular interactions held with our CEO & MD, Dr. Vishal Sikka. The teams showcase their work to the leaders and are active partners in our journey of transformation.

Zero Bench (ZB) helps each Infoscion provide value to the Company, especially when they are between client projects. Infoscions can take up short, modular work packets of a maximum duration of four weeks, and work between projects. Their progress and rewards are updated on our gamified leaderboard, Accelerate. The ZB movement saw increased traction in its second year, where all of our service lines across India locations focused on sustaining bench engagement. Since its launch, 25,700+ work packets were created with around 280,000 sign-ups from 44,000+ Infoscions.

For more details, read *Promoting innovation: Zero Distance* and *Maximizing productivity: Zero Bench* in this report.

### Meeting employee aspirations and enabling people to chart their journey

Compass, our very own digital platform was launched last year to mobilize career opportunities, learning and networks. It currently has close to 110,000 users who are leveraging it for their career needs. Employees are empowered to make their own decisions as it helps to identify the right fit aspiration for the individual and then provide support for development – through mentors, self-learning modules and trainings. Employees can also create networks, find the shortest path to individuals and interact with people in the organization.

For more details, read *Enhancing opportunities: Compass* in this report.

Accelerate is the gamified platform that is the basis of the Zero Bench movement. Accessible to everyone, Accelerate uses sport themes to reward and engage employees, especially those who are between client work and projects. Managers and work creators post short modules of projects on Accelerate, and performers apply for the same. They work within the project team, guided by the lead, until the end of the work packet time line. It helps employees provide value through work, and build their skill and experience database, thereby making them ready for future client-related work.

### Traditional methods of engagement

We have established multiple channels to engage and communicate with our employees across all levels. We have frequent interactive sessions with the top leaders across campus through townhalls. In addition, we have employee communication channels such as organization-wide mailers, newsletters within units, and our corporate intranet. Through these channels, we deliver captivating content and

begin company-wide dialog on topics critical and relevant to us. Each of these communication channels gives a much-needed impetus to foster a culture of networking in a fast-growing environment.

Health and wellness, safety, leisure and emotional well-being are four key focus areas of our engagement strategy. As part of our award-winning Health Assessment and Lifestyle Enrichment (HALE) program, we tackle rising concerns of employee stress, health and overall wellness through workshops, emails, health checks, online chats, fun quizzes, focused communication campaigns, etc. While some of these facilities are available only to employees, we also engage the families of Infosys through events such as Stellar Saturday, Petit Infosys, and Bring Your Child to Work day.

#### New age engagement models

At Infosys, we have embarked on a journey to reimagine our talent strategy, with data analytics at the core of this new direction. The goal is to identify, engage and retain the top talent of the Company using a theoretical basis that combines multiple parameters such as tenure, performance, utilization and other value adding aspects. Through this approach, we have been able to identify the best, and engage them in purposeful ways, while sharpening our focus on their enablement and needs, through increased training opportunities, greater retention focus, and exclusive interactions with the CEO and the leadership.

Pulse is our renewed approach to review engagement, with the key change being – the moving away from an annual format to a more continuous and customized survey format for feedback. The new approach is customized with questions to capture feedback on different aspects starting from day-to-day work, unit / company level practices to critical asks like the strategic direction that the Company is heading towards.

A host of other initiatives and programs that define our talent strategy and drive employee engagement are as follows:

**Leadership development:** In our renewed approach towards leadership development, we have renewed our focus on experiential learning via stretch roles, rotational programs, and revamped virtual and live offerings, personal coaching and action planning, and cohort-based high-potential development programs. To enable accelerated progress against our 2020 goals and beyond, we have created a new set of leadership competencies, termed Leadership Blueprint.

**Influencer groups:** We identified influencer groups within the organization, whose networks could be leveraged to spread ideas of innovation and collaboration. We constantly work on refreshing this list, to include more people and keep it dynamic.

**Process ++:** To ensure that employees are at their productive best, we continued to work on simplifying internal processes through a collaborative effort with various teams. Rewards and recognition in terms of the annual awards for excellence, quarterly promotions, and unit awards continued. We also maintained our focus on performance differentiation, to ensure that our high performing employees are driven towards higher purpose and goals. We also encouraged each employee's entrepreneurial spirit through various rewards and career development programs.

**Stock Incentive Rewards Program:** The Stock Incentive Rewards Program was launched this year, bringing back a much-cherished program after over a decade. Through this program, select employees were awarded based on their performance and potential.

**Apprenticeship program:** To foster a culture of innovation, we launched a three-pronged Apprenticeship program. Employees could apply for specific projects, or attempt to become the apprentice to leaders for a period of six months. The top trainees were also given the opportunity to be mapped to mentors.

**Sapphire:** To enable expecting and young mothers balance their personal commitments and work, we launched various initiatives such as Sapphire – a mobile app that helps mothers-to-be and young mothers stay in touch with of organizational news and happenings, with learning opportunities to facilitate competency development. A renewed focus on women who are returning to work from a break, and a crèche at the Hyderabad campus. Diversity Councils have been set up at the unit and geo-levels, with specific targets and tracks to help us achieve our diversity milestones.

**The Infy Maker Awards:** The Infy Maker Awards encourage the concept of Making, acknowledging individuals who have interesting or innovative solutions for real-world problems or a knack for leveraging technology to make tasks easier. The awards were initially launched in the U.S. by the Infosys Foundation USA in June 2015. In the first Indian edition, 20 winners were selected from more than 280 entries and more than 2,500 registrations.

**Employee safety:** Employee safety is accorded topmost priority in Infosys. We have reviewed and implemented several additional safety measures under campus safety and surveillance, as well as technology interventions and frequent communication with employees over multiple platforms to offer the safest work environment to our employees.

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

**Grievance redressal:** Infosys is committed to providing employees with a safe and positive work environment. To

drive this philosophy, we have several mechanisms that employees can use to highlight their concerns and, thereby, bring about a speedy resolution. To have a meaningful discussion and resolve grievances, managers are the first point of resolution, followed by reviewers and the human resource representatives. If the grievance remains unresolved, employees can approach defined avenues such as HEAR, iCare and Whistleblower, which will address the concern and provide a resolution.

## Talent management

The total number of our employees globally was 200,364 on March 31, 2017, covering over 127 nationalities. Our employee base comprises about 36.1% women. About 16,000 contract staff <sup>(1)</sup> (including 2,686 women) work in non-core activities such as housekeeping, security and maintenance services.

<sup>(1)</sup> 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.

The region-wise employee distribution for fiscals 2017, 2016 and 2015 is as follows:

Region	As on March 31, 2017			As on March 31, 2016			As on March 31, 2015		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
India	113,763	63,809	177,572	111,468	61,173	172,641	103,541	55,106	158,647
APAC	4,754	3,362	8,116	4,228	3,143	7,371	3,374	2,765	6,139
Americas	6,002	2,558	8,560	5,900	2,412	8,312	4,431	1,737	6,168
EMEA	3,597	2,519	6,116	3,332	2,388	5,720	3,017	2,216	5,233
Total	128,116	72,248	20,0364	124,928	69,116	194,044	114,363	61,824	176,187

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

The role-wise employee distribution for fiscals 2017, 2016 and 2015 is as follows:

Role	As on March 31, 2017			As on March 31, 2016			As on March 31, 2015		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Associate	49,460	42,241	91,701	50,484	42,068	92,552	46,486	37,733	84,219
Middle	55,039	25,776	80,815	51,228	22,997	74,225	46,910	20,541	67,451
Senior	22,945	4,157	27,102	22,633	4,001	26,634	20,501	3,514	24,015
Top	672	74	746	583	50	633	466	36	502
Total	128,116	72,248	200,364	124,928	69,116	194,044	114,363	61,824	176,187

The age-wise employee distribution for fiscals 2017, 2016 and 2015 is as follows :

Age	As on March 31, 2017			As on March 31, 2016			As on March 31, 2015		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Less than or equal to 30 years	72,603	54,174	126,777	70,460	51,629	122,089	71,574	49,140	20,714
31-50 years	53,862	17,624	71,486	52,917	17,035	69,952	41,709	12,377	54,086
Greater than 50 years	1,651	450	2,101	1,551	452	2,003	1,080	307	1,387
<b>Total</b>	<b>128,116</b>	<b>72,248</b>	<b>200,364</b>	<b>124,928</b>	<b>69,116</b>	<b>194,044</b>	<b>114,363</b>	<b>61,824</b>	<b>176,187</b>

For more details, refer to the Responsible supply chain section of this report.

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 was around 75% during fiscal 2017.

We added 44,235 new employees this year, taking our total employee strength to 200,364.

### New employee hiring

The total count and rate of new employee hires by age, gender and region in fiscal 2017 are as follows :

Geography	Men	Rate of hiring (%)	Women	Rate of hiring (%)
<b>Less than 30 years</b>				
Americas	689	2.60	441	2.49
APAC	1,573	5.94	1,184	6.68
EMEA	604	2.28	551	3.11
India	18,068	68.18	13,485	76.03
<b>31-50 years</b>				
Americas	1,052	3.97	590	3.33
APAC	807	3.05	367	2.07
EMEA	641	2.42	282	1.59
India	2,687	10.14	752	4.24

Geography	Men	Rate of hiring (%)	Women	Rate of hiring (%)
<b>More than 50 years</b>				
Americas	239	0.90	55	0.31
APAC	40	0.15	13	0.07
EMEA	91	0.34	16	0.09
India	8	0.03	-	0.00
	<b>26,499</b>	<b>100</b>	<b>17,736</b>	<b>100</b>

### Employee turnover

The total count and rate of employee turnover by age, gender and region in fiscal 2017 are as follows :

Geography	Men	Turnover rate (%)	Women	Turnover rate (%)
<b>Less than 30 years</b>				
Americas	479	2.05	338	2.31
APAC	1,084	4.65	969	6.64
EMEA	367	1.57	362	2.48
India	13,863	59.47	9,998	68.46
<b>31-50 years</b>				
Americas	981	4.21	492	3.37
APAC	756	3.24	363	2.49
EMEA	656	2.81	322	2.20
India	4,748	20.37	1,639	11.22



Geography	Men	Turnover rate (%)	Women	Turnover rate (%)
<b>More than 50 years</b>				
Americas	254	1.09	75	0.51
APAC	24	0.10	18	0.12
EMEA	79	0.34	25	0.17
India	20	0.09	3	0.02
	23,311	100	14,604	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 CBAs. 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 are included in the CBAs where mandated by law. In countries where there is no such mandate to include them in the CBAs 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, 2017	No. of employees covered under CBAs
Spain	26	26
Italy	14	14
Brazil	803	803
Japan	236	236
Sweden <sup>(1)</sup>	291	88
Croatia <sup>(1)</sup>	91	83
The Netherlands <sup>(1)</sup>	1,079	274
Poland	2,811	2,647
Finland	20	20
France	285	285
Germany <sup>(1)</sup>	1,432	295
Belgium <sup>(1)</sup>	575	32

<sup>(1)</sup> Only employees hired in these locations are covered.

### Employee communication

We have established multiple channels to engage and communicate with our employees across all levels. We have frequent interactive sessions with the top leaders across campus through town halls. In addition, we have employee communication channels such as organization-wide mailers, newsletters within units, our corporate intranet (Sparsh), corporate TV channel (InfyTV), corporate radio channel (InfyRadio), our social networking hub (Yammer), the annual employee satisfaction survey - LITMUS (Let's Interact on Themes that Matter to Us), Leader and Infoscion blogs, an exclusive platform for managers (Managers' Portal) and our internal branding and marketing portal, MPlus. Through these channels, we deliver captivating content and begin company-wide dialog on topics critical and relevant to us. Each of these communication channels gives a much-needed impetus to the culture of networking in a fast-growing environment.

### 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.

### Employee resource groups

While our differences shape who we are, our shared Infosys corporate culture and values remain critical to our mutual success. We have created a number of employee resource groups that address the need of our diverse workforce, including community participation, networking, cultural enrichment and support based on affinity, ability and gender. Around the world, volunteers have come together to support fellow Infoscions to meet and work with diverse yet like-minded individuals and create an environment where every Infoscion can thrive.

The volunteers conduct programs and initiatives such as peer-to-peer forums, leader-speak series, conferences, special events and celebrations to ensure continuous engagement with our diverse workforce.

The following are the significant employee resource groups set up to address the diverse needs of our employees :

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 Company. Apart from family enrichment programs and workshops, Family Matters offers networking opportunities for employees through support groups and information sharing. Referrals are also provided on daycare services and schools.
Infosys Gay, Lesbian employees and You (IGLU)	Employee resource group for employees from the LGBT community	An affinity group set up in fiscal 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	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. 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 develops them for managerial and leadership roles, thereby maintaining gender ratios at all levels in the organization. We enable the advancement of women executives by providing greater flexibility, exclusive training, mentoring and experience sharing programs for developing stronger networks. IWIN continues to partner with gender networks and forums across the globe to benchmark practices specific to the development, engagement, growth and retention of women employees.
Samaritans Network	Group of volunteers counseling on life challenges	A peer group of volunteers trained in barefoot counseling spend time listening to, empathizing with, supporting and counseling fellow employees, helping them cope with life's challenges, mostly personal in nature. These volunteers perform this activity over and above their regular jobs. This initiative is a first-of-its-kind in India and is active at seven of our campuses and had positive outcomes from over 1,300 employees so far. Network members also support employees with severe depression or mental health problems by assisting the Human Resources department and counselors to identify and refer such employees for further treatment. The samaritans are also engaged in conducting awareness initiatives and internal workshops on listening, basic counseling skills and addressing issues related to depression and suicidal tendencies.

## Work-life balance

Our diverse approach to addressing corporate and individual needs helps us achieve conclusive results for the organization, while helping the individual maintain a balance between work and life. 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 inclusion:

- Paid maternity leave
- Extended maternity leave
- Sabbatical for personal reasons <sup>(1)</sup>
- 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

<sup>(1)</sup> Sabbatical for personal reasons includes leave taken by new parents, or those on account of sickness, adoption and travel with spouse to onsite location.

All eligible employees can avail themselves of parental leave as governed by the applicable laws and organizational policies. In fiscal 2017, 2,851 women availed themselves of maternity leave and 4,192 men of paternity leave. In fiscal 2016, the number of women using maternity leave was 2,532 and the percentage of women who resumed work after one year of maternity leave was 67%.

## Talent fulfilment

In an attempt to balance the career aspirations of employees 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 express their aspirations, constraints and 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 talent needs and planning for the same, ensures timely allocation of talents to projects, streamlines employee movements across units and locations, and plans for re-skilling and providing inputs for employee retention.

We conducted Design Thinking workshops to enhance the innovation quotient of the workforce, and train employees in an empathetic, customer-centric mode of problem-finding and problem-solving. The total number of participants benefiting from Design Thinking training crossed 135,000

as of March 31, 2017. The Design Thinking training has been imparted to client teams, leadership teams, employees and fresh recruits.

Last year, we launched Accelerate, a collaborative platform to ensure that employees 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 Company:

- Foundation program
- Continuous education
- Collaborative learning
- Higher education
- Certifications

## The Foundation Program

The Foundation Program is a 19-25 week residential training program offered to fresh hires at the Infosys Global Education Center, Mysuru. The program imparts generic and stream-specific training in various technology areas, along with soft skills and leadership training, to engineering graduates who join Infosys every year. The intensive training curriculum is designed to help students transition from the academic world to the corporate world as qualified professionals. During fiscal 2017, about 12,430 freshers were trained.

As part of our Foundation Program, we have also enhanced some of the existing courses and introduced new courses on the Infosys Learning Platform (ILP). ILP was launched in the previous year, reaping benefits in the form of enhanced learning among our fresh hires.

## 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 for knowledge management create an ecosystem for knowledge-sharing across the organization. These programs create various learning opportunities for our employees to help them stay abreast of new developments in software technologies, spur innovation and help them build a lifelong career at Infosys.

During fiscal 2017, we enhanced hands-on assessments, launched several courses on ILP for our existing employees, which together resulted in enhancing the reach of our enablement programs across the organization.

The Company is an equal-opportunity employer and provides training to all employees and does not differentiate based on gender. 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	Fiscal 2017			Fiscal 2016			Fiscal 2015		
	Employee count	Training days	Avg. training days	Employee count	Training days	Avg. training days	Employee count	Training days	Avg. training days
Associate	91,701	1,806,452	19.70	92,552	1,889,423	20.41	84,219	3,121,664	37.07
Middle	80,815	184,638	2.28	74,225	189,643	2.55	67,451	198,140	2.94
Senior	27,102	49,242	1.82	26,634	42,586	1.60	24,015	39,374	1.64
Title holders	746	630	0.84	633	666	1.05	502	921	1.83
Total	200,364			194,044			176,187		

Scope: 1. 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.

2. Fiscal 2017 data includes learning effort from our new e-learning platforms i.e. Integrated Learning Platform (ILP) and DigitalTutor.

## Collaborative learning

**Knowledge Management:** Collaboration through knowledge-sharing is an important component of learning and education. The primary goal of our Knowledge Management (KM) strategy has been the creation of an ecosystem for continuous employee education that effectively combines formal, semiformal and informal learning to enable the sustenance of organizational productivity, efficiency and quality in the face of rapid changes in the business needs of its customers. 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 Company.

We have provided several knowledge management and collaboration channels to leverage organizational knowledge.

**KM Portal:** A searchable knowledge repository of about 109,462 artifacts recorded over 549,500 downloads and 4,674 publications from nearly 84,911 employees in fiscal 2017.

**Konnect:** A professional networking platform that includes discussions, Q&A, automatically enriched expert profiles, tagging and support for communities. Konnect recorded around 900,000 activities from nearly 65,000 employees in fiscal 2017.

**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 772,000 activities were recorded from nearly 46,943 employees in fiscal 2017.

**Digital Tutor:** A social learning platform hosting about 3,180 learning videos on more than 427 topics from educators and practitioners. During fiscal 2017, there were over 1,011,352 views from over 82,961 employees.

**MAKE Awards:** We have received many awards for KM from the external benchmarking agency, the KNOW network, including 12 Global MAKE (Most Admired Knowledge Enterprise) Awards, 14 Asian MAKE Awards and 12 Indian MAKE Awards. Each of these solutions is branded suitably and deployed diligently through intense interactions with employees across the world as part of our interventions into client projects.

### Competency development

It has always been our endeavor to enhance competencies and capabilities of our employees. We have a set of internal and external certifications that employees can choose from and get certified. The average learning effort across all employee categories up to senior level, is computed based on the estimated learning effort for each certification.

The total estimated learning effort by our employees for certification programs over the last three fiscals is as follows :

Employee category	Fiscal 2017			Fiscal 2016			Fiscal 2015		
	Employee count	Estimated learning effort (in days)	Average learning effort across learning group	Employee count	Estimated learning effort (in days)	Average learning effort across learning group	Employee count	Estimated learning effort (in days)	Average learning effort across learning group
Associate	91,701	124,015	1.35	92,552	197,144	2.13	84,219	203,054	2.41
Middle	80,815	72,025	0.89	74,225	149,637	2.02	67,451	183,814	2.73
Senior	27,102	7,354	0.27	26,634	13,645	0.51	24,015	21,443	0.89

Note: We have specialized programs for the top leadership and the employees in top category are not included above.

### Training on 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 employees worldwide through training and awareness programs, both online and instructor-led, using multiple learning media tools. 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 is mandated to attend a session on values during his or her induction and acknowledge 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.

### Higher education opportunities

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 get extended leave of up to two years to pursue full-time higher education programs at reputed educational institutions.

### 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. 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.

Equal opportunity and fair treatment are part of our Code of Conduct to which all employees subscribe. The selection, compensation and career progression of employees are based on considerations of merit. The Company believes in equal work opportunities for all employees and does not condone favoritism or appearance of favoritism at the workplace.

### 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 inclusion within the Company. 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'.

### 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 also covered under this initiative. We ensure complete anonymity of the reporting individual and confidentiality of his / her information to the reporting individual.

The details of the issues raised in fiscal 2017 are as follows :

Employee concerns and grievances	No. of grievances in fiscal 2017
Workplace harassment <sup>(1)</sup>	111
Workplace concerns <sup>(2)</sup>	516
Employee disciplinary issues – major <sup>(3)</sup>	359

Employee concerns and grievances	No. of grievances in fiscal 2017
Employee disciplinary issues – minor <sup>(4)</sup>	484
<b>Total</b>	<b>1,470</b>
<i>Closure statistics</i>	
Internal arbitration	495
Disciplinary action	925
<b>Total</b>	<b><sup>(5)</sup> 1,420</b>

Scope : Infosys Group

<sup>(1)</sup> Workplace harassment – Refers to all major and minor sexual harassment issues heard and resolved at the workplace.

<sup>(2)</sup> Workplace concerns – Refers to grievances employees raise at the workplace.

<sup>(3)</sup> Major – These cases involve reputation risk to the Company / employees, fraud or other ethical misconduct. This year, we are reporting the disciplinary action taken on individuals on account of incorrect data provided at the time of joining.

<sup>(4)</sup> Minor – These cases refer to misdemeanors or mistakes that can be corrected.

<sup>(5)</sup> Neutral panel investigations are in progress for 50 open cases. This is work in progress for closure.

### 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 for executing high-impact projects for the organization. The program began in the year 1999 and it has grown from strength to strength to become a comprehensive program over the last 18 years.

### Occupational health and safety

We are committed to providing a safe and healthy workplace with high standards of environmental management for our employees, consultants and contract workmen. 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 18001:2007 specifications at most of our campuses in India. The HSEMS initiative christened as OZONE, helps us comply with all applicable legal requirements across our operations.

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

- 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. Ailments related to ergonomics have been identified as one of the health concerns 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, 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 fiscals are as follows:

Incident, frequency and severity rates	2017	2016	2015	2014
Near misses	52	35	-	-
Incidents leading to injuries	458	372	-	
Total no. of incidents including near misses (OHSAS 18001:2007)	510	407	464	753
No. of lost time injuries	51	38	41	58
No. of lost days (man days lost due to work-related event(s) injuries)	892	422	307	550
Frequency rate = (No. of lost time injuries x 1000000) / Man hours worked) (IS 3786:1983)	0.145	0.011	0.133	0.199

Incident, frequency and severity rates	2017	2016	2015	2014
Frequency rate = No. of lost time injuries x 200,000 / Hours worked (OSHA)	0.040	0.002	0.027	0.040
Severity rate = (Man days lost due to lost time injury x 1000000) / Man hours worked (IS 3786:1983)	2.54	0.119	0.999	1.890
Severity rate = No. of days lost due to work injury x 200,000 / Hours worked (OSHA)	0.51	0.024	0.200	0.378
Incident rate / 1000 employees = (No. of lost time injury x 1000) / Average number of persons employed	0.268	0.021	0.306	0.459

Notes: This data is applicable for India locations only. Information from fiscal 2016 being represented as near miss and incidents leading to injuries. One fatality was recorded in our Pune campus in fiscal 2017.

Incidents related to employee commute were tracked separately, adding up to 11 lost time incidents resulting in 204 lost time days. Four supplier-related lost time incidents was recorded this year in our campuses. In other APAC countries, 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 36 incidents have been reported at our construction sites. 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 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 which records and responds to them.

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

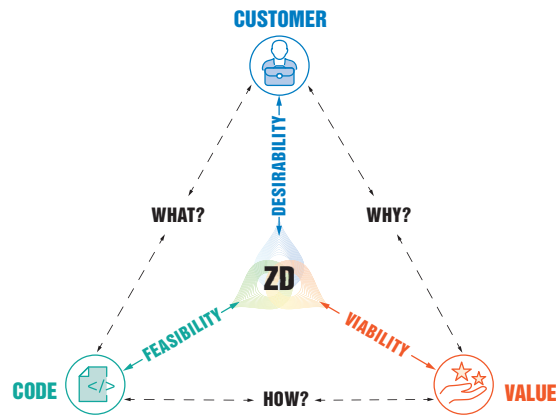
**Internal communication channels:** The HSE policy and procedures are communicated to all employees through the OZONE portal, handouts and trainings. Email, signage and the bulletin boards are also used as mediums of communication.

For more details on employee well-being, visit <https://www.infosys.com/sustainability/business/Pages/index.aspx>.



## Promoting innovation : Zero Distance

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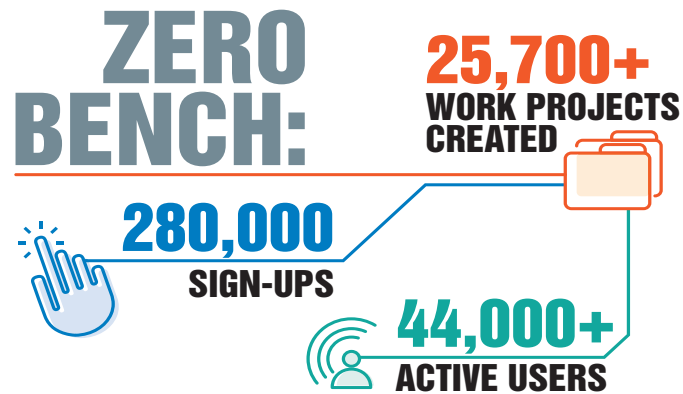


Two years ago, our clients had told us through our annual survey that there was no question about our reliability, service levels and our ability. However, our clients wished we were more innovative, that we challenge the status quo, identify problems and develop solutions by bringing latest technologies. We therefore set out to transform the client view of Infosys into one of becoming a true partner in innovation.

Our response was Zero Distance (ZD), a ground-up, grassroots approach to ensure that every developer, project manager, analyst and architect is at 'Zero Distance' – to the end user, to the underlying technology and therefore to the value. Design Thinking has enhanced the creative confidence of our employees and has proven to be a strong foundation for Zero Distance. Through ZD, our people are constantly looking for thoughtful improvements that deliver additional value to the client, and to us. The ZD innovations implemented over 15,000 projects has helped us to amplify automation for our clients and deliver value to them in myriad ways.

ZD fosters collaboration with people learning and sharing their innovations in large interactive sessions with our CEO & MD Dr. Vishal Sikka and the enterprise networking platform which has over 55,000 employees across the globe.

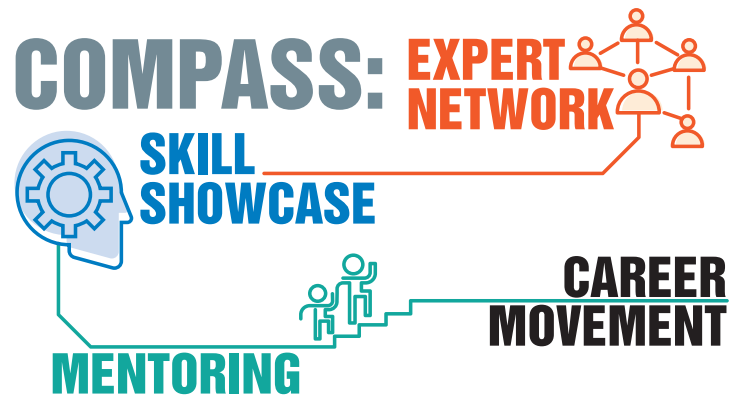
With the belief that each Infoscion is an innovator, comes the need to reward innovation. Teams and individuals who contribute to the organization's journey through Zero Distance are rewarded through a quarterly incentive- and other rewards-based programs.



Utilization of young professionals in the IT industry becomes a challenge when they are in-between projects, typically called the 'bench' period. Engaging employees and helping them gain valuable experience during this period is important. Zero Bench is our internal marketplace framework aimed at engaging people on the bench to come up with ideas for problems, covering both internal and client projects. 'Accelerate' is our internal gamified platform that is the basis of the Zero Bench movement.

Accessible to everyone, the platform allows managers and work creators to post short modules of projects, and employees can apply for the same. The applicants then work within the project team, guided by the lead, until the end of the work packet timeline. This experience helps employees provide value through work, and build their skill and experience database, thereby making them ready for future client-related work. The gamification features designed as part of the platform encourages a healthy competition between the work creators and the applicants to create and take up work packets. Since its launch, Accelerate has recorded the creation of 25,700+ work packets with around 280,000 sign-ups from 44,000+ Infoscions.

The Zero Bench initiative has been creating opportunities for our employees to work on emerging technologies such as cloud, AI and automation, as well as on ideas to solve client problems. Together, these have been bringing in efficiencies in existing projects for us.



Managing career aspirations of the workforce and helping them find growth paths, both horizontal, as well as vertical is an important aspect in retaining good performers within an organization. While we have provided many opportunities and platforms for skill and competency development for our employees to help them to become continuous learners, we also launched Compass – our internal social networking platform for professional development to bring together career, learning and networking opportunities on a single platform.

Compass empowers our employees to document their career aspirations and support for development to be ready for the chosen role – through mentors, self-learning modules and trainings. Employees can also create networks, find the shortest path to interact with people in the organization, and discuss industry trends on technology and business. The mentoring feature in Compass helps experts volunteer as mentors, and the system then matches them to mentees who have sought mentoring in the mentor’s domain of expertise. Compass has close to 110,000 users who are leveraging it for their career needs.

## Community engagement

- **20 winners** were selected in the first Indian edition of Infy Maker Awards.
- As of 2017, a total of **416,185 students** have been covered as part of the **Campus Connect** initiatives.
- **Sneham**, our Chennai CSR arm, touched **20,864 lives** in 2016 and contributed over **₹ 119 lakh worth** of aid material.



## Our social responsibility

As a socially responsible organization, we are committed to work for the upliftment of the community. Our work is predominantly focused on education and the creation of economic development through direct and indirect investment of time, effort and funds. Our community engagement channels can be broadly classified into four streams:

- Grant making
- Organization-led projects
- Employee-driven initiatives
- Community sabbaticals

We encourage personal volunteering efforts and promote a culture of responsible citizenship.

### Grant making

Our grant making interventions are well thought out and aimed at bringing lasting transformation for our end beneficiaries. We also ensure that our philanthropic efforts are inclusive and reach the most deserving and under-served communities to reduce social inequity. The Foundations and Trusts that uphold our grant making initiatives are detailed in the following sections.

#### Infosys Foundation

Infosys is committed to the communities in which it operates. This has led to the creation of the Infosys Foundation to support the underprivileged sections of society.

Established in 1996, the Infosys Foundation supports programs in the areas of education, rural development, healthcare, art 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



Infosys Foundation provides grants to several initiatives of Akshaya Patra including the midday meal program

such as non-profit and non-governmental organizations to make a difference among local communities.

For more details on the Foundation's activities, visit <https://www.infosys.com/infosys-foundation>.

For more details on projects undertaken by the Infosys Foundation during fiscal 2016-17, refer to the *Board's report* in our Annual Report, available on [www.infosys.com](http://www.infosys.com).

#### Infosys Foundation USA

Infosys Foundation USA is focused on bridging the digital divide in America by supporting high quality computer science education and coding skills with a particular focus on under-represented communities. It aims to give children



Infosys Foundation USA and Code.org brings deserving students from under-represented communities closer to computer science education across the U.S.

and young adults the skills they need to become creators, not just consumers, of technology. In pursuit of this mission, in 2015 alone, 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/>.

#### Infosys Science Foundation

The Infosys Science Foundation, a not-for-profit trust, was set up in February 2009 by Infosys and some members of its Board. The Foundation instituted the Infosys Prize, an annual award, to honor outstanding achievements of researchers and scientists.

The Infosys Prize endeavors to elevate the prestige of science and research in India and inspire young Indians to choose a



Infossys Prize 2016 Laureates with the Chief Guest, Dr. Venkatraman Ramakrishnan and ISF trustees S. D. Shibulal and N. R. Narayana Murthy

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 cash prize.

The award intends to celebrate success and stand as a marker of excellence in research. A jury, comprising eminent leaders in each of these fields, evaluate the achievements of the nominees against the standards of international research, placing the winners on par with the finest researchers in the world.

For more details, visit [www.infossys-science-foundation.com](http://www.infossys-science-foundation.com).

### The ACM – Infossys Foundation Award

In 2007, the Association for Computing Machinery – ACM – received an endowment from the Infossys Foundation to set up an award to recognize the finest recent innovations by young scientists and system developers in the computing field. Now known as the ACM Prize in Computing, it carries a prize purse of US \$250,000.

The winner for ACM Prize in Computing 2016 is Alexei (Alyosha) Efros of the University of California, Berkeley. Efros was cited for ground-breaking data-driven approaches to computer graphics and computer vision. A focus of his work has been to understand, model and recreate the visual world around us. He has employed new techniques to process and gain insights from large quantities of unlabeled visual data. Key areas in which Efros has made fundamental contributions include texture synthesis, pattern recognition, and, more recently, average imaging that may advance machine vision in artificial intelligence and other applications.

## 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, seminars, workshops, programming contests for students, technical events, 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 mobile application development, many of which have already been included in the curricula of these institutions.

Over the last 13 years, a total of 416,185 students and 14,167 faculty have been covered as part of the CC initiatives. At least 136 engineering colleges have introduced our programs as electives for their students, thereby integrating software engineering concepts and practices into the engineering curriculum. The following sections highlight our Campus Connect programs during fiscal 2016-17 :

#### 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 Infossys 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 the program. It provides an opportunity for the faculty to visualize and accomplish a growth path with Infossys in terms of contributions to CC, thereby strengthening the mutual relationship, and in the process avail more competency development offerings from Infossys.

The competency levels for faculty members identified in fiscal 2017 is as follows:

Competency level	Number
Bronze	357
Silver	157
Gold	24

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 – the Rural Reach Program, and Catch Them Young (CTY) and has reached over 937,590 students. During fiscal 2017, we engaged with over 8,476 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 within 150 km radius 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.



The torchbearers of futuristic innovation – young beneficiaries at a Rural Reach Program

### Catch Them Young (CTY)

This 10-day summer vacation program held at 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 Education, Training and Assessment (ETA) department.



The 10-day CTY program ignites students' creativity and curiosity by introducing them to the current trends in technology

### Employee-led projects

I, Citizen of Earth (iCOE) is the Infosys program to build a culture of responsible citizenship among Infosians 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 Infosians to help them become change agents and ambassadors for a better tomorrow
- Embed a culture of global citizenship and innovation for sustainable development

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 appreciate the spirit of volunteering in our employees and help them take on bigger and larger issues that are impacting communities at the regional and national levels.

## Building responsible citizenship

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At Infosys, we believe in molding our employees into responsible citizens. Infosys prides itself in providing a platform for purpose that allows Infosians to work in areas of their interest to create a change in their communities. CSR and eco-teams in all our campuses across India and other locations are formal clubs that are managed and guided by employees. Each of these clubs are charged with a mandate to engage with the local community in a host of relevant areas.

### Reaching out to reach in

A case in point is Sneham, the employee-driven CSR club of Chennai development center. Started 18 years ago by a small group of Infosys volunteers, the club now has 1,185 passionate members who actively work in the areas of education, healthcare and rural upliftment. Sneham, through various initiatives, touched the lives of 20,864 beneficiaries in 2016 and contributed over ₹ 119 lakh worth of aid material.



Notebook drive, an employee volunteering initiative, help children in government schools get books and stationery

The incessant floods in Chennai required immediate relief and rehabilitation measures, and team Sneham galvanized into action and took up the task of delivering food, water and basic supplies to hundreds of families. The team worked in tandem with the government authorities to do extensive work from distributing food packets to blankets and medical supplies.

Shiksha, a six-month comprehensive program for the secondary school students studying in rural government schools. As part of the program, the students receive training spoken English, Mathematics, computer science and personality development. Career Forward is a special mentoring program that supports the aspirations of children wishing to pursue higher studies.



Infocsy China volunteers distribute books and stationery at the World Peace Elementary School in Jiangsu

### The joy of giving

Spring, the CSR club driven by the employees at Infosys China was set up in August 2007. One of the initiatives run by the Spring volunteers is the tradition of sharing gifts and greetings with our housekeeping staff during the traditional new year celebration of Hang Baos (a monetary gift sealed in a red envelope).

Another flagship initiative is the notebook drive. In its third year, the volunteers have ensured yearly supply of notebooks and stationery items to the children in Yudu xian, Ganzhou city in Jiangxi province.

Blood donation camps, clothing donation drives, charity marathons and programs to support families of Infosians in need dot the busy calendar of this enthusiastic volunteer group.



## Saving the planet, one thoughtful action at a time

Our employee-led CSR efforts provide a platform for them to get involved with issues they care for, instill motivation and create an overall sense of responsibility at the workplace. Apart from working on social causes, our volunteers also take up issues related to the environment. This section highlights two important resources – energy and water.

**Energy conservation:** An inter-campus energy conservation contest was planned by the Green Initiatives team and employee volunteers across all our Indian campuses worked together to reduce energy consumption due to lighting and the desktops. The six-month long initiative, from September 2016 to March 2017 covered 13 campuses in India. Several contests, mailer



An all employee-led initiative, the inter-campus energy conservation resulted in a 5% reduction in lighting energy consumption

campaigns, floor walks and awareness sessions were held during this period. Our combined efforts resulted in a 5% reduction in lighting energy consumption against our 2016 figures. The desktop energy consumption campaign is an ongoing initiative.

**World Water Day:** The United Nations General Assembly designated March 22, 1993 as the first World Water Day. Since then, the day has been observed under a theme that deals with some critical aspects relating to fresh water. The current year's theme was 'Water and Wastewater'.

At Infosys, our volunteers took this opportunity to engage with employees across campuses to instill the importance of water conservation and treatment of wastewater. Various eco clubs elevated awareness and dialog about the need for water conservation, the scourge of water pollution and improved treatment options available.

The programs included an inter-collegiate case study contest on water conservation for management school students, blogging, photography and debate contests for employees. Volunteers created theme-based models using scrap yard material which were displayed to create awareness among employees. More than 15,000 employees participated in various activities during World Water Day.

## Environmental stewardship

- **11.1 million sq. ft.** of built-up area in our campuses is **LEED Platinum-rated**.
- In fiscal 2017, **44.6%** of the overall **electricity requirements** of our campuses in India was met through renewable sources.
- We joined the **Carbon Pricing Leadership Coalition (CPLC)** and announced an internal carbon price.



## Our commitment to environmental sustainability

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Economic progress is taking a toll on the limited resources of our planet. We recognize the threats of accelerating global warming and dwindling natural resources and we have taken concrete actions to mitigate them in our operations.

Our commitment to environmental sustainability encompasses all aspects of our business. Our environmental performance is a direct outcome of our sustainable development strategy of doing more with less. In line with our Sustainability Policy and our sustainability strategy, we focused our efforts on enhancing our environmental performance by improving energy efficiency, becoming water sustainable, minimizing waste-to-landfills, increasing the use of renewable energy, and contributing to biodiversity.

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. We are also a signatory to the RE100 campaign. Our efforts included aggressive targets to reduce consumption and switch to renewable energy resources for our business operations. As of this fiscal, we have achieved our per capita electricity target. While we have made significant progress on the other commitments, we may not be able to achieve them in fiscal 2018 because of challenges related to government policies. However, we remain committed to these goals and will strive to achieve them in the nearest future.

Renewed focus of installing smart building systems, retrofits, implementing building designs with an efficient envelope, and renewable energy, helped significantly reduce our per capita energy consumption by 51% since 2008. Our buildings deliver an energy performance index of 75 kWh/sq. m/year, among the lowest in the industry and comparable to the best in the world. Since 2008, while our employee strength increased by 143%, our electricity consumption has increased by just 19% through focused efforts on energy conservation. Our current electricity supply from renewable sources is 44.6%, which includes power sourced from several green energy sources, among which is our 15.2 MW capacity solar PV installations across locations. Around two-thirds of our Hyderabad SEZ campus energy requirement is met through renewable energy.

“ Our high performance buildings demonstrate that with today’s technology we can design buildings which will consume one third of the energy of normal buildings at no extra capital costs. ”

### **Ramadas Kamath U.**

Group Head — Administration, Facilities, Infrastructure & Security, and Sustainability



Our high performance buildings demonstrate that with today's technology we can design buildings which will consume one third of the energy of normal buildings at no extra capital costs. Our Pune Phase 2 campus and the Hyderabad STPI campus are LEED Platinum-certified. With these, today we have a total of nearly 11.1 million sq. ft. of built-up area that is LEED Platinum-rated.

During the year, we migrated to the new version of environment management system standard ISO 14001:2015 and have incorporated changes including a revised HSE policy, changes in organization and focused leadership interventions. We have 84 certified lead auditors in the new version of the standard.

Our data-driven approach to optimize operations led to the setting up of the Central Command Center (CCC) in our Bengaluru campus. Currently over 20 million sq. ft. covering 91 buildings is monitored through the Command Center in Bengaluru.

“Our data-driven approach and water efficient fixtures have decreased our per capita water consumption by 46% since 2008.”

In this era of rapid urbanization, waste represents a serious threat to the society. We are relentlessly working towards minimizing waste to landfills. We have capacity to treat 100% of our food waste onsite through biogas and composting plants.

We strive to make our campuses water sustainable. Our data-driven approach has helped us avoid leakages and improve efficiency. Water efficient fixtures have been installed for optimizing water use. Infosys design standards for water are 33-68% lower than India's National Building Code standards. Our per capita monthly water consumption has decreased by 46% since 2008. Sewage treatment plants have been built for 100% recycling and reuse of wastewater within campuses. We harvest rainwater in all our campuses and have constructed 270 deep-injection wells and 25 lakes for recharging groundwater with the harvested rainwater. Our consumption of harvested rainwater has steadily increased over the years.

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 per capita carbon footprint by about 70% across our scope 1 and 2 emissions since 2008.

As a part of our carbon neutral commitment, we are implementing carbon offset projects with the goal of offsetting our scope 1 and scope 3 emissions. These are community-based projects, such as, efficient cook stove, biogas projects, forestry projects (both afforestation and avoided deforestation projects) and rural electrification projects. As of fiscal 2017, we have six carbon offset projects, including a household biogas project, four high efficiency biomass cook stoves project and one rural electrification project. Together, the projects have the capacity to generate about 80% of our carbon offset requirement in 2017-18.

This year Infosys joined the Carbon Pricing Leadership Coalition (CPLC) and announced an internal carbon price in January.

We comply with all 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 this year.

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.

Our motto is to continuously innovate and nurture new ideas that has the potential to tackle the environmental challenges of today and the future. We will continue to follow this and demonstrate leadership in implementing innovative technologies and setting new benchmarks in environment sustainability. We continue to extend the impact of our sustainable development program through stakeholder engagement, partnerships, and advocacy, and by sharing experiences and best practices.

## Keeping the momentum

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

## Energy

This year, we continued sustained focus on energy efficiency with innovations in new and retrofit projects as well. There was 2.88% reduction in per capita electricity consumption from fiscal 2015-16. Our new building energy performance is lesser 75 kWh/m<sup>2</sup>/year – currently the lowest in the industry and among one of the best in the world.

Linking maximum buildings to Integrated Building Management System (IBMS) has not only helped us monitor and analyze the buildings in real time but also helped us to diagnose issues more efficiently. Currently, over 20 million sq. ft. across 91 buildings are monitored through the Command centers at Bengaluru and Mysuru for remote performance management to deliver highest standard of operations, thermal comfort and air quality for the building occupants. Along with this, smart parking management

system has been implemented in our Chandigarh and Pune campuses. We are currently working on smart retrofit programs in Hyderabad STPI campus, Chandigarh, Bhubaneswar, Bengaluru and Mangaluru campuses.

Responsible citizenship involves informed choices in the consumption of scarce resources. The Company provides opportunities to engage with employees and build champions of sustained change.

The inter-campus energy conservation campaign conducted by the Green Initiatives team and employee volunteers achieved a 5% reduction in lighting energy consumption from the baseline of fiscal 2016 just through awareness and conscious action by the employees. We will continue our efforts to sustain these initiatives through the year.



Infosys Thiruvananthapuram Software Development Block 3, which was awarded the LEED India Platinum rating

## 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 2017, we used 118.90 million units of green power, which is about 44.6% of overall electricity requirements of our campuses in India. During the same period, 17,572 MWh of electricity was generated from our solar PV systems at our campuses.

We have installed 15.2 MW rooftop solar plants and ground-mount installations across our campuses in India. In 2016-17, we have installed 2.4 MW capacity of solar energy plants. The details of location-wise solar PV installations is as follows:

Location	Installed capacity (KW)
Pune	787
Hyderabad	550
Bhubaneswar	470
Mysuru	103
Bengaluru	290
Chandigarh	202

## Green buildings

In fiscal 2017, three of our buildings in Pune, Mysuru and Thiruvananthapuram were awarded the LEED India Platinum rating. Our Pune and Hyderabad STPI campuses

were awarded the LEED EB platinum certification. With this addition, we now have 17 LEED platinum-rated buildings, two LEED EB platinum-rated campuses and four buildings with GRIHA 5-star rating making it to the total of 11.1 million sq. ft. of buildings with the highest level of green certification.

## Retrofits

Our retrofit program has further expanded to investigate and address opportunities in improving indoor air quality and thermal comfort in our existing infrastructure. In addition to this, we have embarked on a new initiative to do 'comfort mapping' for all our existing buildings so as to get real time data on comfort conditions in every workspace in the building. The objective is to use this data to improve thermal comfort for the building occupants. The deep green retrofits in air conditioning, UPS systems, lighting and other systems have helped us achieve total reduction of 32 MW in connected load in the last six years. Overall, we continue to pursue our goal of delivering productive workspaces with least use of resources.

## Our performance

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 and the potential for reductions that could be undertaken or influenced by the organization, energy consumption outside our boundary is not significant.

The direct energy consumed in our operations in various areas in fiscal 2017 across our India locations is as follows:

Energy (within the organization, in GJ)	2017	2016	2015	2014
Grid electricity (Non-renewable source)	516,474	673,027	619,882	593,015
Electricity from renewable source	428,051	251,292	269,951	272,427
Fuel (High speed diesel for DG + Boilers)	58,500	93,938	110,816	158,433
Total	1,003,060	1,017,453	1,000,649	1,023,875

Note: Includes grid and green power. The energy within the organization from the category grid energy has been modified for fiscal 2015 and fiscal 2016, given that the previous values incorrectly included the electricity supplied to third party for construction. This is now covered under energy outside the organization. Data under fiscal 2016 has also been modified to include energy through in-house solar power generated.

The direct energy consumed in overseas operations for electricity (APAC region and locations with data centers) during fiscal 2017 was 40,471.73 GJ.

## Electricity

We had committed to reduce our per capita electricity consumption by 50% by fiscal 2018, against our baseline of fiscal 2008. We achieved this goal in fiscal 2017, one year ahead of the committed year and have reduced our per capita by 51% compared to fiscal 2008. In fiscal 2017, we have reduced our per capita electricity consumption by 2.88% over the last year at our India locations.

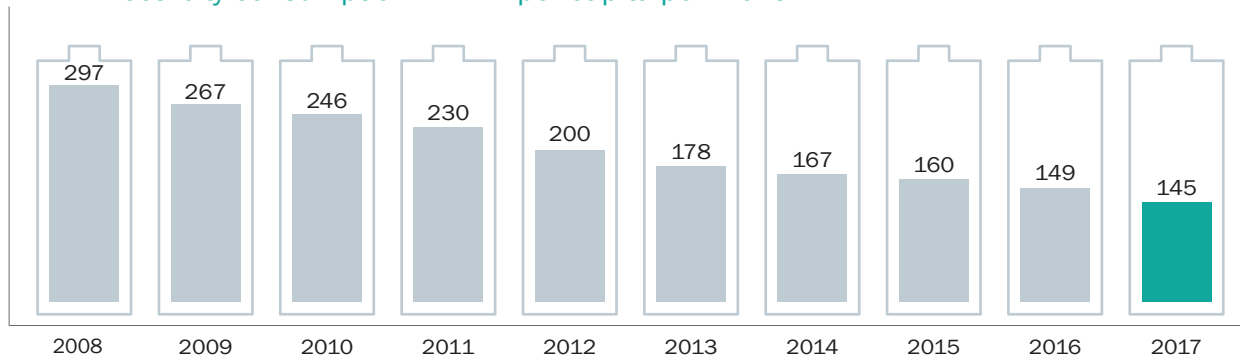
The electricity consumption for fiscal 2017, broken up into grid power, captive power, and green power, including an increased scope resulting from the addition of new

campuses and new buildings in some of our existing campuses in India, is as follows:

Electricity	in kWh
Grid	143,464,997
Captive	4,204,483
Renewable <sup>(1)</sup>	118,903,069
<b>Total</b>	<b>266,572,549</b>

<sup>(1)</sup> This includes green power wheeled through grid, and the units generated through in-house solar plants.

## Electricity consumption in kWh per capita per month



Note: 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 2017 is 153,461 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. 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	in GJ
APAC	6,938,716	24,979.38
Americas <sup>(1)</sup>	3,028,295	10,901.86
EMEA <sup>(1)</sup>	1,275,135	4,590.49
<b>Total</b>	<b>11,242,146</b>	<b>40,471.73</b>

<sup>(1)</sup> Only data centers included in these regions are considered in line with aspect boundary definition. For Americas, March 2017 value for Redmond office is extrapolated; For EMEA, for January, February and March 2017, data is extrapolated due to non-receipt of bills. Total energy consumption reported includes steam consumption or cooling consumption in countries, as applicable.

## 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 2017-18. While our scope 2 emissions was intended to be addressed through the use of 100% renewable energy, we may not be able to achieve this in fiscal 2018 because of the challenges related to government policies. Our scope 1 and scope 3 emissions are intended be addressed through carbon offsets. We are following a three-pronged strategy to achieve its carbon neutral commitment; they include:

- Reduce energy consumption through energy efficiency measures <sup>(1)</sup>
- Use of renewable energy (captive and purchased) to meet our electricity requirements <sup>(1)</sup>
- Investment in carbon offsets for the footprint beyond Infosys' control

<sup>(1)</sup> Refer to *Energy* section in this report.

### Carbon offset

This year, we continued and made significant progress in our efforts to secure community-based carbon offset projects that will create a lasting socio-economic impact in communities. 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 have high social impact, in addition to reducing carbon footprint. By supporting such projects throughout its life cycle, we are not only catalyzing those projects, but also co-creating socio-economic value.

During the year, we have started three new carbon offset projects – a rural electrification project and two projects which involved distribution of high efficiency biomass cook stoves for households in rural areas. Together, they will generate approximately 50% of our carbon offset requirement in 2017-18.

During this fiscal, Infosys joined the Carbon Pricing Leadership Coalition (CPLC) and later announced its internal carbon price at US \$10.5 per ton of CO<sub>2</sub>e, at an event organized by CPLC in Zurich. A significant milestone for Infosys, the price will be applicable for a period of two years and will represent the cost of decarbonizing one ton of CO<sub>2</sub>e. The carbon price announced is a weighted average of

the prices of carbon under the energy efficiency, renewable energy, and emission offset levers. The price of carbon under each lever was estimated based on the Company's past and ongoing investments in the area. We expect to sensitize the departments and business verticals on the cost impact of their emissions and thereby enroll their support in emission reduction drives.

### Our performance

Our main emissions from our support activities include greenhouse gases (GHG), SO<sub>x</sub> NO<sub>x</sub> 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>

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 fiscals 2008-2017 for our business operations are as follows:

GHG emissions (tCO <sub>2</sub> e)	2017	2016 <sup>(3)</sup>	2015	2014	2013	2012	2011	2010	2009	2008
Scope 1	16,165	18,725	22,126	23,910	33,623	22,788	18,985	24,189	20,275	12,142
Scope 2	117,641	153,117	141,195	137,744	134,232	158,311	182,135	171,373	183,292	167,268
Total – scope 1 + 2	133,806	171,843	163,894	161,654	167,855	181,099	201,120	195,562	203,567	179,410
Per capita <sup>(1)</sup> – scope 1 + 2	0.872	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	25.05%	4.43%	4.32%	6.65%	13.85%	22.29%	11.97%	7.82%	11.35%	-



GHG emissions (tCO2e)	2017	2016 <sup>(3)</sup>	2015	2014	2013	2012	2011	2010	2009	2008
<b>Scope 3</b>										
Business travel	88,168	86,866	76,557	66,416	91,113	87,038	86,255	56,607	5,900	3,665
Employee commute <sup>(2)</sup>	48,522	62,135	60,024	63,446	53,087	41,653	34,172	31,727	30,960	24,764
Transmission and distribution losses	21,827	28,503	30,227	29,387	28,189	33,245	38,248	35,988	38,491	35,126
<b>Total – scope 3</b>	<b>158,536</b>	<b>177,504</b>	<b>166,808</b>	<b>159,248</b>	<b>172,389</b>	<b>161,937</b>	<b>158,676</b>	<b>124,322</b>	<b>75,351</b>	<b>63,555</b>
Per capita – scope 3	0.98	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	15%	4.17%	1.01%	13.85 %	1.06%	11.93%	-9.26%	-58.3%	7.37	-
<b>Total GHG emissions – scope 1 + 2 + 3</b>	<b>292,342</b>	<b>349,311</b>	<b>330,702</b>	<b>320,902</b>	<b>340,244</b>	<b>343,036</b>	<b>359,796</b>	<b>319,884</b>	<b>278,918</b>	<b>242,965</b>
Per capita <sup>(1)</sup> emissions	1.90	2.36	2.46	2.53	2.77	3.01	3.65	3.8	3.45	3.85

<sup>(1)</sup> 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 2017 is 153,461 which is calculated by totaling the swipe count of employees and number of support staff in our offices.

<sup>(2)</sup> Employee commute emissions reported include data for India locations, which forms a significant portion of our employee base.

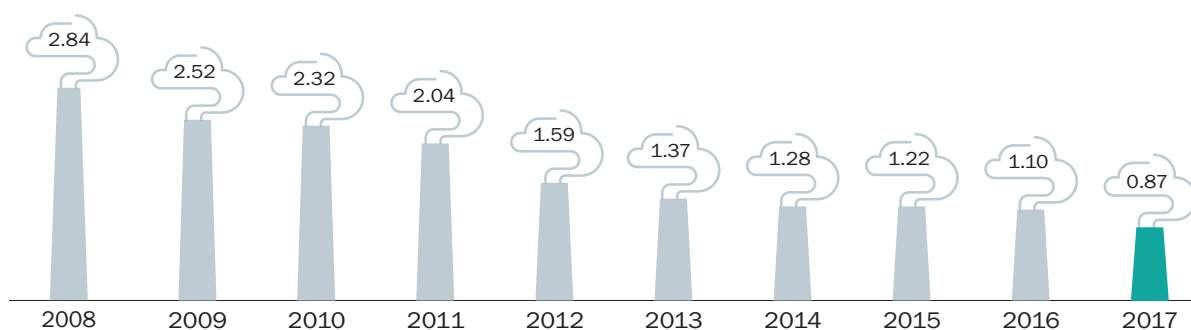
<sup>(3)</sup> Emissions value for fiscal 2016 have changed, in view of the following changes:

Scope 1: The emission factor for high speed diesel and diesel were updated to the third decimal, resulting in changes in scope 1 emissions.

Scope 2: The energy consumption by third parties (construction vendors) were included incorrectly in the electricity consumption of Infosys during fiscal 2016 and fiscal 2015. This has been corrected.

The above corrections have resulted in the changes per capita and the year-on-year comparisons for emissions data.

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



Note : 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 2017 is 153,461 and covers all India locations.

The GHG emissions data for other significant regions is as follows:

Area	tCO2e
APAC	5,162
Americas	1,510
EMEA	634
Total	7,306

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

Area	2017 tCO2e	2016 tCO2e	2015 tCO2e
Office equipment and computers <sup>(1)</sup>	22,233.5	49,426.71	22,281.61

<sup>(1)</sup> Scope 3 emissions under category 2 (capital goods) have been estimated since 2015 only.

### Emission reduction initiatives

As part of our carbon neutral goal and annual carbon intensity reduction target, we have implemented the following emission reduction initiatives:

Carbon reduction initiatives	Electricity procured / saved (MWh)	Emissions avoided (tCO2e)	Avoided
Energy efficiency retrofits in our buildings	3,866.767	3,023.15	

### 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:

ODS	2017		2016		2015		2014	
	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent
R22	2,826.22	155.4	3,041.22	167.27	4,007.67	220.42	2,826.22	155.4
R12	0	0	0	0	0	0	0	0
R123	0	0	0	0	0	0	0	0
R407C	341.20	0	972.00	0	695	0	341.20	0
R410A	1,146.20	0	657.30	0	378.46	0	1,146.20	0
R134A	1,653.15	0	1,154.00	0	3,305.70	0	1,653.15	0

These have contributed to reducing our carbon intensity (scope 1 and scope 2) by 5.10% in fiscal 2017 as compared to fiscal 2016 of our India operations.

In addition to the increase in green power consumption, Infosys has invested in various energy efficiency measures including lighting, UPS, building management systems, facade retrofit projects which have contributed to the overall reduction in our scope 1 and scope 2 emissions

### NOx and SOx emissions

The operation of diesel generator sets and boilers are the main sources of Nitrogen Oxide (NOx) and Sulphur Oxide (SOx) emissions at our campuses. The Sulphur content in the fuel we use is 50 ppm (BS-IV at Bengaluru, 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 permissible 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 are monitored on a periodic basis. The emissions for fiscal 2017 are as follows:

Particulars	SOx	NOx
Total emissions (t)	7,012	23,860

ODS	2017		2016		2015		2014	
	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent
R404A	0	0	1.00	0	-	-	0	0
R417A	0.80	0						

Note: The ODP of R407C, R404A, R410A, R134A is zero.

## Water

Fiscal 2016-17 saw per capita water reduction by 8.36% on year-on-year basis. This has been achieved with the use of water efficient fixtures, innovative wastewater treatment technologies, reuse of treated wastewater, rainwater harvesting and smart water metering for continuous monitoring of consumption. Today, apart from the 270 injection wells and 25 lakes across campuses, we are harvesting roof top rainwater from the buildings in our Chennai Sholinganallur campus and also the Multi-level Car Park (MLCP) in our Pune campus. Our goal is to harvest 100% roof top rainwater from all our buildings and use it for consumption after treatment. Our innovative smart water metering program enables us to monitor all our water consumption online on a continuous basis and eliminate water wastage significantly.

We have also automated our sewage treatment plant at Equinox building, Bengaluru. The system will help us in optimizing and benchmarking our STPs to global standards.

Rainwater that is collected and directed deep into the ground through injection wells helps to raise the groundwater tables. We harvest rainwater in all our campuses; we have constructed 270 deep-injection well systems and 25 lakes for recharging groundwater with the harvested rainwater.



Rainwater harvesting lake at our Mysuru campus



Rainwater harvesting pit at our Jaipur campus

## Our performance

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,

recycle and reuse of wastewater. Our efforts to reduce fresh water consumption includes and is not limited to the 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, we have recycled and reused 2,256,796 kl of water, which amounts to 70.5% of the total water withdrawal.

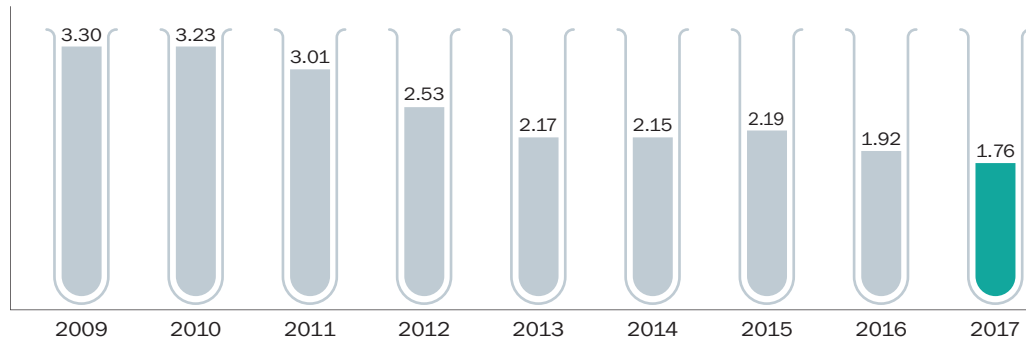
The following table provides details of the sources of fresh water used at our campuses in India in fiscal 2017 :

Water sources	2017(kl)	2016 (kl)	2015 (kl)	2014(kl)	2013(kl)
Municipal	2,022,197	2,118,351	215,456	1,794,484	1,864,181
Private providers	881,528	870,806	834,212	781,788	740,026
Ground water	575,416	710,577	785,905	620,796	552,234
Rain water	95,652	12,470	5,020	4,290	-
Total fresh water	3,574,793	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 2017.

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



Notes: 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 2017 is 151,413 and covers all India locations. The average monthly water consumption considered for the per capita calculations does not include the plantation related consumptions at Mangaluru SEZ, and Hyderabad SEZ (totaling to annual consumption of 375,630 kl). The above data does not include water consumption at some leased facilities at Goldhill (Bengaluru), and CPC (Bengaluru). The water in these facilities is managed by the lessors.

As of fiscal 2017, our per capita fresh water consumption has reduced by 46% against the baseline figure of fiscal 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. Since these offices are based out of leased facilities, water consumption is restricted to human touch requirements only. The annual fresh water consumption for the APAC region is estimated at about 151,050 kl.

### Wastewater treatment

We strive to recycle and reuse every drop of water judiciously. We have implemented appropriate water treatment technologies for the treated water from our sewage treatment plants, making it suitable for 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 2017. The treated water quality is monitored regularly to ensure adherence to all applicable environmental norms.

## 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 on-site 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 use it as cooking fuel at the kitchens in our food courts.



The fully automated biogas plant in Bengaluru campus has a capacity of treating two tonnes of food waste per day

This year, we approached organic waste with a two-pronged strategy. We have implemented nine biogas plants and seven composting plants with a cumulative capacity to treat 3.45 million kgs of waste per annum. For the first time in the country, automation was incorporated in improving the efficiency of our waste management system. The advance automation in biogas plants allow online monitoring and reduce manual operations and errors. This also reduced the dependency on unskilled labor – the reason most biogas plants have failed in India. To optimize the usage, we have co-developed Far Infra-red (FIR) burners that improve the utility of gas usage by 25%. With this effort, we can potentially replace 6,820 commercial LPG cylinders (19 kg capacity) in our food courts and produce 300 tonnes of organic compost per annum.

**Sludge treatment:** Sewage sludge from waste water treatment plants is infectious in nature if disposed unscientifically. To address this, we collaborated with Leibniz University, Germany, to arrive at a conceptual design and implemented a fully-automated solar-heat assisted greenhouse dryer with a cumulative treating capacity of 1.2 million kg of sludge per year. Mysuru and Bengaluru were the first campuses to have such a plant of 3.5 TPD and 1 TPD respectively, making us the early adopters of



The solar-heat assisted automated sludge dryer has a cumulative treating capacity of 1.2 million kg of sludge per year

the facility. The wet sludge is dried and sanitized resulting in an annual fertilizer production of over 300 tonnes. The technology uses automation for operation making it labor-independent and derives more than 90% of its drying energy requirement from the sun.

### Our performance

We have been persistent in our efforts to ensure reuse, recycling, and the responsible disposal of waste, and adopted 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.

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 Mysuru, Bengaluru,

Thiruvananthapuram, Hyderabad, Pune, Mangaluru and Bhubaneshwar campuses. In addition to the biogas plants, we have 3.1 TPD installed capacity of composting plants in our Mysuru, Hyderabad, Bengaluru, Chandigarh, Jaipur, Thiruvananthapuram and Mangaluru campuses. Paper waste is sent out for recycling in Bengaluru and Mysuru campuses.

The details of hazardous and non-hazardous waste disposed in India are as follows :

Particulars	Unit	2017	2016	2015
<b>Hazardous waste</b>				
E-waste	T	203.68	263.28	138.54
Oil soaked cotton waste	T	0.30	0.2	0.25
Biomedical waste	T	30.19	26.6	30.09
Used oil	Kl	47.16	36.06	25.44
Batteries	T	144.78	140.81	140.93
DG batteries	T	1.22	7.65	10.48
DG filters	T	1.41	1.45	2.00
Paint can / containers	T	6.96	10.51	10.51
Chemical cans / containers	T	14.53	11	14.28
<b>Non-hazardous waste</b>				
Food	T	3,612.31	3,449	3,219.80
Paper	T	991.68	825.76	691.64
Metal	T	728.38	614.86	635.33
Wood	T	307.95	385.64	270.60
Plastic	T	216.23	174.57	162.94
Glass	T	54.35	158.2	82.71
Thermocol / Styrofoam	T	1.41	2.92	1.04
Rubber	T	0.58	3.84	2.51
Textile	T	4.40	1.3	4.12
Kitchen oil	Kl	16.26	0.001	1.24
Garden waste	T	2,319.24	1,982.31	2,336.75
Mixed garbage and others	T	1,414.95	1,224.6	1,081.54
STP sludge	T	906.02	949.20	547.56

Note : E-waste information for 2016 is modified to include CFL lamps. This year the quantity of computers donated amounts to 59.10 T which in earlier years has been included in e-waste.

We did not have any significant spills during fiscal 2017.

## Biodiversity

In our endeavor to conserve and promote biodiversity, we plant diverse species of trees native to the region to support local fauna. Native species require less water for growth and also provide a feeding and nesting ground for avian birds. This fiscal, we have planted 63,066 trees across our campuses.

For more details on our environmental initiatives, visit <https://www.infosys.com/sustainability/environment>.

## Green buildings : Onboarding more

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Infosys Pune Phase 2 is the largest LEED EB Platinum-certified campus in the world

In fiscal 2017, we had two significant additions to the list of accolades for our green infrastructure crusade. Our Hinjewadi campus in Pune was awarded the Platinum Certification under LEED EB O&M v.3 of the 2009 rating system of the U.S. Green Building Council (USGBC), making it the largest campus in the world to have achieved this distinction.

Some of the innovative, 'green' features that this project has implemented include :

- Extensive energy and water metering, 90% of which is integrated with the Building Management System, enabling real time monitoring
- Sustainable procurement practices
- Sensors to help conserve energy
- Effective solid waste management
- Water reuse strategies using advanced technology
- Solar PV units to generate power onsite to meet a part of the energy requirement

Our campus in Gachibowli, Hyderabad was also awarded the LEED EB Platinum certification in fiscal 2017. The Mysuru and Chandigarh campuses are currently undergoing the LEED EB certification process.

## Pioneering precast technology for new buildings

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Precast construction in Bengaluru

One of the most crucial aspects of civil construction is meeting project deadlines without compromising the quality and durability of the structure being built. Precast technology, adopted widely in the developed countries, offers great advantages with more efficient processes and a better quality output. Precast technology reduces material wastage, requires less water for construction than conventional methods, and also reduces site disturbance due to manufacturing in a controlled environment.

We have undertaken a pioneering project to showcase precast technology in India. We are executing a 4.95 lakh sq. ft. facility in Bengaluru using this technology. Our experience so far has taught us that precast construction is less time consuming and also environment-friendly. It assures a better quality of construction with less labor. With more precast buildings in future, we are looking at setting an example with a technology fairly new to India.

## Glimmer of light and hope in the hills

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The Green Initiatives team at the location

We have embarked on an ambitious journey to harness energy from the sun, protect and preserve the environment, and in the process, create a better tomorrow for village communities in the Leh-Ladakh region. The high altitude of the area, between 14,000 ft. and 17,000 ft, makes it difficult to create the required infrastructure for electricity transmission. Reaching these villages is an uphill task, involving a trek of 15-50 kms through inhospitable terrain.



The solar grid project with a total capacity of 24 KW in progress

Firewood is a precious commodity for villagers here, and are saved up to light fires for children to study. As a result, women have no option but to cook in the dark. The villagers also live under the fear of wild animal attacks since they do not have the required means to provide good indoor and outdoor lighting.

Infosys stepped in to solve some of these problems, while also building an ecosystem that fosters self-sufficient and sustainable development. Our Green Initiatives team took up the challenge to light up 20 villages in this harsh, cold region, with temperatures ranging from 6 to 20 degrees Celsius. Work is in progress for setting up a DC grid powered by solar PV technology. With a total capacity of 24 KW, the solar grid will be able to provide electricity to 303 households in the region. Each house will also get a solar torch and a television set.

The electrification project has raised aspirations of the community by making it possible for them to work beyond dusk, in pursuing traditional handicrafts such as, pashmina shawls and copper artifacts.



## Annexure 1: 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 2017 is 153,461 and 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:

$SO_x = (SO_x \text{ X Emission rate} / 1,000) \text{ X (Running hours of DG and boilers)}$

$NO_x = (NO_x \text{ X Emission rate} / 1,000) \text{ X (Running hours of DG and boilers)}$

### 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 IPCC 4th Assessment Report.

### 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. The following list provides details of 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 IPCC 4th Assessment Report.

##### Mobile combustion

The total monthly quantity of diesel and petrol used by the company-owned vehicles and lawn mowers is considered. The emission factor for diesel / petrol is sourced from the IPCC 4th Assessment Report.

##### 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. For the current reporting year, the emission factors considered for overseas locations are from DEFRA 2015, since the data was unavailable to Infosys at the time of reporting.

## 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 the 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.

The emissions from business travel are based on the DEFRA emission factors.

We have also included the business travel emissions from the use of chartered flights, if any. In this case, the emissions from the entire flight is attributed to Infosys, unlike in the case of standard scheduled flights.

## Employee commute

During this fiscal, we launched a fresh survey on employee commute, to revalidate the past assumptions used for the employee commute-based emission calculation. The survey was launched across all campuses and geographies. The survey covered various aspects such as distance between home to work, modes of transport, fuel efficiencies of personal vehicles used, the use of shift cabs if any, average number of work from home, number of times the employee carpoled to work, etc. The results of the survey were used for calculating the GHG emissions due to 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 parking slots occupied on a monthly basis across campuses is considered for arriving at emissions from employee commute. The carpool percentage of the total employee swipe count at the campus is identified through surveys and this information is considered for arriving at emissions from employees using personal transport. The information on the total number of bus users is provided by the transport team, which covers the number of people traveling by Company-provided transportation. The difference between the total number of employees and the sum of personal transport users and Company-provided transport users less percentage of car pool users gives the total number of users using public transport. Starting this fiscal, Infosys introduced an improved work from home policy. The average work from home days based on the employee survey, have been deducted from the total working days at the campuses during employee commute emission computation. 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.

## Emission factors used for GHG calculations

The emission factors used for GHG calculations are as follows :

Emission source	Emission Factor	Unit	Reference
<b>Scope 1</b>			
High Speed Diesel (HSD)	74.1	tCO <sub>2</sub> e / TJ	IPCC 4th Assessment report
Refrigerant – R22	1810	kg CO <sub>2</sub> e/kg	DEFRA 2016 Ver. 1.0 Refrigerant and others
Refrigerant – R123	77	kg CO <sub>2</sub> e/kg	DEFRA 2016 Ver. 1.0 Refrigerant and others
Refrigerant – R407C	1,774	kg CO <sub>2</sub> e/kg	DEFRA 2016 Ver. 1.0 Refrigerant and others
Refrigerant – R134A	1,430	kg CO <sub>2</sub> e/kg	DEFRA 2016 Ver. 1.0 Refrigerant and others
Refrigerant – R410A	2,088	kg CO <sub>2</sub> e/kg	DEFRA 2016 Ver. 1.0 Refrigerant and others
Refrigerant – R404A	3,922	kg CO <sub>2</sub> e/kg	DEFRA 2016 Ver. 1.0 Refrigerant and others
Refrigerant and others – SF6	22800	kg CO <sub>2</sub> e/kg	DEFRA 2016 Ver. 1.0 Refrigerant and others
Diesel – company-owned vehicles	74.1	tCO <sub>2</sub> e / TJ	IPCC 4th Assessment report
Petrol – company-owned vehicles	69.3	tCO <sub>2</sub> e / TJ	IPCC 4th Assessment report
<b>Scope 2</b>			
Electricity – Southern Grid (India)	0.82	tCO <sub>2</sub> /MWh	CEA CO <sub>2</sub> Baseline Database for the Indian Power Sector – 2016
Electricity – Norther and Eastern Grid (India)	0.82	tCO <sub>2</sub> /MWh	CEA CO <sub>2</sub> Baseline Database for the Indian Power Sector – 2016
China	0.75245	kg CO <sub>2</sub> /kWh	DEFRA 2015 Ver. 2.0 Overseas Electricity
Australia	0.8136	kg CO <sub>2</sub> /kWh	DEFRA 2015 Ver. 2.0 Overseas Electricity
New Zealand	0.39895	kg CO <sub>2</sub> /kWh	DEFRA 2015 Ver. 2.0 Overseas Electricity
Singapore	0.5051	kg CO <sub>2</sub> /kWh	DEFRA 2015 Ver. 2.0 Overseas Electricity
Malaysia	0.72177	kg CO <sub>2</sub> /kWh	DEFRA 2015 Ver. 2.0 Overseas Electricity
Japan	0.52941	kg CO <sub>2</sub> /kWh	DEFRA 2015 Ver. 2.0 Overseas Electricity
U.S.	0.49845	kg CO <sub>2</sub> /kWh	DEFRA 2015 Ver. 2.0 Overseas Electricity
U.K.	0.46219	kg CO <sub>2</sub> /kWh	DEFRA 2016 Ver. 1.0 UK Electricity
Mauritius	0.85728	kg CO <sub>2</sub> /kWh	DEFRA 2015 Ver. 2.0 Overseas Electricity
<b>Scope 3</b>			
Employee commute / business travel – Diesel vehicles	74.1	tCO <sub>2</sub> e / TJ	IPCC 4th Assessment report
Employee commute – petrol cabs	69.3	tCO <sub>2</sub> e / TJ	IPCC 4th Assessment report
Business travel – Rail – India	75	g CO <sub>2</sub> e / pkm	Twelfth five year plan (2012/2017)/Planning Commission, Government of India. Volumes II – Table 15.1

Emission source	Emission Factor	Unit	Reference
Business travel – Rail – International	0.01205	kg CO2e	DEFRA 2016 Ver. 1.0 Business travel Land – Rail
Employee commute / business travel – Diesel Bus	74.1	tCO2e / TJ	IPCC 4th Assessment report
Business travel – Air Domestic – Average passenger	0.15757	kg CO2e/pkm	DEFRA 2016 Ver. 1.0 Business travel Air
Business travel – Long haul international – Economy class	0.08024	kg CO2e/pkm	DEFRA 2016 Ver. 1.0 Business travel Air
Business travel – Long haul international – Premium economy class	0.1284	kg CO2e/pkm	DEFRA 2016 Ver. 1.0 Business travel Air
Business travel – Long haul international – Business class	0.23271	kg CO2e/pkm	DEFRA 2016 Ver. 1.0 Business travel Air
Business travel – Long haul international – First class	0.32098	kg CO2e/pkm	DEFRA 2016 Ver. 1.0 Business travel Air
T&D Losses – India	18.38	%	World Bank Report (IEA/OECD report 2014) on Transmission and distribution (T&D) losses
T&D Losses – China	5	%	World Bank Report (IEA/OECD report 2014) on Transmission and distribution (T&D) losses
T&D Losses – Australia	5	%	World Bank Report (IEA/OECD report 2014) on Transmission and distribution (T&D) losses
T&D Losses – New Zealand	7	%	World Bank Report (IEA/OECD report 2014) on Transmission and distribution (T&D) losses
T&D Losses – Singapore	2	%	World Bank Report (IEA/OECD report 2014) on Transmission and distribution (T&D) losses
T&D Losses – Malaysia	6	%	World Bank Report (IEA/OECD report 2014) on Transmission and distribution (T&D) losses
T&D Losses – Japan	4	%	World Bank Report (IEA/OECD report 2014) on Transmission and distribution (T&D) losses
T&D Losses – U.S.	6	%	World Bank Report (IEA/OECD report 2014) on Transmission and distribution (T&D) losses
T&D Losses – U.K.	8	%	World Bank Report (IEA/OECD report 2014) on Transmission and distribution (T&D) losses
T&D Losses – Mauritius (South Africa)	6	%	World Bank Report (IEA/OECD report 2014) on Transmission and distribution (T&D) losses

## Goals and targets

### Sustainability goals

The effective introduction of IT systems to manage and monitor our sustainability performance and the launch of the new sustainability microsite were the highlights of our efforts to institutionalize processes, systems and communication on sustainability. 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:

The progress and status of our stated goals are as follows:

Focus area	Goals for 2016-17	Status 2016-17	Goals for 2017-18
<b>Business</b>			
Employee well-being	Strengthen employee engagement	We launched Compass a digital platform to mobilize opportunities in careers, learning and networks.	Facilitate all-round development of our employees through our HALE program.  Create opportunities for professional growth by bringing new and relevant training programs.  Work towards achieving 25% women in the executive leadership of the Company by 2020.
Business sustainability	Deploy the Zero Distance program across all Infosys campuses.	We deployed the Zero Distance program in all campus worldwide.	Concentrate on grassroots innovation and be at Zero Distance from our clients.  Define problems for our clients and co-create solutions through Design Thinking.
Education	We will train 750 faculty and 25,000 students from partner CC engineering colleges.  We will work with 45 institutes / universities to adopt and rollout Industrial electives.	1,056 faculty and 44,546 students were trained during fiscal 2017.  56 institutes / universities have adopted and rolled out our industrial electives.	We will train 800 faculty and 27,000+ students from partner CC engineering colleges.  We will work with 40+ institutes / universities to adopt and rollout Industrial electives.

Focus area	Goals for 2016-17	Status 2016-17	Goals for 2017-18
<b>Social</b>			
Encouraging scientific research	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.
Employee volunteerism	We will continue to work with our employees to strengthen our efforts to build awareness and actions on environment and social issues.	We introduced the volunteering tool to capture volunteering efforts of employees and communicate volunteering campaigns. We also strengthened the functioning of the employee-driven CSR clubs and successfully rolled out campaigns.	We will continue to work with Infoscions and their families to build awareness and inspire informed action on social and environmental issues.
Corporate social responsibility	<p>We will spearhead social transformation programs for the needy and remote communities across India through the Infosys Foundation.</p> <p>Expand professional development in computer science, coding and making for teachers, and boost hands-on experience for children in under-represented schools and communities through the Infosys Foundation USA.</p>	<p>We have worked on various programs for the most needy and remote communities.</p> <p>Read more : <a href="https://www.infosys.com/infosys-foundation/">https://www.infosys.com/infosys-foundation/</a></p> <p>We have made great strides in computer science training in schools.</p> <p>Read more : <a href="http://www.infosys.org/infosys-foundation-usa/">http://www.infosys.org/infosys-foundation-usa/</a></p>	<p>We will continue to spearhead social transformation programs for the most needy and remote communities across India through the Infosys Foundation.</p> <p>We will continue to expand professional development in computer science, coding and making for teachers, and boost hands-on experience for children in under-represented schools and communities through the Infosys Foundation USA.</p>

Focus area	Goals for 2016-17	Status 2016-17	Goals for 2017-18
<b>Environment</b>			
Carbon emissions	<p>Scope 2 emissions: We will reduce our emissions by 45% over business-as-usual scenario.</p> <p>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.</p>	<p>Scope 2 emissions: For the current fiscal, we have met 44.6% of our electricity requirements from renewable energy sources (both onsite power and green power procurement). This translates to direct reduction in our scope 2 emissions, given the direct reliance on the regional grid for power is avoided.</p> <p>Scope 1 and 3 emissions: We have secured projects till date that can contribute to about 80% of our offset requirements for fiscal 2018.</p> <p>This year, we added three new projects – one rural electrification project in Ladakh, Jammu and Kashmir and two efficient cookstove projects in rural areas of Maharashtra and Odisha.</p>	<p>Scope 2: We will reduce our emissions by 50% over business-as-usual scenario.</p> <p>Scope 1 and Scope 3: We will deliver 50% of the estimated carbon offset requirement for fiscal 2018.</p>
Electricity	We will reduce our per capita electricity consumption by 3% over fiscal 2016 levels.	We have reduced our per capita electricity consumption by 2.88% from fiscal 2015-16.	We shall maintain performance in terms of per capita electricity consumption same as fiscal 2017.

Focus area	Goals for 2016-17	Status 2016-17	Goals for 2017-18
Renewable energy	<p>1. We will install new solar PV that will take our total installed capacity to 20 MW.</p> <p>2. We will meet 50% of our electricity requirements from renewable energy sources.</p>	<p>1. We have completed the installation of solar plants with a total capacity of 15.2 MW at our campuses on the roof top as well as ground-mount installations. 6.0 MW roof-top and ground-mount solar PV is currently under various stages of design / installation.</p> <p>2. We have meet 44.6 % of our electricity requirements from renewable energy sources.</p>	<p>1. We will install new solar PV plants that will take our total installed capacity to 40 MW.</p> <p>2. We will meet 50% of our electricity requirements from renewable energy sources.</p>
Water	We will reduce our per capita freshwater consumption by 5% over our fiscal 2016 levels by 8 % over the last year.	In fiscal 2017, we have reduced our per capita water consumption by 8.36% over the last year.	We shall maintain performance in terms of per capita water consumption same as fiscal 2017.
Waste	We plan to treat 100% of our food waste onsite through composting or biogas plants.	63% of the waste generated is treated in biogas plants.	We plan to treat 100% of our food waste through composting or biogas plants.
Biodiversity	We will plant 25,000 saplings on our campuses in fiscal 2017.	In fiscal 2017, we have planted 63,066 trees across our campuses.	None



### INDEPENDENT ASSURANCE STATEMENT

#### Scope and approach

DNV GL Business Assurance India Private Limited ('DNV GL') commissioned by Infosys Limited ('Infosys' or 'the Company') to undertake independent assurance of the Company's Sustainability Report 2016-17 in its printed and web formats (the 'Report') for the Financial year ended 31 March' 2017. The management of Company is 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. The intended user of this assurance statement is the management of the Company. Our assurance engagement was planned and carried out from May to June'2017.

We performed our work using DNV GL's assurance methodology VeriSustain<sup>TM1</sup>, which is based on our professional experience, international assurance best practice including International Standard on Assurance Engagements 3000 (ISAE 3000) Revised\* and the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines.

We evaluated the performance disclosures including reported performance using the reliability principle together with Infosys Limited data protocols for how the data are measured, recorded and reported. The sustainability performance disclosure 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'2016 to 31st March'2017 and based on the Global Reporting Initiative G4 Sustainability Reporting Guidelines (GRI G4) for in accordance - comprehensive option of reporting.

We understand that the reported financial data and information are based on data from Infosys Limited's Annual Report and Accounts dated 31<sup>st</sup> March' 2017, which are subject to a separate independent audit process by body approved by statutory authorities. The review of accuracy 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. A 'high level' of assurance would have required additional work at Group and site level to gain further evidence to support the basis of our assurance opinion.

#### Responsibilities of the Directors of Infosys Limited and of the assurance providers

The Directors of Infosys Limited have sole responsibility for the preparation of the Report. 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 stakeholders of Infosys Limited. DNV GL was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement. This is the tenth 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 expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Assurance Statement.

<sup>1</sup> The VeriSustain protocol is available on [www.dnvgl.com](http://www.dnvgl.com)

\* Assurance Engagements other than Audits or Reviews of Historical Financial Information.\*

## Basis of our opinion

A multi-disciplinary team of sustainability and assurance specialists performed work at Headquarters and Development Centres (Site Levels). 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's 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 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.
- Site visits were conducted in Infosys Head Office at Bengaluru and Development Centres (DC's) located in India i.e. Bengaluru (Electronic City), Mysore, Chennai (Sholinganallur) and Mahindra City Chennai 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 as expressed in this statement.

## Opinion

On the basis of the work undertaken, nothing came to our attention to suggest that the Report together with referenced information does not properly describe Infosys Limited adherence to GRI G4 Reporting requirements i.e. Content Principles, General Standard Disclosure and Specific Standard Disclosures as below:

- a. **General Standard Disclosures:** The report together with Annual Report describes company's responses to General Standard Disclosures. Specific references to pages in Annual Report are mentioned in GRI Indicator Index in this report.
- b. **Specific Standard Disclosures:** The report describes the generic disclosures on Management Approach (DMA) and Performance including Indicators for identified material Aspects:

### Economic

- Economic Performance – G4-EC1, EC 2, EC 3, EC4

### Market Presence

- Ratio of entry level of wage – G4-EC5, EC6

### Environmental

- Energy – G4-EN3 to 7;
- 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, LA2, LA3;
- Occupational Health and Safety – G4-LA5 to 8;
- Training and Education – G4-LA9 to 11;
- Diversity and Equal Opportunity – G4-LA12 –
- Equal opportunity for men and women: G4 -LA 13;
- 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.

### 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, clients, investors, vendors/partners, governments, regulatory bodies, academia, local communities and senior management of Infosys. The management of Infosys Limited has established internal 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 identified materiality aspects. The Report focusses its disclosures on key material aspects at macro level and has not missed out responses to 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 of reporting. The system of reporting on performance indicators are established and now monitored through software.

Hence in our opinion, the level at which the Report adheres to this principle is 'Good'

### 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 geolocations of operations in terms of geo location specific material aspects, sustainability goals and targets. 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 processes required for performance and the performance indicators are established and are reported in this report. Company has established an integrated risk management process aligned with ISO 31000.

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 and the errors have been communicated and corrected. The Key Performance Indicators relating to the Group Sustainability Objectives have been internally developed.

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:

- Aspect boundaries may be extended further to 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.

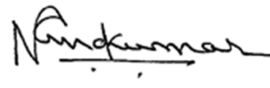
## DNV GL's Competence and Independence

DNV GL is a global provider of sustainability services, with qualified environmental and social assurance specialists working in over 100 countries. DNV GL states its independence and impartiality with regard to this assurance engagement. While we did conduct other third party audits work with Infosys Limited in 2016-17, in our judgement this does not compromise the independence or impartiality of our assurance engagement or associated findings, conclusions and recommendations. We were not involved in the preparation of any statements or data included in the Report, with the exception of this Assurance Statement. We maintain complete impartiality toward any people interviewed.

### For and on behalf of DNV GL Business Assurance India Private Limited



S. Balasubramoniam  
Lead Verifier



Vadakepathth Nandkumar  
Assurance Reviewer,  
Regional Manager – Sustainability Services,  
Region India & Middle East

Bangalore, India, 19th June, 2017

DNV GL Business Assurance India Private Limited is part of DNV GL – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. [www.dnvgl.com](http://www.dnvgl.com)

# GRI reporting framework G4 (Comprehensive) – Content index

Our Annual Report 2016-17 – which includes our financial disclosures, the Business Responsibility Report 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 2017 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.	AR: Letter to the stakeholder, Page 2 SR: Building a world of opportunity – for everyone, Page 8	-	-	-	SR: Pages 63-66
G4-2	Provide a description of key impacts, risks, and opportunities.	SR: Building a world of opportunity – for everyone, Page 8 SR: Materiality and stakeholder engagement, Page 10 AR: Management discussion and analysis : Outlook, risks and concerns, Page 77 AR: Risk management report, Pages 101-103	-	-	-	

Legend: AR: Annual Report 2016-17, SR: Sustainability Report 2016-17. The page numbers referred to in the index correspond to the page numbers at the bottom of the page in the respective reports.

## 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: Section A: General information about the Company, Page 223	-	-	-	SR: Pages 63-66
G4-4	Report the primary brands, products, and services.	AR: Section A: General information about the Company, Page 223	-	-	-	SR: Pages 63-66
G4-5	Report the location of the organization's headquarters.	AR: Section A: General information about the Company, Page 223	-	-	-	SR: Pages 63-66
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: Section A: General information about the Company, Page 223 AR: Annexure 1 to the Board's report, Pages 29-31 <a href="https://www.infosys.com/about/Pages/locations.aspx">https://www.infosys.com/about/Pages/locations.aspx</a>	-	-	-	SR: Pages 63-66
G4-7	Report the nature of ownership and legal form.	AR: Standalone financial statements, Pages 140-141 <a href="https://www.infosys.com/about/Pages/locations.aspx">https://www.infosys.com/about/Pages/locations.aspx</a>	-	-	-	SR: Pages 63-66
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	AR: Section A: General information about the Company, Page 223 <a href="https://www.infosys.com/about/Pages/locations.aspx">https://www.infosys.com/about/Pages/locations.aspx</a>	-	-	-	SR: Pages 63-66
G4-9	Report the scale of the organization, including: <ul style="list-style-type: none"> <li>• Total number of employees</li> <li>• Total number of operations</li> <li>• Net sales (for private sector organizations) or net revenues (for public sector organizations)</li> <li>• Total capitalization broken down in terms of debt and equity (for private sector organizations)</li> <li>• Quantity of products or services provided</li> </ul>	AR: Key trends, Page 13 AR: Consolidated financial statements, Pages 159-215 SR: Talent management, Page 21	-	-	-	SR: Pages 63-66

Legend: AR: Annual Report 2016-17, SR: Sustainability Report 2016-17. The page numbers referred to in the index correspond to the page numbers at the bottom of the page in the respective reports.

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	<p>a) Report the total number of employees by employment contract and gender.</p> <p>b) Report the total number of permanent employees by employment type and gender.</p> <p>c) Report the total workforce by employees and supervised workers and by gender.</p> <p>d) Report the total workforce by region and gender.</p> <p>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.</p> <p>f) Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).</p>	SR: Talent management, Page 21	-	-	-	SR: Pages 63-66
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	SR: Freedom of association, Page 23	-	-	-	SR: Pages 63-66
G4-12	Describe the organization's supply chain.	<p>AR: Letter to the stakeholder, Page 2</p> <p>SR: Sustainability at Infosys, Page 3</p> <p>SR: Responsible supply chain, Page 18</p>	-	-	-	SR: Pages 63-66
G4-13	<p>Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including:</p> <ul style="list-style-type: none"> <li>• Changes in the location of, or changes in, operations, including facility openings, closings, and expansions</li> <li>• Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations)</li> <li>• Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination</li> </ul>	<p>AR: Letter to the stakeholder, Page 2</p> <p>AR: Management's discussion and analysis, Pages 62-79</p>	-	-	-	SR: Pages 63-66

Legend: AR: Annual Report 2016-17, SR: Sustainability Report 2016-17. The page numbers referred to in the index correspond to the page numbers at the bottom of the page in the respective reports.

General standard disclosures	Disclosure requirements	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.	AR : Risk management report, Page 101	-	-	-	SR : Pages 63-66
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	AR : Business Responsibility Report (BRR) Principle 6, Page 231 Refer to <a href="http://www.infosys.org/">http://www.infosys.org/</a>	-	-	-	SR : Pages 63-66
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization : <ul style="list-style-type: none"> <li>• Holds a position on the governance body</li> <li>• Participates in projects or committees</li> <li>• Provides substantive funding beyond routine membership dues</li> <li>• Views membership as strategic</li> </ul>	AR : BRR Principle 7, Page 232	-	-	-	SR : Pages 63-66

### 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 159-215	-	-	-	SR : Pages 63-66
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 10	-	-	-	SR : Pages 63-66
G4-19	List all material aspects identified in the process for defining report content.	SR : Materiality and stakeholder engagement, Page 10	-	-	-	SR : Pages 63-66

Legend: AR : Annual Report 2016-17, SR : Sustainability Report 2016-17. The page numbers referred to in the index correspond to the page numbers at the bottom of the page in the respective reports.



General standard disclosures	Disclosure requirements	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
G4-20	<p>For each material Aspect, report the Aspect Boundary within the organization, as follows:</p> <ul style="list-style-type: none"> <li>• Report whether the Aspect is material within the organization</li> <li>• 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: <ul style="list-style-type: none"> <li>– The list of entities or groups of entities included in G4-17 for which the Aspect is not material or</li> <li>– The list of entities or groups of entities included in G4-17 for which the Aspects is material</li> </ul> </li> <li>• Report any specific limitation regarding the Aspect Boundary within the organization</li> </ul>	SR: Materiality and stakeholder engagement, Page 10	–	–	–	SR: Pages 63-66
G4-21	<p>For each material Aspect, report the Aspect Boundary outside the organization, as follows:</p> <ul style="list-style-type: none"> <li>• Report whether the Aspect is material outside of the organization</li> <li>• 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</li> <li>• Report any specific limitation regarding the Aspect Boundary outside the organization</li> </ul>	SR: Materiality and stakeholder engagement, Page 10	–	–	–	SR: Pages 63-66

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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: Building a world of opportunity – for everyone, Page 8 SR: The incident, frequency and severity rates table, Page 29 SR: Our commitment to environmental sustainability, Page 41 SR: GHG emissions, Page 46 SR: Hazardous and Non-hazardous waste, Page 52	-	-	-	SR: Pages 63-66
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	SR: Topic boundaries, Page 12-13	-	-	-	SR: Pages 63-66

### 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.	SR: Materiality and stakeholder engagement, Pages 10-13	-	-	-	SR: Pages 63-66
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	SR: Materiality and stakeholder engagement, Pages 10-13	-	-	-	SR: Pages 63-66
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.	SR: Materiality and stakeholder engagement, Pages 10-13	-	-	-	SR: Pages 63-66

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General standard disclosures	Disclosure requirements	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
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.	SR : Materiality and stakeholder engagement, Pages 10-13	-	-	-	SR : Pages 63-66

### 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 2016-17	-	-	-	SR : Pages 63-66
G4-29	Date of most recent previous report (if any).	Fiscal 2015-16	-	-	-	SR : Pages 63-66
G4-30	Reporting cycle (such as annual, biennial).	Annual	-	-	-	SR : Pages 63-66
G4-31	Provide the contact point for questions regarding the report or its contents.	SR : Contacts, Page 99	-	-	-	SR : Pages 63-66
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 63-66

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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	<p>a) Report the organization's policy and current practice with regard to seeking External assurance for the report.</p> <p>b) If not included in the assurance report accompanying the sustainability report, report the scope and basis of any External assurance provided.</p> <p>c) Report the relationship between the organization and the assurance providers.</p> <p>d) Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.</p>	SR : Sustainability at Infosys, Page 3	-	-	-	SR : Pages 63-66

## 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 80	-	-	-	SR : Pages 63-66
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 SR : Our commitment to environmental sustainability, Page 41 AR : Corporate governance report, Page 80	-	-	-	SR : Pages 63-66
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 80	-	-	-	SR : Pages 63-66

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General standard disclosures	Disclosure requirements	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
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.	SR : Sustainability at Infosys, Page 3 AR : Corporate governance report, Page 80	-	-	-	SR : Pages 63-66
G4-38	Report the composition of the highest governance body and its committees by: <ul style="list-style-type: none"> <li>• Executive or non-executive</li> <li>• Independence</li> <li>• Tenure on the governance body</li> <li>• Number of each individual's other significant positions and commitments, and the nature of the commitments</li> <li>• Gender</li> <li>• Membership of under-represented social groups</li> <li>• Competencies relating to economic, environmental and social impacts</li> <li>• Stakeholder representation</li> </ul>	AR : Corporate governance report, Page 80	-	-	-	SR : Pages 63-66
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 : Letter to the stakeholder, Page 2	-	-	-	SR : Pages 63-66
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: <ul style="list-style-type: none"> <li>• Whether and how diversity is considered</li> <li>• Whether and how independence is considered</li> <li>• Whether and how expertise and experience relating to economic, environmental and social topics are considered</li> <li>• Whether and how stakeholders (including shareholders) are involved</li> </ul>	AR : Corporate governance report, selection of new directors, Page 82	-	-	-	SR : Pages 63-66

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General standard disclosures	Disclosure requirements	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
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: <ul style="list-style-type: none"> <li>• Cross-board membership</li> <li>• Cross-shareholding with suppliers and other stakeholders</li> <li>• Existence of controlling shareholder</li> <li>• Related party disclosures</li> </ul>	AR: Corporate governance report, Page 80	-	-	-	SR: Pages 63-66
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 80 SR: Sustainability at Infosys, Page 3	-	-	-	SR: Pages 63-66
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	AR: Training of Board Members, Page 82 SR: Sustainability at Infosys, Page 3	-	-	-	SR: Pages 63-66
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 minimum, changes in membership and organizational practice.	AR: Board committees, Page 88-97 SR: Sustainability at Infosys, Page 3	-	-	-	SR: Pages 63-66

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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	<p>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.</p> <p>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.</p>	AR: Risk management report, Page 101 SR: Sustainability at Infosys, Page 3	-	-	-	SR: Pages 63-66
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: Risk management report, Page 101 SR: Sustainability at Infosys, Page 3	-	-	-	SR: Pages 63-66
G4-47	Report the frequency of the highest governance body's re-view of economic, environmental and social impacts, risks, and opportunities.	AR: Risk management report, Page 101 SR: Sustainability at Infosys, Page 3	-	-	-	SR: Pages 63-66
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.	SR: Sustainability at Infosys, Page 3	-	-	-	SR: Pages 63-66
G4-49	Report the process for communicating critical concerns to the highest governance body.	AR: Stakeholder relationship committee, Page 94	-	-	-	SR: Pages 63-66
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: Stakeholder relationship committee, Page 94	-	-	-	SR: Pages 63-66

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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	<p>a) Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration :</p> <ul style="list-style-type: none"> <li>• Fixed pay and variable pay <ul style="list-style-type: none"> <li>- Performance-based pay</li> <li>- Equity-based pay</li> <li>- Bonuses</li> <li>- Deferred or vested shares</li> </ul> </li> <li>• Sign-on bonuses or recruitment incentive payments</li> <li>• Termination payments</li> <li>• Clawbacks</li> <li>• Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees</li> </ul> <p>b) Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.</p>	AR: Nomination and remuneration committee, Page 92	-	-	-	SR: Pages 63-66
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: Nomination and remuneration committee, Page 92	-	-	-	SR: Pages 63-66
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: Nomination and remuneration committee, Page 92	-	The information is subject to specific confidentiality constraints.	-	SR: Pages 63-66

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General standard disclosures	Disclosure requirements	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
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 highest-paid individual) in the same country.	AR: Annexure 3 – Particulars of employees, Page 34 SR: Confidentiality, Page 4	-	The information is subject to specific confidentiality constraints.	Individual compensation is a confidential information as per the policy of the Company.	SR: Pages 63-66
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 increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	AR: Annexure 3 – Particulars of employees, Page 34 SR: Confidentiality, Page 4	-	The information is subject to specific confidentiality constraints.	Individual compensation is a confidential information as per the policy of the Company.	SR: Pages 63-66

### 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 18 AR: Corporate governance report, Page 80; Annexure 10 – corporate policies, Page 60	-	-	-	SR: Pages 63-66
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.	AR: Page 83 <a href="https://www.infosys.com/newsroom/press-releases/Pages/company-statement-9feb2017.aspx">https://www.infosys.com/newsroom/press-releases/Pages/company-statement-9feb2017.aspx</a>	-	-	-	SR: Pages 63-66

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General standard disclosures	Disclosure requirements	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
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 18 AR: Corporate governance report, Page 80; Annexure 10 – corporate policies, Page 60	-	-	-	SR: Pages 63-66

## 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
<b>Economic performance</b>						
G4-DMA	Generic Disclosures on Management Approach	AR: Letter to the stakeholder, Page 2	-	-	-	SR: Pages 63-66
G4-EC1	Direct economic value generated and distributed	SR: Financial performance, Page 16	-	-	-	SR: Pages 63-66
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	AR: Risk management report, Page 101 <a href="https://www.cdp.net/sites/2017/80/9080/Pages/Default.aspx">https://www.cdp.net/sites/2017/80/9080/Pages/Default.aspx</a>	-	-	-	SR: Pages 63-66
G4-EC3	Coverage of the organization's defined benefit plan obligations	AR: Employee benefits, Page 121	-	-	-	SR: Pages 63-66
G4-EC4	Financial assistance received from government	AR: Standalone financial statements, Income taxes, Page 146	-	-	-	SR: Pages 63-66

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General standard disclosures	Disclosure requirements	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
<b>Market presence</b>						
G4-DMA	Generic Disclosures on Management Approach	AR: Letter to the stakeholder, Page 2	-	-	-	SR: Pages 63-66
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	SR: Talent management, Page 21	-	-	-	SR: Pages 63-66
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	SR: Talent management (age-wise employee for fiscals 2017, 2016 and 2015 table), Page 22	-	-	-	SR: Pages 63-66
<b>Indirect economic impacts and community development</b>						
G4-DMA	Generic Disclosures on Management Approach	<a href="https://www.infosys.com/infosys-foundation/">https://www.infosys.com/infosys-foundation/</a>				
G4-EC7	Development and impact of infrastructure investments and services supported	SR: Environmental stewardship, Page 40-58 Infosys Foundation at <a href="http://www.infosys.org">www.infosys.org</a>				
G4-EC8	Significant indirect economic impacts, including the extent of impacts	SR: Environmental stewardship, Page 40-58 Infosys Foundation at <a href="http://www.infosys.org">www.infosys.org</a>				
<b>Procurement practices</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Reporting boundary and scope, Page 4	-	-	-	-
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	SR: Responsible supply chain, Page 18	-	-	-	SR: Pages 63-66

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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
<b>Energy</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Sustainability at Infosys, Page 3 SR: Building a world of opportunity – for everyone, Page 8 SR: Our commitment to environmental sustainability, Page 41	-	-	-	SR: Pages 63-66
G4-EN3	Energy consumption within the organization	SR: Our performance, Page 44 SR: Data computational methods, Page 55	-	-	-	SR: Pages 63-66
G4-EN4	Energy consumption outside of the organization	SR: Our performance, Page 44 SR: Data computational methods, Page 55	-	-	-	SR: Pages 63-66
G4-EN5	Energy intensity	SR: Our performance Page 44 SR: Data computational methods, Page 55	-	-	-	SR: Pages 63-66
G4-EN6	Reduction of energy consumption	SR: Our performance, Page 44 SR: Data computational methods, Page 55	-	-	-	SR: Pages 63-66
G4-EN7	Reductions in energy requirements of products and services	Not applicable	Reductions in energy requirements of product 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.	SR: Pages 63-66

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General standard disclosures	Disclosure requirements	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
<b>Water</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Sustainability at Infosys, Page 3 SR: Building a world of opportunity – for everyone, Page 8 SR: Our commitment to environmental sustainability, Page 41	-	-	-	SR: Pages 63-66
G4-EN8	Total water withdrawal by source	SR: Our performance, Page 49	-	-	-	SR: Pages 63-66
G4-EN9	Water sources significantly affected by withdrawal of water	SR: Our performance, Page 49	-	-	-	SR: Pages 63-66
G4-EN10	Percentage and total volume of water recycled and reused	SR: Our performance, Page 49	-	-	-	SR: Pages 63-66
<b>Emission</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Sustainability at Infosys, Page 3 SR: Building a world of opportunity – for everyone, Page 8 SR: Our commitment to environmental sustainability, Page 41	-	-	-	SR: Pages 63-66
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	SR: Our performance, Page 46 SR: Data computational methods, Page 55	-	-	-	SR: Pages 63-66
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	SR: Our performance, Page 46 SR: Data computational methods, Page 55	-	-	-	SR: Pages 63-66

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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 performance, Page 46 SR: Data computational methods, Page 55	-	-	-	SR: Pages 63-66
G4-EN18	Greenhouse gas (GHG) emissions intensity	SR: Our performance, Page 46 SR: Data computational methods, Page 55	-	-	-	SR: Pages 63-66
G4-EN19	Reduction of greenhouse gas (GHG) emissions	SR: Our performance, Page 46 SR: Data computational methods, Page 55	-	-	-	SR: Pages 63-66
G4-EN20	Emissions of ozone-depleting substances (ODS)	SR: Our performance, Pages 48	-	-	-	SR: Pages 63-66
G4-EN21	NOx, SOx, and other significant air emissions	SR: Our performance, Page 48	-	-	-	SR: Pages 63-66
<b>Waste and effluents</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Sustainability at Infosys, Page 3 SR: Building a world of opportunity – for everyone, Page 8 SR: Our commitment to environmental sustainability, Page 41	-	-	-	SR: Pages 63-66
G4-EN22	Total water discharge by quality and destination	SR: Our performance, Page 50	-	-	-	SR: Pages 63-66
G4-EN23	Total weight of waste by type and disposal method	SR: Our performance, Page 52	-	-	-	SR: Pages 63-66
G4-EN24	Total number and volume of significant spills	SR: Our performance, Pages 51-52	-	-	-	SR: Pages 63-66

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General standard disclosures	Disclosure requirements	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
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.	-	SR: Pages 63-66
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff	Not applicable	-	-	-	SR: Pages 63-66
<b>Products and services</b>						
G4-DMA	Generic Disclosures on Management Approach	Not applicable	-	-	-	SR: Pages 63-66
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	Not applicable	-	-	-	SR: Pages 63-66
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category	Not applicable	-	-	-	SR: Pages 63-66
<b>Compliance</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Sustainability at Infosys, Page 3 SR: Building a world of opportunity – for everyone, Page 8 SR: Our commitment to environmental sustainability, Page 41	-	-	-	SR: Pages 63-66

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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: Our commitment to environmental sustainability, Page 41	-	-	-	SR: Pages 63-66
<b>Transport</b>						
G4-DMA	Generic Disclosures on Management Approach					
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	SR: GHG emissions due to employee commute, Pages 46-47 The emissions due to products are reported as part of capital goods-related emissions which includes 'cradle to gate' emissions.				
<b>Overall</b>						
G4-DMA	Generic Disclosures on Management Approach					
G4-EN31	Total environmental protection expenditures and investments by type	We have restrictions in terms of data capture for all environment protection expenses as many of these are difficult to separate.				

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General standard disclosures	Disclosure requirements	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
<b>Supplier environmental assessment</b>						
G4-DMA	Generic Disclosures on Management Approach	Not material For supplier-related environmental impacts, Infosys considers that there are no significant environmental impacts from our suppliers. Infosys categorizes its suppliers as people, services and product suppliers. The environmental impacts from the people and service suppliers within our boundary are already covered as a part of the Infosys disclosures. The product supplier-based impacts are covered in the scope 3 emissions section. Hence, Infosys considers that this is not significant and hence is not included in the GRI index.				
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Not material				
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	Not material				
<b>Environmental grievance mechanisms</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Sustainability at Infosys, Page 3 SR: Building a world of opportunity – for everyone, Page 8 SR: Our commitment to environmental sustainability, Page 41	-	-	-	SR: Pages 63-66
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	SR: Our commitment to environmental sustainability, Page 41	-	-	-	SR: Pages 63-66

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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
<b>Employment</b>						
G4-DMA	Generic Disclosures on Management Approach	SR : Employee well-being, Page 19	-	-	-	SR : Pages 63-66
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	SR : Our global employees, Page 22	-	-	-	SR : Pages 63-66
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	SR : Talent management, Page 21	-	-	-	SR : Pages 63-66
G4-LA3	Return to work and retention rates after parental leave, by gender	SR : Work-life balance, Page 24	-	-	-	SR : Pages 63-66
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	SR : Freedom of association, Page 23	-	-	-	SR : Pages 63-66
<b>Occupational health and safety</b>						
G4-DMA	Generic Disclosures on Management Approach	SR : Occupational health and safety, Page 28	-	-	-	SR : Pages 63-66
G4-LA5	Percentage of total work-force represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	SR : Occupational health and safety, Page 28	-	-	-	SR : Pages 63-66
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 28	-	-	-	SR : Pages 63-66

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General standard disclosures	Disclosure requirements	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	SR: Occupational health and safety, Page 28	-	-	-	SR: Pages 63-66
G4-LA8	Health and safety topics covered in formal agreements with trade unions	SR: Freedom of association, Page 23	-	-	-	SR: Pages 63-66
<b>Training and education</b>						
G4-DMA	Generic Disclosures on Management Approach	SR, Talent enablement, Page 25	-	-	-	SR: Pages 63-66
G4-LA9	Average hours of training per year per employee by gender, and by employee category	SR: Talent enablement – Continuous education, Page 26	-	-	-	SR: Pages 63-66
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 26	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 63-66
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	SR: New age engagement models, Page 20	-	-	-	SR: Pages 63-66
<b>Diversity and equal opportunity</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Diversity and inclusion, Page 28	-	-	-	SR: Pages 63-66

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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 breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	AR: Corporate governance – Board composition, Page 81	Breakdown of employees per employee category minority group membership, and other indicators of diversity.	The information is currently unavailable.	We are strengthening our systems and processes to capture diversity indicators at the management level across the organization.	SR: Pages 63-66
<b>Equal remuneration for women and men</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Talent management, Page 21	-	-	-	
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	SR: Talent management, Page 21 AR: Pages 38-40	-	-	-	
<b>Supplier assessment for labor practices</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Responsible supply chain, Page 18	-	-	-	SR: Pages 63-66
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	SR: Responsible supply chain, Page 18 SR: Sustainability at Infosys, Page 3	-	-	-	SR: Pages 63-66
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	SR: Responsible supply chain, Page 18	-	-	-	SR: Pages 63-66

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General standard disclosures	Disclosure requirements	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
<b>Labor practices grievance mechanisms</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Hearing and resolving issues, Page 28	-	-	-	SR: Pages 63-66
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	SR: Hearing and resolving issues, Page 28	-	-	-	SR: Pages 63-66

### 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
<b>Investment</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Employee well-being, Page 19	-	-	-	SR: Pages 63-66
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 19 AR: Compliance with the corporate governance codes, Page 100	-	-	-	SR: Pages 63-66
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 27 SR: Sustainability at Infosys, Page 3	-	-	-	SR: Pages 63-66
<b>Non-discrimination</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Equal opportunity, Page 27	-	-	-	SR: Pages 63-66
G4-HR3	Total number of incidents of discrimination and corrective actions taken	SR: Hearing and resolving issues, Page 28 AR: BRR Principle 3.7, Page 229	-	-	-	SR: Pages 63-66

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General standard disclosures	Disclosure title	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
<b>Freedom of association and collective bargaining</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Freedom of association, Page 23	-	-	-	SR: Pages 63-66
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	SR: Freedom of association, Page 23	-	-	-	SR: Pages 63-66
<b>Child labor</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Employee well-being, Page 17 AR: BRR Principle 5.2, Page 231				
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	AR: BRR Principle 2.4, Page 228				
<b>Forced labor</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Employee well-being, Page 19 AR: BRR Principle 5.2, Page 231				
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	AR: BRR Principle 2.4, Page 228				
<b>Security practices</b>						
G4-DMA	Generic Disclosures on Management Approach	AR: Stakeholders relationship committee, Page 94	-	-	-	SR: Pages 63-66

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General standard disclosures	Disclosure title	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	AR: Stakeholders relationship committee, Page 94 SR: Training on Code of Conduct and Ethics, Page 27	-	-	-	SR: Pages 63-66
<b>Indigenous rights</b>						
G4-DMA	Generic Disclosures on Management Approach					
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	SR: Page 41				
<b>Assessment</b>						
G4-DMA	Generic Disclosures on Management Approach	AR: Stakeholders relationship committee, Page 94	-	-	-	SR: Pages 63-66
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	SR: Responsible supply chain, Page 18 AR: Compliance with the corporate governance codes, Page 100	-	-	-	SR: Pages 63-66
<b>Supplier human rights assessment</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Responsible supply chain, Page 18 AR: Compliance with the corporate governance codes, Page 100	-	-	-	SR: Pages 63-66
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	SR: Responsible supply chain, Page 18	-	-	-	SR: Pages 63-66
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	SR: Responsible supply chain, Page 18	-	-	-	SR: Pages 63-66

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General standard disclosures	Disclosure title	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
<b>Human rights grievance mechanisms</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Hearing and resolving issues Page 28 AR: BRR Principle 3.7, Page 229	-	-	-	SR: Pages 63-66
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	SR: Hearing and resolving issues Page 28 AR: BRR Principle 3.7, Page 229	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 63-66

## 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
<b>Local communities</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Community engagement, Page 35				
G4-S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Refer to the Infosys Foundation website, <a href="https://www.infosys.com/infosys-foundation/">https://www.infosys.com/infosys-foundation/</a>				
G4-S02	Operations with significant actual and potential negative impacts on local communities	Refer to the Infosys Foundation website, <a href="https://www.infosys.com/infosys-foundation/">https://www.infosys.com/infosys-foundation/</a>				
<b>Anti-corruption</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Corporate governance and compliance, Page 18	-	-	-	SR: Pages 63-66
G4-S03	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	AR: Risk management report, Page 101	-	-	-	SR: Pages 63-66

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General standard disclosures	Disclosure title	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
G4-S04	Communication and training on anti-corruption policies and procedures	SR: Training on Code of Conduct and Ethics, Page 27	-	-	-	SR: Pages 63-66
G4-S05	Confirmed incidents of corruption and actions taken	AR: BRR Principle 9.3, Page 234	-	-	-	SR: Pages 63-66
<b>Public policy</b>						
G4-DMA	Generic Disclosures on Management Approach					
G4-S06	Total value of political contributions by country and recipient / beneficiary	Form 20F, Exhibit 11.2 Code of Conduct and Ethics, Page 287				
<b>Anti-competitive behavior</b>						
G4-DMA	Generic Disclosures on Management Approach	AR: BRR Principle 9.3, Page 234	-	-	-	SR: Pages 63-66
G4-S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	AR: BRR Principle 9.3, Page 234	-	-	-	SR: Pages 63-66
<b>Compliance</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Materiality aspects and scope, Page 11 SR: Corporate governance and Compliance, Page 18	-	-	-	SR: Pages 63-66
G4-S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	SR: Our commitment to environmental sustainability, Page 41	-	-	-	SR: Pages 63-66
<b>Supplier assessment for impacts on society</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Responsible supply chain, Page 18				
G4-S09	Percentage of new suppliers that were screened using criteria for impacts on society	All new suppliers are compliant with the laws of the land vis-a-vis labor practices.				
G4-S010	Significant actual and potential negative impacts on society in the supply chain and actions taken					
<b>Grievance mechanisms for impacts on society</b>						
G4-DMA	Generic Disclosures on Management Approach	AR: Annexure 10 – Corporate policies, Whistleblower Policy, Page 60				
G4-S011	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	There were no grievances related to impacts on society.				

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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
<b>Customer health and safety</b>						
G4-DMA	Generic Disclosures on Management Approach	Not material				
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Not material				
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	Not material				
<b>Product and service labeling</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Client focus, Page 16	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 63-66

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General standard disclosures	Disclosure title	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
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.	SR: Pages 63-66
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 16 AR: Letter to the stakeholder, Page 2	-	-	-	SR: Pages 63-66

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General standard disclosures	Disclosure title	Page number (or Link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
<b>Marketing communications</b>						
G4-DMA	Generic Disclosures on Management Approach	AR : BRR Principle 9.3, Page 234	-	-	-	SR : Pages 63-66
G4-PR6	Sale of banned or disputed products	AR : BRR Principle 9.3, Page 234	-	-	-	SR : Pages 63-66
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	AR : BRR Principle 9.3, Page 234	-	-	-	SR : Pages 63-66
<b>Customer privacy</b>						
G4-DMA	Generic Disclosures on Management Approach	SR : Privacy and data protection, Page 17	-	-	-	SR : Pages 63-66
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 63-66
<b>Compliance</b>						
G4-DMA	Generic Disclosures on Management Approach	SR : Privacy and data protection, Page 17; SR : Material aspects and scope, Page 12 <i>Note : Being an IT services company, we are regulated by data privacy</i>	-	-	-	SR : Pages 63-66
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 63-66

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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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